

MINUTES

FOR THE GREATER SHEPPARTON CITY COUNCIL

ORDINARY COUNCIL MEETING

HELD ON TUESDAY 19 FEBRUARY, 2019 AT 5.30PM

IN THE COUNCIL BOARDROOM

COUNCILLORS:

Cr Kim O'Keeffe (Mayor) **Cr Shelley Sutton (Deputy Mayor)** Cr Seema Abdullah **Cr Dinny Adem Cr Bruce Giovanetti** Cr Chris Hazelman **Cr Les Oroszvary** Cr Dennis Patterson Cr Fern Summer

VISION

A THRIVING ECONOMY IN THE FOODBOWL OF VICTORIA WITH EXCELLENT LIFESTYLES, INNOVATIVE AGRICULTURE A DIVERSE COMMUNITY AND ABUNDANT OPPORTUNITIES



MINUTES FOR THE ORDINARY COUNCIL MEETING HELD ON TUESDAY 19 FEBRUARY, 2019 AT 5.30PM

CHAIR CR KIM O'KEEFFE

INDEX

1.	ACKNOWLEDGEMENT	1
2.	PRIVACY POLICY	1
3.	APOLOGIES	1
4.	DECLARATIONS OF CONFLICT OF INTEREST	1
5.	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	2
5.1	Confirmation of Minutes of Previous Meetings	
6.	PUBLIC QUESTION TIME	2
7.	DEPUTATIONS AND PETITIONS	3
7.1	Use of Ford Road as an East / West Truck Link	3
7.2	Request to Reverse the B Double Classification of Ford Road	
7.3	Hawdon Street and Verney Road Intersection Upgrade	5
8.	MANAGEMENT REPORTS FROM THE INFRASTRUCTURE	_
0.4	DIRECTORATE Contract 1918 - Provision of Tree Maintenance Services	
8.1 8.2	Princess Park Future Directions Plan and Landscape Masterplan	
9.	MANAGEMENT REPORTS FROM THE COMMUNITY DIRECTORATE	
9. 9.1	Maternal and Child Health Service - 2017/2018 report	
9.1	Best Start Early Years Plan update	
9.3	Greater Shepparton Youth Strategy and Action Plan 2019-2022	
9.4	Section 86 Special Committees - Memberships	
10.	MANAGEMENT REPORTS FROM THE CORPORATE SERVICES	
	DIRECTORATE	
10.1		
	2018/2019 Q2 Forecast Review	42
10.3	Contracts Awarded Under Delegation and Contracts Advertised but yet to be Awarded	45
10.4	Contract 1896 - Provision of Creative & Production Services and Media	
	Buying for Shepparton Show Me	
10.5	2017-2021 Council Plan - 2018-19 Quarter 2 Progress Report	55
11.	MANAGEMENT REPORTS FROM THE SUSTAINABLE	
	DEVELOPMENT DIRECTORATE	58
	Rename - Flanagan Place, Tatura	58
11.2	RiverConnect Implementation Advisory Committee Community Member	62
11.3	AppointmentsRiverConnect Implementation Advisory Committee Terms of Reference	
	Cussen Park Advisory Committee	
	Council Submission to Draft Solar Energy Facilities Design and	
	Development Guidelines	75



11.6	Shepparton and Mooroopna 2050: Regional City Growth Plan - Key	and Present
	Issues and Opportunities Paper, February 2019	. 80
11.7	International Engagement Policy	. 86
11.8	Shepparton Truck and Transport Museum - MOVE	. 90
12.	REPORTS FROM COUNCILLORS	. 98
13.	REPORTS FROM SPECIAL AND ADVISORY COMMITTEES	. 98
14.	NOTICE OF MOTION, AMENDMENT OR RESCISSION	. 98
15.	DOCUMENTS FOR SIGNING AND SEALING	. 98
16.	COUNCILLOR ACTIVITIES	. 99
16.1	Councillors Community Interaction and Briefing Program	. 99
17.	URGENT BUSINESS NOT INCLUDED ON THE AGENDA	102
18.	CONFIDENTIAL MANAGEMENT REPORTS	102
18.1	Designation of Confidentiality of Information – Report Attachments	102



RISK LEVEL MATRIX LEGEND

Note: A number of reports in this agenda include a section on "risk management implications". The following table shows the legend to the codes used in the reports.

	Consequences					
Likelihood	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)	
Almost Certain						
(5)	LOW	MEDIUM	HIGH	EXTREME	EXTREME	
Would be						
expected to						
occur in most						
circumstances						
(daily/weekly)						
Likely (4)						
Could probably	LOW	MEDIUM	MEDIUM	HIGH	EXTREME	
occur in most						
circumstances						
(i.e. Monthly)						
Possible (3)						
Reasonable	LOW	LOW	MEDIUM	HIGH	HIGH	
probability that it						
could occur						
(i.e. over 12						
months)						
Unlikely (2)						
It is not expected	LOW	LOW	LOW	MEDIUM	HIGH	
to occur						
(i.e. 2-5 years)						
Rare (1)						
May occur only	LOW	LOW	LOW	MEDIUM	HIGH	
in exceptional						
circumstances						
(i.e. within10						
years)						

Extreme Intolerable – Immediate action is required to mitigate this risk to an

acceptable level. Event/Project/Activity is not to proceed without

authorisation

High Intolerable – Attention is needed to treat risk.

Medium Variable – May be willing to accept the risk in conjunction with

monitoring and controls

Low Tolerable – Managed by routine procedures



PRESENT: Councillors Kim O'Keeffe, Shelley Sutton, Seema Abdullah, Dinny Adem, Bruce Giovanetti, Chris Hazelman, Dennis Patterson and Fern Summer.

OFFICERS: Peter Harriott – Chief Executive Officer

Phillip Hoare - Director Infrastructure

Geraldine Christou – Director Sustainable Development

Chris Teitzel – Director Corporate Services Kaye Thomson – Director Community Rebecca Good – Official Minute Taker Sharlene Still – Deputy 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. PRIVACY POLICY

This public meeting is being streamed live via our Facebook page and made available for public access on our website along with the official Minutes of this meeting.

All care is taken to maintain your privacy; however as a visitor in the public gallery, it is assumed that your consent is given in the event that your image is broadcast to the public. It is also assumed that your consent is given to the use and disclosure of any information that you share at the meeting (including personal or sensitive information) to any person who accesses those recordings or Minutes

3. APOLOGIES

Moved by Cr Giovanetti Seconded by Cr Adem

That the apology from Cr Oroszvary be noted and a leave of absence granted.

CARRIED UNOPPOSED.

4. DECLARATIONS OF CONFLICT OF INTEREST

In accordance with sections 77A, 77B, 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a "conflict of interest" in a decision if they would receive, or could reasonably be perceived as receiving a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

Disclosure must occur immediately before the matter is considered or discussed.

Cr Hazelman declared an indirect conflict of interest due to conflicting duties in relation to item 9.4 - Section 86 Special Committees – Membership. Cr Hazelman is a member of the Tallygaroopna Recreation Reserve and Community Centre Committee of Management.



5. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Moved by Cr Hazelman Seconded by Cr Adem

That the minutes of the Ordinary Council meeting held 18 December 2018 as circulated, be confirmed.

CARRIED UNOPPOSED.

6. PUBLIC QUESTION TIME

Nil Received.



7. DEPUTATIONS AND PETITIONS

7.1 Use of Ford Road as an East / West Truck Link

Summary

Council has received a petition containing 1423 signatures opposing the use of Ford Road as an East /West truck link between the Goulburn Valley Highway and Grahamvale Road.

Moved by Cr Adem Seconded by Cr Sutton

That the Council receive the petition relating to Use of Ford Road as an East / West Truck Link

CARRIED UNOPPOSED.

Attachments



7. DEPUTATIONS AND PETITIONS

7.2 Request to Reverse the B Double Classification of Ford Road

Summary

A petition containing 880 signatures has been received by Council, requesting the reversal of the B Double classification of Ford Road.

Moved by Cr Summer Seconded by Cr Adem

That the Council receive the petition relating to the Request to Reverse the B Double Classification of Ford Road

CARRIED UNOPPOSED.

Attachments



7. DEPUTATIONS AND PETITIONS

7.3 Hawdon Street and Verney Road Intersection Upgrade

Summary

Council has received a petition containing 86 signatures in addition to 14 letters of objection, relating to the proposed intersection upgrade works on Hawdon Street and Verney Road.

Moved by Cr Giovanetti Seconded by Cr Abdullah

That the Council receive the petition relating to Hawdon Street and Verney Road Intersection Upgrade works.

CARRIED UNOPPOSED.

Attachments



8.1 Contract 1918 - Provision of Tree Maintenance Services

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest..

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 Parks, Sports and Recreation,

Team Leader Parks, Open Spaces and Sports, Coordinator Arboriculture

Proof reader(s): Manager Parks, Sports and Recreation and

Team Leader Parks, Open Spaces and Sports

Approved by: Director Infrastructure

Executive Summary

Council maintain over 36,000 trees in streets, public open spaces and rural roadsides within the municipality. These trees require proactive and reactive maintenance. Council strives to maintain its urban forest through contemporary Arboriculture Practices.

This contract is for the provision of tree maintenance works including tree plantings, pruning and removals. This 3 year contract is for the provision of a panel of supplier to undertake these works. Council advertised these works on TenderSearch and received 6 submissions.

Moved by Cr Abdullah Seconded by Cr Patterson

That the Council:

- accept the tenders submitted by Choice Corporate Pty Ltd, Supreme Tree Stump Removal Pty Ltd, Arbor Dynamics, Vic State Tree Services, Summit Open Space Services and Austral Tree Services for Contract No. 1918 Provision of Tree Maintenance Services for the total cost of \$1,980,000 (GST inclusive)
- 2. note that the contract term is for a period of 3 years, with 1 x 1 year extension option
- 3. authorise the Chief Executive Officer to sign and seal the contract documents.

CARRIED UNOPPOSED.

Contract Details

This contract is for the provision of tree maintenance works including tree plantings, pruning and removals. These works will be undertaken in accordance with Council's Tree Management Plan and the relevant Australian Standards.

Annual audits will be conducted to determine the quantity of trees requiring pruning, with several contractors to be engaged to prune nominated trees to ensure we meet the objectives of the Tree Management Plan and Australian Standards.



8.1 Contract 1918 - Provision of Tree Maintenance Services (continued)

The tender evaluation panel is satisfied that the tenderers below meet all the necessary assessment criteria and provide value for money to Council.

Tenders

Tenders were received from:

Tenderers
Choice Corporate Pty Ltd
Supreme Tree Stump Removal Pty Ltd
Arbor Dynamics
Vic State Tree Services
Summit Open Space Services
Austral Tree Services

Tender Evaluation

Tenders were evaluated by the following Parks, Sport and Recreation Officers:

Title
Manager Parks, Sports and Recreation
Team Leader – Parks Open Spaces and Sports
Coordinator Arboriculture

Evaluation Criteria

Tenders were evaluated on the following criteria:

Evaluation Criteria	Weighting		
Price	50%		
Relevant previous experience	15%		
OHS systems	15%		
Benefit to local region	10%		
Environmental Sustainability	10%		

Council Plan/Key Strategic Activity

This procurement is consistent with the strategic objective of "Environment" outlined in the Council Plan 2017 – 2021 to ensure the region's environmental assets are planned and managed to sustain for future generations. This procurement is also strives to achieve the objective of Greening Greater Shepparton to be an attractive, vibrant and liveable place with well-connected green spaces that are valued by the community.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Traffic, Pedestrian and Buses /Trucks management during works.	Likely	Moderate	Moderate	Traffic management and work methodology to provide for vehicle and pedestrian access.



8.1 Contract 1918 - Provision of Tree Maintenance Services (continued)

Risks	Likelihood	Consequence	Rating	Mitigation Action
Accident or injury to public or contractor staff.	Possible	Moderate	Moderate	Site inductions, Safe Work Method Statement, Job Safety Analysis's and OH&S management Safety Management during construction – compulsory use of traffic control and "spotters" for overhead lines.
Damage to assets owned by other authorities.	Likely	Moderate	Moderate	Consult with relevant authority to identify the proposed lines.

Policy Considerations

This procurement has been undertaken in accordance with Procurement Guidelines adopted by Council on 19 June 2018 and the Victorian Local Government Procurement Best Practice Guidelines 2013.

Financial Implications

The below figures are over a 3 year period

	Approved	This	Variance to	This Proposal
	Budget Estimate	Proposal	Approved	GST Inclusive ²
	for this	GST Exclusive	Budget Estimate	
	proposal ¹		_	
	\$	\$	\$	\$
Revenue				
Expense	1800000	1800000	1800000	1980000
Net Total	1800000	1800000	1800000	1980000

¹ Budgets are GST exclusive

The annual expenditure value of this contract is subject to the number of trees identified for works by Council's Arboriculture Officers. The figures above are determined using an average number of trees pruned in the past 3 years. The figure above also includes tree planting and maintenance.

Legal/Statutory Implications

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

Environmental/Sustainability Impacts

Tenderers were evaluated on their experience in managing, and commitment to environmental sustainability. Companies were asked to supply to Council their Environmental Management Plan (EMP) and demonstrate the implementation of their EMP.

² For Contract Award reports the GST inclusive expense shall match the amount reported in the



8.1 Contract 1918 - Provision of Tree Maintenance Services (continued)

Strategic Links

a) Greater Shepparton 2030 Strategy

Infrastructure – The provision and restructure of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth.

b) Other strategic links

Greater Shepparton Urban Forest Strategy.

Conclusion

The tender evaluation panel are satisfied that all tenderers offer value for Council and have the appropriate resources, skills and qualifications to complete the work. Therefore it is recommended that Council award all abovementioned tenderers to the panel of suppliers for Contract 1918 for Provision of Tree Maintenance Services.

Attachments

Nil.



8.2 Princess Park Future Directions Plan and Landscape Masterplan

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Team Leader Sports Development and Strategic Planning

Proof reader(s): Manager Parks, Sport and Recreation

Approved by: Director Infrastructure

Executive Summary

Princess Park abuts the Shepparton central business district and provides a unique and picturesque parcel of open space for the local community. Its location alongside the Goulburn River provides a popular area for walking and informal recreation pursuits, while its sporting infrastructure plays an important role in meeting the organised sporting needs of the Greater Shepparton community.

The Princess Park Future Directions Plan and Landscape Masterplan have been developed to provide Greater Shepparton City Council with a vision for supporting the future use, development, management and maintenance of Princess Park which addresses current and future community need.

Consultation has taken place with key stakeholders in developing the Future Directions Plan and Landscape Masterplan. The stakeholders consulted have included the Princess Park user groups, Council officers, Goulburn Broken Catchment Management Authority and peak sporting associations. Flyers requesting the completion of an online survey were also mailed to properties located within approximately three blocks of the reserve. The consultation process has included workshops and face to face discussions and a survey.

A detailed background report has been prepared along with a Landscape Masterplan summarising the key recommendations which include:

- Working in partnership
- Improving the support infrastructure
- Improving playing facilities
- Enhancing informal recreation options and aesthetics of the park
- Building the capacity of the park

At the Ordinary Council Meeting held on 16 October 2018, Council resolved to release the *Draft Princess Park Future Directions Plans and Landscape Masterplan* for public exhibition and comment.

The draft Future Directions Plan and Landscape Masterplan was released for public comment from 17 October 2018 to 14 November 2018. This consultation was undertaken in accordance with Council's *Community Engagement Strategy 2009* and 28 submissions were received by Council.

The feedback largely supported a majority of the suggested developments of the Future Directions Plan and Landscape Masterplan, with items such as the off leash dog park,



8.2 Princess Park Future Directions Plan and Landscape Masterplan (continued)

upgraded pavilion, second netball court, female friendly facilities and realignment of the oval. The changes that have been made since the release of the draft document include addition of pump station/fire suppression equipment, a path to access the reserve, solid linetype for the cricket wicket, reference to cricket included where it only had "football facility" referenced, storage shed included, review of additional shelter including covered deck on building and relocation of shipping container. The content of the submissions are in the attached submission recorder.

The Future Directions Plan proposes a staged development over time ensuring implementation of the Landscape Masterplan can be best aligned with funding availability.

It is recommended that Council adopt the Princess Park Future Directions Plan and Landscape Masterplan.

Moved by Cr Patterson Seconded by Cr Adem

That the Council adopt the *Princess Park Future Directions Plan* and the *Princess Park Landscape Masterplan*.

CARRIED UNOPPOSED.

Background

The Princess Park Future Directions Plan and Landscape Masterplan have been developed to provide Greater Shepparton City Council with a vision for supporting the future use, development, management and maintenance of Princess Park which addresses current and future community need.

The documents consider the needs and expectations of the local community, Council's priorities for improving the liveability of the Greater Shepparton community and the condition and functionality of the reserve.

The draft Future Directions Plan and Landscape Masterplan have been developed in consultation with the user groups of the reserve, Goulburn Broken Catchment Management Authority, peak sporting associations and occupiers of properties located within approximately three blocks of the reserve.

The Future Directions Plan and Landscape Masterplan recommends:

- Working in partnership
 - o Assess the feasibility of developing a multipurpose shared clubroom facility
 - o Implement a program of regular joint meetings of groups who use Princess Park
- Improving the support infrastructure
 - Develop change room facilities to support participation by females
 - Assess the feasibility of upgrading or replacing the public toilet facilities
 - o Improve accessibility of paths of travel throughout the park
 - Improve spectator amenities, particularly seating and shelter
- Improving playing facilities
 - Assess the feasibility of increasing the size and capacity of the Jim McGregor Oval
 - Relocate and replace the netball courts



8.2 Princess Park Future Directions Plan and Landscape Masterplan (continued)

- Enhancing informal recreation options and aesthetics of the park
 - Pursue the development of picnic and barbecue facilities and consider the development of a dog park
 - Provide safe and accessible pathways connecting the Park to the CBD and to the Eastbank Lake Project
 - Upgrade the Park entrance way to more appropriately reflect the aesthetic and significance of the Park
- Building the capacity of the Park
 - Assess the feasibility and impact of providing perimeter fencing
 - Explore the opportunities to increase the use of the Park for community events and activities such as markets
 - Formalise the car parking around the Park and explore options for use of the Italian Social Club car park minimising impact on Goyen Reserve

At the Ordinary Council Meeting held on 16 October 2018, Council resolved to release the *Draft Princess Park Future Directions Plans and Landscape Masterplan* for public exhibition and comment.

The draft Future Directions Plan and Landscape Masterplan was released for public comment from 17 October 2018 to 14 November 2018. This consultation was undertaken in accordance with Council's *Community Engagement Strategy 2009* and 28 submissions were received by Council. The changes that have been made since the release of the draft document include addition of pump station/fire suppression equipment, a path to access the reserve, solid linetype for the cricket wicket, reference to cricket included where it only had "football facility" referenced, storage shed included, review of additional shelter including covered deck on building and relocation of shipping container. The content of the submissions are in the attached submission recorder.

The consultation process has allowed Council officers to review community feedback and to respond accordingly, including some minor changes to the documentation. It is recommended that Council now adopt the Future Directions Plan and Landscape Masterplan.

Council Plan/Key Strategic Activity

The proposal directly aligns with the following objectives of the Council Plan:

Theme 2: Social

Objective 2.2 Our community is supported to achieve and sustain physical, emotional and spiritual health and wellbeing.

Objective 2.6 Volunteering is promoted and encouraged along with other measures to improve community resilience.

Objective 2.9 Public places, open space and community facilities are safe and accessible for all and presented to a high quality.

Objective 2.10 Council demonstrates strong regional and local partnership efforts across health and wellbeing.

Theme 3: Economic

Objective 3.3 Greater Shepparton is a major destination for events and tourism.

Risk Management

If the Future Directions Plan and Landscape Masterplan are not adopted by Council there is a risk that adhoc infrastructure upgrades will continue at the site given there will



8.2 Princess Park Future Directions Plan and Landscape Masterplan (continued)

be no clear direction for the future of Princess Park. Without any adopted plan this also significantly limits our ability to be successful in obtaining external funding from the State and Federal Government.

Policy Considerations

The Future Directions Plan and Landscape Masterplan does not conflict with any existing Council policies.

Financial Implications

Responsibility for implementation of action items is identified in the background report. Should the Future Directions Plan and Landscape Masterplan recommendations be endorsed by Council, the future implementation of the recommendations will be subject to individual detailed investigations and funding allocations. The estimated cost to implement various aspects of the Landscape Masterplan, based on concept design, is considered to be in the order of \$5.5m to \$7.5m.

Council will continue to seek funding from all levels of government to assist in the cost of the implementation and where Council contribution is required, will be subject to Council's normal capital budget process.

Legal/Statutory Implications

All procedures associated with the Future Directions Plan and Landscape Masterplan comply with the legislative requirements. Implementation of recommendations may require statutory approvals.

The Future Directions Plan and Landscape Masterplan were released for public comment in accordance with Council's *Community Engagement Strategy*.

Environmental/Sustainability Impacts

The recommendation will not result in any negative environmental/sustainability impacts.

Social Implications

The recommendation will not result in any negative social implications. The Future Directions Plan seeks to improve access to facilities supporting current use, encouraging increased use and supporting increased social connection opportunities.

Economic Impacts

The recommendation will not result in any negative economic impacts.

Consultation

Initial stakeholder consultation has been undertaken with the user groups of the reserve, Goulburn Broken Catchment Management Authority, peak sporting associations and local residents and businesses located in close proximity to the reserve.

The draft Future Directions Plan and Landscape Masterplan was endorsed by Council at the October Ordinary Council Meeting to release for public exhibition and comment from 17 October 2018 to 14 November 2018. There were 28 submissions were received by Council. The content of the submissions are in the attached submission recorder.

These submissions have been assessed and the final Future Directions Plan and Landscape Masterplan considers and addresses these comments as relevant.



8.2 Princess Park Future Directions Plan and Landscape Masterplan (continued)

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

Strategic Links

a) Greater Shepparton 2030 Strategy

Direction 2: Community Life – Enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability with a greater range of public open spaces, and recreation and community services.

Vision 4.3.5 Different New Residential Development – A priority on an active community with walking and cycle networks linked to major attractions as a major consideration b) Other strategic links

Greater Shepparton Municipal Health and Wellbeing Plan – Priority 14 – Physical Activity

Conclusion

The Princess Park Future Directions Plan and Landscape Masterplan has been subject to a community consultation process, including releasing the draft for public comment. Council has responded to feedback received and made changes to the Future Directions Plan and Landscape Masterplan to improve the intent and legibility of the Plan.

It is recommended that Council adopt the Princess Park Future Directions Plan and Landscape Masterplan.

Attachments

- Princess Park Feedback Spreadsheet
 Princess Park Future Directions Plan January 2019
 Princess Park Revised Masterplan (January 19)
 Page 105
 Page 111
 Page 165
- 4. 2017-18 Princess Park Building Condition Survey Report by Internal Staff



9.1 Maternal and Child Health Service - 2017/2018 report

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Team Leader Maternal and Child Health Proof reader(s): Manager Children and Youth Services

Approved by: Director Community

Executive Summary

The Maternal and Child Health (M&CH) Service provides support to families and their children (aged 0-6 years). The service is delivered by highly trained nurses with an emphasis on health promotion, physical and developmental assessment and referral for additional support where indicated. The outcome strived for is, healthy children and well supported parents.

The service in Greater Shepparton is provided from 14 centres across 8 towns and offers both centre and outreach / home visits. The majority of M&CH centres are collocated with at least one other Early Childhood service. Our M&CH team consists of 16 permanent M&CH nurses, 6 casual MCH nurses, a M&CH assistant (Group facilitator), Play therapist and 2 Administration staff.

Moved by Cr Summer Seconded by Cr Abdullah

That Council note the 2017-2018 Maternal and Child Health Report.

CARRIED UNOPPOSED.

Background

The Maternal and Child Health Service is provided without cost to all families in Victoria with children from birth to six years. The service is funded by the Department of Education and Training and Local Government.

The standard universal service delivery consists of 10 Key Age and Stage visits for each child before they commence formal schooling. The first visit is completed by a M&CH nurse in the family's home ideally between 6-10 days of the child's birth and the final scheduled visit occurs at or around the time the child is 3.5 years old. Additional visits either booked or via open sessions are available to parents / carers when they require additional support. Each visit has a planned procedure to monitor relevant developmental milestones, growth and physical health, to offer age appropriate advice on the child's next stage of development and to respond to parent questions. Parental health both physical and emotional is also assessed and concerns responded to should they arise.

Whilst the service is a health promotion or wellness model, nurses do play a significant role in linking families to a range of medical / health services including but not limited to local Paediatricians, Allied Health staff (Speech therapists, Physiotherapists, Dieticians, Occupational Therapists), Mental Health services, Family Violence services and Dental



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

Health services. Significant engagement also occurs with family support agencies such as The Bridge, Rumbalara, Family Care, Child First and DHHS Child protection.

The Enhanced M&CH Home visiting service offers a more intensive, program to meet the needs of more vulnerable children and families. Greater Shepparton experiences a high level of disadvantage – nurses regularly see many families with complex and ongoing vulnerability factors such as low income, young age, single and unsupported parents, mental health issues, cultural diversity (often involving a background of displacement and trauma), family violence, substance abuse, intellectual disability, homelessness and a background of trauma / child protection involvement for parents.

It needs to be acknowledged that levels of social disadvantage for many families within our municipality result in significant challenges for both families in their ability to access the service and for practitioners in their delivery of it.

Active involvement of the M&CH team in a number of areas within the community include:

- Department of Health and Human Service (DHHS) High Risk Infant Panel
- Area Implementation Group (Out of Home Care Agreement MAV / DET / DHHS)
- Best Start Early Years Partnership
- Vulnerable Families Meeting (Goulburn Valley Health)
- Paediatric Meeting Goulburn Valley Health
- One Village Collaboration: Closing the Gap group (Communities for Children).
 This group consists of a range of organisations working with Aboriginal children and families who are working together under the principles of Collective Impact for better outcomes for indigenous children. Earlier this year, Greater Shepparton City Council formally signed the Statement of Intent with the One Village Collaboration, ratifying Council's commitment to this work. Initiatives include;
 - Community consultation regarding Aboriginal families satisfaction with Early Childhood Services including MCH
 - Collaborative practice with the Family Engagement Worker funded by Communities for Children
 - o MCH attendance at approximately 10 different playgroups across the municipality
- Best Start Early Years Working Group Work includes the development of information Sharing Protocols developed with Family Care, The Bridge and the One Village Collaboration.
- Best Start Breastfeeding Working Group
- FASD (Fetal Alcohol Syndrome Disorder) Partnership Group (convened by GV Health)
- Lulla's Children and Families' Centre Health Check Day
 - Melbourne University School of Rural Health
 - o Gana Burrai: Mother and Child Data linkage research project
 - Providing Culturally Safe Health Care in a Rural / Regional Setting

Involvement by invitation in these programs represents the high value professionals and community members place on the M&CH service, and also an understanding within the sector of the clear evidence base indicating better outcomes for children when they are accessing Early Childhood Services such as M&CH.



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

2017/18 Annual Report

The report data summarises the achievements of the 2017-18 period and compares the last 3 years;

- Birth notices, 934, up from 847 last year and from 891 the year before
- **Total enrolments babies born 1/7/17-30/6/18** –915, up from 817 last year. This is a 12% increase this year
- Key Age and Stage (KAS) visits a total of 7,915, up 363 from last year

MCH KAS participation rates (Non ATSI plus ATSI) (NB: These figures were rounded)

2014/2015									
HomeVisit	2wk	4wk	8wk	4 mth	8mth	12mth	18mth	2 yr	3.5 yr
101%	96%	96%	93%	91%	86%	81%	77%	75%	64%
2015/2016									
Homevisit	2wk	4wk	8wk	4mth	8mth	12mth	18mth	2yrs	3.5yrs
100%	95%	95%	94%	92%	81%	83%	74%	75%	71%
2016/17									
Homevisit	2wk	4wk	8wk	4mth	8mth	12mth	18mth	2yrs	3.5yrs
102%	95%	92%	96%	93%	89%	85%	74%	74%	77%
2017/2018									
Homevisit	2wk	4wk	8wk	4mth	8mth	12mth	18mth	2yrs	3.5yrs
100%	96%	97%	95%	88%	83%	79%	78%	79%	75%

- 2,367 additional consults (based on family's needs) were provided
- 44 Healthy Start for School visits were completed. (If included in the 3.5year visits this would bring the participation rate for this visit to 79%)
- 202 New parent groups were conducted this year up from 184 last year. New parent groups provide new parents with a support network that regularly proves to be invaluable. Groups are also run focussing on Sleep Settling, Educational diet, First Aid (specific to infants and children) and Infant massage.
- Phone consults offering additional support for families were up to 1,193 (from 1,159 last year)
- 728 MIST (Melbourne Initial Screening Tests) were carried out—vision screening.
- KAS participation rates (Aboriginal and Torres Strait Islander (ATSI) and Non ATSI) these figures demonstrate the gradual increase we've achieved over recent years.

2011/2012									
HomeVisit	2wk	4wk	8wk	4 mth	8mth	12mth	18mth	2 yr	3.5 yr
99%	86%	69%	71%	81%	63%	51%	36%	33%	49%



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

2014/2015									
HomeVisit	2wk	4wk	8wk	4 mth	8mth	12mth	18mth	2 yr	3.5 yr
100%	92%	94%	77%	77%	81%	63%	48%	52%	52%
2017/18									
Homevisit	2wk	4wk	8wk	4mth	8mth	12mth	18mth	2yr	3.5yr
98%	81%	92%	72%	73%	70%	65%	70%	76%	80%

North Eastern Victoria and Victorian ATSI participation Rates & Vic figures 2015/16

	2017/18									
	HV	2wk	4wk	8wk	4mth	8mth	12mth	18mth	2yr	3.5yr
NE	96%	91%	89%	87%	83%	79%	77%	66%	64%	49%
Vic	88%	77%	77%	74%	70%	62%	57%	51%	50%	43%

- These figures include children seen at the both the M&CH service conducted at Rumbalara and all other centres. Approximately 25-30% of families who identify as ATSI attend the service located at Rumbalara).
 - The Maternal and Child Health team completed a total of KAS visits for ATSI children 688 – up 91 from last year
- "Closing the Gap" the table below illustrates the gap we are attempting to close between Aboriginal and Non-Aboriginal children
- Keep in mind that whilst the gap is obviously larger than we would like, it will take
 relatively small numbers to close it. For example this year, had 1 more child received
 the 2yr visit the gap would have closed, likewise had 6 more children completed the
 18m visit and 12 more the 12mth visit. This is a promising improvement.

The gap between Non ATSI and ATSI participation

2017/18	Non ATSI								
Homevisit	2wk	4wk	8wk	4mth	8mth	12mth	18mth	2yr	3.5yr
100%	98%	98%	97%	90%	84%	81%	79%	79%	74%
2017/18	ATSI								
Homevisit	2wk	4wk	8wk	4mth	8mth	12mth	18mth	2yr	3.5yr
98%	81%	92%	72%	73%	70%	65%	70%	76%	80%
Gap	17%	6%	25%	17%	14%	16%	9%	3%	+6%

Breast Feeding (BF) rates;

- These are low as compared to other municipalities, and there are many reasons for this. State-wide trends in BF rates indicate a yearly decline in rates at 6 months, whereas in here in recent years 6month rates have been static or shown increases.
- Support is provided to women via the BF café run fortnightly in the Riverside Plaza community space, and through BF outreach visits, available weekly. Promotion of the importance of BF and the supports available to families takes place via various events organised throughout the year e.g. The Big Latch on held during BF week. These are coordinated by the BF Project Officer at GSCC.



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

Breastfeeding rates 2017/18 (babies born 2016/17)

	2017/18		(Born 2016/17)	
	Discharge	2 Weeks	3 Months	6 Months
Fully	74.5%	64.2%	44.7%	12.3%
Partially	16.9%	18.9%	15.9%	32.5%
Total	91.4%	83.1%	58.5%	44.9%
	+3.9%	3.4%	.8%	.1%

Family Violence

- Consultations in which was discussed either routinely or because of a concern of the nurse numbered 1,112.
- The number of visits in which Family Violence was first disclosed numbered 55
- 42 safety plans were developed with families
- The number of referrals for Family violence was 55.
- It is important to note that research indicates that the most likely time for physical family violence to begin to occur for the first time is whilst a woman is pregnant. Of the safety plans developed, 16 of these were at visits with infants 4 weeks of age or younger.

Issues to Keep in Mind

- Transition to CDIS (Child Development Information System) this is the new data management system developed specifically for M&CH by the Municipal Association of Victoria (MAV) and the Department of Education and Training (DET). CDIS has currently been rolled out to approximately 45 municipalities in the state. It is anticipated that Council will transition to this system within the next 12 months. The broad aims of the system are to provide an appropriate data management system for the Maternal and Child Health service which incorporates diary bookings, clinical record storage and which enables consistent data reporting across the state, including for the Local Government Reporting Framework. The system will also allow better service provision in relation to vulnerable children and those in Out of Home Care, as effectively this is a state wide data base able to enhance information sharing between practitioners in different municipalities.
- The increasing complexity of issues facing families within the Greater Shepparton community has a number of consequences for service delivery:
 - Old It impacts on the resourcing required to deliver the M&CH service Greater Shepparton has high numbers of vulnerable cohorts such as ATSI, Culturally and Linguistically Diverse (CALD) and socially disadvantaged families. This means more time is required to follow up and engage with families for whom access to the service is difficult.
 - It creates a more urgent need for GSCC IT department to support both connectivity to data systems for offsite staff and some form of secure email communication with Child Protection and other relevant agencies
 - It increases safety risks to staff who are home visiting families or working in isolation. Increasingly two staff are needed on home visits for this reason
 - It increases the stress for staff that are working in isolation and providing clinical care for highly vulnerable children



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

- The incidence of MCH staff being subpoenaed is likely to increase
- State budget announcements of increased M&CH funding to support an additional visit for families experiencing family violence and to increase the number of families seen by the Enhanced Home Visiting M&CH service will require recruitment to allow additional EFT to implement this
- Closing the Gap this has been a focus area for the M&CH service over the past 12months with strategies being implemented to attempt to lift attendance rates for these children. These include...
 - Providing cultural awareness training to the entire M&CH team
 - Reviewing the environment within M&CH centres to ensure they are culturally appropriate and safe spaces (visual cues have been added such as Aboriginal desk top flags / lanyard pins, Aboriginal paintings completed by children and staff at Lulla and Rumbalara and posters / BF booklets relevant to Aboriginal families)
 - The M&CH Team Leader is an active member on the Collaboration, Closing the Gap stakeholder group convened by Communities for Children
 - In the past 12 months an Aboriginal MCH nurse position has been created and successfully filled. This worker identifies as a Yorta Yorta woman, is a fully qualified MCH nurse and is staffing the Rumbalara centre plus one of the mainstream centres. There are no other positions like this that we are aware of in Victoria
 - The M&CH nurses have also been provided with data reports quarterly to enable them to prioritise engagement of Aboriginal families for the final four KAS visits.
 They have also been required to report on the effectiveness of this quarterly.
 - Lastly efforts have been made to increase the Aboriginal Early Start to Kindergarten enrolment figures - this involved running reports identifying all eligible children within the municipality and then home visiting the families with information packs about Early Start Kindergarten to inform families of this.
 Enrolment forms were also provided and assistance given to complete these if required
 - Pleasingly, the consultation attend by the One Village Collaboration identified that
 - 100% of families had attended some MCH appointments
 - 92% reported this was a positive experience

Legislative changes: Recent changes to the Child Safety legislation have resulted in the creation of the Family Violence and Child Safety information Sharing Schemes. These schemes have significant implications for the MCH service as they recognise the MCH service as a prescribed Information Sharing Entity (ISE). ISE's are required / able under legislation to share information in situations where there is a reasonable belief of family violence or where a child's wellbeing or safety is in concern, without consent. This will require us to have clear guidelines for staff and appropriate record keeping and documentation standards. Local Government and Early Childhood Services will also be recognised under the reforms in 2020



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

Council Plan/Key Strategic Activity

Council advocates a strong position in relation to ensuring our children receive the best possible start to life. Within the current Council plan, the Municipal Health and Wellbeing Plan cite the World Health Organisation definition of health promotion as "the process of enabling people to increase control over and to improve, their health..." The plan goes on to discuss the need for the social determinants of health which are mostly responsible for health inequities to be addressed. Such health promotion is a key function of the MCH service.

Several of the health and wellbeing priority areas which the Council plan states will be addressed in the Health and Wellbeing Implementation Plan are directly related to MCH practice and impacted on by MCH service delivery. These are;

- 1. Access to early childhood education
- 2. Access to transport
- 3. Access to safe and affordable housing
- 4. Reducing harmful alcohol and drug use
- 5. Chronic disease management
- 6. Community safety
- 7. Completion of education
- 8. Family violence
- 9. Immunisation rates
- 10. Improving mental wellness
- 11. Healthier eating
- 12. Physical activity
- 13. Obesity
- 14. Tobacco free living, including smoking during
- 15. Pregnancy rates

Under the key theme "Social" within the council plan, Objective 2.2, 2.3 and 2.4 also have direct relevance to MCH service delivery.

- 1.2 Our community is supported to achieve and sustain physical, emotional and spiritual health and wellbeing.
- 1.3 Lifelong learning is valued and fostered in our community
- 1.4 Social and cultural, educational and employment opportunities are created to enable children, young people, individuals and families to actively participate in their community.

Further, achievement of all four objectives of the current *Greater Shepparton Best Start Early Years Plan 2015-2019* relies on M&CH participation. Approximately 60% of its initiatives are delivered through the M&CH service.

- Outcome 1 Every child enjoys a health start to life. Strategies include increasing the proportion of children attending M&CH Key Age and Stage visits, (particularly Aboriginal children) increasing the rate of initiation and continuance of breastfeeding until an infant is six months old.
- Outcome 2 Every child is supported to become a confident learner. Strategies include delivery of the four baby book gags by M&CH nurses.
- Outcome 3 A child and family friendly city. Strategies include attendance by M&CH nurses at supported playgroups / outreach days (for example Lulla's Children's Service, attendance by M&CH administration Officer at Council Immunisation Sessions, and facilitation of the BF café.



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

- Outcome 4 Collaboration to achieve collective impact. Strategies include ongoing data collection, reporting Local and State government bodies and consultation with medical and social welfare professionals.
- Goal 1.3 Continue to implement the Early Years Plan objectives.
- Goal 1.4 Continue to prioritise the needs of vulnerable and disadvantaged citizens and advocate on their behalf.
- Goal 1.4 Support the provision of quality services with the municipality.
- Goal 1.5 Ensure Council's activities and events support and enhance cultural harmony and inclusion.

Risk Management

Risk management assessments for M&CH have been undertaken involving both OHS Officer and Risk Management team

Policy Considerations

Recent bodies of work have policy implications for the M&CH service

- The Royal Commission into Family Violence,
- The Roadmap to Reform (State of Victoria Department of Health and Human Services, 2016),
- The Early Years Compact, Supporting children and families in the Early Years: A
 Compact between the Department of Education and Training, Department of Health
 and Human Services and Local Government (represented by the Municipal
 Association of Victoria) 2017-2027
- Early Childhood Reform Plan (State of Victoria Department of Education and Training, 2017) all identify areas for development within the provision of Early Childhood Services.

The Generic M&CH service is also currently under review to ensure the broad direction and specific components of the framework sit comfortably within the recent policy context and also that the framework continues to reflect a strong and current evidence base.

Financial Implications

No immediate financial implications have been identified as changes to service delivery planned (Family Violence visits and increased Enhanced Home Vesting client base) are to supported by additional DET funding.

Legal/Statutory Implications

Greater Shepparton City Council has a Service Agreement with the Victorian State Government to deliver both Generic and Enhanced M&CH services.

Environmental/Sustainability Impacts

Nil identified.

Social Implications

M&CH provides the first universal service that is available to all babies / children and families in the community. The enhanced service provides additional resources to support families experiencing vulnerability. Local and national research indicates that early engagement in services promotes better outcomes for children in all areas of development – social, physical and cognitive.



9.1 Maternal and Child Health Service - 2017/2018 report (continued)

The Australian Bureau of Statistics Social and Economic index For Area (SEIFA) http://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa and the Australian Early Development Census (AEDC) https://www.aedc.gov.au/ both indicate the likelihood of disadvantage and poorer outcomes for children in the City of Greater Shepparton.

The M&CH service is one of the keys to improving these outcomes. The service's core business to monitor child health and development and maternal health has been expanded to promote a wide variety of additional functions. These include early language and literacy programs, referral to tertiary support services, support to access other services for families and children, delivery of Baby Book bags, the supply of Quit information and a host of other requirements. In addition the service collects vital data on a number of population indicators to inform future requirements.

Economic Impacts

International research demonstrates that for every dollar spent on quality early childhood services, up to \$17 can be saved in providing remedial services within the community.

Consultation

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

Strategic Links

a) Greater Shepparton 2030 Strategy

The clustering of M&CH services with kindergartens, long day care centres, the Riverside Community Centre and the Mooroopna and North Shepparton Hubs, supports The Greater Shepparton 2030 Strategy Topic Community Life, which includes the Theme Health and Social Sciences.

b) Other strategic links

Best Start Early Years Plan 2015-2019 Greater Shepparton Health and Wellbeing Plan

Conclusion

Maternal and Child Health nurses are dedicated, highly qualified professionals who deliver a valued and vital service to one of the most vulnerable groups in our communities – families with young children. The service adheres to a thoroughly evidenced based framework to ensure that there is consistency of service, and that all areas of the child's wellbeing are monitored and concerns responded to. Further, that the social impacts of parenting are supported and the family's opportunities to succeed and flourish are promoted. The flexibility of the service allows the needs of Greater Shepparton's disadvantaged families to be supported in ways that recognise the complexity of their situations. The M&CH service makes a number of incremental contributions to the families' journey towards better health and education and ultimately long term, a more productive, effective and engaged community citizen. This service is an integral part of Council's commitment to give every child the best possible start in life and support families through a period of constant change and need for knowledge and support.

Attachments



9.2 Best Start Early Years Plan update

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Best Start Co-ordinator

Proof reader(s): Manager Children's and Youth Services

Approved by: Director Community

Executive Summary

Greater Shepparton has been a Best Start site since 2003. The State government has provided funding which has been directed by the Best Start Early Years Partnership towards goals set in each four / five year plan.

The Partnership consists of representatives of local agencies who work within the early years sector. It is the recognised expert body for the sector in Greater Shepparton. Since 2003, goals, key outcome areas have been set within the partnership or by the funding body. We are currently working towards the following outcomes

- 1. Every child enjoys a healthy start to life
- 2. Every child is supported to become a confident learner
- 3. Greater Shepparton a child and family friendly community
- 4. Collaboration to achieve collective impact.

It is important for Council to be aware of the work of the Best Start Program and the positive impact it has on the community. Through pro-active intervention in the early yeas better outcomes can be achieved for children, families, young people and the community.

Moved by Cr Abdullah Seconded by Cr Sutton

That Council acknowledges the work and achievements over the past 18 months of the Greater Shepparton Best Start Early Years Plan.

CARRIED UNOPPOSED.

Background

The Greater Shepparton Best Start Early Years Plan (GSBSEYP) 2015-2019 has just ticked over four years of work and will enter its final year in 2019. The integrated plan combines the strategic directions of Best Start and Council's Municipal Early Years Plan. It is the fourth combined plan for Greater Shepparton and each plan is governed by the Greater Shepparton Best Start Early Years Partnership.

The GSBSEYP aims to improve the health, learning, development and wellbeing outcomes of children from birth to eight years in our community. It has a particular focus on:

 Improving access to and engagement with the Maternal and Child Health (MCH) service



9.2 Best Start Early Years Plan update (continued)

- Improving access to and participation in early childhood education (specifically kindergarten and supported playgroups)
- Improving breastfeeding rates
- Improving the language and literacy skills of children prior to school

There is a focus on vulnerable families and Aboriginal children and families for the MCH and kindergarten outcome areas.

Best Start is funded by the Department of Education and Training (\$120,000 per annum) and Council contributes funding to the Municipal Early Years Plan component (\$25,000 per annum). Greater Shepparton has been a Best Start site since 2003.

Over the past 12 to 18 months we are pleased to report some positive progress towards the above goals. In particular improving MCH attendance rates for our Aboriginal families and increasing enrolment for Aboriginal children in Early Start to Kindergarten (ESK).(ESK is a state government program to increase participation in three year old kindergarten by Aboriginal children and those known to Child Protection.)

The MCH 2016/17 annual report showed an increase in four of the 10 key age and stage visits for Aboriginal children compared to the 2015/16 data, and in 2017/18 there was an increase in five of the 10 key age and stage visits. Of particular note is the two year visit which increased by 8% in 2016/17 and then a further 9% in 2017/18, and the three and a half year visit which increased by 22% in 2016/17 and a further 20% in 2017/18.

Best Start worked with the MCH service on prioritising visits due for Aboriginal children, running Xpedite (MCH data management software) reports to identify these children and the MCH nurses making contact with families and doing active outreach to complete these visits.

We also worked with the MCH service to identify Aboriginal children eligible for ESK. Again using reports from Xpedite, MCH nurses contacted families and booked a home visit to explain ESK and assist families to complete the enrolment form. Our ESK enrolments for Aboriginal families in Greater Shepparton have increased from 41 in 2017 to 53 in 2018.

Vulnerable families with children eligible for four year old kindergarten were contacted and supported to enrol.

The Breastfeeding Project Officer worked with the Breastfeeding Workgroup to deliver a very successful forum in August at Eastbank. Approximately 90 people from across the state attended to listen to highly regarded speakers on various topics such as the Breastfeeding Friendly Hospitals initiative. The Breastfeeding Project Officer continues to oversee the Greater Shepparton Breastfeeding Friendly Locations map and breast pump hire through Council. While breastfeeding rates have remained fairly static or increased slightly for our municipality over the past few years we are still one of the lowest in the state.

The Early Years Language Workgroup continues to oversee programs like the book bag program, book swap boxes, Mother Goose and the locally developed professional development training 'Encouraging Language Development in Early Childhood Settings'. One training has been held this year with another planned for mid-next year. The grade 5 and 6 story writing competition was held for the fifth year running with the winning story,



9.2 Best Start Early Years Plan update (continued)

'Tillie's Fruit Farm' professionally printed and included in the three and a half year book bag (handed out by MCH). The workgroup is currently developing their own multi-lingual books for the eight month and 18 month book bag and will feature local families, places and facilities.

The next 12 months will focus on finalising current activities and evaluation, as well as commencing discussions and consultations to identify priorities for the new Greater Shepparton Best Start Early Years Plan.

Council Plan/Key Strategic Activity

The Greater Shepparton Best Start Early Years Plan supports the work of the Council Plan in the following area:

Social – develop resilient, inclusive, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn and play.

Objectives 2.1, 2.2, 2.3, 2.4, 2.7 and 2.8

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Funding for Best Start ceases	Unlikely	4 - Major	Medium	Seek funding from other sources to continue critical work. Consider what is sustainable without external funding. Council and Partnership members to advocate to DET on need for continued funding.
Council ceases financial contribution	Unlikely	4 - Major	Medium	Present to Council the impacts and outcomes of the program for financial investment (early investment results in greater impact / return later in life).

Policy Considerations

The GSBSEYP is informed by a range of key policy resources including:

- Best Start Policy and Guidelines 2016
- Municipal Early Years Planning Framework 2011
- Victorian Early Years Learning and Development Framework
- Early Years Strategic Plan, Improving Outcomes for all Victorian Children 2014-2020
- Victoria's Vulnerable Children our shared responsibility 2013
- Roadmap to Reform
- Early Childhood Reform Plan



9.2 Best Start Early Years Plan update (continued)

Financial Implications

	Approved Budget Estimate	This Proposal	Variance to Approved	This Proposal GST Inclusive ²
	for this proposal ¹	GST Exclusive	Budget Estimate	
	· · · \$	\$	\$	\$
Revenue	\$129.967			\$129.967
Expense	\$148,721			\$148,721
Net Total	\$18,754			\$18,754

There are no additional financial implications associated with this report

Best Start is funded by the Victorian State Government Department of Education and Training (DET). As such, the full income is required to be acquitted to the DET. Any surplus funds in each financial year are accrued for use in ensuing years. Conversely, any expenses over budget are met from these accrued funds.

Legal/Statutory Implications

No legal implications. As fund holder for the Best Start Program, Greater Shepparton City Council has a contract with the Department of Education and Training to expend annual funding through the implementation of the GSBSEYP.

Environmental/Sustainability Impacts

Activities within the GSBSEYP consider the environmental and sustainability impacts which may contribute to the future environment our children will grow up in, and how these can be lessened. An example of this is the promotion of breastfeeding, engagement of children in early years services which teach children and families about the importance of sustainability.

Social Implications

The GSBSEYP promotes the importance of the early years and encourages parents, service providers and the community to support children's long term development and outcomes. By providing opportunities for children to reach their full potential we are supporting them to become our future leaders, employers and employees and contributors to our community – but it takes a whole of community approach. As a community we have a social responsibility to keep our children safe and support their growth and development.

Economic Impacts

For a relatively small budget the GSBSEYP achieves a great deal with a strong focus on system change, sustainability and collaborative work. Research tells us that investment in the early years is critical if we are to make a difference to the long term outcomes of children, and that you get a 'bigger bang for your buck' investing here as a preventative measure rather than in later teenage and adult years, as a reactive response to issues. Ninety percent of a child's brain development happens before age 5. The 'Lifting our Game' report showed that children who take part in quality early childhood education have better school results, are less likely to need additional support in school and are more likely to complete year 12.



9.2 Best Start Early Years Plan update (continued)

Consultation

Consultation with community members and service providers was undertaken for the development of the GSBSEYP 2015-2019 and a new consultation process will commence from October 2019 to inform the development of the new plan. Progress reports are provided to key stakeholders on a six monthly or annual basis.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep informed during five year plan	meetings newsletters media releases presentations
Consult	N/A until 2019	
Involve	In annual reviews and data collection	meetings workshops
Collaborate	On activities and strategies	development of workplans exploring common themes across key initiatives
Empower	Listening to the voice of community to develop the plan	reflected in the plan

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

Strategic Links

a) Greater Shepparton 2030 Strategy

Links with Direction 2: Community Life – enhance social connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability and provide a greater range of community services.

b) Other strategic links

- Municipal Health and Wellbeing Plan (specifically around breastfeeding)
- State of Greater Shepparton's Children Report 2014 partly funded by Best Start and information used to provide the evidence for inclusion of specific indicators
- The Greater Shepparton Lighthouse Project
- Communities for Children and the One Village Collaboration.

Conclusion

It is important to celebrate the achievements of the past 12 to 18 months and acknowledge the collaborative effort that has occurred to achieve these results. Too often we don't take the time to reflect on what we have achieved and promote this to the public and the community. At the same time we cannot lose sight of the tasks ahead of us or continuing to build on the promising work we have started.

The long term outcomes of the plan require significant investment, commitment and collaboration. There is definite buy in from partners and workgroup members and a shared responsibility to implement activities and strategies of the plan. All involved should be congratulated for their efforts.

Attachments



9.3 Greater Shepparton Youth Strategy and Action Plan 2019-2022

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Youth Development Officer

Proof reader(s): Manager Children & Youth Services

Approved by: Director Community

Executive Summary

Greater Shepparton City Council's first Youth Strategy and Action Plan 2012-2015 was developed in partnership with agencies and the community in 2012.

In 2017-18 consultation and research was undertaken by the Youth Development team with the support of contractor CommunityVibes Consultancy. The Strategy outlines the future proposals and support Council and partners will continue to offer the sector, our young people and their families for the next 4 years.

This report details the process undertaken to deliver the Youth Strategy and Action Plan and the planned partnership approach to delivering Youth initiatives.

Public consultation concluded on 17 December 2018 with three formal responses, with no recommended changes to the document.

Moved by Cr Giovanetti Seconded by Cr Summer

That Council adopt the Greater Shepparton Youth Strategy and Action Plan 2019-2022.

CARRIED UNOPPOSED.

Background

Young people are important to any community. Young people are vital to our present and future community; they are the next generation of adults, parents, rate/ tax payers and leaders. The years between 12-25 can be the most enjoyable, thrilling and yet emotional and confusing time for a young person. This is also the time that is most crucial to the beginnings of becoming an individual adult. This is a time of neurologic developmental peaks combined with milestone events and decisions. It is evident why it really does take a village to raise a child.

International and national research shows that when a focus of adequate resources is directed towards supporting our young people early in their lives the amount of Government resources and community day to day supports required later, in adulthood, reduces dramatically.

Greater Shepparton City Council's Youth Strategy and Action Plan is an important document that provides a vision and a four year strategic plan responding to the key needs of young people aged between 12-25 years of age who live, study, work and



9.3 Greater Shepparton Youth Strategy and Action Plan 2019-2022 (continued)

recreate in Greater Shepparton. Greater Shepparton City Council's Youth Services team has two officers, including a Youth Development Officer based at Welsford Street and an Event Project Manager based at Word and Mouth. This plan will be used to guide their work and Council's activities and investment in the youth sector between 2019-2022.

This evidence-based strategy identifies priority partnerships, programs, activities and actions to enhance the lives of Greater Shepparton young people, their families and communities.

Greater Shepparton City Council is in a unique position within the youth sector to act as an independent neutral party and is not seen to be a competitor in relation to funding and service delivery models. This position enables Council to facilitate longstanding partnerships and the ability to take on a leadership role within the sector.

A whole of community approach is required to ensure better outcomes for young people. Therefore, it is important for all service providers, as well as young people, secondary and tertiary education providers, Victoria Police, sports clubs, businesses, community-based organisations, places of worship, government departments and families to work together. It is important that these services feel valued and supported by all levels of government to ensure sustainability and access to support our young people.

Greater Shepparton City Council has taken a non-service delivery approach in this space and we acknowledge the imperative work our local services provide to our young people. The 2019-2023 strategy highlights this and indicates the level of support we are committed to providing to our young people and to the services assisting youth in becoming productive, active and engaged citizens.

The 2019-22 Strategy is broken down into six key directions reflecting the areas our young people have told us they need support in;

- 1. To be loved, healthy and safe
- 2. To have access to material basics
- 3. To learn and develop skills
- 4. To have a voice
- 5. To be part of a community
- 6. To engage the youth sector

In order to develop the Youth Strategy and Action Plan, consultation was undertaken with young people and service providers. This consisted of five Community Youth Workshops, 17 Key Stakeholder meetings and a five week open survey throughout the municipality to canvas views on key challenges and opportunities. We also;

- reviewed local, regional, state and national policies, strategies and research documents
- undertook a demographic analysis of the municipality
- benchmarked against Youth Services in other Local Government Areas
- mapped youth services that are available within the municipality.

This information was analysed and utilised to prepare a Youth Strategy and Action Plan that is realistic and achievable.

The strategy compliments the 2017/22 Council Plan and also a number of Council strategies encouraging strong strategic internal partnerships. The strategy is also in



9.3 Greater Shepparton Youth Strategy and Action Plan 2019-2022 (continued)

alignment with the Shepparton Lighthouse Project's Greater Shepparton Community Strategy for Children and Young People 2018-2023 document and will allow the two organisations to work cohesively over the lifetime of the documents.

The previous four year Youth Strategy and Action plan resulted in fantastic community achievements and the endorsement of the 2019-23 strategy will enable Council to continue its vital support for young people the youth sector and community.

Some key achievements from our previous strategy include

- forming strong partnership with local organisations such as Headspace, GV Health, Go Tafe and local High Schools;
- providing 500 students with exposure to a career in Health with the Health Careers Event:
- developing and delivery of an Aboriginal Cultural Leadership program with 34 young people graduating from the program since 2017;
- developing a Youth Skate Park Reference group which has been instrumental in the implementation of our annual State wide Skate Park Competition,:
- Four young people going on to start successful full time or part time businesses after attending the Indigo at Dusk Youth Week Market and being provided the support to experiment in testing our business ideas and selling products.

These are just some of the achievements from the previous strategy, providing a positive base for the new plan.

Council Plan/Key Strategic Activity

Council Plan 2017/21

Leadership and Governance

Provide strong civic leadership, advocacy and good governance in the operation of Greater Shepparton City Council in accordance to 1.1, 1.2, 1.3, 1.4, 1.5 1.6, 1.7, 1.8, 1.9

Social

Develop resilient, inclusive, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn and play in accordance to 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10

Economic

Build a thriving, resilient economy where Greater Shepparton is recognised as a competitive place to invest and grow business in accordance to 3.1 3.3, 3.5

Built

Provide and support appealing relevant infrastructure that makes Greater Shepparton an attractive, liveable regional city in accordance to 4.1 4.4, 4.6, 4.7, 4.8,

Environment

Enhance and protect the clean, green environment that makes Greater Shepparton the unique place it is in accordance to 5.1

Risk Management

Insignificant to Low risk have been identified and will be addressed at operational level.



9.3 Greater Shepparton Youth Strategy and Action Plan 2019-2022 (continued)

Policy Considerations

Council Plan 2017/2021 Community Planning Policy Managing Volunteer

Financial Implications

Councils financial contribution fits within the current adopted budget and operations from the previous Youth Strategy. Any funding required for actions will be sourced externally in accordance with the plan when required and has no additional financial implications to Council.

	Approved Budget Estimate for this	This Proposal GST Exclusive	Variance to Approved Budget Estimate	This Proposal GST Inclusive ²
Dovonus	proposal ¹ \$	\$	\$	\$
Revenue				
Expense	\$25,000	\$25,000	0	\$25,000
Net Total	\$25,000	\$25,000	0	\$25,000 2017/18 budget

Budgets are GST exclusive

Legal/Statutory Implications

The recommendation for adoption will not result in any legal implications

Environmental/Sustainability Impacts

The recommendation for adoption will not result in any adverse environmental or suitability impacts.

Social Implications

The recommendation for adoption will not result in any social implications

Economic Impacts

The recommendation for adoption will not result in any economic implications

Consultation

CommunityVibe Consultancy was contracted throughout the development of the Strategy to assist officers in engaging with young people, Greater Shepparton Lighthouse Project, the community and the youth sector through various channels including key stakeholder meetings, Council internal departments meetings, youth workshops and surveys.

The development stage of the Strategy also drew from Nationwide and local literature reviews, demographic analysis including the 2016 census information, local service mapping and benchmarking against comparative Local Government Areas.

Officers believe that appropriate consultation and literature research has been conducted and the Strategy is now ready for consideration and community consultation.

² For Contract Award reports the GST inclusive expense shall match the amount reported in the recommendation



9.3 Greater Shepparton Youth Strategy and Action Plan 2019-2022 (continued)

Strategic Links

a) Greater Shepparton 2030 Strategy

Links to the 2030 strategy include

2.3.2 Community Life

2.3.5 Infrastructure

2.4.2 Access to Life Long Education

2.4.4 The need to Grow

2.4.5 Other Major Issues

b) Other strategic links

Greater Shepparton Lighthouse Project Community for Children and Young People Strategy 2018-2023

Greater Shepparton Health Strategic Plan

Volunteer Strategy and Action Plan 2014-2018

Municipal Health and Wellbeing Plan

Greater Shepparton Economic Development, Tourism and Major Events Strategy

Best Start Municipal Early Years Plan (2015)

Shepparton Education Plan

Conclusion

Endorsing the Youth Strategy and Action Plan for final community consultation will enable Council to continue its vital support for young people and the youth sector fostering engaged and productive citizens.

Attachments

Greater Shepparton Youth Strategy and Action Plan 2019-2022

♣ Page 169



9.4 Section 86 Special Committees - Memberships

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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.

Cr Hazelman declared an indirect conflict of interest due to conflicting duties in relation to Item 9.4 - Section 86 Special Committees - Membership. Cr Hazelman is a member of the Tallygaroopna Recreation Reserve and Community Centre Committee of Management.

Council Officers involved in producing this report

Author: Committees Liaison Officer

Proof reader(s): Manager Neighbourhoods

Approved by: Director Community

Executive Summary

In accordance with Greater Shepparton City Council Corporate Procedure 07.PRO5 section three, members of special committees (established under Section 86 of the Local Government Act 1989), can only be appointed or removed by a formal resolution of Council.

As the terms of appointment of the Harston Hall Committee of Management, Tallygaroopna Memorial Hall Committee of Management and the Tallygaroopna Recreation Reserve and Community Centre Committee of Management are nearing completion new committees must be appointed to ensure continuity in the management and operation of the facilities.

In addition Council has received an application from a parent to fill the current vacancy for a representative from the Dookie Kinder on the Dookie Memorial Committee of Management.

Council has also received letter of resignation from a current member of Kialla District Hall Committee of Management.

Cr Hazelman left the meeting at 5.57pm

Moved by Cr Patterson Seconded by Cr Giovanetti

That the Council:

- having considered the Applications for Appointment to the Harston Hall Committee of Management received, appoint the following members for a four year term commencing 20 February 2019 and concluding 20 February 2023:
 - Bruce BRADBURY
 - Margaret GRAY
 - James NICHOLL
 - Joan SCOTT
 - Greg SHERMAN
 - Sally SHERMAN



9.4 Section 86 Special Committees - Memberships (continued)

- Heather STUART
- Wesley TYSON
- Dennis WATTS
- 2. having considered the Applications for Appointment to the Tallygaroopna Memorial Hall Committee of Management received, appoint the following members for a four year term commencing 20 February 2019 and concluding 20 February 2023:
 - Tony FARRELL
 - Lynette HOFFMAN
 - Melinda HOGEBOOM
 - Patricia MOSS
 - Robyn SLEE
 - Alan STRANG
 - Heath THOMPSON
- 3. acknowledge the contribution of Carmel STRANG to Tallygaroopna Memorial Hall Committee of Management after many years of committed service as member of the committee.
- 4. having considered the Applications for Appointment to the Tallygaroopna Recreation Reserve and Community Centre Committee of Management received, appoint the following members for a four year term commencing 20 February 2019 and concluding 20 February 2023:
 - Chris HAZELMAN
 - Neville HOSIE
 - Brett MCFARLANE
 - Neville MONTGOMERY
 - Jonathon PEARCE
 - Trent SIDEBOTTOM
 - Yvonne SPRUNT
 - Rodney TAYLOR
- 5. having considered the Application for Appointment to the Dookie Memorial Hall Committee of Management appoint the following applicant to the existing committee's term effective immediately and concluding 22 November 2021:
 - Sheree LAWS
- 6. acknowledge the contribution of Cheryl GARNHAM to the Kialla District Hall Committee of Management, accept her resignation and rescind her membership accordingly
- 7. resolve that all members (who are not Councillors or nominated Officers) of the Harston Hall Committee of Management, Tallygaroopna Memorial Hall Committee of Management, Tallygaroopna Recreation Reserve and Community Centre Committee of Management and the Dookie Memorial Hall Committee of Management continue to be exempt from the requirement to complete Interest Returns in exercise of power granted to Council under section 81(2A) of the Local Government Act 1989.

CARRIED UNOPPOSED.

Cr Hazelman returned to the meeting at 6.00pm.



9.4 Section 86 Special Committees - Memberships (continued)

Background

Harston Hall Committee of Management

At the Ordinary Council Meeting held 20 December 2016 ten applicants were appointed to Harston Hall Committee of Management for a two year term commencing 19 February 2017 and concluding 19 February 2019. Throughout the current term one member resigned and their membership was rescinded accordingly at the Ordinary Council Meeting held 19 September 2017.

Council has received nine Applications for Appointment all from existing committee members. It is recommended that all applicants be appointed to a four year term concluding 20 February 2023.

Tallygaroopna Memorial Hall Committee of Management

At the Ordinary Council Meeting held 20 December 2016 six applicants were appointed to Tallygaroopna Memorial Hall Committee of Management for a two year term commencing 19 February 2017 and concluding 19 February 2019. One additional applicant was appointed to the existing term at the Ordinary Council Meeting held 20 March 2018.

Council has received seven Applications for Appointment six from existing committee members and one from a community member. It is recommended that all applicants be appointed to a four year term concluding 20 February 2023.

Council would like to acknowledge the contribution of Carmel Strang to the Tallygaroopna Memorial Hall Committee of Management. Carmel has been a member of the committee for approximately 5 years and has decided not to apply for a further term. Council would like to thank Carmel for her work on the committee and wish her well for the future.

Tallygaroopna Recreation Reserve and Community Centre Committee of Management At the Ordinary Council Meeting held 20 December 2016 seven applicants were appointed to Tallygaroopna Recreation Reserve and Community Centre Committee of Management for a two year term commencing 19 February 2017 and concluding 19 February 2019. One additional applicant was appointed to the existing term at the Ordinary Council Meeting held 17 October 2017.

Council has received eight Applications for Appointment all from existing committee members. It is recommended that all applicants be appointed to a four year term concluding 20 February 2023

Dookie Memorial Hall Committee of Management

At the Ordinary Council Meeting held 21 November 2017 six applicants were appointed to Dookie Memorial Hall Committee of Management for a four year term concluding 22 November 2021.

A further Application for Appointment has now been received and it is recommended that this application be accepted and the community member appointed to the existing committee's term commencing immediately and concluding 20 November 2021.

Kialla District Hall Committee of Management

At the Ordinary Council Meeting held 15 May 2018 ten applicants were appointed to Kialla District Hall Committee of Management.



9.4 Section 86 Special Committees - Memberships (continued)

Cheryl Garnham has submitted her resignation to Council for this Committee. The Council would like to recognise Cheryl's contribution and work with the Committee of Management accept her resignation and rescind her membership accordingly.

Interest Return Exemption

It is recommended that all newly appointed members of Section 86 Special Committees be exempt from the requirement of completing Interest Return in accordance with Section 81(2A) of the *Local Government Act 1989*.

Council Plan/Key Strategic Activity

This proposal supports the following goals of the *Council Plan 2017-2021*:

- Leadership and Governance
 - 1.3 Council demonstrates strong leadership and sound decision making in the best interests of the community.
 - 1.7 Council advocates on issues, priorities and needs that matter to our community in partnership with key stakeholders.
 - 1.9 Service standards and service delivery models are realistic and meet community expectations and demand while being financial viable and in line with Council's core business.

Social

- 2.1 Our community is supported to achieve and sustain physical, emotional and spiritual health and wellbeing.
- 2.4 Social and cultural, educational and employment opportunities are created to enable children, young people, individuals and families to actively participate in their community.
- 2.6 Volunteering is promoted and encouraged along with other measures to improve community resilience.
- 2.7 Public places, open space and community facilities are safe and accessible for all and presented to a high quality.

Built

- 4.4 Quality infrastructure is provided and maintained to acceptable standards.
- 4.5 Assets are well managed and their renewal is being planned through long term renewal strategies.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Delegation of Council powers to a committee	Possible	Major	High	The appointment and removal of members by formal resolution of Council reduces governance risks by ensuring that all members of a committee are covered by Council's public liability insurance.
Exemption of all special committees from submitting primary and ordinary returns	Possible	Major	High	Restricted powers outlined in the Instrument of Delegation and Guidelines to these committees ensures that this risk is minimal. Committees are also required to declare any conflicts of interest at the start of each committee meeting



9.4 Section 86 Special Committees - Memberships (continued)

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications arising from this report.

Legal/Statutory Implications

All of Council's Committees of Management responsible for halls, community centres and recreation reserves have been established under Section 86 of the *Local Government Act 1989* and have been issued with an Instrument of Delegation and Guidelines outlining their responsibilities.

The appointment and rescinding of memberships to Section 86 special committees by formal resolution of the Council ensures that the powers, functions and duties delegated to these committees are able to be exercised legally.

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts arising from this report.

Social Implications

The appointment of community members to committees helps to build a sense of community by increasing stakeholder participation and giving community members a greater sense of pride and involvement in their local community.

Economic Impacts

There are no economic impacts arising from this report.

Consultation

A public notice was placed in the Shepparton News on 7 December and 14 December 2018 calling for applications from community members to join the Harston Hall Committee of Management, Tallygaroopna Memorial Hall Committee of Management and the Tallygaroopna Recreation Reserve and Community Centre Committee of Management. Letters were also sent to outgoing members of the committees inviting them to apply for a further term.

Dookie Memorial Hall Committee of Management has been notified that an Application for Appointment has been received. Further contact will be made to confirm the outcome of the Application for Appointment.

The Kialla District Hall Committee of Management has been informed of the resignation of one of their members. Further contact will be made to confirm the outcome of the resignation.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep informed	 Newspaper advertisements. Letters to incoming and outgoing committee members. Communication with committee officer
Consult	Informed, listen, acknowledge	bearers. Council will consult with its committees prior to making decisions that relate to the relevant facilities.



9.4 Section 86 Special Committees - Memberships (continued)

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Involve	Work together. Feedback is an input into decision making.	Committees provide an important source of feedback for Council to manage the facilities.
Collaborate	Feedback will be incorporated into decisions to the maximum level possible.	Council collaborates with its committees prior to making decisions that relate to the relevant facilities.
Empower	We will implement what the public decide.	Committees of Management have delegated powers to make decisions in relation to the day to day management of the facilities that they are responsible for.

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) Other strategic links

Local Government Act 1989

Conclusion

It is recommended that the abovenamed applicants be appointed to the Harston Hall Committee of Management, Tallygaroopna Memorial Hall Committee of Management, the Tallygaroopna Recreation Reserve and Community Centre Committee of Management and the Dookie Memorial Hall for the terms specified and that Council recognise the contribution of those members who have decided not to apply for a further term of appointment.

In addition, it is recommended that the resignation of Cheryl Garnham from the Kialla District Hall Committee of Management be accepted, their contributions acknowledged and their memberships rescinded in accordance with their resignations.

Attachments

Nil



10.1 January 2019 Monthly Financial Report

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Team Leader Management Accounting

Proof Reader: Manager Finance & Rates Approved by: Director Corporate Services

Executive Summary

The report presents Council's actual financial performance compared to the budget for seven months ended 31 January 2019.

Moved by Cr Patterson Seconded by Cr Adem

That the Council receive and note the January 2019 Monthly Financial Report.

CARRIED UNOPPOSED.

Background

The 2018/2019 Budget was adopted at the Ordinary Council Meeting held 19 June 2018. The 2018/2019 Budget provided for an operating surplus of \$19.17 million with revenue of \$143.83 million and expenditure of \$124.66 million. The 2018/2019 Budget also provided for capital works of \$46.36 million.

On 16 October 2018, Council adopted the 2018/2019 Q1 Adopted Forecast with an accounting surplus of \$14.83 million which is \$4.34 million less than the 2018/2019 Adopted Budget. The capital works program of \$48.13 million is forecast to be expended during the 2018/2019 financial year which is an increase of \$1.77 million from the Adopted Budget.

Council's actual financial performance compared to the budget is presented to Council on a monthly basis.

The January 2019 Monthly Financial Report incorporates the following sections which are presented for Council's consideration:

- Operating Performance
- Capital Works Performance
- Income Statement
- Balance Sheet
- Cash Flow Statement
- Capital Works Statement

Council Plan/Key Strategic Activity

The report is consistent with the leadership and governance goal "High Performing Organisation" as included in the *Council Plan 2017-2021*.



10.1 January 2019 Monthly Financial Report (continued)

Risk Management

There are no risks identified in providing this financial report.

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

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. In addition Section 138 requires that at least every 3 months a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public. This report satisfies that requirement.

Environmental/Sustainability Impacts

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

Social Implications

There are no social implications associated with this report.

Economic Impacts

There are no economic implications in providing this financial report.

Consultation

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

Conclusion

The report presents Council's actual financial performance compared to the budget for seven months ended 31 January 2019.

Attachments

January 2019 - Monthly Financial Statements Page 214 Page 214



10.2 2018/2019 Q2 Forecast Review

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Team Leader Management Accounting Proof reader(s): Manager Finance and Rates Approved by: Director Corporate Services

Executive Summary

The report presents the draft forecast financial performance for the 2018/2019 financial year compared to the Adopted Budget submitted by Responsible Managers.

Moved by Cr Summer Seconded by Cr Hazelman

That the Council adopt the revised forecasts identified by the 2018/2019 Q2 Forecast Review.

CARRIED UNOPPOSED.

Background

Under section 138 of the *Local Government Act 1989* the Chief Executive Officer at least every three months must ensure quarterly statements comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date are presented to the Council.

Council's actual financial performance compared to the budget is presented to Council on a monthly basis.

The 2018/2019 Budget was adopted at the Ordinary Council Meeting held 19 June 2018. The 2018/2019 Budget provided for an operating surplus of \$19.17 million with revenue of \$143.83 million and expenditure of \$124.66 million. The 2018/2019 Budget also provided for capital works of \$46.36 million.

On 16 October 2018, Council adopted the 2018/2019 Q1 Adopted Forecast with an accounting surplus of \$14.83 million which is \$4.34 million less than the 2018/2019 Adopted Budget. The capital works program of \$48.13 million is forecast to be expended during the 2018/2019 financial year which is an increase of \$1.77 million from the Adopted Budget.

The budget review process involves Managers reviewing the adopted budget for their departmental areas compared to actual income and expenditure. Managers are to update forecasts to reflect the expected year end result. The Executive then undertake a detailed review to understand and confirm forecast variations. The review is then submitted to Council for consideration.

Council Plan/Key Strategic Activity

This proposal is consistent with the strategic objective Leadership and Governance.



10.2 2018/2019 Q2 Forecast Review (continued)

Risk Management

Monitoring of performance against the 2018/2019 adopted budget as well as the forecast year end position provides for prudent financial management and ensures that Council is made aware of any known or potential financial risks.

Risks	Likelihood	Consequence	Rating	Mitigation Action
Inability to achieve current budget due to income not reaching budgeted levels or costs exceeding budget exposing the Council to a cash deficit.	Likely	Moderate	Moderate	Review detailed monthly financial reports and take corrective action where forecast varies against budget.
Breaching the local Government Act by expending funds against line items without endorsed budget.	Possible	Moderate	Moderate	Undertake quarterly budget reviews to formally consider and adjust for any known variances.

Policy Considerations

There are no identified conflicts with existing Council policies.

Financial Implications

Forecast variances to the 2018/2019 Section 138 of the Local Government Act 1989 requires that at least every three months the Chief Executive Officer must ensure a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date are presented to the Council. A detailed financial report is presented to the Council each month. Adopted Budget are detailed throughout the attached report.

Legal/Statutory Implications

Section 138 of the Local Government Act 1989 requires that at least every three months the Chief Executive Officer must ensure a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date are presented to the Council. A detailed financial report is presented to the Council each month.

Environmental/Sustainability Impacts

There are no environmental or sustainable impacts that will arise from this proposal.

Social Implications

There are no social impacts that will arise from this proposal.

Economic Impacts

There are no identified economic impacts.

Consultation

External consultation has not occurred regarding the contents of this report. Specific consultation, however, has and will take place on some specific items within the budget as and when appropriate.



10.2 2018/2019 Q2 Forecast Review (continued)

Appropriate consultation has occurred with Council Officers and the matter is now ready for Council consideration.

Strategic Links

a) Greater Shepparton 2030 Strategy

Nil

b) Other strategic links

The report is consistent with the governance principle of Strategic Objective one of the Council Plan 2017-2021 "Leadership and Governance".

Conclusion

This report has been prepared and presented to identify and reflect known variances in the end of year financial forecast compared to budget.

Attachments

2018/2019 Q2 Forecast Review Page 227



10.3 Contracts Awarded Under Delegation and Contracts Advertised but yet to be Awarded

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Team Leader Contracts and Procurement Proof reader(s): Manager Corporate Governance Approved by: Director Corporate Services

Executive Summary

To inform the Council of the status of requests for tenders that have been awarded under delegation and those that have been publicly advertised but are yet to be awarded.

Moved by Cr Summer Seconded by Cr Abdullah

That the Council note:

- 1. tendered contracts awarded under delegated authority by the Chief Executive Officer;
- 2. contracts awarded under delegated authority by a Director;
- 3. requests for tenders advertised but not yet awarded.

CARRIED UNOPPOSED.

Tendered Contracts Awarded under Delegated Authority by the CEO

Contract Number	Contract Name	Contract details, including terms and provisions for extensions	Value inclusive of GST	Awarded to
1900	Design and Construction of Solar PV Systems at Doyles Road Complex and Mooroopna Hub	Lump Sum Contract for the Design and Construction of Solar PV Systems at Doyles Road Complex and Mooroopna Hub	\$223,478.01	Watters Electrical Pty Ltd
1912	Construction of Tatura Museum Extension	Lump Sum Contract for the construction of Tatura Museum Extension	\$449,114.60	Crow Construction Pty Ltd
1919	Reconstruction of Central Park Netball Courts & Associated Drainage Works	Lump Sum Contract for the Reconstruction of Central Park Netball Courts & Associated Drainage Works	\$220,930.41	Mawson Construction



10.3 Contracts Awarded Under Delegation and Contracts Advertised but yet to be Awarded (continued)

Tendered Contracts Awarded under Delegated Authority by a Director

Contract Number	Contract Name	Contract details, including terms and provisions for extensions	Value inclusive of GST	Awarded to
1904	Provision of a Business Case and Master Plan for the Redevelopment of Riverlinks Eastbank, Shepparton	Lump Sum Contract for the Provision of a Business Case and Master Plan for the Redevelopment of Riverlinks Eastbank, Shepparton	\$129,932.00	Francis-Jones Morehen Thorp Pty Ltd

Requests for Tenders advertised but not yet awarded

Contract No.	Contract Name	Contract detail, including terms and provisions for	Status
		extensions	
1864	Provision of Asphalt Surfacing and Associated Works – Panel of Suppliers	Schedule of Rates Contract for the Provision of Asphalt Surfacing and Associated Works – Panel of Suppliers	Tender closed on 12 December 2018 Tender currently being evaluated
1865	Construction of Shepparton Art Museum	Lump Sum & Schedule of Rates Contract for the Construction of Shepparton Art Museum	Tender closed on 10 October 2018. Tender currently being evaluated
1871	Provision of Early Intervention Services	Schedule of Rates Contract for the Provision of Early Intervention Services	Tender closed on 28 November 2018. Tender currently being evaluated
1872	Provision of Temporary Placements and Contractors – Panel of Suppliers	Panel of Suppliers Contract for the Provision of Temporary Placements and Contractors	Tender closed on 10 October 2018. Tender currently being evaluated
1883	Construction of Kialla Park Recreation Reserve - Main Oval Redevelopment	Lump Sum Contract for the Construction of Kialla Park Recreation Reserve - Main Oval Redevelopment	Tender closed on 28 November 2018. Tender currently being evaluated
1885	Provision of Cleaning Services for Key Operational, Recreation & Minor Operations Facilities	Lump Sum and Schedule of Rates Contract for the Provision of Cleaning Services for Key Operational, Recreation & Minor Operations Facilities	Tender closed on 9 January 2019 Tender currently being evaluated



10.3 Contracts Awarded Under Delegation and Contracts Advertised but yet to be Awarded (continued)

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
1889	Construction of Balaclava Road – Verney Road Intersection Stages 1 & 2 Upgrade	Lump Sum Contract for the Construction of Balaclava Road – Verney Road Intersection Stages 1 & 2 Upgrade	Tender closed on 23 January 2019. Tender currently being evaluated
1891	Construction of Hawdon Street Temporary Bus Interchange	Lump Sum Contract for the Construction of Hawdon Street Temporary Bus Interchange	Tender closed on 14 December 2018. Tender currently being evaluated
1895	Design of Signalisation, Landscape, and Upgrade of Wyndham and Fitzjohn Streets	Lump Sum Contract for the Design of Signalisation, Landscape, and Upgrade of Wyndham and Fitzjohn Streets	Tender closed on 28 November 2018. Tender currently being evaluated
1896	Appointment of a Creative and Production Agency and/or Appointment to the Media Buying Services Panel - Shepparton Show Me	Lump Sum Contract for the Appointment of a Creative and Production Agency and/or Appointment to the Media Buying Services Panel - Shepparton Show me	Tender closed on 19 September 2018. Tender is included in this Council Meeting agenda.
1899	Design and Construction of Merrigum Splash Park	Lump Sum Contract for the Design and Construction of Merrigum Splash Park	Tender closed on 23 January 2019. Tender currently being evaluated
1906	Provision of Architectural Design for the Redevelopment and Expansion of the Shepparton Sports and Events Centre	Lump Sum Contract for the Provision of Architectural Design for the Redevelopment and Expansion of the Shepparton Sports and Events Centre	Tender closed on 19 December 2018 Tender currently being evaluated
1907	Provision Of Cleaning Services For Aquamoves Aquatic Centre Shepparton	Lump Sum and Schedule of Rates Contract for the Provision Of Cleaning Services For Aquamoves Aquatic Centre Shepparton	Tender closed on 9 January 2019 Tender currently being evaluated



10.3 Contracts Awarded Under Delegation and Contracts Advertised but yet to be Awarded (continued)

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
1908	Provision Of Cleaning Services For Key Community Hubs, Children Childcare Centres & Maternal Child Health Services, Preschools and Youth Services	Lump Sum and Schedule of Rates Contract for the Provision Of Cleaning Services For Key Community Hubs, Children Childcare Centres & Maternal Child Health Services, Preschools and Youth Services	Tender closed on 9 January 2019 Tender currently being evaluated
1918	Provision of Tree Maintenance Services	Schedule of Rates Contract for the Provision of Tree Maintenance Services – Panel of Providers	Tender closed on 14 November 2018. Contract 1918 is included in the February 2019 Ordinary Council Meeting Agenda.
1925	Design Consultant for Architectural Design of Tatura Library Refurbishment Extension	Lump Sum Contract for the Design Consultant for Architectural Design of Tatura Library Refurbishment Extension	Tender closed on 10 December 2018. Tender currently being evaluated
1926	Consultancy Services for The Greater Victoria Commonwealth Games Bid Prefeasibility Study (Re-scoped)	Lump Sum Contract for the Consultancy Services for The Greater Victoria Commonwealth Games Bid Prefeasibility Study (Re-scoped)	Tender closed on 26 November 2018. Tender currently being evaluated
1934	Supply & Installation of Replacement Pool Heating	Lump Sum Contract for the Supply & Installation of Replacement Pool Heating	Tender closed on 30 January 2019. Tender currently being evaluated

Policy Considerations

Through the *Instrument of Delegation to the Chief Executive Officer* the Council has delegated authority to the Chief Executive Officer to award a contract up to the value of \$500,000 including GST.

The Council through the *Exercise of Delegations* Policy has delegated authority to the Director Corporate Services to approve a contract up to the value of \$500,000 and the Director Infrastructure, Director Community and Director Sustainable Development to approve a contract up to the value of \$150,000 for goods and services and \$200,000 for works.



10.3 Contracts Awarded Under Delegation and Contracts Advertised but yet to be Awarded (continued)

Legal/Statutory Implications

Section 186 of the *Local Government Act 1989* (the Act) establishes the requirements for tendering and entering into contracts.

Section 186(1) of the Act requires that before Council enters into a contract for the purchase of goods or services to the value of \$150,000 or more, or for the carrying out of works to the value of \$200,000 or more, it must give public notice of the purpose of the contract and invite tenders or expressions of interest from any person wishing to undertake the contract.

Conclusion

It is important that decisions and actions taken under delegation be properly documented and transparent in nature. The report details the publicly advertised contracts awarded by the Chief Executive Officer and Directors under delegated authority of the Council during the period 1 December 2018 to 30 January 2019.

Attachments

Nil



10.4 Contract 1896 - Provision of Creative & Production Services and Media Buying for Shepparton Show Me

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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 Marketing and Communications

Proof reader(s): Team Leader Marketing and Communications

Approved by: Director Corporate Services

Other: Shepparton Show Me Co-ordinator, Contracts and Procurement Advisor

Executive Summary

Following the expiry of contract 1492 - provision pf marketing and/or advertising services for Shepparton Show Me (SSM) in 2018, the opportunity to provide this service required it to be re-tendered.

Following a robust Request for Tender (RFT) evaluation process, it is recommended that Alchemy Media is awarded contract No. 1896 Provision of Creative & Production Services and Media Buying for Shepparton Show Me for a period of three (3) years, with a view of a potential one by one year extension.

Moved by Cr Giovanetti Seconded by Cr Sutton

That the Council:

- accept the Request for Tender including Schedule of Rates submitted by Alchemy Media for Contract No. 1896 Provision of Creative & Production Services and Media Buying for Shepparton Show Me for the estimated overall cost of the contract of \$1,200, 000 (GST inc)
- 2. note that the contract term is for a period of 3 years, with 1 x 1 year extension option
- 3. authorise the Chief Executive Officer to sign and seal the contract documents.

CARRIED.

Cr Summer called for a division.

Those voting in favour of the motion: Cr Hazelman, Cr Patterson, Cr Sutton, Cr Abdullah, Cr Giovanetti, Cr Adem and Cr O'Keeffe.
Those voting against the motion: Cr Summer.

The motion was put and carried.



10.4 Contract 1896 - Provision of Creative & Production Services and Media Buying for Shepparton Show Me (continued)

Contract Details

In July 2014 a panel of providers was appointed via tender to provide marketing and/or advertising services for Shepparton Show Me (SSM). This panel comprised Alchemy Media, Cuckoo Creative and Dainton & Sons. The contracts were for a three (3) year period, with a view of a potential one by one year extension.

During the first year of the contract Cuckoo Creative discontinued providing services to SSM. During the second year of the contract Dainton & Sons ceased operating which left Alchemy Media to continue to provide the service to SSM. The contractual arrangement with Alchemy Media was due to cease in 2018, hence the need to re-tender the opportunity.

In determining the parameters of the contract, the SSM Committee determined that a sole provider was to be appointed to provide creative and production services to ensure brand integrity, while a panel of providers would be preferable for media buying and planning. The Committee was advised that companies tendering for this contract are likely to provide the full suite of services required, and that it would be unlikely they would be willing to place marketing collateral that had been produced by an opposition company.

The purpose of the SSM creative and media buying RFT is to:

- 1. Appoint a creative and production agency to work with SSM.
- 2. Establish a panel of providers to media planning and buying services for SSM.
- 3. Work with the providers to assist in meeting the objectives of the SSM Marketing Strategy including implementation of the annual marketing plan.

Preferred providers will be appointed to provide services for a period of three (3) years, with a view of a potential one by one year extension.

Work to be performed under the contract includes:

- Development of effective and creative promotional campaigns and creative initiatives that will support meeting the goals of the SSM Marketing Strategy.
- Design and production of marketing collateral to support the execution of marketing campaigns.
- Co-ordinate/facilitate activities or events to support the execution of marketing campaigns.
- Undertaking media buying to ensure that campaigns are targeted and effective.
- Evaluation of campaigns to assist in measuring effectiveness.

Following the RFT being advertised, nine companies submitted applications, with two tenders being assessed as non-conforming. One submission did not meet the required specification while the other did not provide the requisite tender pricing schedules necessary to complete evaluation.

Tenders were received from:

- 1. Adcorp Australia
- 2. Alchemy Media
- 3. Dutch Media
- 4. Bastion State
- 5. Nexis Concept & Design
- 6. Pace Advertising Pty Ltd



10.4 Contract 1896 - Provision of Creative & Production Services and Media Buying for Shepparton Show Me (continued)

- 7. Paykel Media Company
- 8. RYVL Channelzero
- 9. Sasi Marketing

Tenders were evaluated by:

Position	Title	Branch
Panel Leader	SSM Committee Chair	Industry member
Member	SSM Committee Deputy Chair	Industry member
Member	SSM Committee Treasurer	Industry member
Member	SSM Committee Member	Industry member
Member	Manager Marketing and	Marketing and
	Communications	Communications
Member	SSM Marketing Co-ordinator	Marketing and
		Communications
Member	Moderator	Procurement

Tenders were evaluated on the following criteria:

Evaluation Criteria	Weighting
Relevant industry experience and outcomes	30%
Creativity/innovation /freshness	20%
Understanding of SSM objectives	15%
Price	15%
Project management experience	10%
Customer service	5%
Local content	5%
Total:	100%

* Please note:

Price is not of significant importance as the contractor has to work with the allocated budget which is not a set amount either per annum or during the life of the contract. The importance of the tender is on creativity and understanding target markets which does not equate to dollar figures.

As part of Council's budgeting process SSM must apply for annual funding, hence the amount that is allocated per annum is not guaranteed or a set figure.

Shortlisting was part of the RFT process, with tenderers needing to achieve a minimum score of 70% to be considered.

Following the initial assessment, two tenderers achieved a score of at least 70% and were then required to make a formal presentation or "a pitch" to the evaluation panel to assist with decision making.

Shortlisted tenderers were required to present a creative design, indicative advertising schedule, advertising and production costs (including printing) and evaluation methodology for a creative brief provided by SSM.



10.4 Contract 1896 - Provision of Creative & Production Services and Media Buying for Shepparton Show Me (continued)

The presentation or pitches were evaluated by the panel using the criteria below.

Shortlisting Evaluation Criteria	Weighting
Understanding of SSM objectives	20%
Understanding of SSM target markets	20%
Creativity/innovation /freshness	20%
Understanding of the need for evaluation	20%
Ability to work with clients/a committee	20%
Total:	100%

Following the shortlisting process, it is recommended that Alchemy Media be awarded this contract. During the evaluation it was identified that a panel of providers for media buying was not practical, with applications received not enabling a panel to be possible.

Council Plan/Key Strategic Activity

Economic – build a thriving, resilient economy where Greater Shepparton is recognised as a competitive place to invest and grow business.

- 3.1 The Greater Shepparton economy is prosperous, high value and a focus of choice for business, investment and employment.
- 3.3 Greater Shepparton is a major destination for events and tourism.

Risk Management

There are no moderate to extreme risks associated with this contract.

Policy Considerations

There are no policy considerations with this contract.

Financial Implications

	Approved	This	Variance to	This Proposal
	Budget Estimate	Proposal	Approved	GST Inclusive ²
	for this	GST Exclusive	Budget Estimate	
	proposal ¹			
	\$	\$	\$	\$
Revenue				
Expense	As an indicative cost, the annual marketing budget for SSM is approximately \$300,000. Please see			
	notes below.			
Net Total	Approximately \$300,000.			

Budgets are GST exclusive

Please note:

There is no set budget or fee amount per annum or during the life of the contract. Use of creative & production and media buying services is dependent upon activities detailed in the annual SSM Marketing Plan. These activities and the required funding vary from year

² For Contract Award reports the GST inclusive expense shall match the amount reported in the recommendation



10.4 Contract 1896 - Provision of Creative & Production Services and Media Buying for Shepparton Show Me (continued)

to year. As an indicative cost for this contract, approximately \$298,000 (including GST) was spend on SSM Marketing activities from 1st July 2017 to 26th November 2018.

Also as part of Council's budgeting process SSM must apply for annual funding, hence the amount that is allocated per annum is not guaranteed or a set figure.

Legal/Statutory Implications

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 with this contract.

Strategic Links

a) Greater Shepparton 2030 Strategy
Economic Development
b) Other strategic links
Nil

Conclusion

Following a robust RFT evaluation process it is recommended that Alchemy Media be awarded contract No. 1896 Provision of Creative & Production Services and Media Buying for Shepparton Show Me for a period of three (3) years, with a view of a potential one by one year extension. This includes accepting the schedule of rates presented as part of Alchemy Media's RFT application.

Attachments

Nil



10.5 2017-2021 Council Plan - 2018-19 Quarter 2 Progress Report

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Corporate Planning Analyst

Proof reader(s): Manager Corporate Governance

Approved by: Director Corporate Services

Executive Summary

In accordance with Section 125 of the *Local Government Act 1989*, Council developed and adopted a four year Council Plan on 20 June 2017. The Council Plan contained Key Strategic Objectives and Strategies to achieve those objectives.

This report provides the first quarter update of 2018-19 in relation to the actions taken to achieve the Key Strategic Objectives identified in the 2017-2021 Council Plan and forms part of council's accountability framework. The report also includes progress made in achieving the Key Strategic Activities contained within the 2018-19 Budget which form Council's Performance Statement.

The Council Plan becomes the organisational focus for the development of Directorate and Business Unit plans and ultimately the individual responsibilities of officers which are subsequently reflected in those officers' annual appraisals.

Of the identified general actions for progress reporting in relation to measuring achievement, the majority of actions are in progress and on track.

Moved by Cr Summer Seconded by Cr Abdullah

That the Council note the progress report for the 2017-2021 Council Plan which provides details in relation to achieving the Measures of Success identified in the Council Plan.

CARRIED UNOPPOSED.

Background

The 2017-2021 Council Plan identified Goals, Key Strategic Objectives and Strategies for implementation across the life of the plan.

Based on the outcomes of the community consultations, Council identified five themes to describe what we are working towards in achieving the community's vision of a Greater Shepparton - Greater Future. As these goals explicitly align with the Municipal Public Health Planning Framework (Department of Health Services, 2001) with the emphasis on the built, social, economic and natural environments, the Council Plan also addresses the legislative requirements for the Municipal Health and Wellbeing Plan.



10.5 2017-2021 Council Plan - 2018-19 Quarter 2 Progress Report (continued)

These five themes are:

- 1. Leadership and Governance Provide strong civic leadership, advocacy and good governance in the operation of Greater Shepparton City Council.
- 2. Social Develop resilient, inclusive, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn and play.
- 3. Economic Build a thriving, resilient economy where Greater Shepparton is recognised as a competitive place to invest and grow business.
- 4. Built Provide and support appealing relevant infrastructure that makes Greater Shepparton an attractive, liveable regional city.
- 5. Environment Enhance and protect the clean, green environment that makes Greater Shepparton the unique place it is.

Council Plan/Key Strategic Activity

Council is high performing; customer focused and is marked by great people and quality outcomes. (Leadership and Governance)

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Failure to report to Council and the community	Unlikely	Moderate	Moderate	Continue quarterly reports to Council

Policy Considerations

There are no policy considerations associated with this report.

Financial Implications

The report contains no financial implications, however many of the initiatives contained within the Council Plan required Council to allocate funds in its 2018-19 budget to provide the finances to continue implementation of the Council Plan.

Legal/Statutory Implications

The report complies with councils obligations to monitor and report on progress in relation to achieving the strategic objectives and strategies contained within the council plan. The provision of regular reporting, in addition to the Annual Report, provides an opportunity for Council and the community to consider the progress made towards achieving the targets set by Council against the Council Plan.

Environmental/Sustainability Impacts

The report contains no environmental/sustainability impacts, however many of the initiatives contained within the Council Plan were targeted at improving Greater Shepparton's sustainability, both as an organisation and a municipality.

Social Implications

The report contains no social implications, however there are a number of initiatives contained in the Council Plan that were aimed at improving the health and well-being of the Greater Shepparton communities and the wider municipality. This is expected to improve social outcomes.

Economic Impacts

The report contains no economic impacts however there were a number of initiatives contained in the Council Plan that were aimed at improving the economic wellbeing of the Greater Shepparton municipality.



10.5 2017-2021 Council Plan - 2018-19 Quarter 2 Progress Report (continued)

Consultation

Internal consultation occurred with the responsible officers regularly updating individual actions and the overall review of all plans by the Executive Team.

Community consultation was achieved by publishing quarterly reports in the Council meeting agenda and including the plan and quarterly updates on Councils website.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep Informed	Council Meeting Minutes Council Website

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

Strategic Links

a) Greater Shepparton 2030 Strategy

The Council Plan 2017-2021 plays a pivotal role in the delivery of the short term plans and aspirations of council and the community whilst following the long term strategies of Greater Shepparton 2030.

b) Other strategic links

The Council Plan supports the short term direction of the organisation (4 years) and provides linkage to the strategies developed and or implemented over the duration of the plan.

Conclusion

This report provides the second quarter 2018-19 update with progress on achieving the Key Strategic Objectives contained within the 2017-2021 Council Plan and the Key Strategic Activities contained within the 2018-19 Budget.

Attachments

Council Plan 2018-19 Quarter 2 progress report Page 270



11.1 Rename - Flanagan Place, Tatura

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Building & Planning Support Officer Proof reader(s): Manager Building & Planning Approved by: Director – Sustainable Development

Executive Summary

The purpose of this report is to commence the public consultation process to rename "Flanagan Place", Tatura to "Memorial Place" in line with Naming Rules for Places in Victoria 2016.

Council received a letter from Tatura Senior Citizens requesting Flanagan Place be renamed as Flanagan Drive is also located in Tatura and is creating confusion for emergency services.

The Tatura Senior Citizens Club raised this issue with the Tatura Community Plan Committee, who fully support the name change. The club have also been in contact with the Flanagan family and they support the name change as Flanagan Drive and Flanagan Park still exist in the town.



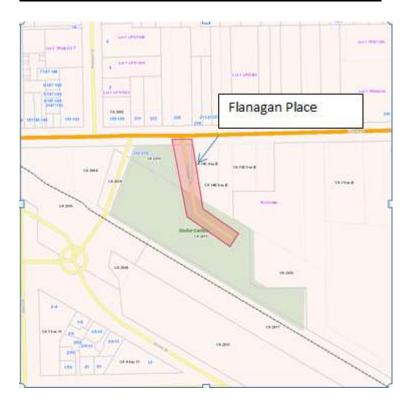
11.1 Rename - Flanagan Place, Tatura (continued)



Locality Plan



11.1 Rename - Flanagan Place, Tatura (continued)



Specific location

Moved by Cr Hazelman Seconded by Cr Patterson

That Council place the renaming of Flanagan Place to Memorial Place on public notice in accordance with the *Naming Rules for Places in Victoria* 2016 - *Statutory requirements for naming roads, features and localities* 2016.

CARRIED UNOPPOSED.

Background

The purpose of this report is to commence the public consultation process to rename Flanagan Place, Tatura to Memorial Place in line with Naming rules for places in Victoria 2016.

Council received a letter from Tatura Senior Citizens Club requesting Flanagan Place be renamed as Flanagan Drive also exists in Tatura and is creating confusion for emergency services.

The Senior Citizens Club raised this issue with the Tatura Community Plan Committee, who fully support the name change. The club have also been in contact with the Flanagan family and they support the name change as Flanagan Drive and Flanagan Park still exist in the town.

The Naming Rules for Places in Victoria 2016, Statutory requirements for naming roads, features and localities – 2016 (the naming rules) includes step-by-step information on naming, renaming or changing the boundaries of roads, features and localities in Victoria.



11.1 Rename - Flanagan Place, Tatura (continued)

The naming rules uphold the guidelines provided for in the *Geographic Place Names Act* 1998. They are mandatory for naming authorities in Victoria.

The notice requirements:

As per the *Naming rules for places in Victoria* 2016 the Council is required to place the proposed renaming of "Flanagan Place" to "Memorial Place" on public notice by way of advertisement in the local newspaper. The notice period is 30 days after which if no submissions are received the name then gets approved for use by way of formal Council resolution and then gazetted by the Geographic Names Victoria.

Any submission received during the public consultation period must be considered by the naming authority. The naming authority is responsible for deciding the weight to be given to competing submissions, having regard to these naming rules and any other relevant matters it identifies.

All submissions must be included in an assessment report, stating the objection or support for a proposal, indicating relevance to the naming rules and the naming authority's consideration/response to the submission.

The decision about whether or not to proceed with a renaming proposal resides with the naming authority.

Note: The naming authority need not consider objections that don't explain reasons for the objector opposing the name.

It is therefore proposed to advertise the renaming of Flanagan Place, Tatura to Memorial Place, Tatura.

Council Plan/Key Strategic Activity

Community / Public Safety

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Not proceeding with the name change creates confusion for emergency services staff, delaying response times	С	4	Low	Renaming to avoid confusion for emergency services

Policy Considerations

Road naming and/or renaming requests are assessed under Naming Rules for Places in Victoria 2016.

Financial Implications

The financial implications to Council for this road name change will be for street signage only.

Legal/Statutory Implications

There are no legal/statutory implications associated with street naming.



11.1 Rename - Flanagan Place, Tatura (continued)

Environmental/Sustainability Impacts

There are no environmental and sustainability impacts.

Social Implications

There are minimal social implications given that the proposal is to change a road name only, but there could be significant emergency service delays if this is not acted upon, given the duplication of the road name within the town.

Economic Impacts

There are no known significant economic impacts associated with this proposal.

Consultation

The following consultation process will follow if the Council resolve to adopt the recommendation of this report.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Consult	Community Consultation	Letters to affected owners and public notice in the Tatura Guardian

Officers will undertake the above consultation in line with Naming rules for Places in Victoria 2016.

Strategic Links

a) Greater Shepparton 2030 Strategy

There are no strategic link relating to road naming

b) Other strategic links

There are no strategic link relating to road naming

Conclusion

As Flanagan Place is not within a residential area the road name change should not impact on any individual resident in relation to changing address details. The family has also been consulted.

The renaming of the road is imperative to the safety of the local residents and the wider community.

Attachments

Duplication of street names in Tatura - Flanagan Place Renaming

Page 378



11.2 RiverConnect Implementation Advisory Committee Community Member Appointments

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: RiverConnect Project Officer Proof reader(s): Manager Environment

Approved by: Director Sustainable Development

Executive Summary

The RiverConnect Implementation Advisory Committee (RCIAC) is seeking the endorsement of its five nominated community representatives for a three year term, as outlined in the new RiverConnect Terms of Reference.

An Expression of Interest for community representatives to the RCIAC was advertised from Friday 10 August 2018 to Friday 24 August 2018 with five submissions received. The RCIAC recommend that all five community applicants be appointed as community representatives to the RCIAC.

Moved by Cr Patterson Seconded by Cr Adem

That the Council appoint the following community representatives to the RiverConnect Implementation Advisory Committee, for a term of three years commencing on 20 February 2019 and concluding on 20 February 2022:

- Jay Whittaker
- Matthew Crawford
- Bruce Cumming
- Pat Feehan
- Rod McLennan

CARRIED UNOPPOSED.

Background

The creation of the RiverConnect program was driven by the desire to develop a strong sense of belonging and connection to our rivers and a more cohesive approach to river management. RiverConnect and its partners aspire to see the Goulburn and Broken River environment duly recognised as the life and soul of river communities, and increase appreciation and custodianship of the river as a social, economic, environmental, educational and cultural asset.

The RiverConnect Implementation Advisory Committee (RCIAC) advises on the implementation of the RiverConnect Strategic Plan and associated initiatives of the RiverConnect project, incorporating high level community involvement and participation. This includes overseeing the activities and function of each of the four RiverConnect Working Groups; Education Working Group, Aboriginal Action Group, Land Management Working Group and Communication Working Group.



11.2 RiverConnect Implementation Advisory Committee Community Member Appointments (continued)

The RCIAC is representative of all key stakeholders with an interest in the management and development of the Goulburn and Broken floodplain between Shepparton and Mooroopna and the broader community. The community representatives will enhance the knowledge base and expertise of the RCIAC.

The RCIAC Terms of Reference describes the purpose and structure of the committee. Under the current Terms of Reference it is a requirement to review the RiverConnect Implementation Advisory Committee Terms of Reference every two years. This is due now.

Council Plan/Key Strategic Activity

Leadership and Governance Objectives

 1.8 - Consultation that is transparent, robust and accessible, and clear, consistent and timely communication provided to inform, educate and engage with the community.

Social Objectives

 2.4 - Social and cultural, educational and employment opportunities are created to enable children, young people, individuals and families to actively participate in their community.

Built Objectives

 4.3 - Greater Shepparton's heritage places, cultural landscapes, and objects are protected and conserved for future generations.

Environment Objectives

- 5.1 Greening Greater Shepparton has created an attractive, vibrant and liveable place with well-connected green spaces that are valued by the community.
- 5.2 The region's environmental assets are planned and managed to ensure they are enhanced and sustainable for future generations.
- 5.6 Floodplain management minimises the consequences of flooding to life, property, community wellbeing and the economy.

Risk Management

The recommendations focus on the addition of community representatives to a Council Advisory Committee. No risks have been identified in relation to this matter.

Policy Considerations

The above recommendation does not conflict with any Council Policy.

Financial Implications

The above recommendation does not have any financial implications.

Legal/Statutory Implications

The above recommendation complies with the Local Government Act.

Environmental/Sustainability Impacts

The above recommendation does not have any negative Environmental or Sustainability impacts. The RiverConnect Implementation Advisory Committee consists of environmentally aware members.



11.2 RiverConnect Implementation Advisory Committee Community Member Appointments (continued)

Social Implications

The above recommendation does not have any negative social implications. An increase in community membership to the RiverConnect Implementation Advisory Committee will result in a greater community awareness and inclusiveness.

Economic Impacts

The above recommendation does not have any economic impacts.

Consultation

The Terms of Reference were reviewed by the RiverConnect Implementation Advisory Committee.

An Expression of Interest for community representatives to the RCIAC was advertised as a Public Notice in the Shepparton News and Tatura Guardian from Friday 10 August 2018 to Friday 24 August 2018.

Five submissions were received via mail and email.

The RCIAC determined that all five community applicants addressed the relevant requirements and would be valuable assets to the RCIAC. Each applicant has a different knowledge base, skill set and passion for the various elements that make up the RiverConnect program.

The RCIAC endorsed the appointment of Bruce CUMMING, Pat FEEHAN, Matthew CRAWFORD, Jay WHITTAKER, and Rod McLENNAN as community representatives to the RiverConnect Implementation Advisory Committee.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	To provide the community with the opportunity to apply for a community representative position on the RiverConnect Implementation Advisory Committee.	Public Notice – Shepparton News Public Notice – Tatura Guardian
Collaborate	To provide relevant background information to enable the RiverConnect Implementation Advisory Committee to make an informed decision in relation to community representative appointments to the RiverConnect Implementation Advisory Committee.	Email correspondence

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



11.2 RiverConnect Implementation Advisory Committee Community Member Appointments (continued)

Strategic Links

a) Greater Shepparton 2030 Strategy

The proposal is consistent with the Community Life and the Environment topics within the strategy, specifically Outcomes:

- o 4.3.3 A Balance of Urban Settlements and a Beautiful Rural Environment
- 4.3.4 The Municipality is More Attractive
- 4.3.7 The Municipality is Greener
- 4.3.13 The Municipality is More Active

b) Other strategic links

- RiverConnect Strategic Plan
- Greater Shepparton City Council Environmental Sustainability Strategy 2014 2030
 - Objective 1.1 Action 1.1.1
 - Objective 1.3 Action 1.3.1 and 1.3.2
 - Objective 1.4 Action 1.4.1
 - o Objective 2.5 Action 2.5.2, 2.5.3 and 2.5.4
 - Objective 4.6 Action 4.6.1 and 4.6.2
 - Objective 6.7 Action 6.7.1
 - Objective 6.8 Action 6.8.1
 - Objective 6.10 Action 6.10.1

Conclusion

The above recommendation will enhance the knowledge base and expertise of members on the RiverConnect Implementation Advisory Committee. There are no foreseeable implications that officers have identified as to why these recommendations should not be adopted.

Attachments

RiverConnect Implementation Advisory Committee - Terms of Reference Page 380 2018.



11.3 RiverConnect Implementation Advisory Committee Terms of Reference

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: RiverConnect Project Officer Proof reader(s): Manager Environment

Approved by: Director Sustainable Development

Executive Summary

Council is required to review the Terms of Reference for the RiverConnect Implementation Advisory Committee every two years under the requirements of the current Terms of Reference.

The RiverConnect Implementation Advisory Committee (RCIAC) has reviewed its Terms of Reference and is seeking Council endorsement of this revised document. The committee has changed these Terms of Reference to include five community representatives and to extend the review requirement to every three years in line with community representative renominations.

A copy of the Terms of Reference can be found at Attachment 1.

Moved by Cr Patterson Seconded by Cr Summer

That the Council adopt the revised Terms of Reference for the RiverConnect Implementation Advisory Committee.

CARRIED UNOPPOSED.

Background

The creation of the RiverConnect program was driven by the desire to develop a strong sense of belonging and connection to our rivers and a more cohesive approach to river management. RiverConnect and its partners aspire to see the Goulburn and Broken River environment duly recognised as the life and soul of river communities, and increase appreciation and custodianship of the river as a social, economic, environmental, educational and cultural asset.

The RiverConnect Implementation Advisory Committee (RCIAC) advises on the implementation of the RiverConnect Strategic Plan and associated initiatives of the RiverConnect project, incorporating high level community involvement and participation. This includes overseeing the activities and function of each of the four RiverConnect Working Groups; Education Working Group, Aboriginal Action Group, Land Management Working Group and Communication Working Group.

The Terms of Reference have been changed to increase the community representatives from three to five. Officers received five excellent nominations. The RCIAC agreed to accept all applicants as each will bring expertise and experience useful to the project.



11.3 RiverConnect Implementation Advisory Committee Terms of Reference (continued)

The Terms of Reference also seeks to extend the review period from two years to three years. Officers from RiverConnect and council Governance team agreed it would be suitable to extend the review period to meet the timeframes of the RiverConnect Strategic plan review and nominations for the community membership.

The RCIAC is representative of all key stakeholders with an interest in the management and development of the Goulburn and Broken floodplain between Shepparton and Mooroopna and the broader community.

The RCIAC Terms of Reference describes the purpose and structure of the committee. Under the current Terms of Reference it is a requirement to review the RiverConnect Implementation Advisory Committee Terms of Reference every two years. This is due now.

Council Plan/Key Strategic Activity

Leadership and Governance Objectives

 1.8 - Consultation that is transparent, robust and accessible, and clear, consistent and timely communication provided to inform, educate and engage with the community.

Social Objectives

 2.4 - Social and cultural, educational and employment opportunities are created to enable children, young people, individuals and families to actively participate in their community.

Built Objectives

 4.3 - Greater Shepparton's heritage places, cultural landscapes, and objects are protected and conserved for future generations.

Environment Objectives

- 5.1 Greening Greater Shepparton has created an attractive, vibrant and liveable place with well-connected green spaces that are valued by the community.
- 5.2 The region's environmental assets are planned and managed to ensure they are enhanced and sustainable for future generations.
- 5.6 Floodplain management minimises the consequences of flooding to life, property, community wellbeing and the economy.

Risk Management

The recommendation focuses on endorsement of the Terms of Reference, which provides clear roles and objectives for committee members.

No risks have been identified in relation to this matter.

Policy Considerations

The above recommendation does not conflict with any Council Policy.

Financial Implications

The above recommendation does not have any financial implications.

Legal/Statutory Implications

The above recommendation complies with the Local Government Act.



11.3 RiverConnect Implementation Advisory Committee Terms of Reference (continued)

Environmental/Sustainability Impacts

The above recommendation does not have any negative Environmental or Sustainability impacts. The RiverConnect Implementation Advisory Committee consists of environmentally aware members.

Social Implications

The above recommendation does not have any negative social implications.

Economic Impacts

The above recommendation does not have any economic impacts.

Consultation

The Terms of Reference were reviewed by the RiverConnect Implementation Advisory Committee.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Collaborate	To provide relevant background information to enable the RiverConnect Implementation	RiverConnect Implementation Advisory Committee Meeting
	Advisory Committee to make an informed decision in relation to the RiverConnect Implementation Advisory Committee Terms of Reference	Email consultation process

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

Strategic Links

a) Greater Shepparton 2030 Strategy

The proposal is consistent with the Community Life and the Environment topics within the strategy, specifically Outcomes:

- 4.3.3 A Balance of Urban Settlements and a Beautiful Rural Environment
- 4.3.4 The Municipality is More Attractive
- 4.3.7 The Municipality is Greener
- 4.3.13 The Municipality is More Active

b) Other strategic links

- RiverConnect Strategic Plan
- Greater Shepparton City Council Environmental Sustainability Strategy 2014 2030
 - Objective 1.1 Action 1.1.1
 - Objective 1.3 Action 1.3.1 and 1.3.2
 - Objective 1.4 Action 1.4.1
 - Objective 2.5 Action 2.5.2, 2.5.3 and 2.5.4
 - Objective 4.6 Action 4.6.1 and 4.6.2
 - o Objective 6.7 Action 6.7.1
 - o Objective 6.8 Action 6.8.1
 - Objective 6.10 Action 6.10.1



11.3 RiverConnect Implementation Advisory Committee Terms of Reference (continued)

Conclusion

The above recommendations relate to endorsement of the Terms of Reference for the RiverConnect Implementation Advisory Committee. There are no foreseeable implications that officers have identified as to why these revisions should not be accepted and the Terms of Reference adopted.

Attachments

RiverConnect Terms of Reference Page 386



11.4 Cussen Park Advisory Committee

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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 Environment

Proof reader(s): Manager Environment

Approved by: Director Sustainable Development

Executive Summary

Cussen Park, and its associated wetlands, was established to cater for a wide range of passive recreation needs, educational values and to provide partial biological treatment for Tatura's stormwater.

Greater Shepparton City Council established the Cussen Park Advisory Committee in 1994 to provide an avenue to promote community participation in the development and management of the park.

The Cussen Park Advisory Committee plays a vital role in providing advice to Council on the management of Cussen Park, along with acting as an information disseminator to the local Tatura Community. The committee have most recently participated in the review of the Cussen Park Environmental Management which was recently adopted by Council.

This partnership continues to grow and develop. The Terms of Reference require public notification for nomination for the Advisory Committee every two years.

Public notices were placed in the Shepparton News on Friday 21 October and 28 October 2018 as well as the Tatura Guardian on 25 October and 1 November 2018. Nominations closed on 2 November 2018.

Officers have completed this process and the Committee are seeking endorsement for the appointment of seven community members for a two year term, as outlined in the recommendation.

Moved by Cr Summer Seconded by Cr Giovanetti

That the Council;

- 1. having considered the nominations received for appointment to the Cussen Park Advisory Committee, appoint the following members for a term of two years commencing on 20 February 2019 and concluding on 20 February 2021:
 - Terry Court
 - Simon Cowan
 - Lydia Drake
 - Greg Smith



11.4 Cussen Park Advisory Committee (continued)

- Sean Trebley
- Yvette Williams
- 2. Write to Alfred Heuperman thanking him for his service to the Community through his participation as a member of the Cussen Park Advisory Committee.

CARRIED UNOPPOSED.

Background

Cussen Park (the Park) is an Australian bushland style park encompassing 33 ha of wetlands, woodlands and open space in the northern outskirts of Tatura. The land that forms the Park is owned by Council, and is surrounded by freehold industrial, residential and irrigated farm land.

The Park was formed from reclaimed wastelands by the Tatura community working closely with Council, State and Federal agencies, and local sponsors. It now forms a valuable community asset for the township of Tatura, providing educational opportunities, passive recreation, and significant habitat for indigenous plants and animals. The Park is also used to partially treat Tatura's urban stormwater, improving the quality of water flowing to wetlands and farms downstream.

The Cussen Park Committee of Management was formed in 1994, and in 2012 the structure of the committee changed to become an Advisory Committee. The Committee meet every month, and are passionate about the Park and its environmental values.

Over the last 20 years, Cussen Park Advisory Committee and Council have worked together to turn Cussen Park into Tatura's premier environmental recreational area. The natural Mosquito Depression has been developed into partial stormwater treatment wetland systems that provide habitat for a wide range of wetland plants and animals. The surrounding parkland has been revegetated with native trees, grasses and shrubs.

It was identified that the two year term for the committee is due to expire in December 2018. Advertising for the appointment to the committee was undertaken via public notices in the Shepparton News on Friday 21 October and 28 October 2018, as well as the Tatura Guardian on 25 October and 1 November 2018.

Six nominations have been received by community members. All nominations received are from existing Advisory Committee members with one member not seeking renomination. Under the Terms of Reference for Cussen Park, Council is able to appoint from between five to eleven members to the Advisory Committee. The number of members for the last term was 7.

Council Plan/Key Strategic Activity

Goal 1: Active and Engaged Communities, Objective 1: "Continue to enhance community capacity building"

Goal 2: Enhancing the Environment, Objective1: "Ensure that the environment is a major priority in planning for the future"



11.4 Cussen Park Advisory Committee (continued)

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Lack of communication between the committee and Council	Possible	Minor	Low	Council's Manager Environment attends Committee meetings
Advisory committee members not covered under Council's Insurance Policy.	Possible	Minor	Low	All committee members will be required to complete volunteer registration forms prior to the commencement of the role.

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

This proposal is consistent with the Local Government Act 1989.

Environmental/Sustainability Impacts

Cussen Park and its associated wetlands cater for a wide range of passive recreation needs, educational values and to provide partial biological treatment for Tatura's stormwater. It is regarded as a refuge in times of drought for water bird species and has a range of Indigenous and native plants that play an important role in the natural landscape features of the Tatura district.

Social Implications

The Cussen Park Advisory Committee contributes to a sense of community, increasing stakeholder participation and pride in their local environment and with Council.

Economic Impacts

There are no economic impacts from this proposal.

Consultation

Public Notices were placed in the Shepparton News on Friday 21 October and 28 October 2016 as well as the Tatura Guardian on 25 October and 1 November 2016.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep Informed	Newspaper advertisementsConsultation with committee members
Consult	Informed, listen, acknowledge	Council to consult with the committee in relation to the park including prior to the commencement of any new major works.



11.4 Cussen Park Advisory Committee (continued)

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Involve	Work together, Feedback is an input into decision making	Council to consult with the committee in relation to management of the park.
Collaborate	Feedback and advice received from the Committee will be incorporated into decisions to the maximum level possible.	Advisory Committee consisting of community members to be appointed.
Empower	Council will give due consideration to implementation of the committee's recommendations.	 Completion of volunteer registration forms by committee members will enable them to be actively involved in minor maintenance and management of the park. However any actions undertaken by the Committee members such as minor maintenance will not be done without first obtaining Council approval. Council will agree to funding where possible to enable the committee to undertake desired projects.

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

Strategic Links

a) Greater Shepparton 2030 Strategy

The formalisation of the Cussen Park Advisory Committee helps to support the environment objectives of the *Greater Shepparton 2030* Strategy through the committee's involvement in supporting the management of Cussen Park. b) Other strategic links

The Cussen Park Environmental Management Plan sets out the roles and responsibilities of the Cussen Park Advisory Committee.

Conclusion

It is recommended that all six applicants be appointed to the Cussen Park Advisory Committee.

Attachments

Nil



11.5 Council Submission to Draft Solar Energy Facilities Design and Development Guidelines

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Team Leader Statutory Planning

Proof reader(s): Manager Building and Planning Approved by: Director Sustainable Development

Executive Summary

The Victorian Government has developed the draft Solar Energy Facilities - Design and Development Guidelines (the document) to help outline the assessment and development process for large-scale solar energy facilities in Victoria.

The draft document was informed by a review of guidelines and best practice standards applied interstate and internationally and includes an outline of requirements for the planning and assessing of new solar energy facility proposals.

During submissions to the Planning Panel for Greater Shepparton Planning Permit applications for solar energy facilities in May 2018, many submitters sought strategic guidelines to support permit applications for solar energy facilities. The Panel agreed with these submitters to the extent that the overall permit decision process would have been clearer and further expedited if there was additional and more detailed strategic guidance.

The final document will be developed through community and industry consultation, with the aim of providing clear and technically robust advice on establishing well located, best practice facilities.

The draft guidelines are open for comment until 1 March 2019.

Council planning officers have reviewed the document and are generally supportive of its contents in particular the document outlines:

- A community engagement process for proponents that will ensure early and effective community engagement for solar energy facilities
- Clear guidance on the information that should be submitted with a planning permit application.
- Acknowledges the importance of agricultural land and the need to balance conflicting land uses
- Acknowledges the landscape values of rural land including the need to retain native vegetation.

The Municipal Association of Victoria (MAV) have prepared a draft submission that addresses the need for the document to include:

- Further detail on what planning officers need to consider when assessing planning permit applications for solar energy facilities.
- The need for a set of standard planning permit conditions.



11.5 Council Submission to Draft Solar Energy Facilities Design and Development Guidelines (continued)

Additionally the document mentions fire management of facilities as a key consideration but does not detail how this should be addressed. It is suggested that the document require the provision of a fire management plan for facilities and that the document detail what is required to be included in such a plan to satisfy the CFA requirements.

Council officers seek endorsement from Council of the attached officer submission which is generally supportive of the Guidelines, subject to the inclusion of:

- Further detail on what planning officers need to consider when assessing planning permit applications for solar energy facilities.
- A set of standard planning permit conditions. It is also recommended that any standard condition in relation to the decommissioning of facilities requires evidence of how the decommissioned structures and panels will be recycled to avoid additional whole of life costs.
- The requirement of a Fire Management Plan that will satisfy CFA requirements.

Moved by Cr Adem Seconded by Cr Giovanetti

That Council endorse the submission to the Draft Solar Energy Facilities Design and Development Guidelines.

CARRIED UNOPPOSED.

Background

Victoria has committed to a Renewable Energy Target of 25 per cent by 2020 and 40 per cent by 2025. This target will not be met through wind energy alone, and it is vital that the Victorian Government develop supporting infrastructure in the planning system to facilitate other forms of renewable energy facility development.

While there are currently planning policies and controls in place specifically for wind farms, there is very limited guidance for how to assess applications for other types of renewable energy facilities including solar.

Council have consistently raised this as a problem facing local government, industry, and the community at large. As demand for suitable sites to locate solar power generation increases, it is imperative that the assessment of applications has a strong strategic basis and is applied consistently across the state.

Large-scale solar energy facilities are likely to continue to be located in the Farming Zone. This makes it important to establish guidance for how to balance agricultural production against renewable energy as competing land uses. This is complicated further where the land in question benefits from significant investment in modernised irrigation infrastructure.

In 2017, four permit applications were submitted to Council. Greater Shepparton Solar Energy Facility Planning Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 seeking to use and develop Farming Zone land for solar energy facilities in Tatura East, Tallygaroopna, Lemnos and Congupna respectively. Collectively, the four facilities are proposed to be located on 827.9 hectares comprising 849,800 solar panels with the ability to generate 243 megawatts.



11.5 Council Submission to Draft Solar Energy Facilities Design and Development Guidelines (continued)

In response to the statutory notice of each application, 39 submissions were received for the Tatura East proposal, 5 for Tallygaroopna, 19 for Lemnos and 5 for Congupna. Key issues raised in objecting submissions related to:

- agricultural land loss and impact on water infrastructure
- environmental and economic impacts
- alignment with planning policy
- suitability of the proposals in the Farming Zone
- temperature change on neighbouring land
- effect on horticulture, livestock and insects
- glare and glint, noise, light and other potential amenity impacts
- visual impact
- fire management and construction management
- impact on property value.

At the November 2017 Ordinary Council Meeting, Council resolved to request that the Minister for Planning decide the solar energy facility planning permit applications.

Upon receiving a request from Council, the Minister for Planning called in the four solar farm applications and referred them to a combined panel hearing for consideration. It was intended that not only would this panel process provide advice on those applications, but also be valuable in informing guidance at a state level.

The panel recommended that permits for all four applications be issued. Subsequently, the Minister has issued a planning permit for the application at Congupna (2017-344), while a decision on the remaining three applications is still pending.

The Greater Shepparton Solar Farm Panel Report (the panel report) dated 23 July 2018 is useful in exploring the issues associated with assessing planning permit applications for solar energy facilities, and recommended that the Victorian Government prepare relevant guidelines to assist with the preparation, assessment and decision of future permit applications proposing a solar energy facility.

With the inclusion of the items addressed in the attached MAV submission, in particular the recommendations in relation to additional information for assessing officers and standard planning permit conditions, the document will address the issues outlined in the panel report.

Council Plan/Key Strategic Activity

The Council Plan 2017-2021 aims to increase solar power energy production within the Municipality, while continuing to attract more industries and employment. The Council Plan also acknowledges the importance of the agricultural sector and water resources.

Risk Management

There is minimal risk associated with endorsing the MAV submission and providing general support for the guidelines.



11.5 Council Submission to Draft Solar Energy Facilities Design and Development Guidelines (continued)

Policy Considerations

The draft guidelines recognise Government Policy in promoting renewable energy facilities while preserving productive agricultural land and protecting rural landscapes and supporting biodiversity.

Financial Implications

There are no financial implications associated with endorsing the MAV submission and providing general support for the guidelines.

Legal/Statutory Implications

There are no legal or statutory implications associated with endorsing the MAV submission and providing general support for the guidelines.

Environmental/Sustainability Impacts

The design and development guidelines will assist with the assessment of applications for solar energy facilities from an environmental/sustainability perspective.

Social Implications

There are no known social implications associated with endorsing the MAV submission and providing general support for the guidelines.

Economic Impacts

Solar energy facilities have the potential to increase economic prosperity through construction and job creation, and decreasing energy costs. Endorsing the MAV submission will assist with the creation of guidelines to provide some direction in this area.

Consultation

DELWP is undertaking the consultation process on the draft document.

The document will help provide certainty for planning permit applicants and officers and help to streamline the planning permit application process.

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

Strategic Links

a) Greater Shepparton 2030 Strategy

The strategy notes the importance of protecting agricultural land and minimising the impact on the environment by reducing the level of greenhouse gas emissions.

b) Other strategic links

There are no other strategic links associated with making a submission to the draft guidelines.

Conclusion

The document provides a useful tool for proponents and planning officers in preparing and assessing solar energy facility planning permit applications.

The document has responded to the recommendation of the Planning Panel by providing further strategic guidance for stakeholders.



11.5 Council Submission to Draft Solar Energy Facilities Design and Development Guidelines (continued)

Importantly the document also addresses key considerations such as:

- The need for early and effective community consultation.
- The need to protect productive agricultural land.
- The needs to protect landscape values of rural land.
- The need to avoid and minimise the removal of native vegetation.

Council officers are generally supportive of the draft document and of the MAV submission.

Additionally, the document would benefit from further detail on what is required for suitable fire management practices, including the need for the provision of a fire management plan for facilities that meet CFA requirements.

The officers' submission captures the key considerations that need to be included in the guidelines.

Attachments

Draft Guidelines ☐ Page 392
 Panel Report ☐ Page 430
 Officer Submission ☐ Page 542



11.6 Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Team Leader Strategic Planner

Proof reader(s): Manager Building and Planning Approved by: Director Sustainable Development

Executive Summary

The Shepparton and Mooroopna 2050: Regional City Growth Plan (the Growth Plan) will integrate Council's considerable strategic work relating to growth, land use planning and infrastructure requirements into a cohesive framework, incorporating the various components into a blueprint for the future.

The Growth Plan will address residential, commercial and industrial needs, major infrastructure requirements and staging options, such as drainage, recreation and open space networks, and provide for the future needs of the transport network.

Preliminary consultation with key stakeholders, such as referral authorities, agencies and service providers, has been undertaken. This preliminary consultation included a workshop on 17 April 2018 as well as individual consultation sessions on 1, 2 and 3 May 2018. The purpose of this preliminary consultation was to confirm draft issues and opportunities, test principles and outcomes, identify additional issues and develop a draft vision statement.

The Shepparton and Mooroopna 2050: Regional City Growth Plan – Key Issues and Opportunities Paper, February 2019 (Paper) identifies the key issues and opportunities for the area based on a review of existing literature and consultation with key stakeholders, see Attachment 1 – Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019.

The issues and opportunities identified in the Paper have been grouped under four key headings:

- Growth and character:
- Economy and employment;
- Environment and water; and
- Infrastructure.

The community will be invited to comment on the findings of the Paper to inform the preparation of a draft Growth Plan. The draft Growth Plan will also be made available for public comment.

It is recommended that Council endorse the Paper and release it for public comment from 22 February 2019 to 25 March 2019. Feedback received will inform the development of the Growth Plan.



11.6 Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019 (continued)

Moved by Cr Summer Seconded by Cr Adem

That the Council:

- 1. receive and note the *Shepparton and Mooroopna 2050: Primary School Engagement Report October 2018*;
- authorise for exhibition the Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019 for public comment for a period of four weeks commencing on 22 February 2019 and concluding on 25 March 2019; and
- 3. note that Council officers will report back to Council on any feedback, comments and submissions received from the public during the consultation period.

CARRIED UNOPPOSED.

Background

Shepparton is nominated as a regional city forecast for major growth in the *Hume Regional Growth Plan 2014* and *Plan Melbourne 2017-2050*. To inform this future growth, Council and the Victorian Planning Authority (VPA) are preparing the *Shepparton and Mooroopna 2050: Regional City Growth Plan* (the Growth Plan). The Growth Plan will identify Shepparton and Mooroopna's strategic advantages, address key challenges, and set a vision to guide sustainable growth and development to 2050.

The Growth Plan will be a high-level and broad strategy that:

- compiles and reviews existing strategies;
- identifies gaps in the provision and services of key infrastructure, such as drainage and transport networks;
- prepares reports where gaps have been identified;
- sets out the future vision for Shepparton and Mooroopna;
- quides sustainable future growth and development over the next 30 years;
- identifies the steps needed to manage growth;
- defines key projects and infrastructure required to support growth; and
- provides an improved and more certain environment for making both public and private investment decisions.

To inform the development of the Growth Plan, the *Shepparton and Mooroopna 2050:* Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019 (Paper) was prepared. The key issues and opportunities for the area are based on a review of existing literature and consultation with key stakeholders.

The Growth Plan will be used to coordinate, guide and inform the preparation and consideration of future more detailed local plans and planning permit applications. The current Framework Plan for Greater Shepparton is the *Greater Shepparton 2030 Strategy* which was adopted in 2006. This document provides a blueprint for building sustainable economic activity and maximising the quality of life in Greater Shepparton.



11.6 Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019 (continued)

Since the finalisation of this Strategy, Greater Shepparton has experienced a significant amount of growth, particularly in Shepparton and Mooroopna, and investment in infrastructure from the Commonwealth and Victorian Governments. It is now considered necessary to prepare a revised Framework Plan to adequately plan for Shepparton and Mooroopna's future.

Council successfully received funding of \$200,000 from the Streamlining for Growth Fund, administered by the VPA in the 2016/2017 financial year. This funding allowed Council to undertake a Drainage Strategy and an Open Space Report to resolve gaps in the provision of infrastructure within the area.

The Open Space Project Report was completed by local consultants Spiire Australia Pty Ltd in June 2018. The Drainage Catchment Analysis and Strategy was completed by Water Technology Pty Ltd in July 2018. In addition to the above background reports, updated population forecasts were completed by .id consulting Pty Ltd in June 2018.

Council successfully applied for additional funding of \$200,000 from the Streamlining for Growth Fund in the 2017/2018 financial year, to prepare the draft Growth Plan, which will be informed by the Drainage and Open Space studies and previous strategic work. The VPA is providing \$150,000 of resources to the project, while \$50,000 is to be utilised for additional consultancy work, where required. Council is contributing \$100,000 towards the project in the form of in-house assistance.

Preliminary consultation with key stakeholders has been undertaken, including a workshop on 17 April 2018 and individual consultation sessions on 1, 2 and 3 May 2018. The purpose of this preliminary consultation was to confirm draft issues and opportunities, test principles and outcomes, identify additional issues and develop a draft vision statement. The VPA has prepared the *Shepparton and Mooroopna 2050: Primary School Engagement Report October 2018* to summarise the consultation undertaken with primary schools in Shepparton and Mooroopna, see *Attachment 2 - Shepparton and Mooroopna 2050: Primary School Engagement Report October 2018*.

The Paper has now been completed and it summarises all of the key issues and opportunities that the various stakeholders raised. The community will be invited to comment on the findings of the Paper to inform the preparation of a draft Growth Plan. The draft Growth Plan will also be made available for public comment. The Paper identifies the key issues and opportunities for the area based on a review of existing literature and consultation with key stakeholders. The issues and opportunities identified in the Paper have been grouped under four key headings:

- Growth and character:
- Economy and employment;
- Environment and water; and
- Infrastructure.

It is recommended that Council authorise the Paper for release for public comment from 22 February 2019 to 25 March 2019.

Council Plan/Key Strategic Activity

Key theme: Built

Provide and support appealing relevant infrastructure that makes Greater Shepparton an attractive, liveable regional city.



11.6 Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019 (continued)

Key objectives

- 4.1 Growth is well planned and managed for the future.
- 4.2 Urban and rural development is sustainable and prosperous.

Risk Management

There are no risks associated with releasing the Paper for public comment. Consultation will be undertaken in accordance with Council's community consultation policies and procedures.

Policy Considerations

The Paper supports and builds upon existing Council policy, including the *Shepparton 2030 Strategy 2006*, the *Greater Shepparton Housing Strategy 2011* and the Greater Shepparton Planning Scheme. The recommendation does not conflict with any existing Council policy.

Financial Implications

The recommendation will not result in any financial implications for Council. The VPA is providing \$150,000 of resources to the project, while \$50,000 is to be utilised for additional consultancy work, where required. Council is contributing \$100,000 towards the project in the form of in-house assistance.

Legal/Statutory Implications

The recommendation will not result in any legal or statutory implications.

Environmental/Sustainability Impacts

A key component of the Growth Plan is a Drainage Catchment Analysis and Strategy, undertaken by Water Technology Pty Ltd. This document considers the impact of flooding and drainage on development in the area and explores how considered development might improve flooding, drainage, water quality and amenity and incorporate integrated water management opportunities.

The findings of this document have been utilised in the preparation of the Paper to ensure that any potential impacts on the environment can be appropriately mitigated.

The recommendation will not result in any adverse environmental or sustainability impacts.

Social Implications

The Growth Plan will, among other things, identify strategic infill sites for residential development within Shepparton and Mooroopna. The preparation of a comprehensive Growth Plan will assist in the release of additional land for development and allow for greater housing choice and diversity. This will result in positive social outcomes for Greater Shepparton.

The recommendation will not result in any adverse social implications.

Economic Impacts

The Growth Plan will provide clear direction and certainty to developers regarding areas suitable for development. It will identify opportunities for investment in infrastructure and development of residential areas, as well as industrial/commercial areas. It is expected



11.6 Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019 (continued)

this will lead to continued growth in construction, as well as economic growth associated with overall population growth.

The recommendation will not result in any adverse economic implications.

Consultation

Preliminary consultation with key stakeholders, such as referral authorities, agencies and service providers, has been undertaken. This preliminary consultation included a workshop on 17 April 2018 as well as individual consultation sessions on 1, 2 and 3 May 2018. The purpose of this preliminary consultation was to confirm draft issues and opportunities, test principles and outcomes, identify additional issues and develop a draft vision statement.

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

It is recommended that Council authorise the Paper for release for public comment from 22 February 2019 to 25 March 2019. The Paper will be made available online on the Council and the VPA's websites. A number of "pop-up" sessions will occur in Shepparton, Kialla and Mooroopna, including hosting a consultation stall at the Shepparton Summer City Markets on 22 February 2019. Any feedback received will inform the development of the draft Growth Plan.

Strategic Links

a) Greater Shepparton 2030 Strategy 2006

Relevant objectives:

- To provide for sufficient suitable additional land for urban growth
- To release land efficiently in terms of location, supply of services and infrastructure.
- To recognise the constraints of the floodplain on the development of land and minimise the future economic impacts of flooding.
- To locate industrial developments effectively, by utilising existing and planning infrastructure, and consolidating the existing main industrial areas.
- To provide sustainable infrastructure to support the growth and development of the municipality
- To provide for a broader range of dwelling densities and types of housing to meet current and future community needs and differing lifestyles
- To increase the supply of medium density housing in appropriate locations
- To provide a restricted amount of land for rural residential purposes, without impacting on the long-term growth potential of urban centres and productive agricultural land.

b) Other strategic links

- Shepparton CBD Strategy 2008
- Greater Shepparton Housing Strategy 2011
- Industrial Land Review, City of Greater Shepparton, 2011
- Hume Regional Growth Plan 2014
- City of Greater Shepparton Commercial Activity Centres Strategy 2015
- Greater Shepparton Planning Scheme



11.6 Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019 (continued)

Conclusion

The Growth Plan will integrate the strategic work undertaken by Council relating to growth, land use planning and infrastructure into a cohesive framework, incorporating the various components into a blueprint for the future.

Relevant background reports have now been completed. These reports have informed the preparation of the *Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019.* The Paper identifies the key issues and opportunities for the area based on a review of existing literature and consultation with key stakeholders, see Attachment 1 – *Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019.*

It is recommended that Council authorise the Paper for release for public comment from 22 February 2019 to 25 March 2019. Feedback received will inform the development of the Growth Plan.

Attachments

- 1. Shepparton and Mooroopna 2050: Regional City Growth Plan Issues Page 545 and Opportunities Paper, February 2019.
- Shepparton and Mooroopna 2050: Primary School Engagement Report Page 563
 October 2018.



11.7 International Engagement Policy

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Economic Development Project Officer

Proof reader(s): Team Leader Business & Industry Development,

Manager Economic Development

Approved by: Director Sustainable Development

Executive Summary

The International Engagement Policy was adopted at the June 2017 Ordinary Council Meeting with a review date set for April 2018. The policy has now been reviewed by Council officers with an administrative change to the review date for June 2021 and an additional amendment ensuring that Federal and State Government Affairs Policies are also considered when undertaking international liaison efforts.

The International Engagement Policy assists Council in taking appropriate measures when entering into a Friendship or Sister City agreement, managing delegations, determining which international visits are most appropriate for Council representatives to attend and maintaining current Friendship and Sister City Relationships.

Moved by Cr Patterson Seconded by Cr Adem

That the Council adopt the International Engagement Policy.

CARRIED UNOPPOSED.

Background

This International Engagement Policy was adopted in 2017 and officers seek to re-adopt the policy as it is intended to aid Council in taking the appropriate measures when entering into a Friendship or Sister City agreement, managing delegations, deciding what international visits are most appropriate for Council representatives to attend and maintaining current Friendship and Sister City Relationships.

The International Engagement Policy consists of four major areas:

1. Sister City and Friendship City Agreements

The following Selection Criteria will be considered by Council when determining whether Council should enter into a Sister City or Friendship City Agreement:

- Economic and Social benefits that the relationship would create for Greater Shepparton.
- The likelihood of increasing the potential for trade between the two cities.
- Synergies that exist between the two cities and whether a clear demand exists for Greater Shepparton product or the opportunity to attract investment or imports.



11.7 International Engagement Policy (continued)

• The potential to establish international student placement opportunities in conjunction with local Universities and GoTafe.

Each Sister City and Friendship City Agreement should feature the following within the agreement:

- A sunset clause
- A 12 month review period
- Agreed outcomes
- The opportunity to extend the formal relationship
- A clear purpose of the agreement

2. Delegations and Business visits

The following Selection Criteria will be considered by Council when determining whether Council should host an international delegation:

- A clear intention of the visit has been articulated by the potential visitor and there is also a clear understanding of the potential outcomes that can be created as a result of the visit.
- The visit aligns with the International Engagement Strategy and the key objectives within the strategy.
- Visit fits within allocated budget constraints.
- Federal and State Government affairs policies.

3. Invitations to International Cities

The following Selection Criteria will be considered by Council when determining whether Council will accept an international invitation:

- A formal invite has been received from the City.
- Local Greater Shepparton businesses are interested in joining the delegation to visit.
- A clear purpose of the invite has been articulated by the City or State, authorities/government and there is a clear understanding of the potential outcomes that can be created as a result of the visit.
- The visit aligns with the International Engagement Strategy and the key objectives within the strategy.
- The visit is a priority taking into consideration other intended overseas visits for the financial year if any.
- Whether there is budget available to allow for the visit.

4. Maintaining current Sister and Friendship City relationships

- All relationships should have a focus on creating both economic and social benefits.
- All relationships should demonstrate economic progression and create opportunities for local business.
- All existing relationships should align with the direction of this policy and the International Engagement Strategy.
- Should it be determined that existing relationships are not achieving economic and social outcomes and do not align with the International Engagement Strategy, the relationship should be considered not a priority. If a sunset clause applies to the relationship, the relationship should not be extended.
- Focus should be applied towards existing prosperous relationships and also entering into relationships with other international cities where benefits can be created between our region and the city.



11.7 International Engagement Policy (continued)

Council Plan/Key Strategic Activity

This policy aligns with the actions that are outlined within the International Engagement Strategy.

The strategy is also consistent with the vision and strategic goals of the Greater Shepparton City Council: Council Plan 2013-2017.

In particular, it relates to the following:

Goal 3: Economic Prosperity

Risk Management

There are no adverse risks associated with the adoption of this policy. This policy has been developed to mitigate risks by outlining an approach when dealing with international inquiries and the managing of relationships.

Policy Considerations

The policy aligns with existing Council policy and also Council's strategic direction which includes The Council Plan 2013-2017, the International Engagement Strategy and the Economic Development Tourism and Major Events Strategy 2017-2021.

Financial Implications

The adoption of the International Engagement Policy does not have any direct financial or budgetary implications for Council. The proposed policy has been developed to assist in ensuring a consistent and transparent process when dealing with international inquiries and managing relationships which would also assist in guiding council with associated expenditure.

Legal/Statutory Implications

There are no legal/statutory implications associated with the adoption of the International Engagement Policy.

Environmental/Sustainability Impacts

There are no adverse environmental impacts associated with the adoption of International Engagement Policy.

Social Implications

There are no adverse social impacts associated with the adoption of the International Engagement Policy.

Economic Impacts

The International Engagement Policy aims to support Council with decision making when dealing with international inquiries and the managing of relationships. The ultimate aim of the International Engagement Strategy which outlines within its actions the requirement of developing an International Engagement Policy, is to enhance economic outcomes for the Greater Shepparton region by increasing overseas awareness of the regions strengths and linking overseas investors with locals.

Consultation

Officers believe that appropriate consultation has occurred in regards to the re-adoption of the International Engagement Strategy which outlines the requirement for an International Engagement Policy.



11.7 International Engagement Policy (continued)

Strategic Links

a) Greater Shepparton 2030 Strategy

Topic: Economic Development

Theme: Agriculture and Rural Land – Objective 3 - To develop and promote the municipality as a regional centre for food and primary industry research and development.

Theme - Economic Development

Objectives:

- To support developing and emerging agribusinesses and their increasing requirement for high technical infrastructure.
- To develop and promote the municipality as a regional centre for food and primary industry research and development.
- To provide increased opportunities for local job creation.
- To sustain a growing and diverse industrial base.
- To encourage tourism growth and in particular promote the tourism opportunities of the irrigated rural landscape and the food growing and processing industries.

b) Other strategic links

Economic Development Tourism and Events Strategy 2017-2021

Conclusion

The purpose of the International Engagement Policy is to aid Council in taking the appropriate measures when entering into a Friendship or Sister City agreement, managing delegations, deciding what international visits are most appropriate for Council representatives to attend and maintaining current Friendship and Sister City relationships.

Attachments

International Engagement Policy Page 591



11.8 Shepparton Truck and Transport Museum - MOVE

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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: Acting Team Leader Tourism and Major Events Proof reader(s): Manager Economic Development Approver: Director Sustainable Development

Executive Summary

The Goulburn Valley has a long history of transport and movement. Since the early days when Sheppard's Town (now Shepparton) was settled due to the ability to cross the Goulburn River by punt in the early 1800s, through to today where we now produce and transport 25% of Australia's produce across the nation and to the world, transport has been at the heart of the region's prosperity.

Following the successful opening of the Shepparton Motor Museum in 2011, a group of trucking enthusiasts, local businesses and transport operators came together to form a Shepparton Truck and Transport Museum (STTM) working group. This group has worked with the previous Shepparton Motor Museum and Collectibles (SMMC) Board to develop a new concept for Shepparton to be known as the Museum of Vehicle Evolution (MOVE) Shepparton.

MOVE will include curated displays of transport related vehicles and memorabilia, the history of the food bowl in the Goulburn Valley along with 3,000 square metres of indoor space for exhibitions, dealer displays and multimedia presentations along with an approximate 7,000 square metres of additional outdoor undercover space capable of presenting larger scale events.

A business case has been developed by Urban Enterprise and it conservatively anticipates that the construction of the new MOVE will attract approximately 17,500 admissions per annum (in year 1) and it is anticipated that the number of paid admissions and event visitors will increase annually. Visitor markets will include truck and transport enthusiasts often made up of transport drivers, the large visiting friends and relatives market (VFR), special interest groups such as truck, motor, transport enthusiasts and registered clubs and associations, families, older couples and groups.

The business case projects that the total project budget of \$6.25M will have a total economic impact of \$13.1M on the Greater Shepparton region. The project will create 14 jobs during construction and a multiplier of an additional 22 jobs in the construction, hospitality and supporting industry sectors and an increase of an additional two new full time equivalent positions at MOVE on an ongoing basis.

The proposed financial model to develop MOVE would see a number of stakeholders partner together to deliver this project, with investment from all tiers of government and private donors. This model includes the confirmed grant of \$2.5M from the Federal Government as part of the Regional Jobs and Investment Package (RJIP) announced in March 2018 and a proposed \$1.25M from the Victorian Government, \$1.25M from



11.8 Shepparton Truck and Transport Museum - MOVE (continued)

Council and a minimum \$1.25M from local donors. The proposed financial contribution by Council could be delivered over 2-3 financial years.

At the October 2017 Ordinary Council Meeting (OCM) it was resolved that the Council would provide in-principle support to the STTM project, contingent on demonstration that:

- 1. All other funding had been secured from the Victorian Government, Federal Government and private industry;
- 2. The project had a business case approved by Council that demonstrates viability, compliance with Council's legal requirements, acceptable governance structures and warranted a financial contribution of up to \$1.375M including GST from Council.

Following the Ordinary Council Meeting, SMMC engaged Urban Enterprise to develop a business case which was presented to Council on 10 April 2018. The business case has now been updated and is attached to this report for Council's consideration.

Moved by Cr Giovanetti Seconded by Cr Patterson

That the Council:

- 1. Endorse the Business Case for Museum of Vehicle Evolution (MOVE) Shepparton.
- 2. Provide financial support of up to \$1.375M including GST subject to MOVE securing funding from the Victorian Government, Federal Government and private industry, a formal funding agreement is signed by both parties and the project meeting all legal and planning requirements.

CARRIED UNOPPOSED.

Background

Shepparton has long been known as a drive destination - one of Australia's most productive transport logistic centres, home to the Driver Education Centre Australia (DECA) since 1974 along with having a significant level of collector car ownership.

The concept of the SMMC was first developed in 2010 by Mr Jim Andreadis as a way to safely and securely house his extensive collection of cars and present them for display to the community. The SMMC was purpose built and first opened in 2011 and has grown from a dedicated Motor Museum to include collectibles from around the Goulburn Valley region. The Museum operations are supported by a small team of paid staff (2 full time equivalents), including a Museum Manager/Curator, part time volunteer/marketing coordinator and part time museum assistant. SMMC also benefits from the support of over 100 dedicated volunteers with an interest in motoring, local history or are simply passionate about the Goulburn Valley. The SMMC successfully achieved Deductible Gift Recipient Status in 2016.

Concept of MOVE Shepparton

Greater Shepparton is a region of significant economic and social importance to the state and is a natural hub for road transport with nearly one-in-four of all of Victorian trucks registered here. It is strategically located at the intersection of two of the State's main highways – the Goulburn Valley Highway and Midland Highway and is only 60 kilometres from the Hume Freeway. The need to transport the region's premium produce to the



11.8 Shepparton Truck and Transport Museum - MOVE (continued)

markets of the world has meant that Shepparton has been established, grown and flourished through transportation.

The MOVE Shepparton working group consisting of a group of trucking enthusiasts, local businesses and transport operators are passionate about the role that truck and transport has played in the development of the Goulburn Valley and are interested in telling the stories of the individuals and families that have shaped the region over the years. They also recognise the strong links to our food bowl story and the ability of the MOVE to showcase the role the region plays in growing and supplying the nation and world with premium quality products.

Target Markets

Currently the SMMC targets visitors to Shepparton, including the large visiting friends and relatives market (VFR), special interest groups (collectors, car clubs and motoring enthusiasts) families, older couples and groups. It is expected that the key visitor markets to the MOVE will include those mentioned above and also visitors to Greater Shepparton visiting a museum or art gallery, a history or heritage site or attending an event. This visitor profile aligns well with the visitor profile that currently exists within Shepparton and the Goulburn River Valley Tourism Region.

Current Visitation

Visitation to the SMMC has consistently increased over the past three financial years. Since 2015, visitation has increased by 11% reaching 15,000 in 2017. This growth reflects the ongoing investment and improvements to SMMC including the development of an additional 900 square metres of exhibition and display space as well as the attraction of corporate and social functions and events.

Since the SMMC opened in November 2011 it has expanded its offering to include a dedicated café, using local ingredients and local suppliers, the Furphy Museum – celebrating the history and contribution to the region by the Furphy Foundry and Furphy Family and a dedicated Museum Shop all linked to the exhibitions and collections of the Museum and it has increased its financial income through ticket sales, retail sales and corporate sponsorship.

It is open seven days per week from 10am until 4pm and is only closed on Good Friday, Christmas Day, Boxing Day and New Year's Day. Admission prices are \$10 per adult, \$7 concession and \$24 for families. RACV club members receive a 20% discount off the ticketed price.

The business model of the museum is built on relationships with local collectors, providing a safe and secure way to house collectibles providing the general public an opportunity and experience collections that would otherwise be locked away in private homes and businesses.

The Shepparton Farmers' Market was launched at Emerald Bank in November 2016 and is operated by the SMMC volunteers and staff. It was created to generate additional visitation to and awareness of the precinct and to generate additional funds to support the operation of the SMMC through donations and site fees. The Farmers Market has consistently attracted between 1,500 and 3,500 visitors each month depending on the weather. More recently SMMC has expanded its visitor base by offering the Museum space for corporate and special events, fundraisers and private functions with catering provided by the café and car rides provided in the collector and classic cars.



11.8 Shepparton Truck and Transport Museum - MOVE (continued)

Governance model

As part of the business case a number of governance models were explored to progress the development of the new Museum. In line with the recommendations within the Business Case the following has now occurred;

- The governance structure of the existing SMMC has been modified to manage a combined Museum as one entity.
- Peter Hill has been appointed to the MOVE Shepparton Limited Board as a dedicated transport industry skills based representative to reflect the interests and expertise required on behalf of the transport industry.
- Additional skills and expertise will be harnessed through various steering committees reporting back through to the Board via nominated representatives.
- It was also formally agreed that a new entity be known as the Museum of Vehicle Evolution Shepparton Limited. This entity has now been endorsed by ASIC and confirmation has been received of the ongoing DGR status.

The SMMC Board formerly comprised;

Peter Bicknell (Chair), Cam Mangiameli, Darren Linton, Michelle Luscombe, Helen Moutafis, Jim O'Connor, Gerard Brunier, Ken Cuthbert, Jim Andreadis, and the Museum Manager and Curator. The skills based board was supported by a range of operational committees focused on the finance, marketing, fund raising, events and collection management activities of the Museum.

An expression of interest was distributed seeking applicants to join the new MOVE Shepparton Limited board. Selection and confirmation has now taken. The new MOVE Board was formed and appointed on Wednesday 7th November 2018. The existing SMMC Board has now been spilled.

The new board comprises Benjamin Goodall (Chair), Peter Hill (Vice Chair), Carrie Donaldson, Darren Linton, Frank Papallo, Peter Bicknell, Ric Sofra, Tony Onley, Stan Lombrinos and Leanne Hulm.

It should be noted that the Australian Securities and Investment Commission (ASIC) has approved the transition of the entity from the Shepparton Motor Museum and Collectibles to the Museum of Vehicle Evolution Shepparton Limited and plans are underway to hand over the operations and ownership of the current Museum from Mr Jim Andreadis (operating as Tulljand Pty Ltd) to the Board of MOVE Shepparton Limited. In addition it is planned for the land to be gifted to MOVE.

The MOVE constitution outlines detail on what happens to the company in the case of MOVE winding up. More specifically detailing the following:

If:

- (a) the company is wound up; or
- (b) the endorsement of the company as a deductible gift recipient is revoked, any surplus money or other assets of the company must be transferred to a fund, authority or institution determined by the directors and which meets the following criteria:
- (c) gifts to the chosen fund, authority or institution must be deductible under item 1 of the table in section 30-15 of the ITAA 97;
- (d) the chosen fund, authority or institution is charitable at law; and
- (e) the chosen fund, authority or institution must have objectives which benefit the community of Greater Shepparton.



11.8 Shepparton Truck and Transport Museum - MOVE (continued)

The new board will also now develop how the proposed community trust will work for when the facility is operational.

Additional information on the governance model is included in the MOVE business Case attached.

Council Plan/Key Strategic Activity

The concept aligns well with the 2017-2021 Greater Shepparton City Council Plan aspirations with specific alignment include:

- 3.1 The Greater Shepparton economy is prosperous, high value and a focus of choice for business, investment and employment.
- 3.3 Greater Shepparton is a major destination for events and tourism
- 4.3 Greater Shepparton's heritage places, cultural landscapes, and objects are protected and conserved for future generations.
- 5.5 Alternative energy sources with both environmental and economic gains promoted and encouraged.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Funds not received by all proposed government partners	Possible	Major	High	If all funds not received, project does not proceed.
Project runs over budget	Possible	Major	High	STTM to underwrite cost of construction
STTM ongoing financial sustainability	Possible	Major	High	STTM to underwrite costs of operations

Policy Considerations

This report does not contain any recommendations that contravene any Council policies.

Financial Implications

The proposed financial model of the MOVE would see a number of stakeholders partner together to deliver this project. This would see investment from all tiers of government and private donors. In March 2018 the Federal Government announced a commitment of \$2.5M with an additional \$1.25M to be sought from the Victorian Government, \$1.25M from Council and \$1.25M from local donors. Fundraising for the local donors has commenced with pledges from top tier sponsors currently over \$1 million. The target for donors is now being increased from a minimum of \$1.25M up to \$2M. The additional funds will be used to ensure there is an adequate level of operational contingency to support operations in the first two years.

The proposed financial contribution by Council would be made over 2-3 financial years. Council's contribution will be allocated to the infrastructure build costs and not the ongoing operational costs of the Museum. Council currently has \$200,000 allocated in the 2018/2019 budget. Should council proceed a formal funding agreement would be developed by both parties.

The Victorian Government contribution could be to fund renewable energy infrastructure for the facility. This may impact timing of when each partners funding is required.



11.8 Shepparton Truck and Transport Museum - MOVE (continued)

The MOVE project is estimated to cost \$6.25M to construct. These costs include:

Detailed design and construction drawings, engineering and site	\$200,000
surveys	
Construction costs for the 3,000 square metre indoor pavilion	\$1,800,000
Construction costs of the 7,000 square metre open area	\$2,100,000
Fit out	\$200,000
Landscaping and road works	\$500,000
Solar panel installation	\$1,250,000
Project contingency	\$200,000

The following is the proposed Council contribution subject to the council resolution on October 17 2017.

	Approved	This	Variance to	This Proposal
	Budget	Proposal	Approved	GST Inclusive ²
	Estimate for	GST Exclusive	Budget	
	this proposal ¹		Estimate	
	\$	\$		\$
			\$	
Revenue				
Expense	0	\$1,250,000	\$1,250,000	\$1,375,000
Net Total	0	\$1,250,000	\$1,250,000	\$1,375,000

¹ Budgets are GST exclusive

Legal/Statutory Implications

The Planning Department have been involved in the project planning and will work with MOVE to progress the project through the appropriate planning process including relevant statutory approvals if the project receives appropriate funding. In addition the final location of the Museum is currently being worked through with the Planning Department to ensure compliance.

Council will also work with MOVE on relevant legal documentation to formalise support as required.

Environmental/Sustainability Impacts

The business model being utilised includes harnessing 1 megawatt of solar power, capable of generating power for 250-300 homes along with battery storage and vehicle charging stations. Discussions are underway with the State to secure funding for this component of the project.

Social Implications

Surplus funds raised through the sale of this solar power (as mentioned in the environmental and sustainability impacts section) will go into a community fund type foundation to support projects in the Goulburn Valley. The project will also have some significant social implications for the community due to the historical links.

Economic Impacts

It is expected that the establishment of MOVE will attract a mix of both locals and visitors. The attraction of visitors to the region is anticipated to generate direct expenditure, which in turn provides flow-on economic benefit to the local economy. This project produces both short-term and ongoing impacts on the economy. Conservatively it is anticipated

² For Contract Award reports the GST inclusive expense shall match the amount reported in the recommendation



11.8 Shepparton Truck and Transport Museum - MOVE (continued)

that the construction of the new MOVE will attract an average of 17,500 additional admissions per year, which is a 100% increase on visitation numbers to SMMC. It is also anticipated MOVE will accommodate an estimated 12 events within the dedicated outdoor event space per annum attracting an average of 500 visitors from outside the region.

In addition, the re-establishment of the annual Shepparton Truck Show, which has state wide significance, will be developed and is expected to attract at least 5,000 visitors (Euroa Show and Shine attracts 10,000 visitors and the Alexandra Truck Show 12,000 annually). It is also anticipated that the Museum will host at least two significant dealer conferences/truck related business events annually attracting around 200 attendees per event for a two day event.

Based on an estimated construction cost of \$6.25M, the short-term construction period is projected to generate a total economic output of \$13.1M, including \$6.25M direct and \$6.85M indirect impact, supporting 14 direct and 22 indirect jobs.

Once operational, the MOVE will support a level of direct employment within the facility, and will also generate flow-on economic benefit to the region. It is expected that an additional two new full time equivalent staff will be employed at the museum.

The business case provides an analysis of case study examples of existing transport and motor museums in Australia. This provides a valuable insight into the product offer and concept, visitation and financial performance and can be used as a benchmark of visitation and market capture for MOVE. Examples of this include the National Transport hall of Fame in Alice Springs NT which attracts 85,000 visitors annually, the National Motor Museum in Birdwood, SA attracts 75,000 annually and the Queensland Transport Museum in Gatton that attracts 6,000 annually.

Consultation

The MOVE working group have consulted with a number of groups and stakeholders in the development of this project concept. This has included the establishment of a membership of over 35 key organisations, many of them located within the Greater Shepparton region. They include representatives of the Trucking and Transport industries, Tourism organisations (GRVT and TGS), other national calibre museums and the Committee for Greater Shepparton. There has also been discussion with various government agencies at the Federal and State level to determine the interest in this project and canvass potential funding opportunities.

The proponents of the concept believe that appropriate consultation has occurred.

Strategic Links

a) Greater Shepparton 2030 Strategy

This strategy produced in 2006 makes reference to encourage tourism growth with strategy 1.1 stating support new tourism based enterprises to achieve and increase in bed stays and visits to the municipality.

b) Other strategic links

Economic Development, Tourism and Events Strategy 2017-2021

The Strategy is aimed at identifying opportunities that will lead to building and diversifying the local economy, assist in building on Council's events portfolio and boosting tourism and overnight stays within the region.



11.8 Shepparton Truck and Transport Museum - MOVE (continued)

Goulburn River Valley Tourism Destination Management Plan

The Truck and Transport Museum will support the following Destination Management Plan key themes:

THEME 1: Delivering strategic development opportunities and catalyst projects - the development of existing product, such as the redevelopment of existing sites, products or destinations to improve or diversify the existing offer.

THEME 3: Supporting and delivering new events - new events which fill gaps in the events audit or events calendar identified as part of the product audit and stakeholder consultation. Events which match target markets such as cultural and family based events.

THEME 5: Destination positioning - building on local strengths including promoting product in destinations that builds on unique local strengths, such as history and heritage, arts and culture, the retail offer, sports and RV friendly facilities.

THEME 6: Defining new touring routes and linkages - history, heritage, military history, food, wine and local produce

Environmental Sustainability Strategy 2014-2020

Implementation of the Environmental Sustainability Strategy will facilitate the achievement of the following three visions:

3. Our community: Our environmentally conscious and well-informed community demonstrate that they value our environment by incorporating sustainability principles into their everyday activities and by their involvement in local environmental protection and enhancement activities.

Leading by example

3.3 Encourage and attract innovative renewable and alternative energy industries/ businesses development within our municipality. Innovative renewable or alternative energy industries or businesses move to, or establish their operations in Greater Shepparton.

Conclusion

At the October 2017 Ordinary Council Meeting it was resolved that the Council would provide in-principle support to the STTM project. Since that time Council has received a briefing from the proponents and a business case has been written to support the establishment of a sustainable operating model including governance, and to support applications for funding from Federal, State and local Government. Council has been provided with the opportunity to financially contribute to this project aimed at increasing economic outcomes in the region. \$2.5M in funding has already been committed by the Federal Government; however it has been advised that without all stakeholders contributing to the project (including Federal, State, Local and Industry) this project will not proceed. The next stage for Council is determining the suitability of the business case. Approval of the business case allows the project to move along to its next stage in seeking State Government support and private industry funding support which would then allow Council to make a final decision on whether to contribute financially to the project.

Attachments

Shepparton Truck and Transport Museum Business Case Page 595



12. REPORTS FROM COUNCILLORS

Nil Received

13. REPORTS FROM SPECIAL AND ADVISORY COMMITTEES

Nil Received

14. NOTICE OF MOTION, AMENDMENT OR RESCISSION

Nil Received

15. DOCUMENTS FOR SIGNING AND SEALING

Nil Received



16. COUNCILLOR ACTIVITIES

16.1 Councillors Community Interaction and Briefing Program

Disclosures of conflicts of interest in relation to advice provided in this report Under section 80C of the *Local Government Act 1989* officers and persons engaged under a contract providing advice to Council must disclose any conflicts of interests, including the type and nature of interest.

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.

Councillors' Community Interaction and Briefing Program

From 1 December 2018 to 31 January 2019, some or all of the Councillors have been involved in the following activities:

- The Park Run | Violence Against Women Speech
- International Day of People with Disability | Community Event
- International Day of People with Disability | Community Access Forum
- Heritage Advisory Committee Meeting
- Goulburn Murray LLEN SWL Excellence Awards | Shepparton Christian College
- Shepparton Chamber of Commerce | Christmas Break Up
- McAuley Champagnat Program | 'True Colours' Presentation
- Greater Shepparton City Council 'Christmas Thank You' Function for Key Community Stakeholders
- Sports Hall of Fame Advisory Committee Meeting
- Greater Shepparton Basketball Association | Presentations
- Grahamvale Primary School | 2019 Leadership Presentation
- Harmony Village Opening of New Wing
- Rotary Club of Shepparton South | Official Opening of New Picnic Shelter
- Goulburn Valley Grammar School | Presentation Night 2018
- The Hon Damian Drum | End of Year Celebration
- Berry Street Shepparton Campus | 'Celebration Night'
- Friends of SAM | Christmas Party
- GVWRRG Board meeting (bi-monthly)
- Too Cool for School [TC4S] Graduation Mayor
- Congupna Tallygaroopna Landcare Group | Official Opening Tallygaroopna Station Park Project
- Greater Shepparton Women's Charter Alliance Advisory Committee Meeting
- Shepparton High School | Official Awards Ceremony Academic & Personal Achievements
- Australian Botanic Gardens Special Committee Meeting
- Goulburn Murray LLEN SWL Excellence Awards | Wanganui Secondary College -Presentation Night
- Shepparton Carols by Candlelight
- Mooroopna Rotary Club | New Years Eve function
- Official Opening | Australian Seniors Tennis Teams Carnival and Individual Championships 2019
- Australian Senior Solo Championship 2019 | Undera Speedway Presentations
- Cricket Australia Country Championships | Presentations
- Presentation Dinner | Australian Seniors Tennis Teams Carnival and Individual Championships 2019
- Shepparton Harness Racing Club & Neatline Homes | Shepparton Gold Cup
- Plaque Unveiling Private James Harper | Murchison



16. COUNCILLOR ACTIVITIES

16.1 Councillors Community Interaction and Briefing Program (continued)

- Mooroopna & District Garden Club | Mayor Guest Speaker
- International Dairy Week | Dairy Industry Leaders Breakfast
- International Dairy Week | Grand Champion Event Presentation of Australia's Grand Champion
- Goulburn Valley African Australian Community Task Force Launch
- Australia Day 'Eve' | Function
- Australia Day Event and Citizenship Ceremony Shepparton
- Tatura Australia Day Celebrations
- Mooroopna Australia Day Celebrations
- Murchison Australia Day Celebrations
- Toolamba Australia Day Celebrations
- Arcadia Australia Day Celebrations
- Dookie Australia Day Celebrations

Moved by Cr Abdullah Seconded by Cr Sutton

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

CARRIED UNOPPOSED.

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

Attachments

1.	Aerodrome Advisory Committee Meeting- 1 November 2018	Page 680
2.	Audit and Risk Management Committee Meeting - 10 September	Page 681
	2018 <u>U</u>	
3.	Audit and Risk Management Committee - June 2018	Page 682
4.	Audit and Risk Management Committee - 9 May 2018	Page 684
5.	Development Hearings Panel Meeting - 9 November 2018	Page 686
6.	Councillor Briefing Session - 13 November 2018	Page 687
7.	CEO and Councillor Catch Up - 13 November 2018.	Page 689
8.	Heritage Advisory Committee - 1 October 2018	Page 691
9.	Heritage Advisory Committee - 12 November 2018.	Page 692
10.	Best Start Early Years Partnership - 18 October 2018	Page 693
11.	Councillor Briefing Session - 20 November 2018	Page 694
12.	Women's Charter Alliance Advisory Committee - 26 March 2018	Page 696
13.	Women's Charter Alliance Advisory Committee - 23 April 2018	Page 697
14.	Women's Charter Alliance Advisory Committee - 28 May 2018 <u>↓</u>	Page 698
15.	Women's Charter Advisory Committee - 23 July 2018	Page 700
16.	Women's Charter Advisory Committee - 27 August 2018	Page 701
17.	Women's Charter Advisory Committee - 24 September 2018	Page 702
18.	Development Hearings Panel - 23 November 2018 <u>↓</u>	Page 703
19.	Councillor Briefing Session - 27 November 2018	Page 704
20.	CEO and Councillor Catch Up - 27 November 2018	Page 707
21.	Heritage Advisory Committee - 3 December 2018 U	Page 708
22.	Tatura Park Advisory Committee - 26 November 2018	Page 709
23.	Councillor Briefing Session - 4 December 2018	Page 712



16. COUNCILLOR ACTIVITIES

16.1 Councillors Community Interaction and Briefing Program (continued)

24.	CEO and Councillor Catch Up - 4 December 2018	Page 714
25.	Women's Charter Advisory Committee - 26 November 2018	Page 715
26.	Shepparton Art Museum - Advisory Committee Meeting - 5	Page 716
	December 2018	



17. URGENT BUSINESS NOT INCLUDED ON THE AGENDA

Nil Received.

18. CONFIDENTIAL MANAGEMENT REPORTS

18.1 Designation of Confidentiality of Information – Report Attachments

Moved by Cr Adem Seconded by Cr Hazelman

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 previously designated by the Chief Executive Officer in writing as confidential under section 77(2)(c) of the Act.

- 1. Report 8.1: Contract 1918 Provision of Tree Maintenance Services. This document relates to a contractual matter, which is a relevant ground applying under section 89(2)(d) of the Act.
- 2. Report 10.4: Contract 1896 Provision of Creative & Production Services and Media Buying for Shepparton Show Me. This document relates to a contractual matter, which is a relevant ground applying under section 89(2)(d) of the Act.

CARRIED UNOPPOSED.

MEETING CLOSED AT 6.50PM

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

19 February 2019

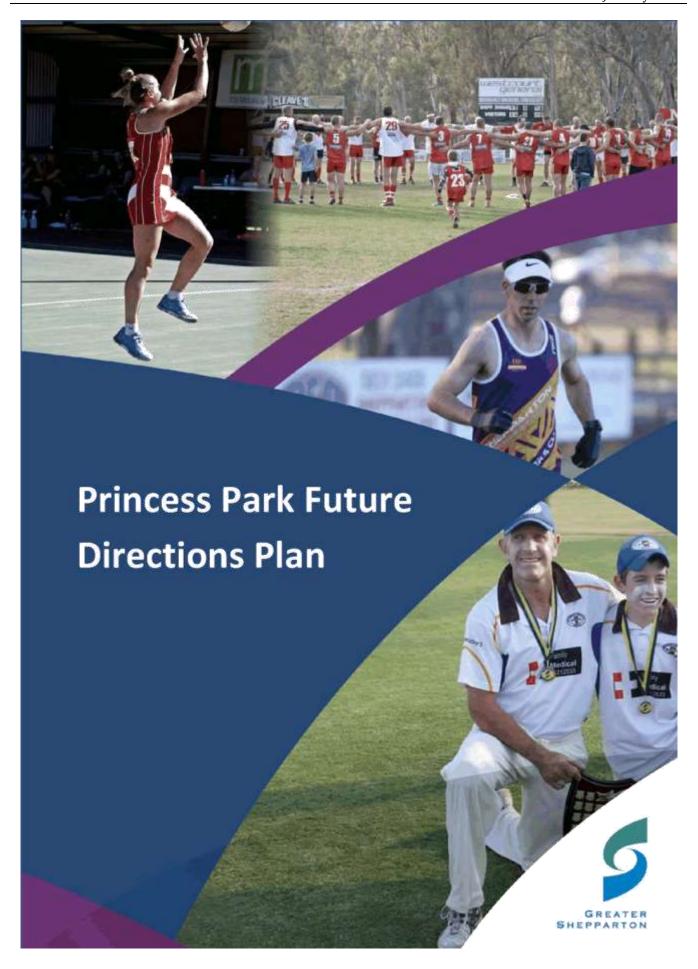
Agenda Item 8.2	Princess Park Future Directions Plan and Landscape Masterplan
Attachment 1	Princess Park - Feedback Spreadsheet 105
Attachment 2	Princess Park Future Directions Plan - January 2019 111
Attachment 3	Princess Park Revised Masterplan (January 19) 165

Public Feedback - Draft Princess Park Future Directions Plan and Landscape Masterplan

	Support	Stakeholder Feedback	Officer Comments
1.	No	Extremely unfair to knock down the runners club building and not rebuild it. We use the building weekly and it's an important part of our club.	Noted. The Runners Club will also be housed as part of the newer expanded building, as discussed during this process and prior to releasing for public comment. A meeting with the Runners Club executive team has taken place and this was confirmed and will be passed on to members, the Club will also look into other options that may be available to them in the meantime. Also discussed, was the confusion over ownership of the RC's building and it was clarified that it is a Council owned asset
2.	No	No need to demolish the runner's clubrooms, there isn't any specific upgrades happening to other facilities at princess park or otherwise to accommodate them so they would effectively be homeless. Please reconsider or if demolishing build them a separate building.	Noted. The Runners Club will also be housed as part of the newer expanded building, as discussed during this process and prior to releasing for public comment. A meeting with the Runners Club executive team has taken place and this was confirmed and will be passed on to members, the Club will also look into other options that may be available to them in the meantime. Also discussed, was the confusion over ownership of the RC's building and it was clarified that it is a Council owned asset
3.	Yes	-Lockable storage- the cricket club requires safe and secure storage adjacent to the ground to enable the new roller to be driven straight onto the ground. Also storage for equipment and pitch preparation. -Upgrade lights for cricket in future stage 20/20 social night comp- 9 months of the year- lights on McGregor would enable a mid-week competition simular to night tennis. -Existing Netball cover- keep for cricket. Could the existing cover for netball be retained for cover for gear, players and junior parents for training nights. It would be very useful and provide good shade. -A single cool room, with each club having secure fridge access. -Enable shaded viewing of cricket from the rooms for batting team and spectators without looking into the sun. -Princess park wicket needs to be removed; the cricket pitch on Riordan oval will need to be relocated as part of the ground realignment as it needs to remain central for even and adequate boundary length. -Social functions- the club would like to have 4 club functions a year and currently have to book through swans and hope the rooms are available and pay hire costs. Bar is run by swans. (summarised feedback)	Noted. Some items to be discussed as part of detailed design with the user groups
4.	Yes	Off the leash dog park	Noted. Dog park already part of this proposal
5.	Yes	Will use dog park at least once a week	Noted.
6.	Yes	No commentary provided	THOSE OF THE PROPERTY OF THE P
7.	Yes	No commentary provided	
8.	Yes	-Move pavilion from south side to north side of the groundCricket requires a lot more storage than most sports -Toilets need to be sized appropriately - Easier access, SYCUCC has not had access to time keepers box for change space Could the existing cover for netball be retained for cover for gear and junior parents -SYCUCC controls the rooms on the eastern side of the ground- not shep junior cricket.	Noted. More cost effective to utilise an existing building rather than moving assets to the other side. Will amend reference to Shepp Junior Cricket and other items can be discussed during detailed design process
9.	Yes	Supportive of endeavours to keep developments true to the river bank scenery and beautiful surrounds while making it a secure venue	Noted.
10.	Yes	 - 3 change rooms are required in the WB Hunter building if you demolish the existing separate away change rooms. - Enough room for 2 cars to pass each other in the new gate entrance- currently only one car fits. - an electronic score board that can be operated from the main building, one that includes the ability to add team personalisation in LED lights, scores and time counter. - the second football oval needs goal posts, currently none now on the back oval. - Also would be great to have this oval with lighting. - need several accessible spaces for cars to park and view the oval/ games from their cars. 	Noted. These items will be discussed as part of detailed design discussions with users.
11.	Yes	Seems like a good idea	Noted.
12.	Yes	No commentary provided	
13.	Yes	No commentary provided	
14.	Yes	No commentary provided	

15.	Yes	No commentary provided	
16.	Yes	No commentary provided	
17.	Yes	No commentary provided	
18.	Yes	-Previous planning applications by the SSFNC have required the provision of a fire fighting service via tanks or reticulated supply and unimpeded access for fire fighting vehicles – Has this been considered? -The upgrade of the WB hunter pavilion should include significant shelter in front of the pavilion. Currently there is no shade in summer and no shelter from the rain. - The time keepers building has limited access and the timber floor has significant rot damage that could make the use of the time keepers box are unsafe. - upgrade toilet block rather than decommission or new facilities considered. - Seating around Riordon oval- required for spectators. - Children's playground needs to be considered, attracting families to the precinct and is a feature of other council facilities	Noted. Updated design to indicate proposed location of fire suppression equipment, exact requirements will be fleshed out during permit applications. Some other items will be discussed during detailed design phase with users.
19.	Yes	-Upgrade lights for cricket in future stage	Noted. Some items to be discussed as part of detailed
		- Council should look at ways to lock in collaboration and equitable sharing of facilities for the clubs to ensure all clubs can function and continue to operate as distinct clubs within the single building. This can be achieved and a committee of management with equitable representation from clubs may be an option- there are plenty of options for this to be equitable amongst the clubs. New club rooms- separate club area and function room to enable post-match/events to not clash with a private function room. All clubs honour boards displayed accordingly Committee room/s that all clubs can use all year round. A single cool room, drinks, etc where each club receives benefits from there functions and members Modern smart technology that enables joint use of cool room etc. with profits to each members club from a purchase or attendance. Enable shaded viewing of crickets from the rooms for batting team and spectators without looking into the sun. The rooms need to be able to cater for female participation in all sports-cricket, football, running and all abilities. I believe that both cricket Victoria and AFL need to be consulted about these plans as both will be approached for funding assistance and could also provide guidelines on how the two main clubs, swans and cricket can co-exist at this ground, and ensure layout and facilities are suitable to host premier sport events (Women's BBL, WAFL premier league cricket, etc.) The cricket pitch on Riordan Oval will need to be relocated as part of the ground realignment as it needs to remain central for even and adequate boundary length. It would be great to offset the outside of the centre circle for football as it currently does and run north south, 4 pitches wide and to position to the McGregor side would be favourable (it might reduce the amount of wicket that has to be moved) McGregor pitch could also remain where it is. The change rooms on the eastern side are managed by SYCUCC not shep Junior cricket- Which is part of cricket Shepparton. These rooms are	design with the user groups. Will amend reference to Shepp Junior Cricket.
20.	Yes	- Prioritise four legged friends -Speed humps around the area to slow car traffic, particularly in Marungi and Quinan parade	Noted. Traffic counts have previously been undertaken and the results suggest that speed humps are not necessary. Further counts will be arranged following the addition of
21	Voc	- New seating around netball courts and football oval to encourage more supporters to get out of their cars	centre road parking bays in Nixon Street.
21.	Yes	- New seating around netball courts and football oval to encourage more supporters to get out of their cars -Need for second netball court which meets netball Vic standards with suitable viewing/ seating around the court -Weather proof seating areas for all abilities.	Noted. Second netball court part of the proposal, seating requirements will form part of detailed design discussions.
22.	Yes	No commentary provided	
23.	Yes	-Needs women's change rooms for netballers separate from the ladies public toilets	Noted. Female changerooms will form part of the detailed design
24.	Yes	No commentary provided	
25.	Yes	No commentary provided	
26.	Yes	No commentary provided	
27.	Yes	-Need better shade facilities -Needs to be female friendly	Noted. Items will be discussed in during detailed design phase.
		-All facilities need an upgrade	- Committee - Comm

28. Yes No commentary provided



```
Michelle Read
Planning for communities

t +61 424 239 850
e michelle@michelleread.com.au
w michelleread.com.au
abn 80 571 425 268
```

*Shepparton Swans images courtesy of Peter D Bonnes Photography ©

Contents Pa	ige No.
Introduction	1
Princess Park	2
History	2
Current Management Arrangements	2
Current Use	3
Existing Infrastructure	3
Key Infrastructure Improvements	5
Planning and Policy Context	7
Local Context	7
State and National Context	7
Land Use Planning Context	8
Changing Community Needs	9
Community Profile	9
Participation Trends in Sport and Recreation	10
Implications for Princess Park	11
Consultation with Key Stakeholders	12
Clubs, Peak Sporting Associations and Organisations	12
Local Residents and Businesses	14
Key Themes	15
Planning for the Future	17
Vision	17
Guiding Principles	17
Actions and Priorities	18
Appendices	21
Appendix A: Aerial Photo of Princess Park with Existing Site Condition	s 22
Appendix B: Princess Park Building Audit 2018	23
(provided as a separate attachment)	
Appendix C: Detailed Information about the Planning and Policy Con-	text 24
Appendix D: Demographic Profile Greater Shepparton Community	28
Appendix E: Detailed Consultation Results	32

Introduction

The Princess Park Future Directions Plan has been developed to provide Greater Shepparton City Council with a vision for supporting the future use, development, management, and maintenance of Princess Park which responds to current and future community need.

The Plan considers the needs and expectations of the local community, Council's priorities for improving the liveability of the Greater Shepparton community and condition and functionality of the Park.

It should also be noted that the financial implications of the recommended actions have been provided at a preliminary level. More affirmative costs will be developed in time and will therefore influence the priority and implementation timeframes. In this context preliminary costings of the recommendations is in the order of \$5.5m to \$7.5m. While some of the actions may be delivered by in kind work and others under existing funding arrangements, the larger components requiring capital investment will be subject to detailed design and cost estimation with implementation subject to funding.

In developing the Future Directions Plan for Princess Park the following research has been undertaken:

- A review of key planning documents to understand the strategic priorities of Greater Shepparton City Council, State and Regional Sporting Associations, local Clubs and major event organisers
- An assessment of the current and future profile of the Greater Shepparton community and an assessment of sport and recreation trends, to understand how demand for and use of Princess Park may change in the future
- Consultation with key stakeholders including the user groups, neighbouring residents and businesses, Council officers, and State Sporting Associations
- An audit of the existing buildings within Princess Park to understand their condition, functionality and likely lifespan.

The information gathered through this research has been used to:

- Analyse local participation demand, to identify opportunities for servicing the needs of key sporting groups and events who require access to Princess Park
- Identify issues and opportunities associated the high levels of use and demands for Princess Park.
- Develop guiding principles to assist Council in making decisions and establishing priorities for the future use, development, management and maintenance of Princess Park.
- 4. Identify and develop priority actions for Princess Park.

Princess Park

Abutting the Shepparton central business district, Princess Park provides a unique and picturesque parcel of open space for the local community. Its location alongside the Goulburn River means that it is a popular area for walking and informal recreation pursuits, while its sporting infrastructure means that it plays an important role in meeting the organised sporting needs of the Greater Shepparton community. See Appendix A for an aerial photo of Princess Park which outlines the existing site conditions.

The Park is categorised as a 4-star rated facility under Greater Shepparton City Council's Parks Management system. This rating means the Park is considered to be a district level facility and is managed, maintained and developed to a high level.

History

The Park was named after Her Royal Highness Princess Elizabeth, now Her Majesty Queen Elizabeth II. Goyen Reserve was named after Arthur Thomas Bowden Goyen who was a councillor from the inception of the Borough in 1927 until his retirement in 1929.

Princess Park has been used for formal and informal recreation purposes for many decades. Formal activities such as cricket, AFL, netball, running and bocce have long occurred in the park and continue to this day. It is also well utilised for informal activities such as walking, particularly because of its proximity to the Goulburn River.

A draft layout plan was prepared in 2009 for the park to respond to the issues and challenges raised by user groups at the time. While this was not formalised, it has provided some guidance in relation to infrastructure improvements over the past decade.

Current Management Arrangements

The park is located on Crown land and Greater Shepparton City Council manages the land on behalf of the Department of Environment, Land, Water and Planning (DELWP). Council provides direct management and operations of the sportsgrounds, the surrounding informal open space, and some of the public infrastructure such as the public toilet facilities. This includes the maintenance, development, bookings and promotion of these spaces. Other infrastructure on the site is used and managed day to day by the sporting and community organisations associated with the site through lease or licence arrangements including:

- The main pavilion adjacent to the Riordan Oval which is managed by the Shepparton Swans Football Netball Club
- A smaller pavilion on the northern side of the Riordan Oval which is managed and used by the Shepparton Runners Club
- Change rooms located on the south eastern side of the Riordan Oval which are co-managed by the Shepparton and Youth Club United Cricket Club
- A large building located in the south eastern corner of the Park which is managed by the Shepparton Italian Social Club.

2

Council staff regularly interact with user group representatives on maintenance needs and priorities. Achievements over the past 20 years reflect the collaborative approach between the Council and the user groups.

Current Use

The Park supports a range of formal and informal uses with formal sporting uses centring upon AFL football, cricket, netball, running and bocce. The park is also used extensively by the broader community for informal activity, particularly walking through the park and along the levee bank areas that surrounds areas of the park.

The primary users of the formal sporting facilities at Princess Park are:

- Shepparton Swans Football Netball Club (including juniors)
- · Shepparton Runners Club
- Shepparton and Youth Club United Cricket Club (including All Abilities team)
- Shepparton Junior Cricket Association
- Shepparton Italian Social Club.

Other semi regular users of the Reserve include:

- AFL Goulburn Valley Football League
- Greater Shepparton City Council
- Punjab Sports Club
- Rotary Club of Shepparton
- · Shepparton and District Junior Football Association
- Shepparton Christian College
- Shepparton High school
- Cricket Shepparton
- Shepparton Primary School Sports Association
- Shepparton Relay for Life

Existing Infrastructure

Princess Park has a range of facilities which have changed little over recent years. Consistent with the type of use the Park receives, it has facilities to support cricket, football, netball, running and bocce. There are also extensive areas of informal parkland, some of which acts as overflow car parking during major events and during business hours to support the central business area.

Facilities include:

 Riordan Oval which is a large oval shaped playing surface suitable for Australian Rules Football and cricket

3

- · Jim McGregor Oval, a smaller oval with a hard cricket wicket
- W.B Hunter pavilion located on the southern side of Riordan Oval
- Shepparton Runners Club pavilion located on the northern side of Riordan oval
- Shepparton and Youth Club United Cricket Club change rooms and facilities located on the south eastern side of Riordan oval
- Netball court (2)
- Cricket nets (2 sets of 3 pitches)
- Support infrastructure including, shelters, public accessible toilets, car parking including disabled parking bays, access roads, fencing, some storage
- Shepparton Italian Social Club facility including bocce courts
- Enclosed grandstand providing sheltered spectator seating
- Public toilet facilities (x2)
- Scoreboard (new electronic scoreboard will be installed shortly)
- Ticket boxes.

See Appendix A for an aerial photo of Princess Park which identifies all of the infrastructure on the site.

Council undertakes regular asset inspections on the infrastructure and buildings it has direct or indirect management and operational responsibility for. The assessment provides a tool for the planning of capital and major renewal investment. A condition audit of the building infrastructure at Princess Park indicates that:

- Overall, the buildings in the Park are generally in good condition externally.
- The spectator shelter and scoreboard are in poor condition internally but still functional.
- · All other buildings are in good condition internally.

Regular inspections reveal the buildings are actively maintained by user groups however disabled access and facilities on the site are limited. This is understood to be because some of the infrastructure was constructed when different standards applied, and because there was a lack of smooth all-weather paths in the area enabling people to move from the carparks to the buildings. The variation in surface treatments remains an issue making it difficult for people with a disability or parents with prams to move easily around the site.

One notable observation from the inspections related to the change room facilities. While the showers and change rooms are ageing but still functional, they were not designed to accommodate women's sports. Typically, open showers are present, and men's urinals are situated close by.

See Appendix B for a copy of the most recent Princess Park Infrastructure Condition Audit.

As noted previously, Princess Park is designated as a 4-star rated facility under Greater Shepparton City Council's Parks Management system. The following table provides information about whether the infrastructure meets the required standards of a 4-star rated facility. It shows there are a number of areas where the park does not meet the expected standard.

Expected Standard		Comment
Sports field flood lighting to support evening and night time competition	х	Not sufficient for any night time competition because the lighting lux is not high enough (around 100 lux)
Turf sports fields are constructed and maintained to a high standard and include hard standing perimeter drainage and boundary fencing. Fully automated centrally controlled irrigation system with flow meters are installed	Partial	There is boundary fencing and automated centrally controlled irrigation but there is no perimeter drainage and no flow metres installed.
Pavilions are design and constructed to a high standard, with medium sized change rooms for males, females and officials	х	Pavilions are generally of a reasonable standard but change facilities do not accommodate use by females or people with a disability.
Spectator amenities that will include both terraced and grandstand type covered and uncovered seating	х	There is some shelter for spectators but without seating.
Dedicated car parking is available to accommodate small to medium events, and overflow parking areas are available.	√	
The site is landscaped and maintained at a high level and should include amenities such as BBQ'S and playgrounds to encourage family and group social activity	х	Landscaping is rudimentary, and the site does not include playground or BBQ facilities.
Access for all is a high priority all new and renewed infrastructure should be meet and where possible exceed access standards	×	Accessibility around the site is generally poor. There are limited accessible toilets and change rooms.
Lighting is available to encourage evening and night time use	V	Lighting is sufficient to support night time training.

Key Infrastructure Improvements

Princess Park has been developed over many years in response to community need and to take advantage of funding opportunities available. As noted previously, a draft layout plan was prepared in 2009 and has provided some guidance for improvement works in the Park, along with information gathered from consultation with user groups as specific opportunities or issues have arisen. These improvements have centred almost wholly on the formal sporting facilities in the Park.

Improvement projects that have been completed in the past decade include:

2008/2009 Netball Court upgrade

2008/2009	Cricket Nets
2009	Change room upgrade
2010	Ticket box
2010	Netball spectator shelter
2016	Ground floor upgrade of time keepers box – changing space for netball and cricket (including shower) $\boldsymbol{\ast}$
2016	Hard wicket upgrade (Jim McGregor Oval) *
2017 * Works underta	Turf Cricket pitch upgrade * ken by the respective club

Other minor upgrade works have included:

- Toilet upgrade including gates and fittings
- New entrance and entrance road
- · New gravel spectator mound in conjunction with carpark improvements
- New spectator shelter adjacent to Riordan Oval
- · New traffic control bollards in carparks.

Planning and Policy Context

Understanding the existing local, state and national policy context helps to ensure the Future Directions Plan for Princess Park considers and reflects existing priorities and legislated requirements. A number of strategic plans and documents developed by Greater Shepparton City Council, the Victorian State Government and Federal Government have been reviewed to identify these priorities. In addition, the implications for the site from the Greater Shepparton Planning Scheme have been considered.

Local Context

A review of key strategic documents prepared by Council shows that Council has a focus upon building a resilient, inclusive and healthy community. Improved liveability is essential to this and will be achieved through building community capacity, providing quality community infrastructure and focusing on social inclusion. Princess Park is an important tool available to Council to improve the liveability and health and wellbeing of the Greater Shepparton community.

Priorities Council has that are relevant to Princess Park include:

- Developing Shepparton as the regional sporting capital of Victoria
- Valuing and supporting the economic and tourism benefits that come from attracting regional, interstate and intrastate sporting events
- Valuing, supporting and encouraging volunteering, and improving community resilience
- Investing in sporting facilities, particularly where
 - participation is maximised
 - strong partnerships are formed and maintained
 - multiuse and a community hub approach will be implemented, and
 - facilities are not used exclusively by clubs.

Council's investment in facilities will be greater where these outcomes are occurring.

As noted above, a Master Plan has not previously been developed for Princess Park.

State and National Context

At a National and State level, governments have recognised the need to understand the environment in which sport and recreation functions, to support investment priorities and better support local communities to respond to change. Like Greater Shepparton, State and Federal governments advocate the need to plan and develop sustainable facilities by ensuring multi-use and maximum use, accessibility and inclusiveness and consideration of environmental sustainable practices. State and Federal government funding program criteria reflect the need for well-planned facilities.

Change being experienced that is supported by government research and data, includes:

- Changing patterns of participation in sport and recreation with decreasing participation by
 adults in organised competitive sport and increasing participation in activities with a social
 focus or that can be undertaken by oneself and at a time that suits the individual eg: walking
 and cycling. Sports participation by young people remains strong and female participation
 particularly is increasing at a rapid rate
- Increased competition between codes for members, volunteers and sponsorship dollars.
 Communities who work collaboratively are more likely receive support for funding compared with those don't.
- An increasing need to build the capacity of sports clubs and organisations to strengthen their
 ability to respond to changing participation trends, more competition accessing funding and
 higher expectations about the role of clubs and sport and recreation infrastructure in
 strengthening the health and wellbeing of communities.

Land Use Planning Context

Under the Greater Shepparton Planning Scheme, Princess Park is located in a Public Park and Recreation Zone and Urban Flood Zone. It is also subject to a Bushfire Management Overlay. These land use planning structures mean that development activity on the site is subject to a number of planning controls that may restrict what can be developed and the form or complexity of any development.

It is understood, the Swans Football Netball Club sought and were issued with a planning permit in 2013 to build a veranda and entrance canopy for the WB Hunter Pavilion. The requirements of the planning permit were extensive in relation to the Bushfire Management Overlay resulting in a substantial increase in the project cost. The original permit was amended and re-issued in March 2016, however works have not proceeded due to ongoing issues with meeting the permit requirements.

Any proposal to undertake redevelopment works on the site will need to carefully consider the requirements of the Urban Flood Zone and Bushfire Management Overlay.

See Appendix C for more detailed information about the planning and policy context.

Changing Community Needs

Community Profile

Located approximately 180 kilometres north of Melbourne, Greater Shepparton covers over 2,400 square kilometres. Shepparton is the major town centre with a series of smaller townships and rural land making up the remainder of the municipality.

Consistent population growth is a feature of Greater Shepparton, with the population projected to increase from 65,076 in 2016 to 83,234 by 2036, however the location of the growth will be variable. The Shepparton Urban Centre is projected to account for over 75 percent of all population growth between 2016 to 2036. The rural areas will also experience growth, but this is much more variable with those areas located closer to the Urban Centre projected to experience reasonable levels of growth, whereas those further away will experience minimal or very modest growth.

The age profile of the community is projected to remain very similar between 2016 and 2036 with one third of the population aged between 0 and 24 years and those aged 60 years or over accounting for just under one quarter of the population. This, combined with consistent population growth (the number of people aged 0-24 years will increase by between 6,500 and 7,000 people between 2016 and 2036), suggests that demand for sport and recreation opportunities in Greater Shepparton will likely increase. This demand will be strongest in the Urban Centre where the age profile of the community is younger, and where the most significant levels of population growth are projected.

There are however, a number of other factors that impact upon the demand for sport and recreation opportunities and influence an individual's capacity to participate. These include education and income levels, and the ethnicity and cultural background of the population. Participation rates are generally lower where household income and education levels are low. In addition, people born in non-English speaking countries are less likely to participate in traditional sport and recreation pursuits such as cricket, as are people from an indigenous background.

Greater Shepparton is characterised by:

- A similar proportion low and medium low household incomes compared with regional Victoria, but proportion of low and medium low household incomes has increased a small amount from 2006
- Low but increasing education levels
- High and increasing levels of ethnicity, and
- A significant Aboriginal and Torres Strait Islander population.

These factors suggest that intervention may be required to support some members of the community to participate in sport and recreation activities, particularly to overcome barriers such as cost, lack of knowledge about the benefits of participating in sport and recreation pursuits and cultural barriers.

See Appendix D for more detailed information about the profile of the Greater Shepparton Community.

Participation Trends in Sport and Recreation

In the last two decades there have been significant changes in the leisure and recreation interests of the Australian community and in the types of leisure and recreation opportunities available. These changes have been driven by higher education levels, changed work and business hours, greater community affluence, a willingness to pay for high standard experiences, insurance and litigation issues, the changed cultural mix of the community, greater expectations of quality and professional service, a greater awareness of the benefits of recreational involvement, and the ageing of the population.

There has been an increasing shift towards participation in non-competitive activities rather than traditional formal sports, and increased demand for more flexible and diverse leisure pursuits rather than a commitment to a small number of activities. This has resulted in declining participation in some traditional team and small group sports such as tennis and lawn bowls, and a move towards non-competitive but active pursuits such as walking, fitness / gym classes, running and cycling. This is not only impacting upon participation rates but is also impacting upon the levels of volunteer involvement in sport and recreation clubs.

The highest rates of participation for people aged 15 and over are for walking, followed by gym / fitness activities, swimming, cycling and running, all of which are predominantly undertaken as non-organised activities. Overall participation in sport and recreation activities is occurring across a wider period of the day and week, with a major move to week day evening sports participation. There is also far greater diversity and variety in the recreation opportunities available, and a growing trend for families to share recreational activities or to pursue related activities at one venue rather than pursuing a wide range of different activities.

Generally, organised sport has been limited in its ability to offer flexible participation options, however sporting codes have been actively working towards developing different ways to participate in traditional sporting activities such as 20 over cricket matches, AFL X, Rock Up Netball, and Cardio Tennis. In addition, there has been a significant focus upon increasing participation by females in organised sporting activities such as AFL and Cricket. At a national and state level, the growth in participation by women and girls in these sports has been significant over the past 3 years. At a local level female participation in cricket remains low, and Cricket Victoria is working with Cricket Shepparton and the local Clubs to change this. Locally, female participation in AFL is strong and continuing to grow.

Other key participation trends to understand are that participation in traditional Anglo Saxon sport and recreation pursuits such as AFL and netball is typically lower for people from culturally diverse backgrounds, and participation rates for children and young people are typically higher than for adults, particularly in organised sport. This means in communities with high proportions of people aged between 0 and 25 years, the rates of participation are likely to be higher. Conversely participation in physical activity declines as people age, although the rates of participation for people aged 65 years and over have generally been increasing.

Implications for Princess Park

Declining levels of participation in organised sport, along with high levels of cultural diversity and low incomes in the Greater Shepparton community suggest demand for formal sporting infrastructure like that offered at Princess Park, may decline or stagnate. However, the steadily increasing population in Greater Shepparton, the consistently large proportions of children and young adults, the increasing levels of participation in AFL and cricket by females, and the informal recreation opportunities available at Princess Park, suggest demand for the park is likely to grow. Consultation with existing user groups also highlights a desire to increase participation to respond to changing demand, but this is being constrained by the existing infrastructure available in the Park. Redeveloped or new infrastructure may be needed to support participation in formal and informal sport and recreation by:

- Adults and older members of the community. The provision of informal recreation facilities such as walking paths, picnic and BBQ areas are likely to be attractive to older members of the community.
- Women and girls. The unprecedented increase in women and girls participating in sports
 that have traditionally been male dominated such as AFL and cricket means that
 infrastructure such as female change rooms will be required at Princess Park to support
 female participation and ensure equity of access for all members of the community. Clubs
 also need to be supported and encouraged to provide participation opportunities for
 females, and this should form a key part of future planning for Princess Park. Providing
 informal recreation opportunities in the Park is also likely to be attractive to females,
 particularly if safety considerations are addressed such as lighting and providing clear
 sightlines along walking paths.
- Culturally diverse communities. Like female participation, an opportunity exists to increase
 participation by people from culturally diverse backgrounds in sport and recreation activities
 in Greater Shepparton. The provision of appropriate infrastructure along with participation
 opportunities for people from culturally diverse backgrounds should form a key part of
 future planning for Princess Park.
- Junior participants. Locally there is strong junior participation occurring across cricket, AFL
 and netball. Facilities that support this such as shortened cricket pitches, lower netball rings,
 small sports fields are required. Consideration needs to be given to the role of Princess Park
 in supporting junior participation. In addition, informal recreation facilities such as walking
 and cycling paths will also support use of the park by children and families.

Importantly, programming and community development responses are just as critical as investment in infrastructure. Local clubs and associations making use of Princess Park must have a clear focus upon providing new and varied participation opportunities, in tandem with advocating for infrastructure improvements, and any infrastructure improvements must be based around providing equitable access for all members of the community.

Consultation with Key Stakeholders

Consultation with key stakeholders has formed an important part of developing the Princess Park Future Directions Plan. The following provides an outline of who was consulted with and how they were engaged:

- A survey of key user groups (clubs, associations and organisations) was conducted to
 develop an initial understanding what user groups believe are the strengths and limitations
 of the Park and their organisations, as well as their priorities both for the Park and their
 organisation in the next 2 5 years. A total of 6 organisations completed this survey.
- A workshop was held with user groups (clubs, associations and organisations) to understand their future aspirations for the Park and further explore strengths, constraints and opportunities for the Park
- Council officers were consulted through workshops and one on one discussions
- Peak sporting associations including Cricket, Netball and AFL were involved in workshops and one on one discussions
- Goulburn Broken Catchment Authority provided advice via email and through one on one discussions
- An online survey was made available to nearby residents and businesses. Over 400 flyers
 were distributed to properties within a three-block radius of Princess Park promoting the
 opportunity to participate in the survey. A total of six completed surveys were received.

Several attempts were made to consult the Italian Social Club who were invited to complete the survey and participate in discussions with Council officers. This was largely unsuccessful, so information about the facilities and needs of the Italian Social Club are largely unaccounted for in the Future Directions Plan.

Clubs, Peak Sporting Associations and Organisations

Information gathered through the survey of key clubs, peak sporting associations and organisations and the workshop identified:

- Key user groups have a vision for Princess Park as a vibrant, modern and attractive
 multipurpose sporting and community venue. They value its unique setting near the river
 and close to the CBD, and would like to see it operating as a hive of activity that supports
 club-based activities by AFL, Netball, Running and Cricket, with the capacity to host major
 cricket events, community activities such as markets, and informal recreation pursuits.
- User groups believe there is a clear opportunity to work more co-operatively and to develop shared infrastructure, and to enhance the informal recreation opportunities available on the site, and maximise the linkages to the CBD and broader river environment.
- User groups believe key strengths of the Park include the central location and close proximity to the CBD, its unique setting alongside the Goulburn River precinct, the good condition and maintenance of the main oval including the turf pitch, the continuous

12

involvement of sporting clubs with the site that have a strong profile in the local community, the mix of formal sporting activity that occurs on the site, Council having responsibility for managing the ovals and surrounds including bookings, the clubs having responsibility for managing the clubroom facilities and the major events held at the site.

- Key infrastructure challenges and constraints of the Park include the car parking and accessibility, the lack of infrastructure to support informal and passive recreation pursuits, drainage and flooding issues on the site, the limited amount of and poor condition of existing spectator facilities, the lack of female friendly change facilities, the age, condition and single use nature of some of the clubroom facilities eg: the Runners Club and Cricket facilities, the limited number of cricket nets, the poor and unsafe condition of the second netball court, the poor condition of the public toilet facilities, the fire and flood regulations for the site are extensive and costly to address.
- Key challenges and constraints for management and use of the site include there are no
 formal or regular meetings of user groups to collaborate in relation to the management, use
 and development of the Park, the small size of the second oval means that it can only be
 used for training purposes, the condition of the second netball courts means that it is of
 limited value even for training purposes, the lack of opportunity to increase participation
 (particularly junior and female participation) and reduce demand upon volunteers because
 the second oval is only suitable for training purposes.
- Key infrastructure opportunities identified by user groups and that they would like to see considered for the Park include:
 - Shifting the main oval to the west to provide enough room for second oval to be a full-size oval with lights
 - Construct two new netball courts and warmup space.
 - Create shared use trail loops off the levee bank
 - Replace all existing Club facilities, with an upgraded multi- purpose development servicing the two ovals and netball courts
 - Provide appropriate facilities to support female participation and access to the Park eg: change rooms, lighting
 - Increased shelter/shade and spectator viewing
 - Improve the change room facilities supporting cricket
 - Improve access and safety around ground eg. seal the surrounds
 - Fence the perimeter of the Park so that it can host major sporting events eg: AFL football finals
 - Provide water storage for re-use
 - Upgrade the irrigation system
 - Address the flooding issues associated with the site
 - Develop facilities catering for passive and informal community recreation use and events such as markets.

- Key management and use opportunities identified by user groups and that they would like to see considered include:
 - Contribute to the economic vibrancy of the region by hosting major events and entertainment opportunities in the Park
 - Establish a forum for user groups that meets regularly to work collaboratively in the planning and development of the reserve and its use.
 - Actively pursue opportunities for shared use of facilities by the various user groups
 - Increase use during the day eg use of meeting rooms and function facilities
 - Allow facilities and change rooms to be available to casual users encouraging maximum use
 - Increase volunteer training and support
 - Increase participation particularly by juniors, young people and females.

Local Residents and Businesses

While only a small number of responses were received to the online survey, the responses provided important insight about the needs and aspirations of users of Princess Park who are not necessarily connected with the formal sporting facilities. Key messages from the survey results were:

- The Park is particularly valued for its informal recreation spaces eg the walking track around the
 outside of the Park, its aesthetic character and natural environment, and its proximity to where
 local residents live
- Conversely some of these aspects are also viewed as challenges or limitations for the Park
 including the aesthetic and natural environment, and the informal recreation spaces. Other
 challenges or limitations identified included selected events and activities held at the site, the
 aging infrastructure, the close proximity to the central business area and the sport and
 recreation on field facilities
- There were a variety of views about what is important to include in a vision for the Park
 including community events, provision of informal recreation infrastructure such as off lead dog
 areas, improved sports infrastructure and support infrastructure. Other suggestions included
 that Princess Park be developed as a community hub to ensure it has a role distinct from the
 new sports precinct in Shepparton
- Specific improvements local residents and business would like to see occur are addressing the
 flooding that occurs on the site, ensuring the site is well lit and that lighting is maintained,
 improvements to change room and toilet facilities, improving the entrance to the Park,
 enhancing the natural aesthetics eg: more tree planting, resolving the car parking, addressing
 the condition of the Italian Social Club building,
- Management issues they would like to see addressed include the dumping of rubbish, people living on the site in campervans, cars accessing the river and motorbikes accessing the tracks and trails around the Park.

See Appendix E for more detailed results from consultation with key stakeholders about Princess Park.

Key Themes

The following section provides a summary of the key themes and findings from the background research. These themes provide the basis for developing the future vision, actions and priorities for Princess Park.

Working in Partnership: There is strong interest from the existing tenant clubs who make use of the Park to take a collaborative approach to developing and activating the Park. The tenant clubs have an aspiration to develop a single multipurpose shared clubroom facility that can cater for existing users and new users who may be attracted to the Park. This approach is consistent with Council priorities for investing in sporting facilities which emphasise strong partnerships, multiuse and shared facilities and would substantially reduce the number of separate buildings on the site. While taking this approach will require extensive investment, it has the potential to be a game changer for the site and for the clubs involved.

The existing user groups have also expressed a strong interest in holding regular meetings of all user groups to build relationships and to identify and pursue collaboration opportunities. These opportunities might be about infrastructure development, increasing participation or strengthening the capacity of the clubs. Council will need to consider its role in supporting this approach.

Improving Support Infrastructure: Much of the support infrastructure located in the Park is single purpose and does not meet contemporary standards for community infrastructure. It also does not meet the required standard for Council's existing rating of the site as a 4-star facility.

- There are 4 separate clubroom facilities (including the Italian Social Club) in the Park and while they have been assessed as generally being in good condition, 3 of the 4 are old and do not meet contemporary accessibility standards
- Three of the 4 clubrooms lack appropriate facilities to support participation in sport by females and with substantial growth in sports such as Cricket and AFL, this must be addressed as a priority
- The public toilet facilities throughout the site are in poor condition and are not accessible, both in relation to disability access and when they are open to the public ie: they are only open if an event or activity is occurring at the site. In addition, the paths of travel throughout the site have very poor accessibility for people with a disability and families with prams
- · Spectator amenity facilities are poor, with minimal shelter and almost no seating.

Playing Facilities are Variable: Council's role in managing and maintaining the existing playing facilities and surrounding parkland to a high standard is clearly acknowledged by the tenant clubs. The main oval (the Riordan Oval) is generally considered to be in good condition and well maintained, although there are some issues in relation to drainage that may need to be addressed. The second oval is of very limited use because it is too small to be used to play matches and consequently is only used for training purposes. Ideally existing users of the site would like to see this oval redeveloped to a larger size and capable of supporting game day activities. Existing users of

the site have a strong interest in this because of growing demand from junior, youth and female participants.

There are two netball courts located in the Park, with only one meeting the required standards of Netball Victoria. The second court is not able to be used for playing purposes and has very limited use as a training court because of its poor condition. The court surface has been significantly damaged by tree roots and needs to be relocated. This is impacting upon the ability of user groups to effectively support participation in netball.

Enhance Informal Recreation Options and Aesthetic of the Park: The informal recreation options, the environmental aesthetic of the Park and surrounds, and the connection to the River are the aspects that are of greatest interest to residents and businesses close to the Park, and they are also highly valued by the groups who use the Park for more formal activity. While there are pathways around the Park and to the river, there is interest in improving these to ensure they are safe and accessible. There is also an aspiration to provide other informal recreation infrastructure such as a picnic and barbecue facilities. These facilities would also ensure the Park meets the 4-star rating Council has for the Park.

The overall aesthetic of the Park also needs to be improved. The piecemeal approach to infrastructure on the site, the age and condition of infrastructure and the poor entranceway to the Park all detract from the aesthetic of the Park. These aspects must be considered in future planning for the Park.

Building the Capacity of the Park: The location of the Park along the Goulburn River and in very close proximity to the CBD means that Princess Park is uniquely positioned to offer a venue and experience no other park in Greater Shepparton can. There is interest from existing user groups, residents and businesses in the Park being used more extensively for events and activities. This will strengthen its role as a place for community activity and has the potential to help build economic activity in the CBD. Consideration will need to be given to the infrastructure required to support community events and how event activity may impact upon formal sporting activity in the Park. One infrastructure change existing user groups would like to see implemented to build the Park's capacity as a venue for sporting events is the construction of a perimeter fence. While this may support formal sporting events such as AFL finals, it will impact upon the aesthetic and accessibility of the Park and both aspects must be carefully considered.

The role and accessibility of car parking also needs to be resolved for the Park. The location of the Park close to the CBD, means the site regularly provides overflow car parking for CBD related activities. While, this may be important for the CBD, it also impacts upon the aesthetic of the park and must be carefully considered.

Land Use Planning Conditions: With the Park located in an Urban Flood Zone and subject to a Bushfire Management Overlay, development on the site may be restricted and will be more complex. This may compromise what can be built and will most likely to increase development costs.

Planning for the Future

In planning for the future of Princess Park:

- A vision has been developed which values the role of Princess Park as a place for formal and informal sport, recreation and community use
- A series of Guiding Principles have been developed to assist Council and stakeholders in making decisions and establishing priorities for the Park, particularly when issues arise in the future which are outside those identified through this Future Directions Plan, and
- Priority Actions have been developed for the future management, use and development of the Park.

Vision

Princess Park, vibrant, attractive and valued by the community as a place for formal and informal sport, recreation and community activity.

Guiding Principles

The Guiding Principles have been developed in recognition that a clear policy framework is needed:

- > To guide the development of priority actions for this Future Directions Plan
- To assist Council in making decisions about the future management, use and development of the Reserve.

While the priority actions outlined in this Future Directions Plan will provide specific guidance about the steps to be taken to improve the Park, it is recognised the Park is a dynamic environment, and that new issues will continue to emerge and need to be responded to by Council. The *Guiding Principles* will assist Council in determining the priorities for the Park as new issues and opportunities emerge. Each decision made in relation to the Park should be tested and compared against the *Guiding Principles* to ensure the decisions are consistent with the policy framework. The priority actions outlined have been developed giving careful consideration to the *Guiding Principles*.

The Guiding Principles are:

Collaboration: A partnership approach will underpin the management, use and development of Princess Park. Council will actively partner with facility users and other levels of government to share funding responsibility for the development of infrastructure.

Accessibility: Princess Park will be managed, used and developed to ensure safe, equitable, quality access for all members of the community.

Balancing Use and Quality: Decisions will seek to maximise use of the Park without compromising the quality of facilities, open spaces and user experiences.

Co-location and Multi-Use: The integration, joint use and sharing of facilities is essential and will be actively pursued and implemented.

17

Diversity of Use: The management, use and development of the Park will focus upon supporting a diversity of use eg: formal and informal, junior and senior, male and female, and culturally diverse use.

Primarily Open Space: Car parking and road access will be of secondary importance to the recreation, aesthetic and sporting value of the Park.

Strengthening Community Capacity: Support for the organisations who use Princess Park will focus upon strengthening the capacity of user groups to work collaboratively and provide opportunities for all members of the Greater Shepparton community to participate in sporting activities.

Actions and Priorities

Integral to the Future Directions Plan is identifying the actions required to help achieve the vision for Princess Park as vibrant, attractive and valued by the community as a place for formal and informal sport, recreation and community activity.

The following pages identify the Actions and Priorities for the Future Directions Plan including the organisation responsible for leading or implementing the action. It should be noted a responsible organisation has not been identified for all actions, as some are dependent upon the implementation of earlier actions.

The following priority rating has been applied:

Priority 1: The highest priority with an anticipated timeframe for implementation of 1-2 years.

Priority 2: A medium level priority with an anticipated timeframe for implementation of 3 – 5

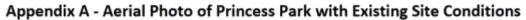
Priority 3: A longer term priority with an anticipated timeframe for implementation of 5-10 years.

Ongoing: Those actions which are currently being implemented and / or will continue to be implemented on an ongoing basis.

Area	Action	Who	Priority
Working in Partnership	Assess the feasibility of developing a multipurpose shared clubroom facility that can support the activities of Football, Netball, Cricket and Running.	Greater Shepparton City Council and Princess Park User Groups	1
	Implement a program of regular joint meetings of groups who use Princess Park to build relationships between groups and to identify and pursue opportunities to work in partnership to share facilities, increase participation and strengthen the viability of the groups.	Greater Shepparton City Council and Princess Park User Groups	1
Improve the Support Infrastructure	Develop change room facilities to support participation by females in sporting activities occurring in Princess Park. The change room facilities should be fully integrated with other clubroom facilities to ensure gender equity.	Greater Shepparton City Council	1
	Assess the feasibility of upgrading or replacing the public toilet facilities ensuring they meet contemporary standards of universal accessibility.	Greater Shepparton City Council	3
	Improve the accessibility of paths of travel throughout the Park, striving to achieve contemporary standards of universal accessibility.	Greater Shepparton City Council	2
	Improve spectator amenities, particularly shelter and seating that supports current and future use of the Park as a place for local and regional sporting activity.	Greater Shepparton City Council	2
Improve Playing Facilities	Assess the feasibility of increasing the size and capacity of the second oval (the Jim McGregor Oval) so that it can be used to play AFL and Cricket matches. This is likely to require realignment of the main oval (the Riordan Oval) with both ovals having lighting.	Greater Shepparton City Council	2
	Relocate and replace the netball court affected by tree root damage, ensuring the new court is fully compliant with Netball Victoria standards.	Greater Shepparton City Council	2
Enhance Informal Recreation Options and Aesthetics of the Park	Pursue the development of picnic and barbecue facilities along the southern side of the main oval (the Riordan Oval), and consider developing a dog park at the northern end of the main oval.	Greater Shepparton City Council	3

	Provide safe and accessible pathways connecting the Park to the CBD and to the Eastbank Lake Project. Consideration should be given to upgrading the existing pathways to make them universally accessible including improving signage and lighting.	Greater Shepparton City Council	2
	Upgrade the Park entranceway to more appropriately reflect the aesthetic and significance of the Park.	Greater Shepparton City Council	3
Build the Capacity of the Park	Assess the feasibility and impact of providing perimeter fencing. Care and consideration must be given to the impact perimeter fencing will have upon the aesthetic of the Park and the accessibility for informal recreation pursuits.	Greater Shepparton City Council	2
	Explore opportunities to increase the use of Princess Park for community events and activities such as markets. As part of this examine the infrastructure that would be required in the Park to support this type of activity.	Greater Shepparton City Council	3
	Formalise car parking around the Park and explore options for use of the Italian Social Club car park minimising any impact on Goyen Reserve.	Greater Shepparton City Council	1

Appendices





Appendix B
Princess Park Building Audit 2018
Provided as a separate attachment

Appendix C

Detailed Information about the Planning and Policy Context

State/Federal Government

Strategy	Relevance to Princess Park Future Directions Plan
Australia Sports Commission –	The Australian Sports Commission Mega Trends report clearly articulates that sport will look very different in future years (with changes already taking place) ie. social, economic and environmental conditions that will redefine sport over the next 30 years:
Megatrends shaping the sports sector over the coming decades	1. A perfect fit 2. From extreme to mainstream 3. More than sport 4. Everybody's game 5. New wealth, new talent 6. Tracksuits to business suits The landscape will look considerably different in the medium to long term future, with increasing female sports participation, continuing strength of junior participation, decline in adult participation and demand from other sectors of the community for inclusive participation opportunities. Health rather than competition is becoming a major driver for participation in sport. Therefore, both local council and
	community sport need to carefully consider how participation opportunities will be accessible for all community members into the future.
Sport and Recreation Victoria – Active Victoria	Active Victoria highlights sport and active recreation as an integral part of our state. It is essential to our health and wellbeing. Our sense of belonging. Our connection to our community. A more active Victoria is a stronger, healthier, better Victoria, therefore supporting sport and recreation is a high priority for the Victorian Government.
	Recognising the significant benefits of sport and recreation, Active Victoria provides a framework for stakeholders to work together with a coordinated approach to boost participation and ensure every Victorian has the chance to be involved,
	Vision – A strong and connected sport and active recreation system that helps make Victorians Healthier, creates economic growth and jobs, builds community cohesion and contributes to our liveability. Sport and Recreation in Victoria will be:
	1. More Active
	More diverse and inclusive
	Robust, flexible, sustainable and affordable
	Broad based and connected

5. Collaborative
The six key strategic directions outlined are:
Meeting demand (increase capacity, flexible participation options and investment)
Broader more inclusive participation (inclusion, affordable options, meet needs of various population groups)
3. Additional focus on active recreation (support non organised and unstructured physical activity and infrastructure)
4. Build system resilience and capacity (support volunteers, good governance, evidenced based analysis, address risk)
5. Connect investment in events, high performance and infrastructure
6. Work together for shared outcomes (agreed priorities and complimentary investment)

Greater Shepparton City Council

Strategy	Relevance to Princess Park Future Directions Plan					
Greater Shepparton	The key areas of relevance to the Princess Park Future Directions Plan are the Social and Economic pillars.					
Council Plan 2017 – 2021	 Social: Develop resilient, inclusive, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn and play 					
	 Economic: Build a thriving, resilient economy where Greater Shepparton is recognised as a competitive place to invest and grow business. 					
	Relevant Social Objectives are:					
	 Our community is supported to achieve and sustain physical, emotional and spiritual health and wellbeing 					
	 Volunteering is promoted and encouraged along with measures to improve community resilience 					
	 Public places, open space and community facilities are safe and accessible for all and presented to a high quality. 					
	 Council demonstrates strong regional and local partnerships efforts across health and wellbeing 					
	The relevant Economic objective is: Greater Shepparton is a major destination for events and tourism.					
Greater Shepparton 2030 Plan	Council's 2030 Plan identifies the broader community long term need to "improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity".					
	Settlement and Housing - A priority on an active community with walking and cycle networks linked to major attractions as a major consideration.					
Greater Shepparton Municipal Health and Wellbeing Plan	Health and wellbeing matters for the Greater Shepparton community have been integrated as part of the Council Plan, with a separate Health and Wellbeing Implementation Plan developed to measure progress. The health and wellbeing priority area relevant to the Princess Park Future Directions plan is physical activity. This is one of 16 priority areas.					

	As outlined in the Council Plan, the key factor underpinning all aspects of health and wellbeing in the Greater Shepparton community is liveability. 'A liveable place is one that is safe, attractive, socially cohesive and inclusive and environmentally sustainable; with affordable and diverse housing linked to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities; via convenient public transport, walking and cycling infrastructure.' Places such as Princess Park are an important tool available to Council to improve the liveability and therefore the health and wellbeing of the community.
Greater Shepparton Environmental	To improve Council's environmental sustainability performance by embedding environmental sustainability considerations into Council's decision-making processes and operational activities.
Sustainability Strategy 2014 - 2030	Council aims to support community groups and local businesses to monitor and improve environmental sustainability. Where there is opportunity for Princess Park to take a lead role in environmental sustainability, Council will provide support where possible, for example: funding applications and partnerships, sustainable water practices, decrease greenhouse gas, decrease financial cost of energy use, decreasing waste going to landfill, utilise IDM to achieve best practice planning and design and projects and procurement activities that include environmental sustainability considerations.
Greater Shepparton Sport 2050 Strategy	Responding to general changes in sport. A key change occurring in sport is the increasing proportion of people participating in unorganised sports and physical activity and "pay as you play" sport, and a subsequent decrease in club-based participation.
	In support of issues and opportunities identified in the consultation for Council's Sport 2050 Plan, a recommendation is made for a greenfield site development at Congupna to be planned for as a replacement for Princess Park.
Greater Shepparton Sports	Star Rating 1 – 5 Categories
Facilities Star Ratings	1 – Undeveloped Parks
	2 – Local Parks
	3 – Community Parks
	4 – District Parks
	5 – Regional – Highest level of development and service level making a profound positive statement about the community.Standard for access should exceed minimum standards.
	Council has adopted a 5 star rating program to guide the development and maintenance of sports reserves and open space.
Greater Shepparton Cricket Whole of Sport Plan	The Cricket Whole of Sport Plan considers the needs and expectations of the local cricket community, the vision Cricket Victoria (CV) have for the future of cricket and the role cricket plays in helping Council to achieve its priority of improving liveability through social and recreational opportunities.
Greater Shepparton Urban Design Manual	The UDM is cited in the Planning Scheme and provides the minimum development standards for all development in Greater Shepparton.
Planning plus Shepparton North and South East Precinct	Residential Growth is taking place around the city of Shepparton, to the north, west, south and south west. Demand will increase rapidly for shared paths connecting from residences to public facilities, key locations and open space areas. The opportunity to ride and walk to destinations from the outer reaches into Shepparton will also likely increase.

Structure Plans	In addition to quantitative standards, the PSP guidelines also outline access/distribution standards for open space – 95% of
	residents within a 400m of a park and 95% of residents within 1km of an active sports reserve.

Appendix D Demographic Profile Greater Shepparton Community

Population Size and Growth

	2011	2016	2026	2036	Change 2016 - 2036		
					No.	%	
Greater Shepparton	61,759	65,076	74,476	83,234	18,158	27.9%	
Urban Centre	30,293	38,701	46,109	52,722	14,021	36.2%	
Kialla Urban	4,878	5,744	8,241	10,027	4,283	74.6%	
Mooroopna	7,939	8,018	9,016	9,931	1,913	23.9%	
Rural East	1,105	1,137	1,152	1,198	61	5.4%	
Rural North	1,790	1,815	1,795	1,849	34	1.9%	
Rural North West	3,033	3,091	2,962	3,045	-46	-1.5%	
Rural South	2,733	2,755	2,909	3,049	294	10.7%	
Shepparton Central	2,244	2,435	2,723	2,898	463	19.0%	
Shepparton North Central	5,502	5,535	5,872	6,092	557	10.1%	
Shepparton North East	4,552	4,964	6,813	9,201	4,237	85.4%	
Shepparton North West	5,619	6,510	7,209	7,278	768	11.8%	
Shepparton South	7,013	6,757	6,959	7,057	300	4.4%	
Shepparton South East	5,882	6,767	8,291	10,168	3,401	50.3%	
Shepparton Surrounds East	3,348	3,153	3,291	3,405	252	8.0%	
Shepparton Surrounds South	1,715	1,874	1,780	1,937	63	3.4%	
Tatura	4,405	4,799	5,464	6,097	1,298	27.0%	

Table E.1: Actual and Projected Population, City of Greater Shepparton, Urban Centre and Small Areas, 2011 – 2036 Source: Greater Shepparton Community Profile and Population Forecast. Accessed 27 February 2018

Population Age Profile

Greater Shepparton	20:	11	2016		2026		2036		Change 2016 - 2036	
	No.	%	No.	%	No.	%	No.	%	No.	%
Babies and pre-schoolers (0 to 4)	4,307	7.1	4,218	6.6%	5,354	7.2%	5,851	7.0%	1,633	38.7%
Primary schoolers (5 to 11)	5,877	9.7	6,036	9.5%	7,462	10.0%	8,248	9.9%	2,212	37.6%
Secondary schoolers (12 to 17)	5,545	9.2	5,161	8.1%	5,848	7.9%	6,615	7.9%	1,454	26.2%
Tertiary education and independence (18 to 24)	5,060	8.4	5,187	8.1%	5,818	7.8%	6,572	7.9%	1,385	27.4%
Young workforce (25 to 34)	7,067	11.7	7,850	12.3%	9,265	12.4%	9,953	12.0%	2,103	29.8%
Parents and homebuilders (35 to 49)	12,411	20.5	12,030	18.8%	14,265	19.2%	16,098	19.3%	4,068	32.8%
Older workers and pre-retirees (50 to 59)	7,812	12.9	8,408	13.2%	8,638	11.6%	9,477	11.4%	1,069	13.7%
Empty nesters and retirees (60 to 69)	6,009	9.9	7,317	11.5%	7,627	10.2%	8,119	9.8%	802	13.3%
Seniors (70 to 84)	5,103	8.4	6,151	9.6%	8,189	11.0%	9,535	11.5%	3,384	66.3%
Elderly aged (85 and over)	1,251	2.1	1,484	2.3%	2,009	2.7%	2,768	3.3%	1,284	102.6%
Total	60,442	100	63,842	100.0%	74,475	100.0%	83,236	100.0%	19,394	32.1%

Table E.2: Actual and Projected Population Age Profile, City of Greater Shepparton, 2011 – 2036

Source: Greater Shepparton Community Profile and Population Forecast. Accessed 27 February 2018

Shepparton Urban Centre	2011		2016		2026		2036		Change 2016 - 2036	
	No.	%	No.	96	No.	%	No.	96	No.	96
Babies and pre-schoolers (0 to 4)	2,593	7.4%	2,748	7.3%	3,462	7.5%	3,848	7.3%	1,100	40.0%
Primary schoolers (5 to 11)	3,377	9.7%	3,676	9.7%	4,673	10.1%	5,216	9.9%	1,540	41.9%
Secondary schoolers (12 to 17)	3,089	8.9%	3,056	8.1%	3,661	7.9%	4,167	7.9%	1,111	36.4%
Tertiary education and independence (18 to 24)	3,258	9.4%	3,201	8.5%	3,977	8.6%	4,519	8.6%	1,318	41.2%
Young workforce (25 to 34)	4,525	13.0%	5,193	13.7%	6,243	13.5%	6,855	13.0%	1,662	32.0%
Parents and homebuilders (35 to 49)	6,957	20.0%	7,024	18.6%	8,821	19.1%	10,158	19.3%	3,134	44.6%
Older workers and pre-retirees (50 to 59)	4,137	11.9%	4,524	12.0%	5,062	11.0%	5,724	10.9%	1,200	26.5%
Empty nesters and retirees (60 to 69)	3,038	8.7%	3,852	10.2%	4,144	9.0%	4,781	9.1%	929	24.1%
Seniors (70 to 84)	3,061	8.8%	3,578	9.5%	4,706	10.2%	5,574	10.6%	1,996	55.8%
Elderly aged (85 and over)	784	2.3%	994	2.6%	1,360	2.9%	1,880	3.6%	886	89.1%
Total	34,819	100	37,846	100.0%	46,109	100.0%	52,722	100.0%	14,876	39.3%

Table E.3: Actual and Projected Population Age Profile, Urban Centre of Greater Shepparton, 2011 – 2036 Source: Greater Shepparton Community Profile and Population Forecast. Accessed 27 February 2018

Household Income Profile

		2006	2011	2016
Greater Shepparton	Lowest Quartile	28.2	30.2	30.4
	Medium Lowest Quartile	28.2	29.7	29.3
	Medium Highest Quartile	16.5	24.8	24
	Highest Quartile	17.1	15.4	16.3
Urban Centre	Lowest Quartile	29	30.8	30.7
	Medium Lowest Quartile	28.6	29.3	29.7
	Medium Highest Quartile	25.2	24	24
	Highest Quartile	17.2	15.9	16.3
Regional Victoria	Lowest Quartile			31.9
	Medium Lowest Quartile	7		29.0
	Medium Highest Quartile	7		23.0
	Highest Quartile	1		16.1

Table E.4: Household Income Profile, City of Greater Shepparton, Urban Centre of Greater Shepparton, and Regional Victoria, 2016 – 2016

Source: Greater Shepparton Community Profile. Accessed 27 February 2018

Education Levels

		2006	2011	2016
Greater Shepparton	Completed Year 12 or Equivalent	29.6	32.9	36.1
	Vocational Training	14.6	18.6	19.9
	Advanced Diploma or Diploma	5.5	6.3	7.7
	Bachelor or Higher Degree	9.9	10.5	12.2
Urban Centre	Completed Year 12 or Equivalent	31.1	34.6	38.1
	Vocational Training	16.3	18.1	18.9
	Advanced Diploma or Diploma	5.4	6.4	7.6
	Bachelor or Higher Degree	9.9	10.8	13.5
Regional Victoria	Completed Year 12 or Equivalent			38.9
	Vocational Training			22.0
	Advanced Diploma or Diploma			8.5
	Bachelor or Higher Degree			14.5

Table E.5: Education Levels, City of Greater Shepparton, Urban Centre of Greater Shepparton, and Regional Victoria, 2006 – 2016

Source: Greater Shepparton Community Profile. Accessed 27 February 2018

Diversity

		2006	2011	2016
Greater Shepparton	Born overseas	10.8	13.1	14.8
	Non-English-speaking background	7.7	9.9	11.5
	Arrived within the last 5 years	13.4	27	25.8
	Identify as Aboriginal or Torres Strait Islander	3.2	3,5	3.4
Urban Centre	Born overseas	12.4	16.1	17.2
	Non-English-speaking background	9.4	12.8	13.8
	Arrived within the last 5 years	15.8	33.2	29.6
	Identify as Aboriginal or Torres Strait Islander			3.5
Regional Victoria	Born overseas			11
	Non-English-speaking background			6.1
	Arrived within the last 5 years			14.9
	Identify as Aboriginal or Torres Strait Islander			1.6

Table E.6: Education Levels, City of Greater Shepparton, Urban Centre of Greater Shepparton, and Regional Victoria, 2006 – 2016

Source: Greater Shepparton Community Profile. Accessed 27 February 2018

Appendix E Detailed Consultation Results

Princess Park Future Directions Plan Results from Survey of Clubs, Associations and Organisations

In total only 6 organisations completed the survey, with 2 surveys being received two different departments from the City of Greater Shepparton. The surveys were completed by:

- Shepparton Primary Schools Sports Association
- · Greater Shepparton City Council
- AFL Goulburn Murray
- Shepparton Runners Club
- Shepparton Swans Football Netball Club
- Shepparton and Youth United Cricket Club.

Key questions asked were:

- · What are the strengths of Princess Park
- What are the limitations of Princess Park
- · What are the strengths of your club
- · What are the limitations of your club
- · What would your club, association or organisation like to do if it could
- . What are the priorities for your club in the next 2 years and 5 years
- . What does your organisation believe should be the priorities for Princess Park in the next 2 and 5 years

Clubs were also invited to provide any additional information or comments.

Note: the number beside each response denotes the number of times this response was selected.

Strengths of Princess Park

- Player off-field facilities eg change rooms, clubrooms 1
- Sport on-field facilities eg. oval surface, netball courts, cricket pitch 5
- Major events held at the Park 3
- · Relationship with Council land owner and manager 3
- · Availability of facilities to service event needs at Princess Park 2
- Other central location to CBD 1

Limitations of Princess Park

- Player off-field facilities eg change rooms, clubrooms 6
- · Sport on-field facilities eg. oval surface, netball courts, cricket pitch 1
- Major events held at the Reserve 2
- Relationship with Council land owner and manager 1
- Availability of facilities to service event needs at Princess Park 3
- Other Only one Netball Victoria approved Netball court 1 and Visitor changerooms (cricket rooms) need a major upgrade. The back field (McGregor) needs to be reconfigured to allow for more use 1.

Strengths of Your Club / Association / Organisation

- The makeup and capacity of the Club committee 3
- Governance of your Club 2
- Support volunteers eg coaches, parent involvement 1
- Player participation 2
- Financial stability of the club 3
- Capacity and willingness to run other programs eg female participation, juniors 4
- Other Providing support to the users 1

Limitations of Your Club / association / Organisation

- Support volunteers eg coaches, parent involvement 2
- Player participation 3
- Financial stability of the club 1
- Other Usage of buildings by other users. Currently the Football club have rights to the large building giving the cricket club no room to expand their operations 1

What would your club / association / organisation like to do if it could in relation to participation, capacity and facilities

Participation

- Hold more events
- Increase opportunities for participation in football by having the ability to use both ovals, this would allow 2
 games to be played at the same time cutting down on the need to find other venues and limiting the number
 of volunteers to run canteen etc.,
- · recruit more junior and senior players and volunteers
- · Limited ground space, second field upgrade
- · Lighting on McGregor oval would increase participation
- develop a Youth Girls football team

Capacity

- We can't cater for a large number of participants
- The club would like to have the ability to hold more major events at Princess Park for example Mad Cow Mud
 run, Car Shows and Finals Football, these types of events assist the clubs in being sustainable and without
 them make fund raising more difficult.
- current change rooms in need of replacing as not big enough and of rundown condition
 Practice nets need expanding to accommodate current numbers
- · Making the back field bigger for hosting higher quality events
- · No capacity to hold football finals due to the area not being fenced off
- Host GVL finals

Facilities

- Old club rooms
- The club would like to have a multi user function center that could cater for up to 250 people, complete with kitchen, bar and toilet facilities upstairs while down stairs would include separate male and female change facilities, canteen and bar outlets a
- · little or no facilities prevent female participation. Current male players unwilling to bring partners to facilities
- Raw water connection Budget
- Multi-Purpose building available to the public for different uses.
- Fence the perimeter to allow the venue to host finals. This is a big deterrent for the club and always has the venue being 'second fiddle' to Deakin Reserve and other venues in GSCC

Club / Association / Organisation Priorities

	Next 2 Years	Next 5 Years
Priority 1	 More members. Woman's football team, starting with an under 18 team before working into other levels and age groups as competitions grow in the region. This will give girls in Shepparton an opportunity to play this fast-growing sport. Of equal priority - replace change rooms and have a designated kitchen area for afternoom tea / expand practice nets. Upgrade visitor (cricket) changerooms. Community Club Sustainability Program - player points and salary cap. 	
Priority 2	 Improve facilities. To have the ability to play football on the back oval, this will allow the club to play multiple games whether it be junior football woman's football or host large events that require the two ovals. Revamp McGregor oval to make level and improve drainage. Set up a user group for the site. Club facility grants program 	Improve facilities. Have the ability to host football finals which will help the club continue to compete in the
Priority 3	 Promoting the club. An under 15s GVL netball team, this is in line with the GVLs plans to expand the current competition possible as soon as 2018. This would present some challenges as there is only one court that meets Netball Victoria standards. Sightscreens to aid safety for players as tree 	life to come together in a club environment that demonstrates and encourages young people how to become fine members of the community through inclusion and involvement in a Football Netball club.

35

	around perimeter of oval sometimes make		a min so community can be involved in
	ball hard to see.		activity in centre of Shepparton.
-	Fencing the facility.	-	Upgrade irrigation system.
-	Club sustainability - junior development and	-	Facility audits and a strategy for all venues
	player numbers.		

Priorities for Princess Park

		Next 2 Years	Next 5 Years
Priority 1	-	Modernise facilities. Completion of fencing around Princess Park, currently there are large areas that are not fenced meaning we have no control over who can enter the ground during and event. It is for this reason the GVL will not allow us to host any finals at Princess Park. Multi user building to cater for female and male and all ability players, juniors and seniors incorporating change /storage/medical and social areas. Irrigation System Renewal - Improve and reconnect to the Raw water source. Upgrade visitor (cricket) changerooms of build a multi-use facility with change rooms. Fence the venue.	 Improve facilities. A modern sporting and community facility incorporating Multi user club rooms/function centre, male and female change rooms, canteen and bar facilities. A children's playground facility, two functional ovals with a quality surface for all sports, two Netball courts. McGregor Oval upgrade. Upgrade visitor (cricket) changerooms of build a multi-use facility with change rooms. Fence the venue.
Priority 2		Control flooding A new multi user community facility that could cater for up to 250 people, complete with kitchen, bar and toilet facilities upstairs while down stairs would include separate male and female change facilities, canteen and bar outlets as well as public toilets. Revamp McGregor oval to make level and suitable for cricket and football and other sports use. Visitor change room - Cricket Club room - Upgrade - Doesn't meet standard. User group for the site. Netball courts.	 Control flooding Sealed car parking area for princess park uses but also for the use of the general public during the week taking the strain off the CBD parking and catering for the overflow that is already taking its toll on the grassed area to the east of the main oval. McGregor oval revamp. Roadway surfaces. Reconfigure McGregor oval to make it more user friendly. Resurface the netball courts.
Priority 3		Improve roads. Realignment of the Netball and cricket practice wickets so the back oval can be used for football and cricket again. In doing this the netball courts could be set up so they have direct access to the new change rooms and the upstairs facility looked over Lighting of Riordan oval to make use of evening times for football and cricket and other sports events.	 Improve roads. Incorporate the upgrade of the backwater of the Goulburn river (Jaycee Park) into the Princess Park plan so the two come together and provide a modern multiuser space for the whole community including current and future tenants of princess park. Overall drainage improvement plan. Continued spectator improvements. Fencing the facility.

36

-	Lighting - Upgrade, Possible lighting on the	-	Provide a suitable alternative to Deakin
	second field.		Reserve as a major facility in GSCC.
-	Upgrade irrigation system.		
-	Update scoreboard to decrease volunteer		
	workload.		
_	Improved car parking.		

Princess Park Future Directions Plan – Workshop Notes Workshop held 9 August 2017

Activity 1 - Aspirations

Participants were asked to identify the words or phrases that best describe their future aspiration or vision for Princess Park Reserve. The following was identified:

- Maintain and improve the current status as a vibrant modern and attractive multi-purpose sporting and
 community venue in a unique setting with links to the wider river and CBD precinct. With a hive of activity,
 the venue will provide for Club level activity, particularly for AFL, Netball, Running and Cricket, host of major
 cricket events, and a destination for other community activity eg: markets and informal and passive
 recreation.
- 2. Use and development of the site:
 - · Maximise the development of complimentary and shared use infrastructure and opportunities on the site
 - Maximise use of the site's broader environment increasing community passive and active recreation use, with links to the CBD and broader river network

Activity 2 - Strengths, Constraints and Opportunities

INFRASTRUCTURE				
	Strengths	Constraints	Opportunities	
Profile	Centrally located in the Shepparton CBD. The Reserve is located in a unique natural setting along-side the Goulburn River Precinct.	Parking and accessibility is limited. The site facilities do not adequately cater for increasing passive and informal recreation needs of the community as part of the wider river precinct.	 Develop as a Regional community facility catering for local sports events including finals major cricket events, community events and informal and passive recreation. 	
Facilities	 Condition of main oval (which receives regular maintenance by Council). Turf pitches. 	 Both ovals have drainage issues near timekeeper's box. Spectator facilities limited, not up to an acceptable standard and spectators on the south side look into the sun. Only 1 netball court, with a second aged warm up court affected by tree roots. Not sufficient cricket nets No female friendly facilities (including change rooms and umpire rooms) The site has several single use older facilities. Public toilets – poor amenity and condition. Current infrastructure looking tired and outdated. 	 Shift main oval to the west providing enough room for development of the second oval to full size with lights. Construct new netball courts at the northern end of the Reserve. Create shared use trail loops off the levee bank. Replace all existing Club facilities, with a new multi- purpose development at the northern end of the main oval servicing the two ovals and netball courts. Allow facilities and change rooms to be available to casual users encouraging maximum use. Increased shelter/shade and spectator viewing Consider public toilets as part of the redevelopment plan for facilities at the reserve. 	

	Strengths	Constraints	Opportunities
Surrounds	Unique natural environment setting. Links to the broader Goulburn River	 No facilities or spaces catering for increasing demand for informal and passive recreation. 	 Improve access and safety around ground eg. Seal surrounds.
	Precinct and CBD.		 Water storage for re-use.
			 Develop facilities catering for passive and informal community recreation use and events such as markets.
MANAGEMENT	AND USE		
Profile	Council maintaining as a 4-star venue. Better situated than most regional competitors' due to reserve being located within the CBD and river Precinct.		Major events and entertainment opportunities providing economic development for the region.
	 Strong history with Club presence at the Reserve. 		
Governance	Council manage ovals and surrounds. Occupants manage clubroom facilities and sports facilities such as netball courts and		 Establish a user group that meets regularly to work collaboratively in the planning and development of the reserve and its use.
	cricket nets/wickets.		 User groups being more actively involved in managing the site through a structure such as an advisory group.
Use	 Four user groups, football, netball, cricket and running. 	 Need ability to generate own income which is partly limited to available facilities. 	 Increase use during the day eg use of meeting rooms and function facilities.
	 Clubs have strong identities within the community and as key users of the site. 		 Increase informal and passive recreation use. Increase the ability for shared use of facilities.

	Strengths	Constraints	Opportunities
Facilities	Council undertaking turf management and looking after the surface of both ovals.	 Second oval too small to use for anything except training. 	 Plan the reserve to better cater for the needs of sporting users, informal and passive
	Council manage maintenance of surrounds.	 One netball court for training limits use as second netball court not safe due to tree root 	recreation and broader community use such as markets and day time use.
	Clubs manage facilities and support	damage.	 Redevelop facilities with a planned approach that establishes the reserve as an active and
	infrastructure specific to their use. - Some sharing of facilities where possible	 Runners Club required to use streets for some events. 	vibrant facility within the CBD.
	between user groups and outside use.	 Fire and flood regulations required to be fulfilled in any future development which will be costly. 	

Princess Park Future Directions Plan Discussion with the Italian Social Club

Discussions were held with the Italian Social Club to understand their aspirations for the facility they use in Princess Park. The following information was gathered about the Club through this discussion:

- · They been at the current location for about 54 years
- They have approximately 80-100 members and offer free memberships to elderly pensioners who cannot
 afford the fee
- · Their members range from 18 year olds to 90 year olds
- They are experiencing some challenges generating interest from young members in bocce and are thinking of other options for the use of the bocce runs, possibly indoor bowls
- They are quite an active social club with regular events and also offer meals at discounted rates
- They currently have a User Agreement for the space with no end date and Council have been unable to
 move them onto a lease because DELWP will only offer at 21 year lease. The Italian Social Club own the
 building and the land is DELWP owned/Council managed land.

As part of the discussions the notion of Council potentially using part of their fenced off carpark area for additional full access carparks was explored. The Club is willing to explore this further as they experience some difficulties with people jumping the fence to avoid paying on AFL game days and damaging the current fence.

Princess Park Future Directions Plan Resident and Business Survey Results

Home occupiers and businesses within a 3 block radius of Princess Park were invited to complete a survey to share their views and aspirations for the Park. The response to this survey was very low with only 6 surveys completed.

Key questions asked through the survey were:

- What do you value most about Princess Park?
- What are the challenges or limitations of Princess Park?
- What is important to include in a vision for Princess Park
- What would you like to see changed or improved at PP in the next 5 10 years

In relation to the question what do you value most about Princess Park, survey residents were provided with a drop-down list to select from, but could also provide additional comments under other. The results were:

- 4 survey respondents selected informal recreation spaces
- 3 survey respondents selected location close to my home
- 3 survey respondents selected aesthetic and natural environment
- 2 survey respondents selected the formal sport and recreation on-field facilities
- 1 survey respondents selected activities and events held at Princess Park
- · 1 survey respondent identified under other, walking tracks around the outside of the park, with the lights.

In relation to the question what are the challenges or limitations of Princess Park, survey residents were provided with a drop-down list to select from, but could also provide additional comments under other. The results were:

- · 2 survey respondents selected aesthetic and natural environment
- · 2 survey respondents selected activities and events held at Princess Park
- · 1 survey respondent selected aging infrastructure
- 1 survey respondent selected informal recreation spaces
- 1 survey respondent selected the location is close to the central business area
- 1 survey respondents selected the formal sport and recreation on-field facilities
- 1 survey respondent identified under other, sometimes the football club lock the gate at the back and
 forget to unlock it and we walk the same route everyday with our dogs and this causes issues and as a
 female I feel that if it is locked I am somewhat trapped if anyone tries to attack me, my exit is locked

In relation to the question what is important to include in a vision for Princess Park, the following responses were received:

- Community events: While I think it's important to maintain formal sporting events, I think I it would be
 great to see more community events, not all necessarily focussed on sport. I also think the state of some
 of the facilities needs to be closely looked at.
- Community events, informal recreation infrastructure, and support infrastructure: Princess Park is in an
 ideal location to host community events, close to town and surrounded by a natural environment.
 Support infrastructure such as modern toilet facilities, signage and shelter structures would enhance this
 area and is necessary for community events.
- · Sports infrastructure: Better looking club and change room facilities.
- This area will now compete with the new sports precinct and devolve to simply a football/netball club
 with occasional sporting events. It needs to be transformed into a community hub and several issues need
 resolving; flooding of lower oval, flooding behind Italian Social Club, car parking behind Italian Social Club
 needs to be resolved formally, and the under-utilisation of the Italian Social Club needs a transformation
- Informal recreation infrastructure / spaces: Off lead dog park?? as it is away from major roads and loads
 of parking, make sure the lights are always in working order, maybe paint a line down the middle of the
 walking track to try and remind people to keep left!

In relation to the question, what would you like to see changed or improved at Princess Park in the next 5-10 years, the following feedback was received:

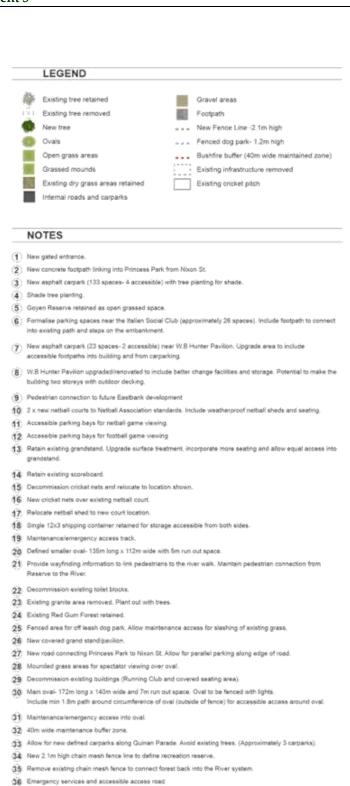
- Upgraded / additional infrastructure
- Upgrade of existing facilities
- · Off road tracks for cyclists and hikers in the surrounding area maintained
- The entrance area to the park is unattractive and could be greatly improved
- Advantage should be taken of the natural resources such as bushland and native wildlife, to create a themed parkland
- Improve and increase the back oval for better usage
- · Car parking for Weekday people when the grounds are not used
- · Resolve car parking
- Fix the flooding
- · Turn the Italian Social Club into a community hub lease negotiations
- Fix the issue of people living there in campervans
- · More trees planting, I notice that has happened but even more great work!
- More police checking the area, kids on motor bikes nearly run me down on the walking track
- Maybe demolish the toliets, clean up the area
- Try and stop people dumping rubbish down there
- Stop cars going down the back of the river.

Survey respondents were also able to provide any additional comments or suggestions they may have about Princess Park and the following was received:

- Any facilities/upgrades should complement the natural environment of this area. Princess Park is well
 used and appreciated by non-sporting members of the community, e.g bike riders, joggers, walkers and
 dog owners. The park flows naturally from the town centre, while having such close proximity to the CBD
 it is also a wonderful habitat for our native plants and wild life.
- · Development of a multicultural sporting precinct clubrooms in the area behind the Italian Social Club
- Do not make it a car park!
- We need a massive multi deck in the town for all the all-day parking people, they will need to pay for this, like other big towns, and all other parks to be 1-2 hours.
- In Marungi street, please make some street parking 1 or 2 hours, People find it very difficult to visit me during council hours, as there is nowhere to park, if our gate is shut.
- Also, the parks in the middle of the road half way down need to be stepped back so that you can see
 oncoming cars when you are doing a u turn, which I have to do every day to get out of our street and go
 towards the town and I have nearly been wiped out numerous times as you have to get half your car out
 to see what is coming.
- Hoons are a major problem around the area, maybe council could put speed humps down Marungi and Quinnan Parade to slow people down.

ass areas for ga

Shelter







(0) Double sided spectators shelter. 41) 2x2m Pump shed with CFA access.

39: Lockable storage shed (shipping container 12x3) and location for cricket roller storage

305126LMP101

37) Pedestrian gate 38: Vehicle gate



11/01/2019

PB/ BD

2 OF 3



Total amount of building footprints removed - approximately 675:n2. The footprint of the removed building will be used in the extension of the W.B. Hunter Pavilion.

Approximate amount of defined carparks- 193 including 12 accessible

Total amount of trees removed - approximately 30 Total amount of proposed new trees - 135

- 166 -



Minutes - Ordinary Council Meeting – 19 February 2019

Page 1 of 15

Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062) Area: Shepparton

Asset Id - Location: B1220 - Princess Park Interchange Shelter in between Coaches

Date: 13/10/2017

Feature Type: BU-Facility Contract Area: BU-Buildings

Officer: John Gribben

Batch: 171329 - Inspection Batch Route: BU-Cond Surv Princess Park

Asset No: 1,500.00

Observation Type Code Grade Score BUOC Building is in good condition. And, while small **BU-Building Overall Condition** Good 4.0000 and not very appealing, it is adequately meeting the needs for which it was built. **BU-Ceiling Condition BUCE** 4.0000 Colorbond in good condition. Good

BU-Fitout Condition BUFI Excellent .0000 N/A N/A (Dirt) **BU-Floor Condition BUFC** Excellent .0000 **BU-Internal Wall Condition** BUIC Excellent .0000 N/A N/A **BU-Mechanical Condition BUMC** Excellent .0000 **BU-Roof Cladding Condition BURC** Moderate 5.0000 Colorbond in good condition. **BU-Roof Structure Condition BURT** Good 3.0000 Light steel frame. **BU-Wall Condition BUWC** Moderate 5.0000 Colorbond in good condition.







Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062) Area: Shepparton

Asset No: 1,501.00 Asset Id - Location: B1223 - Princess Park Spectator Shelter Southern End Western

Feature Type: BU-Facility

Contract Area: BU-Buildings

Batch: 199174 - Inspection Batch

oute: BU-Cond Surv Princess Par	k Off	icer: John Gribben	Date : 29	/11/2017
Observation Type	Code	Grade	Score	Notes
BU-Building Overall Condition	BUOC	Good	3.0000	Reasonably new structure in very good condition.
BU-Ceiling Condition	BUCE	Excellent	.0000	N/A
BU-Fitout Condition	BUFI	Good	3.0000	New seating inside
BU-Floor Condition	BUFC	Good	3.0000	Concrete floor
BU-Internal Wall Condition	BUIC	Excellent	.0000	N/A
BU-Mechanical Condition	BUMC	Excellent	.0000	N/A
BU-Roof Cladding Condition	BURC	Excellent	2.0000	As new iron roof.
BU-Roof Structure Condition	BURT	Good	3.0000	As new steel structure, with some minor painting needed.
BU-Wall Condition	BUWC	Excellent	2.0000	As new corrigated iron walls.







Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062) Area: Shepparton

Asset No: 1,502.00 Asset Id - Location: B1221 - Princess Park Coaches Box Southern End Eastern Side

Feature Type: BU-Facility Contract Area: BU-Buildings

Officer: John Gribben

Batch: 171319 - Inspection Batch Route: BU-Cond Surv Princess Park

Observation Type	Code	Grade	Score	Notes
BU-Building Overall Condition	BUOC	Moderate	5.0000	Building is generally in good condition, but some structural steel posts need to be painted to prevent further rusting.
BU-Ceiling Condition	BUCE	Excellent	.0000	N/A ((Galvanised ironj)
BU-Fitout Condition	BUFI	Good	4.0000	Fixed galvanised and timber seating.
BU-Floor Condition	BUFC	Good	3.0000	Concrete.
BU-Internal Wall Condition	BUIC	Excellent	.0000	N/A
BU-Mechanical Condition	BUMC	Excellent	.0000	N/A
BU-Roof Cladding Condition	BURC	Good	3.0000	Concrete roof in good condition.
BU-Roof Structure Condition	BURT	Moderate	6.0000	Iron posts are starting to rust.
BU-Wall Condition	BUWC	Excellent	2.0000	Brick walls in very good condition.

Date: 13/10/2017





Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

Area: Shepparton

Asset Id - Location: B1222 - Princess Park Coaches Box Southern End Western Side

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 171333 - Inspection Batch

Route: BU-Cond Surv Princess Park Officer: John Gribben Date: 13/10/2017 **Observation Type** Code Grade Score **BU-Building Overall Condition BUOC** Moderate 5.0000 Building is in good condition, but rust is starting to show on some of the structural steel posts on the lower level. BUCE 3.0000 Galvanised iron in good condition. **BU-Ceiling Condition** Good **BU-Fitout Condition** BUFI Good 4.0000 Fixed galvanised iron and timber seating in good condition. **BU-Floor Condition BUFC** Good 3.0000 Concrete in good condition. **BU-Internal Wall Condition** BUIC Excellent .0000 N/A **BU-Mechanical Condition BUMC** Excellent .0000 **BU-Roof Cladding Condition BURC** Good 3.0000 New structure placed on top of the concrete roof of the coaches box. The roof of this structurein colorbond, and in very good condition. **BU-Roof Structure Condition BURT** New structure placed on the concrete roof of Moderate 6.0000 the coaches bloc is in very good condition, but structural steel posts for the lower structure are in need of painting to prevent further rusting. Given the structure above, this should be addressed in the next few years. **BU-Wall Condition BUWC** Brick and colorbond walls in very good Good 3.0000 condition,











Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062) Area: Shepparton

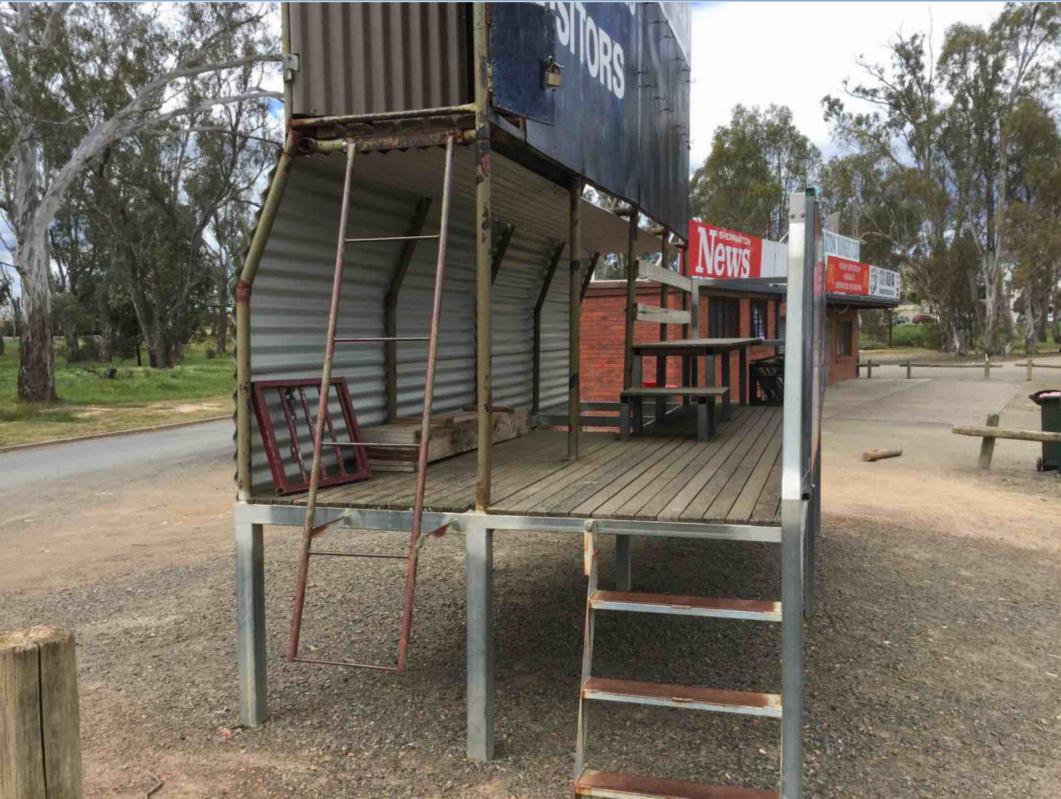
Asset No: 1,504.00 Asset Id - Location: B1224 - Princess Park Scoreboard Northern End

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 172363 - Inspection Batch

oute: BU-Cond Surv Princess Park Officer: John Gribben			Date: 13/10/2017	
Observation Type	Code	Grade	Score	Notes
BU-Building Overall Condition	BUOC	Good	4.0000	Structure is generally in good condition, but some of the steelwork is showing signs of surface rust.
BU-Ceiling Condition	BUCE	Excellent	.0000	N/A (Steel roofing)
BU-Fitout Condition	BUFI	Excellent	.0000	N/A
BU-Floor Condition	BUFC	Good	4.0000	Timber decking is exposed to weather but appears in good condition.
BU-Internal Wall Condition	BUIC	Excellent	.0000	N/A
BU-Mechanical Condition	BUMC	Not Applicable	.0000	N/A
BU-Roof Cladding Condition	BURC	Good	3.0000	Colorbond and iron roof in good condition.
BU-Roof Structure Condition	BURT	Moderate	5.0000	Steel in good condition, but starting to show signs of surface rust.
BU-Wall Condition	BUWC	Excellent	.0000	N/A











Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062) Area: Shepparton

Asset No: 1,505.00 Asset Id - Location: B1225 - Princess Park Ticket Box Quinan Parade Entry

Feature Type: BU-Facility Contract Area: BU-Buildings

Officer: John Gribben

Batch: 172445 - Inspection Batch Route: BU-Cond Surv Princess Park

Observation Type Code Grade Score Notes

Date: 13/10/2017

BU-Building Overall Condition	BUOC	Good	3.0000	Small building in very good condition.
BU-Ceiling Condition	BUCE	Excellent	.0000	N/A (iron roof)
BU-Fitout Condition	BUFI	Excellent	2.0000	Stainless steel bench in very good condition.
BU-Floor Condition	BUFC	Good	3.0000	Concrete floor in very good condition.
BU-Internal Wall Condition	BUIC	Excellent	.0000	N/A
BU-Mechanical Condition	BUMC	Excellent	.0000	N/A
BU-Roof Cladding Condition	BURC	Good	3.0000	Colorbond roof in very good condition.
BU-Roof Structure Condition	BURT	Good	3.0000	Steel structure in very good condition.
BU-Wall Condition	BUWC	Good	3.0000	Colorbond walls in ver good condition.







Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

Area: Shepparton

Asset No: 1,506.00 Asset Id - Location: B0492 - Princess Park Structure Shelter Building (Western Netba

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 199222 - Inspection Batch

Route: BU-Cond Surv Princess Park Officer: John Gribben Date: 29/11/2017 **Observation Type** Code Grade Score Shelter is in excellent condition. **BU-Building Overall Condition BUOC** Good 3.0000 **BU-Ceiling Condition BUCE** Excellent .0000 N/A **BU-Fitout Condition** BUFI Secondhand seating installed inside, but in Good 4.0000 good condition. Concrete floor **BU-Floor Condition BUFC** 3.0000 Good **BU-Internal Wall Condition** BUIC Excellent .0000 N/A **BU-Mechanical Condition BUMC** Excellent .0000 N/A **BURC** Excellent 2.0000 As new iron roof. **BU-Roof Cladding Condition BU-Roof Structure Condition BURT** Excellent 1.0000 As new steel structure. **BU-Wall Condition BUWC** Excellent 1.0000 Colorbond walls are as new.









Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062) Area: Shepparton

Asset No: 1,507.00 Asset Id - Location: B0493 - Princess Park Shed (Eastern Netball Court)Maude Stree

Feature Type: BU-Facility Contract Area: BU-Buildings

Officer: John Gribben

Batch: 199195 - Inspection Batch Route: BU-Cond Surv Princess Park

Observation Type Code Grade Score **BU-Building Overall Condition BUOC** Moderate 5.0000 Shed appears to be in good condition. **BU-Ceiling Condition BUCE** Excellent .0000 N/A **BU-Fitout Condition** Excellent BUFI .0000 N/A **BU-Floor Condition BUFC** Good 3.0000 Concrete floor.

Date: 29/11/2017

properly.









Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

Area: Shepparton

Asset No: 1,005,000.00 Asset Id - Location: B0359 - Princess ParkPrincess Park - Football ClubroomsQuina

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 252353 - Inspection Batch

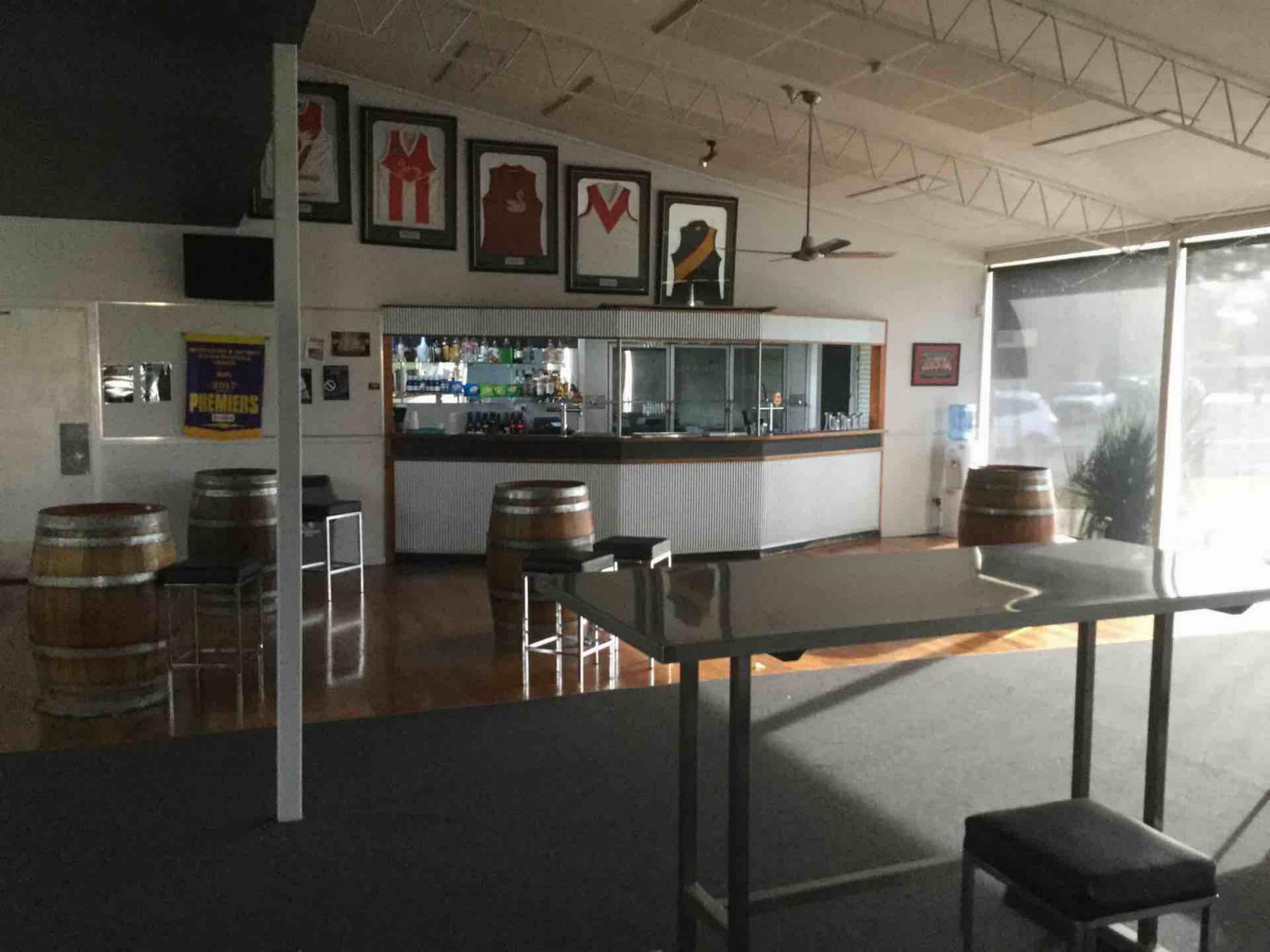
Route: BU-Cond Surv Princess Park Officer: John Gribben Date: 28/03/2018 **Observation Type** Code Grade Score The front/new half of the Pavillion appears to **BU-Building Overall Condition BUOC** Good 3.0000 be in an excellent condition and is well maintained. BUCE 3.0000 Ceiling is in a very good condition. **BU-Ceiling Condition** Good **BU-Fitout Condition** BUFI Good 3.0000 An excellent fitout for the bar and kitchen. Appears very functional and well used. **BU-Floor Condition BUFC** Good 3.0000 New carpet, well maintained floor tiles in kitchen etc. **BU-Internal Wall Condition** BUIC Internal walls appear to be in excellent Good 3.0000 condition. **BU-Mechanical Condition BUMC** 3.0000 New split system in are next to bar. Good **BU-Roof Cladding Condition BURC** Good 4.0000 Original roof cladding, but appears to be in excellent condition. **BU-Roof Structure Condition BURT** 3.0000 Original roof structure appears to be in Good excellent condition. **BU-Wall Condition BUWC** Good 3.0000 Walls have been externally painted in recent years, with few minor cracks showing.

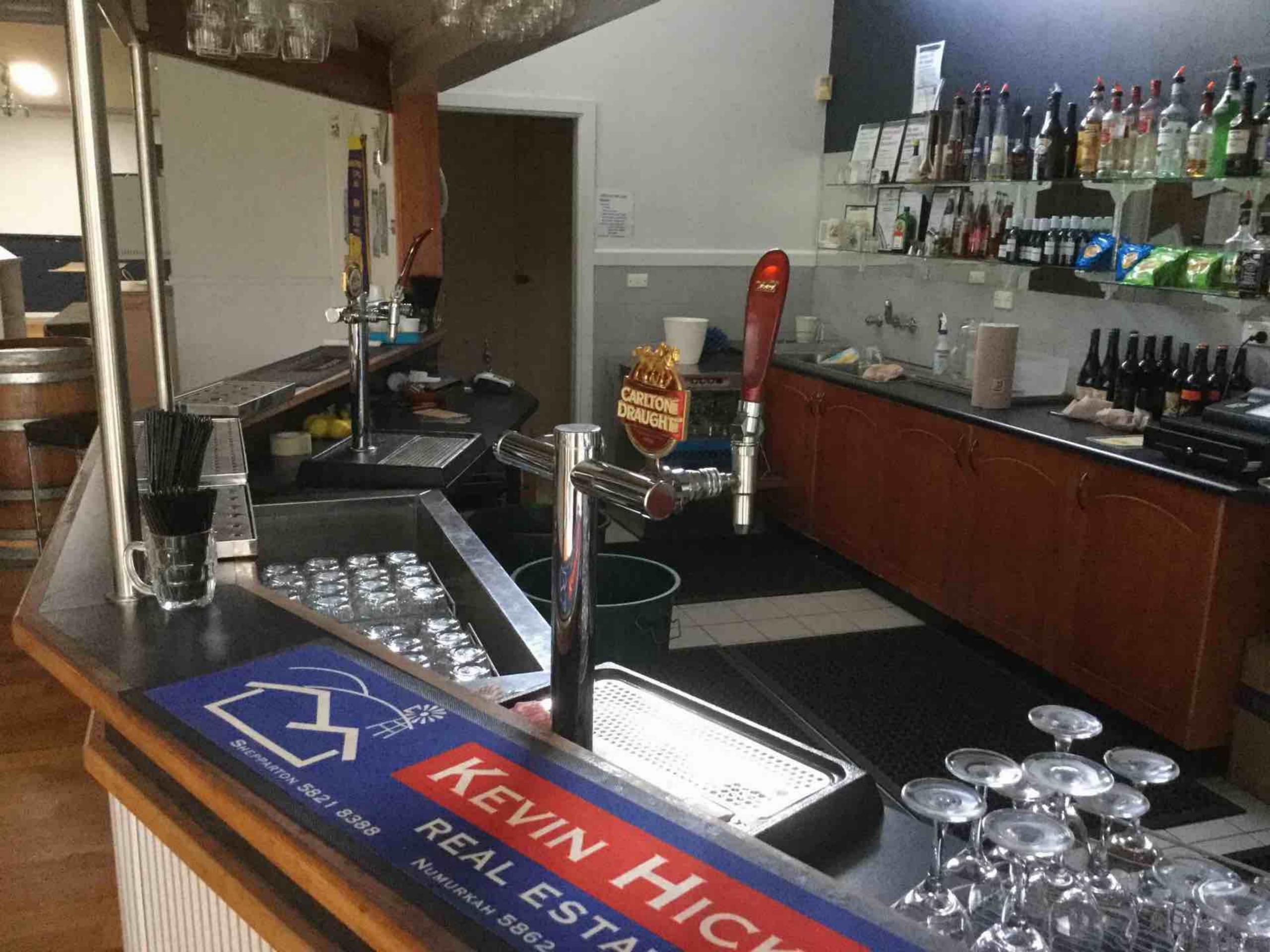




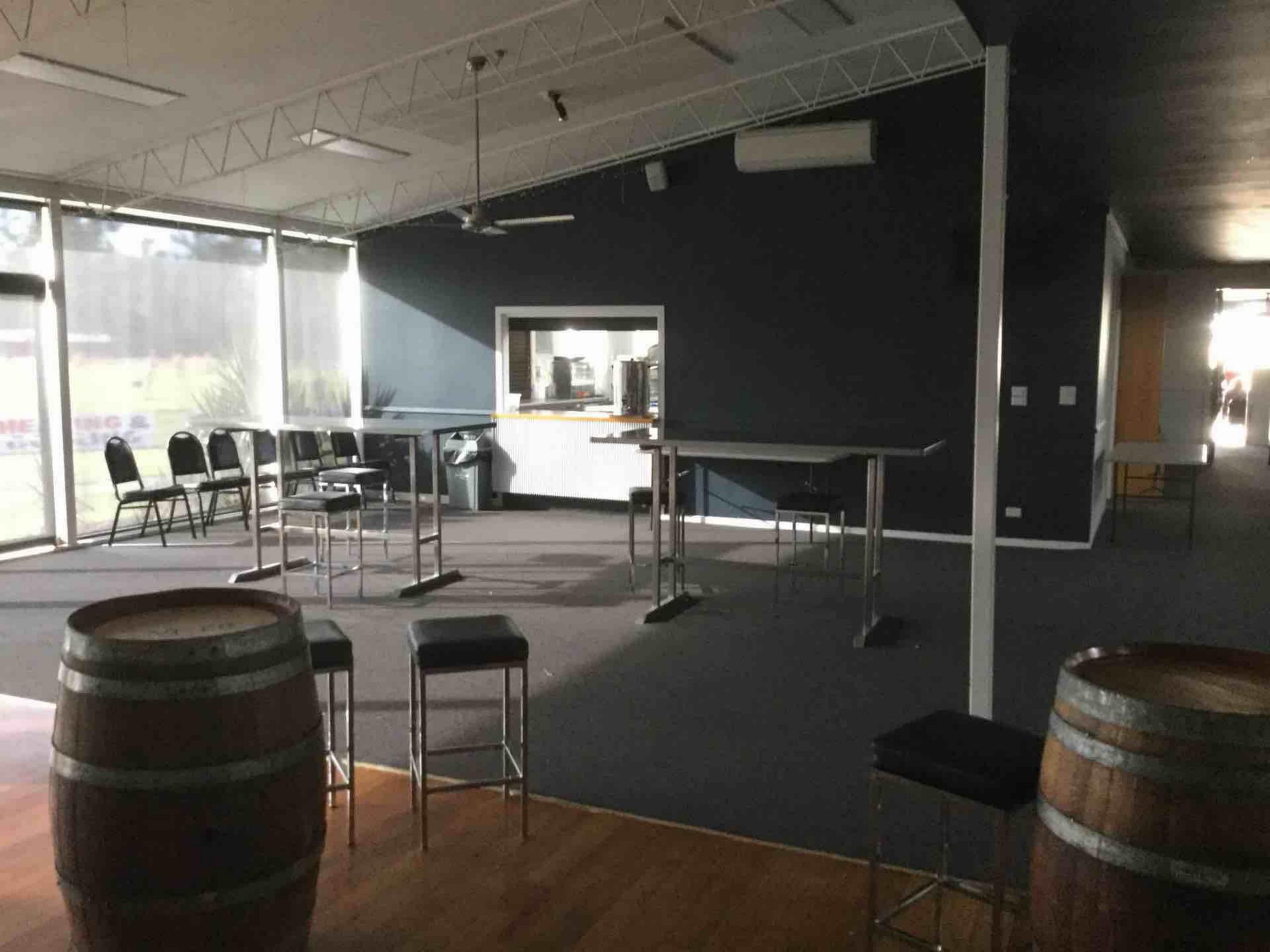


















Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062) Area: Shepparton

Asset No: 1,005,001.00 Asset Id - Location: B0363 - Public Toilets, Princess Park, Quinan Parade, Shepparte

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 172440 - Inspection Batch

oute: BU-Cond Surv Princess Park	Officer: John Gribben		Date : 13/10/2017	
Observation Type	Code	Grade	Score	Notes
BU-Building Overall Condition	BUOC	Good	4.0000	Building is not as well kept as some other places, but it is generally in good condition. Note - The toilet does not provide toilets for the disabled.
BU-Ceiling Condition	BUCE	Good	4.0000	Iron ceiling/roof in good condition.
BU-Fitout Condition	BUFI	Moderate	5.0000	Plumbing fixtures are old, and in need of some maintenance, but generally in good condition.
BU-Floor Condition	BUFC	Good	4.0000	Concrete floor in good condition.
BU-Internal Wall Condition	BUIC	Good	4.0000	Brick walls in good condition.
BU-Mechanical Condition	BUMC	Excellent	.0000	N/A
BU-Roof Cladding Condition	BURC	Good	4.0000	Iron roofing generally in good condition.
BU-Roof Structure Condition	BURT	Good	4.0000	Steel and timber structure, generally in good condition.
BU-Wall Condition	BUWC	Good	4.0000	Brick walls generally in a good condition.



















Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

Area: Shepparton

Asset No: 1,005,002.00 Asset Id - Location: B0362 - Princess ParkPrincess Park - Bocce Club ClubroomsQu

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 194440 - Inspection Batch

Route: BU-Cond Surv Princess Park Officer: John Gribben Date: 3/11/2017 1 **Observation Type** Code Grade Score **BU-Building Overall Condition BUOC** Moderate 6.0000 Internally the building is in excellent condition, and is well maintained. The exterior of the building appears structurally sound, but because of surface rust on structural steel, and the different brick types that have been used when constructing the building, the aesthetics of the building is poor. Overall the building is a credit to the local Italian Community. **BU-Ceiling Condition BUCE** Good 4.0000 In the main function room the ceiling appears to be in very good condition. The kitchen and the bar area are in excellent **BU-Fitout Condition BUFI** Good 4.0000 condition and well maintained. The toilet fittings and fixtures appear well maintained and in good order, but appear to be much older than other fittings throughout. **BUFC** The carpet, parketry, and floor tiles appear to **BU-Floor Condition** Good 4.0000 be in very good condition, but some floor tiles are broken in the toilets, but do not appear to be causing a significant problem. **BU-Internal Wall Condition BUIC** Good 4.0000 Internal walls appear to be well maintained and in very good order. **BU-Mechanical Condition** BUMC Good 4.0000 Mechanical fixtures appear in good working order and well maintained. **BURC** Moderate The roof cladding appears to be in good order **BU-Roof Cladding Condition** 5.0000 and fit for purpose. Having said that, the building appears to have had sections added to it, and some of the materials used do not appear to match. This does not cause a problem for the integrity of the roof in the short term, but may become an issue over the longer term, noting that different profile roof gutters exist etc. **BU-Roof Structure Condition** BURT Moderate 6.0000 The roof structure appears very good structurally, but surface rust is now showing and starting to detract from the aesthetics of the building. **BU-Wall Condition BUWC** The building was constructed with different Poor 7.0000 brick types, that were, no doubt, generously donated by the local Italian Community. Structurally the bricks are fine, but the aesthetics of the different brick types does impact on the aesthetics of the building. Plus, some of the upper wall cladding above the bricks is in a poor state of disrepair. This is probably a minor issue for the people using the facility, but it does significantly detract

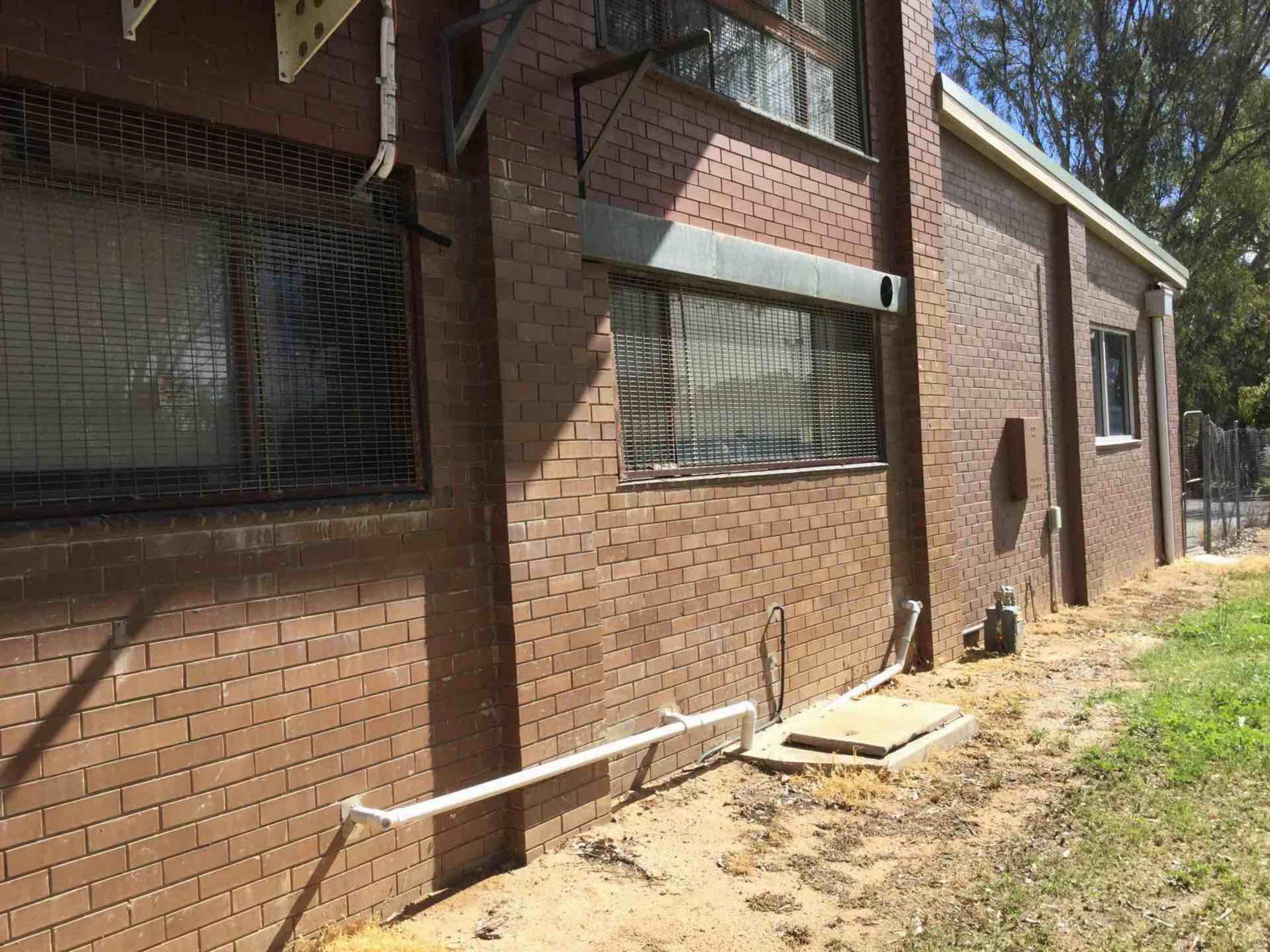
from the aesthetics of the building.



















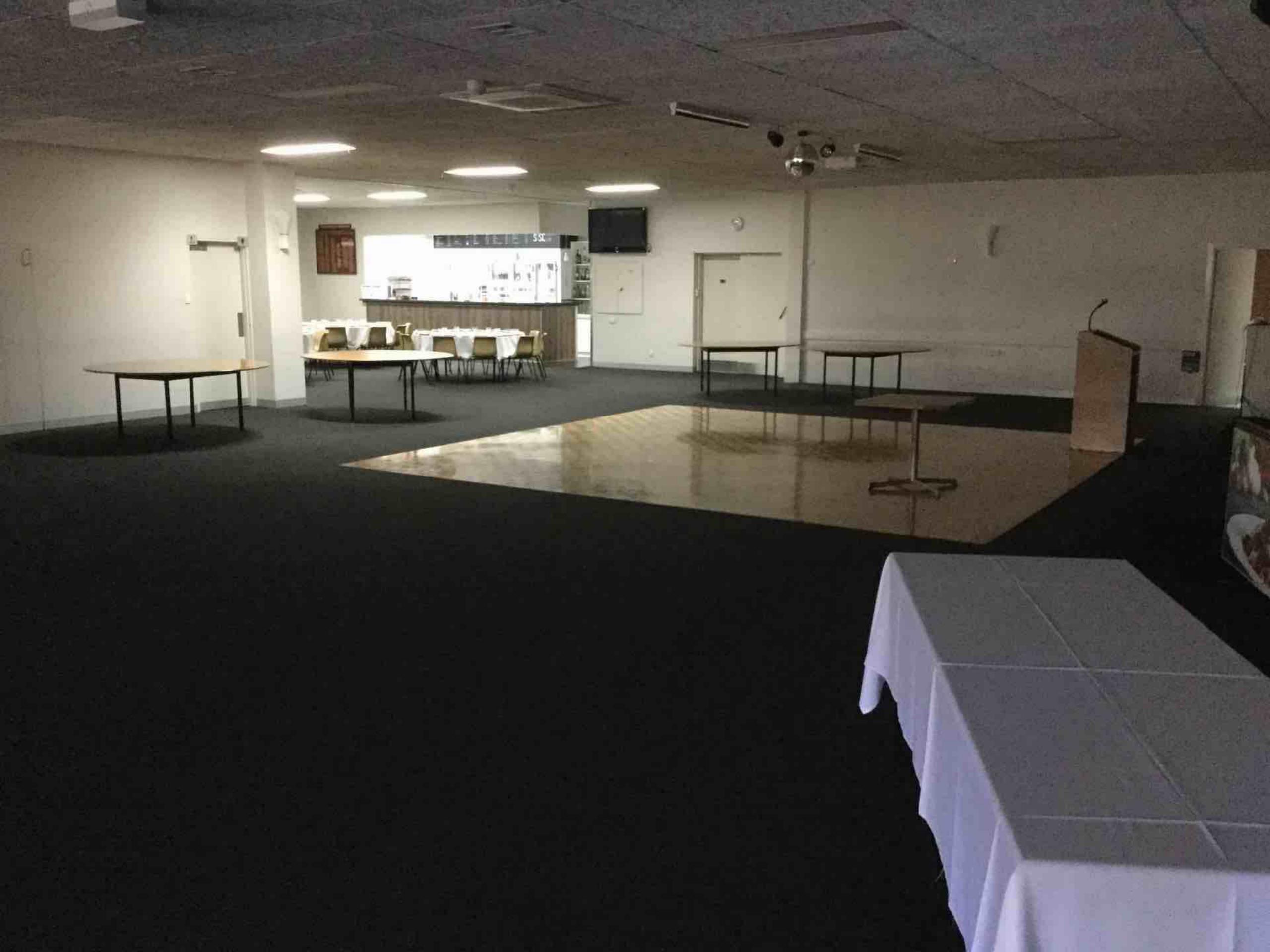






































Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

Area: Shepparton

2.0000

5.0000

Steel trusses in very good condition.

Brick walls in good condition. This paintwork

a reasonable state at present.

on the bricks is starting to look tired, but is in

Asset Id - Location: B0356 - Princess Park, Change Rooms and Toilet Block, Quinan

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 171268 - Inspection Batch

BU-Roof Structure Condition

BU-Wall Condition

BURT

BUWC

Excellent

Moderate

Asset No: 1,005,003.00

Route: BU-Cond Surv Princess Park Officer: John Gribben Date: 13/10/2017 **Observation Type** Code Grade Score **BU-Building Overall Condition** BUOC Moderate 5.0000 Building is guite old, and run down in some areas, but was still adequately services the needs of the occupants. It was also noted that the building didn't have any facilities for the disabled. **BU-Ceiling Condition BUCE** Moderate 5.0000 Generally ok in the main room, but strapping is starting to come off in some areas. Sizalation paper in falling down in the pum **BU-Fitout Condition BUFI** Moderate 6.0000 Very old plumbing fixtures. While serviceable, and meeting the needs of the user groups, they are not very aesthetic. Carpet is lifting in some areas. But given that **BU-Floor Condition BUFC** Moderate 6 0000 the carpet is primarily there to allow cricketers, with spikes, to walk on. It is more than meeting the need of the occupants. Not sure if the showers are still being used, but the bare concrete floors appear to be meeting a need, but do not look very appealing. **BU-Internal Wall Condition BUIC** Predominantly brick walls, that have been Good 4.0000 painted in the past 5 to 10 years. Having a said that, one of the doors has not been painted, and some renovated areas have been left without paint. **BU-Mechanical Condition** A split system air conditioner on the wall **BUMC** Good appears to be serviceable, and meeting the need of the occupants. **BU-Roof Cladding Condition BURC** Moderate 6.0000 Flat roof, with few leaks. Given the proximity to some gum trees, roof gutters appear blocked. In time the roof gutters will need to be replaced because of rust, but they appear in reasonablecondition at present.





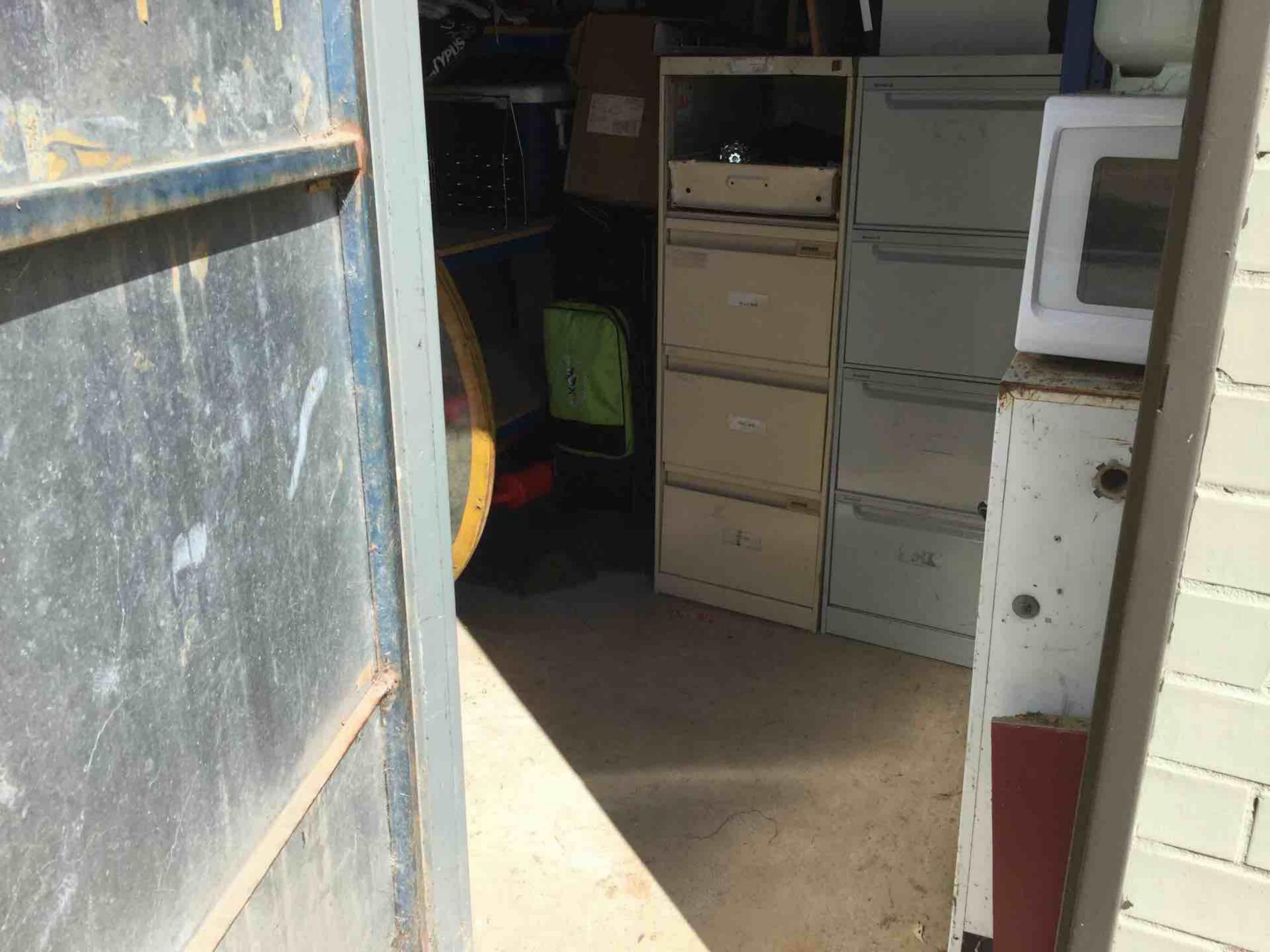










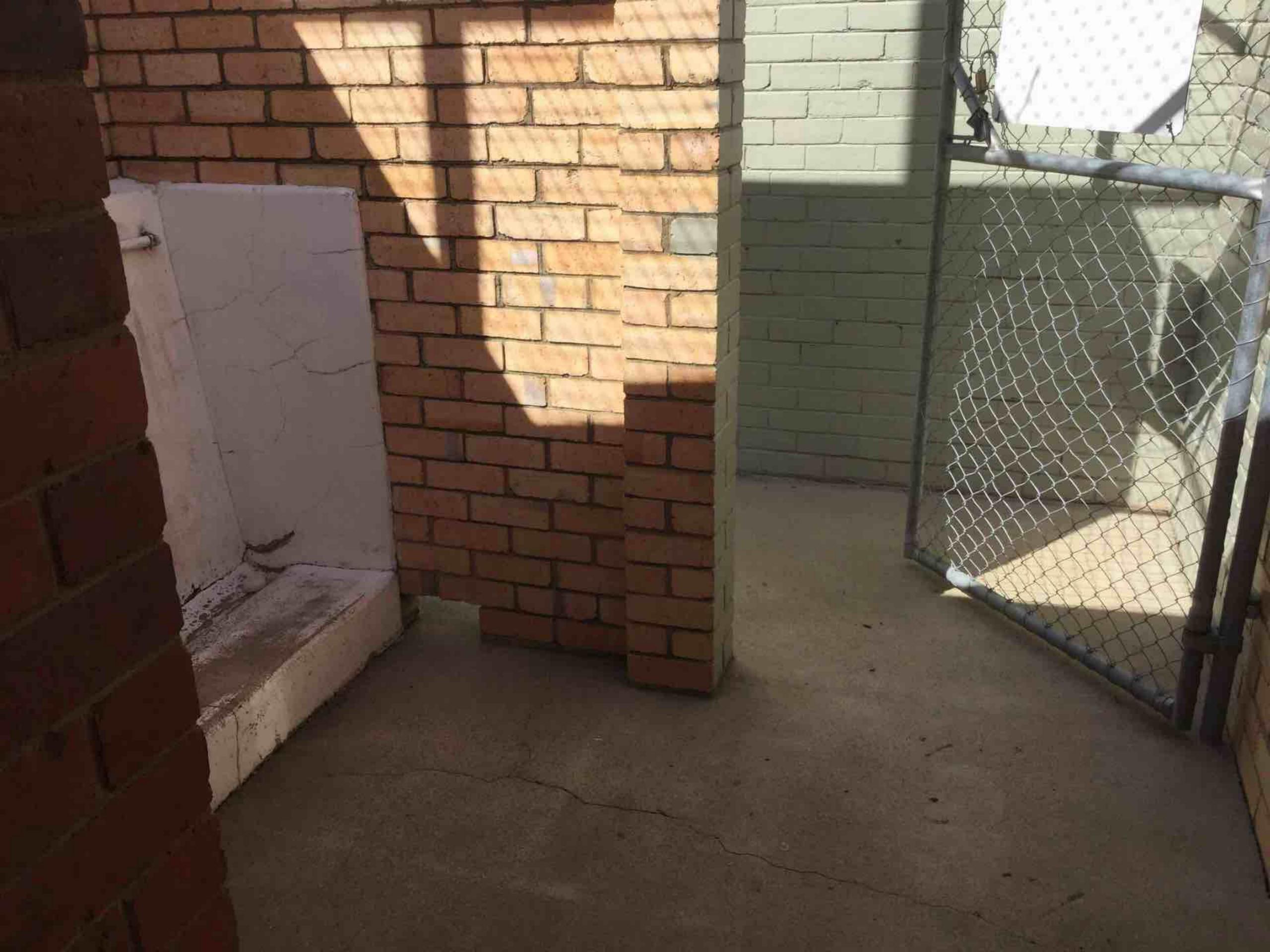


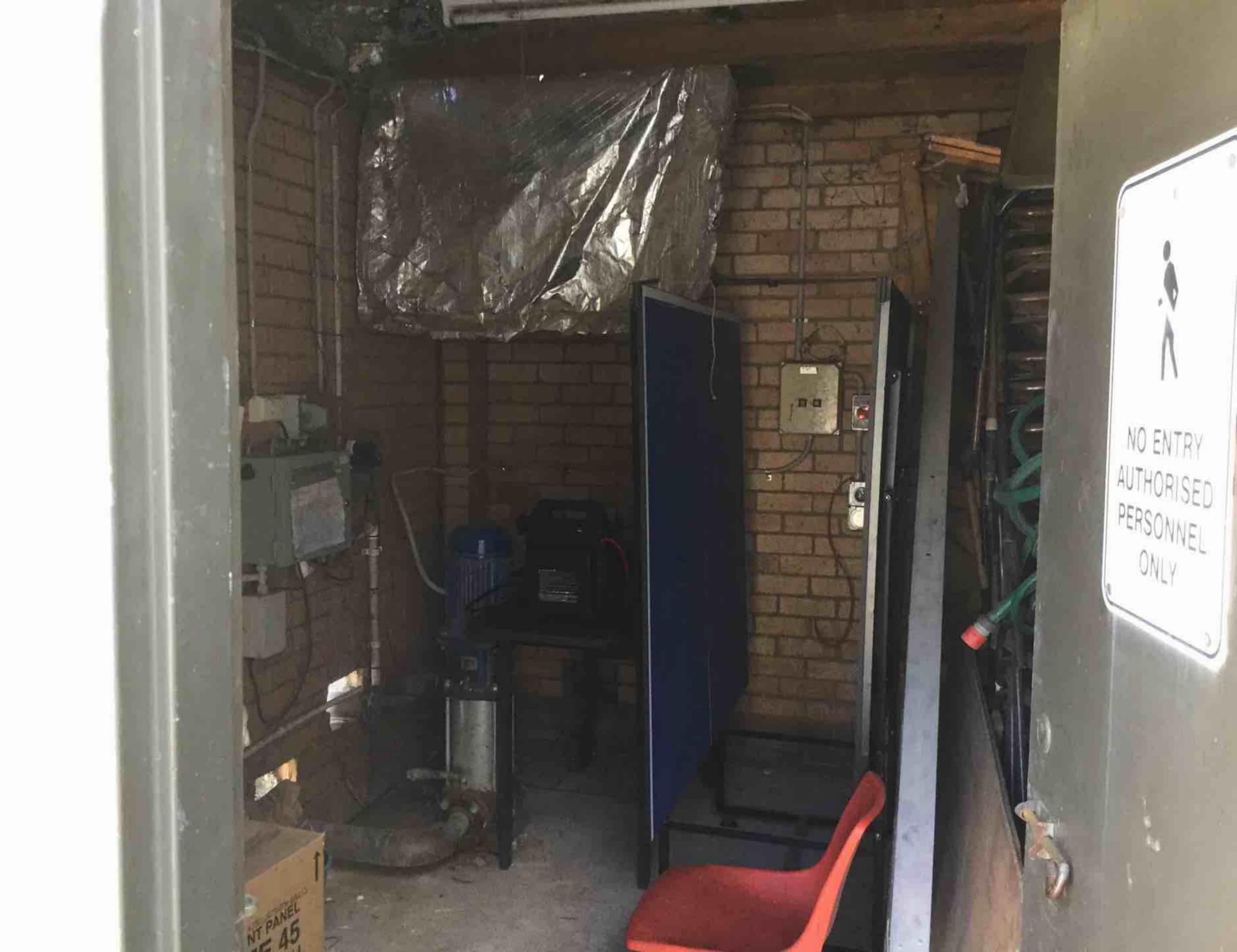




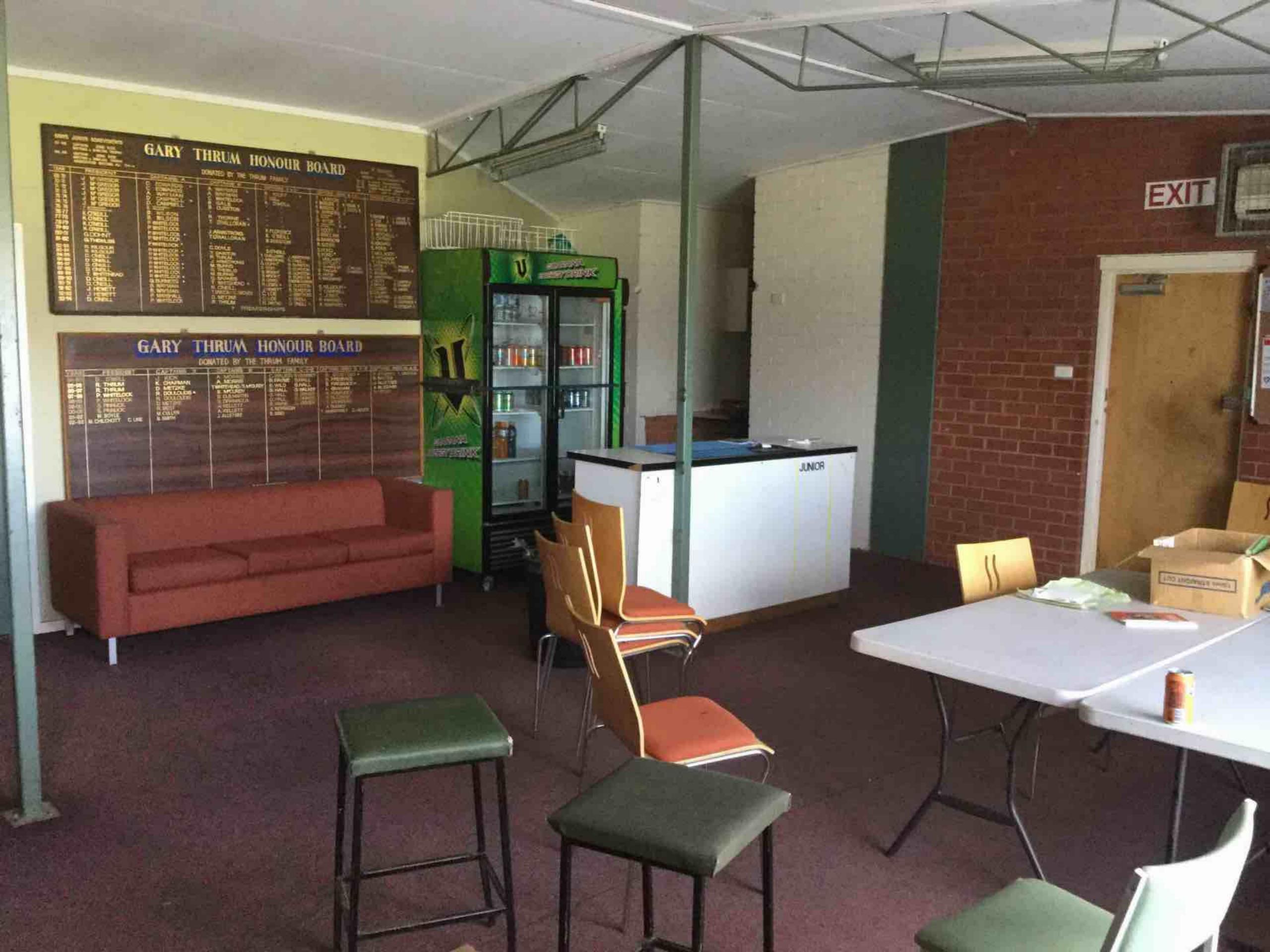






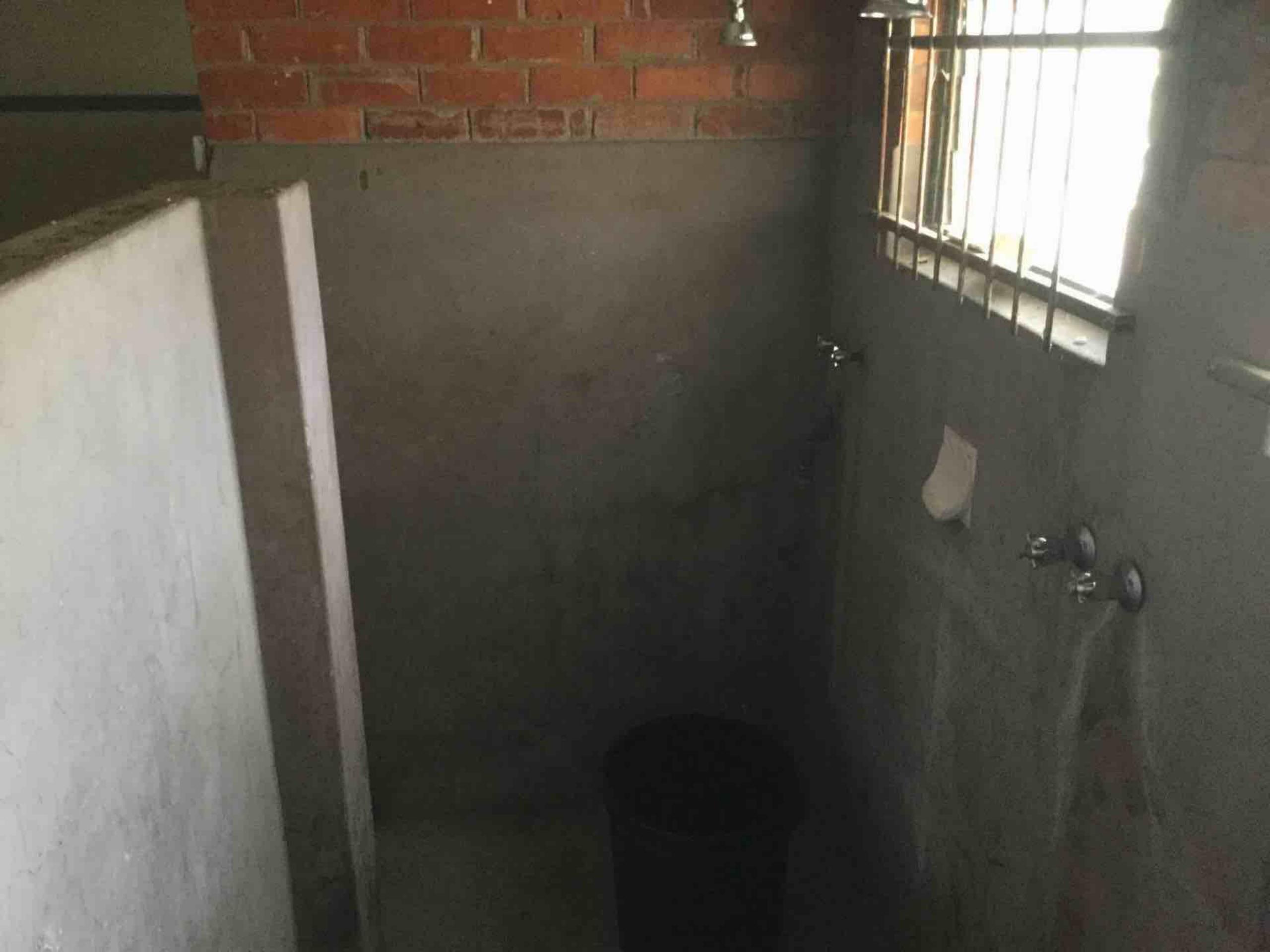






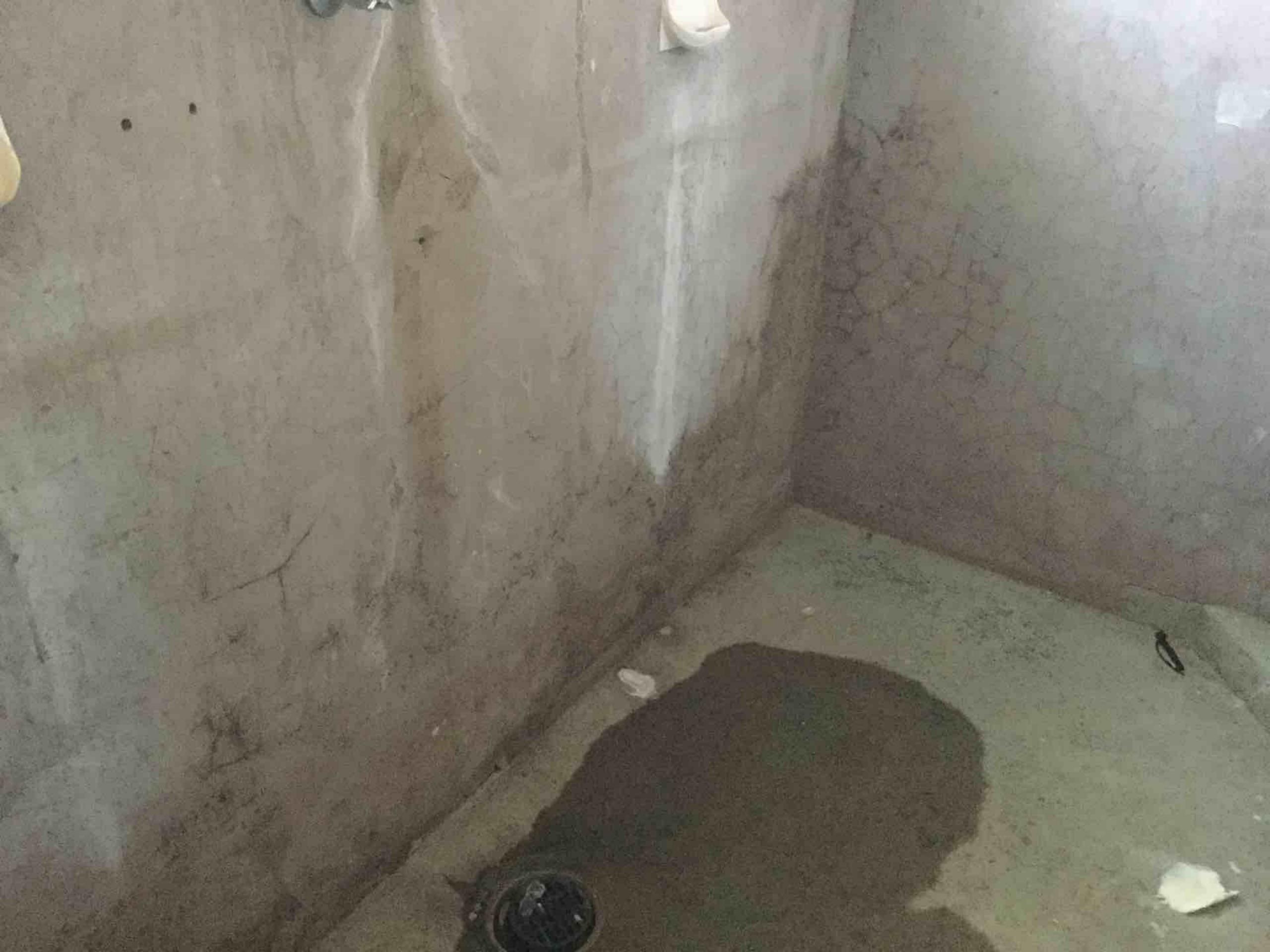


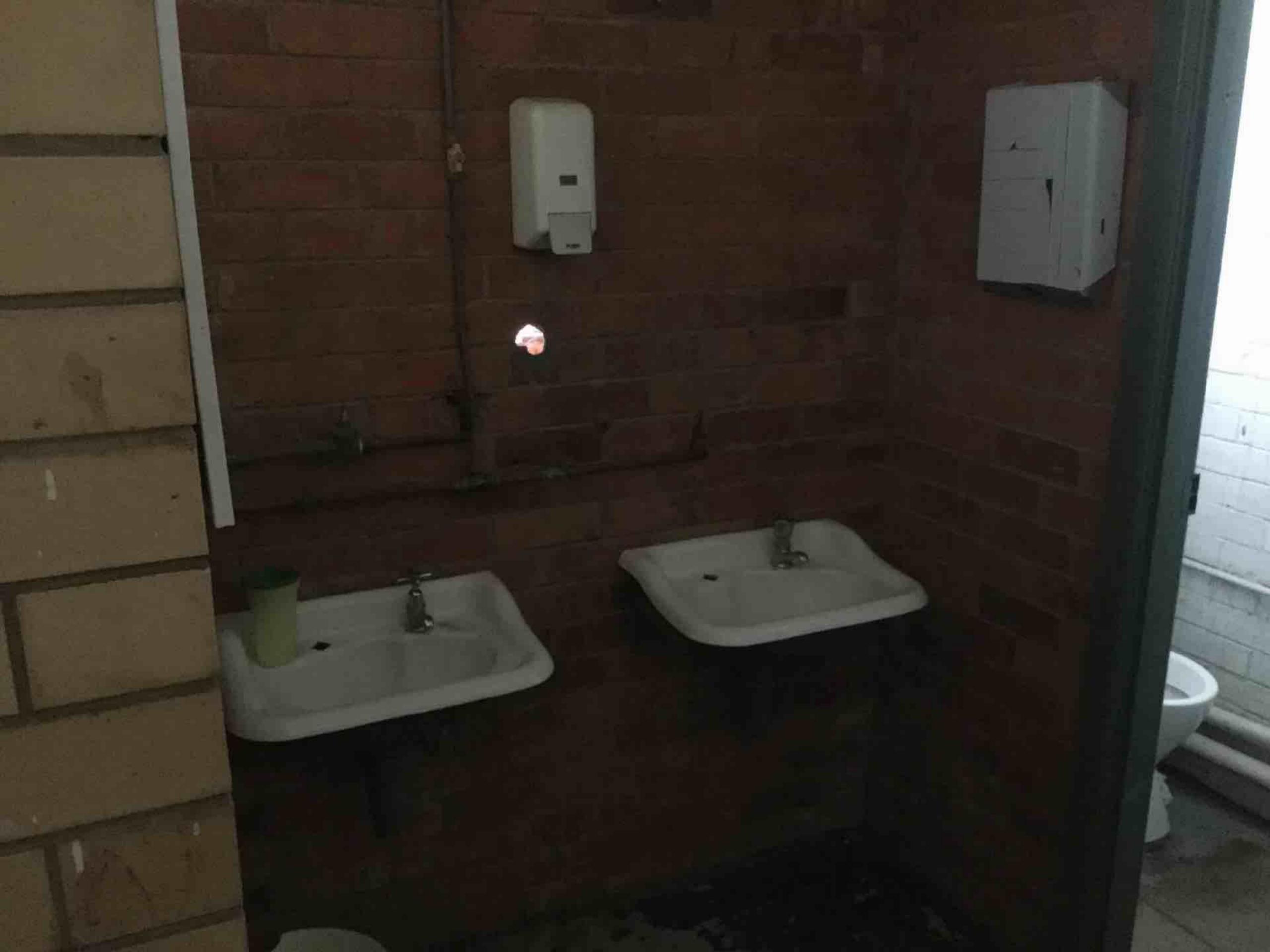




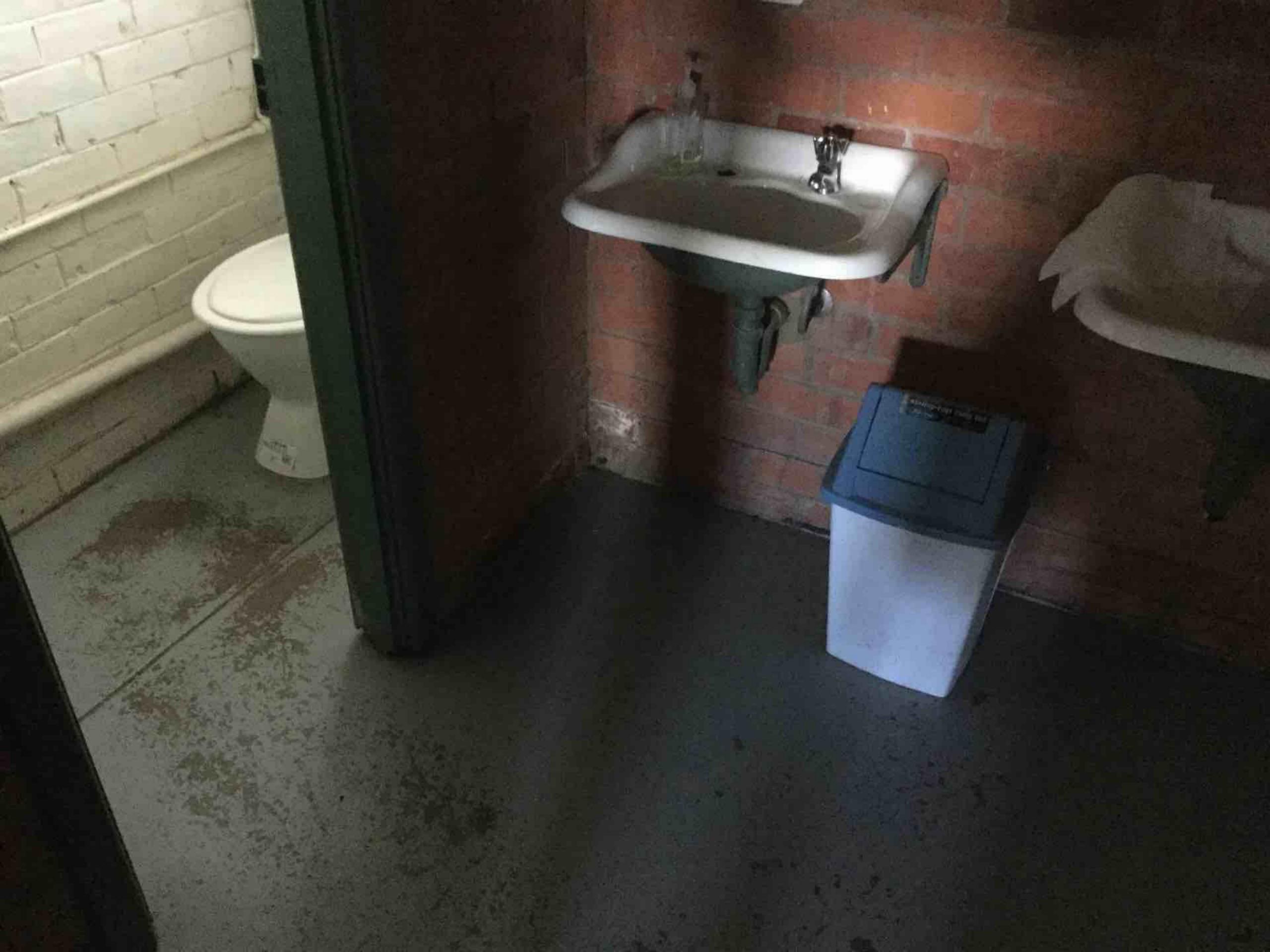






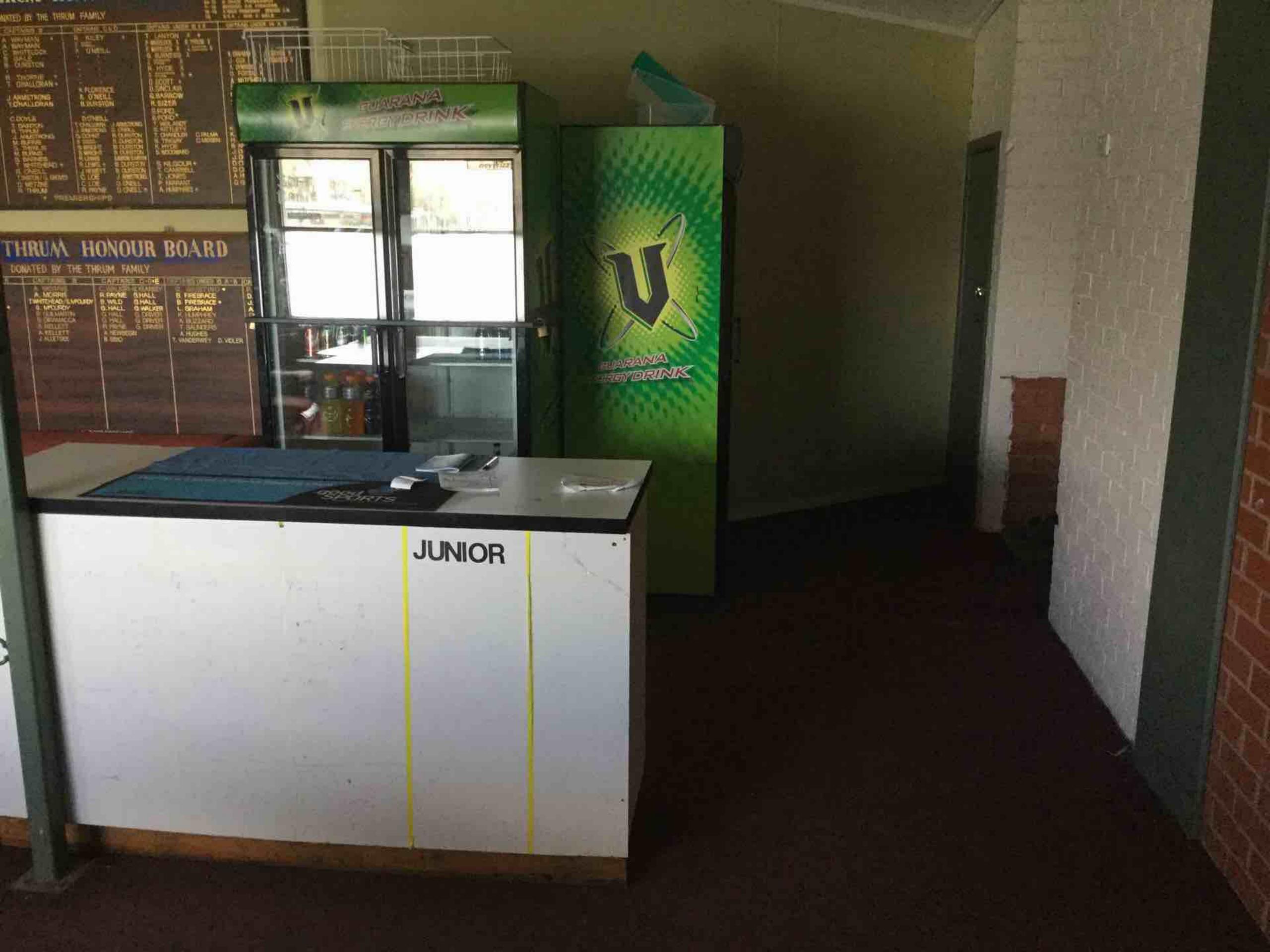
















Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

Area: Shepparton

required externally.

Asset No: 1,005,004.00 Asset Id - Location: B0361 - Princess ParkPrincess Park - Runners Club Clubrooms

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 252319 - Inspection Batch

Route: BU-Cond Surv Princess Park Officer: John Gribben Date: 28/03/2018 **Observation Type** Code Grade **BU-Building Overall Condition BUOC** Good 4.0000 Building is in excellent condition. While some of the building contains original components(ie Toilets and showers, roofing etc), the building has had regular maintenance, and been upgraded in recent times. Ceiling in excellent condition with newly fitted **BU-Ceiling Condition BUCE** Excellent 2.0000 heaters. **BU-Fitout Condition BUFI** Good 3.0000 New kitchen cupboards have been fitted with a new hot water service. Shower and toilet fittings look original but are in a very good condition. **BU-Floor Condition BUFC** New carpet throughout and new floor tiles in Good 3.0000 kitchen. Brick walls in excellent condition. Some wall **BU-Internal Wall Condition BUIC** Good 4.0000 tiles missing in kitchen above new kitchen bench. **BU-Mechanical Condition BUMC** Excellent .0000 N/A Only ceiling fans and electric heater in ceiling. **BU-Roof Cladding Condition BURC** Original roof decking but in good condition. Good Northern roof gutter has centenary been replaced. **BU-Roof Structure Condition BURT** Good 3.0000 Solid original building with no noticeable problems with roof structure. **BU-Wall Condition BUWC** Good 4.0000 Brick walls throughout in excellent condition. Some painting of the fascias will soon be









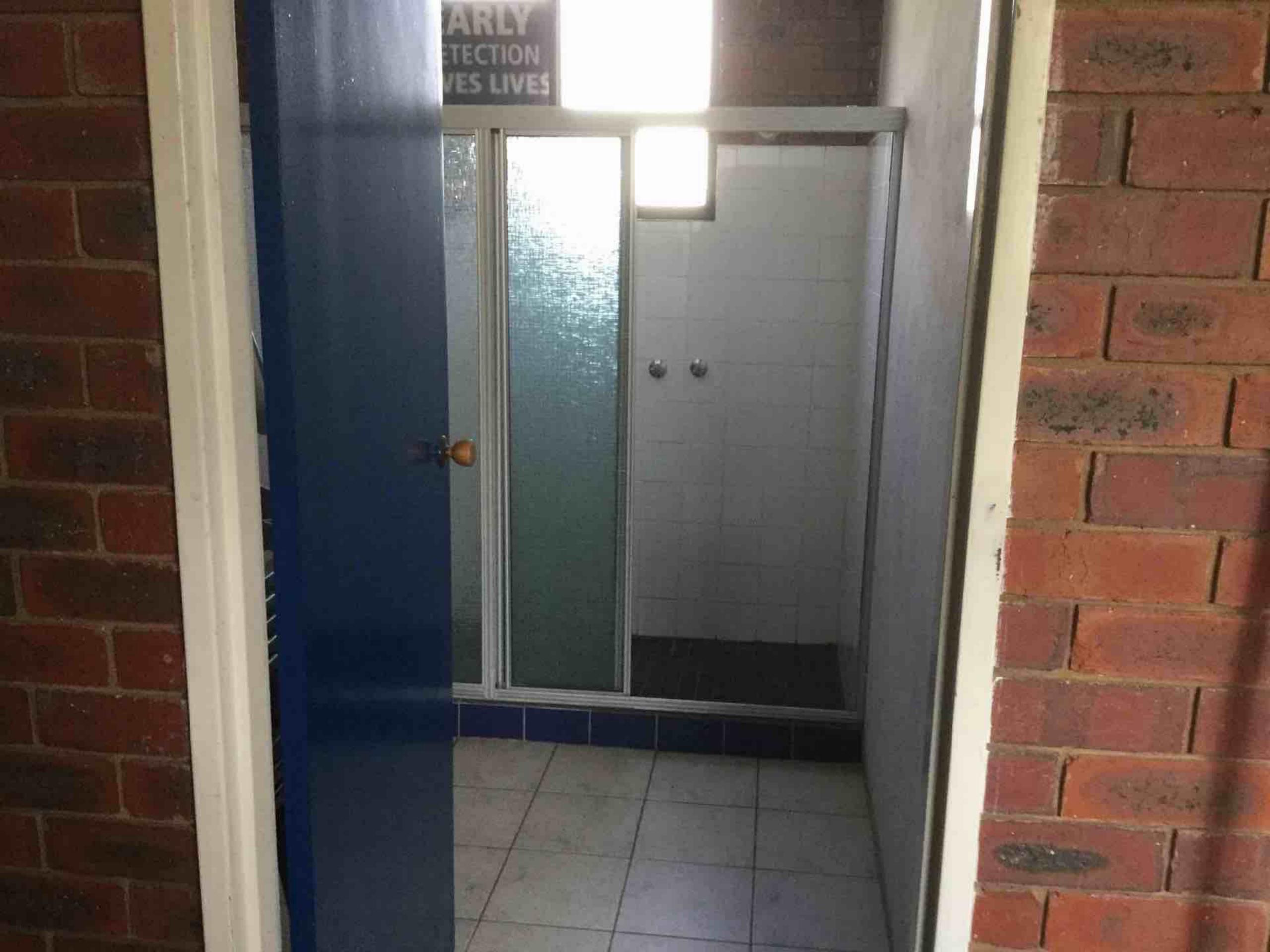






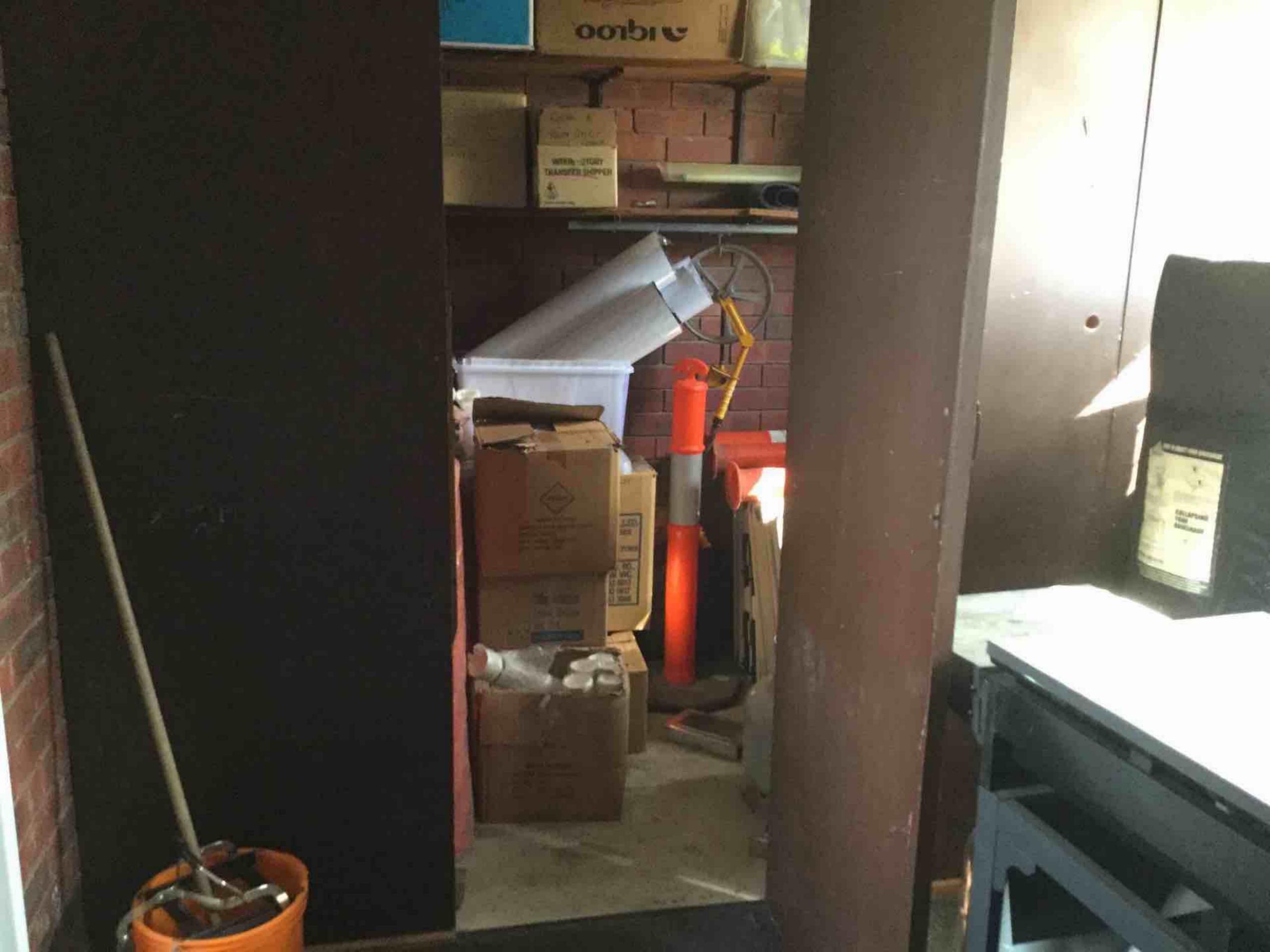
















Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

Area: Shepparton

Asset No: 1,005,005.00 Asset Id - Location: B0360 - Princess ParkPrincess Park - Football Clubrooms change

Feature Type: BU-Facility Contract Area: BU-Buildings

Batch: 252347 - Inspection Batch

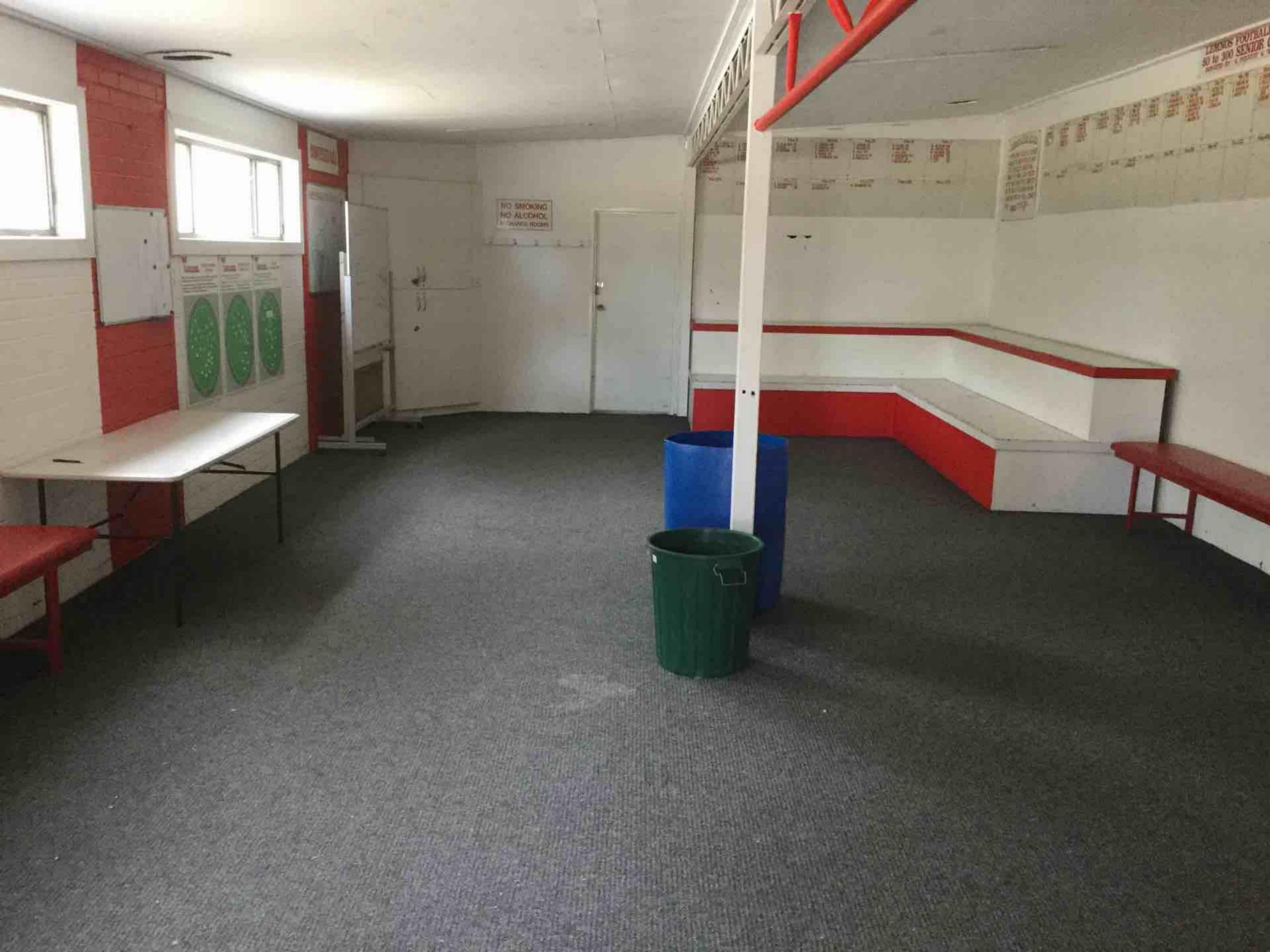
ute: BU-Cond Surv Princess Park		icer: John Gribben	Date: 28/03/2018	
Observation Type	Code	Grade	Score	Notes
BU-Building Overall Condition	BUOC	Good	4.0000	The southern/older part of the Pavillion appears to be in a good condition, and remains functional. Maintenance has been spent on the facility in recent years(carpet and external painting etc), but some internal painting and improvements to the changerooms/showers would improve the aesthetics. Note - The changerooms are not well suited for female use.
BU-Ceiling Condition	BUCE	Good	4.0000	Ceiling in original condition,but still in a very good condition.
BU-Fitout Condition	BUFI	Good	4.0000	Typical of Football Clubrooms of the 1980's. Changerooms are not well suited for use by female that want to access showers etc.
BU-Floor Condition	BUFC	Moderate	5.0000	Original carpet and new carpet in foyer and function room. Timber flooring in function room needs to have nails punched to tighten the floor and remove squeaks.
BU-Internal Wall Condition	BUIC	Good	4.0000	Walls in a very good condition, although some areas require painting to improve aesthetics.
BU-Mechanical Condition	BUMC	Moderate	5.0000	An older Evap cooler through the function room, but appears to be in a good working order.
BU-Roof Cladding Condition	BURC	Good	4.0000	Original iron on roof, but appears to be in a good condition.
BU-Roof Structure Condition	BURT	Good	3.0000	An original steel web truss structure, but appears to be in excellent condition.
BU-Wall Condition	BUWC	Good	4.0000	Externally walls have been painted within the last 5 years. Structurally the walls appear in very good condition. Some of the internal walls need freshening up, but are generally in a good condition.

















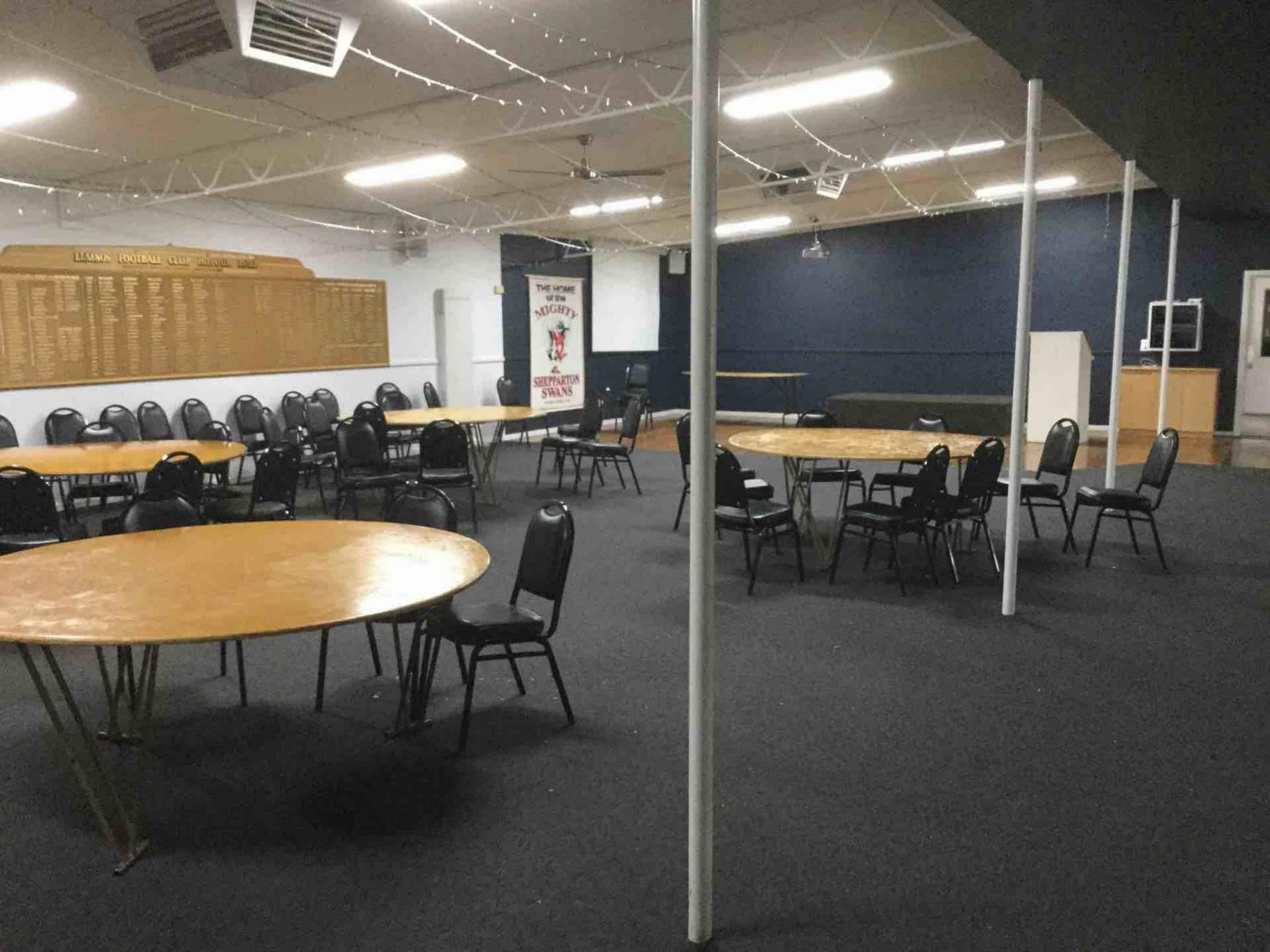


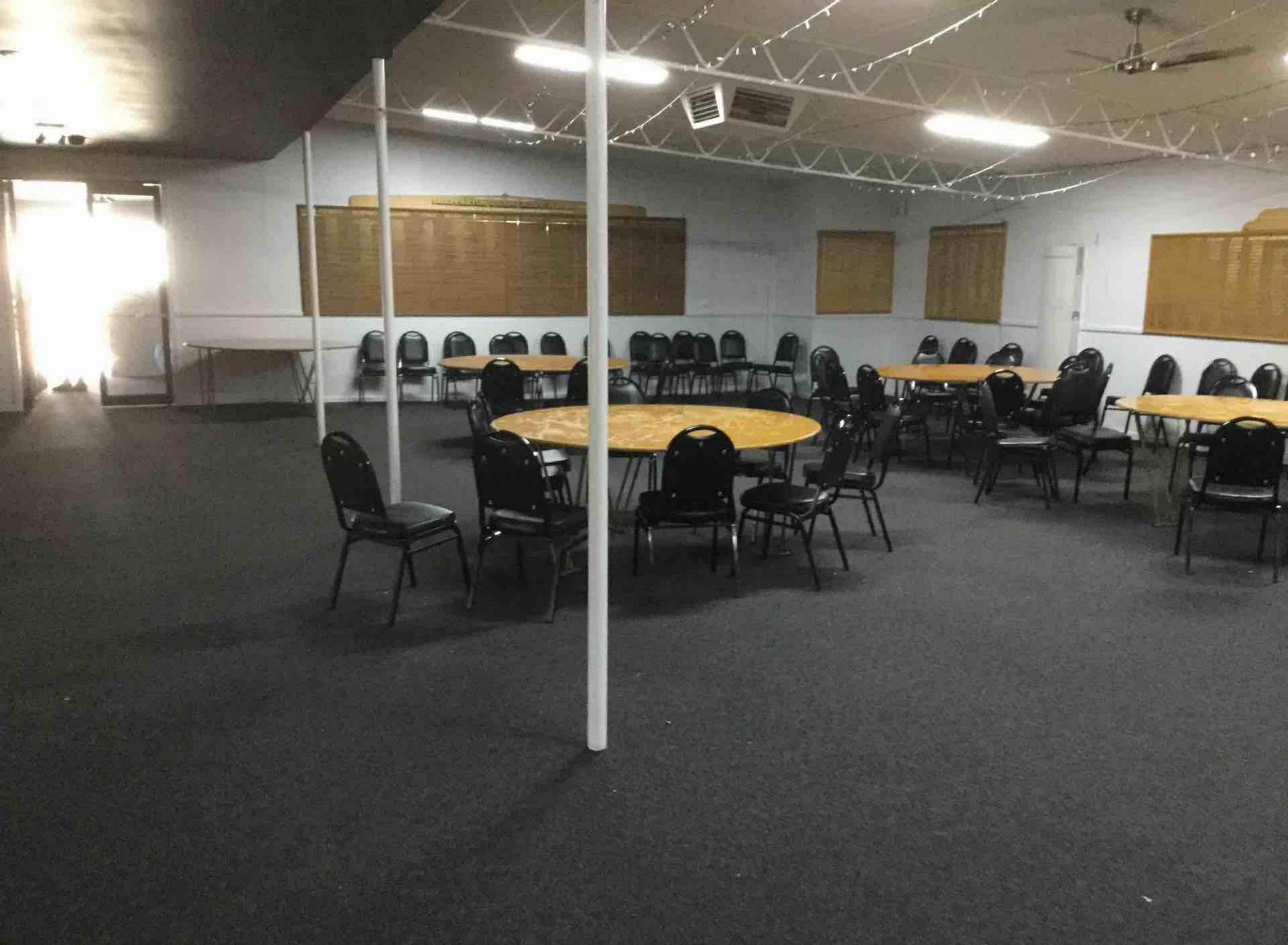


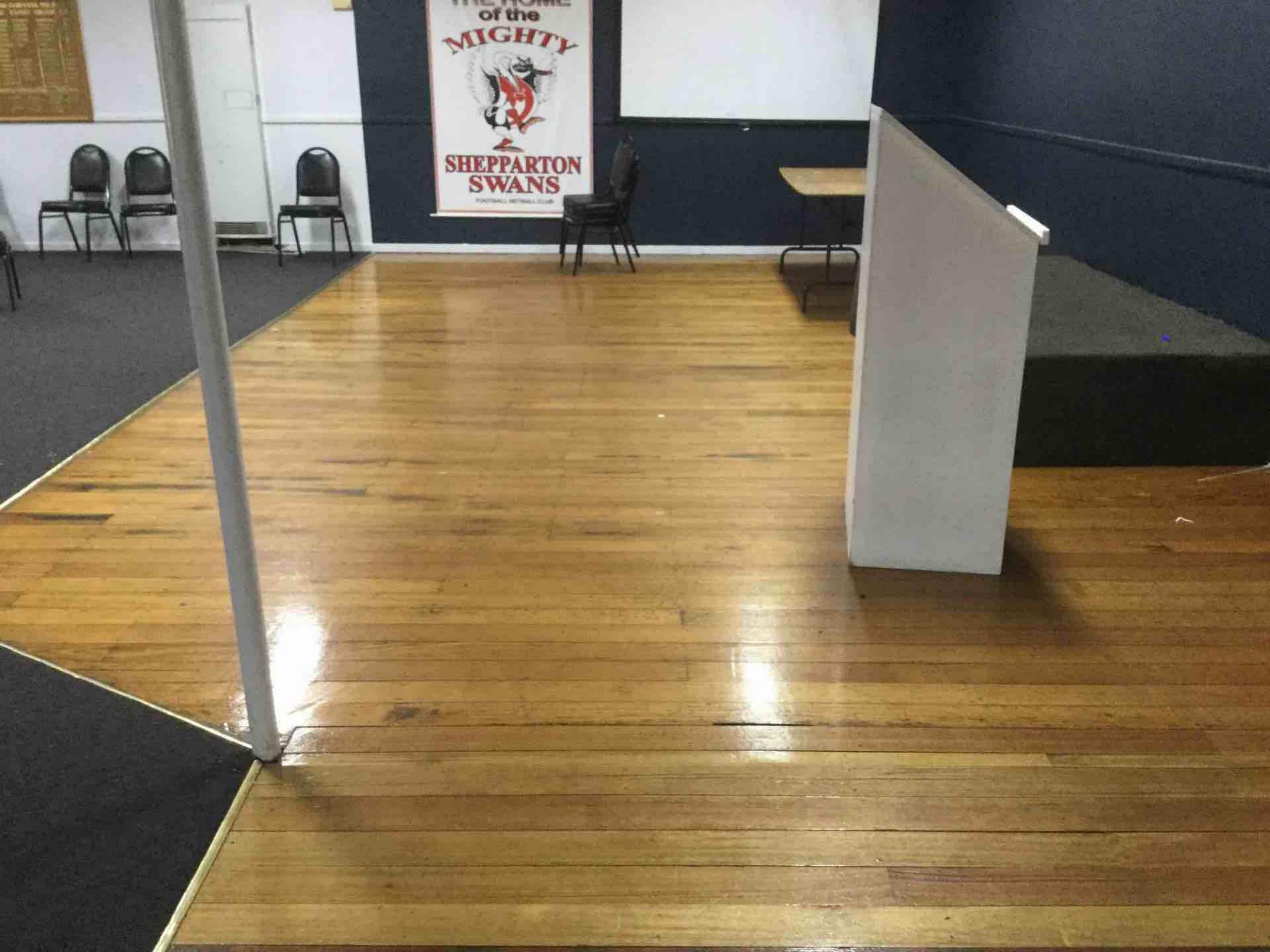


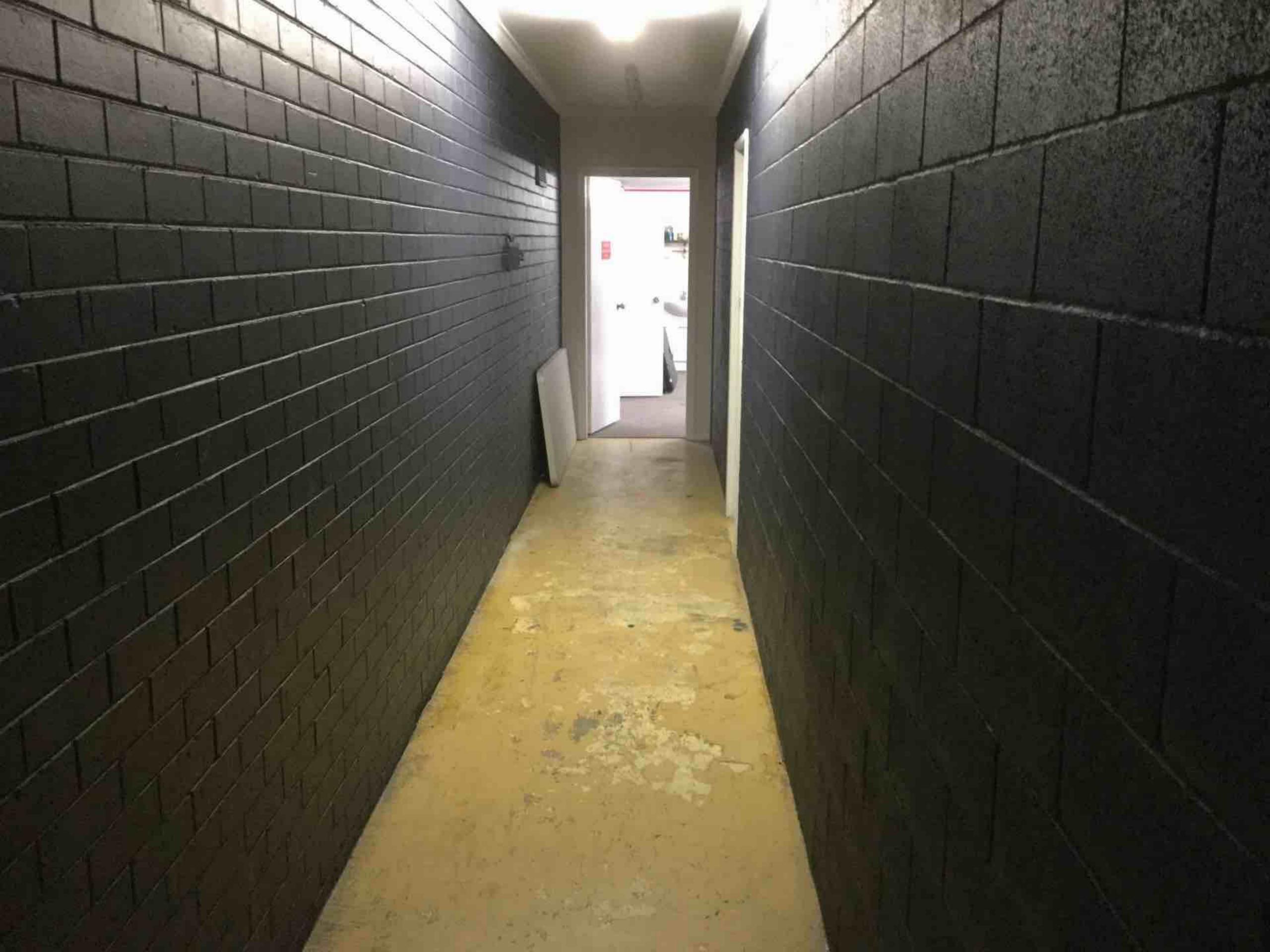




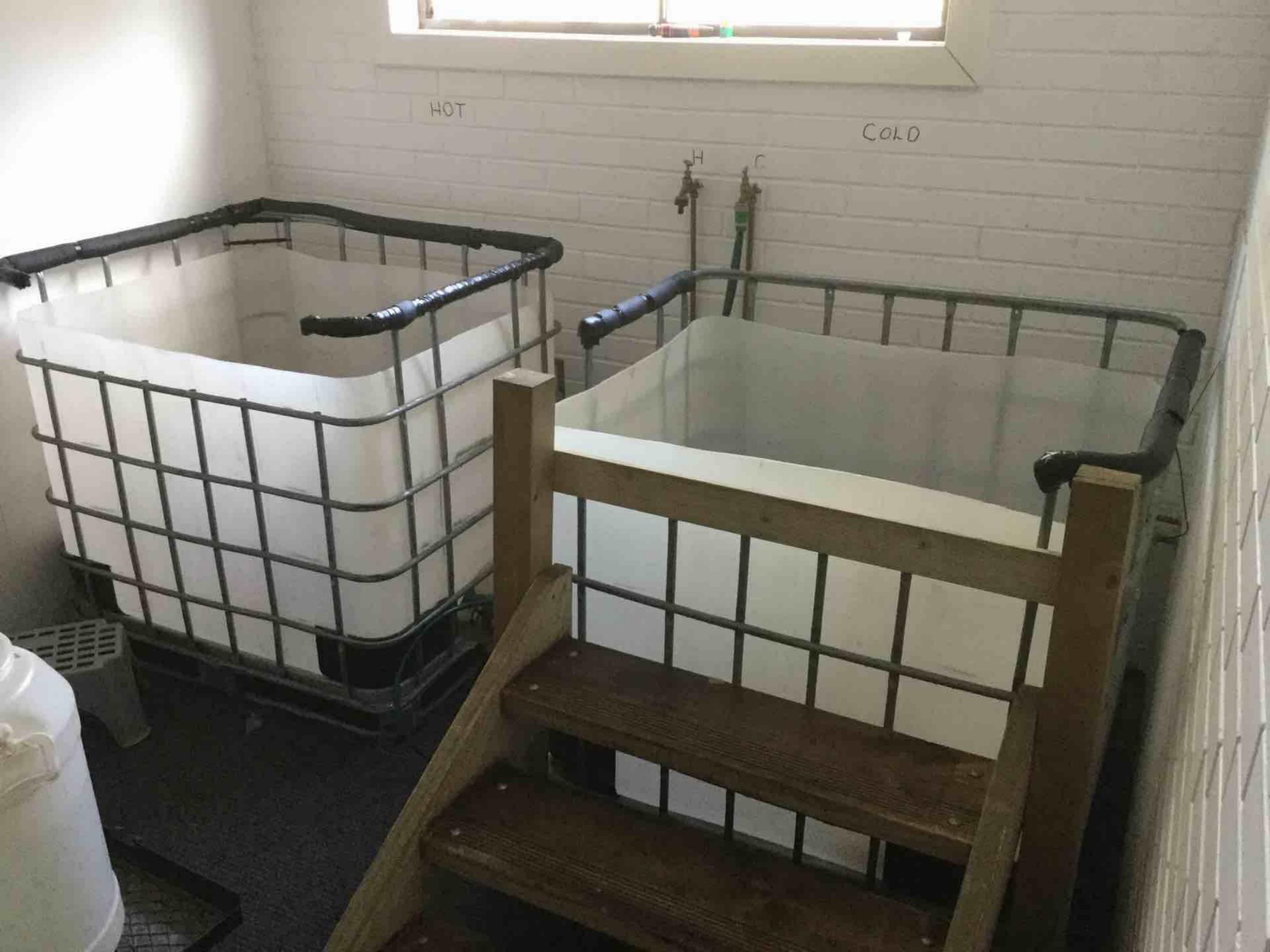


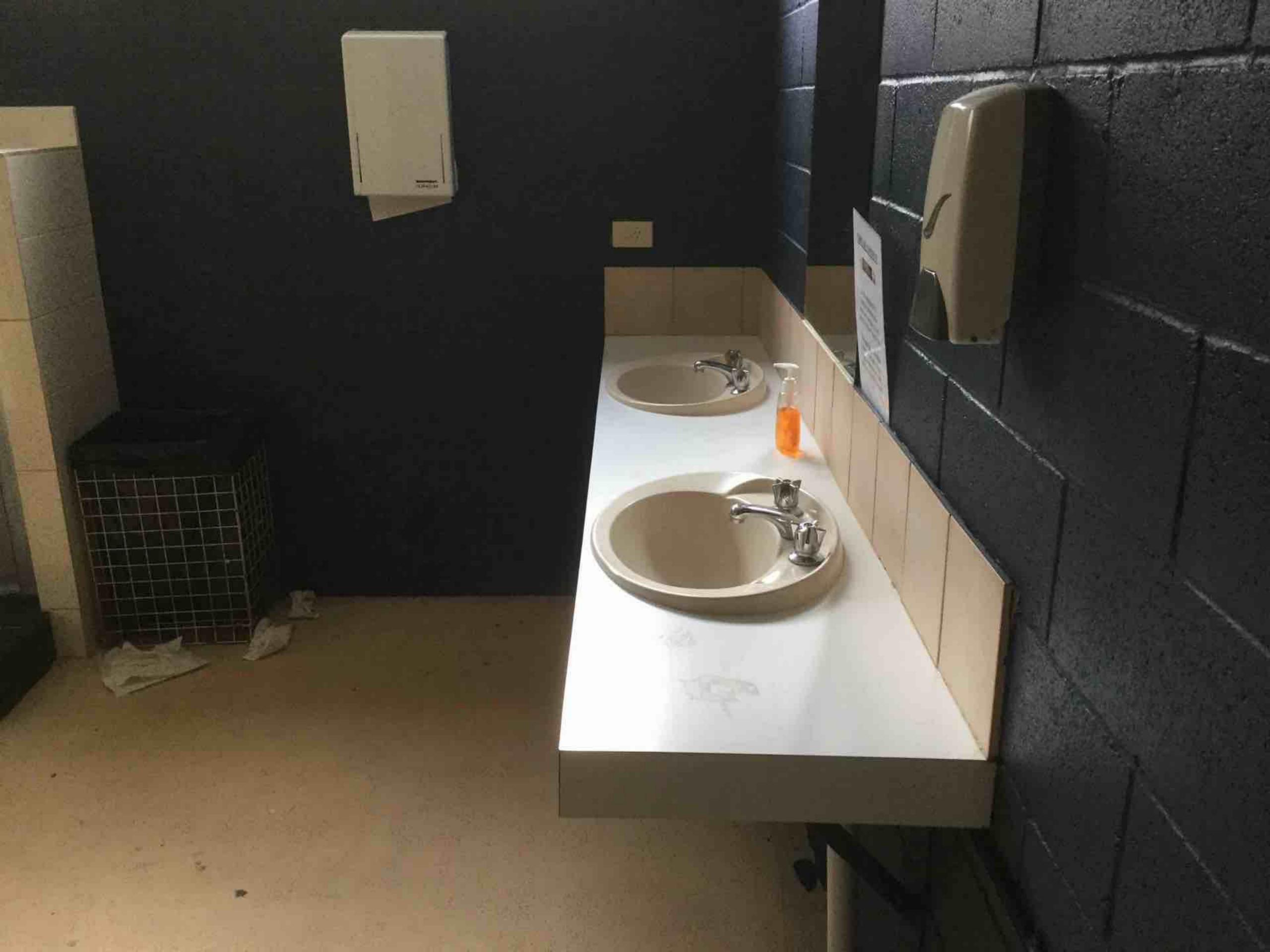




















Page 15 of 15

Feature History Report

Officer: John Gribben (JEG)

Route: BU-Cond Surv Princess Park (BU29)

Report Type: Assessment

Site: Princess Park (Shepparton) (F0062)

BURT

BUWC

) Area: Shepparton
Asset Id - Location: B0358 - Princess ParkPrincess Park - Open Shelters & otherQu

appear still sound.

Steel structure in good condition, with small amount of rust at base of columns.

Timer purlins have deflected over time, but

6.0000

.0000

N/A

Feature Type: BU-Facility Contract Area: BU-Buildings

Moderate

Excellent

Batch: 172347 - Inspection Batch

BU-Roof Structure Condition

BU-Wall Condition

Asset No: 1,005,006.00

Route: BU-Cond Surv Princess Park Officer: John Gribben Date: 13/10/2017 **Observation Type** Code Grade BUOC **BU-Building Overall Condition** Moderate 5.0000 Shelter is old, but appears in good condition, with some minor rust marks showing at the base of columns, and some structural timber in the roof deflecting. **BU-Ceiling Condition** BUCE Excellent .0000 N/A corrigated iron. **BU-Fitout Condition** BUFI Excellent N//A .0000 **BU-Floor Condition BUFC** Excellent N/A (Dirt/gravel) .0000 **BU-Internal Wall Condition** BUIC Excellent .0000 N/A Excellent **BU-Mechanical Condition BUMC** .0000 N/A **BURC** Old corrigated iron, but serviceable. **BU-Roof Cladding Condition** Good 4.0000







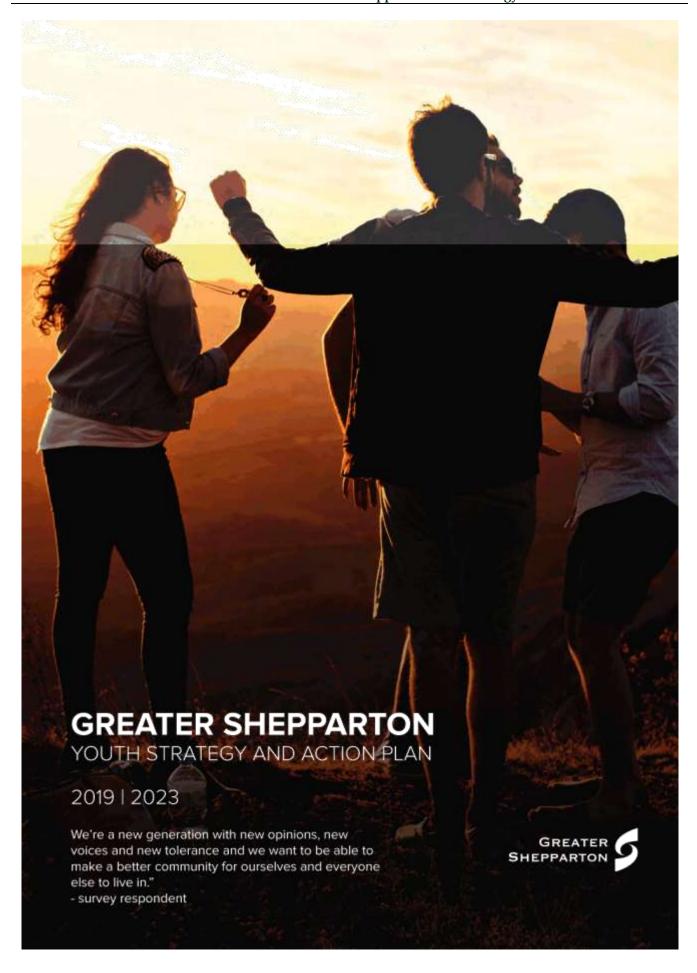


ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 9.3	Greater Shepparton	Youth Strategy a	and Action	Plan	2019-2022
-----------------	--------------------	------------------	------------	------	-----------

Attachment 1 Greater Shepparton Youth Strategy and Action Plan 2019-2022 169





PREPARED BY



Youth Services Team

Greater Shepparton City Council

90 Welsford Street, Shepparton VIC 3630

Ph: 03 5832 9779

E: council@shepparton.vic.gov.au W: www.greatershepparton.com.au



communityvibe

PO Box 421 Strathdale VIC 3550

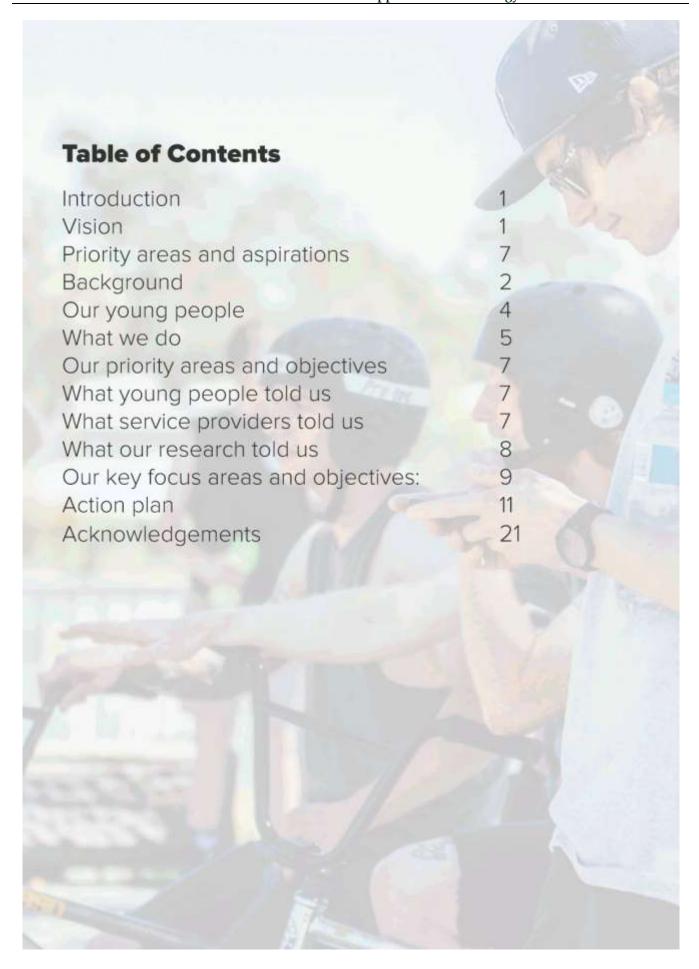
Ph: 0438 433 555

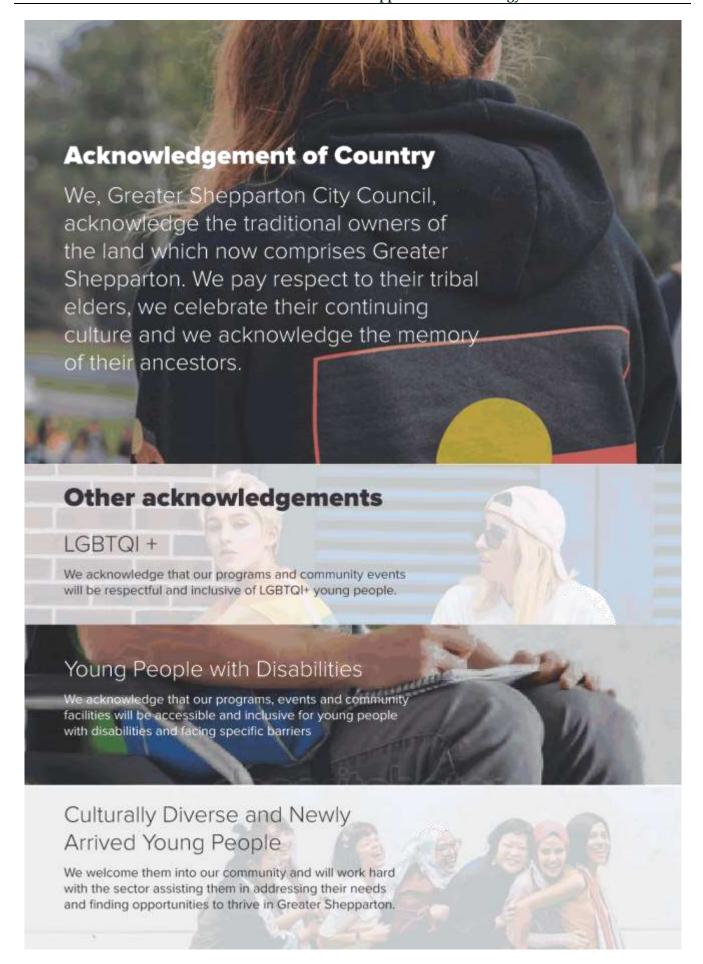
E: wendy@communityvibe.com.au W: www.communityvibe.com.au

Disclaimer

The information contained in this report is intended for the specific use of the within named party to which it is addressed ("the Communityvibe client") only. All recommendations by communityvibe are based on information provided by or on behalf of the communityvibe client and communityvibe has relied on such information being correct at the time this report is prepared, communityvibe shall take no responsibility for any loss or damage caused to the communityvibe client or to any third party whether direct or consequential as a result of or in any way arising from any unauthorised use of this report or any recommendations contained within.

Draft Report Date: 30 June 2018





Mayor's Message It is with great pleasure that I present to you Council's four year strategy to identify priority partnerships, programs, activities

and actions to enhance the lives of young people living in Greater Shepparton.

I wish to acknowledge all of the young people who contributed to this strategy including the Word and Mouth Committee and young people who participated in workshops or completed a survey. I also wish to acknowledge the contributions made by representatives of various youth services and organisations in the municipality who met with our project team and offered their valuable insights.

Through the information obtained from our discussions with young people and service providers, along with our extensive background research, we now have a clear direction to follow over the next four years so that we can make a positive impact on the lives of young people in our city in the areas that really matter. However, we cannot implement all of these opportunities or address all of these challenges by ourselves. It is important that we work in partnership with young people themselves, parents / carers, schools, tertlary education providers, other service providers, clubs, businesses, and places of worship to collectively make a difference.

Greater Shepparton City Council looks forward to implementing this strategy and ensuring that young people, regardless of their gender, place of birth or abilities are valued and have access to services facilities and opportunities that they need to grow, develop and enjoy life. We are particularly keen to ensure that young people feel connected to their communities and have a voice.



Introduction

The aim of this strategy is to develop a vision and a four year strategic plan that responds to the key needs of young people aged between 12-25 years of age who live, study, work and recreate in Greater Shepparton. This evidence-based strategy identifies priority partnerships, programs, activities and actions to enhance the lives of young people living in Greater Shepparton. It will be used to guide Greater Shepparton City Council's activities and investment in the municipal youth sector over the next four years.

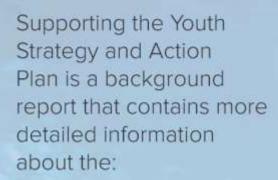
Background

In order to develop the Youth Strategy and Action Plan, we consulted with young people and service providers / staff throughout the municipality to get their views on key challenges and opportunities. We also:

- reviewed local, regional, state and national policies, strategies and research documents
- · undertook a demographic analysis of the municipality
- · benchmarked against Youth Services in other Local Government Areas
- · mapped youth services that are available within the municipality.

All of this information was analysed and utilised to prepare a Youth Strategy and Action Plan that is realistic and achievable and will ultimately improve the outcomes for young people living, studying, working or recreating in Greater Shepparton.





Literature review

Youth workshops

Youth profile

Key stakeholder interviews

Demographic analysis

Service mapping

Survey results

Benchmarking.



Our young people

- Young people between 12-25 years of age currently account for 17.8% of the population of Greater Shepparton.
- By 2036, there will be 2,518 more young people in Greater Shepparton, i.e. from 11,612 to 14,131.
- Localities most likely to see an increase in the number of young residents are Kialla urban area (+676); Shepparton North East (+480) and Shepparton South East (+323).
- Areas most likely to see a decline in young people are Rural North West (-73), Shepparton Surrounds South (-70) and Rural East (-40).
- · There is a higher proportion of low income

- households in Greater Shepparton compared with Victoria (25.6% of households receive less than \$650 gross weekly income, compared with 20.3%).
- The rate of participation in university or tertiary institutions is significantly lower in Greater Shepparton, i.e. 5.2% compared with 17.8% for Victoria and 16.1% for Australia.
- Other than English, the most common languages spoken at home in Greater Shepparton are: Italian (1.4%), Arabic (1.1%), Punjabi (0.8%), Mandarin (0.4%) and Hazaraghi (0.4%).

2

What we do and what others do

Greater Shepparton City Council's Youth Services branch has two staff who work in partnership with other departments in Council to deliver a wide variety of programs, services, activities and facilities for young people throughout the municipality including:

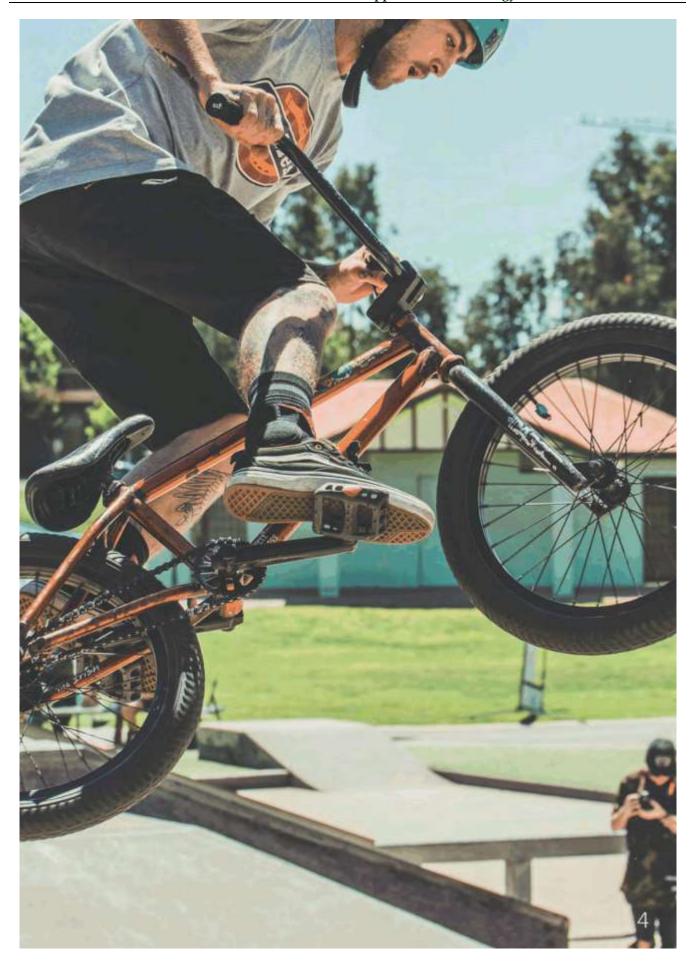
- · Word and Mouth youth advisory committee
- · FReeZA events
- National Youth Week events
- · Cultural Leadership program
- · Careers information and events
- · Community events / festivals
- · Sporting and recreational events
- · Leadership programs
- · Facility provision

- · Awards and recognition
- Issue-based initiatives, e.g. the provision of information and tools for anti-bullying including school tools; mental health resources; alcohol and drug awareness in schools and sporting clubs;
- Community safety initiatives
 Staff also supports the youth sector by:
- Applying for and supporting various funding opportunities on behalf of the sector and for youth projects
- Participating in various professional networking opportunities, advisory groups and steering committees
- Supporting service provider projects in relation to relevant issues

A whole of community approach is required to ensure better outcomes for young people. Therefore it is important for all service providers, as well as young people, secondary and tertiary education providers, Victoria Police, sports clubs, businesses, community-based organisations, places of worship, government departments and families to work together. Some of the other organisations working locally with young people in the areas of:

Accommodation	Education	Cultural Identity	
Advocacy	Entertainment	Leadership	
Capacity building	Health – drugs and alcohol	Legal Support	
Case management	Health – general	Mentoring	
Counselling / support	Health - mental	Training and employment	
Disability Support	Health - sexual	Transport	

NB: A comprehensive list of local youth services can be found at the Goulburn Murray Local Learning and Employment Network Youth Services Directory: http://www.youthservicesdirectory.com.au/.



Key findings

What young people told us

Young people told us through consultations and surveys that they:

- Believe that the community is inclusive and supportive of people from different cultural backgrounds, genders, etc.
- Have good personal support networks in Greater Shepparton, e.g. family / friends
- Believe that there are good community support services, e.g. counsellors, youth workers, teachers, doctors, coaches, etc.
- Believe that built facilities are good and easy to access, e.g. shops, skate parks, swimming pools, stadiums, etc.
- Like to see progress in Shepparton, e.g. the modern new Court House is appealing
- Believe that there are plenty of mainstream sports opportunities for young people
- Find the natural environment attractive, e.g. the river, parks, etc.

The areas where they would primarily like to see the Youth Sector focus its attention on are:

- Improving safety in public spaces, such as shopping areas, parks and skate parks
- Improving public transport opportunities, especially later services and better services to outlying towns
- Improving work and training opportunities for young people locally
- Providing more low cost, place-based activities and events, e.g. art, music, drama and informal recreation opportunities in parks, e.g. basketball half courts and portable soccer goals
- Advocating for more services to respond to the mental health needs of young people
- Helping to reduce the impact of drug and alcohol usage and advocating for more support services
- Improving opportunities to young people to have a voice and contribute to things happening in the community
- Helping to reduce the prevalence of bullying and cyber bullying

- Attracting more youth-friendly businesses and shops to Shepparton
- Improving the public image / perception of Greater Shepparton
- Providing more activities and events for young people aged 18-25.

What service providers told us

Service providers told us that they would like to see Council focus on:

- Networking and sharing of information with other local service providers, e.g. Municipal Health and Wellbeing data and demographic projections
- Advocacy on key issues, often in partnership with other service providers
- Partnerships with service providers for specific projects
- Support with service provider funding applications, e.g. letters of support
- Undertaking or commissioning research into specific youth-related issues
- Providing ways for young people's voices to be heard (including those who are traditionally disadvantaged or disengaged) and to involve young people more in the planning of their communities
- · Acting as a central information source
- Providing a range of free / low cost activities and events for young people throughout the municipality
- Providing opportunities for young people to develop leadership skills
- Potentially supporting and advocating for young people or other service providers to develop youth programs or services
- Recognising and promoting the positive contributions of young people to the community.

Strategic Links The Greater Shepparton Youth Strategy and Action Plan is informed by a variety of different policies, strategies and research including: Local / Plans State / Nationwide Reports Victorian Child and Adolescent Monitoring Council Plan 2017-2021 System VCAMS Outcomes Framework (DET) Brotherhood of St Laurence (2018) An Unfair Youth Strategy Action Plan 2012-2015 Australia, Mapping Youth Unemployment Hotspots. Australian Research Alliance for Children & Best Start Municipal Early Years Plan (2015) Youth (ARACY) Report Card. The wellbeing of young Australians 2018 Greater Shepparton Lighthouse Project (2016) Bendigo Youth Strategy and Action Plan Falling through the cracks - stories of youth 2017-2021 disengagement in Greater Shepparton Greater Shepparton Lighthouse Project (2015) Mission Australia Youth Survey Report (2017) Mapping of Youth Services. Shepparton Education Plan Phase Two Community Engagement Report (2017) and website State of Greater Shepparton Children's Report (2014)Lighthouse Project 1,000 Conversations (status overview) June 2018 6

Priority areas and aspirations

The six key priority areas of this strategy and our aspirations for young people are:

1 To be loved, healthy and safe

Young people are looked after and cared for to achieve holistic wellbeing including good physical and mental health. They have friends and trusted adults that they can turn to for help. They feel safe at home, at school, in the workplace and in the community.

2 To have access to material basics

Young people have access to sufficient housing, food, clothing, money, transport and technology to meet their daily living needs.

3 To learn and develop skills

Young people are actively engaged in affordable and accessible education, training, the workforce, volunteering and family life.

4 To have a voice

Young people have the opportunity to have their voice heard in schools and the broader community. They are involved in planning things in the community.

5 To be part of a community

Young people have access to a range of events and activities in the community. Young people feel welcome and valued in the community. Differences in cultural backgrounds, gender, sexuality, abilities, religious beliefs, appearance, socio-economic status, health are celebrated and respected.

6 To engage the youth sector

Young people's outcomes are greatly improved as a result of Council's Youth Services Team being actively engaged in the youth sector, sharing their skills and expertise, professional development opportunities, learning from others and forming strategic partnerships.

Acronyms

CALD

Culturally and Linguistically Diverse

CCTV

Closed Circuit Television

CPTED

Crime Prevention Through Environmental Design

FReeZA

Drug and alcohol free event funding program initiated by the State Government

WAM

Word and Mouth Youth Organisation

GMLLEN

Goulburn Murray Local Learning and Employment Network

GSCC

Greater Shepparton City Council

LGBQTI

Lesbian, Gay, Bi-sexual, Queer, Transgender and Intersex





1. To be loved, healthy and safe

	Objective	Action	Partners	Priority
1.1	Greater Shepparton has access to additional resources to enable further delivery in mental health services	Advocate to the State Government for more mental health resources in Greater Shepparton.	Greater Shepparton City Council (GSCC) Greater Shepparton Lighthouse Project (GSLP) Existing and new service providers within the youth sector Mental Health Service Providers currently this includes Headspace Child and Youth Mental Health Service	Year 1 - 4
1.2		Advocate to the Department of Health and Human Services for more female doctors in region to better meet the needs of young women (particularly those of the Islamic faith).	GSCC GSLP Goulburn Valley Health	Year 1 - 4
1.3	Young people have accessible information and education made available to them and feel engaged in their community.	Provide programs, services, facilities and recreational events that: • promote physical and mental health and wellbeing • promote respect, diversity and inclusion • are free of drugs and alcohol This includes • Drug and Alcohol information workshops throughout sporting communities • National Youth Week activities and events • Freeza Events • 3630 Concrete Jungle Skatepark Competition	GSCC GSLP Existing and new service providers within the Youth Sector this can include Headspace The Bridge The Salvation Army Berry Street The Youth Foyer Mind Australia Kildonan Uniting Care Secondary and Tertiary Education Providers	Year 1 - 4

	Objective	Action	Partners	Priority
1.4	Young people have access to a broad range of local, safe, free / low cost and inclusive events that meet their needs.	To evaluate the FReeZA program ensuring that it provides a diverse range of drug and alcohol free events, programs and activities of various sizes for young people between 12-25 years of age and in various locations around the municipality.	GSCC GSLP Arts groups/Bands Existing and new service providers	Year 1 - 4
1.5	Young people who present at GSCC front desk seeking help are provided with suitable support and information to assist them.	To provide training for GSCC front desk staff to provide information for young people seeking help.	GSCC Sport and recreation clubs	Year 1
1.6	Young people are exposed to healthier eating choices at Council owned sport and recreation facilities.	To support the Municipal Health and Wellbeing plan specifically the implementation of a healthy eating policy at Council owned sport and recreation facilities to reduce the amount of junk food that young people have access to.	GSCC Sport and recreation clubs	Year 1 - 4
1.7	Young people and their parents feel as though they are confidently able to make well informed choices impacting the lives of young people.	To provide information sessions for parents and young people on issues of concern such as drugs, alcohol and safe partying; bullying / cyberbullying; respectful relationships; stress, anxiety and depression; transitions through life stages	GSCC GSLP Existing and new service providers within the Youth Sector Victoria Police Training organisations Local Sporting clubs	Year 1 - 4
1.8	Young people are confidently and frequently utilising public spaces	To ensure GSCC utilises tools such as Crime Prevention Through Environment Design (CPTED) principles (which may also incorporate lighting and CCTV cameras) are used when designing or upgrading public spaces such as parks, facilities, shopping areas, bus stops, etc to improve public safety.	GSCC Victoria Police Neighbourhood Watch	Year 1 - 4

2. To have access to material basics

	Objective	Action	Partners	Priority
2.1	Young people have convenient and affordable public transport options within the municipality and to other locations outside the municipality for education, work and leisure.	To advocate to the Department of Transport to implement timetables and routes that more effectively meet the needs of young people both within Shepparton and in outlining towns.	GCSS GSLP Regional Roads Victoria Department of Economic Development, Jobs, Transport and Resources	Year 1 - 4
2.2	Young people are able to use active transport to access the key areas in the community that they need for education, employment and leisure.	To continue developing safe, well connected walking / cycling paths to destinations throughout the municipality that young people need to access, e.g. schools, sports facilities, shopping areas, etc.	GSCC GSLP Department of Economic Development, Jobs, Transport and Resources	Year 1 - 4
2.3	Young people have access to free Wi-Fi in key locations in Shepparton and outlying towns to enable them to connect for educational and recreational purposes.	To support free Wi-Fi locations in public spaces such as libraries, shopping areas and parks throughout Shepparton and outlying towns to enable young people to access the internet.	GSCC Internet providers Chamber of Commerce	Year 1 - 4
2.4	Young people accessing Council's website can find information about youth-specific services.	To maintain a link to the community directory developed by the GMLLEN on its website.	• GMLLEN • GSCC	Year 1 - 4

3. To learn and develop skills

	Objective	Action	Partners	Priority
3.1	Young people have access to relevant information about careers, training opportunities and further education at times when they need it.	To continue working with GSCC's economic development and People and Performance departments to deliver information about careers, training opportunities, further education opportunities and business establishment in a mode of delivery that best meets the needs of young people (based on results of evaluations with young people).	GSCC Shepparton Business Centre GSLP GMLLEN Secondary and Tertiary Education Providers	Year 1
3.2 student placements within GSCC and in work experience both within GSCC and within the youth sector		GSLP Existing and new service providers within the youth sector Secondary and Tertiary Education	Year 1 - 4	
3.3	Young people have access to meaningful careers information.	To deliver small scale on-site careers presentations for young people in partnership with local businesses.	GSCC GSLP Existing and new service providers within the youth sector this can include: Headspace Mind Australia Brayton Youth and Family Services The Shepparton Youth Foyer Berry Street Kildonan Uniting Care Secondary and Tertiary Education Providers	Year 1 - 4

	Objective	Action	Partners	Priority
3.4	Young people accessing Council's website can find information about youth- specific services. To maintain a link to the communit directory developed by the GMLLE its website.		GSCC GSLP Existing and new service providers within the youth sector Secondary and Tertiary Education Providers	Year 1 - 4
Young aspiring leaders develop the skills to enable them to be more engaged in 3.5 civic life and to take on more roles in voluntary organisations, education or businesses and their communities. To continue providing a range of opportunities for young aspiring leaders to develop their leadership skills. • GSCC • Word and Mouth			Year 1 - 4	
3.6	Members of the Word and Mouth Committee are skilled in delivering events.	To continue working with the Word and Mouth committee to develop their event management skills through the planning and delivery of FReeZA events.	GSCC Regional Roads Victoria Berry St	Year 1 - 4
3.7	Young people who may not otherwise to promote and support opportunities for young people to volunteer in the supported to get their driver's licence. To support the work of the Greater Shepparton Volunteer Strategy and to promote and support opportunities for young people to volunteer in the community to develop their skills and to provide assistance to individuals, groups and initiatives.			Year 1 - 4
3.8	Young people have access to a broad range of volunteering opportunities which enable them to 'give back to the community' and to develop skills that are transferrable to the workplace.	To promote and support opportunities for young people to volunteer in the community to develop their skills and to provide assistance to individuals, groups and initiatives.	GSCC GSLP Existing and new service providers within the youth sector	Year 1 - 4

	Objective	Action	Partners	Priority
3.9	Young people support one another and share their skills and expertise.	To advocate to and also where possible on behalf of local Universities to increase the range of courses delivered from Shepparton campuses. To advocate to and also where possible on behalf of local Universities to increase the range of courses delivered from Shepparton campuses.	GSCC GSLP Existing and new service providers within the youth sector Secondary and Tertiary Education Providers	Year 2
3.10	More young people are able to remain in Shepparton to study the tertiary course of their choice where possible.	ocrease the range of courses delivered • GSLP • Shepparton Business Centre		Year 1

4. To have a voice

	Objective	Action	Partners	Priority
4.1	The Word and Mouth Committee is recognised by Council as a key voice of young people in the community and its views are regularly sought by Councillors and units within Council.	To expand the role of the Word and Mouth Committee to have a greater advisory role for GSCC on youth related issues and schedule a twice yearly update with Councillors.	GSCC Word and Mouth	Year 1 - 4
4.2	Effective two-way communication between students and Council occurs through the Youth Ambassador's program.	To train several young people in schools to become youth ambassadors for GSCC so that they can report back on issues that matter to young people and also promote any GSCC initiatives within schools, e.g. FReeZA events, festivals, etc.		Year 1 - 4
4.3	Young people have a greater say in what is happening or being planned in their communities.	To work with community planning groups to provide greater opportunities for young people to have a say about their local communities.	GSCC GSLP Community planning groups Existing and new service providers within the Youth Sector	Year 1 - 4
4.4	Young people's feedback is sought and included in all relevant Council programs, services, facilities or strategies that are developed.	To develop a formalised process whereby relevant Council programs, services, facilities or strategies that are developed seek the views of young people in their design.	• GSCC	Year 1 - 4

	Objective	Action	Partners	Priority
4.5	Young people's achievements are recognised within the broader community.	To provide an opportunity for an annual awards program recognising the achievements of young people in the community.	GSCC GSLP Local Businesses Existing and new service providers within the Youth Sector this can include Headspace Mind Australia Brayton Youth and Family Services The Shepparton Youth Foyer Berry Street Kildonan Uniting Care	Year 1 - 4
4.6	There is a positive perception of young people's contributions to society by the local community.	To promote positive achievements of young people in the community across internal social media platforms and external news platforms.	 GSCC GSLP Local media outlets Existing and new services providers within the Youth Sector 	Year 1 - 4

5. To be part of a community

	Objective	Action	Partners	Priority
5.1	Young people feel valued and welcomed at all community events.	To provide a diverse range of programs, services and facilities which encourage young people to participate in and engage with the community and which take into consideration their needs regardless of gender, culture and ability. To ensure that a variety of accessible, inclusive, multi-cultural and intergenerational events are offered in the community each year.	GSCC GSLP Existing and new service providers within the Youth Sector Secondary and Tertiary Education Providers	Year 1 - 4
5.2	Young people have access to a broad range of initiatives that meet their specific needs.	To continue delivering Youth Week activities for young people in partnership with other youth services.	GSCC GSLP Existing and new service providers within the Youth Sector currently this includes: Headspace Secondary and Tertiary Education Providers	Year 1 - 4
5.3	Young people have access to a range of place-based outdoor facilities that meet their physical and social needs.	To continue developing youth related facilities in smaller towns in the municipality as per the Youth Recreation Strategy.	• GSCC	Year 1 - 4
5.4	Young people have access to resources that enable them to bring some relevant youth-related ideas to fruition.	To support and work with Council's current Matching Community Grants Program that enables young people, or community groups who work with young people to apply for seed funding to establish a specific initiative.	• GSCC • GSLP	Year 3

	Objective	Action	Partners	Priority
Young people who traditionally do not or are limited in terms of accessing youth programs, services or facilities are supported to do so. community who are under-reging in community programs, serviced facility use, e.g. young people dual diagnosis, disabilities, Incommunity, CALD community particularly Muslim girls, LGBC community, disengaged younget and develop suitable particularly.		in terms of accessing dual diagnosis, disabilities, Indigenous community, CALD community –		Year 1 - 4
5.6	Young LGBQTI+ members of the community feel valued by GSCC	To begin conversations around Council flying the Rainbow Flag outside the Council office to acknowledge that it is an inclusive organisation that supports diversity. To work closely with community agencies to ensure young members of the LGBTI+ community feel supported and included in their homes and in their places of work, study and recreation.	GSCC GSLP LGBQTI community Kildonan Uniting Care Diversity Group GV PRIDE Existing and new service providers within the Youth Sector Secondary and Tertiary Education Providers	Year 1 - 4
5.7	Young people recognise that GSCC supports inclusivity, diversity and safety of all of its residents.	To provide support to relevant national, state or local initiatives that promote safety, inclusion, health, wellbeing, etc to demonstrate Council's commitment to a safe, diverse and inclusive community.	GSCC GSLP Community safety programs Existing and new service providers within the Youth Sector White Ribbon Day Victoria Police	Year 1 - 4

	Objective	Action	Partners	Priority
5.8	Young people will have the opportunity to share ideas and develop skills in cultural leadership, creative enterprise and cultural management.	To continue developing and implementing the Cultural Aboriginal Leadership Program within the community alongside our program partners.	GSCC Indigenous leaders Rumbalara Aboriginal Co-Operative Academy of Health and Sport Existing and new service providers within the Youth Sector this currently includes: Headspace GV CASA Secondary and Tertiary Education	Year 1 - 4

6. To engage the youth sector.

	Objective	Action	Partners	Priority
6.1	Youth service staff are supported to improve their skills, share their expertise and to better connect to existing services.	To attend relevant professional development and networking opportunities to increase their skills and to share resources / expertise and also provide local professional development and networking opportunities for the sector.	GSCC GSLP Existing and new service providers within the Youth Sector People and Development Department Secondary and Tertiary Education Providers	Year 1 - 4
6.2	Partnerships with relevant service providers are formed and the outcomes of young people in the region are subsequently improved.	To seek opportunities to form partnerships with service providers where appropriate to develop improved outcomes for young people.	GSCC GSLP Existing and new service providers within the Youth Sector Secondary and Tertiary Education Providers	Year 1 - 4
6.3	Additional resources are made available locally for young people, thereby improving their outcomes.	To assist the youth sector to advocate for additional resources required to provide improved services and access to services within the region as required.	GSCC GSLP Existing and new service providers within the Youth Sector Secondary and Tertiary Education Providers	Year 1 - 4
6.3i		To assist in sector funding applications including applying for funding on behalf of the sector to address issues current to the sector at that time and providing support letters where possible.	GSCC GSLP Existing and new service providers within the Youth Sector Secondary and Tertiary Education Providers	Year 1 - 4

	Objective	Action	Partners	Priority
6.3ii		To support local sector causes and where possible assist in fundraising opportunities.	GSCC GSLP Existing and new service providers within the Youth Sector providers within the Youth Sector	
6.4	GSCC staff to continue to collaboratively together on youth related issues and achieve better outcomes for young people.	To develop an internal GSCC youth working party which meets quarterly to encourage greater awareness, communications and collaborations between various Council units	GSCC	Year 1 - 4
6.5	Young people are more readily able to access electronic information about youth services in the Greater Shepparton.	To provide more information on Council's website about youth services in Greater Shepparton.	GSCC	Year 1 - 4



Quotes collected throughout consultations for the Youth Strategy and Action Plan

To be loved, healthy and safe

"I love that the Shepp Lake is becoming more family friendly and culturally diverse. Going down there after school has such a great feel now"

"I don't feel very safe walking around Shepparton, which is mainly because I am a young female. Sometimes I don't even feel safe walking to the park by myself which is literally three blocks away."

To have access to material basics

"Finances are the biggest problem for myself and a lot of my friends. Student allowance and new start are very hard to live off of and still have access to activities/events, even the little things like going out for lunch with friends."

To learn and develop skills

"I have to travel to Bendigo with 5 of my friends for 3 days per week as the uni in Shepparton does not provide for all courses."

To have a voice

"We need a voice, some way to voice our issues and speak as part of the community."

To be part of a community

"I think there's a bit to be done on welcoming new arrivals in Shepparton. I myself find it hard to fit in because there's no one to tell me how things work."

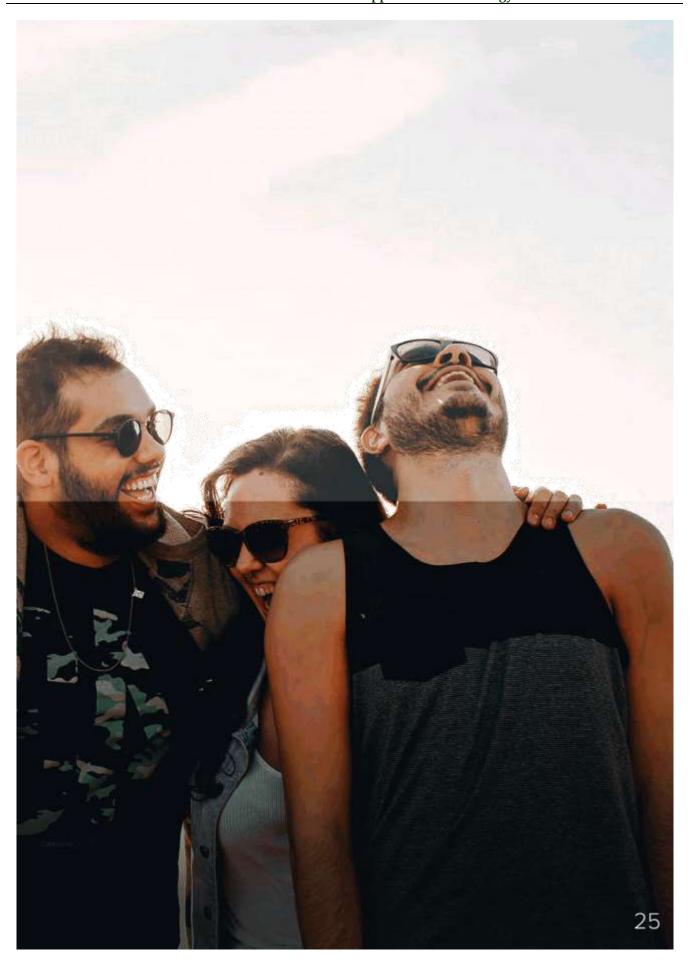
"Shepp is really culturally diverse and I feel like we do a great job at welcome different people from different backgrounds here"

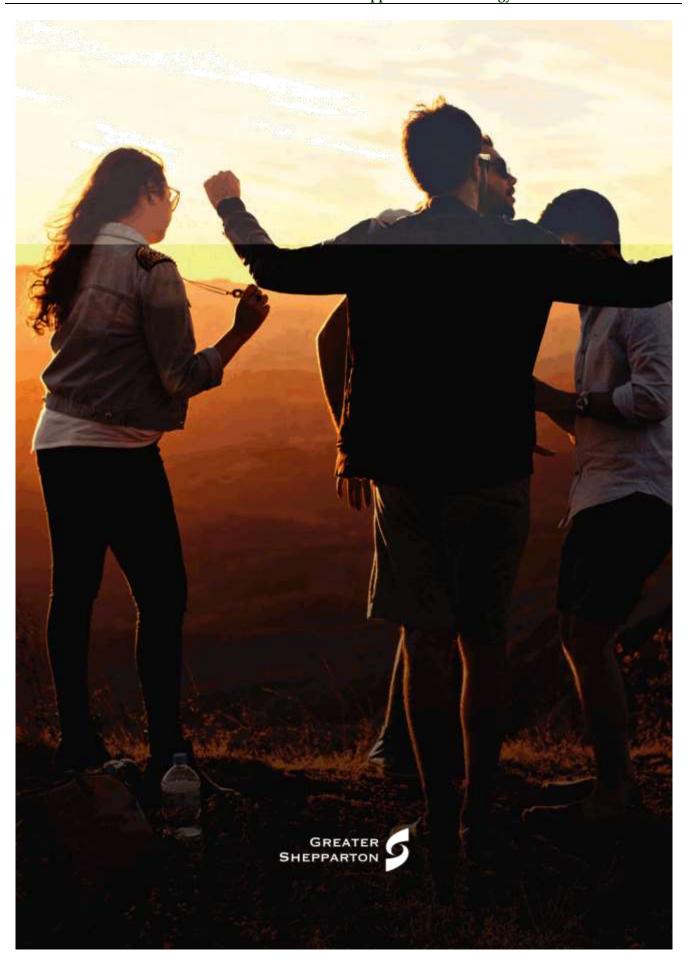
To engage the youth sector

"There is so much to do and I think it's only getting more exciting and kid friendly"

"We need to invest in our youth so we have a productive community going forward."

24





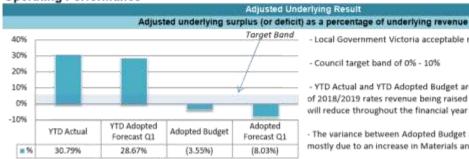
ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 10.1	January 2019 Monthly Financial Report		
Attachment 1	January 2019 - Monthly Financial Statements 214		

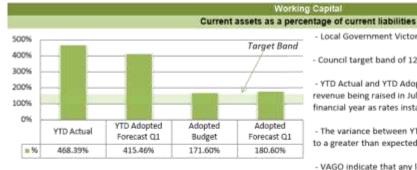
MONTHLY FINANCIAL REPORT **JANUARY 2019**

Operating Performance



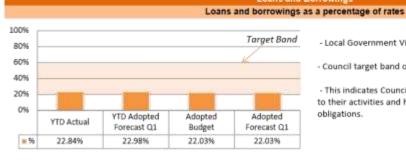
- Local Government Victoria acceptable range -20% to 20%
- Council target band of 0% 10%
- YTD Actual and YTD Adopted Budget are high due to the full amount of 2018/2019 rates revenue being raised in July. The underlying surplus will reduce throughout the financial year as expenditure is incurred.
- The variance between Adopted Budget and Adopted Forecast Q1 is mostly due to an increase in Materials and Services of \$3.7m

Financial Health



- Local Government Victoria acceptable range 100% to 400%;
- Council target band of 120% to 200%.
- YTD Actual and YTD Adopted Budget are high due to 2018/2019 rates revenue being raised in July. Receivables will reduce throughout the financial year as rates instalments fall due.
- The variance between YTD Actual and YTD Adopted Budget is mainly due to a greater than expected cash balance from the 30 June 2018 actual.
- VAGO indicate that any level of liquidity higher than 100% is considered low risk.

Financial Obligations



- Local Government Victoria acceptable range 0% to 70%
- Council target band of 20% to 60%.
- This indicates Council has a level of borrowing that is appropriate to their activities and have a strong capacity to meet their long term obligations.

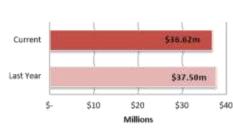
Other Financial Performance



0-30 days	30	-60 days	6	1+ days
62.07%		21.85%		16.08%
\$ 1,000,171	\$	352,033	\$	259,178

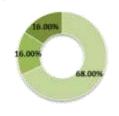
Rates Debtors

Third instalment due 28 February 2019



Investments

\$52m with average 2.48% \$735k interest income to date



Operating Performance JANUARY 2019

Income	YTD Adopted Forecast Q1 vs YTD Actual (Fav)/Unfav		Project Year vs Adopte (Fav)/	ed Forecast Q1
Rates and Charges	Steady	(\$0.02m)	Steady	\$0.01m
Statutory Fees	Unfavourable	\$0.22m	Steady	\$0.07m
User Charges	Steady	(\$0.05m)	Steady	\$0.07m
Grants	Steady	(\$0.4m)	Steady	(\$0.29m)
Contributions	Favourable	(\$0.33m)	Favourable	(\$0.39m)
Other Revenue	Favourable	(\$0.73m)	Favourable	(\$0.33m)
Total Income	Steady	(\$1.31m)	Steady	(\$0.87m)
Expense				
Employee Costs	Steady	(\$0.02m)	Steady	(\$0.16m)
Materials and Consumables	Favourable	(\$1.4m)	Steady	(\$0.85m)
Bad and Doubtful Debts	Steady	(\$0.02m)	Steady	\$0m
Depreciation and Amortisation	Steady	(\$0m)	Steady	\$0m
Borrowing Costs	Steady	(\$0.02m)	Steady	\$0m
Other Expenses	Steady	\$0.1m	Steady	\$0m
Total Expense	Steady	(\$1.37m)	Steady	(\$1m)

Notes:

- 1) Statutory Fees is \$224k less than YTD Adopted Forecast Q1. This unfavourable variance is mostly due to lower Planning permit income and the timing of Parking Infringement income. Please see income statement for more detail.
- 2) Contributions is \$333k more than YTD Adopted Forecast Q1. Projected Full Year is \$390k more than Adopted Forecast Q1 and \$365k more than 2018/2019 Adopted Budget. These favourable variances mostly relate to additional contributions for emergency management, developer contributions, property insurance and planning. Please see income statement for more detail.
- 3) Other Revenue is \$731k more than YTD Adopted Forecast Q1. Projected Full Year is \$334k more than Adopted Forecast Q1 and \$420k more than 2018/2019 Adopted Budget. These favourable variances are mostly due to additional interest income, fuel rebates, royalties for Cosgrove landfill, cardboard and steel income at Council's transfer stations and rental income from sport facilities. This favourable variance is partially offset by the write off of income recorded in prior financial years. Please see Income Statement for more detail.
- 4) Materials and Consumables is \$1.40m less than YTD Adopted Forecast Q1. This favourable variance is mostly due to the time of kerbside organics collection, under 65 respite care, community donations, concrete crushing, sealed roads works, Midland Highway intersection works, Cosgrove landfill operations, and the Animal Shelter. Please see income statement for more detail.

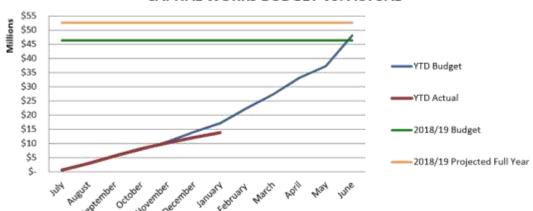
Capital Works Performance JANUARY 2019

ADOPTED BUDGET	ADOPTED FORECAST Q1	PROJECTED FULL YEAR	YTD ACTUAL
\$46.36m	\$48.13m	\$52.6m	\$13.85m

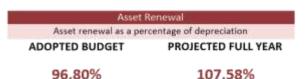
PROGRESS

- *29.88% of Adopted Budget spent
- *26.33% of current full year projection spent
- * Same time last year: \$15.91m (41.56%) of the 2017/2018 Adopted Budget had been spent

CAPITAL WORKS BUDGET VS. ACTUAL

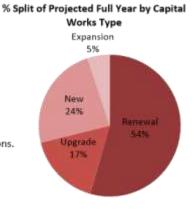


RENEWAL



- Expected range of 40% to 130%; Target band of 90% to 110%.

- Indicator of assets being renewed as planned. High or increasing percentages indicate improvement in capacity to meet long term obligations.
- The variance between Adopted Budget and Projected Full Year is mostly due to the timing of renewal works at Cosgrove Landfill



Income Statement for period ended January 2019

	YEAR TO DATE				FULL YEAR						
	2018/2019 YTD Adopted Budget	2018/2019 YTD Adopted Forecast Q1	2018/2019 YTD Actual	YTD Adopted Budget Variance (Fav)/Unfav	YTD Adopted Forecast Q1 Variance (Fav)/Unfav	2018/2019 Adopted Budget	2018/2019 Adopted Forecast Q1	2018/2019 Projected Full Year	Adopted Budget Variance (Fav)/Unfav	Adopted Forecast Q1 Variance [Fav]/Unfav	Notes
	\$	\$	\$	%	%	\$	\$	\$	%	%	
Revenues from Operating Activities											
Rates and Charges	77,200,570	77,308,355	77,330,128	(0.2%)	(0.0%)	77,426,3			(0.0%)	0.0%	
Statutory Fees	1,881,624	1,613,371	1,389,094	26.2%	13.9%	3,394,93			4.3%	2.0%	1 1
User Charges	11,061,687	11,087,078	11,134,147	(0.7%)	(0.4%)	18,748,2			(1.1%)	0.3%	
Operating Grants	9,931,202	10,303,205	10,703,107	(7.8%)	(3.9%)	17,602,2			(4.7%)	(1.6%)	
Operating Contributions	740,880	863,073	1,196,692	(61.5%)	(38.7%)	1,357,66			(26.9%)	(29.2%)	2
Other	1,285,179	672,274	1,403,713	(9.2%)	(108.8%)	1,992,1			(21.1%)	(16.0%)	3
Total Operating Revenue	102,101,142	101,847,356	103,156,881	(1.0%)	(1.3%)	120,521,58	7 121,371,128	122,243,964	(1.4%)	(0.7%)	
Expenses from Operating Activities						1					
Employee Costs	28,837,206	29,313,694	29,292,558	1.6%	(0.1%)	49,543,13	7 49,738,019	49,579,194	0.1%	(0.3%)	
Materials and Consumables	28,510,165	27,462,028	26,059,242	(8.6%)	(5.1%)	49,745,8	4 53,478,321	52,632,734	5.8%	(1.6%)	4
Bad & Doubtful Debts	35,966	28,964	13,335	(62.9%)	(54.0%)	173,7	0 178,287	178,852	2.9%	0.3%	
Depreciation and Amortisation	14,956,599	15,127,935	15,124,382	1.1%	(0.0%)	23,602,9	9 26,101,548	26,101,548	10.6%	0.0%	5
Borrowing Costs	500,000	522,080	503,389	0.7%	(3.6%)	1,002,0	0 1,002,000	1,002,000	0.0%	0.0%	
Other Expenses	344,814	343,628	439,103	27.3%	27.8%	587,05	1 619,091	619,091	5.5%	0.0%	
Total Operating Expenses	73,184,750	72,798,329	71,432,010	(2.4%)	(1.9%)	124,654,85	1 131,117,266	130,113,419	4.4%	(0.8%)	
UNDERLYING OPERATING RESULT	28,916,392	29,049,027	31,724,871	(9.7%)	(9.2%)	(4,133,26	(9,746,138)	{7,869,455}	(90.4%)	19.3%	
Non-operating Income and Expenditure						1					
Capital Grants	2,370,000	2,845,237	1,321,708	44.2%	53.5%	8,700,37	0 9,315,577	8,264,930	5.0%	11.3%	6
Capital Contributions	412,000	672,539	1,547,561	(275.6%)	(130.1%)	911,0	0 1,435,539	2,447,743	(168.7%)	(70.5%)	7
Contributed Assets	7,942,415	7,521,803	6,101,719	23.2%	18.9%	13,842,13	9 13,842,129	13,842,129	0.0%	0.0%	8
Proceeds from Sale of Assets	110,000	253,052	142,608	(29.6%)	43.6%	390,00	0 390,000	390,000	0.0%	0.0%	9
Written Down Value of Asset Disposals	(314,601)	(199,394)	(199,394)	36.6%	(0.0%)	(539,53	5) (539,535)	(539,535)	0.0%	0.0%	
Other Revenue	ó	133,030	133,030	100.0%	0.0%	1	0 133,030		100.0%	0.0%	
Total Non Operating Items	10,519,814	11,226,267	9,047,232	14.0%	19.4%	23,303,9	4 24,576,740	24,538,297	(5.3%)	0.2%	
ACCOUNTING SURPLUS/(DEFICIT)	39,436,206	40,275,294	40,772,103	(3.4%)	(1.2%)	19,170,7	0 14,830,602	16,668,842	13.1%	(12.4%)	

Notes to the Income Statement for period ended January 2019

- 1) Statutory Fees is \$244k less than YTD Adopted Forecast Q1. This unfavourable variance is mostly due to a lower number of planning permit applications \$99k and the timing of Parking Infringement income \$120k.
- 2) Contributions is \$333k more than YTD Adopted Forecast Q1. Projected Full Year is \$390k more than Adopted Forecast Q1 and \$365k more than 2018/2019 Adopted Budget. These favourable variances are mostly due to Natural Disaster financial assistance from the Department of Treasury and Finance \$133k, additional development contributions for civil works and trees in new estates \$124k, additional contributions towards building insurance from Council's leasees \$46k and additional Recreational Land Fund contributions \$40k.
- 3) Other Revenue is \$591k more than YTD Adopted Forecast Q1. Projected Full Year is \$334k more than Adopted Forecast Q1 and \$420k more than 2018/2019 Adopted Budget. These favourable variances are mostly due to additional interest income from high levels of investment \$550k, additional fuel rebates \$384k, additional royalties for Cosgrove landfill \$50k, additional income from cardboard and steel recycling at Council's transfer stations \$30k and additional rental income at sport facilities \$12k. This favourable variance is partially offset by the write off of income recorded in prior financial years which will be recovered in future financial years \$719k.
- 4) Materials and Consumables is \$1.40m less than YTD Adopted Forecast Q1. This favourable variance is mostly due to the timing of under 65 respite care contract payments \$308k, community donations \$190k, concrete crushing \$189k, sealed roads contract payments \$123k, Cosgrove landfill contract payments \$93k, and animal shelter vet expenses \$85k. Projected Full Year is \$2.89m more than 2018/2019 Adopted Budget. This unfavourable variance is mostly due to increases in non-Council asset, non-recurrent, works on Macisaac Road and Echuca Road intersection \$730k, Lifestyle Villages bridge \$226k and Midland Highway intersection Mooroopna West \$265k re-budgeted from 2017/2018. This unfavourable variance is also impacted by expenditure for a detailed design of the Shepparton Sport and Event Centre \$380k, increase in fuel expense \$289k, additional Planning legal expense \$257k, the operating portion of the public wifi capital project \$280k, and additional Shepparton Show Me expenditure \$219k. This unfavourable variance is partially offset by savings in kerbside organics due to lower amounts of green waste processing \$938k.
- 5) Depreciation Projected Full Year is \$2.49m more than 2018/2019 Adopted Budget. This unfavourable variance is due to asset revaluations which resulted in an increase in asset values.
- 6) Capital Grants is \$1.52m less than YTD Adopted Forecast Q1. Projected full year is \$1.05m less than Adopted Forecast Q1 and \$435k less than 2018/2019 Adopted Budget. These unfavourable variances are mostly due to the timing of grant funding for the new Shepparton Art Museum \$2m. This funding is expected to be received in future financial years. This unfavourable variance is partially offset by additional grant funding for Tatura Library redevelopment \$600k, Public Wifi project \$480k, Vibert Reserve lighting and security project \$189k, Watt Road Blackspot program \$114k, and Central Park netball court upgrade \$100k.
- 7) Capital contributions is \$875k more than YTD Adopted Forecast Q1. Projected Full Year is \$1.01m more than Adopted Forecast Q1 and \$1.54m more than 2018/2019 Adopted Budget. These favourable variances are mostly due to additional developer contributions \$290k for Northside Estate, Seven Creeks Estate, Kialla Greens Estate and Windsor Park. The favourable variance is also impacted by additional funding from Vic Roads as part of the Fixing Country Roads program for bridge renewals \$930k.
- 8) Contributed Assets is \$1.42m less than YTD Adopted Forecast Q1. This unfavourable variance is due to the timing of receipt of assets from completed estates.
- 9) Capital Other Revenue Projected Full Year is \$133k more than 2018/2019 Adopted Budget. This favourable variance is due to rebates for the installation of solar power at Council's Welsford Street office and Shepparton Sports Stadium \$77k, and insurance income for the Aquamoves shade structures \$36k which will be used to offset additional capital Expenditure for this project.

Balance Sheet as at January 2019

	Total Actual June 2018 \$	Adopted Budget June 2019 \$	Adopted Forecast Q1 June 2019 \$	YTD Adopted Budget 2019 \$	YFD Adopted Forecast Q1 2019 \$	YTD Actual 2019 \$	Total Actual June 2018 Variance (Fat)/Unfav %	Adopted Forecast Q1 Variance (Fax)/Unfax %	Notes
Current Assets									ш
Cash and Cash Equivalent	23,809,567	18,057,669	19,845,062	790,311	6,329,420	13,055,298	45.2%	34.2%	ıı
Receivables	7,943,794	6,692,000	8,975,559	53,498,888	51,110,753	42,040,323	(429.2%)	(368.4%)	l I
Other Financial Assets	31,500,000	13,600,000	13,600,000	45,000,000	41,000,000	43,000,000	(36.5%)	(216.2%)	ll
Inventories	120,198	74,000	120,198	158,508	165,976	236,416	(96.7%)	(96.7%)	ıı
Assets Held for Resale	248,085		248,085	-	248,085	248,085	0.0%	0.0%	ıı
Other Assets	1,375,355	1,050,000	1,375,354	252,236	315,922	342,416	75.1%	75.1%	ıı
Total Current Assets	64,996,998	39,473,669	44,164,258	99,699,943	99,170,156	98,922,537	(52.2%)	(138.7%)	1 I
									1 I
Non Current Assets									ıı
Investment in Associates	1,457,302	1,511,499	1,457,302	1,511,499	1,457,302	1,457,302	0.0%	0.0%	1 I
Infrastructure	1,036,461,256	1,118,546,000	1,071,789,148	1,042,106,197	1,042,768,946	1,041,011,598	(0.4%)	2.9%	ll
Intangible Assets	ъ.	848,000		~			0.0%	0.0%	1
Total Non Current Assets	1,037,918,558	1,120,905,499	1,073,246,450	1,043,617,696	1,044,226,248	1,042,468,900	(0.4%)	2.9%	1 I
Total Assets	1,102,915,556	1,160,379,168	1,117,410,708	1,143,317,639	1,143,396,404	1,141,391,437	(3.5%)	(2.1%)	1 I
									1 I
									ΙI
Current Liabilities									ıı
Trade & Other Payables	9,997,114	8,720,000	11,041,320	9,317,341	8,924,875	6,072,074	(39.3%)	(45.0%)	l I
Trust Funds	2,836,213	2,717,000	2,836,213	5,856,258	4,542,776	5,340,464	88.3%	88.3%	ıı
Pravisions	9,220,504	10,119,000	9,220,506	8,818,142	9,476,194	9,117,310	(3.1%)	(1.1%)	l I
Interest Bearing Liabilities	1,362,130	1,447,000	1,362,130	926,242	926,242	589,750	(56.7%)	(56.7%)	l I
Total Current Liabilities	23,415,961	23,003,000	24,460,169	24,917,983	23,870,087	21,119,598	(9.8%)	(13.7%)	1 I
Non-Common thek Milder									1
Non Current Liabilities	7.107.824	7.094.000	7.107.824	7.118.151	7.107.824	7.107.824	0.0%	(0.0%)	ıı
Provisions	.,,	15,610,000	15,706,200	,	.,,	17,073,415	0.0%	8.7%	l I
Interest Bearing Liabilities	17,073,415	The second secon	THE RESIDENCE OF THE PARTY OF T	16,837,286	16,837,286	24,181,238	0.0%	6.0%	l 1
Total Non Current Liabilities Total Liabilities	24,181,238	22,704,000	22,814,024	23,955,437	23,945,110		(4.8%)	(4,2%)	l 1
rotar Liabilities	47,597,199	45,707,000	47,274,193	48,873,420	47,815,197	45,300,836	[4,839]	[4,2%]	l I
Net Assets	4 055 340 353	1,114,672,168	4 470 476 545	1,094,444,219	1,095,581,207	* **** *** ***	96.0%	(2.4%)	1 1
Net Assets	1,055,318,357	1,114,6/2,168	1,070,136,515	1,094,444,219	1,095,581,207	1,096,090,600	90.0%	(2,4%)	ΙI
Represented By									
Accumulated Surplus	392,432,069	555,416,922	407,250,227	431,557,931	432,694,919	433,204,312	(10.4%)	(6.4%)	
Reserves	662,886,288	559,255,246	662,886,288	662.886.288	662,886,288	662,886,288	0.0%	0.0%	
Total Equity	1,055,318,357	1,114,672,168	1,070,136,515	1,094,444,219	1,095,581,207	1,096,090,600	96.0%	(2.4%)	l
· our Equity	2,433,310,337	2,117,072,100	2,070,130,313	2,034,444,219	2,093,302,207	2,230,030,000	30,079	(myera)	ı I

Notes to the Balance Sheet as at January 2019

1) intangible assets is \$848k less than 2018/2019 Adopted Budget. Land controlled by Places Victoria, creating an intangible assets for the right to receive income, was gifted back to Council resulting in a write off of intangible assets as part of the 2017/2018 end of financial year reports. The budget for this was adjusted as part of the 2018/2019 Q1 Forecast Review.

Cash Flow Statement as at January 2019

Cash flows from operating activities

Receipts from customers

Payments to suppliers

Net cash inflow(outflow) from customers(suppliers)

Interest received

Government receipts

Contributions

Net cash inflow(outflow) from operating activities

Cash flows from investing activities

Net movement in other financial assets Infrastructure, property, plant & equipment - proceeds Infrastructure, property, plant & equipment - payments

Net cash inflow(outflow) from investing activities

Cash flows from financing activities

Finance Cost

Repayment of interest-bearing loans and borrowings

Net cash inflow(outflow) from financing activities

Net increase(decrease) in cash and equivalents

Cash and equivalents at the beginning of the year

Cash and equivalents at the end of the year

2018/2019	2018/2019	2018/2019	2018/2019		Adopted	Adopted
Adopted	Adopted	YTD	YTD	2018/2019	Budget	Forecast Q1
Budget	Forecast Q1	Adopted	Adopted	YTD Actual	Variance	Variance
budget	Forecast Q1	Budget	Forecast Q1		(Fav)/Unfav	(Fav)/Unfav
\$	\$	\$	\$	\$	\$	\$
101,251,809	101,351,516	48,861,282	49,107,673	59,416,239	(21.60%)	(20,99%)
(97,376,000)	(104,013,718)	(58,443,588)	(57,263,863)	(59,189,327)	1.28%	3.36%
3,875,809	(2,662,202)	(9,582,307)	(8,156,191)	226,912	(102.37%)	(102.78%)
582,000	680,000	318,780	468,404	577,466	(81.15%)	(23.28%)
26,371,000	27,454,746	12,301,202	13,148,442	12,024,815	2.25%	8.55%
2,269,000	2,769,012	1,230,725	1,613,457	2,822,098	(129.30%)	(74.91%)
33,097,809	28,241,556	4,268,401	7,074,113	15,651,290	266.68%	121.25%
3,400,000	17,900,000	(13,500,000)	(9,500,000)	(11,500,000)	14.81%	164.25%
390,000	390,000	110,000	253,052	142,608	(29.64%)	43.64%
(46,356,000)	(48,126,846)	(12,725,641)	(14,113,216)	(13,772,399)	8.23%	(2.41%)
(42,566,000)	(29,836,846)	(26,115,641)	(23,360,164)	(25,129,791)	3.77%	(7.58%)
(1,002,000)	(1,002,000)	(500,000)	(522,080)	(503,389)	0.68%	(3.58%)
(1,377,000)	(1,367,215)	(672,016)	(672,016)	(772,380)	14.93%	14.93%
(2,379,000)	(2,369,215)	(1,172,016)	(1,194,096)	(1,275,769)	8.85%	6,84%
(11,847,191)	(3,964,505)	(23,019,256)	(17,480,147)	(10,754,269)	(53.28%)	(38.48%)
29,904,860	23,809,567	23,809,567	23,809,567	23,809,567	(0.00%)	(0.00%)
18,057,669	19,845,062	790,311	6,329,420	13,055,298	(1551.92%)	(106.26%)

Capital Works Statement period ended January 2019

Capital Works Area	2018/2019 YTD Adopted Budget	2018/2019 YTD Adopted Forecast Q1	2018/2019 YTD Actual	YTD Adopted Budget Variance (Fav)/Unfav	YTD Adopted Forecast Q1 Variance (Fav)/Unfav	2018/2019 Adopted Budget S	2018/2019 YTD Adopted Forecast Q1	
Aerodrome	399,000	12,500	12,500	(97%)	016	399,000	411,500	⊦
Bridges	225,000	2,060	2,663	(99%)	29%	450,000	450,000	ı
Buildings	,	1,878,618	1,987,863	1%	6%	9,929,300	9,944,310	L
Computer & Telecommunications	1,972,517 1,235,000	405,795	126,773	(90%)	(69%)	1,405,000	1,611,054	L
Drainage	660,000	19,280	110,908	(83%)	475%		1,417,000	L
	262,000	278,442	226,010	(14%)	(1996)	1,076,000 349,000	347,080	L
Fixture Fittings and Furniture								L
Footpaths & Cycleways	262,880	197,140	229,821	(13%)	17%	1,641,380	1,641,380	L
Land	44,000	0	0	(100%)	0%	649,000	649,000	L
Land improvements	810,980	678,980	670,368	(17%)	(196)	1,205,980	1,155,980	L
Off Street Car Parks	0	65,000	13,050	100%	(80%)	65,000	65,000	L
Parks, Open Space & Streetscape	817,100	552,964	230,042	(72%)	(58%)	1,646,000	1,602,498	L
Plant Machinery & Equipment	1,885,000	1,980,094	1,212,058	(36%)	(39%)	2,795,000	3,368,000	L
Recreational Leisure and Community Facilities	1,303,030	951,375	750,028	(42%)	(21%)	1,624,439	1,996,102	L
Roads	9,174,148	7,030,218	6,408,834	(30%)	(996)	16,219,194	16,340,942	L
Waste Management	1,150,000	2,555,107	1,328,276	15%	(48%)	5,510,000	5,735,000	
Other infrastructure	1,000	0	19,311	1831%	100%	392,000	392,000	
Project Management Office	574,080	555,548	520,489	(9%)	(6%)	1,000,000	1,000,000	
Total Capital Works	20,775,735	17,163,121	13,848,992	(33%)	(19%)	46,356,293	48,126,846	Γ

2018/2019 Adopted Budget	2018/2019 YTD Adopted Forecast Q1	2018/2019 Projected Full Year	Adopted Budget Variance (Fav)/Unfav	Adopted Forecast Q1 Variance (Fav)/Unfav	Note
\$	\$	\$	96	%	
399,000	411,500	411,500	3%	0%	
450,000	450,000	1,360,000	202%	202%	1
9,929,300	9,944,310	10,100,002	2%	2%	
1,405,000	1,611,054	1,640,241	17%	2%	2
1,076,000	1,417,000	1,197,000	11%	(16%)	3
349,000	347,080	361,763	4%	4%	
1,641,380	1,641,380	1,656,355	196	1%	
649,000	649,000	605,000	(7%)	(7%)	
1,205,980	1,155,980	878,980	(27%)	(24%)	4
65,000	65,000	65,000	0%	0%	
1,646,000	1,602,498	1,602,498	(3%):	0%	5
2,795,000	3,368,000	2,945,993	5%	(13%)	6
1,624,439	1,996,102	2,373,223	46%	19%	7
16,219,194	16,340,942	16,489,601	2%	196	
5,510,000	5,735,000	9,518,284	73%	66%	8
392,000	392,000	392,000	0%	0%	
1,000,000	1,000,000	1,000,000	0%	0%	
46,356,293	48,126,846	52,597,440	13%	9%	

Capital Works Area	2018/2019 YTD Adopted Budget	2018/2019 YTD Adopted Forecast Q1	2018/2019 YTD Actual	YTD Adopted Budget Variance (Fav)/Unfav	YTD Adopted Forecast Q1. Variance (Fav)/Unfav %
Renewal	13,496,419	12,694,226	10,773,306	(20%)	(15%)
Upgrade	2,747,950	1,761,616	455,070	(83%)	(74%)
New	3,165,686	2,038,962	1,943,495	(39%)	(5%)
Expansion	791,600	112,769	156,633	(80%)	39%
Project Management Office	574,080	555,548	520,489	(9%)	(6%)
Total Capital Works	20,775,735	17,163,121	13,848,992	(33%)	(19%)

	2018/2019 Adopted Budget \$	2018/2019 YTD Adopted Forecast Q1	2018/2019 Projected Full Year \$	Adopted Budget Variance (Fav)/Unfav %	Adopted Forecast Q1 Variance (Fav)/Unfav %	Note
1	22,846,980	23,792,221	28,079,819	23%	18%	
١	8,294,744	8,694,744	8,614,557	4%	[196]	
1	11,679,569	12,004,881	12,295,064	5%	2%	
1	2,535,000	2,635,000	2,608,000	3%	(1%)	
١	1,000,000	1,000,000	1,000,000	0%	0%	
I	46,356,293	48,126,846	52,597,440	13%	9%	

Notes to the Capital Works Statement for period ended January 2019

- 1) Bridges Projected Full Year is \$910k more than Adopted Forecast Q1 and 2018/2019 Adopted Budget. These unfavourable variances are due to additional planning and design expenditure for Toolamba, Watt Road and Burkes Road bridges. This additional expenditure is offset by additional monetary contributions from Vic Roads as part of the Fixing Country Roads program.
- 2) Computer and Telecommunications is \$279k less than YTD Adopted Forecast Q1. This favourable variance is due to delays in the ICT primary compute and storage refresh project. Projected Full Year is \$235k more than 2018/2019 Adopted Budget. This unfavourable variance is mostly due to the new Public Wifi project \$200k. A portion of this project is accounted for under operating and will be fully offset by grant funding of \$480k. This unfavourable variance is also impacted by phone system upgrade works budgeted for in 2017/2018 but delayed to 2018/2019 due to technical issues \$29k.
- 3) Drainage Projected Full Year is \$220k less than Adopted Forecast Q1. This favourable variance is due to the reclassification of the MWGC North South Road project to Roads \$220k. Projected full year is also \$121K more than 2018/2019 Adopted Budget. This unfavourable variance is mostly due to additional works as part of the North Growth Corridor Drainage and Landscaping project \$130k to include a rising main, a new localised drainage project at Katandra West, and a new 173 agreement with developers for drainage works along the frontage of the new Audi dealership on Carolil Road \$126k.
- 4) Land Improvements Projected Full Year is \$277k less than Adopted Forecast Q1 and \$327k less than 2018/2019 Adopted Budget. These favourable variances are mostly due to a reduction in the scope of the trade waste treatment project at the Saleyards due to revised Goulburn Valley Water requirements \$290k. The favourable variance is also due to the deferral of Children Services garden renewals until future financial years to allow for the development of a renewal program \$50k.
- 5) Parks, Open Space and Streetscape is \$323k less than YTD Adopted Forecast Q1. This favourable variance is mostly due to the timing of works on the Kialla Park Oval re-construction \$249k and Shepparton Villages landscaping works \$50k.
- 6) Plant and Machinery is \$768k less than YTO Adopted Forecast Q1 and Projected full year is \$422k less than Adopted Forecast Q1. These favourable variances are due to delays in the delivery of large plant items, some of which will be re-budgeted into the 2019/2020 financial year.
- 7) Recreational Leisure and Community Facilities is \$201k less than YTD Adopted Forecast Q1. This favourable variance is mostly due to the timing of works on the Central Park netball court renewal \$104k and the Merrigum splash park \$99k.

 Projected Full Year is \$377k more than Adopted Forecast Q1 and \$749k more than 2018/2019 Adopted Budget. These unfavourable variances are mostly due to new capital works including Central Park netball court upgrade \$315k which is offset by additional grant funding. Also impacted by additional works associated with Federal funding at the Greater Shepparton Regional Sports Precinct \$308k and additional grant funding at the Greater Shepparton Regional Sports Precinct \$308k and additional grant funding.
- 8) Waste Management is \$1.23m less than YTD Adopted Forecast Q1. This favourable variance is mostly due to delays in works at Cosgrove Landfill including Cosgrove 3 cell 1 construction \$697k, Cosgrove 2 cell 3 capping \$386k, and Cosgrove 3 leachate evaporation ponds project \$250k. Projected Full Year is \$3.78m more than Adopted Forecast Q1 and \$4.01m more than 2018/2019 Adopted Budget. These unfavourable variances are mostly due to an increase in the Cosgrove 3 landfill project \$3.76m rebudgted from 2017/2018.

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

ew227



Greater Shepparton City Council

2018/2019

Q2 Forecast Review

2018/2019 Q2 Forecast Review

	contents rage		
OPE	RATING		
	Attachment 1 Executive Summary	Page	1
	Attachment 2 Income Statement & Notes	Page	2
	Attachment 3 Operating budget by department	Page	6
APP	PENDIX		
	Attachment 4 Balance Sheet	Page	12
	Attachment 5 Cash Flow Statement	Page	13
CAP	PITAL EXPENDITURE		
	Attachment 6 Capital Works Statement & Notes	Page	14
	Attachment 7 Capital Works by Account	Page	17

2018/2019 Q2 Forecast Review Executive Summary

INCOME STATEMENT

The Q2 Forecast Review projects an Accounting **Surplus** of \$16.72m (up \$1.89m or 12% from the Q1 Adopted Forecast).

The increase forecast surplus is largely due to a decrease in Materials and Services resulting from savings in Waste Operations

BALANCE SHEET

The Q2 Forecast Review ending Working Capital (Current Assets as a percentage of Current Liabilities) is projected to be 170% compared to 181% in the Q1 Adopted Forecast.

CASH FLOW STATEMENT

The Q2 Forecast Review ending cash balance is \$17.26m compared to \$19.84m in the Q1 Adopted Forecast.

The Loans and Borrowings indicator (Total loans and borrowings as a percentage of rates) for the Q1 Forecast Review has remained steady at 22%.

CAPITAL WORKS STATEMENT

The Q2 Forecast Review has identified an additional \$4.47m capital works.

Renewal expenditure as a percentage of Depreciation Expense at the Q2 Forecast Review is 108% compared to 91% in the Q1 Adopted Forecast. This is predominantly due to an increase in Cosgrove 3 Landfill renewal works of \$3.76m.

2018/2019 Q2 Forecast Review Income Statement for year ending June 2019

	2018/2019 Adopted Budget	2018/2019 Q1 Adopted Forecast	2018/2019 Q2 Forecast Review	Q1 v Q2 Variance (Fav)/Unfav	Q1 v Q2 Variance (Fav)/Unfav
	\$	\$	\$	\$	%
Revenue from operating activities					
Rates and Charges	77,426,385	77,474,660	77,463,622	11,038	0.0%
Statutory Fees & Fines	3,394,929	3,316,612	3,249,785	66,827	2.0%
User Fees	18,748,202	19,028,371	18,962,914	65,457	0.3%
Grants - Operating	17,602,271	18,139,169	18,452,093	(312,924)	(1.7%)
Grants - Capital	8,700,370	9,315,577	8,264,930	1,050,647	11.3%
Contributions - Monetary - Operating	1,357,669	1,333,473	1,723,089	(389,616)	(29.2%)
Contributions - Monetary - Capital	911,000	1,435,539	2,447,743	(1,012,204)	(70.5%)
Contributions - Non monetary	13,842,129	13,842,129	13,842,129	0	0.0%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(149,535)	(149,535)	(149,535)	0	0.0%
Other Income	1,992,131	2,211,873	2,545,491	(333,618)	(15.1%)
Total Operating Revenue	143,825,551	145,947,868	146,802,261	(854,393)	(0.6%)
Expenses from operating activities					
Employee Costs	49,543,187	49,738,019	49,579,194	(158,825)	(0.3%)
Materials and Services	49,745,854	53,478,321	52,602,917	(875,404)	(1.6%)
Bad & Doubtful Debts	173,740	178,287	178,852	565	0.3%
Depreciation	23,602,979	26,101,548	26,101,548	0	0.0%
Borrowing Costs	1,002,000	1,002,000	1,002,000	0	0.0%
Other Expense	587,091	619,091	619,091	0	0.0%
Total Operating Expenses	124,654,851	131,117,266	130,083,602	(1,033,664)	(0.8%)
ACCOUNTING SURPLUS FOR THE YEAR	19,170,700	14,830,602	16,718,659	(1,888,057)	(12.7%)

2018/2019 Q2 Forecast Review Notes to the Income Statement

1. Increase in operating revenue

Responsible Department	Area	\$1000	General Explanation		
Finance and Rates	Financial Services	(550)	Higher levels of investments resulting in higher interest income		
Strategic Assets	Fleet & Stores	(384)	Fuel rebates		
Director Community	Emergency Management	(133)	Natural Disaster Financial Assistance for the flood and storm event in December 2017		
Projects Department	Development Team	(100)	Additional Developer Contributions		
Strategic Assets	Saleyards	(97)	National Livestock Identification System funding for electronic identification of sheep and goats		
Children and Youth Services	Early Childhood Education	(88)	Increased utilisation of Family Day Care services		
Strategic Assets	Victoria Park Lake Caravan Park		Higher than anticipated visitor numbers		
Planning and Building	Building Services	(67)	Additional building lodgement and building permit income		
Corporate Governance	Risk and Insurance		Contributions from Council's leasees for insurance premiums		
Planning and Building	Planning	(34)	Additional grant funding for the housing strategy and the regional health and tertiary education hub structure plan		
Parks, Sport & Recreation	Sports, Recreation and Open Space Strategic Services	(27)	Our Sporting Future Funding program 2017/2018 contributions returned due to project not being completed. Also includes additional		
			rental income		
Parks, Sport & Recreation	Arboriculture Services	(24)	Developer contributions for trees in new estates		
Neighbourhoods	Commonwealth Home Support Program	(23)	Additional aged services income		
Economic Development	Business Centre	(15)	Higher levels of occupancy		
Neighbourhoods	Neighbourhood Management		HACC funding		
Performing Arts and Conventions	Riverlinks	(11)	11) Higher than anticipated box office and Westside income		
Neighbourhoods	DHHS Under 65	[6]	6 Additional grant funding for Under 65 access and support		
Other		(1)	(1)		
	Sub-total	(1,700)			

2. Decrease in operating revenue

Responsible Department	Area	\$1000	General Explanation
Works and Waste Waste Operations		83	Less commercial waste at Cosgrove Landfill. Partially offset by additional royalty and kerbside garbage income
Finance and Rates Rates and Valuations		56	Lower quantities of supplementary rates
Economic Development Business and Industry Development		19	Reduction in GV Freight Hub rent due to solar farm land being excluded
Active Living SPC Kidstown		12	Lower attendance numbers at Kidsfest as well as no cash sponsor
	Sub-total Sub-total	170	

2018/2019 Q2 Forecast Review Notes to the Income Statement

3. Increase in operating expenses

Responsible Department	Area	\$'000	General Explanation	
Active Living	Active Living Operations	335	Shepparton Sports and Event Centre Design	
Strategic Assets	Fleet and Stores	283	Increasing fuel prices	
Active Living	Regional Aquatic Centre		Increasing utility costs due to high gas prices and faulty pool heating boilers	
Planning and Building	Building Services	80	Additional Building Service Management expenses including legal fees, temporary fencing hire and relief staff	
Children & Youth Services	Early Childhood Education	62	Increased utilisation of Family Day Care services	
Corporate Governance	Risk and Insurance	46	Increase in repairs to damaged property	
People and Development	People and Development	35	WorkCover make up medial expense	
Neighbourhoods	Commonwealth Home Support Program	23	Additional Social Connections expenditure	
Parks, Sport and Recreation	Sports, Recreation and Open Space Strategic Services	15	Our Sporting Future Funding program 2017/2018 contributions returned due to project not being completed, to be redistributed	
Works and waste	Aerodromes	14	Aviation Industry consulting for Aerodrome strategy	
Neighbourhoods	DHHS Under 65	11	11 Increased utilisation of home maintenance service	
Strategic Assets	Building Works	10	Additional cleaning and security expense	
	Sub-total	1,010		

4. Decrease in operating expenses

Responsible Department	Area	\$1000	General Explanation
Works and Waste	Waste Operations	(1,072)	Lower levels of kerbside organic waste being processed and lower maintenance requirements at Cosgrove Landfill
Environment	Environmental Operations	(86)	Savings
Corporate Governance	Corporate Governance	(69)	Savings
Strategic Assets	Saleyards	(65)	Savings
Corporate Governance	Councillor Support	(44)	Savings
Environment	Environmental Health	(35)	Savings
Economic Development	Business and Industry Development	(16)	Savings
Economic Development	Tourism	(13)	Savings
Other		(7)	
	Sub-total	(1,407)	

2018/2019 Q2 Forecast Review Notes to the Income Statement 5. Net increase in non-operating items Responsible Area 5'000 **General Explanation** Department Projects Department New Shepparton Art Museum 2,000 Federal funding to be received in future financial years Hawkins Basin Landscaping 80 Project revised and to be put under a DCP changing the nature of income and expenditure rojects Department Ford - GV Highway Intersection 58 Contribution from developer no longer going to be received this financial year Projects Department Projects Department Marlboro Precinct 60 Development of land no longer taking place this financial year Projects Department Yakka Basin Landscaping 25 Project revised and to be put under a DCP changing the nature of income and expenditure Projects Department Bridge Renewals (930) Fixing Country Roads Grant. To be offset by additional capital works (600) Grant income from State Government. To be offset by additional capital works Projects Department Tatura Library Redevelopment Developer Contributions (290) Additional developer contributions for various estate developments including Archers Fields and Westwood Run Projects Department Projects Department Vibert Reserve Lighting & Security Fencing (189) Grant income from State Government. To be offset by capital works in 2019/2020

(114) Blackspot funding to be offset by additional capital works

(15) Contribution from Shepparton East Football Netball club

(46) Funds expected to be received in 2017/2018 were received in 2018/2019

SUMMARY	
Increase in operating revenue	(1,700)
Decrease in operating revenue	170
3. Increase in operating expenses	1,010
Decrease in operating expenses	[1,407]
5. Net Increase in non-operating items	38
TOTAL	(1,888)

Sub-total

Watt Road Blackspot Program

St George's Road Redevelopment

Central Park Netball Court Upgrade

Projects Department

Projects Department

Projects Department

2018/2019 Q2 Forecast Review Operating Budget by Department

	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD Variance (Fav)/Unfav \$	2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
Community	4,522,469	3,865,483	(656,986)	11,154,620	11,437,333	282,713	3%
Active Living	960,971	946,485	(14,486)	2,238,366	2,684,710	446,344	20%
Operating Expense	3,134,919	3,052,260	(82,659)	6,435,791	6,870,589	434,798	7%
Employee Costs	2,159,595	2,233,245	73,650	4,402,758	4,402,758	0	0%
Materials & Services	975,324	819,015	(156,309)	2,033,033	2,467,831	434,798	21%
Operating Income	(2,173,948)	(2,105,775)	68,173	(4,197,425)	(4,185,879)	11,546	0%
User Fees	(2,072,540)	(2,008,247)	64,293	(3,892,766)	(3,889,220)	3,546	0%
Grants - Operating	(21,667)	(21,667)	0	(62,500)	(62,500)	0	0%
Contributions - Monetary	(3,325)	(1,800)	1,525	(88,000)	(80,000)	8,000	9%
Other Income	(76,416)	(74,061)	2,355	(154,159)	(154,159)	0	0%
Children's and Youth Services	941,097	678,574	(262,523)	2,086,608	2,063,722	(22,886)	(1%)
Operating Expense	5,457,317	5,323,387	(133,930)	11,086,648	11,181,896	95,248	1%
Employee Costs	4,359,996	4,370,889	10,893	8,708,188	8,706,531	(1,657)	(0%)
Materials & Services	1,082,461	946,787	(135,674)	2,331,565	2,428,470	96,905	4%
Bad and Doubtful Debts	14,860	5,711	(9,149)	44,895	44,895	0	0%
Other Expense	0	0	0	2,000	2,000	0	0%
Operating Income	(4,516,220)	(4,644,812)	(128,592)	(9,000,040)	(9,118,174)	(118,134)	(1%)
User Fees	(1,005,591)	(984,279)	21,312	(2,019,147)	(2,027,980)	(8,833)	(0%)
Grant - Operating	(3,433,487)	(3,575,539)	(142,052)	(6,891,650)	(6,966,121)	(74,471)	(1%)
Contributions - Monetary	(19,530)	(19,624)	(94)	(19,530)	(19,624)	(94)	(0%)
Other Income	(57,612)	(65,371)	(7,759)	(69,713)	(104,449)	(34,736)	(50%)
Director Community	978,603	834,843	(143,760)	2,073,313	1,940,833	(132,480)	(6%)
Operating Expense	1,098,603	1,088,323	(10,280)	2,193,313	2,194,313	1,000	0%
Employee Costs	221,216	221,174	(42)	437,876	437,876	0	0%
Materials & Services	877,387	867,149	(10,238)	1,755,437	1,756,437	1,000	0%
Operating Income	(120,000)	(253,480)	(133,480)	(120,000)	(253,480)	(133,480)	(11196)
Grants - Operating	(120,000)	(120,000)	0	(120,000)	(120,000)	0	0%
Contributions - Monetary	0	(133,480)	(133,480)	0	(133,480)	(133,480)	100%

	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD Variance (Fav)/Unfav \$
Neighbourhoods	836,559	739,808	(96,751)
Operating Expense	3,147,939	3,012,852	(135,087)
Employee Costs	1,527,911	1,496,623	(31,288)
Materials & Services	1,619,950	1,515,964	(103,986)
Bad and Doubtful Debts	78	266	188
Operating Income	(2,311,380)	(2,273,045)	38,336
Statutory Fees & Fines	(30)	(51)	(21)
User Fees	(374,433)	(358,400)	16,033
Grants - Operating	(1,936,277)	(1,912,839)	23,438
Contributions - Monetary	(640)	(1,755)	(1,115)
Performing Arts & Conventions	437,114	329,726	(107,388)
Operating Expense	1,233,552	1,223,624	(9,928)
Employee Costs	578,428	610,242	31,814
Materials & Services	641,786	600,196	(41,590)
Bad and Doubtful Debts	1,296	1,296	(0)
Other Expense	12,042	11,891	(151)
Operating Income	(796,438)	(893,899)	(97,461)
User Fees	(374,527)	(404,635)	(30,108)
Grants - Operating	(125,000)	(125,000)	0
Contributions - Monetary	(2,413)	(4,868)	(2,455)
Other Income	(294,498)	(359,396)	(64,898)
Shepparton Art Museum	368,125	336,048	(32,077)
Operating Expense	675,131	645,088	(30,043)
Employee Costs	407,864	414,505	6,641
Materials & Services	267,267	230,584	(36,683)
Operating Income	(307,006)	(309,041)	(5,222)
User Fees	(15,691)	(19,349)	(3,658)
Grants - Operating	(131,874)	(135,182)	(3,308)
Contributions - Monetary	(151,500)	(149,756)	1,744
Other Income	(7,941)	(4,754)	3,187

2018/2019	2018/2019	Q1 v Q2 Variance	Q1 v Q2 Variance
Q1 Adopted Forecast	Q2 Forecast Review	(Fav)/Unfav	(Fav)/Unfav
\$	\$	\$	%
2,312,939	2,304,674	(8.265)	(0%)
6,793,596	6,839,367	45,771	1%
3,162,646	3,166,072	3,426	0%
3,630,437	3,672,661	42,224	1%
513	634	121	24%
(4,480,657)	(4,534,693)	(54,036)	(1%)
(30)	(51)	(21)	(70%)
(692,681)	(712,575)	(19,894)	(3%)
(3,781,122)	(3,815,243)	(34,121)	(1%)
(6,824)	(6,824)	0	0%
1,260,369	1,260,369	0	0%
2,760,832	2,772,112	11,280	0%
1,164,709	1,173,209	8,500	1%
1,570,131	1,572,911	2,780	0%
1,296	1,296	0	0%
24,696	24,696	0	0%
(1,500,463)	(1,511,743)	(11,280)	(1%)
(693,639)	(699,919)	(6,280)	(1%)
(125,000)	(125,000)	0	0%
(17,407)	(17,407)	0	0%
(664,417)	(669,417)	(5,000)	(1%)
1,183,025	1,183,025	0	0%
1,617,955	1,667,955	50,000	3%
870,134	872,334	2,200	0%
747,821	795,621	47,800	6%
(434,930)	(484,930)	(50,000)	(11%)
(81,950)	(81,950)	0	0%
(166,480)	(166,480)	0	0%
(168,500)	(218,500)	(50,000)	(30%)
(18,000)	(18,000)	0	0%

	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD Variance (Fav)/Unfav \$
Corporate Services	(60,394,789)	(60,945,530)	(550,701)
Director Corporate Services	166,153	176,913	10,760
Operating Expense	166,153	176,913	10,760
Employee Costs	159,623	174,658	15,035
Materials & Services	6,530	2,255	(4,275)
Finance and Rates	(68,641,160)	(69,146,084)	(504,924)
Operating Expense	1,631,129	1,685,224	54,095
Employee Costs	952,130	951,395	(736
Materials & Services	188,928	242,419	53,491
Bad & Doubtful Debts	1,817	1,817	0
Borrowing Costs	472,876	453,916	(18,960)
Other Expense	15,378	35,678	20,300
Operating Income	(70,272,289)	(70,831,309)	(559,020
Rates & Charges	(67,586,306)	(67,586,695)	(389)
Statutory Fees & Fines	(35,447)	(33,336)	2,111
User Fees	(260,051)	(370,365)	(110,314)
Grants - Operating	(2,423,382)	(2,423,382)	1
Other Income	32,897	(417,531)	(450,428
Information and Communications Te	1,917,099	2,108,076	190,977
Operating Expense	1,917,099	2,108,076	190,977
Employee Costs	514,323	497,717	(16,606
Materials & Services	1,357,011	1,540,776	183,769
Other Expense	45,765	69,583	23,818
Citizen Services	555,501	673,885	118,384
Operating Expense	1,856,020	1,799,176	(56,844
Employee Costs	1,383,884	1,397,556	13,672
Materials & Services	472,136	401,620	(70,516
Bad & Doubtful Debts	0	0	(
Operating Income	(1,300,519)	(1,125,292)	175,227
Statutory Fees & Fines	(579,913)	(499,242)	80,671
User Fees	(720,606)	(620,991)	99,619
Grants - Operating	0	(5,059)	(5,059)

2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
(55,170,003)	(55,726,801)		- (88)
314,970	314,970	0	0%
314,970	314,970	0	0%
299,470	299,470	0	0%
15,500	15,500	0	0%
(69,668,315)	(70,147,715)	(479,400)	(196)
4,371,214	3,643,525	(727,689)	(17%)
1,994,101	1,934,300	(59,801)	(3%)
1,295,768	627,880	(667,888)	(52%)
13,345	13,345	0	0%
1,002,000	1,002,000	0	0%
66,000	66,000	0	0%
(74,039,529)	(73,791,240)	248,289	0%
(67,754,660)	(67,708,622)	46,038	0%
(67,340)	(67,340)	0	0%
(541,145)	(531,166)	9,979	2%
(4,783,107)	(4,783,107)	0	0%
(893,277)	(701,005)	192,272	22%
3,562,843	3,562,843	0	0%
3,562,843	3,562,843	0	0%
1,125,440	1,125,440	0	0%
2,359,403	2,359,403	0	0%
78,000	78,000	0	0%
580,080	580,080	0	0%
3,977,364	3,977,364	0	0%
2,765,302	2,765,302	0	0%
1,097,062	1,097,062	0	0%
115,000	115,000	0	0%
(3,397,284)	(3,397,284)	0	0%
(1,728,156)	(1,728,156)	0	0%
(1,519,128)	(1,519,128)	0	0%
(150,000)	(150,000)	0	0%

	Q1 Adopted Forecast \$	YTD Actual \$	Variance (Fav)/Unfav \$
Corporate Governance	2,678,190	2,764,228	86,038
Operating Expense	2,744,141	2,870,656	126,515
Employee Costs	1,135,748	1,155,418	19,670
Materials & Services	1,420,298	1,509,195	88,897
Other Expense	188,095	206,043	17,948
Operating Income	(65,951)	(106,428)	(40,477)
User Fees	(65,617)	(105,941)	(40,324)
Statutory Fees & Fines	(120)	0	120
Contributions - Monetary	(214)	(488)	(274)
Marketing and Communication	1,083,444	1,058,390	(25,054)
Operating Expense	1,083,444	1,058,390	(25,054)
Employee Costs	622,514	625,947	3,433
Materials & Services	460,930	432,443	(28,487)
People and Development	1,845,984	1,419,063	(426,921)
Operating Expense	4,601,044	4,365,272	(235,772)
Employee Costs	4,134,103	3,987,776	(146,327)
Materials & Services	466,941	377,496	(89,445)
Operating Income	(2,755,060)	(2,946,209)	(191,149)
Other Income	(2,755,060)	(2,946,209)	(191,149)
Infrastructure	3,080,522	1,771,472	
Director Infrastructure	181,294	194,284	12,990
Operating Expense	181,294	194,284	12,990
Employee Costs	164,530	170,308	5,778
Materials & Services	16,764	23,977	7,213
Parks, Sport and Recreation	3,744,758	3,712,968	(31,790)
Operating Expense	4,019,102	4,039,539	20,437
Employee Costs	2,279,652	2,388,054	108,402
Materials & Services	1,739,450	1,651,485	(87,965)
Operating Income	(274,344)	(326,571)	(52,227)
User Fees	(140,688)	(141,834)	(1,146)
Grants - Operating	(52,595)	(52,595)	0
Contributions - Monetary	(44,750)	(68,750)	(24,000)
Other Income	(36,311)	(63,392)	(27,081)

2018/2019 Q1 Adopted Forecast S	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
5,155,344	5,047,710	(107,634)	(2%)
5,354,278	5,296,960	(57,318)	(136)
2,231,180	2,235,685	4,505	0%
2,763,873	2,702,050	(61,823)	(2%)
359,225	359,225	0	0%
(198,934)	(249,250)	(50,316)	(25%)
(198,436)	(248,478)	(50,042)	(25%)
(284)	(284)	0	0%
(214)	(488)	(274)	(128%)
2,388,591	2,388,591	0	0%
2,388,591	2,388,591	0	0%
1,237,163	1,237,163	0	0%
1,151,428	1,151,428	0	0%
2,496,484	2,526,720	30,236	1%
8,822,581	8,773,777	(48,804)	(1%)
7,592,903	7,538,649	(54,254)	(1%)
1,229,678	1,235,128	5,450	0%
(6,326,097)	(6,247,057)	79,040	1%
(6,326,097)	(6,247,057)	79,040	1%
19,148,736	17,680,822	(2,467,936)	(便分)
327,883	327,883	0	0%
327,883	327,883	0	0%
291,691	291,691	0	0%
36,192	36,192	0	0%
8,057,562	8,026,681	(30,881)	(0%)
8,673,795	8,693,995	20,200	0%
4,974,020	4,958,813	(15,207)	(0%)
3,699,775	3,735,182	35,407	1%
(616,233)	(667,314)	(51,081)	(8%)
(482,577)	(482,577)	0	0%
(52,595)	(52,595)	0	0%
(44,750)	(68,750)	(24,000)	(54%)
(36,311)	(63,392)	(27,081)	(75%)

Page 9

	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD Variance (Fav)/Unfav \$
Projects	920,085	970,939	50,854
Operating Expense	1,607,364	2,124,632	517,268
Employee Costs	704,958	678,868	(26,090)
Materials & Services	902,406	1,445,764	543,358
Operating Income	(687,279)	(1,153,693)	(466,414)
User Fees	(171,910)	(180,118)	(8,208)
Grants - Operating	(387,577)	(775,154)	(387,577)
Contributions - Monetary	(127,792)	(198,420)	(70,628)
Strategic Assets	639,685	75,869	(563,816)
Operating Expense	4,318,227	4,378,121	59,894
Employee Costs	957,409	956,526	(883)
Materials & Services	3,351,310	3,411,146	59,836
Other Expense	9,508	10,449	941
Operating Income	(3,678,542)	(4,302,252)	(623,710)
User Fees	(1,236,126)	(1,384,245)	(148,119)
Grants - Operating	0	(94,357)	(94,357)
Other Income	(2,442,416)	(2,823,650)	(381,234)
Works and Waste	(2,405,300)	(3,182,588)	(777,288)
Operating Expense	10,022,589	9,368,475	(654,114)
Employee Costs	2,620,876	2,642,450	21,574
Materials & Services	7,387,947	6,717,258	(670,689)
Bad and Doubtful Debts	400	400	0
Other Expense	13,366	8,366	(5,000)
Operating Income	(12,427,889)	(12,551,063)	(123,174)
Rates & Charges	(9,716,052)	(9,742,304)	(26,252)
Statutory Fees & Fines	(29,483)	(22,328)	7,155
User Fees	(2,554,168)	(2,607,458)	(53,290)
Grants - Operating	(68,460)	(62,779)	5,681
Other Income	(59,726)	(116,193)	(56,467)

2018/2019 Q1 Adopted Forecast	2018/2019 Q2 Forecast Review	Q1 v Q2 Variance (Fav)/Unfav Ś	Q1 v Q2 Variance (Fav)/Unfav %
\$	\$		
2,584,693	2,480,957	(103,736)	(4%)
4,566,015	4,562,279	(3,736)	(0%)
1,470,641	1,470,641	0	0%
3,095,374	3,091,638	(3,736)	(0%)
(1,981,322)	(2,081,322)	(100,000)	(5%)
(290,105)	(290,105)	0	0%
(1,550,308)	(1,550,308)	0	0%
(140,909)	(240,909)	(100,000)	(71%)
1,421,851	1,089,286	(332,565)	(23%)
8,063,702	8,291,138	227,436	3%
1,931,502	1,931,502	0	0%
6,120,200	6,347,636	227,436	4%
12,000	12,000	0	0%
(6,641,851)	(7,201,852)	(560,001)	(8%)
(2,131,921)	(2,210,484)	(78,563)	(4%)
0	(94,357)	(94,357)	100%
(4,509,930)	(4,897,011)	(387,081)	(9%)
6,756,747	5,756,015	(1,000,732)	(15%)
22,242,467	21,161,735	(1,080,732)	(5%)
5,150,272	5,143,852	(6,420)	(0%)
17,066,445	15,992,133	(1,074,312)	(6%)
750	750	0	0%
25,000	25,000	0	0%
(15,485,720)	(15,405,720)	80,000	1%
(9,720,000)	(9,755,000)	(35,000)	(0%)
(69,626)	(69,626)	0	0%
(5,543,230)	(5,344,730)	198,500	4%
(68,460)	(68,460)	0	0%
(84,404)	(167,904)	(83,500)	(99%)

	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD Variance (Fav)/Unfav \$	2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
Sustainable Development	3,717,528	3,371,162	(346,306)	8,511,237	8,326,736	[[88,501]	(29)
Director Sustainable Development	170,097	167,951	(2,146)	317,078	315,278	(1,800)	(1%)
Operating Expense	170,097	167,951	(2,146)	317,078	315,278	(1,800)	(196)
Employee Costs	162,141	160,003	(2,138)	297,742	297,742	0	0%
Materials & Services	7,956	7,948	(8)	19,336	17,536	(1,800)	(9%)
Economic Development	1,765,114	1,578,239	(186,875)	4,009,666	3,980,865	(28,801)	(1%)
Operating Expense	2,105,718	1,995,867	(109,851)	4,821,087	4,792,421	(28,666)	(1%)
Employee Costs	933,181	944,090	10,909	1,880,077	1,880,205	128	0%
Materials & Services	1,144,332	1,023,250	(121,083)	2,886,352	2,857,114	(29,238)	(1%)
Bad and Doubtful Debts	2,488	2,932	444	2,488	2,932	444	18%
Other Expense	25,717	25,595	(122)	52,170	52,170	0	0%
Operating Income	(340,604)	(417,628)	(77,024)	(811,421)	(811,556)	(135)	(0%)
User Fees	(279,380)	(351,356)	(71,976)	(620,457)	(637,171)	(16,714)	(3%)
Grants - Operating	(10,000)	(17,725)	(7,725)	(72,750)	(72,725)	25	0%
Other Income	(51,224)	(48,547)	2,677	(118,214)	(101,660)	16,554	14%
Environment	861,438	762,970	(98,468)	2,180,699	2,065,118	(115,581)	(5%)
Operating Expense	1,190,541	1,118,271	(72,270)	2,967,081	2,845,533	[121,548]	(4%)
Employee Costs	815,744	835,058	19,314	1,796,775	1,796,775	0	0%
Materials & Services	374,797	283,214	(91,583)	1,170,306	1,048,758	(121,548)	(10%)
Operating Income	(329,103)	(355,301)	(26,198)	(786,382)	(780,415)	5,967	1%
Statutory Fees & Fines	(159,533)	(191,062)	(31,529)	(338,296)	(332,192)	6,104	2%
User Fees	(1,543)	(2,728)	(1,185)	(17,772)	(17,909)	(137)	(1%)
Grants - Operating	(63,408)	(56,892)	6,516	(315,197)	(315,197)	0	0%
Contributions - Monetary	(104,619)	(104,619)	1	(115,117)	(115,117)	0	0%
Planning and Building	920,879	862,002	(58,877)	2,003,794	1,965,475	(38,319)	{2%}
Operating Expense	1,948,090	1,800,107	(147,983)	4,173,527	4,236,611	63,084	2%
Employee Costs	1,215,371	1,071,538	(143,833)	2,483,057	2,355,000	(128,057)	(5%)
Materials & Services	732,719	728,569	(4,150)	1,690,470	1,881,611	191,141	11%
Operating Income	(1,027,211)	(938,106)	89,105	(2,169,733)	(2,271,136)	(101,403)	(5%)
Statutory Fees & Fines	(475,773)	(400,433)	75,340	(1,112,880)	(1,052,136)	60,744	5%
User Fees	(254,064)	(255,417)	(1,353)	(501,853)	(518,000)	(16,147)	(3%)
Contributions - Monetary	(286,856)	(242,928)	43,928	(534,000)	(574,000)	(40,000)	(7%)
Other Income	(10,518)	(9,327)	1,191	(21,000)	(17,000)	4,000	19%
Grand Total sur Street and Co.	(49,074,270)	(51,937,412)	[2,863,142]	(16,355,410)	(18,281,910)	(1,876,500)	Page 11 (1250)

2018/2019 Q2 Forecast Review Balance Sheet for period ending June 2019

	2017/2018 June Actual S	2018/2019 Adopted Budget \$	2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
Current Assets					<u> </u>	
Cash and Cash Equivalent	23,809,567	18,057,669	19,845,062	17,262,525	2,582,537	13.0%
Receivables	8,975,559	6,692,000	8,975,559	8,975,559	0	0.0%
Other Financial Assets	31,500,000	13,600,000	13,600,000	13,600,000	0	0.0%
Inventories	120,198	74,000	120,198	120,198	0	0.0%
Assets Held for Resale	248,085	0	248,085	248,085	0	0.0%
Other Assets	1,375,354	1,050,000	1,375,354	1,375,354	0	0.0%
Total Current Assets	66,028,762	39,473,669	44,164,258	41,581,721	2,582,537	5.8%
Current Liabilities						
Payables	11,041,320	8,720,000	11,041,320	11,041,320	0	0.0%
Interest Bearing Liabilities	1,362,130	1,447,000	1,362,130	1,362,130	0	0.0%
Trust Funds	2,836,213	2,717,000	2,836,213	2,836,213	0	0.0%
Provisions	9,220,506	10,119,000	9,220,506	9,220,506	0	0.0%
Total Current Liabilities	24,460,169	23,003,000	24,460,169	24,460,169	0	0.0%
Net Current Assets	41,568,593	16,470,669	19,704,089	17,121,552	2,582,537	15.1%
Non Current Assets						
Investments in Associates	1,457,302	1,511,499	1,457,302	1,457,302	0	0.0%
Infrastructure	1,036,461,256	1,118,546,000	1,071,789,148	1,076,259,742	(4,470,594)	(0.4%)
Intangible Assets	0	848,000	0	0	0	0.0%
Total Non Current Assets	1,037,918,558	1,120,905,499	1,073,246,450	1,077,717,044	(4,470,594)	(0.4%)
Total Assets	1,103,947,320	1,160,379,168	1,117,410,708	1,119,298,765	(1,888,057)	(0.2%)
			-,,			
Non Current Liabilities						
Provisions	7,107,824	7,094,000	7,107,824	7,107,824	0	0.0%
Interest Bearing Liabilities	17,073,415	15,610,000	15,706,200	15,706,200	0	0.0%
Total Non Current Liabilities	24,181,239	22,704,000	22,814,024	22,814,024	0	0.0%
Total Liabilities	48,641,407	45,707,000	47,274,193	47,274,193	0	0.0%
Net Assets	1,055,305,913	1,114,672,168	1,070,136,515	1,072,024,572	(1,888,057)	(0.2%)
Represented By						
Accumulated Surplus	392,419,625	555,416,922	407,250,227	409,138,284	(1,888,057)	(0.5%)
Reserves	662,886,288	559,255,246	662,886,288	662,886,288	(1,666,037)	0.0%
Total Equity	1,055,305,913	1,114,672,168	1,070,136,515	1,072,024,572	(1,888,057)	(0.2%)
	2,000,000,020	2,227,072,200	2,010,230,323	2,012,024,012	(2,000,007)	(0.270)

2018/2019 Q2 Forecast Review Cash Flow Statement for period ending June 2019

	2017/2018 June Actual	2018/2019 Adopted Budget	2018/2019 Q1 Adopted Forecast	2018/2019 Q2 Forecast Review	Q1 v Q2 Variance (Fav)/Unfav	Q1 v Q2 Variance (Fav)/Unfav
	\$	\$	\$	\$	\$	%
Cash flows from operating activities						
Receipts from customers	95,768,612	101,251,809	101,351,516	100,991,812	359,704	0.4%
Payments to suppliers	(86,826,012)	(97,376,000)	(104,013,718)	(102,980,054)	(1,033,664)	1.0%
Net cash inflow(outflow) from customers(suppliers)	8,942,600	3,875,809	(2,662,202)	(1,988,242)	(673,960)	25.3%
Interest received	811,617	582,000	680,000	1,230,000	(550,000)	(80.9%)
Government receipts	28,982,441	26,371,000	27,454,746	26,717,023	737,723	2.7%
Contributions	5,269,488	2,269,000	2,769,012	4,170,832	(1,401,820)	(50.6%)
Net cash inflow(outflow) from operating activities	44,006,146	33,097,809	28,241,556	30,129,613	(1,888,057)	(6.7%)
Cash flows from investing activities Investments in Financial Assets	(14,500,000)	3,400,000	17,900,000	17,900,000	0	0.0%
Proceeds from sale of Property, plant & equipment, infrastructure	563,112	390,000	390,000	390,000	0	0.0%
Property, plant & equipment, infrastructure - payments	(29,122,011)	(46,356,000)	(48,126,846)	(52,597,440)	4,470,594	(9.3%)
Net cash inflow(outflow) from investing activities	(43,058,899)	(42,566,000)	(29,836,846)	(34,307,440)	4,470,594	15.0%
Cash flows from financing activities						
Finance Cost	(1,142,301)	(1,002,000)	(1,002,000)	(1,002,000)	0	0.0%
Proceeds from interest bearing loans and borrowings	0	0	0	0	0	0.0%
Repayment of interest-bearing loans and borrowings	(1,298,722)	(1,377,000)	(1,367,215)	(1,367,215)	(0)	0.0%
Net cash inflow(outflow) from financing activities	(2,441,023)	(2,379,000)	(2,369,215)	(2,369,215)	(0)	0.0%
Net increase(decrease) in cash and equivalents	(1,493,776)	(11,847,191)	(3,964,505)	(6,547,042)	2,582,537	65.1%
Cash and equivalents at the beginning of the year	25,303,343	29,904,860	23,809,567	23,809,567	0	0.0%
Cash and equivalents at the end of the year	23,809,567	18,057,669	19,845,062	17,262,525	2,582,537	13.0%

2018/2019 Q2 Forecast Review Capital Works Statement

	YTD Adopted Budget \$	YTD Actual	YTD Budget v YTD Actual (Fav)/Unfav \$	2018/2019 Adopted Budget \$	2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
Capital Works Area								
Aerodrome	12,500	12,500	0	399,000	411,500	411,500	0	0.0%
Bridges	2,060	2,663	603	450,000	450,000	1,360,000	910,000	66.9%
Buildings	1,636,231	1,765,194	128,963	9,929,300	9,944,310	10,100,002	155,692	1.5%
Comp & Telecommunications	375,795	94,713	(281,082)	1,405,000	1,611,054	1,640,241	29,187	1.8%
Drainage	19,280	50,240	30,960	1,076,000	1,867,000	1,197,000	(670,000)	(56.0%)
Fixture, Fittings & Furniture	235,624	207,852	(27,772)	349,000	347,080	361,763	14,683	4.1%
Footpaths & Cycleways	197,140	152,153	(44,987)	1,641,380	1,641,380	1,656,355	14,975	0.9%
Land	0	0	0	649,000	199,000	605,000	406,000	67.1%
Land Improvements	646,260	669,288	23,028	1,205,980	1,155,980	878,980	(277,000)	(31.5%)
Off Street Car Parks	65,000	300	(64,700)	65,000	65,000	65,000	0	0.0%
Other Infrastructure	0	1,122	1,122	392,000	392,000	392,000	0	0.0%
Parks, Open Space & Street Scape	232,677	217,293	(15,384)	1,646,000	1,602,498	1,602,498	0	0.0%
Plant, Machinery & Equipment	1,630,094	881,475	(748,619)	2,795,000	3,368,000	2,945,993	(422,007)	(14.3%)
Recreation Leisure & Community Facilities	717,973	707,445	(10,528)	1,624,439	1,996,102	2,373,223	377,121	15.9%
Roads	6,252,420	5,761,123	(491,297)	16,219,194	16,340,942	16,489,601	148,659	0.9%
Waste Management	1,555,107	1,149,811	(405,296)	5,510,000	5,735,000	9,518,284	3,783,284	39.7%
Project Management Office	466,659	439,995	(26,664)	1,000,000	1,000,000	1,000,000	0	0.0%
Total Capital Works	14,044,820	12,113,168	(1,904,989)	46,356,293	48,126,846	52,597,440	4,470,594	8.5%
Represented by:								
New	1,635,757	1,711,554	75,797	11,679,569	11,554,881	12,295,064	740,183	6.0%
Renewal	10,780,136	9,477,863	(1,302,273)	22,846,980	23,792,221	28,079,819	4,287,598	15.3%
Expansion	112,769	92,984	(19,785)	2,535,000	2,635,000	2,608,000	(27,000)	(1.0%)
Upgrade	1,049,499	390,771	(658,728)	8,294,744	9,144,744	8,614,557	(530,187)	(6.2%)
Project Management Office	466,659	439,995	(26,664)	1,000,000	1,000,000	1,000,000	0	0.0%
Total Capital Works	14,044,820	12,113,168	(1,904,989)	46,356,293	48,126,846	52,597,440	4,470,594	8.5%

2018/2019 Q2 Forecast Review Notes to the Capital Works Detail

1. Increase in capital expense - New Projects

Responsible Department	Area	\$ ' 000	General Explanation
Projects Department	Sports Precinct Storage Compound	160	New capital project - Works associated with federal funding
Projects Department	Watt Road - Blackspot Program	114	New capital project - Offset by additional Blackspot funding from the Federal Government
Projects Department	Sports Precinct Change Room Facilities	78	New capital project - Works associated with federal funding
Projects Department	Kinchenga Park Playground	75	New capital project - New playground works within the North Growth Corridor
Projects Department	Sports Precinct Signage	50	New capital project - Works associated with federal funding
Projects Department	Sports Precinct Pavilion Upgrade	20	New capital project - Works associated with federal funding
Projects Department	Windsor Park	13	New capital project - Dust suppression works
Citizen Services	Parking Machines	9	New capital project - Purchase of parking machines from Warrnambool Council
	Sub-total	519	

2. Decreased in capital expense

Responsible Department	Area	\$ ' 000	General Explanation
Projects Department	Nixon Street Bus Interchange	(310)	Savings will be put in as a new bid for the 2019/2020 Capital works budget.
Projects Department	Saleyards Trade Waste Treatment	(290)	Scope of project reduced due to changes in Goulburn Valley Water requirements
Strategic Assets	Land Purchase - 4 Morrell St.	(44)	No longer going ahead with land purchase
Parks, Sport & Recreation	Our Sporting Future Fund Program	(15)	Shepparton East Football Netball Club's funding for the Central Park Netball Court upgrade already included in the capital project's
			budget
Projects Department	Various	(14)	Savings
	Sub-total	(673)	

2018/2019 Q2 Forecast Review Notes to the Capital Works Detail

3. Increases in capital expense

Responsible Department	Area	\$'000	General Explanation
Projects Department	Cosgrove 3 Landfill	3,758	Increase based on approved tender (rebudget from 2017/2018). No overall increase to project cost
Projects Department	Bridge Renewals	910	Additional works on Toolamba, Watt Rd and Burkes Rd bridges. Offset by additional Fixing Country Roads grant funding.
Strategic Assets	Building Renewals	160	Replacement of Aquamoves pool heating boiler
Projects Department	Roads for Renewal Reseal Preparation	124	Additional sealing preparation works
information and Communications	iT Capital Purchases	29	Phone system upgrade budgeted for in 2017/2018 but delayed due to technical issues
Technology			
Projects Department	Cosgrove 2 Landfill	25	Additional works on cell 4 sideliner
Projects Department	South Growth Corridor Shared Path	17	Additional survey works required for conceptual design
Projects Department	Aquamoves 25m Pool Tile Renewal	15	Additional shell testing works
Shepparton Art Museum	Artwork Acquisition	9	Artwork acquisitions offset by contributions received in prior financial years
Projects Department	Outdoor Pools Dosing Pump and Controller	8	Additional works due to legislative upgrade requirements
	Sub-total	5,055	

4. Decrease in capital expense - To be re-budgeted to 2019/2020

Responsible Department	Area	\$1000	General Explanation
Strategic Assets	Motor Vehicles and Plant	(431) Wor	rks re-budgeted for 2019/2020 - Delivery of large plant item not expected until July 2019
	5ub-total	(431)	

SUMMARY	
Increase in capital expense - New Projects	519
Decreases in capital expense	(673)
3. Increases in capital expense	5,055
TOTAL .	4,902

2018/2019 Q2 Forecast Review Capital Works by Account YTD 2018/2019 2018/2019 Q1 v Q2 Q1 v Q2 YTD \$ Variance Q1 Adopted YTD Actual Q1 Adopted Q2 Forecast Variance Variance Program (Fav)/Unfav **Account Number** Forecast Forecast Review (Fav)/Unfav (Fav)/Unfav \$ \$ \$ Ś % Community 30,589 43,589 13,000 31,498 40,589 9,091 ixtures, Fittings and Furniture 29,091 42,091 13,000 30,000 39,091 9,091 30% Art Work Acquisitions 29,091 42,091 13,000 30,000 39,091 9,091 30% Parks, Open Space and Streetscapes 1,498 1,498 1,498 1,498 0% Murchison Gardens Playground Shade 1,498 0% 1,498 1,498 1,498 0 375,795 94,713 1,411,054 Corporate Services 1,449,241 38,187 Citizen Services 0 9,000 9,000 0 0 0 Parking Machines ol 0 ol 9,000 9,000 100% Computers and Telecommunications 375,795 94,713 1,411,054 1,440,241 29,187 2% 6,054 6,054 6,054 6,054 0% IT Capital Purchases (New) 0 IT Capital Purchases (Renewal) 0 29,187 29,187 100% Networking (New) 34,721 37,639 2,918 117,000 117,000 0% 0 Electronic Timesheets 0 40,000 40,000 0 0% ICT Primary Compute & Storage Refresh (300,000) 0% 300,000 1,000,000 1,000,000 0% Online Learning Software 75,000 75,000 0 Networking (Renewal) 16,001 0 0% 35,020 51,021 78,000 78,000 **UPS** 95,000 95,000 0 0% 4,423,316 Infrastructure 13,638,436 11,974,865 46,649,294 51,072,610 Aerodromes 12,500 12,500 411,500 411,500 12,500 Aerodrome Runway 12,500 12,500 12,500 0 0% 0 Aerodrome CASA Works 0 399,000 399,000 0 0% 0 0 Bridges 2,060 603 450,000 1,360,000 910,000 202% 2,663 Urban Seal Bridge 603 603 0 0% Bridge Renewals 2,060 2,060 450,000 1,360,000 910,000 202%

Program Account Number	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD \$ Variance (Fav)/Unfav \$
Buildings	1,636,231	1,765,194	128,963
Building Renewals Business	411,213	378,989	(32,224)
Stage 1 Maude St (Plaza/Bus Interchange)	221,518	187,655	(33,863)
Tatura Museum Extension	4,125	967	(3,158)
New Shepparton Art Museum	923,375	1,134,959	211,584
Northlinks Tatura - Shade Structure	500	610	110
Doyle's Road Chemical Storage	0	0	0
Congupna Shade Structure	500	650	150
All Abilities Access	30,000	27,582	(2,418)
Wilson Hall Works	35,000	31,498	(3,502)
Maude Street Mall - Design	10,000	0	(10,000)
Tatura Library Redevelopment	0	2,285	2,285
Computers and Telecommunications	0	0	0
Public Wifi	0	0	0
Drainage	19,280	50,240	30,960
Drainage Works - 173 Agreement Daryl Twitt	0	0	0
Localised Drainage	220	220	(0)
Pit Renewal	19,060	19,060	0
Seven Creeks Wetland Planting	0	0	0
Yakka Basin Upgrade	0	30,960	30,960
North Growth Corridor Drainage & Landscaping	0	0	0
Marlboro Precinct Drainage & Wetland	0	0	0
Mooroopna West Growth Corridor North/South Road	0	0	0
Fixtures, Fittings and Furniture	206,533	165,761	(40,772)
Christmas Decorations	41,182	41,645	463
St Georges Road - Flagpoles, Signage & Sculpture	30,000	29,837	(163)
Outdoor Furniture and Signage	48,080	48,080	0
Outdoor Pools - Dosing Pump & Controller	20,000	12,216	(7,784)
Irrigation Renewals	27,271	33,984	6,713
Aquamoves - Gym and Cardio Equipment	40,000	0	(40,000)

2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
9,944,310	10,100,002	155,692	2%
879,792	1,039,792	160,000	18%
221,518	221,518	0	0%
420,000	420,000	0	0%
7,500,000	7,500,000	0	0%
49,000	49,000	0	0%
60,000	60,000	0	0%
49,000	49,000	0	0%
30,000	27,582	(2,418)	(8%)
35,000	33,110	(1,890)	(5%)
600,000	600,000	0	0%
100,000	100,000	0	0%
200,000	200,000	0	0%
200,000	200,000	0	0%
1,417,000	1,197,000	{220,000}	(16%)
126,000	126,000	0	0%
130,000	130,000	0	0%
30,000	30,000	0	0%
45,000	45,000	0	0%
66,000	66,000	0	0%
550,000	550,000	0	0%
250,000	250,000	0	0%
220,000	0	(220,000)	(100%)
282,080	287,672	5,592	2%
64,000	64,000	0	0%
30,000	28,092	(1,908)	(6%)
48,080	48,080	0	0%
20,000	27,500	7,500	38%
80,000	80,000	0	0%
40,000	40,000	0	0%

Program Account Number	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD \$ Variance (Fav)/Unfav \$
Footpaths and Cycleways	197,140	152,153	(44,987)
Asset Preservation Footpath	48,496	48,562	66
Shared Path	35,000	34,479	(521)
Shared Path Extension RiverConnect	17,000	8,500	(8,500)
South Growth Corridor Shared Path	0	16,560	16,560
Pedestrian Facilities Program	14,000	1,479	(12,521)
Bicycle Strategy Works	0	0	0
Mooroopna Railway Station - Young Street Footpath	0	0	0
Marlboro Precinct Shared Path	0	0	0
Victoria Park Lake Rowing Club Shared Path	0	0	0
Safe Routes to School Program	0	0	0
Dookie Rail Trail - Stage 2: Dookie to Conway Road	0	0	0
Midland Highway Recreational Path - Shepparton East	12,000	0	(12,000)
Footpaths Missing Links Program	70,644	42,573	(28,071)
Land	0	0	0
Southdown Precinct - Land Acquisition	0	0	0
Land Purchase - North Growth Corridor	0	0	0
Land Purchase - 4 Morrell Street Mooroopna	0	0	0
Land Improvements	646,260	669,288	23,028
North Growth Corridor	0	536	536
Public Toilet Replacement Program	338,980	325,392	(13,588)
Small Town Entry Signage	0	0	0
Rotary Club Signage	0	500	500
Victoria Park Lake Irrigation	45,000	37,114	(7,886)
Doyle's Road Complex Fencing	0	0	0
Saleyards Trade Waste Treatment	0	0	0
Saleyards Resurfacing	262,280	302,290	40,010
Windsor Park	0	3,456	3,456
Off Street Car Parks	65,000	300	(64,700)
Arcadia Recreation Reserve Car Park	65,000	300	(64,700)
Other Infrastructure	466,659	441,117	(25,542)
Project Management Office	466,659	439,995	(26,664)
Installation of Solar on Council Buildings	0	1,122	1,122

2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review S	Q1 v Q2 Variance (Fav)/Unfav S	Q1 v Q2 Variance (Fav)/Unfav %
1,641,380	1,656,355	14,975	1%
50,000	48,496	(1,504)	(3%)
35,000	34,479	(521)	(1%)
235,000	235,000	0	0%
30,000	47,000	17,000	57%
20,000	20,000	0	0%
320,000	320,000	0	0%
22,000	22,000	0	0%
33,000	33,000	0	0%
20,000	20,000	0	0%
10,000	10,000	0	0%
550,000	550,000	0	0%
116,380	116,380	0	0%
200,000	200,000	0	0%
649,000	605,000	(44,000)	(2%)
450,000	450,000	0	0%
155,000	155,000	0	0%
44,000	0	(44,000)	(100%)
1,155,980	878,980	(277,000)	(24%)
0	0	0	0%
353,980	353,980	0	0%
20,000	20,000	0	0%
15,000	15,000	0	0%
54,000	54,000	0	0%
11,000	11,000	0	0%
360,000	70,000	(290,000)	(81%)
342,000	342,000	0	0%
0	13,000	13,000	100%
65,000	65,000	0	0%
65,000	65,000	0	0%
1,392,000	1,392,000	0	0%
1,000,000	1,000,000	0	0%
392,000	392,000	0	0%

Greater Shepparton City Council 2018/2019 Q2 Forecast Review

Program Account Number	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD \$ Variance (Fav)/Unfav \$
Parks, Open Space and Streetscapes	231,179	215,795	(15,384)
Australian Botanical Gardens	50,000	75,000	25,000
Street Tree Replacements	39,926	40,976	1,050
Wetlands and Native Infrastructure	30,000	0	(30,000)
Street Trees	0	0	0
Tallygaroopna Recreation Reserve Kitchen Upgrade	0	0	0
Off Leash Dog Park	1,100	13,600	12,500
Shepparton Villages Landscaping	55,000	18,196	(36,804)
Playground and Border Renewals	19,607	17,763	(1,844)
Parks Renewals	10,320	20,193	9,873
McLennan Street Landscaping - Design- Block 4, 5, 6	0	5,000	5,000
Victoria Park Lake Northern Plaza	21,000	22,100	1,100
Kialla Park Oval Re-Construction	4,226	2,967	(1,259)
Plant, Machinery and Equipment	1,630,094	881,475	(748,619)
Plant Purchases (Renewal)	1,630,094	881,475	(748,619)
Recreational, Leisure and Community Facilities	717,973	707,445	(10,528)
GSRSP Precinct Boulevard	55,730	55,730	(0)
Small Town Recreational Space	23,408	12,633	(10,775)
Mt Major Walking Track Dookie	0	0	0
Dhurringile BBQ and Shelter	19,330	19,330	0
Victoria Park Lake Master Plan Implementation	17,295	101,797	84,502
Kialla Park Recreation Reserve Multi-Purpose Oval			
Lighting	21,603	21,610	7
BMX Start Hill and Track Upgrade	194,289	182,177	(12,112)
Our Sporting Future Fund	35,720	20,720	(15,000)
Sports Infrastructure	119,768	95,307	(24,461)
Playground Installation	0	0	0
Merrigum Pool - Sand Filter and Pump	0	0	0
Colaura Gardens Playground	0	0	0
Athletic Track - Lane Kerb Installation	0	0	0

2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review S	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
1,601,000	1,601,000	0	0%
100,000	100,000	0	0%
200,000	200,000	0	0%
60,000	60,000	0	0%
100,000	100,000	0	0%
25,000	25,000	0	0%
15,000	15,000	0	0%
88,000	88,000	0	0%
150,000	150,000	0	0%
200,000	200,000	0	0%
50,000	50,000	0	0%
253,000	253,000	0	0%
360,000	360,000	0	0%
3,368,000	2,936,993	(431,007)	(13%)
3,368,000	2,936,993	(431,007)	(13%)
1,996,102	2,373,223	377,121	19%
55,730	55,730	0	0%
82,500	82,500	0	0%
10,000	10,000	0	0%
19,330	19,330	0	0%
161,950	161,950	0	0%
21,603	21,603	0	0%
194,289	194,289	0	0%
60,000	45,000	(15,000)	(25%)
200,000	200,000	(15,000)	0%
50,000	50,000	0	0%
55,000	55,000	0	0%
72,000	72,000	0	0%
51,700	51,700	0	0%

Program Account Number	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD \$ Variance (Fav)/Unfav \$
Aquamoves - 25m Pool Tile Renewal	15,000	5,500	(9,500)
Tatura Stadium - Carpark Lighting Upgrade	9,830	9,330	(500)
Netball Waste Area Screen	9,000	180	(8,820)
Mooroopna Pool - Concourse Concrete Drain	19,000	15,949	(3,051)
BMX Tack Bitumen Berms Renewal	130,000	132,389	2,389
Aquamoves - 25m Pool Filtration System	7,000	0	(7,000)
Merrigum Splash Equipment	0	260	260
Aquamoves - Aquatic Plant Renewal and Removal	40,000	12,062	(27,938)
Central Park Netball Court Upgrade	1,000	1,819	819
Sports Precinct Pavilion Upgrade	0	20,652	20,652
Sports Precinct Change Room Facilities	0	0	0
Sports Precinct Storage Compound	0	0	0
Sports Precinct Signage	0	0	0
Kinchenga Park Playground	0	0	0
Roads	6,252,420	5,761,123	(491,297)
Traffic Management Devices	5,267	408	(4,859)
MWGC DCP North South Road Work R001	0	0	0
Road Sealing Program	696,566	881,837	185,271
R4R MSTP Asphalt Works	896,365	858,211	(38,154)
R4R MSTP Stabilisation	858,748	858,748	0
R4R Reseal Preparation	360,000	485,040	125,040
Gravel Resheeting	1,018,885	1,218,729	199,844
Watt Road Safety Upgrade	0	0	0
Balaclava Verney Dookie Intersection	504,627	60,345	(444,282)
Southdown Precinct - Southdown St Road Upgrade	237,340	21,340	(216,000)
Safe System Road Infrastructure Program	0	0	0
Skene Street Centre Road Parking	19,860	14,220	(5,640)
R4R McIntosh Street & Fitzjohn Street - Design	0	295	295
R4R Ford Road	200,000	134,848	(65,152)
Nixon Street Bus Interchange	56,970	53,280	(3,690)
Melbourne Road - Riverside Plaza Entry Landscape	40,000	13,686	(26,315)

2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
20,000	35,000	15,000	75%
23,100	23,100	0	0%
9,900	9,900	0	0%
19,000	18,732	(268)	(1%)
138,000	132,389	(5,611)	(4%)
72,000	72,000	0	0%
325,000	325,000	0	0%
40,000	40,000	0	0%
315,000	315,000	0	0%
0	20,000	20,000	100%
0	78,000	78,000	100%
0	160,000	160,000	100%
0	50,000	50,000	100%
0	75,000	75,000	100%
16,340,942	16,489,601	148,659	1%
20,000	20,000	0	0%
0	220,000	220,000	100%
1,875,000	1,875,000	0	0%
1,549,000	1,549,000	0	0%
858,748	858,748	0	0%
360,000	484,428	124,428	35%
1,800,000	1,800,000	0	0%
0	0	0	100%
2,404,074	2,404,074	0	0%
250,000	250,000	0	0%
583,020	583,020	0	0%
384,000	384,000	0	0%
100,000	100,000	0	0%
270,000	270,000	0	0%
742,000	432,000	(310,000)	(42%)
96,000	96,000	0	0%

Program Account Number	YTD Q1 Adopted Forecast \$	YTD Actual \$	YTD \$ Variance (Fav)/Unfav \$	2018/2019 Q1 Adopted Forecast \$	2018/2019 Q2 Forecast Review \$	Q1 v Q2 Variance (Fav)/Unfav \$	Q1 v Q2 Variance (Fav)/Unfav %
Maude Street Upgrade - High Street to Ashenden	165,453	50,412	(115,041)	3,069,600	3,069,600	0	0%
Ferrari Park - Midland Highway Service Road Parking	10,000	0	(10,000)	100,000	100,000	0	0%
Car Parking Facilities Sports City	0	0	0	60,500	60,500	0	0%
Accessible Parking Bay Program	17,500	14,179	(3,321)	40,000	40,000	0	0%
Welsford Street Upgrade - Stage 4 Design	12,480	4,900	(7,580)	156,000	156,000	0	0%
R4R McEwen Road	269,862	275,608	5,746	363,000	363,000	0	0%
R4R Lightfoot Street	1,755	1,755	0	100,000	100,000	0	0%
Victoria Park Lake Caravan Park Entrance	30,000	0	(30,000)	30,000	30,000	0	0%
Kerb & Channel Renewal	850,742	813,284	(37,458)	1,100,000	1,100,000	0	0%
Culvert Extension Program	0	0	0	30,000	30,000	0	0%
Watt Road - Blackspot Program	0	0	0	0	114,231	114,231	100%
Waste Management	1,555,107	1,149,811	(405,296)	5,735,000	9,518,284	3,783,284	66%
Cosgrove 2 Cell 4 Side Liner	0	5,793	5,793	0	0	0	0%
Cosgrove 3 Construction	0	26,625	26,625	0	0	0	0%
Cosgrove 3 Cell 1 Design	116	1,000	884	10,000	10,000	0	0%
Cosgrove 3 Site Infrastructure Layout Design	20,615	22,757	2,142	1,206,981	4,965,265	3,758,284	311%
Cosgrove 2 Cell 3 Capping Installation	250,000	5,332	(244,668)	625,000	625,000	0	0%
Cosgrove Clay Pit Royalties and Works	54,417	58,792	4,375	100,000	100,000	0	0%
Cosgrove 2 Cell 4 Sideliner Extension	190,761	208,183	17,422	350,000	375,000	25,000	7%
Cosgrove 3 Cell 1 Construction	789,198	821,329	32,131	3,193,019	3,193,019	0	0%
Cosgrove 3 Leachate Evaporation Ponds	250,000	0	(250,000)	250,000	250,000	0	0%
Sustainable Development	0	0	0	35,000	35,000	0	
Fixtures, Fittings and Furniture	0	0	0	35,000	35,000	0	0%
Mooving Art Herd (Renewal)	0	0	0	15,000	15,000	0	0%
Mooving Art Herd (New)	0	0	0	20,000	20,000	0	0%
Grand Total	14,044,820	12,113,168	(1.931,693)	48,126,846	52,597,440	4,470,594	9%

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 10.5	Council Plan 2018-19 Quarter 2 Progress Report				
Attachment 1	Council Plan 2018-19 Quarter 2 progress report 270				



Council Plan 2018-19 Quarter 2 Progress Report

Greater Shepparton City Council

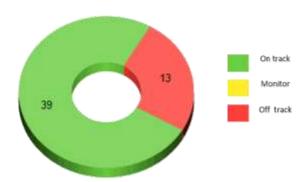


Print Date: 05-Feb-2019

www.cammsgroup.com



Council Plan



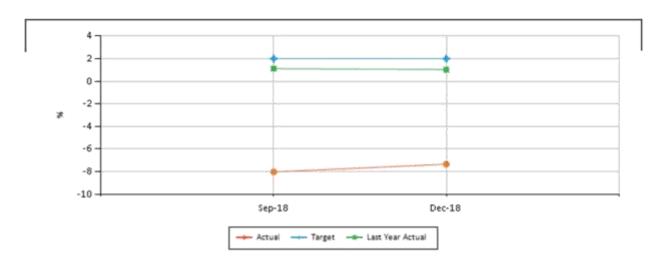


Council Plan

1.1 Leadership and Governance

KPI: Adjusted underlying surplus (or deficit) as a percentage of underlying revenue

Responsible Officer: Chris TEITZEL Reporting Officer: MATTHEW JARVIS



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	96	2.00		Impacted by early receipt of 50% (\$6.27m) of 2018/19 Federal Financial Assistance Grant funding in 2017/18. Also impacted by carryover of approx \$1.5m in non-council asset, non-recurrent works into 2018/19.
Dec-18	RED	%	2.00	, ,	Early receipt of 50% of 2018/19 Federal Financial Assistance Grant funds (approx. \$6m) in 2017/18 has impacted the underlying operating result in 2018/19.



KPI: Community satisfaction with community consultation and engagement

Responsible Officer: AMANDA TINGAY Reporting Officer: James NOLAN

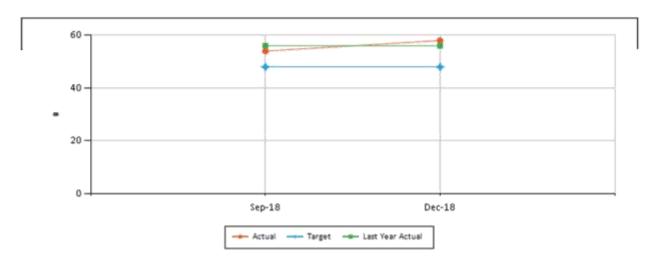


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	53.00		As at the end of the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 56 for satisfaction with community consultation and engagement.
Dec-18	GREEN	#	53.00		As at the end of the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 58 for satisfaction with community consultation and engagement.



KPI: Community satisfaction with council decisions

Responsible Officer: PETER HARRIOTT Reporting Officer: James NOLAN



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	48.00		For the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 54 for satisfaction with Council decisions.
Dec-18	GREEN	#	48.00		For the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 58 for satisfaction with Council decisions.



KPI: Community satisfaction with level of advocacy

Responsible Officer: AMANDA TINGAY Reporting Officer: James NOLAN

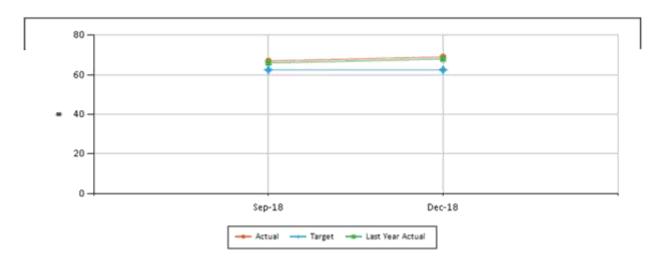


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	49.50		For the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 57 for satisfaction with level of advocacy.
Dec-18	GREEN	#	49.50		For the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 61 for satisfaction with level of advocacy.



KPI: Community satisfaction with services

Responsible Officer: PETER HARRIOTT Reporting Officer: James NOLAN

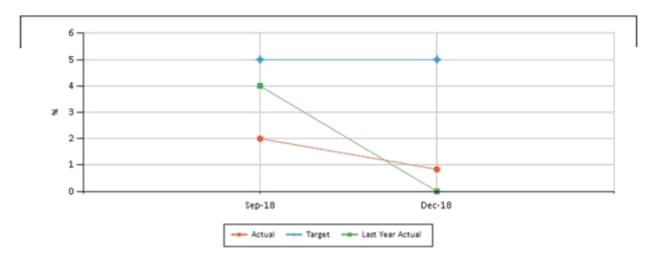


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	62.50		For the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 67 for satisfaction with services.
Dec-18	GREEN	#	62.50		For the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 69 for satisfaction with services.



KPI: Council decisions made at meetings closed to the public

Responsible Officer: SHARLENE STILL Reporting Officer: BEC GOOD

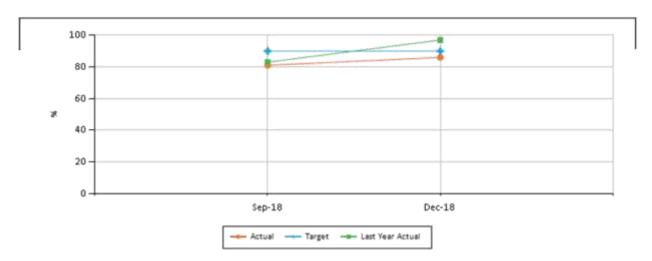


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	5.00		2% of Council decisions were made at meetings closed to the public for the period of July to September 2018
Dec-18	GREEN	%	5.00		0.84% of Council decisions were made at meetings closed to the public for the period of October to December 2018



KPI: Councillor attendance at council meetings

Responsible Officer: SHARLENE STILL Reporting Officer: BEC GOOD

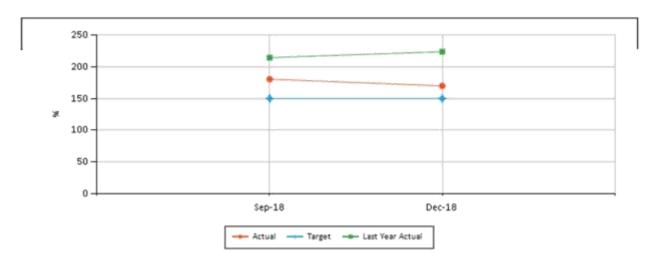


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	%	90.00	81.00	Councillor attendance at council meetings for the period July to September 2018 was 81%
Dec-18	RED	%	90.00	86.00	Councillor attendance at council meetings for the period October to December 2018 was 86%



KPI: Current assets as a percentage of current liabilities

Responsible Officer: Chris TEITZEL.
Reporting Officer: MATTHEW JARVIS



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	150.00		Adopted budget 18/19 had a working capital ratio of 172%. This increased at the Q1 Forecast Review to 181% largely reflecting the impaact of the ending cash position for 2017/18.
Dec-18	GREEN	%	150.00		As per the 2018/2019 Adopted Budget the trend for this indicator for the following three years is 146%, 114% and 124%.



KPI: Customer responsiveness

Responsible Officer: Chris TEITZEL Reporting Officer: James NOLAN

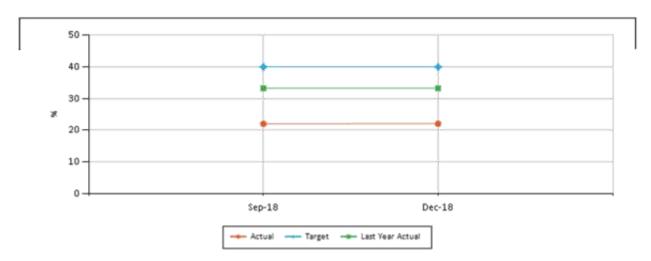


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	70.00		For the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 74 for customer responsiveness.
Dec-18	GREEN	%	70.00		For the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 73 for customer responsiveness.



KPI: Loans and borrowings as a percentage of rates

Responsible Officer: PETER HARRIOTT Reporting Officer: MATTHEW JARVIS



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	40.00	22.00	KPI remaining static. No borrowings proposed for 2018/19.
Dec-18	GREEN	%	40.00	22.03	No new borrowings for the 2018/2019 financial year



KPI: Municipal HWB Implementation Plan reported annually to DHHS

Responsible Officer: David BOOTH Reporting Officer: David BOOTH

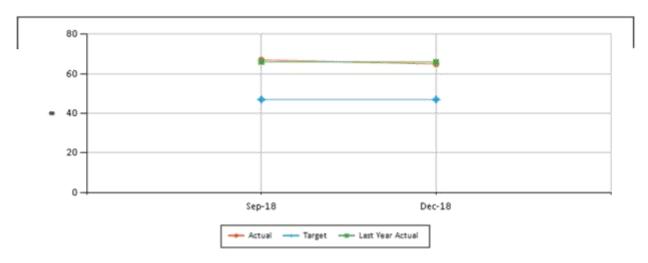


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	25.00		Reporting to DHHS on progress against the Municipal Public Health and Wellbeing Plan is scheduled for November each year.
Dec-18	GREEN	%	50.00		The Municipal Public Health and Wellbeing plan has been incorporated into the 2017 - 2021 Council Plan. Implementation and reporting of outcomes is ongoing.



KPI: Overall Council Direction

Responsible Officer: PETER HARRIOTT Reporting Officer: James NOLAN



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	47.00		For the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 67 for Overall Council Direction.
Dec-18	GREEN	#	47.00		For the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 65 for Overall Council Direction.



KPI: Overall performance community satisfaction rate

Responsible Officer: PETER HARRIOTT Reporting Officer: James NOLAN



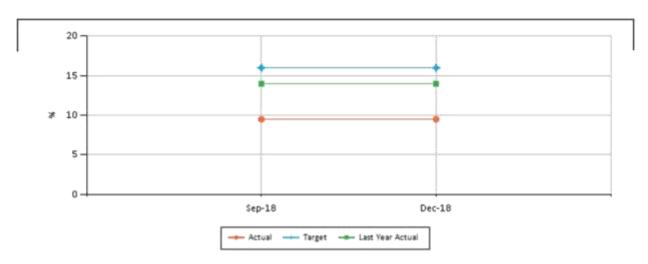
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	49.50		For the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 62 for Overall Performance
Dec-18	GREEN	#	49.50		For the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 64 for Overall Performance



1.2 Social

KPI: Active library members in municipality

Responsible Officer: KAYE THOMSON Reporting Officer: KAYE THOMSON

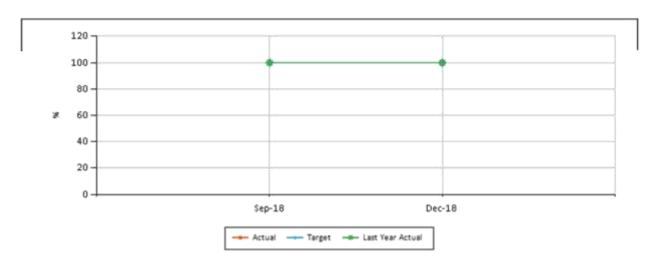


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	%	16.00		There are 9.49% of the community are active library members in the municipality based on GVRL data. Definition of active library member has changed and has negatively affected the %
Dec-18	RED	96	16.00	9.49	Need to change the definition of active library member as it does not reflect library attendance.



KPI: Compliance with Home Care Standards

Responsible Officer: AMANDA TINGAY Reporting Officer: AMANDA TINGAY



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	100.00		There has been 100% compliance with Home Care Standards through the Australian Aged Care Quality Agency audit.
Dec-18	GREEN	%	100.00		There has been 100% compliance with Home Care Standards through the Australian Aged Care Quality Agency audit.



KPI: GSCC to achieve 2% indigenous employment by 2020 as per the Algabonyah Agreement

Responsible Officer: Karen LIVERSIDGE Reporting Officer: Karen LIVERSIDGE

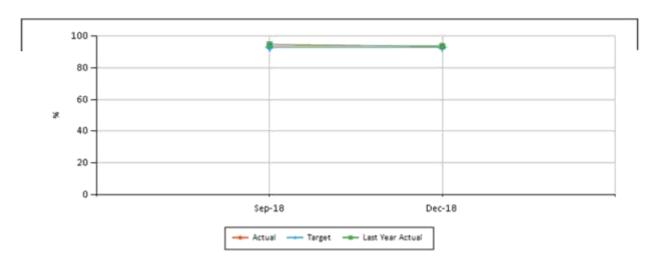


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	1.30	1.30	Current identified Aboriginal employees - 1.3%
Dec-18	GREEN	%	1.30	1.60	Current identified Aboriginal employees - 1.6%



KPI: Immunisation coverage rate

Responsible Officer: GREG MCKENZIE Reporting Officer: LISA EADE



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	93.00		As at the end of September 2018 - Immunisation coverage rate is 93.88% Cohort breakdown 12-<15 Months 93.07 24-<27 Months 93.72 60-<63 Months 94.85
Dec-18	GREEN	%	93.00		As at the end of September 2018 - Immunisation coverage rate is 93.88% Cohort breakdown 12-<15 Months 93.07 24-<27 Months 93.72 60-<63 Months 94.85

www.cammsgroup.com



KPI: Number of people attending performing arts events

Responsible Officer: Ken CAMERON Reporting Officer: Ken CAMERON

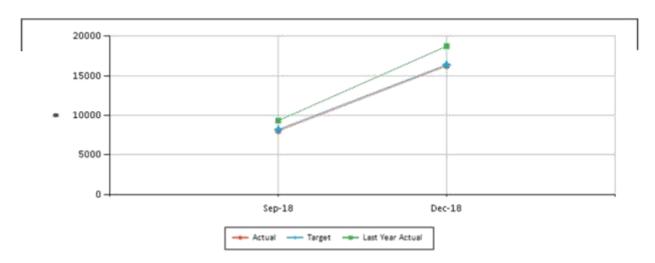


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	14,147.00	15,842.00	For the 1st quarter 2018-19 there were 15,842 people attending performing arts events.
Dec-18	GREEN	#	28,294.00	34,197.00	For the 2nd quarter 2018-19 there were 18,355 people attending performing arts events.



KPI: Number of people attending SAM

Responsible Officer: Rebecca COATES
Reporting Officer: Rebecca COATES



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	#	8,201.00	8,039.00	For the 1st quarter 2018-19 there were 8,039 people attending SAM.
Dec-18	RED	#	16,402.00	16,254.00	For the 2nd quarter 2018-19 there were 8,215 people attending SAM.



KPI: Number of people cycling to work within Greater Shepparton

Responsible Officer: COLIN KALMS
Reporting Officer: MICHAEL MACDONAGH

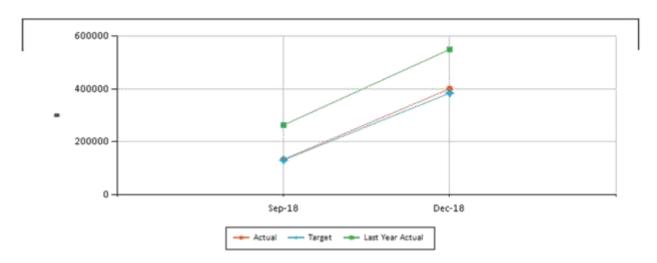


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	#	688.00	501.00	Super Tuesday count from March 2018.
Dec-18	RED	#	688.00	501.00	Super Tuesday count from March 2018.



KPI: Number of people that participate in Council run Active Living programs

Responsible Officer: David BOOTH Reporting Officer: David BOOTH

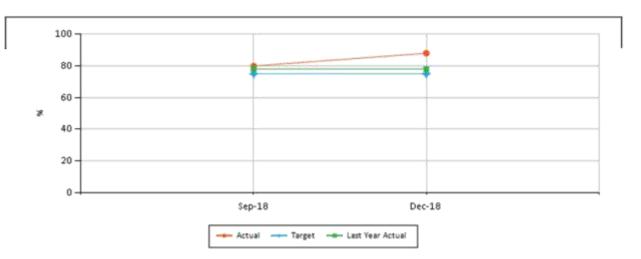


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	130,500.00	132,492.00	In Quarter 1 2018-19 132,492 people participated in Council run Active Living programs
Dec-18	GREEN	#	384,250.00	,	In Quarter 2 2018-19 268,196 people participated in Council run Active Living programs Attendance across the Active Living facilities remains inline with forecasts. Cooler weather in November detracted from pool attendances however December weather conditions were more favorable.



KPI: Participation in the Maternal & Child Health (MCH) Service

Responsible Officer: SALLY ROSE-BASSETT Reporting Officer: SALLY ROSE-BASSETT



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	75.00	79.93	Year to date there has been 79.93% participation in the Maternal and Child Health service.
Dec-18	GREEN	%	75.00	88.00	Year to date there has been 88% participation in the Maternal and Child Health service.



KPI: Participation in the MCH service by Aboriginal children

Responsible Officer: SALLY ROSE-BASSETT Reporting Officer: SALLY ROSE-BASSETT



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	65.00		Year to date there has been 76.64% participation in the Maternal and Child Health service by Aboriginal children
Dec-18	GREEN	%	65.00		Year to date there has been 69.50% participation in the Maternal and Child Health service by Aboriginal children



KPI: The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Social Theme are addressed.

Responsible Officer: David BOOTH Reporting Officer: David BOOTH



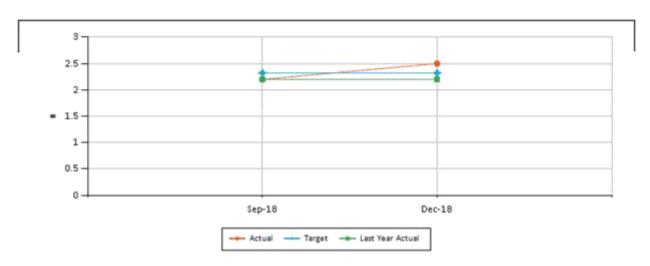
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	25.00		Council is to consider the Public Health Strategic Health Plan at its October meeting. The implementation plan that accompanies this strategy address many of the Social temes identified in the Council Plan.
Dec-18	GREEN	%	50.00		The Municipal Public Health and Wellbeing plan has been incorporated into the 2017 - 2021 Council Plan. Implementation and reporting of outcomes is ongoing.



1.3 Economic

KPI: Average length of stay per visitor

Responsible Officer: MICHAEL CARRAFA Reporting Officer: Tricia MARTINEK



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	#	2.32	2.20	Average length of stay per visitor for the period January to December 2017 was 2.2 days
Dec-18	GREEN	#	2.32	2.50	Average length of stay per visitor for the financial year ending 30 June was 2.5 days



KPI: Economic yield from Council events

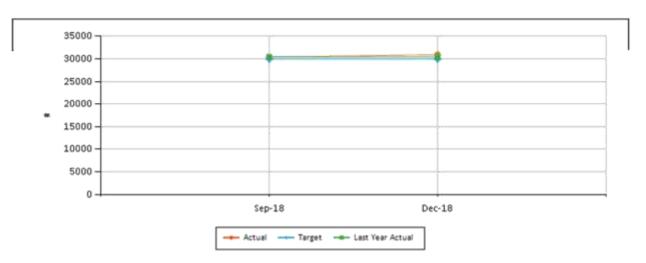
Responsible Officer: ROHAN SALI Reporting Officer: ROHAN SALI



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	\$	44,946,113.00	44,300,000.00	Economic yield from Council events is \$44,300,000 as at August 2018
Dec-18	RED	\$	44,946,113.00		Overall visitation up however the length of stay was down hence the variance. 2019 events calendar is looking very positive and should see an increase.



KPI: Number of employed residents



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	29,977.00		There were 30,390 employed residents in 2017 (National Institute of Economic and Industry Research) In 2016 there were 29,902 employed residents. An increase of 488 employed residents in 2017.
Dec-18	GREEN	#	29,977.00		There were 30,906 employed residents in 2018 (National Institute of Economic and industry Research) In 2017 there were 30,390 employed residents. An increase of 516 employed residents in 2018.



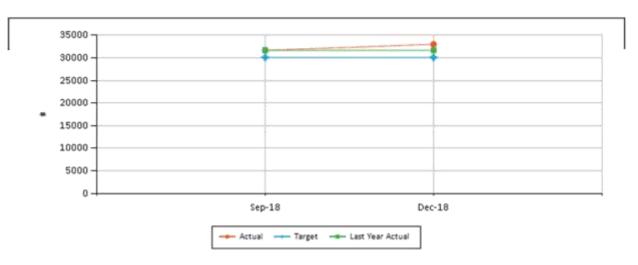
KPI: Number of existing businesses Council assists to expand their operations in Greater Shepparton



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	5.00	6.00	Council assisted 6 businesses to expand their operations between July and September 2018
Dec-18	RED	#	10.00	8.00	Council assisted 2 businesses to expand their operations between October and December 2018



KPI: Number of local jobs



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	30,110.00		The number of local jobs in 2017 is 31,676 (based on Employment (total) by industry - Economy ID) In 2016 the number of local jobs was 30,035. There has been an increase in 1,641 jobs from 2016 to 2017.
Dec-18	GREEN	#	30,110.00		The number of local jobs in 2018 is 32,996 (based on Employment (total) by industry - Economy ID) In 2016 the number of local jobs was 31,676. There has been an increase in 1,320 jobs from 2017 to 2018.



KPI: Number of new businesses Council assists to invest in Greater Shepparton



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	5.00	7.00	Council assisted 7 new businesses between July and September 2018
Dec-18	GREEN	#	10.00	16.00	Council assisted 9 new businesses between October and December 2018



KPI: Reduction in the Greater Shepparton retail vacancy rate

Responsible Officer: MICHAEL CARRAFA Reporting Officer: MICHAEL CARRAFA

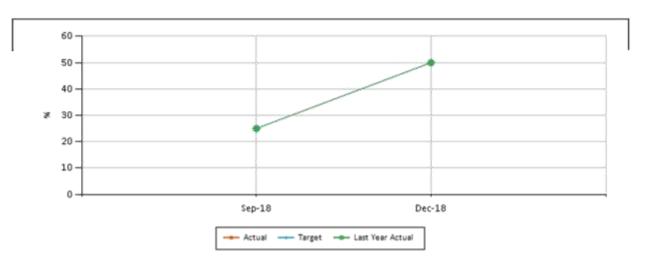


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	10.70	8.30	Current vacancy rate is 8.3% as at September 2018
Dec-18	OREEN	%	10.70	9.50	Current vacancy rate is 9.5% as at December 2018



KPI: The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Economic Theme are addressed

Responsible Officer: MICHAEL CARRAFA Reporting Officer: MICHAEL CARRAFA

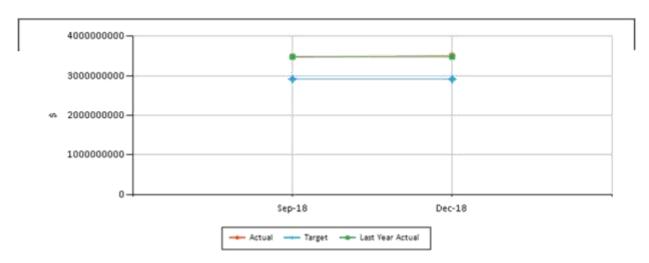


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	25.00	25.00	Ongoing
Dec-18	GREEN	%	50.00	50.00	Ongoing



KPI: Value of gross regional product

Responsible Officer: MICHAEL CARRAFA Reporting Officer: MICHAEL CARRAFA



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	\$	2,914,518,125.00	3,480,000,000.00	Value of gross regional product is \$3,480,000,000 (NIEIR 2017)
Dec-18	GREEN	\$	2,914,518,125.00		Value of gross regional product is \$3,510,000,000 (NIEIR 2018) This is an increase of \$30m on 2017.



KPI: Value of non-residential building approvals

Responsible Officer: COLIN KALMS Reporting Officer: COLIN KALMS



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	\$	11,250,000.00	24,298,592.00	The value of non-residential building approvals for July to September 2018 was \$24,298,592
Dec-18	GREEN	\$	22,500,000.00		The value of non-residential building approvals for October to December 2018 was \$100,313,316 Year to date the value of non-residential building approvals is \$124,611,908



KPI: Visitor numbers increase

Responsible Officer: MICHAEL CARRAFA Reporting Officer: Tricia MARTINEK



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	969,493.00		28% increase in visitors for period January 2017 to December 2017 418,000 domestic overnight 804,000 domestic daytrip 9,400 international visitors.
Dec-18	GREEN	#	969,493.00		Our latest data available is for financial year ended June 2018. Domestic Overnight visitors: 380,000 stayed a total of 966,000 nights (average length of stay 2.5 nights) Domestic Day trippers: 789,000 International overnight visitors: 10,800 stayed a total of 272,100 nights (average length of stay 25.2 nights)

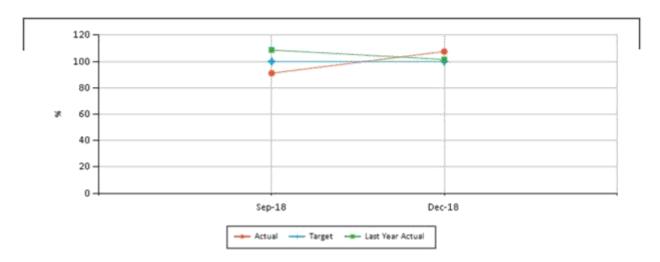
www.cammsgroup.com



1.4 Built

KPI: Asset renewal funding as a percentage of total depreciation

Responsible Officer: MATTHEW JARVIS Reporting Officer: MATTHEW JARVIS

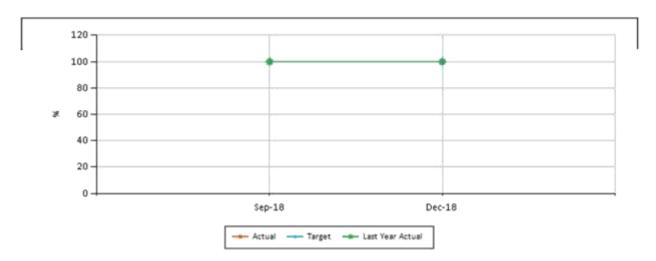


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	%	100.00		Depreciation expense forecast at Q1 increased by \$2.5m to \$26.1m. Renewal expenditure forecast only increased by \$945k to \$23.8m.
Dec-18	GREEN	%	100.00		Indicator of assets being renewed as planned. High or increasing percentages for this indicator indicate improvement in capacity to meet long term obligations.



KPI: Building applications decided within 14 days (for complete applications)

Responsible Officer: COLIN KALMS Reporting Officer: COLIN KALMS



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	100.00	100.00	
Dec-18	GREEN	%	100.00	100.00	



KPI: Community satisfaction with condition of sealed local roads

Responsible Officer: JANELLE BUNFIELD Reporting Officer: James NOLAN



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	47.50		For the 1st Quarter 2018-19 Community Satisfaction Survey the Council received a score of 56 for satisfaction with condition of sealed local roads
Dec-18	GREEN	#	47.50		For the 2nd Quarter 2018-19 Community Satisfaction Survey the Council received a score of 57 for satisfaction with condition of sealed local roads



KPI: Increase in kilometres of cycling and walking routes in Greater Shepparton

Responsible Officer: COLIN KALMS
Reporting Officer: MICHAEL MACDONAGH



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	km	115.73		There are 113.10kms of cycling and walking routes in Greater Shepparton Recent projects include Old Dookie Road Impey Street, Murchison (Station Street To Rushworth) Dhurringile Road, Tatura (Pike Road to Ferguson Road) Ryans Road, Dookie (Cashel Road South)
Dec-18	GREEN	km	115.73		There are 164.95kms of cycling and walking routes in Greater Shepparton Cycle Lanes – 65.37km Recreation Path (walking) – 43.18km Shared Path – 56.40km

www.cammsgroup.com

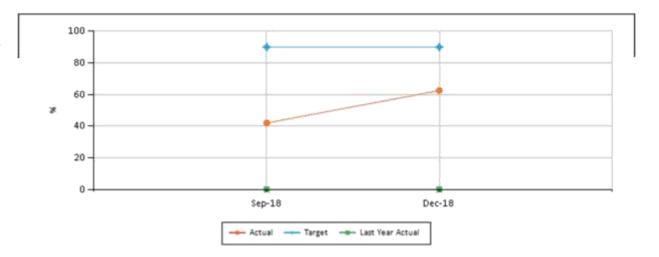


KPI: Infrastructure asset defects addressed within relevant intervention period by class of asset

Responsible Officer: ROHAN

MONTGOMERY

Reporting Officer: ROHAN MONTGOMERY



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	%	90.00		806 defects addressed within relevant intervention period 1114 defects addressed outside relevent intervention period
Dec-18	RED	%	90.00		1543 defects addressed within relevant intervention period 926 defects addressed outside relevent intervention period

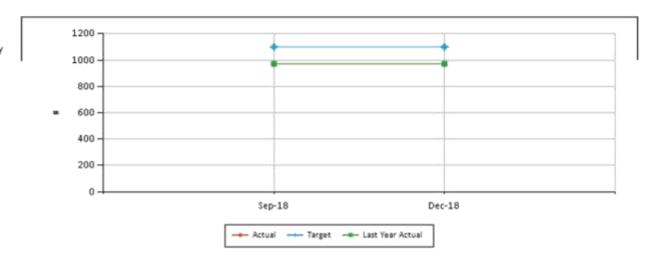


KPI: Maturity of Council's asset management practices and processes

Responsible Officer: ROHAN

MONTGOMERY

Reporting Officer: ROHAN MONTGOMERY



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	#	1,100.00		Our current score is 971.87 Our initial goal is to achieve Baseline which is a score of 1100 Our longer term target is Advanced.
Dec-18	RED	#	1,100.00		Our current score is 971.87 Our initial goal is to achieve Baseline which is a score of 1100 Our longer term target is Advanced.



KPI: Number of Federal and ministerial meetings and briefing held per year in advocating for projects, services and programs

Responsible Officer: BEC GOOD Reporting Officer: BEC GOOD

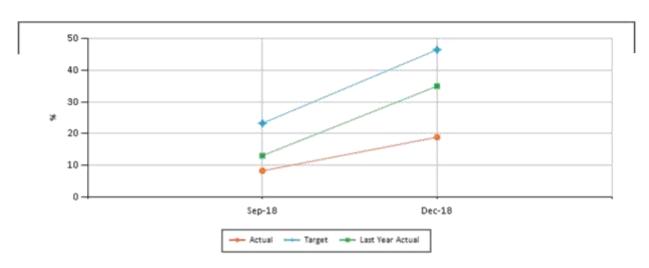


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	2.50	16.00	There were 16 Federal and ministerial meetings between July and September 2018.
Dec-18	GREEN	#	5.00	33.00	There were 17 Federal and ministerial meetings between October and December 2018.



KPI: Percentage of capital projects completed at the conclusion of the financial year (based on number of projects)

Responsible Officer: Craig EXTON Reporting Officer: Craig EXTON

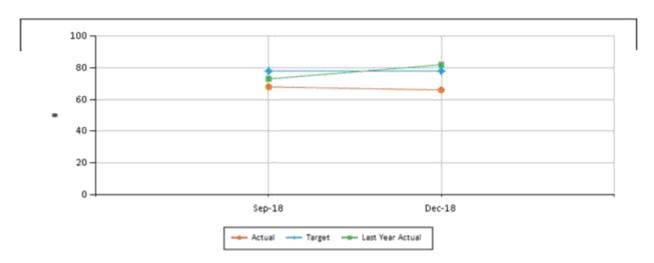


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	%	23.25		11 of 134 projects have been completed. 53 projects are currently in procurement or delivery. Additional resources are being brought in to ensure the remaining projects are moved from planning and design into procurement and delivery ASAP.
Dec-18	RED	%	46.50		26 of 138 capital projects have been completed. 9 projects are not started, 16 projects are being planned, 18 projects are in design, 16 in procurement and 45 are being delivered. Additional resources are being brought in to ensure the remaining projects are moved from planning and design into procurement and delivery ASAP.



KPI: Planning applications decided within 60 days

Responsible Officer: COLIN KALMS Reporting Officer: BRAYDON AITKEN

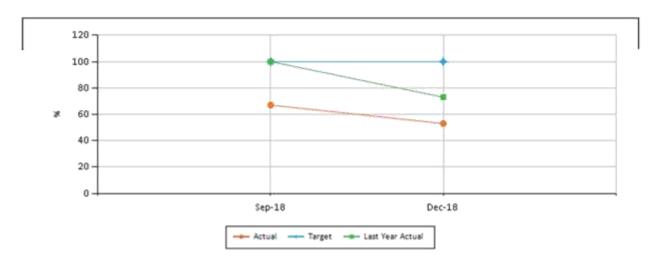


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	#	78.00	68.00	68% of planning applications decided within 60 days
Dec-18	RED	#	78.00		66% of planning applications decided within 60 days The Statutory Planning Team was significantly understaffed for most of 2018 and lost a number of senior staff. Vacancies have now been filled, however senior staff were replaced with junior staff who will require on the job training. The current job market did not allow for the recruitment of senior staff. It is expected that it will take up to 6 months to see significant improvement in performance.



KPI: Planning applications issued within 10 working days (PPARS)

Responsible Officer: COLIN KALMS Reporting Officer: BRAYDON AITKEN



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	%	100.00	67.00	67% of planning applications were issued within 10 working days (PPARS)
Dec-18	RED	%	100.00		53% of planning applications were issued within 10 working days (PPARS) The Statutory Planning Team was significantly understaffed for most of 2018 and lost a number of senior staff. Vacancies have now been filled, however senior staff were replaced with junior staff who will require on the job training. The current job market did not allow for the recruitment of senior staff. It is expected that it will take up to 6 months to see significant improvement in performance.



KPI: The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Built Theme are addressed.

Responsible Officer: Phillip HOARE Reporting Officer: Phillip HOARE



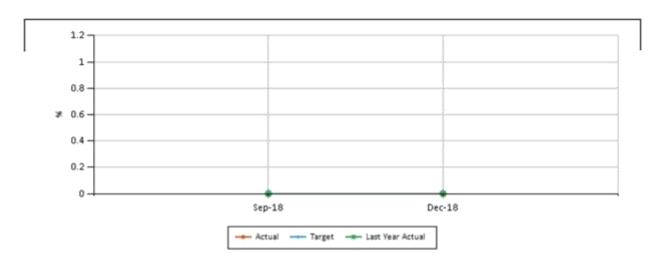
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	25.00	25.00	
Dec-18	GREEN	%	50.00	50.00	



1.5 Environment

KPI: Improve Council's energy efficiency rating in accordance with the Energy Reduction plan

Responsible Officer: GREG MCKENZIE Reporting Officer: SHARON TERRY

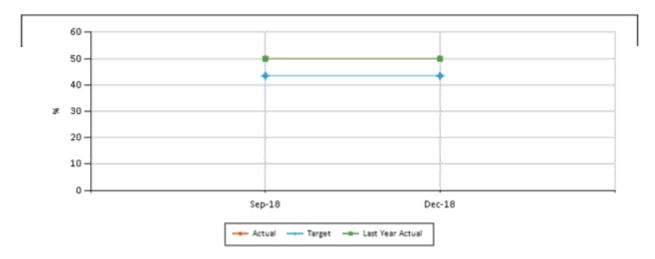


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	0.00	0.00	
Dec-18	GREEN	%	0.00	0.00	



KPI: Kerbside collection waste diverted from landfill

Responsible Officer: JANELLE BUNFIELD
Reporting Officer: JANELLE BUNFIELD



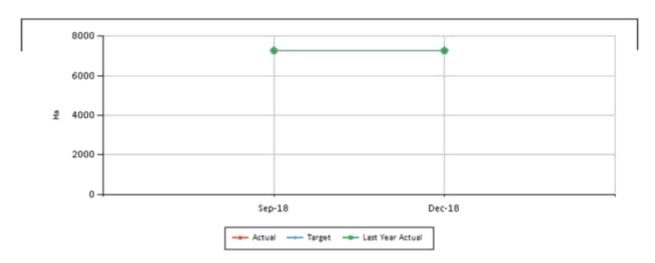
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	43.50	50.00	50% of kerbside collection waste has been diverted from landfill
Dec-18	GREEN	%	43.50	50.00	50% of kerbside collection waste has been diverted from landfill



Minutes - Ordinary Council Meeting - 19 February 2019

KPI: Percentage of Native Vegetation cover (NVC)

Responsible Officer: GREG MCKENZIE Reporting Officer: GREG MCKENZIE

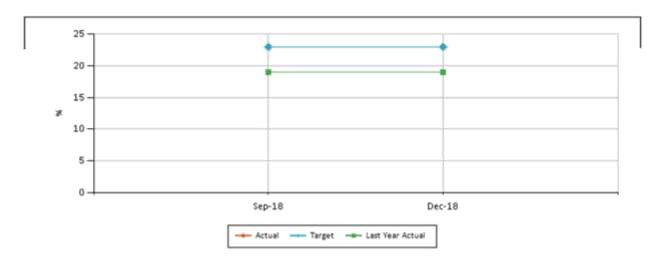


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	RED	Ha	7,287.00	7,275.00	7275Ha of Native Vegetation Cover
Dec-18	RED	На	7,287.00	- ,	7275Ha of Native Vegetation Cover - Need to update figure once one tree per child report finalised. Not completed due to staff shortage.



KPI: Percentage of tree canopy cover

Responsible Officer: Phillip HOARE Reporting Officer: TIM ZAK

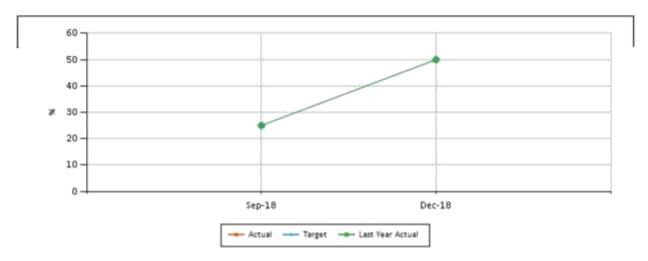


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	23.00	23.00	23% of tree canopy cover
Dec-18	GREEN	%	23.00	23.00	23% of tree canopy cover



KPI: The Actions identified in the Municipal Public Health and Wellbeing Annual Action Plan linked to the Environment Theme are addressed.

Responsible Officer: GREG MCKENZIE Reporting Officer: GREG MCKENZIE

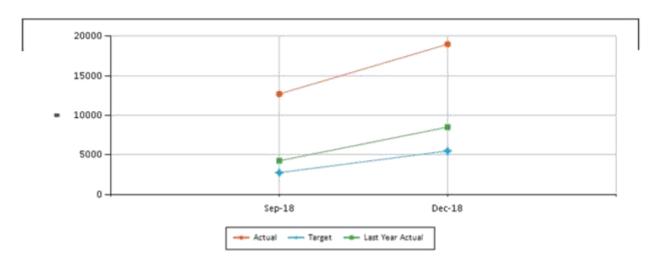


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	%	25.00	25.00	
Dec-18	GREEN	%	50.00	50.00	



KPI: Trees planted per year (including One Tree Per Child)

Responsible Officer: TIM ZAK Reporting Officer: SHARON TERRY



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	GREEN	#	2,748.25		12700 trees planted as part of One Tree Per Child Program 6300 other trees given to other groups to plant Other trees planted by our Parks, Sports and Recreation team - number to be confirmed.
Dec-18	GREEN	#	5,496.50		12700 trees planted as part of One Tree Per Child Program and 6300 other trees given to other groups to plant Other trees planted by our Parks, Sports and Recreation team - number to be confirmed.

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 11.1	Rename - Flanagan Place, Tatura				
Attachment 1	FLANAGAN PLACE - Duplication of street names in Tatura - Flanagan Place - renaming				

16 January 2018

Tatura Senior Citizens Flanagan Place (PO Box 107) TATURA 3616

Janine Saxon
Support Officer - Building/Planning
Greater Shepparton City Council
Locked Bag 1000
SHEPPARTON 3631

Dear Janine

The Tatura Senior Citizens wrote to Council on 28 August 2016 regarding their concern re the duplication of street names in Tatura in particular Flanagan Place and Flanagan Drive. The duplication is known to cause confusion for visitors and emergency services.

The Tatura Senior Citizens have raised this with the Tatura Community Plan Committee who supports the request to change the name to ensure emergency services arrive at the correct address.

The Club has had conversations with Flanagan family members who have no issue with Flanagan Place being renamed considering there is the Drive and a Park also acknowledging the name in the town.

The Tatura Community Plan Committee has representation from the RSL who have proposed that Flanagan Place be renamed Memorial Place in keeping with the Robert Mactier Statue and memorial features in the park.

We would appreciate if you could consider our request. If you require more information I can be contacted on 5824 1815.

Yours sincerely

Veronica Dowell President

Tatura Senior Citizens

Veronii Bamele.

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 11.2	RiverConnect Implementation Advisory Committee Community Member Appointments	
Attachment 1	RiverConnect Implementation Advisory Committee - Terms of Reference 2018	380

RiverConnect Implementation Advisory Committee

TERMS OF REFERENCE

Updated to align with 2017 – 2022 Strategic Plan Adopted by Resolution of Council on 16 October 2018 For Review by August 2021 (or prior if required)

1. Purpose

The RiverConnect Implementation Advisory Committee has been established to provide advice to Council in relation to the implementation of the RiverConnect Strategic Plan and associated initiatives of the RiverConnect project.

This process incorporates high level community involvement and participation and includes overseeing the activities and function of each of the four RiverConnect Working Groups. The RiverConnect Implementation Advisory Committee is representative of all key stakeholders with an interest in the management and development of the Goulburn – Broken floodplain between Shepparton and Mooroopna and within the broader community.

1.1 Background:

Our rivers bring life to the region and hold a wealth of untapped secrets and opportunities. In the past, the Shepparton - Mooroopna communities' appreciation of, and engagement with, the Goulburn and Broken Rivers have varied, famously "turning our back to the river". The river systems were largely managed by agencies in isolation, with little connection between these managers or with the community.

The creation of RiverConnect was driven by the desire to develop a strong sense of belonging and connection to our rivers and a more cohesive approach to river management. RiverConnect aspires to see the Goulburn and Broken River environment duly recognised as the life and soul of river communities, and increase appreciation and custodianship of the river as a social, economic, environmental, educational and cultural asset.

The RiverConnect vision is for connected people, rivers and wetlands. Our purpose is to nurture the community's respect for, use and love of the rivers and wetlands. The vision and purpose of RiverConnect will be achieved by realising long-term goals that increase: access to, awareness of, participation in, and care of the river environment and its cultural heritage.

RiverConnect provides the opportunity for the community, government and land managers, together with the traditional owners, work in partnership to protect and enhance the value of our rivers.

2. Role of the RiverConnect Implementation Advisory Committee

The RiverConnect Implementation Advisory Committee is appointed in an advisory capacity to the Greater Shepparton City Council. It has no executive authority, but it does:

- Provide advice on the implementation of the RiverConnect Strategic Plan;
- Engage and foster participation of the community in the RiverConnect program;
- · Promote and advocate on behalf of the broader community;
- Facilitate two-way communication between the community and RiverConnect partner agencies;
- Identify and recommend appropriate sources of funding for RiverConnect initiatives;
- Monitor the implementation and effectiveness of the endorsed strategic plan and RiverConnect initiatives; and
- Provide expert advice and expertise on RiverConnect related issues.

3. Committee Membership

3.1 Representative Organisations and Membership

Organisation Membership

4- 2 0
up to 2 Councillors 1 Senior Staff Member
Board Member, or 1 delegate Senior Staff Member
1 Representative
5 Representatives
1 representative
18

If a member does not attend a scheduled meeting for more than 3 consecutive meetings, membership may be reviewed by the committee and may prompt a vacancy on the committee.

3.2 Proxies at Meetings

Members of the RiverConnect Implementation Advisory Committee may nominate a proxy from the appropriate partner organisation to attend a meeting if the regular representative is unable to attend.

Proxies must be forwarded to the RiverConnect Project Officer within 2 days of the meeting. Members will be informed of the substitution by the chair at the beginning of the meeting. A member of the RiverConnect Implementation Advisory Committee may not nominate a proxy to attend more than 3 meeting within a 12 month time frame.

3.3 Organisation Representatives

The representatives of organisational bodies are appointed by that representative organisation, after a letter seeking membership from that organisation has been received from the RiverConnect Implementation Advisory Committee. Appointments on the RiverConnect Implementation Advisory Committee for organisational representatives are for a three year term.

3.4 Community Representatives

The community representatives will be sourced by an advertised Expression of Interest, of which the RiverConnect Implementation Advisory Committee will review and elect. The

RiverConnect Implementation Advisory Committee will then make recommendations to Council that these selected community representatives be appointed.

The community representatives will have a memorandum of understanding that they remain for three years beginning the month of November.

Community members who wish to remain on the committee after their term can reapply through the Expression of Interest application process.

4. Committee Meeting Procedure

4.1 Meeting Coordination

RiverConnect Implementation Advisory Committee meetings will be coordinated by the RiverConnect Project Officer.

- A schedule of meeting will be established at the beginning of each year and circulated to all committee members;
- The Implementation Advisory Committee anticipates meeting every 8 weeks or as required;
- Agenda items and associated papers will be circulated during the week prior to the next scheduled meeting; and
- Minutes will be recorded and meeting papers circulated within two weeks of the last meeting.

4.2 Convenor/Chair

Meeting Chair:

The Chair is an appointed Greater Shepparton City Council Councillor, usually the Mayor. The Deputy Chair is an appointed Goulburn Broken Catchment Management Authority Board member representative.

Acting Chair:

In the case of the Chair's or Deputy Chair's absence or inability to attend or perform their duties, an approved proxy may be used. The Acting Chair is nominated by the Chair. The Acting Chair will be responsible for informing the Chair as to the salient points/decisions raised or agreed to at any meeting where the Chair was not in attendance.

4.3 Quorum Requirements

A minimum of half the membership plus one (10 members) of the RiverConnect Implementation Advisory Committee members is required for the meeting to be recognised as an authorised meeting and for the recommendations or resolutions to be valid. In addition, representation must include a member from both of the funding bodies, Greater Shepparton City Council and the Goulburn Broken Catchment Management Authority.

5. Committee Conduct Principles

Committee members are expected to:

- Actively participate in Committee discussions and offer their opinions and views;
- Treat all persons with respect and have due regard to the opinions, rights and responsibilities of others;
- · Act with integrity;
- Attend each meeting where practical; and
- Avoid conflicts of interest and the releasing of confidential information.

6. Assemblies of Councillors

In accordance with the *Local Government Act 1989* the definition of an Assembly of Councillors includes any meeting of an advisory committee of the Council, if at least one Councillor is present. Any Councillors in attendance at meetings of the committee are

required to declare any conflicts of interest. Following the meeting a Record of Assembly of Councillors must be completed stating:

- · the names of all Councillors and members of Council staff in attendance
- the matters considered
- any conflicts of interest disclosures made by a Councillor attending, and
- Whether the Councillor who has disclosed the conflict of interest leaves the assembly.

The Record of Assembly of Councillors must be submitted to Council in accordance with the Assembly of Councillors Operational Procedure 37.PRO9.1 (Trim Ref: M11/51282) within 7 days of the date of the committee meeting so that it can be included in the next available Ordinary Council Meeting agenda.

7. Review

The terms of reference for the RiverConnect Implementation Advisory Committee will be reviewed three yearly, or earlier if required, prior to recruitment of community members.

Appendix 1:

RiverConnect Implementation Advisory Committee Membership at August 2018.

Position	Organisation	Role
Councillor	Greater Shepparton City Council	Chair person
Advisory Representative	Goulburn Broken Catchment Management Authority	Deputy Chair person
Shepparton Irrigation Region Executive Officer	Goulburn Broken Catchment Management Authority	
Manager Sustainability and Environment	Greater Shepparton City Council	
Officer	Goulburn Murray Landcare Network	
Area Chief Ranger	Parks Victoria	
Elders Council Representative	Yorta Yorta Nation Aboriginal Corporation	
Project Officer	Word and Mouth	
Elders Council Representative	Rumbalara Aboriginal Cooperative	
Communications & Education Coordinator	Goulburn Valley Water	
Senior Adviser, Regional Performance and Planning	Department of Education and Training Victoria	
Program Manager Biodiversity, Hume Region	Department of Environment, Land, Water and Planning	
Member	Goulburn Valley Environment Group	

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 11.3	RiverConnect Implementation Advisory Committee Terms of Reference	ee
Attachment 1	RiverConnect Terms of Reference	386

RiverConnect Implementation Advisory Committee

TERMS OF REFERENCE

Updated to align with 2017 – 2022 Strategic Plan Adopted by Resolution of Council on 16 October 2018 For Review by August 2021 (or prior if required)

1. Purpose

The RiverConnect Implementation Advisory Committee has been established to provide advice to Council in relation to the implementation of the RiverConnect Strategic Plan and associated initiatives of the RiverConnect project.

This process incorporates high level community involvement and participation and includes overseeing the activities and function of each of the four RiverConnect Working Groups. The RiverConnect Implementation Advisory Committee is representative of all key stakeholders with an interest in the management and development of the Goulburn – Broken floodplain between Shepparton and Mooroopna and within the broader community.

1.1 Background:

Our rivers bring life to the region and hold a wealth of untapped secrets and opportunities. In the past, the Shepparton - Mooroopna communities' appreciation of, and engagement with, the Goulburn and Broken Rivers have varied, famously "turning our back to the river". The river systems were largely managed by agencies in isolation, with little connection between these managers or with the community.

The creation of RiverConnect was driven by the desire to develop a strong sense of belonging and connection to our rivers and a more cohesive approach to river management. RiverConnect aspires to see the Goulburn and Broken River environment duly recognised as the life and soul of river communities, and increase appreciation and custodianship of the river as a social, economic, environmental, educational and cultural asset.

The RiverConnect vision is for connected people, rivers and wetlands. Our purpose is to nurture the community's respect for, use and love of the rivers and wetlands. The vision and purpose of RiverConnect will be achieved by realising long-term goals that increase: access to, awareness of, participation in, and care of the river environment and its cultural heritage.

RiverConnect provides the opportunity for the community, government and land managers, together with the traditional owners, work in partnership to protect and enhance the value of our rivers.

2. Role of the RiverConnect Implementation Advisory Committee

The RiverConnect Implementation Advisory Committee is appointed in an advisory capacity to the Greater Shepparton City Council. It has no executive authority, but it does:

- Provide advice on the implementation of the RiverConnect Strategic Plan;
- Engage and foster participation of the community in the RiverConnect program;
- · Promote and advocate on behalf of the broader community;
- Facilitate two-way communication between the community and RiverConnect partner agencies;
- Identify and recommend appropriate sources of funding for RiverConnect initiatives;
- Monitor the implementation and effectiveness of the endorsed strategic plan and RiverConnect initiatives; and
- Provide expert advice and expertise on RiverConnect related issues.

3. Committee Membership

3.1 Representative Organisations and Membership

Organisation Membership

up to 2 Councillors 1 Senior Staff Member
Board Member, or 1 delegate Senior Staff Member
1 Representative
5 Representatives
1 representative
18

If a member does not attend a scheduled meeting for more than 3 consecutive meetings, membership may be reviewed by the committee and may prompt a vacancy on the committee.

3.2 Proxies at Meetings

Members of the RiverConnect Implementation Advisory Committee may nominate a proxy from the appropriate partner organisation to attend a meeting if the regular representative is unable to attend.

Proxies must be forwarded to the RiverConnect Project Officer within 2 days of the meeting. Members will be informed of the substitution by the chair at the beginning of the meeting. A member of the RiverConnect Implementation Advisory Committee may not nominate a proxy to attend more than 3 meeting within a 12 month time frame.

3.3 Organisation Representatives

The representatives of organisational bodies are appointed by that representative organisation, after a letter seeking membership from that organisation has been received from the RiverConnect Implementation Advisory Committee. Appointments on the RiverConnect Implementation Advisory Committee for organisational representatives are for a three year term.

3.4 Community Representatives

The community representatives will be sourced by an advertised Expression of Interest, of which the RiverConnect Implementation Advisory Committee will review and elect. The

RiverConnect Implementation Advisory Committee will then make recommendations to Council that these selected community representatives be appointed.

The community representatives will have a memorandum of understanding that they remain for three years beginning the month of November.

Community members who wish to remain on the committee after their term can reapply through the Expression of Interest application process.

4. Committee Meeting Procedure

4.1 Meeting Coordination

RiverConnect Implementation Advisory Committee meetings will be coordinated by the RiverConnect Project Officer.

- A schedule of meeting will be established at the beginning of each year and circulated to all committee members;
- The Implementation Advisory Committee anticipates meeting every 8 weeks or as required;
- Agenda items and associated papers will be circulated during the week prior to the next scheduled meeting; and
- Minutes will be recorded and meeting papers circulated within two weeks of the last meeting.

4.2 Convenor/Chair

Meeting Chair:

The Chair is an appointed Greater Shepparton City Council Councillor, usually the Mayor. The Deputy Chair is an appointed Goulburn Broken Catchment Management Authority Board member representative.

Acting Chair:

In the case of the Chair's or Deputy Chair's absence or inability to attend or perform their duties, an approved proxy may be used. The Acting Chair is nominated by the Chair. The Acting Chair will be responsible for informing the Chair as to the salient points/decisions raised or agreed to at any meeting where the Chair was not in attendance.

4.3 Quorum Requirements

A minimum of half the membership plus one (10 members) of the RiverConnect Implementation Advisory Committee members is required for the meeting to be recognised as an authorised meeting and for the recommendations or resolutions to be valid. In addition, representation must include a member from both of the funding bodies, Greater Shepparton City Council and the Goulburn Broken Catchment Management Authority.

5. Committee Conduct Principles

Committee members are expected to:

- Actively participate in Committee discussions and offer their opinions and views;
- Treat all persons with respect and have due regard to the opinions, rights and responsibilities of others;
- Act with integrity;
- Attend each meeting where practical; and
- Avoid conflicts of interest and the releasing of confidential information.

6. Assemblies of Councillors

In accordance with the *Local Government Act 1989* the definition of an Assembly of Councillors includes any meeting of an advisory committee of the Council, if at least one Councillor is present. Any Councillors in attendance at meetings of the committee are

required to declare any conflicts of interest. Following the meeting a Record of Assembly of Councillors must be completed stating:

- the names of all Councillors and members of Council staff in attendance
- the matters considered
- any conflicts of interest disclosures made by a Councillor attending, and
- Whether the Councillor who has disclosed the conflict of interest leaves the assembly.

The Record of Assembly of Councillors must be submitted to Council in accordance with the Assembly of Councillors Operational Procedure 37.PRO9.1 (Trim Ref: M11/51282) within 7 days of the date of the committee meeting so that it can be included in the next available Ordinary Council Meeting agenda.

7. Review

The terms of reference for the RiverConnect Implementation Advisory Committee will be reviewed three yearly, or earlier if required, prior to recruitment of community members.

Appendix 1:

RiverConnect Implementation Advisory Committee Membership at August 2018.

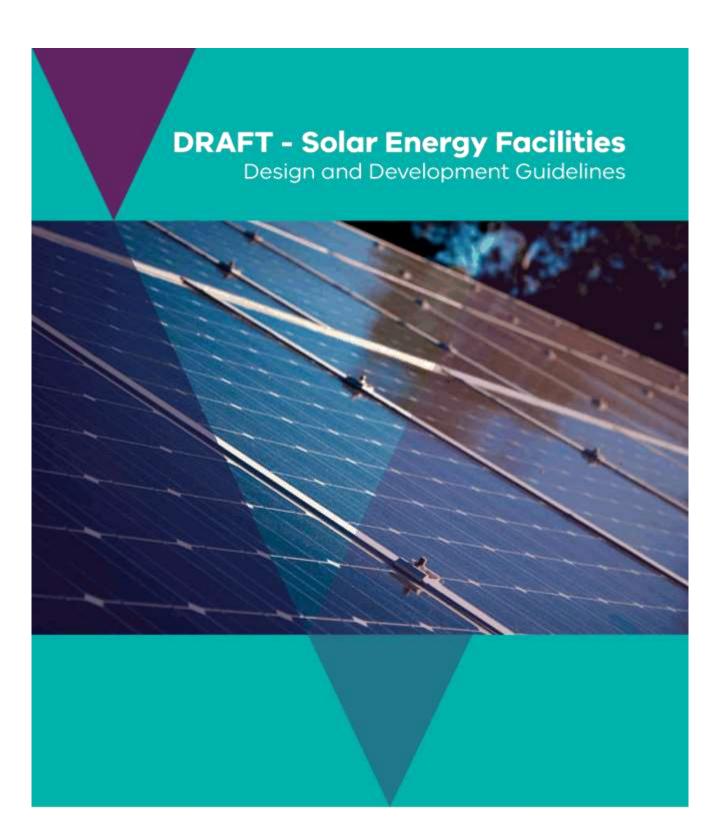
Position	Organisation	Role
Councillor	Greater Shepparton City Council	Chair person
Advisory Representative	Goulburn Broken Catchment Management Authority	Deputy Chair person
Shepparton Irrigation Region Executive Officer	Goulburn Broken Catchment Management Authority	
Manager Sustainability and Environment	Greater Shepparton City Council	
Officer	Goulburn Murray Landcare Network	
Area Chief Ranger	Parks Victoria	
Elders Council Representative	Yorta Yorta Nation Aboriginal Corporation	
Project Officer	Word and Mouth	
Elders Council Representative	Rumbalara Aboriginal Cooperative	
Communications & Education Coordinator	Goulburn Valley Water	
Senior Adviser, Regional Performance and Planning	Department of Education and Training Victoria	
Program Manager Biodiversity, Hume Region	Department of Environment, Land, Water and Planning	
Member	Goulburn Valley Environment Group	

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

19 February 2019

Agenda Item 11.5	Council Submission to Draft Solar Energy Facilities Design and Development Guidelines	
Attachment 1	Draft Guidelines	. 392
Attachment 2	Panel Report	430
Attachment 3	Officer Submission	542





Department of Environment, Land, Water and Planning

© The State of Victoria Department of Environment, Land, Water and Planning 2018



This work is licensed under a Creative Commons Attribution 4.0 International licence.

You are free to re-use the work under that licence, on the condition that you credit the State of Victoria as author. The licence does not apply to any images, photographs or branding, including the Victorian Coot of Arms, the Victorian Government logo and the Department of Environment, Land, Water and Planning (DELWP) logo.

To view a copy of this licence, visit creativecommons.org/licenses/by/4.0/

Disclaimer

This publication may be all assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

Accessibility

If you would like to receive this publication in an alternative format, please telephone DELWP Customer Service Centre 136 186, email customer.service@delwp.vic.gov.au, via the National Relay Service on 133 677 www.relayservice.com.au.

This document is also available in accessible Word format at www.delwp.vic.gov.au/planning

Contents

Introduction	
Policy, Planning and Legislative Requirements	6
1. State policy directions	7
Planning policy framework	8
3. The Victorian electricity transmission network	8
Strategic site selection assessment criteria	9
Detailed development assessment	16
Best Practice Guidance for Proponents	
Community engagement and stakeholder consultation	24
7. Design stage	.,,,
Construction stage	30
9. Operations stage	
10. Decommissioning stage	32
Appendices	33





Introduction

These guidelines outline the assessment and development process for large-scale solar energy facilities in Victoria and provide advice on how potential impacts can be avoided or effectively managed. These guidelines will inform the development of positive and appropriate projects that enhance communities and support the transition to a clean and prosperous energy system.

They have been developed to provide information for applicants, the community, regulators and responsible authorities. The responsible authority for solar energy facility planning permit applications under the *Planning and Environment Act 1987* and planning schemes is the local council.

These guidelines apply only to large-scale facilities, and do not apply to solar panel arrays that supply energy for an existing use of the land on which they are located. The first section, Policy, Planning and Legislative Requirements, sets out the framework in Victoria for planning and assessing proposals for solar energy facilities. The second section, Best Guidance for Proponents, gives proponents guidance on improving the quality of their development proposal, and effectively engaging with, and minimising impacts on, local communities.

What are solar energy facilities?

Solar energy facilities harness energy from the sun to generate electricity. The most common solar energy facilities use photovoltaic (PV) solar panel arrays. Concentrated solar thermal (CST) technologies are less common, although several facilities are in operation overseas and under development in Australia.

PV solar technologies consist of solar panels containing groups of photovoltaic cells that convert sunlight directly into electricity. These panels are usually set out in arrays that are connected to inverters and associated controls that convert the direct current (DC) electricity generated by the panels into afternating current (AC) and distribute it through the electricity grid.

CST technologies use reflectors ar heliostats (mirrors) to facus sunlight on a receiver to heat a fluid, malten salt or another medium, which in turn produces steam or hot air. The steam is then used to drive a turbine connected to a generator to produce electricity.

Battery storage may also be an important component of a solar energy facility, particularly as technology in this area develops.

Policy, Planning and Legislative Requirements

Solar energy facilities provide a clean source of energy generation and contribute to the reduction of greenhouse gas emissions. Their development will form part of Victoria's transition to a modern, renewable energy supply. Growth of the renewable energy industry also brings significant investment into regional areas, creating new jobs in construction and ongoing employment in facility operation and maintenance.

Co-locating solar energy facilities with agricultural production can also help stabilise farm incomes, which can fluctuate due to changing commodity prices and climatic patterns.

Most well-sited and carefully designed solar energy facilities have minimal impacts on surrounding communities, the environment and on agricultural activities. However, significant land use change can raise concerns across communities about potential impacts, which is why public engagement is an important part of the development process for solar energy facilities.

Proponents and regulatory authorities should consider:

- · relevant government policy
- appropriate site location analysis of apportunities and constraints
- regulatory requirements
- · best practice design and development features
- · early and effective community engagement.



State policy directions

Proposals for development of solar energy facilities must reflect the Victorian Government's key policy directions which include renewable energy, water, regional development and agriculture, and biodiversity. Solar energy facility proponents should consider state policy objectives and priorities early in the planning stages and site selection process.

1.1 Renewable energy

The Victorian Government has committed to renewable energy targets to ensure an affordable, reliable and renewable energy future for Victoria. To progress this goal, Victoria's Renewable Energy Target (VRET) requires increasing renewable energy generation to 25 per cent by 2020 and 40 per cent by 2025. The VRET policy also encourages investment in energy storage and new energy technologies, and is supported by Victoria's Renewable Energy Action Plan.

1.2 Water

Water for Victoria (2016) sets out water policy in Victoria and long-term strategies for managing the state's water resources. The plan highlights the importance of rural water infrastructure for future growth in the agriculture sector, and emphasises the need to maximise benefits for the community when considering questions of land use change and the water grid.

Regional development and agriculture

Victoria's Regional Statement (2015) recognises the diverse and changing components of the regional economy, including food, fibre, wine, tourism and renewable energy. The Statement highlights the significant job opportunities expected to emerge in the new energy industries that will drive this transition and defines nine Regional Partnership areas across the state.

The Statement also identifies key investments and strengths that underpin the potential of these areas, including the <u>Goulburn Murray Water Connections project</u>, a \$2 billion rejuvenation of the Goulburn Murray Irrigation District. The Statement notes that prime agricultural land is a priority for this area.

The Agriculture Victoria Strategy (2017) identifies food and fibre as a priority industry sector, and recognises that Victoria is well placed to meet the demand for many high-value and high-quality products such as nuts, fruit and wine, along with dairy and meat products.

Regional growth plans provide broad direction for land use and development across regional Victoria.

1.4 Biodiversity

In Victoria, there is a range of legislation to protect biodiversity. The relevant biodiversity requirements are outlined in these guidelines.

2. Planning policy framework

As part of the Victoria Planning Provisions (VPP) under the Planning and Environment Act 1987, the Planning Policy Framework (PPF) contains statelevel policies on land use and development in Victoria

Clause 19.01-15 Energy supply aims to facilitate appropriate development of energy supply infrastructure. The objective of this clause is to support the transition to a low-carbon economy through renewable energy development and greenhouse gas emission reductions.

State planning policy recognises that local energy generation developments help diversify the local economy and improve sustainability outcomes. The policy supports the development of energy facilities in appropriate locations to take advantage of existing infrastructure and provide benefits to industry and the community.

Clause 19.01-25 Renewable energy has the objective to promote the provision of renewable energy facilities that meet appropriate siting and design considerations. When assessing proposals

for renewable energy, a key strategy is to consider the economic and environmental benefits to the broader community from renewable energy generation, while considering the need to minimise any adverse effects on the local community and environment.

Other relevant sections from the PPF include:

- Clauses on planning in regional Victoria, including regional growth plans
- Clause 12.01 'Biodiversity'
- Clause 12.05 'Significant environments and landscapes'
- Clause 13 'Environmental risks and amenity'
- Clause 14.01 'Agriculture -- Protection of agricultural land'
- Clause 14.02 'Water'
- Clause 15:02 'Sustainable development'
- Clause 17 'Economic development'

3. The Victorian electricity transmission network

Large solar energy facilities connect into the National Electricity Market (NEM) through the Victorian electricity network. Electricity generated from the solar energy facility is transported via high voltage transmission lines to large industrial energy users and to low voltage electricity distribution networks in each region, which deliver electricity to homes and businesses.

In Victoria, the best solar resources are not always located in close proximity to suitable network infrastructure, and existing network infrastructure can become constrained at specific locations within increasing connections and generation.

Proximity to the existing electricity network and spare connection capacity available at the anticipated connection point are highly important considerations for solar energy facilities. The Integrated System Plan, which the Australian Energy Market Operator (AEMO) released in July 2018, identified five Renewable Energy Zones in Victoria. The Zones are areas where clusters of large-scale renewable energy, including solar energy facilities, can be developed through coordinated investment in electricity transmission and generation. The five Zones identified highlight for renewable energy proponents where AEMO is propasing infrastructure planners prioritise their network upgrades, and a high-level timeline for their delivery, which may guide decisions about future project placement.

Further information on existing electricity network constraints can be identified using the <u>interactive maps</u> on the Australian Energy Market Operator (AEMO) website. Additional information is also available from the relevant electricity distribution business (Powercar and SP AusNet) planning reports.

4. Strategic site selection assessment criteria

4.1 Land use planning

In Victoria, local planning schemes have been prepared and adopted for each municipality that articulate state, regional and local policy directions for land use and development. The planning scheme outlines the strategic intent for the local government area and the criteria that planning permit applications will be assessed against.

Assessment of planning permit applications is usually carried out by the relevant local council in its capacity as the 'responsible authority' under the *Planning and Environment Act 1987.* In some instances, the Minister for Planning may be the relevant responsible authority.

Proponents should consider multiple site options within a region, as part of responding to state and local planning policy. These assessments will help determine if a site is suitable for establishing a solar energy facility, including the advantages of a site, any inherent constraints and challenges, and the relevant land use planning policies and provisions that apply. A proponent should try to avoid, mitigate or offset impacts on important environmental, cultural or landscape values

when selecting a site for a solar energy facility. Selecting a suitable site can help streamline the assessment process and result in a more timely decision.

The proponent is strongly encouraged to hold pre-application discussions with the relevant local government to understand key local values and strategic planning priorities.

Community input is a fundamental part of the Victorian Planning System. Stakeholder engagement from the outset of project planning is strongly recommended to assist implementation of solar energy facility projects and encourage long-term growth of the renewable energy sector. The Department of Environment, Land, Water and Planning (DELWP) guide Community Engagement and Benefit Sharing in Renewable Energy Development provides suitable advice.

Once a site has been selected, more detailed analysis is needed to confirm feasibility of the site and address approvals issues.

This checklist lists the site considerations that should be investigated at the regional level.

Strategic considerations		
	Policy context, zanes and overlays	
	Agricultural values including irrigation infrastructure impacts	
	Heritage and Aboriginal cultural values	
	Landscape values and visual amenity	
	Biodiversity and native vegetation	
	Access to the Victorian electricity grid	
	Other infrastructure requirements	
	Cumulative effect of solar energy facilities in the area	

4.2 Planning policy, zones and overlays

The broad strategic intent for land use and development in each region of the state is set out in the relevant <u>regional growth plan</u>. This information can be used to identify potentially suitable locations for solar energy facilities.

Applications for planning permits must be assessed against state and local planning policy set out in the VPP.

All land in Victoria is subject to a planning zone, which is defined in the VPP. Each zone establishes a range of potential land uses, which may be 'as-of-right' and do not require planning permission or require a permit or are prohibited. Multiple planning overlays may also apply to a potential development site, and these must be considered as part of the planning permit process. The zone and overlays ultimately determine whether a solar energy facility is allowable on a particular site in accordance with the Planning Policy Framework and may impose certain conditions on development.

Planning schemes do not apply to Commonwealth government land. Proponents seeking to develop a solar energy facility on Commonwealth land need to contact the relevant land manager of the 'Commonwealth place'.

Proponents are advised to obtain a planning property report for proposed sites as part of the selection process and consult the relevant council. This is an efficient way of finding out which planning provisions apply to a specific location.

Once a viable site has been selected, proponents should undertake a more detailed review of the planning controls, including the particular provisions of the VPP and any relevant planning policies and issues that need to be addressed as part of the permit application process.

4.3 Agricultural values

Victoria produces over 30 per cent of Australia's food, and accounts for about one-quarter of Australia's agricultural value.

The state produces a diverse range of produce including meat, grains, fruit, vegetables and dairy products.

Agricultural land, particularly irrigated land, is a valuable resource, and successive governments have invested heavily in improving agricultural production, including by modernising irrigation infrastructure.

In most rural areas, renewable energy generation, such as solar energy facilities, can effectively co-exist with agricultural production. Solar energy facilities can contribute to the rural economy and support farm incomes by providing property owners with a diversified revenue stream.

4.3.1 Planning strategies for protecting agricultural land

Strategies to protect agricultural land are set out in all Victorian planning schemes. Clause

14.01 Agriculture: Protection of agricultural land includes the objective to protect the state's agricultural base by preserving productive farmland. Key measures are outlined, including the need to:

- protect strategically important agricultural and primary production land from incompatible uses
- protect productive farmland that is of strategic significance in the local or regional context
- avoid permanent removal of productive agricultural land from the state's agricultural base without consideration of the economic importance of the land for the agricultural production and processing sectors.

The Farming Zone (Clause 35.07) sets out decision guidelines for 'Agricultural issues and the impacts from non-agriculture uses'.

Non-agricultural developments may be appropriate in the Farming Zone, and this clause outlines criteria for the council to consider when assessing a planning permit application. Productive farmland that is of 'strategic significance' represents the most productive farming land in the state. This productivity arises from a combination of land attributes and economic factors, as set out in Table 1. Most rural land is not considered to be strategically significant agricultural land.

When making decisions on the appropriate location of salar energy facilities, councils should require permit applicants to provide an assessment of:

- · the agricultural quality of the proposed site
- the amount of strategically significant agricultural land in the council area and in the region (the regional assessment should include impacts across the area defined by the Regional Growth Plan boundaries, unless otherwise determined by the council)
- the patential impact of removing this land from agricultural production.

The proponent should ladge a report on this assessment with the permit application. Table 1 provides information that these reports should contain. Strategically significant agricultural land may include other elements - these criteria have been adapted for use specifically in relation to solar energy facility development.

Table 1 - ATTRIBUTES OF STRATEGICALLY SIGNIFICANT AGRICULTURAL LAND			
Land attributes			
	The following soil characteristics can be important to agricultural productivity depending on the locality:		
Soils and landscape	Inherent soil quality: soils that are high value due to their year-round and multi-purpose properties		
run runturpe	Niche soil: soils that are particularly good for certain crops and support niche industries		
	 Versatile soil: soils that assist in risk mitigation by being suitable for a range of cropping, horticulture and pasture purposes in industries that require different soil types 		
	Access to secure water supply and resilience to the impacts of climate change		
Water and climate	 Access to modernised irrigation infrastructure: access to modernised irrigation delivery is a high priority for agricultural regions, including significant existing and planned areas requiring infrastructure investment by government and water authorities (See assessment criteria below) 		
	Resilience and adaptability: resilience of land to the potential impacts of climate change, such as through access to a recycled water supply		
Economic attribu	ites		
	Favourable subdivision: a pattern of subdivision that favours sustainable agricultural production		
Character and	Post-farm-gate processing and value adding: areas that support industries with critical links including processing plants and major packing houses		
Structural	Industry clusters: areas where industries have successfully clustered to achieve significant efficiencies		
	Access: good access to existing markets, labour and transport, including airports and logistics facilities		
	Government investment: areas of significant government investment targeted at food production and other agricultural economic development		
Economic	Market trends: the potential for commercial agricultural growth based on commodity market trends		

As well as following the guidance in Clauses 14.01–1 and 35.07 of the planning scheme, responsible authorities will also seek advice about the implications of specific solar energy facility proposals for management of the modernised irrigation grid from the relevant rural water corporation.

If it is determined as appropriate to develop a solar energy facility on strategically significant agricultural land, consideration should be given to:

- the opportunities and benefits from dual use or colocation, such as combining a solar energy facility with agricultural production
- how the facility could contribute to the agricultural economy by providing energy security or an alternative income stream
- how the facility could be decommissioned, and the land rehabilitated in the future to an agreed standard.

The weight that can be given to these factors will vary according to a site's particular environmental and economic conditions and the agricultural commodities it produces.

4.3.2 Assessment criteria for irrigated agricultural land

Areas serviced by modernised irrigation infrastructure are designated as strategically significant agricultural land (Table 1). Councils should give notice to rural water corporations under section 52 of the *Planning and Environment Act 1987* of planning applications for solar energy facilities in these locations.

Proponents should demonstrate that the development will have limited impacts on the significant investments that have been made by the Victorian and Commonwealth governments to upgrade irrigation infrastructure, supporting agricultural production in the region.

Advice from rural water corporations to the relevant council will focus on an assessment of whether the proposed development site is in an area serviced by modernised irrigation infrastructure and farmed using intensive irrigation.

The Government proposes to review the role of relevant rural water corporations in the planning permit application process, to provide them with a formal role as a referral authority for specific non-agricultural developments in areas serviced by the modernised irrigation grid. This change would require the responsible authority to seek advice from the relevant water corporation which would have a recommendatory role. It is proposed to give effect to this by amending the State planning policy to include reference to a map of the modernised irrigation grid, supported by planning provision changes, in order to guide proponents.

The policy would provide decision makers with clear assessment criteria for water corporations when providing their input to the Responsible Authority on relevant solar farm applications, such as the implications of the proposal on the irrigation system, its viability and sustainability. It is intended that all maps required to guide decision making will be prepared and updated by relevant water corporations to reflect ongoing adjustments to the irrigation system.

4.4 Heritage and Aboriginal cultural values

Solar energy facility developments may affect heritage assets both above and below ground. Impacts may be on the heritage site, its landscape setting or direct impacts on archaeological deposits through ground disturbance.

Proponents must check whether the proposed site for the solar energy facility is an area of heritage sensitivity and should avoid locations of high significance.

Proponents can use Aboriginal Victoria's online map tool and the Victorian Heritage Register to check whether the land is affected by a Heritage Overlay, or consult a suitably qualified heritage adviser

Engaging with local Aboriginal groups beyond planning requirements, such as Cultural Heritage Management Plans, should also be a key consideration. Early dialogue with Traditional Owners and Aboriginal groups is important as part of identifying, verifying, managing or where necessary excluding areas of cultural heritage value from development (see section 5.3.5).

4.5 Landscape values and visual amenity impacts

The visual impact of a solar energy facility and the transmission lines connecting it to the grid should be considered at the pre-application stage. The most significant environmental effect of solar energy facility development can be its impact on landscape character and visual amenity, and it is vital that this be considered early in the planning process.

ideal sites have:

- flat, low-lying topography that is not visible from surrounding areas
- appropriate setbacks from residential areas and other sensitive land uses
- the potential to be screened, such as areas with vegetation along the boundaries
- the potential for visual corridors to be maintained along key sightlines.

CST systems, which use reflecting mirrors, require more extensive landscape impact and visual amenity analysis.

4.6 Biodiversity and native vegetation

Proponents must consider how the proposed development would affect local biodiversity and native vegetation, and the impact on any species listed under the Flora and Fauna Guarantee

Act 1988 and the Commonwealth Environment

Protection and Biodiversity Conservation Act
1999.

Planning provisions for protection, management and removal of native vegetation are set out under Clause 52.17 Native vegetation in the VPP.

Planning permit applications must include an assessment of flora impacts.

All developments must avoid the removal of native vegetation, or minimise impacts where removal cannot be avoided, before considering mitigation by offsetting residual impacts. The overall requirement is to ensure that there is no net loss to biodiversity because of the removal, destruction or lopping of native vegetation.

One option to avoid or minimise impacts on native flora and fauna is to choose a site for a solar facility that has previously been cleared for other land uses.

4.7 Electricity grid connection and transmission and distribution Infrastructure

Any electricity generation facility anticipating connection to the NEM (including solar energy facilities) will be required to submit a grid connection application in accordance with the National Electricity Rules. In Victoria, transmission level (large scale) connection applications are administered by the Australian Energy Market Operator (AEMO) while smaller scale (typically below 10 MW) connections are administered by the local electricity business. To find more information about Victoria's electricity network, consult the AEMO brochure on Electricity infrastructure in your community. A developer of a solar energy facility will be required to identify a point of connection if connecting to the NEM.

Construction of distribution and/or transmission lines and substations can create significant change across the landscape of an area. Communities can be concerned about unwanted impacts on visual amenity related to the route, pole placement and appearance; as well as changes to road use or traffic conditions.

Comprehensive consultation ensures all the relevant stakeholders are engaged through the planning and construction stages of the project. All affected landholders, communities, councils and relevant authorities should be fully aware of works – including design, placement and appearance – before they commence. This includes any landowners and occupiers adjacent to road reserves.

It is also important to hold discussions with the relevant electricity authority to determine what connections are necessary for the project and their possible impact on the local area. This consultation should occur early in the development process and should factor in network connection route and options and the extent of raadside or other public land proposed to be utilised compared to private land. Any works on public land will require the approval of the public land manager. This may

be the local council or the Victorian Government through DELWP. In terms of siting power line infrastructure on road reserves or Crown land, it is the responsibility of the developer to ensure that all relevant approvals are in place for any given project. Relevant authorities are identified belaw:

- Local roads: Local councils are typically the relevant authority that manages local roads. Approval will be required from the council as the road manager for any works within the road reserve. DELWP generally administers roads that are unused and occupied by the adjaining owner.
 - Note that councils and their constituents will be concerned with the final design and placement, as well as appearance, of power lines. It is recommended that as much information is shared with councils as possible throughout the design phase to maximise social acceptance.
- State roads (VicRoads): Approval will be required from VicRoads as the road manager for any works within the road reserve. Further information is contained within relevant VicRoads guidelines listed at the end of this document.
 It is recommended that design and
 - It is recommended that design and placement information is also shared with councils to maximise local understanding and acceptance.
- Crown land: Any works on public land will require the approval of the public land manager. This may be the local council or the Victorian Government through DELWP or Parks Victoria.

Public land managed as parks, for conservation or related public purposes should be avoided where practicable. Works on Crown land also may require consultation around matters pertaining to the Native Title Act 1993 (Commonwealth) and Traditional Owner Settlement Act, 2010. This legislation is administered in Victoria by DELWP. Additional considerations also apply to Crown land under the Fauna and Flora Guarantee Act, 1988 and the National Parks Act, 1975.

Cumulative effect of solar energy facilities in an area

Clustering of a solar energy facility with other solar energy facilities or other renewable energy facilities in an area can provide efficiencies in facilities sharing existing or augmented grid network infrastructure, but may also have cumulative effects, such as visual impacts.

When assessing a potential site and preparing a description of it as part of a planning permit application, proponents should list other significant infrastructure in the vicinity.

Proponents should consider the cumulative impact of the proposed facility with other nearby development, and the potential effects on the community or locality. Proponents are also required to consider cumulative impacts on biodiversity under Clause 12.01 Biodiversity in the VPP.

Cumulative impacts, as defined in the Ministerial Guidelines for assessment of environmental effects under the Environmental Effects Act. 1978, occur where a project, in combination with one or more other proposed projects, or existing activities in an area, has an overall significant effect on a particular environmental asset.

A regional perspective is also needed on the potential effects of a project to provide a wider context for assessing potential impacts on biodiversity, landscape and agricultural values, such as the impact of several solar energy facilities along the same upgraded irrigation channel.

5. Detailed development assessment

The local council is the responsible authority under The Planning and Environment Act 1987 for assessing planning permit applications for solar energy facilities¹. The council will consider state planning polices, the applicable zone and overlays that apply, the relevant particular provisions and local planning policies or other guidance provided within the planning scheme when assessing an application.

The council will assess the planning permit application and any other associated approvals. The reconfiguration of lot boundaries and operational works permits for earthworks, roadworks and other civil engineering activities all require approvals.

The planning scheme may also require the application to be referred to DELWP or other referral authorities. Referral authorities will assess the application and provide comments to the council to inform its decision making.

All permit applicants are encouraged to engage an experienced planning consultant to help prepare, lodge and navigate the planning permit application through the process. This approach is generally the most efficient option and will save applicants time and resources over the whole development application process.

5.1 Application requirements

The relevant particular provision for solar energy facility developments in the VPP is <u>Clause</u>
53.13 Renewable energy facility (other than wind energy facility and geothermal energy extraction). It applies to any building or other structure or thing used in or in connection with the generation of energy by a renewable resource. It does not include a renewable energy facility principally used to supply energy for an existing use of the land.

This clause sets out the application requirements for proponents and the decision guidelines for the responsible authority to consider in their assessment of a planning permit application for a solar energy facility.

To successfully apply for a planning permit to construct and operate a solar energy facility, proponents should complete the following steps.

5.1.1 Pre-application discussions

Proponents should discuss the following matters with the responsible authority (e.g. local council or Minister):

- the relevant state and local planning policies, guidelines and other planning scheme requirements that apply to the proposal
- the requirements of any referral authorities or other agencies that may have an interest in the proposal, or where other consents are required (such as AEMO or the relevant Distribution Network Service Provider)
- other parties and stakeholders who may be affected by the proposal and the potential actions that might need to be taken to address any issues that are likely to be raised in the assessment process.

The DELWP guide <u>Community Engagement</u> and Benefit Sharing in Renewable Energy <u>Development</u> contains more information about pre-application discussions.

¹ The Minister for Planning can 'call in' any planning permit application in Victoria under section 97 of the Act.

¹⁶ DRAFT - Solar Energy Facilities - Design and Development Guidelines

5.1.2 Lodgment and processing of planning permit applications

The information that proponents need to provide will vary depending on the context of the proposal and the requirements of any referral authorities (Pre-application discussions with the responsible authority will help refine what is most relevant).

When all the relevant information has been received and is determined to be satisfactory, the responsible authority will proceed with public notice and referral of the application. Upon completion of notice and referral processes, the council will determine the application.

The relevant assessments for this information are discussed in the following sections.

5.2 Permit application documentation

All assessments and documentation submitted with the application should clearly state the facts, the scope of the matters and all assumptions on which the assessments were based.

Permit applications must include:

- · a signed application form
- · payment of the relevant fee
- · a current copy of title for the subject land
- a site and context analysis, including the relevant land use zone, overlays and
- consideration of any applicable particular provisions in the planning scheme
- a design response, as described in Clause 53.13 of the VPP.

5.2.1 Site and context analysis

The site and context analysis should reflect the process of site selection (as autlined in section 4) and feasibility analysis.

The site analysis should:

- demonstrate consideration of the site selection criteria discussed in these guidelines
- list any significant constraints of the site and surrounding area
- demonstrate consideration of how the development may be affected by these characteristics.

5.2.2 Design response

The design response must include:

- detailed plans of the proposed development (see below)
- accurate visual simulations illustrating the development in the context of the surrounding area and from key public viewpoints
- an assessment of the extent of vegetation removal and a rehabilitation plan for the site
- a written report with comprehensive information about the proposal (see below).

The detailed plans should cover:

- information on the layout and dimensions of the facility and any associated building and works
- relevant design elements
- · the reflectivity of the facility
- the electricity distribution point (where the electricity will enter the distribution system)
- site access points
- · vehicle access to roads and parking areas
- a description of any drainage system for the site.

The written report should include:

- an explanation of how the proposed design responds to the site analysis
- a description of the proposal, including the types of processes that will be utilised,
- materials to be stored, and the nature of any onsite treatment of waste
- whether a works approval or licence is required from EPA Victoria
- the potential amenity impacts such as noise, glint, light spill, emissions to air, land or water, vibration, smell and electromagnetic interference (see Best Practice section)

- the effect of traffic to be generated on roads, including a traffic management plan
- a strategic assessment of the impact upon Aboriginal or non-Aboriginal cultural heritage
- a strategic assessment of the impact of the proposal on any species listed under the Flora and Fauna Guarantee Act 1988 or the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (where relevant)
- an environmental management plan including a construction management plan, and information on any proposed site rehabilitation and monitoring (see Best Practice section)
- the design of any associated electricity transmission or distribution infrastructure, including pole design, route options, road safety considerations, visual amenity impacts, setbacks from sensitive land uses and the relationship to existing infrastructure
- a statement of why the site is suitable for a renewable energy facility (see below).

The statement about site suitability should cover:

- · the agricultural quality of the site
- a calculation of the estimated reduction in greenhouse gas emissions due to the facility's production of emissions-free energy
- the amount of strategically significant agricultural land in the council area and the region
- the impact of removing this land from agricultural production.

5.2.3 Access and traffic management

Proponents should provide a traffic management plan to the responsible authority that details how the proposed solar energy facility will affect local traffic flows and road conditions in the surrounding area.

The permit application must include an analysis of site access and transport management for all stages of the project, including design, construction, operation and decommissioning.

Before construction begins, permit conditions will require a proponent to conduct an existing conditions survey of public roads for use during the construction and operation of the facility and provide a copy to the council.

The conditions survey should:

- be prepared by a suitably qualified and experienced independent civil or traffic engineer
- be prepared in line with the requirements of the relevant road management authority
- assess the suitability, design, condition and construction standard of the relevant public roads and access points including recommendations regarding any required upgrades to accommodate construction traffic.

The Best Practice section has more information on addressing traffic impacts.

5.3 Other approvals

Proponents are responsible for contacting relevant agencies to determine which approvals are required for their developments.

<u>Clause 53.13</u> of the VPP sets out the assessments that proponents may need to conduct to satisfy the requirements of other state legislation and referral authorities.

The approvals required will vary depending on the context of the proposal, the controls affecting the site, and the requirements of any referral authorities.

5.3.1 Native vegetation

Proponents need to assess whether any native vegetation removal, destruction or lopping is needed during development and construction, including for preparatory works and works on road reserves.

Proponents must consider the DELWP <u>Guidelines</u> for the removal, destruction or lopping of native vegetation and whether any vegetation offsets are necessary. The DELWP <u>Assessor's Handbook:</u> Applications to remove destroy or lop native vegetation provides more information about offset reconciliation. The <u>Biodiversity information and site assessment</u> page on the DELWP website provides an up-to-date list of accredited native vegetation assessors.

A permit is required to remove any native vegetation, and the impacts must be assessed in accordance with Clauses 52.16 or 52.17 and Clause 53.13 of the local planning scheme. Proponents must also account for loss of vegetation due to the creation of site access routes and shading from solar panels.

Proponents should ensure that they deal with all native vegetation removal requirements at the beginning of the planning permit application process. Projects can be delayed if proponents need to reapply later for additional vegetation removal permissions.

5.3.2 Flora and fauna

In Victoria, the Flora and Fauna Guarantee Act 1988 is the key piece of Victorian legislation for the conservation of threatened species and communities and for the management of potentially threatening processes. All native wildlife is protected in Victoria. It is an affence to kill, take, control or harm wildlife under the Wildlife Act 1975. A permit may also be required to remove protected vegetation under the Flora and Fauna Guarantee Act 1988 if it is part of the declared critical habitat of that flora (section 20). Matters listed under the Flora and Fauna Guarantee Act can also form the basis for referral to the Minister for a decision about the need for an Environmental Effects Statement (EES).

Proponents must also consider the impact of their proposal on any species listed under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999.

5.3.3 Environmental effects assessment: Victorian processes

Assessment of the potential environmental impacts or effects of a proposed development may be required under the *Environment Effects* Act 1978.

The Minister for Planning is responsible for administering the *Environment Effects Act* and for deciding whether an EES is required under the Act. If a proposal is likely to have a significant effect on the environment, the onus is on the proponent to refer it to the Minister for a decision on the need for an EES.

Matters listed under the Flora and Fauna Guarantee Act can form the basis for referral to the Minister for a decision about the need for an EES. Where it is reasonably likely that species listed under the Flora and Fauna Guarantee Act will be affected by a development, proponents may be required to conduct surveys before applying for a planning permit. Potential impacts on flora and fauna should be considered early in the planning process to enable impacts to be avoided, or at least minimised, where procticable.

If an EES is required, the preparation of a *Cultural Heritage Management Plan* (CHMP) becomes mandatory under the provisions of the *Aboriginal Heritage Act 2006*. See the <u>EES Advisory Note:</u>

<u>Aboriginal Cultural Heritage</u> for more information about preparing a CHMP.

The Ministerial Guidelines for assessment of Environmental Effects under the Environment Effects Act 1978 provide guidance on EES processes.

if an EES is required for a solar energy facility, this process must be completed before the planning permit application can be determined. In some cases, an EES may not be required, but specific conditions may need to be met as an outcome of the Minister's determination.

5.3.4 Commonwealth environmental effects assessment processes

The Commonwealth Environment Protection and Biodiversity Conservation Act 1999 protects Matters of National Environmental Significance, including threatened flora and fauna, or migratory species. For guidance on impacts on Matters of National Environmental Significance that would trigger a referral under the Environment Protection and Biodiversity Conservation Act, see the Commonwealth Government's Department of Environment and Energy website.

Proponents should contact the council, the local DELWP Natural Environments Program officer and the Commonwealth Department of the Environment and Energy about whether the proposed large-scale solar energy facility may affect species protected under the Environment Protection and Biodiversity Conservation Act.

A bilateral agreement is in place between the Victorian and Commonwealth governments to avoid duplication of assessment processes by allowing Victoria to assess proposals likely to have a significant impact on environmental significance that the Commonwealth has determined to be 'controlled actions', More information is available at: planning.vic.gov. au/environment-assessment/environmental-assessment-bilateral-agreement.

5.3.5 Heritage and cultural heritage

Land used to generate electricity is defined as a high-impact activity under Division 5 of the Aboriginal Heritage Regulations 2007. If the solar energy facility is in an area of cultural heritage sensitivity, a Cultural Heritage Management Plan (CHMP) will be required under the Regulations. A heritage adviser is required to prepare the CHMP on behalf of the proponent.

A CHMP is mandatory if the project:

- requires an EES under the Environment Effects Act
- is in an area of cultural heritage sensitivity that has not previously had significant ground disturbance.

Proponents may elect to voluntarily prepare a CHMP to proactively manage any potential social or cultural risks of the project for Aboriginal Heritage. The CHMP will then need to be approved by the relevant Registered Aboriginal Party for the area. The aim is to protect and preserve cultural heritage places, and to identify opportunities to introduce better management of affected assets and designated sites.

The council and permit applicant must also consider Clause 15.03-25 Aboriginal cultural heritage in the PPF, which sets out the Victorian Government's policy for the protection and conservation of places of Abariginal cultural heritage significance.

Where solar energy facilities are located on Crown land, a range of legal requirements, including the provisions of the Commonwealth Native Title Act 1993, may apply.

The DELWP Planning Practice Note
The Aboriginal Heritage Act 2006 and
the Planning Permit Process provides
guidance and assistance. Proponents
can also contact Aboriginal Victoria and
the Heritage Council of Victoria for
more information.

5.3.6 Fire Management

The CFA's involvement may be triggered by referral from the council under Section 55 or Section 52 of the *Planning and Environment Act 1987*. In this case, the CFA may provide permit approval conditions.

Crown land

Where a solar energy facility proposal is located on, or adjacent to Crown land, DELWP must be notified for the purposes of bushfire management.

5.3.7 Infrastructure connections and licences

Proponents must demonstrate to the council that their selected site has adequate road access and utility connections necessary for construction and ongoing operations. Some infrastructure connections require licences from relevant authorities.

Infrastructure connections include:

- · electricity grid connection and licences
- · AEMO connection agreement
- gas supply
- water supply.

Online electricity network mapping resources and links:

 Australian Renewable Energy Mapping infrastructure (AREMI) maps that provide renewable energy resources info, infrastructure (distribution and transmission, Network opportunities:

http://nationalmap.gov.au/renewables/

2. AEMO:

http://www.aemo.com.au/aemo/apps/visualisations/map.html

 Powercor Sub-transmission Generation capacity map:

https://www.powercor.com.au/our-services/ electricity-connections/solar-and-othergeneration/connecting-larger-embeddedgenerator-systems/

5.3.8 Additional infrastructure plans

Proponents should also prepare a concept plan for any new infrastructure they wish to construct, including associated transmission infrastructure, electricity utility works and access road options.

Proponents may investigate and discuss with the council opportunities to develop shared infrastructure, including transmission lines, where possible, to reduce costs and visual amenity impacts.

This plan should include:

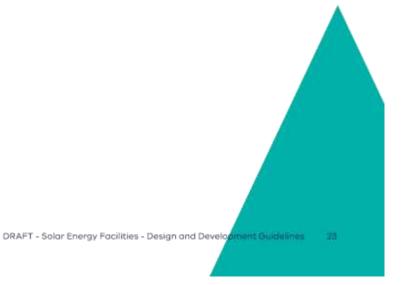
- · proposed siting and design responses
- pole design and placement for transmission lines
- route options for transmission lines and access roads
- road safety considerations for transmission lines
- · landscape and visual amenity impacts
- · setback distances from residences
- · options to use existing infrastructure
- options for sharing of distribution lines between different generators.

Best Practice Guidance for Proponents

This section outlines a general best practice approach for proponents to apply in the process of developing a solar energy facility.

Proponents are strongly encouraged to use these ideas to improve the quality of their development proposal and minimise impacts on neighbouring properties during construction. Proponents are also encouraged to use specialist advisers, such as planners and ecologists, throughout the design and development of the solar energy facility to ensure that adverse impacts are mitigated, and benefits are maximised.

Following these guidelines is recommended, not mandatory, and other approaches may also qualify as best practice.



Community engagement and stakeholder consultation

To balance goals of community wellbeing with individual project development and long-term growth of the renewable energy sector, stakeholder engagement from the outset of project planning is strongly recommended.

Best practice community engagement will help build a positive profile for the project, which in turn will help maximise job, investment and energy sector growth opportunities in regional Victoria.

The Victorian Government has developed a Community Engagement and Benefit Sharing in Renewable Energy Development guide for renewable energy developers seeking support under the VRET and other programs. It provides best practice, up-to-date guidance on community engagement and approaches to the shared benefits of large-scale renewable energy projects, including solar energy facilities.

Pre-application consultation is not a formal statutory requirement of the planning permit process. However, if it is done effectively, this work offers benefits for proponents and interested parties alike.

After a proponent lodges a planning permit application, there are statutory requirements to notify the public of the proposal.

Once a site has been selected, proponents should conduct detailed consultation with relevant stakeholders.

STAKEHOLDERS		
Community	The 'community' refers to all the people who live within, and identify with, the geographic area surrounding the proposed site of the renewable energy project. The developer should engage the community at the pre-design stage, through local exhibitions and presentations where community views can be sought and recorded.	
Relevant agencies	Agencies with responsibility for emergency management, catchment protection and environmental protection, such as DELWP, the Country Fire Authority, catchment management authorities, rural water corporations and the Environment Protection Authority.	
Landowners and land users	This group includes stakeholders and decision makers such as farmers and Traditional Owners. It is critical to engage early with landowners and land users to understand their current use of the land and discuss their interest in hasting solar projects on their land. Neighbouring landowners should also be actively involved in the process.	
Stakeholders involved in prospective resource developments	Owners of mining leases, petroleum production and exploration licences should be consulted. These titles do not prevent development on the land they apply to, but it is important to consult with title holders and to determine the terms of any required access arrangements.	

DRAFT - Solar Energy Facilities - Design and Development Guidelines

6.1 Engagement plans

The development of a well-planned communications and consultation plan will help drive an effective and efficient engagement program. Effective engagement not only informs communities of project information, decisions and actions, but also involves them in the process.

The engagement process and associated plan should be clear, transparent and tailored to the site context. It should also provide methods for monitoring and opportunities for the community to give feedback to help inform the planning process. This plan should cover the entire project lifecycle, from site selection to decommissioning.

6.3 Ongoing engagement

Once a solar energy facility is built, it will become part of the social context of the area. Following construction, solar energy facility aperators should shift their engagement focus to maintaining positive, mutually beneficial relationships with the community.

During the decommissioning process, the community should be engaged as part of any plans to rehabilitate the land or to refurbish and upgrade a solar energy facility to extend its operational lifespan.

6.2 Benefit sharing

A benefit-sharing program is a plan to strategically deliver added value to the local region over the lifecycle of a project. Proponents who take the time to consider how their development could benefit the local community are more likely to be well received by community and other key stakeholders.

Proponents can demonstrate commitment to community wellbeing by conducting social sustainability activities or by contributing to the local economy through a local industry participation plan.

The proponent may also consider community engagement plans provided by local government authorities where relevant.



Design stage

7.1 Landscape values and visual amenity

Using best practice design will help minimise impacts on visual amenity for surrounding land users.

Proponents should consider:

- screening the site using vegetation or other barriers (see below)
- implementing methods to reduce the impact of glint, glare and light spill, such as screening and panel row orientation (see below)
- designing fencing and other security measures to reduce impacts on surrounding land use
- designing the height, siting and layout of panel arrays and related infrastructure to minimise visibility from surrounding view points
- choosing materials with colours and textures that provide minimal contrast with the landscape
- using the topography of the site and the surrounding landforms to reduce visibility.

7.1.1 Screening

Proponents should construct screening where necessary to limit the patential visual amenity impacts of solar energy facilities.

Although it may be possible to use the topography of the site to assist in screening, use of vegetation buffers is the most common screening method.

It is important that established vegetation and mature trees are retained as much as possible for screening. Where existing vegetation cannot be used, native vegetation should be planted. Vegetation should be of sufficient height and width when mature to screen the panels and ancillary infrastructure from surrounding sensitive land uses and minimise glare from panels for road users.

Screening should be located on the proponent's land, except where arrangements have been secured with the relevant adjacent landowners.

A project landscape plan should be prepared that may include:

- · use of locally indigenous native plants
- planting of vegetation early in the construction process and plans for regular maintenance
- use of retained topsoil where reasonable and feasible to create elevated planting beds to assist with screening
- careful consideration of shading to panels that may result from improper siting of vegetation.

7.1.2 Glint, glare and light spill management

Some stakeholders may be concerned about the impact of glint and glare from solar energy facilities on their visual amenity, Glint may be produced as a direct reflection of the sun from the surface of the solar panel, whereas glare is a continuous source of brightness, relative to ambient light. Glare is significantly less intense than glint. Lighting, including security lighting, may also impact surrounding residents, roads and nocturnal animals, such as bats, if improperly managed.

Proponents should carry out a glint and glare assessment of the solar energy facility to understand these issues. The council may also seek advice from VicRoads where solar energy facilities are located along or facing roads and could pose a risk to road safety. Modelling can be used to assess the level of reflection to guide mitigation strategies and appropriate site management responses.

CST systems are likely to have increased levels of glare compared to solar PV arrays, and CST infrastructure may require larger setbacks from other sensitive land uses.

Proponents should clearly set out information about glare in the planning permit application and consider it in any landscape impact assessment.

A glint, glare and light spill management plan should be prepared and ladged with the permit application.

The plan should include:

- use of anti-reflective solar panel coatings and non-reflective frames
- adjustment of panel orientation relative to glare risks, such as oncoming traffic travelling on a road descending from an elevated area
- strategically located screening that considers topography and surrounding land uses, including possible off-site plantings, by agreement with the relevant landowners
- careful consideration of the height, orientation and design of lighting.

7.1.3 Design of security measures

Along with minimising the visual impacts of solar panels on the landscape, proponents should also reduce the visual impacts of security measures as much as possible and minimise the impact on flora and found.

Proponents are encouraged to submit plans with full details and specifications of all security and lighting installations with their application.

When planning security measures, proponents should:

- carefully consider the height, design and materials used for security fencing
- consider the orientation of lighting relevant to sensitive uses and vegetated areas to reduce impacts on people and wildlife
- use features such as topography, landscaping or vegetation to screen security fencing and lighting
- ensure appropriate access is provided for fire suppression, based on advice from the Country Fire Authority.

7.2 Potential off-site impacts

7.2.1 Noise

Solar energy facilities produce little noise. However, some communities are concerned that potential noise emissions may impact their amenity and wildlife.

Proponents should follow the EPA Victoria guidelines <u>Noise from industry in regional Victoria</u> and include a predictive noise assessment with their permit application.

Noise impacts should be managed by:

- introducing measures such as acoustic housing of the noise source, such as around a noisy motor
- documenting potential noise sources from solar energy facility equipment
- · limiting noisy operations to the day time.

7.2.2 Electromagnetic radiation and interference

Electrical equipment produces electromagnetic fields. This electromagnetic radiation produced from transformers and inverters is reduced through performance standards that apply to standard components.

The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), advise that the strength of these fields will decrease with distance from the source and become indistinguishable from background radiation within 50 metres for high-voltage power lines and within 5 to 10 metres of substations. Design and layout of the facility should account for these factors.

7.2.3 Heat

Some stakeholders may be concerned about potential 'heat island effects' in relation to solar energy facilities.

A heat island occurs where ambient temperatures around developments are higher than those of surrounding vegetated areas, particularly at night. This is similar to the urban heat island effect.

However, while the heat island effect is known to exist in large urban areas, there is little evidence of impacts on other land uses such as orchards due to heat dispersal from solar energy facilities.

7.3 Co-location and dual use with agriculture

Co-location of solar energy facilities with other rural land uses presents an opportunity to increase the productivity of a site by using it for more than one purpose, such as siting solar arrays on less productive parts of a property.

Dual-use, also referred to as 'agrophotovoltaics', is in-situ agricultural production including sheep grazing between panels or cropping under elevated arrays.

When managed appropriately, sites can share land between solar energy generation, some agricultural purposes or even biodiversity conservation activities.

See Appendix C for more information.

7.4 Biodiversity

Solar energy facilities may affect the biodiversity of the area around a site. Careful assessment of impacts on biodiversity is particularly critical for sites of high biodiversity value.

Proponents should conduct an ecological impact assessment to inform the design and management of their facility. Proposals for CST facilities should include strategies to mitigate the particular impacts of this technology.

Proponents also need to consider how wildlife will affect the infrastructure and operation of the site during the design and development of solar energy facilities.

If a wildlife management plan is required, it should set out how the operators will mitigate the impact from wildlife such as cockatoos and kangaroos. The DELWP <u>Guidelines for Reducing</u>
<u>Cockatoo Damage</u> is a useful resource.

The plan should incorporate agreed strategies for working with adjoining landowners to minimise the availability of food that would attract the wildlife to the area, consistent with the DELWP Living with Wildlife Action Plan.



8. Construction stage

The construction stage of the development is likely to have the greatest impact on both surrounding residents and wildlife.

To maintain good relations with stakeholders, it is important for proponents to implement management strategies identified in the design stage and adapt best practice methods during the construction of solar energy facilities. For best practice guidelines on general construction, proponents should consult the EPA Victoria Environmental Guidelines for Major Construction Sites.

The council may require a construction management plan, including a complaint register and response system, as condition of the planning permit.

Proponents are encouraged to use local contractors and suppliers in their construction process as part of a benefit-sharing scheme.

8.1 Planning for future agricultural use

When solar energy facilities are constructed on viable agricultural land, it is important to plan for the future return of the land to a similar or improved quality and capability.

Proponents should consider protection of topsoil and avoiding soil compaction and damage to land drainage by using low ground pressure tyres, tracked vehicles and other equipment.

If the responsible authority permits the stripping of topsoil and subsoil from affected areas, it should be stored on site for replacement following the completion of construction works or the decommissioning of the facility.

Good practice at the construction stage will yield long-term benefits for site productivity and optimal grazing conditions for co-located agricultural uses.

8.2 Site access

During construction, site access should:

- strictly follow the endorsed traffic management plan
- · implement noise management measures
- comply with flood management strategies, such as controlling run-off by not disrupting drainage along access tracks, in line with any flood risk assessment.

8.3 Dust management

Large projects that remove vegetation and reshape topography can create extensive land disturbance, making soil vulnerable to erosion. Soil removed by erosion may become airborne as dust or be carried into waterways causing pollution.

Measures to address the creation of dust and sediment from land disturbance should be included in the planning and design phase of the project before any land is cleared.

8.4 Construction noise management

Construction noise should be managed in accordance with EPA Victoria Guidelines.

To address impacts on nearby sensitive land uses, proponents should reduce potential noise from vehicles servicing the site, fixed machinery within the site and during construction activities. This may be done by limiting times where noisy operations are allowed and engaging with stakeholders to address any potential impacts.

9. Operations stage

A solar energy facility is expected to operate for at least 20 to 30 years. Solar energy facilities can be aperated from the site or from another location. Although solar energy facilities generally require less maintenance than other energy production facilities, proponents will still need to develop plans for monitoring and maintenance and managing ongoing issues. An effective maintenance regime will optimise energy yield and maximise the operational life of the facility. The maintenance regime should respond to the local context and conditions.

9.1 Fire risk

Proponents should monitor and maintain their facility to reduce fire risk resulting from faults, unsafe construction practices and other factors. Proponents should work with the Country Fire Authority and/or DELWP to develop effective fire-prevention measures and clear response protocols for the site and adjacent land, including in the event of fire fighters needing to access and safely operate on the site.

Proponents can also reduce bushfire risk by practising effective vegetation management, particularly during the bushfire season, using techniques including mowing, spraying and mulching. On larger sites, where these techniques may be impractical, the introduction of grazing animals may be a useful solution.

An operations management plan should include:

- maintenance of solar panels and ancillary infrastructure
- · maintenance of vegetation
- · waste management
- · ongoing management of fire risk (see below)
- safety, emergency and contamination management (see below)
- a complaint and incident management plan to respond to any incidents or on-site accidents.

9.2 On-site safety and contamination management

Safety measures for the operation of solar energy facilities should include appropriate training for staff in all aspects of an-site safety, contamination and hazard management and emergency protocols for responding to spills, leaks and breakages, including solar panel or storage battery (if relevant) damage.

Identification and management of risks and hazards should be compliant with best practice standards ISO 31000 'Risk management' and ISO 45001 'Occupational health and safety'.

Management of chemical risk issues must follow WorkSafe Victoria guidelines.

A site hazardous incident response plan should include measures for:

- · immediate clean up procedures
- · waste containment
- safe transport and disposal
- incident notification to appropriate authorities.

9.3 Off-site impact management

Proponents must provide ongoing management of amenity impacts throughout the life of the solar energy facility.

All potential off-site impacts identified in the design phase, including impacts an visual amenity, glint, glare, noise and heat, must be actively managed and mitigated, and documented in the operations management plan.

10. Decommissioning stage

The operational lifespan of a solar energy facility typically ranges from 20 to 30 years, depending on the environmental conditions of the site, the level of maintenance, the type of technology used and any maximum timeframe for the use specified under an approved planning permit.

The operational lifespan represents the period of time where it is more cost-effective to maintain the solar panels rather than remove or replace them. After this time, some facilities will be decommissioned or may be reconditioned if deemed appropriate.

Decommissioning is an important step in the life of a solar energy facility. Although best practice facilities have minimal environmental impact, decommissioning a facility requires care to ensure the land is returned to its original condition for agriculture or other uses.

Proponents should prepare a decommissioning and rehabilitation plan specifying:

- the party responsible for the decommissioning
- the condition and terms of equipment removal, including disassembly and safe removal of components such as solar arrays and supporting infrastructure such as transmission lines, electricity substations, switchyard and overhead transmission lines
- requirements for restoration of the land, including revegetation and rehabilitation of the land to its pre-development condition, including irrigation layout and soil profile
- · a timeline for the decommissioning work.

This plan should be periodically updated in consultation with the council and the property owner if the site is leased. The proponent must comply with the relevant construction environmental conditions when undertaking the decommissioning of the solar project.

There may also be scope to leave some infrastructure in place, such as access tracks through the site, if the landowner or other stakeholders would like to retain it.

10.1 Recycling equipment

Solar panels are made of mostly recyclable materials, including glass and aluminium, making it feasible to recover and reuse these materials at the end of the panels' useful life.

Proponents are encouraged to recycle materials where possible.

Appendices



A. Useful contacts

Organisation	Key contact	Notes	Contact details
Aberiginal Victoria		For information on Cultural Heritage Management Plans	1800 762 003
Australian Energy Market Operator (AEMO)		For enquiries about connecting to the Victorian transmission network	1300 236 600 connections@gerno.com.gu Visit their website
Commonwealth Department of the Environment and Energy	Environment Assessment Branch	To organise a pre-referral meeting for Environment Pratection and Biodiversity Conservation Act 1999 and Matters of National Environmental Significance matters	eptic referrolls Environment gov.ou Visit their website
Country Fire Authority (CFA)		For more information on fire risk and management	Visit the CFA website to find the contact details for the relevant district
Catchment management authorities		For more information on flood risk and management	Visit the DFLWP Catchment Management Framework website to find contact details for the relevant CMA
	Business and Energy Sector Development	For new energy projects and investment advice, including domestic business engagement and supply chain activation	128,180
	impact Assessment Unit	For information on Environment Effects Act 1978 motters	(03) 8397 5503 environment assessment@delwp.vic.gov.au
Department of Environment, Land, Water and Planning	Planning approvals for native vegetation referrals	To contact a local planning approvals officer	Barwon South West: (03) 5226 4967 30-38 Little Majop Street, Geeleng 3220 Glopsland: (03) 572 211 71 Hotham Street, Transport 3844 Gramplans: (03) 5356 6856 402 Mair Street, Ballanat 2350 Hume: (03) 5761 131
(DELWP)	Natural Environments Stogram	For environmental survey advice	88 Sydney Road. Senalla 3672 Loddon Mallee: (03) 1430 4444 1-7 Taylor, Stueet, Epson 3551 Port Phillip: (03) 6710 9222 609 Surwood Highway, Knoxfield 3180 An up-to-date version of the Native vigetation oracit registor service providers can be found on the DELWP Environment website, by navigating to Native Vegetation - Native Vegetation - Native Vegetation Offsets
Department of Economic Development, Jobs, Transport and Resources	Invest Assist	For foreign investors seeking new energy project and investment advice	(03) 9551 8100 Visit their <u>website</u>
Environment Protection Authority (EPA)		For enquiries about works approvals or licences	1900 37) 842 contact@epa.vic.gov.au
Heritage Council of Victoria		For enquiries about Victorian heritage	(00) 9651 5060 heritage council@delwp.vic.gov.au
Local government authority (council)	Statutory planning officer		
	Economic development officer		To find contact details for your relevant council, visit the Know Your Council website
	Road engineer		
VicRoads		To engage with VicRoads as a referral authority	13/11/71

³⁴ DRAFT - Solar Energy Facilities - Design and Development Guidelines

B. Planning permit application checklists for solar energy facilities

Applications for planning permits for solar power facilities are assessed under Clause 53.13 Renewable Energy Facility (other than Wind Energy Facility and Geothermal Energy Extraction).

The purpose of this clause is to facilitate the establishment and expansion of renewable energy facilities, including solar power facilities, in appropriate locations, with minimal adverse impacts on the environment and local amenity.

Proponents must include the following information as part of their planning permit application for a solar energy facility.

Site and Context Analysis

	Relevant state policy directions, including an assessment of the agricultural quality of the site, the amount of quality agricultural land in the council area and the region and the impact of removing this land from agricultural production.
	Applicable regional and local planning policy.
	Existing land uses in the site context, including agricultural uses and other solar energy facilities.
	Geographical features and landscape values of the site context.
	Heritage and Aboriginal cultural values.
	Biodiversity and native vegetation.
	Electricity grid access, including power line route
D	esign response
De	tailed plans of the proposed development, comprising:
0	layout and dimensions of the facility and any associated buildings and works
	relevant design elements
	reflectivity assessment of the facility
	landscape assessment, including an assessment of the impact of the proposal on significant views, including visual carridors and sightlines
	accurate visual simulations illustrating the development in the context of the surrounding area and from key public viewpoints
	proposed connections to the electricity grid (the on-site metered point of output from the converter station where the generated electricity units will enter the distribution system)
	a concept plan that includes the capacity of new grid connections, network transmission infrastructure, electricity utility works and access road options
0	site access, vehicle access to roads and parking areas
	the nature of any drainage systems for the site
	an assessment of the extent of vegetation removal and a rehabilitation plan for the site, as specified in the

Technical analysis

1	0	An explanation of how the proposed design response derives from and responds to the site analysis.
		A description of the proposal as specified in Clause 53.13 of the VPP.
		EPA Victoria requirements, if applicable.
(A description of the proposal, including the types of processes to be utilised, materials to be stored, hazard management, including management of any battery equipment, and measures for the management or treatment of waste.
(Potential amenity impacts, which may include:
		□ noise
		D glint and glare
		□ light spill
		emissions to air, land or water
		□ odour.
		The effect of traffic to be generated on access roads, including a traffic management plan (and glint and glare management to address road safety).
(The impact on Aboriginal or non-Aboriginal cultural heritage. This should consider:
		 Aboriginal Heritage Regulations 2007 (which may include preparation of a Cultural Heritage Management Plan)
		☐ Commonwealth Native Title Act 1993.
		The impact of the proposal on any species listed under the Flora and Fauna Guarantee Act 1988 or the Commonwealth Environment Protection and Biodiversity Conservation Act 1999.
(A statement of why the site is suitable for a renewable energy facility, including a calculation of the emissions reduction benefits.
(An environmental management plan including:
		construction management
		monitoring, including incident register and response system
		☐ maintenance
		Ongoing engagement with stakeholders
		□ rehabilitation.
Addi	iti	onal approvals
		Obligations under other legislation, such as the Victorian Wildlife Act 1975 or the Commonwealth Environment Protection and Biodiversity Conservation Act 1999.
	0	Approvals to connect the electricity grid and other infrastructure connections.
		Approval of additional infrastructure, such as transmission lines.
		Environmental effects assessment, if required.
		Country Fire Authority approvals, if required.
		Catchment management authority approvals, if required.

C. Bannerton solar farm case study

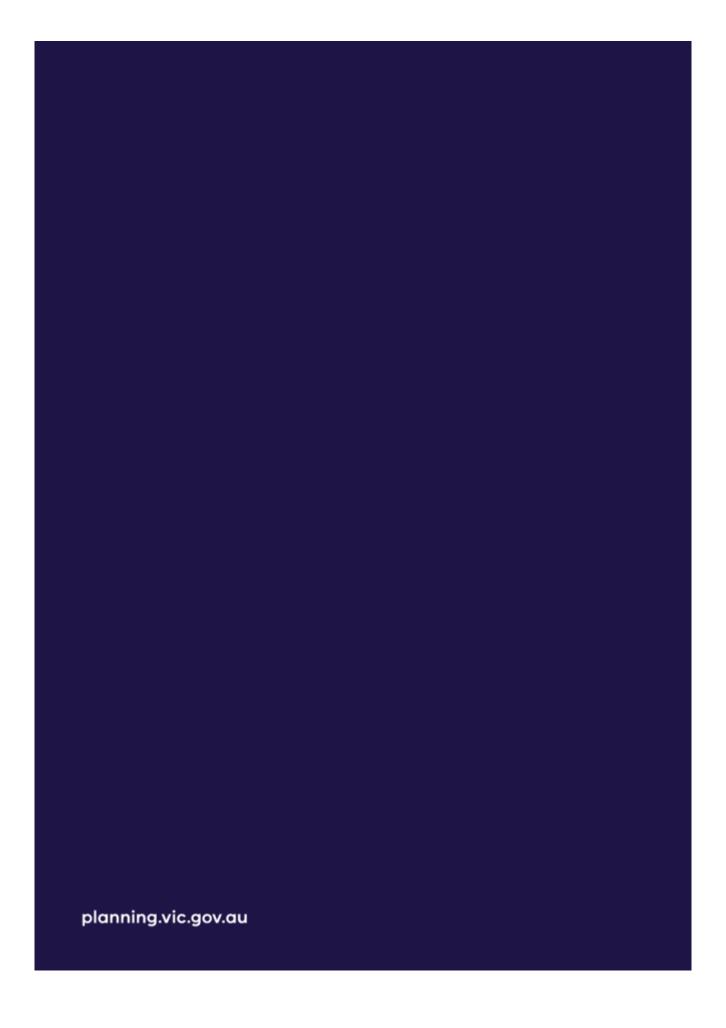
The Bannerton Solar Farm is an example of co-location of solar energy generation and agriculture. It is located in Bannerton, 100 kilometres south-west of Mildura, on a 192-hectare site, and has a generation capacity of up to 110 MW.

The Bannerton Solar Farm has been constructed on land owned by Almas Almonds farms. The land was not suitable for planting due to the high clay content in the soil. The site experiences long days and good levels of solar radiation, which peak in summer when the electricity load from irrigation is at its peak, making it suitable for construction of a solar energy facility.

This development has benefited the community by providing approximately 180 construction jobs, and by providing grants of up to \$5000 to local community groups and organisations. Community engagement was also embedded in the process, with the first consultation sessions being held in 2016.

The Clean Energy Finance Corp invested in this project on behalf of the Australian Government. As part of the Victorian Government Solar Trams project, the Bannerton Solar farm will supply clean power to Melbourne's Tram Network and other sources, and in the future may contribute to agricultural 'value-add' activities, such as freezing and cool room storage operations.





Planning and Environment Act 1987

Panel Report

Greater Shepparton Solar Energy Facility Planning Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344

23 July 2018



Planning and Environment Act 1987

Panel Report pursuant to section 25 of the Act

Greater Shepparton Solar Energy Facility Planning Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344

23 July 2018

Mr Con Tsotsoros, Chair

Ms Amanda Cornwall, Member

Dr Ken Joyner, Member



Contents

		Pa	ge
1	Intro	duction	1
	1.1	The permit applications	1
	1.2	Background	6
	1.3	Without prejudice drafting	7
	1.4	Issues dealt with in this Report	7
2	Plani	ning context	8
	2.1	Policy framework	8
	2.2	Planning provisions	9
	2.3	Planning strategies or policies	12
	2.4	Relevant solar energy application	13
	2.5	Legislation	14
3	Strat	egic and policy matters	16
	3.1	Background	16
	3.2	Agricultural production	17
	3.3	Water infrastructure	21
	3.4	Environmental, economic and social effects	24
	3.5	Alignment with planning policy	27
4	Com	mon issues	32
	4.1	Background	32
	4.2	Air temperature	32
	4.3	Soil and ground water temperature	40
	4.4	Effect on horticulture, livestock and insects	
	4.5	Solar panel night tilt position	
	4.6	Glare and glint	
	4.7	Noise, light and other potential amenity impacts	
	4.8	Visual impact	
	4.9	Fire management	
		Construction management	
		Maximum discharge rate	
		Decommissioning	
		Staged development (facility commencement)	
		Permit expiry	
		Farming Zone	
	4.16	Other issues	62
5	Spec	ific permit matters	64
	5.1	2017-162 (Tatura East)	
	5.2	2017-274 (Tallygaroopna)	
	5.3	2017-301 (Lemnos)	
	5.4	2017-344 (Congupna)	69



Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix A	Submitters to the Permits
Appendix B	Parties to the Panel Hearing
Appendix C	Document list
Appendix D	Panel recommended Permit 2017-162
Appendix E	Panel recommended Permit 2017-274
Appendix F	Panel recommended Permit 2017-301
Appendix G	Panel recommended Permit 2017-344

List of 1	Tables	
		Page
Table 1	Spatial impact of proposed 50-metre setback on each subject land	34
List of F	igures	
		Page
Figure 1	Subject land locations	1
Figure 2	2017-162 Tatura East subject land	2
Figure 3	2017-274 Tallygaroopna subject land	3
Figure 4	2017-301 Lemnos subject land	4
Figure 5	2017-344 Congupna subject land	5
Figure 6	Regional Rural Strategy farm land categories	13
Figure 7	Solar energy facility temperature change by distance	36



Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

List of Abbreviations

AHD Australian Height Datum
ARI Average Recurrence Interval

CFA Country Fire Authority

DELWP Department of Environment, Land, Water and Planning

EPA Environment Protection Authority

GMID Goulburn-Murray Irrigation District

GMW Goulburn-Murray Water

GWh Gigawatt hours
MW Megawatts
PV Photovoltaic

PVHI Photovoltaic heat island

Planning Scheme Greater Shepparton Planning Scheme
VCAT Victorian Civil and Administrative Tribunal



Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Overview

Permits summary	
The permit applications	Greater Shepparton Solar Energy Facility Planning Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344
Subject land	2017-162: Tatura East
	2017-274: Tallygaroopna
	2017-301: Lemnos
	2017-344: Congupna
The Applicants	CleanGen for 2017-162
	Neoen for 2017-301
	X-Elio for 2017-274 and 2017-344
Responsible Authority	Minister for Planning
Notice	Permit applications were advertised for 14 days by sending notices to owners and occupiers of adjoining land, placing a sign on the site and publishing a notice in:
	- Tatura Guardian on 13 June 2017 for 2017-162
	- Shepparton News on 29 September 2017 for 2017-274
	 Shepparton News on 17 November 2017 for 2017-301 and 2017-344
Submissions	Tatura East: 39
	Tallygaroopna: 5
	Lemnos: 20
	Congupna: 5
	Concerning all permit applications: 3

Panel process	
The Panel Con Tsotsoros (Chair), Amanda Cornwall and Ken Joyner	
Directions Hearing	10 April 2018, Shepparton
Panel Hearing	14, 15, 16, 17 and 28 May 2018, Shepparton
Site inspections	Unaccompanied, 10 April and 27 May 2018
Appearances	See Appendix B
Citation	Permit Applications: 2017-162, 2017-274, 2017-301 and 2017-344
Date of this Report	23 July 2018



Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Executive summary

(i) Summary

The Shepparton Irrigation Area forms part of the broader Goulburn Valley Irrigation District. The Goulburn Valley is often referred to as Victoria's Food Bowl. In 2015/16, the Goulburn-Broken Region had almost \$2 billion in agricultural production, which included \$1.2 billion in the horticultural and dairy industries.

In 2010, Greater Shepparton City Council (Council) published its Large-Scale Solar Power Plant Investor Prospectus which identified that Council strongly supports a large-scale solar energy facility in Shepparton. It referenced research which determined that the municipality is ideal for a large-scale solar energy facility because of locational advantages such as the positioning on the 220 kV transmission line network, suitable annual average solar exposure, considerable transmission savings due to Shepparton's close proximity to Melbourne and certainty of supply during high demand. More recently, Council delegates visited China to, among other activities, meet with prospective operators interested in introducing solar energy facilities to the Greater Shepparton region.

The Australian and Victorian governments set renewable energy targets in legislation which changed several times between 2010 and 2017. Both governments have financial incentive schemes to support the significant investment required in new renewable energy generation capacity to meet the targets. In 2017, the Victorian government legislated new renewable energy targets for 2020 and 2025 and a Renewable Energy Auction scheme.

In 2017, four permit applications were submitted to Council. Greater Shepparton Solar Energy Facility Planning Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 seek to use and develop Farming Zone land for solar energy facilities in Tatura East, Tallygaroopna, Lemnos and Congupna respectively. Collectively, the four facilities are proposed on 827.9 hectares compromising 849,800 solar panels with the ability to generate 243 megawatts.

In response to statutory notice of each application, 39 submissions were received for the Tatura East proposal, five for Tallygaroopna, 19 for Lemnos and five for Congupna.

Key issues raised in objecting submissions related to:

- · agricultural land loss and impact on water infrastructure
- environmental and economic impacts
- · alignment with planning policy
- suitability of the proposals in the Farming Zone
- · temperature change on neighbouring land
- effect on horticulture, livestock and insects
- · glare and glint, noise, light and other potential amenity impacts
- visual impact
- · fire management and construction management
- · impact on property value.

At its November 2017 meeting, Council resolved to request that the Minister for Planning decide the solar energy facility planning permit applications be referred to be determined by

him. In February 2018, the Minister gave notice that he agreed to Council's request. By that stage, Council's planning officers had assessed the permit applications and recommended that they be approved subject to conditions. Council again resolved not to decide on the permits or to have a position to represent at a future Panel Hearing.

In March 2018, a Panel was appointed to consider the four permit applications and to advise the Minister for Planning.

For each permit application, the Panel must recommend whether a permit should be granted and, if so, what conditions should be applied. The Panel has considered all submissions and evidence presented regarding the applicable policies and provisions of the Greater Shepparton Planning Scheme, and the potential impacts of the solar energy facilities should the permits be granted.

The Panel acknowledges and thanks members of the Greater Shepparton community for their time in preparing their submissions and presenting at the Hearing. It assisted the Panel, when considering each permit application, to better understand their agricultural operations, local circumstances and concerns regarding potential impacts.

Strategic and policy matters

There will be a significant positive environmental effect from generating 243 megawatts of renewable energy. The four proposed solar energy facilities will contribute towards achieving the Victorian Government's renewable energy target of 25 per cent of total energy generation by 2020 and 40 per cent by 2025.

Using the subject land for the facilities will result in an estimated loss of low-value agricultural production of between \$700,000 and up to \$1.3 million each year or about 0.1 per cent and up to 0.2 per cent of the Irrigation District's annual agricultural production. Two to four farming jobs are expected to be lost.

However, the facilities will have a positive economic effect on the Greater Shepparton region through, among other things:

- capital investment of \$307 million, of which an estimated \$51 million will flow to the local economy
- 850 full-time equivalent jobs during construction and 35 ongoing jobs.

Some of the economic effects, such as new local job opportunities, local expenditure and community funding by the applicants, will translate into notable positive social effects.

Future investment in the Irrigation District's water infrastructure is not expected to result in sufficient water for all land in the District. Accordingly, using and developing the subject sites for solar energy facilities will reduce potential future demand for water, enabling it to be available to other agricultural operators. Goulburn-Murray Water's operations and revenue will be unaffected by the subject land being unirrigated because there will be no change to its costs, operations or revenue. Importantly, the subject land owners will continue to contribute financially to the District's irrigation infrastructure by paying annual water charges and fees to Goulburn-Murray Water.

The Panel finds that the four proposed solar energy facilities can achieve State, regional and local planning policies on agriculture and renewable energy. The use of the subject land

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

areas for solar energy facilities is consistent with priority agricultural land-use in State planning policy and uses in the Farming Zone. Using and developing the subject sites for solar energy facilities can, subject to appropriate permit conditions, harmoniously achieve agricultural production and renewable energy outcomes. The four proposed solar energy facilities, individually and cumulatively, will not remove agricultural land to the extent that would conflict with State or local planning policy.

Common issues

Temperature and effect on horticulture, livestock and insects

The Panel finds that, while limited, there is sufficient scientific evidence to determine that none of proposed solar energy facilities will increase temperature beyond 30 metres of a photovoltaic array. The precautionary principle therefore does not apply and Council's proposed generic 50-metre setback of the solar arrays from the subject site boundaries is not required to address temperature. Any temperature increase within 30 metres will be negligible, however, any photovoltaic array should be separated by this distance from any neighbouring property boundary. Accordingly, neighbouring residences, orchards, horticulture, farming for cattle and livestock, and inspect population numbers will not be impacted by the solar energy facilities.

Glare and glint and solar panel night tilt position

The proposed solar energy facilities will not generate unacceptable glare and glint on neighbouring land. Each facility's solar panels do not need to be tilted at night to address potential on-site or off-site impacts. There may be operational reasons to tilt solar panels at night, however, each solar energy facility operator is best placed to decide when and how this should occur and this does not need to be specified as a specific permit condition.

Noise, light and other potential amenity impacts

Noise levels from the solar energy facilities are expected to comply with Environment Protection Authority noise guidelines and standards. The noise guidelines and standards should not be duplicated as planning permit conditions. The statement proposed in a future section 173 agreement requiring the facility operator to accept and acknowledge surrounding farming disturbance is unenforceable and should be deleted.

Visual impact

Landscape screening vegetation should be provided to soften views to the solar panels and buildings and to provide screening from adjoining residences. The screening vegetation should be at least seven metres deep and three metres tall, but its extent will vary depending on individual circumstances. Each applicant should have a vegetation maintenance program, which includes the replacement of any dead or diseased plants. Fencing should be designed to minimise visual impact on neighbouring properties.

Fire, bushfire, emergency and construction management, civil construction and decommissioning

Fire, bushfire and emergency management matters can be satisfactorily managed through permit conditions. The draft permit conditions, specifically the Construction Site Management Plan requirements, will satisfactorily address amenity related matters during the construction phase. The requirement to decommission the facility should be in the form of a permit condition rather than a section 173 agreement and applied to the operator.

Farming Zone

The Farming Zone is appropriate for the four solar energy facilities. The facilities are of a scale which cannot be accommodated in existing industrial zoned areas. They will not adversely impact surrounding existing and future farm operations, or the broader Irrigation District. The soil types on the subject land are lower quality than other parts of the Irrigation District with higher value agricultural production.

Permit condition drafting

The Panel considers that many of the permit condition changes ventilated during the "without prejudice" discussion will clarify intent, result in better land-use outcomes, remove duplication, improve future decision processes regarding matters before, during and after the construction of each solar energy facility.

Future strategic guidance

Many submitters sought strategic guidelines to support permit applications for solar energy facilities. The Panel agrees with these submitters to the extent that the overall permit decision process would have been clearer and further expedited if there was additional and more detailed strategic guidance. While limited, there was sufficient decision guidance to assess each planning permit application on its individual merits. The shared information achieved through a single Panel process for the four permit applications significantly offset this limitation and introduced new efficiencies.

However, future solar energy facilities may have a cumulative adverse effect on the agricultural production on the Irrigation District, therefore future permit applications would benefit from further guidance on where they should be located in Victoria. This is outside the scope of the four permit assessments.

(ii) Recommendations

Based on the reasons set out in this report, the Panel recommends:

- The Minister for Planning issue Planning Permit 2017-162 with the conditions shown in Appendix D to this report.
- The Minister for Planning issue Planning Permit 2017-274 with the conditions shown in Appendix E to this report.
- The Minister for Planning issue Planning Permit 2017-301 with the conditions shown in Appendix F to this report.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

 The Minister for Planning issue Planning Permit 2017-344 with the conditions shown in Appendix G to this report.

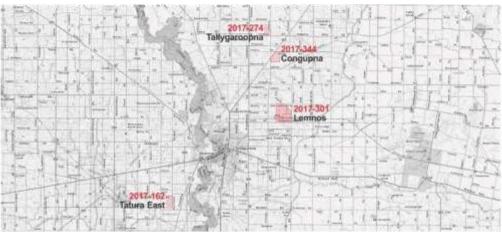
The Panel further concludes that the Victorian Government should consider preparing relevant guidelines to assist with the preparation, assessment and decision of future permit applications proposing a solar energy facility. The Panel's discussion and conclusions provide some insight into the types of matters which could be included in these guidelines.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

1 Introduction

1.1 The permit applications

Figure 1 Subject land locations



Source: http://mapshare.maps.vic.gov.au/vicplan and Planning Panels Victoria

Responsible authority: Minister for Planning

Council: Greater Shepparton City Council

Proposals: Use and develop land for solar energy facilities.

Land to be developed: 827.9 hectares Number of solar panels: 849,800 Power generation: 243MW

Zone: The Farming Zone applies to all subject land and its purpose is:

- To implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.
- To provide for the use of land for agriculture. To encourage the retention of productive agricultural land.
- To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.
- To encourage the retention of employment and population to support rural communities.
- To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.

Page 1 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(i) 2017-162 (Tatura East)

Figure 2 2017-162 Tatura East subject land



Source: http://mapshare.maps.vic.gov.au/vicplan and Planning Panels Victoria

Address: 610 Ferguson Road, Tatura East

Land area: 125 hectares

Zone and overlay: Farming Zone with no overlay

Land description: The subject land is used for hay farming and grazing. The northern

balance of the land comprises a residence and agricultural land. Large commercial orchard and rural lifestyle properties are north of the subject land while small farms with activities including beef cattle breeding and grazing are located to the east. To the south are residences and rural lifestyle properties and to the west are rural lifestyle and farming properties (beef cattle breeding and

grazing).

Proposal: Land to be developed: 90 hectares

Number of solar panels: 162,900

Power generation: 45MW

Permit requirement: A permit is required to:

· use land for a Renewable Energy Facility (Farming Zone Clause

35.07-1)

buildings and works (Farming Zone Clause 35.07-4)

buildings and works (Land Subject to Inundation Overlay Clause

44.04-1).

Section 55 Referrals: Goulburn Broken Catchment Management Authority

(Recommending)

Section 52 Notice: Ausnet Services and Goulburn-Murray Water

Page 2 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(ii) 2017-274 (Tallygaroopna)

Figure 3 2017-274 Tallygaroopna subject land



Source: http://mapshare.maps.vic.gov.au/vicplan and Planning Panels Victoria

Address: 235 Victoria Road, Tallygaroopna

Land area: 95.9 hectares

Overlays: Floodway Overlay and Land Subject to Inundation Overlay

Land description: The site is irregularly shaped and flat. There is a dwelling with

associated shedding located on the south-east corner of the site. The land has been used for agricultural, primarily cropping and grazing. There are established trees in the northern area of the land with established trees to the south of the dwelling. The rest of

the site is predominately clear of vegetation.

The surrounding area is used for agricultural or farming purposes. The site is located approximately 2.3 kilometres east of the township of Tallygaroopna, and approximately 15 kilometres

northeast of Shepparton.

Proposal: Number of solar panels: 90,900

Power generation: 30MW

Permit requirement: A permit is required to:

- use land for a Renewable Energy Facility (Farming Zone Clause 25 07 1)
- · buildings and works (Farming Zone Clause 35.07-4)
- buildings and works (Land Subject to Inundation Overlay Clause 44.04-1)
- erect and display business identification signage not more than three square metres (Clause 52.05-10)
- remove three native trees (Clause 52.17-2).

Page 3 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Section 55 Referrals: Goulburn Broken Catchment Management Authority

(Recommending)

Section 52 Notice: Powercor and Goulburn-Murray Water

(iii) 2017-301 (Lemnos)

Figure 4 2017-301 Lemnos subject land



Source: http://mapshare.maps.vic.gov.au/vicplan and Planning Panels Victoria

Address: 1190 and 1220 Cosgrove-Lemnos Road, 260 Tank Corner East Road,

875 Boundary Road and 85 Crooked Lane, Lemnos

Land area: 482 hectares

Overlays: Floodway Overlay and Land Subject to Inundation Overlay

Proposal: Number of panels: 400,000

Power generation: 100MW

Permit requirement: A permit is required to:

· use land for a Renewable Energy Facility (Farming Zone Clause

35.07-1)

· buildings and works (Farming Zone Clause 35.07-4)

buildings and works (Floodway Overlay Clause 44.03-1)

buildings and works (Land Subject to Inundation Overlay Clause

44.04-1).

Section 55 Referrals: Goulburn Broken Catchment Management Authority

(Recommending), Ausnet Services (Determining), and Department

of Environment, Land, Water and Planning (Recommending)

Section 52 Notice: Ausnet Services, Goulburn-Murray Water and Country Fire

Authority

Page 4 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(iv) 2017-344 (Congupna)

Figure 5 2017-344 Congupna subject land



Source: http://mapshare.maps.vic.gov.au/vicplan and Planning Panels Victoria

Address: 1090 Lemnos North Road, Congupna

Land area: 160 hectares

Abutting zone: Road Zone Category 1 and 2

Overlays: Floodway Overlay and Land Subject to Inundation Overlay

Proposal: Number of solar panels: 196,080

Power generation: 68MW

Permit requirement: A permit is required to:

use land for a Renewable Energy Facility (Farming Zone Clause
25.07.4)

35.07-1)

· buildings and works (Farming Zone Clause 35.07-4)

· buildings and works (Floodway Overlay Clause 44.03-1)

· buildings and works (Land Subject to Inundation Overlay Clause

44.04-1)

· erect and display business identification signage not more than

three square metres (Clause 52.05-10)

remove six native trees (Clause 52.17-2).

Section 55 Referrals: Goulburn Broken Catchment Management Authority

(Recommending)

Section 52 Notice: Powercor, Goulburn-Murray Water and Country Fire Authority

Page 5 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

1.2 Background

Based on Council's Part A submission, the following is a chronology of events:

2001	The Renewable Energy Target (known then as the Mandatory Renewable Energy Target) came into operation				
2006	Council released the <i>Greater Shepparton 2030 Strategy Plan</i> . Council anticipated new industries emerging in the face of technological developments.				
2009	The Renewable Energy Target was increased to 41,000 GWh (20 per cent of Australia's electricity generation).				
2010	Council published its Large-Scale Solar Power Plant Investor Prospectus (Prospectus), which identifies that Council strongly supports the location of a large-scale solar power plan in Shepparton. The Prospectus identifies that research has determined that Shepparton is an ideal site for a large-scale solar power plant, having regard to locational advantages such as the positioning on the Victorian Gas and Electricity Transmission Network with 220 kV transmission line, annual average solar exposure between 14 and 20 MJ per square metre, considerable transmission savings of around 10 per cent due to Shepparton's close proximity to Melbourne and certainty of supply during times of high demand.				
June 2015	The Renewable Energy Target was decreased to 33,000 GWh in 2020				
5 June 2017	CleanGen lodged planning permit application 2017-162 (Tatura East)				
15 September 2017	X-Elio lodged planning permit application 2017-274 (Tallygaroopna)				
19-23 September 2017	Greater Shepparton City Council delegates visited China to, among other activities, meet with operators interested in introducing solar energy facilities to the Greater Shepparton region				
13 October 2017	Neoen lodged planning permit application 2017-301 (Lemnos)				
19 October 2017	2017-301: Council requested further information regarding aboriginal cultural heritage matters				
1 November 2017	The Climate Change Act 2017 (Vic) commenced operation				
3 November 2017	X-Elio lodged planning permit application 2017-344 (Congupna)				
21 November 2017	At is meeting, Council resolved to:				
	 request under section 97C of the Planning and Environment Act 1987 tha the Minister for Planning decide the solar energy facility planning permit applications referred to him 				
	 invite the Minister for Planning to establish a process that provides a fair and proper opportunity for all affected stakeholders to be heard 				
22 November 2017	In line with its resolution, Council wrote to the Minister for Planning				
22 December 2017	2017-301: Neoen satisfactorily responded to Council's request				
22 January 2018	2017-344: X-Elio provided Council with an endorsed Cultural Heritage Management Plan				

Page 6 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

13 February 2018	The Minister for Planning gave notice that he agreed to Council's request for him to decide the solar energy facility planning permit applications
20 February 2018	The meeting agenda:
	- was prepared before the Minister responded to Council's request
	 included Council officer recommendations that Notice of Decision to grant a permit be issued by Council subject to specified conditions
	By the time of the meeting, Council was aware of the Minister's agreement to decide the permit applications and changed its resolution accordingly
9 March 2018	A Panel was appointed to consider the four permit applications and advise the Minister for Planning

1.3 Without prejudice drafting

Council, the permit applicants and other parties were provided the opportunity to provide tracked changes to the permit conditions. These were discussed "without prejudice" on the final day of the Hearing. These changes are discussed throughout the report, and where accepted by the Panel, shown in Appendices D1, D2, D3 and D4.

1.4 Issues dealt with in this Report

The Panel considered all written submissions made in response to the notice of the permit applications, observations from site visits, and submissions, evidence and other material presented to it during the Hearing.

The Panel has reviewed a large volume of material. The Panel has had to be selective in referring to the more relevant or determinative material in the report. All submissions and materials have been considered by the Panel in reaching its conclusions, regardless of whether they are specifically mentioned in the report.

The Panel has considered each permit application on its individual merits. However, this report presents the issues under the following headings:

- Planning context
- · Strategic and policy matters
- Common issues
- · Specific permit matters.

Page 7 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

2 Planning context

The following planning context is common to each permit application. The Greater Shepparton Planning Scheme (Planning Scheme) zones and overlays share a common purpose to implement the State and Local Planning Policy Frameworks.

2.1 Policy framework

State

Clauses

10 State Planning Policy Framework

▶ 10.01 Integrated decision making

Planning authorities and responsible authorities should endeavour to integrate the range of policies relevant to the issues to be determined and balance conflicting objectives in favour of net community benefit and sustainable development for the benefit of present and future generations.

11 Settlement

11.12 Hume

11.12-1 A diversified economy

To develop a more diverse regional economy while managing and enhancing key regional economic assets.

Strategies:

- Plan for a more diverse and sustainable regional economy by supporting existing economic activity and encouraging appropriate new and developing forms of industry, agriculture, tourism and alternative energy production.
- Support agricultural production through the protection and enhancement of infrastructure and strategic resources such as water and agricultural land, including areas of strategic agricultural
- Create renewable energy hubs that support co-location of industries to maximise resource use efficiency and minimise waste generation.

14 Natural resources management

Planning is to assist in the conservation and wise use of natural resources including energy, water, land, stone and minerals to support both environmental quality and sustainable development.

14.01 Agriculture

To protect productive farmland which is of strategic significance in the local or regional context. Strategies:

- Ensure that the State's agricultural base is protected from the unplanned loss of productive agricultural land due to permanent changes of land-use.
- Consult with the Department of Economic Development, Jobs, Transport and Resources and utilise available information to identify areas of productive agricultural land.
- Take into consideration regional, state and local, issues and characteristics in the assessment of agricultural quality and productivity.
- Permanent removal of productive agricultural land from the State's agricultural base must not be undertaken without consideration of its economic importance for the agricultural production and processing sectors.

In considering a proposal to subdivide or develop agricultural land, the following factors must be considered:

 The desirability and impacts of removing the land from primary production, given its agricultural productivity.

Page 8 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

- The impacts of the proposed subdivision or development on the continuation of primary production on adjacent land, with particular regard to land values and to the viability of infrastructure for such production.
- The compatibility between the proposed or likely development and the existing uses of the surrounding land.
- Assessment of the land capability.

19 Infrastructure

> 19.01 Renewable energy

19.01-1 Provision of renewable energy

To promote the provision of renewable energy in a manner that ensures appropriate siting and design considerations are met.

Strategies:

- Facilitate renewable energy development in appropriate locations.
- Protect energy infrastructure against competing and incompatible uses.
- Develop appropriate infrastructure to meet community demand for energy services and setting aside suitable land for future energy infrastructure.
- In considering proposals for renewable energy, consideration should be given to the economic
 and environmental benefits to the broader community of renewable energy generation while
 also considering the need to minimise the effects of a proposal on the local community and
 environment.

Local

Clauses

21 Municipal Strategic Statement

21.06 Economic development

21.06-1 Agriculture

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.

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.

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.

2.2 Planning provisions

The Victoria Planning Provisions require a responsible authority to consider the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies. This is also reflected in the purpose of the Planning Scheme zones and overlays.

In addition to the decision guidelines in Clause 65 of the Victoria Planning Provisions, the following clauses are relevant when considering a permit application for a solar energy

Page 9 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

facility in a Farming Zone, and where relevant, Floodway Overlay and Land Subject to Inundation Overlay.

(i) Farming Zone

The responsible authority must consider the follow relevant decision guidelines, as appropriate:

General issues

- Any Regional Catchment Strategy and associated plan applying to the land.
- The capability of the land to accommodate the proposed use or development, including the disposal of effluent.
- · How the use or development relates to sustainable land management.
- Whether the site is suitable for the use or development and whether the proposal is compatible with adjoining and nearby land uses.
- · How the use and development makes use of existing infrastructure and services.

Agricultural issues and the impacts from non-agricultural uses

- Whether the use or development will support and enhance agricultural production.
- Whether the use or development will adversely affect soil quality or permanently remove land from agricultural production.
- The potential for the use or development to limit the operation and expansion of adjoining and nearby agricultural uses.
- The capacity of the site to sustain the agricultural use.
- The agricultural qualities of the land, such as soil quality, access to water and access to rural infrastructure.
- Any integrated land management plan prepared for the site.

Environmental issues

- The impact of the proposal on the natural physical features and resources of the area, particularly soil and water quality.
- The impact of the use or development on the flora and fauna on the site and its surrounds.
- The need to protect and enhance the biodiversity of the area, including the retention of vegetation and faunal habitat and the need to revegetate land including riparian buffers along waterways, gullies, ridgelines, property boundaries and saline discharge and recharge area.
- The location of on-site effluent disposal areas to minimise the impact of nutrient loads on waterways and native vegetation.

Design and siting issues

- The need to locate buildings in one area to avoid any adverse impacts on surrounding agricultural uses and to minimise the loss of productive agricultural land.
- The impact of the siting, design, height, bulk, colours and materials to be used, on the natural environment, major roads, vistas and water features and the measures to be undertaken to minimise any adverse impacts.

Page 10 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

 The impact on the character and appearance of the area or features of architectural, historic or scientific significance or of natural scenic beauty or importance.

- The location and design of existing and proposed infrastructure including roads, gas, water, drainage, telecommunications and sewerage facilities.
- Whether the use and development will require traffic management measures.

(ii) Floodway Overlay and Land Subject to Inundation Overlay

The responsible authority must consider the following collective decisions guidelines, as appropriate:

- Any local floodplain development plan or flood risk report.
- · Any comments of the relevant floodplain management authority.
- The Victorian River Health Strategy (2002) and any relevant regional river health strategy and associated wetland plan.
- The existing use and development of the land.
- Whether the proposed use or development could be located on flood-free land or land with a lesser flood hazard outside this overlay.
- The susceptibility of the development to flooding and flood damage.
- The potential flood risk to life, health and safety associated with the development.
 Flood risk factors to consider include:
 - The frequency, duration, extent, depth and velocity of flooding of the site and accessway.
 - The flood warning time available.
 - The danger to the occupants of the development, other floodplain residents and emergency personnel if the site or accessway is flooded.
- The effect of the development on redirecting or obstructing floodwater, stormwater or drainage water and the effect of the development on reducing flood storage and increasing flood levels and flow velocities.
- The effect of the development on river health values including wetlands, natural habitat, stream stability, erosion, environmental flows, water quality and sites of scientific significance.

(iii) Clause 52.42 (Renewable energy facility (other than wind energy facility and geothermal energy extraction)

Clause 52.42 seeks to "facilitate the establishment and expansion of renewable energy facilities, in appropriate locations, with minimal impact on the amenity of the area."

The responsible authority must consider the follow decision guidelines, as appropriate:

- The effect of the proposal on the surrounding area in terms of noise, glint, light spill, vibration, smell and electromagnetic interference
- The impact of the proposal on significant views, including visual corridors and sightlines.
- The impact of the proposal on the natural environment and natural systems.
- · Whether the proposal will require traffic management measures.

Page 11 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

2.3 Planning strategies or policies

(i) Hume Regional Growth Plan

The Hume Regional Growth Plan is one of eight regional growth plans that provide broad direction for land-use and development across regional Victoria. Section 11.2 (Agriculture) states:

The Hume Region will continue to be one of Australia's major food-producing areas. The Goulburn Valley is part of the Goulburn Murray Irrigation District, which is a significant agricultural area and is expected to continue to deliver a significant proportion of Victoria's agricultural product currently about 25 per cent of the total value of the state's agricultural production. Agricultural production will be supported through the protection and enhancement of key agricultural assets including land and water resources.

It seeks to:

- Support the protection of strategic farmland
- Support and manage intensive agricultural production
- Support changing farm sizes, methods, strategies and land uses
- · Plan for the potential impacts of climate change on agriculture
- · Respond to a changing irrigation landscape
- Minimise fragmentation of agricultural land
- Avoid conflicting land uses and activities
- Maintain and enhance infrastructure supporting rural industry.

Section 11.3 (Energy and earth resources) states:

 a) Explore opportunities for renewable energy generation and alternative waste treatment

Factors affecting future energy demands in the Hume Region include:

- · rising electricity costs
- the high price of bottled liquefied petroleum gas and the limited coverage of the reticulated gas network, combined with hot summers and cold winters
- · long-distance commuting
- the needs of the region's larger, more energy intensive industries.

Developing alternative energy sources such as solar, wind, geothermal, bioenergy and biofuels will contribute to securing a sustainable energy future for the region.

Opportunities exist in the region for sustainable electricity generation in close proximity to existing electricity distribution infrastructure. Potential and existing alternative energy resources in the region include:

- ,
- solar energy, particularly in the northern parts of the region
- ,,

Page 12 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

other opportunities for local power generation and distribution.

The Hume Regional Growth Plan has been implemented in State planning policy through Clause 11.12 of all Victorian planning schemes.

(ii) Campaspe, Greater Shepparton and Moira Regional Rural Land Use Strategy 2008

Planning Scheme Clause 21.06 refers to the Campaspe, Greater Shepparton and Moira Regional Rural Land Use Strategy 2008 (RRLUS). RRLUS seeks to secure and promote the future of agriculture across the Greater Shepparton, Campaspe and Moira region and was introduced into the Planning Scheme on 19 September 2013. It categorises farming areas as Growth (F1Z), Consolidation (F2Z) and Niche areas (F3Z), as shown in Figure 6.

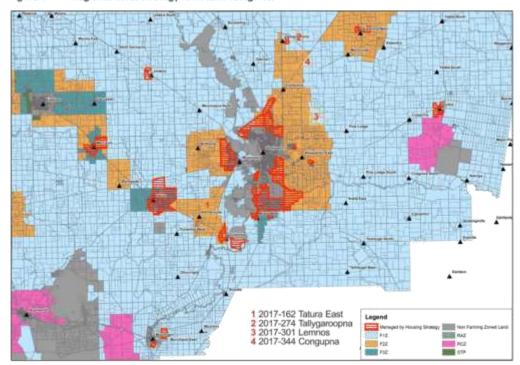


Figure 6 Regional Rural Strategy farm land categories

Source: RRLUS 2008

The Tallygaroopna, Lemnos and Congupna proposals are on land in the Growth (F1Z) area. Their combined subject land area comprises 737.0 hectares (or 0.4 per cent) of the total 185,277 hectares of Growth farming area. The Tatura East proposal is on land in the Consolidation area (F2Z) and comprises 125 hectares (or 0.4 per cent) of the total 28,589 hectares of Consolidation farming land.

2.4 Relevant solar energy application

The Minister for Planning appointed an Advisory Committee to review an Application for Review P1841/2017 called in from the Victorian Civil and Administrative Tribunal (VCAT) for

Page 13 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

an application to amend Planning Permit Application: Pln 16/132 for a Solar Wind Farm at Eldorado Road, North Wangaratta.

The Advisory Committee supported the expansion of the Wangaratta solar energy facility and concluded:

The proposed expansion of the solar farm represents a significant investment in the Wangaratta area, and will provide economic stimulation to the region, and increased energy security for other businesses and industries in the region, as well as the broader regional community. The solar farm will also assist Victoria to reduce its overall carbon emissions, and contribute to reaching the State's renewable energy generation targets. These are positive environmental and social outcomes for the region, and for the State more broadly.

On 20 July 2017, a Notice of Decision to grant an amended permit was issued by the Rural City of Wangaratta.

2.5 Legislation

(i) Planning and Environment Act 1987

The Planning and Environment Act 1987 objectives are:

- (a) to provide for the fair, orderly, economic and sustainable use, and development of land
- (b) to provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity
- (c) to secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria
- (d) to conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value
- (e) to protect public utilities and other assets and enable the orderly provision and co-ordination of public utilities and other facilities for the benefit of the community
- (f) to facilitate development in accordance with the objectives set out in paragraphs (a), (b), (c), (d) and (e)
- (g) to balance the present and future interests of all Victorians.

(ii) Climate Change Act 2017 (Vic)

The Climate Change Act 2017 commenced operation on 1 November 2017 and seeks, among other purposes, to set a long-term greenhouse gas emissions reduction target and to provide the setting for five-yearly interim reduction targets to reach the long-term target. Section 6 states that for the purposes of the Act, "the long-term emissions reduction target for the State is an amount of net zero greenhouse gas emissions by the year 2050".

Page 14 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Section 20 states:

The Government of Victoria will endeavour to ensure that any decision made by the Government and any policy, program or process developed or implemented by the Government appropriately takes account of climate change if it is relevant by having regard to the policy objectives and the guiding principles.

(iii) Renewable Energy Targets

The Australian government operates the Renewable Energy Target scheme under the Renewable Energy (Electricity) Act 2000 and associated regulations. It has two parts – the Small-scale Renewable Energy Scheme and the Large-scale Renewable Energy Target.

The large-scale Renewable Energy Target scheme creates a financial incentive for the establishment or expansion of renewable energy power stations, such as wind and solar energy facilities or hydro-electric power stations. Legislated annual targets require significant investment in new renewable energy generation capacity in coming years. In June 2015, the Australian government reduced the Renewable Energy Target to 33,000 gigawatt hours, or about 23.5 per cent of Australia's electricity generation from renewable energy sources by 2020.

The State Government introduced a Renewable Energy Target in 2017 of 25 per cent of Victoria's electricity generation by 2020 and 40 per cent by 2025. The targets are contained in the *Renewable Energy (Jobs and Investment) Act 2017* (Vic). The Department of Environment, Land, Water and Planning (DELWP), on behalf of the Minister for Planning, submitted that, by legislating the targets, the State Government is providing industry with the certainty and confidence to invest in renewable energy projects.

The State Government aims for the renewable energy sector to generate 650 megawatts of energy through its Renewable Energy Auction Scheme. It has sought proposals from the industry to generate renewable energy.

DELWP submitted that the *Renewable Energy Action Plan* (DELWP, 2017) outlines the government's renewable energy policy agenda and the pathway to meet Victoria's energy goals. It added:

The plan supports accelerating large-scale renewable energy generation to strengthen the affordability, reliability and resilience of Victoria's energy system, and to create new jobs and industry growth to empower households, businesses and communities during the state's transition to a low-carbon economy.

Page 15 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

3 Strategic and policy matters

3.1 Background

Section 60 of the Act requires a responsible authority to consider, among other things, State and local planning policies, and any significant environmental, social and economic impacts of the proposed land-use when considering a planning permit application. A purpose of zones and overlays in the Planning Scheme is to implement the State and Local Planning Policy Frameworks, including the Municipal Strategic Statement and local planning policies.

This chapter discusses policy and strategic matters related to agriculture and renewable energy.

(i) Context

Council's Large-Scale Solar Energy Power Plant Investor Prospectus describes its strong support for a large-scale solar power plan in Shepparton. It identifies Shepparton as an ideal site for a large-scale solar power plant because of its position on the Victorian Gas and Electricity Transmission Network with a 220-kilovolt transmission line, annual average solar exposure between 14 and 20 megajoules per square metre, and considerable transmission savings of around 10 per cent due to Shepparton's proximity to Melbourne and certainty of supply during times of high demand.

The permit applicants submitted that they conducted a detailed analysis to find appropriate sites for developing solar energy facilities. Key factors for their site selection were excellent solar source, easily accessible land, flat topography, willing property owners, near an electricity grid connection point with available capacity, and land that is not used for high value horticulture or dairy.

Council submitted that the four permit applications would result in 827.9 hectares of land used for dryland agriculture in the Greater Shepparton Irrigation District being developed for renewable energy facilities. The facilities would total 849,800 solar panels with the ability to generate 243 megawatts of electricity. That will significantly contribute towards the State Government's Renewable Energy Target of 40 per cent of electricity generation by 2025.

(ii) Economics and agriculture expert witness conference statement

The Panel directed that economics and agriculture expert witness meet to agree on key issues in dispute and key assumptions before the Hearing. The following expert witnesses met on 9 May 2018:

- · Mr Rendell of RMCG on agriculture and economics called by Council
- · Mr Appels of Frontier Economics on economics called by X-Elio
- · Mr Noronha of Essential Economics on economics called by CleanGen
- Mr Phillips of Phillips Agribusiness on agriculture called by Neoen.

Experts discussed an overarching proposition and 10 underlying propositions and either agreed, agreed with a qualifier or note, or stated it was not their area of expertise. These propositions are shown in the relevant sections of this chapter. No expert disagreed with any proposition or key assumption specified in the conference statement (Document 11a).

Page 16 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

3.2 Agricultural production

(i) The issue

The issue is whether the permit applications will result in an unacceptable impact on agricultural production in the region.

(ii) Expert witness conference statement

The relevant experts generally agreed:

Overarching proposition

The impact of the solar farms on the region's agricultural production is considered small (\$0.7million - \$1.3million/year gross income per annum i.e. 0.1%-0.2% of the City of Shepparton's regional agricultural production). This would reduce farm jobs by 2-4 FTE.

This small impact is because it will not affect the dairying or horticulture industries which are the major contributors to the regions agriculture.

Underlying propositions

- Agriculture is important and worth close to \$2billion, but the dairy industry
 and horticulture industry are the most critical as they comprise \$1.1billion
 and have significant regional processing industries.
- The strategic value of the land varies depending upon soil type and whether water is accessible. Thus the sites suitable for dairy and horticulture that lie within the Shepparton and Central Goulburn districts have a higher strategic value.
- The agricultural capability of the sites has been assessed as:
 - Tatura is well suited to horticulture, mixed irrigation/cropping/grazing or dryland and is only suitable as an adjunct to a dairy farm.
 - Lemnos Small area suited to horticulture, most suited to irrigated cropping/grazing and possible conversion to dairy.
 - Tallygaroopna Half the site is similar to adjacent horticulture on soils considered fair for horticulture. The whole site is most suited to mixed irrigation cropping/grazing or dryland.
 - Congupna Is suitable to dryland agriculture or if developed, possibly irrigation/cropping/grazing.
- The current land-use is mixed cropping and grazing with varying degrees of irrigation on the various sites. The total estimated value of agricultural production is \$0.9million and \$1.3million and 3-4 full-time equivalent labour units. This is 0.2% of the City of Shepparton's agricultural production.
- The value of the loss of land is based not on the theoretical potential of the individual site, but is equivalent to the value of dryland production at each site.
- The estimated loss of land is collectively 832.4ha which is currently producing a gross income of \$0.9million to \$1.3million. If the current water

Page 17 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

use was used elsewhere, then the sites' production loss is estimated to be equivalent to dryland conditions of \$0.7mill income. This represents 0.1% of the agricultural production in the City of Greater Shepparton and about 2 lost farm jobs.

- The impact of loss of land on upstream and downstream regional activities is considered small. This is because the land-use lost (irrigation and dryland cropping/grazing) has relatively low inputs and relatively low downstream regional processing.
- As far as the experts know there will be no impact on the agricultural production on surrounding properties, though we make no assessment on the micro climate effect for horticulture.
- The proposed solar farms will result in economic activity (jobs, equipment and materials) during both the construction and the ongoing maintenance.

Where this information appears in individual expert witness statements, it is not duplicated in the following section of this chapter.

(iii) Evidence

Mr Rendell's expert evidence was that dairy and horticulture are the higher value agricultural production, accounting for 70 per cent of the value of agricultural output in 2016. He highlighted that overall agricultural output in the City of Greater Shepparton was worth \$550 million in 2016, while food manufacturing was worth \$918 million. Agricultural production in the Goulburn Broken Catchment was nearly \$2 billion.

Mr Rendell stated that total area has an approximate gross farm income annually of \$666,000 based upon dryland production producing \$800 for each hectare of gross income. He explained that, theoretically, three of the four properties could conceivably be used, some partly for horticulture and some for more intensive mixed farming. He cautioned that this would require more water, resulting in land elsewhere needing to retire their use, given water (not land) is the limiting factor in the area. Mr Rendell stated that even with an increased theoretical production of more than \$10 million each year, this would be at the expense of production of a similar scale being lost on land elsewhere in the Irrigation District.

Mr Rendell said that, based on soil types, Tatura, like some parts of the Lemnos subject land, has potential to be converted to horticulture at considerable cost.

Mr Phillips stated that the small proportion of subject land for the four facilities compared to District's total irrigated agriculture, is emphasised when the land resource is viewed against its relatively low-value broad acre agricultural use. He added that the Lemnos site is serviced by the Shepparton Irrigation Area but the land tends to have poorer quality soils than land on the western side of the Goulburn River. He found broad acre cropping under dryland or irrigated conditions to be the best use of the Lemnos property and that the land has a low suitability to horticulture because of its soil type characteristics. Mr Phillips and Mr Rendell agreed that only the Lemnos site has sufficient scale for a dairy property.

Page 18 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(iv) Submissions

Local objectors and organisations such as the Victoria Farmers Federation (VFF) urged the Panel to not support the planning permits because they believed the solar energy facilities would reduce agricultural production in the Irrigation District.

VFF submitted that losing agricultural land to solve another problem is a difficult conundrum. The Goulburn-Murray Irrigation District is known as the Victorian 'Food Bowl'. The area is prime agricultural land which is serviced by irrigation infrastructure that requires a 'critical mass' of users for the full benefits to be realised. It submitted that good planning for Victorian agriculture should support sustainable agriculture and government infrastructure investments.

VFF submitted that the permit applicants, Council and the expert witnesses had not calculated the employment and economic benefits of using the sites for a range of agricultural and horticultural uses when calculating net community benefit. It added that Council incorrectly compared each application to the entire Victorian Food Bowl because each site is identified as strategic agricultural land to be protected from loss.

Goulburn-Murray Water submitted:

The land area and water use associated with the subject properties is not large in the context of the overall GMID. However the absence of guiding principles relating to the location of these and future developments provides a precedent and scope for a proliferation of solar farms and the attendant problems.

It sought to locate future solar energy facilities based on sound planning principles. Goulburn-Murray Water recommended a set of guidelines such as locating solar energy facilities on low quality or marginal agricultural land to reduce impact on agricultural production.

Council submitted that all the economics experts agree that the project sites are used for low-value agricultural enterprises such as cropping and grazing. It considered the sites to be not strategically significant in an irrigated agricultural context, and that removing them would have a minor impact on the Shepparton agricultural economy.

The Committee for Greater Shepparton submitted that it believes in renewable energy and supports the development of solar energy facilities in the region. It qualified this by adding "the driver of the economy is irrigated agriculture, and if this were reduced the regional economy would suffer." It considered that agriculture and solar energy facilities can co-exist, however, it was concerned about setting an undesirable precedent for these facilities on irrigated agricultural land. It supported a set of guidelines that would exclude such facilities on irrigated land in future.

Mr Peter Hall, an orchard owner objecting to the Tatura East permit application, submitted that prime agricultural land must take precedence particularly because the land is located on an irrigated water system that has been extensively planned and moderated way with the objective of preserving agriculture.

At the Hearing, Ms Akers, an objector to the Tallygaroopna permit application, submitted that locating solar energy facilities on land with an irrigation water system undermines the

Page 19 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

competitive advantage of agriculture in the region and places the irrigation infrastructure at risk. She said that there is an abundance of land available for solar energy facilities outside the Irrigation District. Ms Akers requested that the State Government develop guidelines for solar energy facilities which help developers to identify appropriate land. She referred to guidelines from the United Kingdom (Document 24) as a sound basis for the Victorian guidelines.

(v) Discussion

The Panel acknowledges the importance of agricultural production in the Irrigation District and throughout Victoria. There is considerable planning policy and broader State government policies seeking to protect productive farmland of strategic significance in the local or regional context.

The Panel accepts the evidence of the economics and agriculture experts that the current land-use and productivity has value and that each site has potential for increased agricultural production. However, this would require considerable investment.

The extent of existing and future irrigated agricultural activity relies on available water supply. According to the expert advice, there is insufficient water to supply all land in the Irrigation District. The Panel agrees with the expert witnesses that removing demand for water on the subject land will enable 832 hectares of other land in the District to secure water for more productive agricultural land. This reflects existing circumstances because the subject land is currently used for dryland grazing and cropping, which is relatively low-value agricultural production.

The Panel accepts consensus in the expert conference statement that losing the existing low-value agricultural production on the subject land represents a loss of \$700,000 gross income each year based on the current dryland agriculture and \$1.3 million each year based on higher value cropping which requires considerable investment. This equates to 0.1 per cent to 0.2 per cent of Greater Shepparton's regional agricultural production (zero when rounded to the closest number). This may be an outcome of the permit applicants selecting each subject site based on, among other key factors, the land not used for high value horticulture or dairy.

Regarding the proposals potentially setting an undesirable precedent, the Panel must consider each permit application on its own merits. However, permit applicants, community members and decision makers would benefit from further strategic guidance on assessing future permit applications proposing a solar energy facility on land in an irrigated agricultural area.

(vi) Conclusion

The Panel concludes:

 The proposed facilities will result in an estimated loss of agricultural production of between \$700,000 and up to \$1.3 million each year or about 0.1 per cent and up to 0.2 per cent of the Irrigation District's annual agricultural production. This equates to zero when rounded to the closest number.

Page 20 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

 Future solar energy facilities may, depending on scale, have a cumulative adverse impact on the agricultural production of the Irrigation District, therefore future permit applications would benefit from further guidance on where they should be in Victoria.

3.3 Water infrastructure

(i) The issue

The issue is whether the permit applications will result in an unacceptable impact on the Irrigation District's water infrastructure and associated investment.

(ii) Expert witness conference statement

Underlying proposition

The GMW operations and revenue will be unaffected, as there will be no change to GMW costs, operations or revenue as a result of the land being unirrigated.

The key assumptions that the experts relied on were:

- The water use in the region has declined significantly that is, it is now 60 per cent compared to 20 years ago.
- The modernised GMID system is still effectively servicing the same area and thus there is a large area of farms that do not irrigate.
- The infrastructure charge will still be levied on these properties despite there being no irrigation used.

Where this information appears in individual expert witness statements, it is not duplicated in the following section of this chapter.

(iii) Evidence and submissions

DELWP referred to the Water for Victoria policy and the State Government's \$2 billion Connections Project in the Goulburn-Murray Irrigation District. The Connections Project will upgrade irrigation infrastructure by improving system efficiency and reconfiguring system assets on a channel-by-channel assessment. It has "identified areas where assets will be rationalised and where properties are not likely to irrigate in the future, which will reduce the costs of supplying water to remaining customers."

DELWP submitted that the proposed project sites are not part of the rationalisation that is occurring through the Connections Project. The State Government is working with Goulburn-Murray Water to explore other opportunities, including those presented by these sites, to rationalise irrigation infrastructure for the long-term sustainability of the Irrigation District.

Goulburn-Murray Water provided information on the modernisation project which it explains has achieved multiple benefits for the investors through:

- · improved efficiency of irrigation delivery resulting in water savings
- reduced volume of water required from purchasers

Page 21 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

improved service standards for irrigators.

Mr Rendell stated that the amount of water available to irrigators has irreversibly declined because of water law and policy reforms such as water trading and water recovery under the Murray-Darling Basin Plan. He explained that the extent of available land in the Irrigation District is now far greater than water availability. Mr Rendell considered water, not land, to be the limiting factor on agriculture.

Mr Rendell provided detailed information on trends in water use by agricultural sector across the Southern Connected Basin from the 1970s to 2016. The information highlighted the impact of key reforms such as the introduction of water trading in 2001, and periods of drought and drought recovery. It presented a highly sophisticated agricultural sector that is agile in its response to water availability, with water intensive sectors such as dairy and rice expanding production in wet years and dropping away rapidly in dry times.

The economics and agriculture experts agreed that the land-use change at the project sites will not reduce the total water available for irrigated production because the water allocations would be expected to be traded to other properties in the Goulburn-Murray Irrigation District.

Goulburn-Murray Water submitted that water sellers have generally elected to retain their access to irrigation delivery services, resulting in fragmented water use patterns across the District, which it called the 'Swiss cheese effect'. It submitted that the proposed projects would exacerbate this and that "further conversion of land away from irrigation land-use has the potential to increase cost pressures on remaining irrigators." As part of its recommended set of guidelines, Goulburn-Murray Water recommended that solar energy facilities be located to provide opportunities to rationalise the footprint of irrigation infrastructure.

At the Hearing, Mr Hannan of Goulburn-Murray Water receded from the proposition in Goulburn-Murray Water's original submission that removing agricultural land from the irrigated district has the potential to increase cost pressures on remaining irrigators. Mr Hannan acknowledged that the land owners of the subject sites will continue to contribute water fees, which mitigates the impact on other customers. He explained that agriculture is adjusting to the fact that water entitlement holders have sold water and there is less water in the system.

Mr Hannan expressed concern that the permit applications may set a precedent for similar future proposals in the Irrigation District.

Ms Akers' submitted that ensuring "our (water) backbones remain viable is critical to the future viability of the area." She discussed the 'Swiss cheese effect' and emphasised that in the context of the Basin Plan under which farmers need to give up water assets, a strategic approach is vital. She submitted that Goulburn-Murray Water needs to develop a clear path for an irrigation footprint.

Page 22 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(iv) Discussion

The issue of water attracted passionate and strongly held opinions. The question for the Panel is whether the proposed solar energy facilities will result in an unacceptable effect on irrigation infrastructure which planning policy requires to be protected and enhanced.

There has been considerable investment in the Connections Project which has identified areas where irrigation infrastructure is to be rationalised and where properties are not likely to irrigate in the future. DELWP's submission clearly explains that, although the proposed project sites are not part of the rationalisation project, it is exploring other opportunities to rationalise irrigation infrastructure, including those presented by these sites.

The Panel adopts the joint opinion of the economics experts that Goulburn-Murray Water's costs, operations and revenue will not be affected if the subject sites were not irrigated. The owners of the subject sites will continue to contribute water fees, which mitigates the impact on other customers.

The Panel considers that the four proposed facilities will not fragment water-use patterns to the extent which would result in an unacceptable effect on the Irrigation District. While the cumulative impact of *future* facilities may, depending on location and scale, have an adverse impact, this is outside the scope of the permit assessments and is better addressed through strategic guidance.

The Panel agrees with submitters, including local farm operators, VFF, Goulburn-Murray Water and Committee for Greater Shepparton, that future permit applications proposing solar energy facilities in the Irrigation District would benefit from further strategic guidance.

(v) Conclusions

The Panel concludes that the four permit applications will not result in an unacceptable effect on the Irrigation District's water infrastructure because:

- future investment in Goulburn-Murray Irrigation District's water infrastructure is not expected to result in sufficient water for all land in the District
- using and developing the subject sites for solar energy facilities will reduce potential future demand for water, enabling it to be available to other agricultural operators
- Goulburn-Murray Water's operations and revenue will be unaffected by the subject land being unirrigated because:
 - specifically, subject land owners will continue to contribute financially to the District's irrigation infrastructure by paying annual water charges and fees to Goulburn-Murray Water
 - accordingly, there will be no change to its costs, operations or revenue.
- Future solar energy facilities may, depending on scale, have a cumulative adverse impact on water infrastructure in the Irrigation District, therefore future permit applications would benefit from further guidance on where they should be located in Victoria.

Page 23 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

3.4 Environmental, economic and social effects

(i) The issue

The issue is whether using and developing the subject land for solar energy facilities will have any significant environmental, economic or social effects.

(ii) Expert witness conference statement

The economics and agriculture experts' conference statement achieved general agreement, from relevant experts, that the loss of agricultural production will be 0.1 to 0.2 per cent of the regional agricultural production, equating to two to four farming jobs. They agreed that:

- the solar energy facilities will contribute significantly to the regional economy
- the net regional benefit of the facilities will be greater than the loss of agricultural production.

The experts based their statement about positive economic impact on the following key assumptions:

Construction -

- Capital investment of \$310million (\$50million sourced locally)
- Direct employment 850 jobs (mostly locally sourced)
- Contracts for local suppliers

Operational phase

- Direct ongoing operating expenses for example \$1.5 million each year for Tallygaroopna, Congupna and Tatura
- Direct employment of 35 jobs
- Electricity infrastructure improvements.

Key factors – for the four sites combined:

- The agricultural loss is estimated at between \$0.7million (equivalent dryland production) and up to \$1.3million (maximum current production) annually
- This represents between 2 and 4 farm jobs lost
- These losses are considerably less than the benefits identified above
- Stimulus to the local economy through wage spending.

Where this information appears in individual expert witness statements, it is not duplicated in the following section of this chapter.

(iii) Evidence and submissions

Council provided details for each permit application in its Part A submission. Collectively, the projects will compromise 849,800 solar panels with the ability to generate 243 megawatts of electricity at full operating capacity. Council explained that this would assist in achieving the Victorian Government's renewable energy target of 25 per cent of total energy generation by 2020 and 40 per cent by 2025.

Mr Noronha and Mr Appels examined the broader employment data for the Greater Shepparton area.

Page 24 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Mr Noronha stated that the four solar energy facilities will deliver aggregated environmental, economic and community benefits. He provided considerable data, analysis, and a net community benefit assessment to support this statement. These benefits were reflected in the key assumptions adopted in the expert witness conference statement.

Mr Noronha estimated that the aggregate benefits of the four solar energy facilities would include 35 full time jobs from direct employment and a further 100 permanent jobs to be generated in the wider State and national economies. He achieved this figure by applying an industry-standard multiplier for the electricity industry of 3.91 to the direct operational and maintenance jobs, of which he said, some would be generated locally through existing and new supply chains. In summary, he estimated that approximately 135 jobs (35 direct jobs and 100 indirect jobs) can be expected to be supported on an ongoing basis through the operation of the four facilities.

Mr Appels stated that there is a diversity of industries other than agriculture in the Greater Shepparton region and that the proportion of agricultural-related employment has been declining over the past 25 years. Mr Noronha stated that the four solar energy facilities would:

- contribute to Greater Shepparton's industry transformation by providing diversification opportunities for industry and workers
- assist Greater Shepparton's current unemployment rate of 7.4 per cent compared to Victoria (6.0 per cent) and Regional Victoria (5.4 per cent).

Council was critical of Mr Noronha's figures.

Mr Noronha explained that the Tatura East facility would contribute \$50 million in capital investment, of which \$10 million would be spent on local labour and purchases. He added that it would directly employ 210 full-time equivalent positions, of which 170 are likely to be sourced locally and 335 indirect full-time equivalent positions during construction. During its operational phase, Tatura East would directly employ five full-time equivalent positions, 15 indirect positions, add \$22.4 million to the region over 30 years.

Mr Appels stated that, based on information provided to him by X-Elio, the proposed Tallygaroopna and Congupna solar energy facilities would cost approximately \$15 million to establish from sourcing equipment, workers and materials in the Shepparton area. They would generate up to 250 construction jobs and 10 to 15 ongoing jobs.

Mr Noronha was not able to calculate the aggregated reduction in carbon emission for the four projects due to information constraints.

(iv) Discussion

No submitter objected to renewable energy facilities in general, or to locating them in another part of the broader Greater Shepparton region or beyond. Some submissions, such as the Committee for Greater Shepparton, explicitly supported renewable energy.

ı ;	Based or	n Australian	Bureau of	Statistics	Input-Out	put tables
-----	----------	--------------	-----------	------------	-----------	------------

Page 25 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Environmental

The Panel acknowledges that the four proposed solar energy facilities will comprise 849,800 solar panels, generate 243 megawatts at full operating capacity and are in a region with considerable annual direct solar exposure. This scale of renewable energy generation will contribute considerably towards the Victorian Renewable Energy Target. The Panel has no doubt that these facilities will reduce carbon emissions from electricity generation which will result in a significant positive environmental effect.

Economic

The Panel accepts the agreed propositions and key assumptions in the expert witness conference statement. The Panel highlights that the loss in agricultural production of \$700,000 to \$1.3 million each year is small when compared to:

- the region's \$2.1 billion agricultural production value (zero percent when rounded to the closest number)
- direct and indirect economic effect through capital investment and jobs during the construction and operational phases
- the additional electricity capacity available through Victoria's power grid.

The Panel accepts that the 850 full-time equivalent positions during construction and 35 direct (and potentially 100 indirect jobs in Victoria and Australia) ongoing positions will far exceed the two to four farm jobs estimated to be lost. Of the \$307 million proposed to be invested into the region, the community should expect \$51 million of it to flow through purchasers of services and labour.

Social

There was little discussion about the social effect of the proposed energy facilities. The Panel considers that some of the economic effects will translate across as social effects. For example, providing net additional job opportunities to an area with a relatively higher unemployment rate than regional Victoria generally may provide some members of the local community additional revenue to make further choices in their day-to-day activities, including social interaction. CleanGen proposes to establish a community fund of \$50,000 each year to support community groups or projects and programs such as the Council community grant fund, Aboriginal partnerships, Lighthouse projects, Women's Charter Alliance and Start-ups and innovation. Supporting this community interaction will have a notable positive social effect.

(v) Conclusions

The Panel concludes:

- Reducing carbon emissions through 243 megawatts of renewable energy will have a significant positive environmental effect.
- The four proposed solar energy facilities will contribute towards achieving the Victorian Government's renewable energy target of 25 per cent of generation by 2020 and 40 per cent by 2025.
- The four proposed solar energy facilities will have a positive economic effect on the Greater Shepparton region through, among other things:

Page 26 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

 capital investment of \$307 million, of which an estimated \$51 million will flow to the local economy

- 850 jobs during construction and 35 ongoing jobs compared to two to four farm jobs estimated to be lost
- Some of the economic effects, such as new jobs, local expenditure and community funding, will translate into notable positive social effects.

3.5 Alignment with planning policy

(i) The issue

The issue is whether planning policies on agriculture and renewable energy conflict, and if so, whether the objectives can be integrated in favour of net community benefit and sustainable development. In addition to evidence and submissions on planning policy, this chapter considers discussion and conclusions from chapters 3.2, 3.3 and 3.4.

(ii) Evidence and submissions

Just over half of the submissions for the four permit applications objected on the basis that the facilities would be inconsistent with the primary strategic use of the land for irrigated agriculture or that it would have a detrimental impact on agricultural production in the region. Submitters were concerned that the proposed solar energy facilities would reduce productive agricultural land, which is the main driver of the region's economy.

Council submitted that the Planning Scheme planning policies which apply to the four applications are the primary policy driver for determining the permit applications.

DELWP and Council referred to parts of the State Planning Policy Framework, Victoria Planning Provisions and Hume Regional Growth Plan to highlight policy support for protecting agricultural production and for exploring renewable energy opportunities. These include Clause 14.01 (Agriculture), Clause 19.01 (Renewable Energy) and Renewable Energy Facility (Clause 52.42). Council submitted that while the Hume Regional Growth Plan seeks to support agricultural production by protecting and enhancing key agricultural assets including land and water resources (Clause 11.2), it also supports exploring opportunities for renewable energy generation (Clause 11.3).

Details of these clauses and sections are in Chapter 2 of this report and not repeated here.

Council submitted that there is a conflict between the policies seeking to protect agriculture and those which support renewable energy facilities. It considered that the primary policy issue is "whether the loss of productive agricultural land within a food bowl of national significance for the purpose of solar farms produces an acceptable planning outcome."

DELWP and Council submitted that, where the Planning Scheme presents potentially competing policy objectives, Clause 10.01 directs that the decision maker should:

... endeavour to integrate the range of policies ... to be determined and balance conflicting objectives in favour of net community benefit and sustainable development for the benefit of present and future generations.

Page 27 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

X-Elio called planning evidence from Mr Glossop of Glossop Town Planning. Mr Glossop stated that it too simplistic to conclude that solar energy facilities are inappropriate or not supported by policy because they are not soil-based agriculture. He added that, while protecting farmland is an important strategic consideration, it is not a threshold consideration. The renewable energy provisions under Clauses 19.01-1 and 52.42 seek to facilitate renewable energy proposals. Therefore, they seek to facilitate solar energy facilities; not restrict them. It was his opinion that solar energy facilities are compatible with agricultural land-use.

Mr Glossop stated that net community benefit can be assessed by examining:

- · whether the disbenefits of the proposed facilities outweigh the benefits
- whether the proposals result in an acceptable planning outcome.

He explained that the key question is whether the permit applications provide an appropriate planning outcome that will result in net community benefit and sustainable development.

Neoen called planning evidence from Mr Clarke of Matrix Planning. Mr Clarke stated that quantifying the relative benefits of agriculture and renewable energy to assess net community benefit is difficult and the wrong approach. He considered that planning policy supports both an agricultural use and a renewable energy facility and it is not a question of choosing one over the other. He stated that both outcomes are not mutually exclusive. In his opinion, the question is whether the proposed land-use will result in an acceptable planning outcome. He stated that there is only one land-use proposed in these applications and any alternative land-use is not relevant. Mr O'Farrell of Counsel for X-Elio and Ms Acreman of Counsel for CleanGen agreed with Mr Clarke's view on these matters.

Mr Clarke highlighted that there are very few areas with the sort of characteristics of these sites, solar access and flat topography, located on the energy grid. When questioned by Council, Mr Clarke said that land is a finite resource and it would be an unfair analysis to conclude that a specified benefit has not been achieved. It is not possible to fit every type of use on one piece of land. The question is whether there is sufficient land available for agriculture in Greater Shepparton. Mr Clarke emphasised that he was not saying that it is not about net community benefit.

In response to questions from the Panel, Mr Clarke stated he believes there are conflicting policies. He explained that the gist of his evidence is that either land-use outcome is acceptable. It does not get rid of the conflict. Mr Clarke stated that conflict is something we should manage, not shy away from, and that managing conflict means avoiding conflict by making a choice. He added that one of the things planning should not do is to try to control the market place.

Mr O'Farrell and Mr Power both submitted that Clause 19.01 requires a responsible authority to facilitate renewable energy. Mr Power added that renewable energy is emphatically and incontrovertibly supported by the Planning Scheme and in Victorian and Commonwealth renewable energy targets.

Page 28 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Mr Power said that if a renewable energy development is in an "appropriate location" the responsible authority is obliged to approve it. He added that the primary focus for assessing the planning permits should be whether:

- there are site constraints that make it unsuitable
- the project would materially compromise or undermine the achievement of planning policies that support other land-use or planning outcomes.

Mr Power submitted that, while the impact of the proposals on the agricultural sector is a relevant consideration, it is not a question of whether there is another preferred or better use for the sites. The question is whether permitting solar energy facilities would compromise agriculture in this location – he said that it does not.

Council referred to the decision guidelines in Clause 65 of the Planning Scheme, case law and VCAT decisions on the test of an acceptable planning outcome. It submitted that the Panel needs to be satisfied that the developments and conditions on the permits will produce acceptable planning outcomes, as distinct from ideal planning outcomes.

Council preferred the evidence of Mr Glossop and the agricultural and economics experts and considered Mr Clarke's approach to net community benefit to be incorrect.

VFF submitted that, despite the expert witness statements, State, regional and local planning policy do not support non-agricultural land-use in the Farming Zone. At the Hearing, Ms Gervasoni represented VFF. Mr O'Brien of Clement Stone Town Planners represented Valley Star Pty Ltd and NMB Barolli Pty Ltd and others. Both parties opposed the four permit applications and submitted that:

- the Planning Scheme clearly identifies areas of strategic agricultural value which should be protected
- there is considerably more policy support for protecting agricultural land and water infrastructure than for renewable energy.

VFF explained that, unlike geothermal energy or wind energy, solar energy does not have major locational issues and can avoid strategic land and land with significant community infrastructure investment. Therefore, greater emphasis should be placed on the Farming Zone purpose and on local strategic planning to determine whether an alternative use is appropriate.

VFF submitted that "facilitating large footprint industrial facilities in highly productive agricultural areas is not strategically supported and creates unnecessary conflict." It added that State and local planning policy have many clauses that support the protection of agricultural land from loss or from incompatible use. The policy support for agriculture is more extensive than that for renewable energy. At the Hearing, Ms Gervasoni submitted that each site is clearly identified as strategic agricultural land to be protected from loss.

VFF submitted that there is no clear State policy supporting solar power or outlining how to consider permit applications, unlike State policy supporting agriculture. In response to a question from the Panel, Ms Gervasoni said that VFF had asked the Minister to introduce solar energy facility guidelines and that local considerations are always required.

VFF said that any discretionary use in a Farming Zone should be strategically supported, provide a net community benefit and not be detrimental to agricultural production.

Page 29 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Mr Peter Hall described the permit proposals as a 'collision' of public policy on agriculture and renewable energy.

Mr O'Brien considered there is insufficient policy direction on how and where a solar energy facility should be located. He added that planning policy does not support such a facility, being a non-agricultural-use, on productive agricultural land.

He found Clause 52.42 decision guidelines to be too broad to weigh up whether a solar energy facility should be in a strategic agricultural area which is supported by considerable planning policy. Mr O'Brien cautioned about the need "to prevent compounding and cumulative impacts on the future growth and consolidation of agricultural land within the region."

(iii) Discussion

The Panel's task is to determine whether the proposed solar energy facilities will result in an acceptable planning outcome. In line with Clause 10.01 of the Planning Scheme, the Panel has considered whether the range of policies relevant to the issues have been integrated to determine and balance conflicting objectives in favour of net community benefit.

The Panel was presented with State planning policies seeking to protect productive farmland that is of strategic significance in the local or regional context (Clause 14.01-1) and promoting the provision of renewable energy with appropriate siting and design considerations (Clause 19.01-1). These are reflected in the Hume Region Clause 11.2 which recognises the region as a significant agricultural area for Victoria and nationally. It provides that agricultural production is to be supported and key agricultural assets are to be protected, including land and water resources. Clause 11.3 supports exploring opportunities for renewable energy generation to secure a sustainable energy future for the region.

There was considerable discussion at the Hearing about whether there was a conflict between relevant policy objectives. The Panel agrees with Mr Glossop's expert opinion that it is too simplistic to conclude that a solar energy facility is an inappropriate land-use because Clause 14.01 seeks to protect productive farmland. This policy needs to be considered and balanced with Clause 19.01 and Clause 52.42 which seek to facilitate renewable energy proposals.

The Panel has placed considerable weight on planning policy which seeks to protect agricultural production and water supply. It has already found that the proposed facilities will not adversely impact agricultural production or water infrastructure in the Irrigation District. A solar energy facility can co-exist with surrounding agricultural land if the proposed facility is consistent with planning policy and can achieve an acceptable outcome.

The Panel agrees with Mr Clarke that only the land-use proposed in the permit applications can be considered. Any preferred land-use thought to be better or ideal is not relevant. The Panel does not agree with submissions that planning policy does not support a solar energy facility on agricultural land because it is a non-agricultural use. The relevant question is whether a solar energy facility in an agricultural area is consistent with planning policy.

Clause 14.01-1 requires that productive agricultural land is not permanently removed from the State's agricultural base without considering its economic importance for the agricultural

Page 30 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

production and processing sectors. The State Planning Policy for the Hume Region Clause 11.2 supports developing a more diverse regional economy but also provides that infrastructure and strategic resources such as water and agricultural land are to be protected and enhanced. There was considerable expert evidence at the Hearing to determine that the proposed facilities will not have a significant economic effect on agricultural production.

The Panel does not agree with submissions that there is insufficient policy and decision guidance to decide on the four permit applications. When assessing a permit application, a responsible authority will adjust its degree of discretion based on the extent of specific and detailed guidance. While specific guidance for a solar energy facility is limited in this instance, there are sufficient broader policy and decision guidelines to enable the Panel to recommend whether each permit should be granted.

In line with the planning experts, the Panel finds that each facility proposal is consistent with planning policies seeking to facilitate renewable energy proposals and those seeking to protect agricultural production. The four solar energy facilities can, subject to appropriate permit conditions, harmoniously achieve both agricultural and renewable energy policy objectives.

(iv) Conclusion

The Panel concludes:

- Using and developing the subject sites for solar energy facilities can, subject to appropriate permit conditions, harmoniously achieve agricultural production and renewable energy objectives sought through State and local planning policy.
- The four proposed solar energy facilities, individually and cumulatively, will not remove the extent of agricultural land that would conflict with State or local planning policy.

Page 31 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

4 Common issues

4.1 Background

The Panel directed that solar energy and associated expert witness meet to agree on key issues in dispute and key assumptions before the Hearing. The following expert witnesses met on 11 May 2018:

- Mr Guthrie of Sustainable Energy Transformation Pty Ltd on solar energy called by Council
- . Dr Doris Blaesing of RMCG on horticulture and livestock called by Council
- Dr Barron-Gafford of the University of Arizona on heat island effect called by Neoen.

Their statements are shown in the relevant sections of this chapter.

4.2 Air temperature

(i) The issue

The issue is whether a solar energy facility will change air temperatures within the perimeter and beyond the solar arrays. The terms PV array and solar array are used interchangeably throughout the submissions and documentation but both terms refer to the complete solar generating unit comprising multiple PV modules and solar panels.

(ii) Submissions

Many objectors to the four permit applications submitted that the solar energy facilities, may, or will, increase air temperature beyond the solar array. Council's Part B Submission included numerous relevant studies, including:

- Barron-Gafford G, Minor R, Allen N, Cronin A, Brooks A, Pavao-Zuckerman M, The Photovoltaic Heat Island Effect: Larger solar power plants increase local temperatures (Barron-Gafford et al (2016))
- Fthenakis V and Yu Y, Analysis of the Potential for a Heat Island Effect in Large Solar Farms Photovoltaic Specialists Conference (PVSC), 2013 (Fthenakis V and Yu (2013))
- Yang L, Gao X, Lv F, Hui X, Ma L, and Hou X, Study on the local climatic effects of large photovoltaic solar farms in desert areas Solar Energy 144, 244–253, 2017 (Yang et al (2017)
- Armstrong A, Ostle N and Whitaker J, Solar park microclimate and vegetation management effects on grassland carbon cycling, 2016 (Armstrong et al (2016)).

A proportion of objectors referred to international research, including Barron-Gafford et al (2016), to submit that the proposed facilities would increase temperatures by three to four degrees Celsius and would adversely impact on surrounding agricultural production. Many objectors interpreted the research as stating that temperature would occur outside the solar array, some thought inside, while several objectors did not specify location.

Page 32 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Referring to Barron-Gafford et al (2016), NMB & J Barolli Pty Ltd, orchard property owners in Tallygaroopna, considered that the permit application did not provide an impact assessment on the Photovoltaic Heat Island Effect.

Mr Todd Hall, Mr Shane Hall and Mr Peter Hall are three Tatura East orchard owners concerned about the proposed solar energy facility increasing temperatures in the area. At the Hearing, Mr Peter Hall challenged the available science regarding temperature variation and sought a setback of greater than 50 metres. He informed the Panel that listening to the relevant expert witnesses affirmed his view that more research is needed.

A few objectors submitted that their energy bills would increase because they would have to cool their dwelling more often.

There were objectors who submitted that an increase in air temperature would increase the insect population, adversely impact birds, horticulture and livestock. These subsequent matters are discussed in Chapter 4.4.

Council submitted that, in response to potential heat island effect, it applied the precautionary principle when including the following generic condition on each draft permit:

A setback of the solar farm arrays of not less than 50 metres to property boundaries

Council referred to several VCAT and Supreme Court cases regarding the application of the precautionary principle, including *Western Water v Rozen & Anor (2008) 24 VR 133*. This matter related to the restricting one dwelling to every 40 hectares in open drinking water catchment areas.

Ms Acreman submitted that there two pre-conditions to applying the precautionary principle:

- (a) There must be scientific uncertainty
- (b) There must be a threat of serious or irreversible damage.

With *Rozen*, Ms Acreman said that it was scientifically plausible that septic run off entering the drinking water system would cause serious health damage. However, there was scientific uncertainty about how many septic tanks should be permitted in the catchment.

Ms Acreman said that the situation with solar energy facilities is different. There are relevant experts, including those who appeared as expert witnesses who agree with the science that there is no risk of serious harm. She added:

Lack of scientific certainty is not enough. We could posit that the solar panels will turn the fruit in the orchard blue and that because we don't have scientific proof that will not happen, we should not place solar panels near an orchard. Fruit turning blue will no doubt be serious harm. But, is there actually a risk of it happening? Is it plausible to say the fruit will turn blue? We could do a couple of preliminary tests to find out and if those tests couldn't find a plausible basis for the assertion that the solar panels would cause the harm complained of, we would not go further.

Page 33 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

In response to questions from the Panel regarding more detailed reasons about the setback and its spatial impact, Council provided a table (reproduced in Table 1) highlighting the extent of land required to meet the 50-metre setback.

Table 1 Spatial impact of proposed 50-metre setback on each subject land

Subject land	Total land area (Ha)	Land perimeter distance (m)	Buffer area (m²)	Buffer area (km²)	Buffer area (Ha)	% of total land affected by buffer
610 Ferguson Road, Tatura East [*]	135.86	5,200	202,159.84	0.20	20.22	14.88
1090 Lemnos North Road, Congupna	161.81	5,081	244,453.26	0.24	24.45	15.11
235 Victoria Road, Tallygaroopna	96.30	4,463	212,871.46	0.21	21.29	22.11
1220 Cosgrove- Lemnos Road, Lemnos	450,78	11,427	536,264.61	0.54	53.63	12.56

^{*}Note that the total land area is 135.86Ha and the total solar energy facility land area is 98.12Ha. CleanGen disputed use of the land area of 135.86Ha rather than 98.12Ha calculating the percentage of land impacted. Use of the 98.12Ha would mean 20.59 percent of the land would be impacted. Irrespective, the total land area of the Council's generic 50-metre setback would be 119.59Ha.

During the Hearing, Council said that Mr Harriott, Chief Executive Officer, Greater Shepparton City Council, originally proposed the 50-metre setback permit condition. Council tabled his written reasons (Document 38) and acknowledged that he didn't have the benefit of multiple expert witnesses, expert conferences or cross-examination when he originally proposed the setback. Regarding Mr Guthrie's presentation to Council in January 2018, Mr Harriott explained:

In his presentation, he recommended a buffer distance of 25m to protect against heat impacts on adjoining landowners. At the meeting, I recall raising with Ken that Council was considering a buffer distance of 50m. I recall Ken responding to the effect that, a 50m buffer distance is not what his research found to be required, but that it would not be an unreasonable buffer distance if Council wanted to take a cautious approach.

I didn't have before me enough scientific evidence to be confident that these heat impacts wouldn't occur, so I took a cautious approach.

•••

I applied the 50m setback to all four of the application sites because the same scientific uncertainty applies to each of them. They all adjoin land that needs to be protected.

(iii) Evidence

The expert witness statements of Dr Barron-Gafford and Mr Guthrie referred to Barron-Gafford et al (2016) and Fthenakis and Yu (2013). Mr Guthrie stated:

Page 34 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

These two papers indicate that temperatures within the solar farm will be higher than in the surrounding areas for at least part of the time. Whether that constitutes a "Heat Island" depends on whether the definition used requires it to be at an elevated temperature all the time or on average. However, Fthenakis and Yu also indicate that the PV farms also exhibits another of the characteristics of a heat island, which is the temperature "cliffs" at the fringe of the PV farm where temperatures drop quickly into the surrounding area.

Having considered Yang et al (2017), Mr Guthrie stated:

Based on these three papers it is my view that there will be an elevated temperature within the PV farm compared to the same site in current use and that the increased temperature will be of the range:

- In winter, night-time air temperatures above the panels will be 0.2 3.0 °C above temperatures outside the PV farm,
- In summer, temperatures will be 0.1 − 4 °C higher above the panels than outside the PV field and:
- In the soil under the PV panels, temperatures are cooler during the day and warmer at night, than outside the PV field.

Mr Guthrie noted that these type of temperature changes are often encountered with changes in land-use. For example, de Vries and Birch (1961)² observed a temperature difference of one to two degrees Celsius at 1.25 metres above the ground in irrigated areas compared to dryland in the area near Rochester, approximately 75 kilometres west of Shepparton.

Mr Guthrie explained:

Whilst decreasing heat build-up will be important to the operator of the solar farm, as PV output reduces as temperature of the panels increase, for neighbours the major issue will be to reduce the potential for heat transmission out of the solar farm into neighbouring properties.

Referring to his own research in Barron-Gafford et al (2016), Dr Barron-Gafford stated in his evidence:

Ultimately, we found that air temperatures within a PV solar farm are higher than those in nearby natural settings, and we referred to this as the PVHI effect (Figure 2). We found the PVHI effect to be much greater within the solar farm at night, with the greatest impacts being within the spring and summer months. Additionally, we found that presence of a PVHI effect to be much less significant during the day, and that the effects were least prominent in the winter and fall, regardless of time of day.

Page 35 of 101.

² The modification of climate near the ground by irrigation for pastures on the riverine plain" Vries D A de and J W Birch 1961 Australian Journal of Agricultural Research 12(2) 260 – 272.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Mr Guthrie and Dr Barron-Gafford each stated that these temperatures dissipate quickly with height above the solar panels as the thermal energy radiates back towards the atmosphere. Fthenakis and Yu (2013) states:

These simulations show a profound cooling effect with increasing height from the ground. It is shown that temperatures on the back surface of solar panels is up to 30 °C warmer than ambient temperature, but the air above the arrays is only up to 2.5 °C higher than ambient.

There were conflicting temperature dissipation results between Barron-Gafford et al (2016) and Fthenakis and Yu (2013), with the former showing results that any spatial extent of the PVHI has completely dissipated at 30 metres. The evidence statements of Dr Barron-Gafford's and Mr Guthrie critiqued the Fthenakis and Yu (2013) figure (see Figure 7) which showed the PVHI completely dissipated at 800 metres.

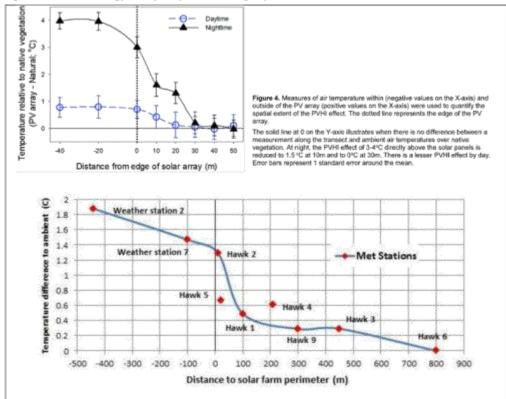


Figure 7 Solar energy facility temperature change by distance

Sources: Left: Dr Barron-Gafford's statement (Figure 4) Right: Fthenakis and Yu (2013) Figure 8 which appears in the statements of Mr Guthrie and Dr Barron-Gafford

Page 36 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

The research publication of Barron-Gafford et al (2016) was peer reviewed and published in a journal with a high impact factor³ while Fthenakis and Yu (2013) was not peer reviewed or published as conference proceedings, which generally are not allocated an impact factor.

Regarding Fthenakis and Yu (2013), Dr Barron-Gafford questioned the accuracy of the sensors used because the accuracy of the Hawk weather station air temperature probe is only around 0.5 degrees Celsius. No data on the uncertainty or variation was presented. Dr Barron-Gafford considered that, if this uncertainty is considered, all measures of air temperature beyond 200 metres may be indistinguishable from ambient air temperatures. He interpreted that the 'Hawk 4' reading is a singular measure that is anomalously higher than those around it, which are on a downward trend when moving away from the array. Dr Barron-Gafford stated that measures of uncertainty which are normally associated with such studies were not applied on any of these measurements. He was concerned about an apparent lack of cross-calibration within the Hawk sensors. Fthenakis and Yu (2013) identified the following issue:

'Hawk 7' shows higher temperatures likely due to a calibration inaccuracy.

The data from 'Hawk 7' is not shown in Figure 8 or Table 1 of Fthenakis and Yu (2013). The data in Table 1 of that Study shows that the temperature difference decreases by approximately 50 per cent when moving from 'Hawk 2' at 10 metres separation to 'Hawk 5' at 20 metres separation.

All parties to the Hearing, including members of the local community, had the opportunity to cross-examine all expert witnesses. Several parties, who referred to Barron-Gafford et al (2016) in their submissions, thoroughly cross-examined him on the study findings and his expert witness statement. Dr Barron-Gafford affirmed the evidence in his written report that there will be negligible differences in air temperatures at distances greater than 30 metres from the perimeter of the solar arrays.

There were objecting parties which continued to express concern about how increasing temperature would affect their property after hearing contradictory expert evidence. At the Hearing, Council submitted:

Council has filed and served expert evidence from Mr Guthrie. Mr Guthrie's descriptions are sound and reasonably based and he is a respected expert in his field. Council does not adopt Mr Guthrie's opinion that a 50 metre setback is not required.

(iv) Discussion

Within the solar array permitter

The Panel accepts expert evidence of Mr Guthrie and the expert evidence of Dr Barron-Gafford and the expert conference statement regarding the scientific consensus that solar

Page 37 of 101.

The impact factor (IF) or journal impact factor (JIF) of an academic journal is a measure reflecting the yearly average number of citations to recent articles published in that journal. It is frequently used as a proxy for the relative importance of a journal within its field; journals with higher impact factors are often deemed to be more important than those with lower ones.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

arrays will affect air and soil temperatures within the solar array perimeter. Air temperature within the perimeter of a solar array is expected to increase three to four degrees Celsius compared to outside the solar array. However, the temperature quickly reduces with height and can be managed. Decreasing heat build-up will be important to the operator of the solar arrays – as solar output reduces, the solar panel temperature increases. Compared to outside of the solar array, soil temperatures within the perimeter of a solar array are cooler during the day due to shading by the panels and warmer at night due to energy being trapped below the panels.

While there are only several studies related to the spatial extent of the PVHI, they are sufficient to understand the degree of temperature variation resulting from the technology proposed in the four permit applications.

Outside the solar array perimeter

The Panel gave considerable weight to Dr Barron-Gafford's evidence and it accepts the results of the Barron-Gafford study related to the extent of any PVHI effect which states:

... that the PVHI was indistinguishable from air temperatures over native vegetation when measured at a distance of 30 m from the edge of the PV array. This pattern held true for both daytime and night-time conditions. Because the PV panels themselves trap the energy from diffuse sunlight that was able to reach the ground underneath them, air temperatures remain elevated within a PV array. As you leave this "overstory" of PV panels, energy is able to radiate back towards the atmosphere, as it does in a natural setting, and the PVHI quickly dissipates.

The temperature variation shown in Fthenakis and Yu (2013) for the first 100 metres either side of the edge of the solar array is broadly consistent with those observed by Dr Barron-Gafford in Figure 4 of his evidence statement. The Panel was not presented with any credible evidence to oppose the findings of Fthenakis and Yu (2013) which states:

Analyses of 18 months of detailed data showed that in most days, the solar array was completely cooled at night, and thus, it is unlikely that a heat island effect could occur.

There is scientific consensus that a 'heat island effect' is unlikely to occur, therefore the precautionary principle does not apply for any of the proposed four solar energy facilities. This is supported by expert consensus that a serious or irreversible effect will not occur. Council's proposed generic 50-metre setback is therefore not required to address temperature, is considered excessive, and is not based on any evidence. As outlined in Mr Harriott's explanation, Mr Guthrie's recommended 25-metre setback "to protect against heat impacts on adjoining landowners".

The Panel is concerned about two matters – Figure 8 from Fthenakis and Yu (2013) and the disconnect between what Council asked Mr Guthrie in early 2018 about setbacks and what ultimately appeared in the draft planning permits.

As identified by Dr Barron-Gafford, Fthenakis and Yu (2013) acknowledges that Hawk 7 show higher temperatures likely due to calibration inaccuracy. Fthenakis and Yu (2013) opted to exclude Hawk 7 and relied on other testing stations to profile heat impacts. However,

Page 38 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

calibration inaccuracy on one station is likely to have a sequential effect across other stations such as Hawk 4. Unlike other studies, Figure 8 does not adopt any measures of uncertainty. While Fthenakis and Yu (2013) provides considerable science and insight, Figure 8 should not be relied on to understand temperature impact resulting from a solar energy facility. There were several parties which relied on this information to support their submissions.

This takes the Panel to its next concern – the disconnect between what Council asked Mr Guthrie in early 2018 and what ultimately appeared in the draft planning permits. Mr Guthrie stated that a 25-metre setback from adjoining property boundaries provides sufficient protection and Council asked whether it would be reasonable to extend this to 50 metres. However, the proposed permit condition requires a 50-metre setback between the solar arrays and subject land property boundaries. A considerable proportion of subject land boundaries interface with 20-metre road reservations, therefore this would result in a 70-metre separation between solar arrays and many adjoining property boundaries.

The Panel considers that a 30-metre setback should be applied from the external edge of a solar array to the closest adjoining property boundary, which is broadly consistent with the science and Mr Guthrie's original advice to Council. To minimise the land impacted by the 30-metre setback, the Panel considers existing road reservations, irrigation channels and existing vegetation can be included within the 30-metre setback. Later chapters consider how and where this should apply for each solar energy facility.

The Panel acknowledges the angst that the potential for temperature increases beyond the subject land areas had on surrounding residents and farm operators. In many instances, research referred to in submissions and at the Hearing, appeared to be not clearly understood, misrepresented and in some cases, unreliable. For example, Barron-Gafford et al (2016) stated that the temperature would increase by three to four degrees Celsius within the solar array; not beyond.

Surrounding farm operators should be comforted that the so-called 'heat island' effect was not a threat and will not adversely impact surrounding farm operations.

(v) Conclusions

The Panel concludes:

- While limited, there is sufficient scientific evidence to determine that no proposed solar energy facility will increase temperature beyond 30 metres of a solar array.
- The precautionary principle therefore does not apply and Council's proposed generic 50-metre setback is not required to address temperature.
- Any temperature increase within the solar array will be marginal, however, any solar array should be separated 30 metres from any neighbouring property boundary.

Page 39 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

4.3 Soil and ground water temperature

(i) The issue

The issue is whether a solar energy facility will change soil and ground water temperature.

(ii) Submissions

Many objectors to the four permit applications related to soil temperatures and ground water. Mr and Ms Slorach submitted that the solar panels "reflect and absorb upwelling long wave radiation which can prevent the soil from cooling as much as it otherwise would at night, in turn increasing the ambient air temperatures." Ms Cobbledick submitted that there was insufficient research to understand the impact on soil temperature.

Regarding in-ground temperature increases, Council referred to Armstrong et al (2016) and Yang et al (2017). Armstrong et al (2016) reported:

From spring to autumn, soil at a depth of 10 cm under the solar arrays was significantly cooler (up to 5.2°C daily average) and during autumn and winter the soil in the gap was, on average 1.7°C cooler compared to control and gap treatments.

Yang et al (2017) reported:

The average annual soil temperatures at depths of 5-180 cm (5, 10, 20, 40, 80 and 180 cm) under the PV array were around $2^{\circ}C$ cooler than an area without a solar array.

Based on Figure 6 of Yang et al (2017) there is no apparent effect on soil temperature at depths of 40, 80 and 180 cm.

(iii) Discussion and conclusion

The Pane reviewed relevant studies provided by Council and agrees with their outcomes that no apparent effect should be expected on soil temperature at the specified depths. Accordingly, ground water will not be affected.

The Panel concludes that the solar arrays will not increase soil and ground water temperature.

4.4 Effect on horticulture, livestock and insects

(i) The issue

The issue is whether each solar energy facility will have an adverse effect on neighbouring orchards, horticulture, farming for cattle and livestock and insects.

(ii) Expert witness conference statement

The relevant experts generally agreed:

Environmental (especially climate) context factors are important with regard to the extent of mitigation these treatments will provide; however, all agree

Page 40 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

that these potential treatments of a vegetative buffer or revegetating the site between and or below arrays will mitigate any negative impacts on the external environment, including all agriculture/horticulture activities.

There would be no increase of orchard 'pest' insects as these insects are attracted by fruit and are not attracted by solar panels. The vicinity of a solar farm would have no impact on temperature sensitive insects such as fruit fly i.e. would not support survival.

There is more than sufficient research relating to mitigating the impacts of the substantial Urban Heat Island effect by intentional plantings (trees, shrubs, grassed areas) to realistically conclude that conducting either potential treatments of a vegetative buffer or revegetating the site would ensure that a solar farm with a substantially lower heat island above it would have no negative impact on nearby agricultural uses.

Other comments:

Doris Blaesing suggested that even if there was an external temperature impact of 1 degree in the immediate vicinity of the solar farm arrays, it would be unlikely to have any impact on fruit production (chilling). Recent climate change modelling for the Shepparton region shows no impact at an increased temperature of 1-2 degrees. It is further noted that the heat island impact of the city of Shepparton would likely be far more significant for nearby orchards than a solar farm. There was no disagreement to this suggestion.

(iii) Evidence

Dr Blaesing based her views on Mr Guthrie's preliminary opinion about the potential heat island effect of solar energy facilities. She stated:

Even if the proposed solar farm installations increased daytime air temperatures by 0.5 to 1.0 °C in a small proportion of a paddock during the middle part of the day, good grazing and herd management means that animals never spend extended time in the same paddock. Also, cattle instinctively move to sheltered and cooler areas of a paddock during adverse conditions.

Dr Blaesing referenced a study by Turney and Fthenakis⁴ which identified and appraised 32 impacts related to the installation and operation phases of large-scale solar energy facilities in the U.S. They investigated the themes of land-use intensity, human health and well-being, plant and animal life, geohydrological resources, and climate change. Their appraisals assumed that electricity generated by new solar power facilities would displace electricity from traditional U.S. generation technologies. Altogether, they found 22 of the considered 32 impacts to be beneficial. Of the remaining 10 impacts, four were neutral, and six required further research before they could be appraised. None of the impacts were

Page 41 of 101

Turney D. and Fthenakis V. (2011) Environmental impacts from the installation and operation of large-scale solar power plants. Renewable and Sustainable Energy Reviews 15 (2011) 3261–3270.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

negative relative to traditional power generation. The authors ranked the impacts in terms of priority and found all the high-priority impacts to be beneficial.

Mr O'Callaghan raised a concern that native birds will be scorched, injured or killed when flying over the proposed development area. In her expert evidence, Dr Blaesing stated:

German studies found that solar farm structures provided nesting sites for birds, especially compared to farmland; even smaller birds of prey were observed hunting amongst structures.

Council's Part B Submission contains an extract of the European Commission DG Environment "Science for Environment Policy" Issue 479 of 15 December 2016 states:

There has been a large increase in solar parks around the world, which has led to significant land-use change. In Europe, they are mostly placed on farmland and grassland and, in 2013, an estimated 204–1019 km² of European land was converted for ground-mounted solar photovoltaic (PV) panels. Solar PV panels have the greatest potential for generating power among all sources of renewable energy and the growth in solar parks is expected to continue.

The European Commission publication referred to previously was based upon a study by Armstrong, Ostle & Whitaker (2016)⁵. The study's authors concluded:

Solar parks contribute to the fight against climate change by displacing fossil fuels. However, increased understanding of other environmental costs and benefits will enable any negative impacts [within the solar farm] to be minimised whilst ecosystem benefits are maximised.

The Panel was not presented with evidence to demonstrate harm on land or agricultural activities surrounding a solar energy facility in Australia or overseas.

(iv) Submissions

Thirty-five objections to the four permit applications related to the impact that increased ambient air and soil temperatures this would have on horticulture, livestock, insects, birds and operating costs. Seven objections related to animal health.

At the Hearing, Mr Peter Hall and Mr Barolli explained the importance of temperature for orchard production. Like a few other objectors, they explained that sufficient accumulated chilling units of cold weather was required for orchard growth and production. Mr Hall presented two different coloured apples to demonstrate what may happen if his orchards were not sufficiently chilled overnight.

Many surrounding property owners submitted that, should the temperature increase, it would introduce more insects into the area and affect agricultural production.

Page 42 of 101.

Armstrong, A., Ostle, N.J. & Whitaker, J. (2016). Solar park microclimate and vegetation management effects on grassland carbon cycling. Environmental Research Letters, 11 (7): 074016. DOI:10.1088/1748-9326/11/7/074016.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(v) Discussion

The Panel has already found that there is sufficient scientific evidence to determine that no proposed solar energy facility will increase temperature beyond 30 metres.

The Panel accepts expert evidence of Dr Doris Blaesing and the expert conference statement with respect to the effect of the solar arrays on the issues above. It notes the scientific consensus that solar arrays will affect air and soil temperatures within the perimeter of a solar array. Air temperature within the perimeter of a solar array is expected to increase three to four degrees Celsius compared to outside the solar array. However, the temperature quickly reduces with height and can be managed. Decreasing heat build-up will be important to the operator of the solar arrays — as solar output reduces, the panel temperature increases. Compared to outside of the solar array, soil temperatures within the perimeter of a solar array are cooler during the day due to shading by the panels and warmer at night due to energy being trapped below the panels. There is no identified impact on ground water.

The Panel accepts expert evidence that temperature beyond 30 metres from the solar array is unlikely to increase. Neighbouring orchards, horticulture, farming for cattle and livestock, and inspect population numbers will therefore not be adversely impacted.

(vi) Conclusions

The Panel concludes:

- · Within the perimeter of a solar array:
 - the solar arrays will have a manageable effect on air and soil temperatures
 - compared to outside of the solar array, soil temperatures will be cooler during the day and warmer at night
 - there will be no impact on ground water.
- Neighbouring orchards, horticulture, farming for cattle and livestock, and inspect
 population numbers will not be adversely impacted because temperature is unlikely
 to increase beyond 30-metres from the solar array.

4.5 Solar panel night tilt position

(i) Background

Condition 3 of the draft Congupna, Tallygaroopna and Tatura East planning permits require a section 173 which must include:

The photovoltaic arrays (solar panels) must be orientated so that the panels are perpendicular to the ground within 30 minutes of sunset until within 30 minutes of sunrise to facilitate night radiant cooling.

Council's Part B Submission revised this requirement to specify that the solar panels are "60 to 70° from the vertical."

(ii) The issue

The issues are:

whether adjustable solar panels should be tilted at night

Page 43 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

 whether an angle should be specified in the permit if it is concluded that the panels should be tilted at night.

(iii) Expert witness conference statement

The relevant experts generally agreed:

Solar Panels should be tilted at a maximum tilt at night to allow for night time cooling.

There should be no requirement for a full vertical tilting at night. This will have limited difference over a maximum tilt which for commonly used trackers is a maximum of 45-60 degrees.

If the above treatments were included within any solar farm, the solar farm would be unlikely to create any external temperature impacts.

(iv) Evidence and submissions

Mr Guthrie and Dr Barron-Gafford agreed that night solar panel tilting is an important mechanism to increase the night cooling effect. While each situation of pitch, panel array width and array height will give varying results; the greater tilt of panel allows for a greater surface area of ground from which to radiate excess heat. Common solar panel trackers do not tilt to vertical and generally have a maximum tilt of 45 to 60 degrees. Both experts agreed that a full vertical tilt was unnecessary and would have limited impact over the maximum tilt used by common trackers.

X-Elio did not accept that a condition is required for night tilting, however, it would not oppose specifying 50 degrees because the solar panels at the proposed Tallygaroopna and Congupna facilities will be able to achieve this.

(v) Discussion

The Panel accepts expert evidence of Mr Guthrie and the expert evidence of Dr Barron-Gafford and the expert conference statement regarding solar panels being tilted at night to facilitate heat escape from within the solar energy facility. This is to assist the facility's operation and is not intended to address potential on-site or off-site impacts.

The Panel agrees with submissions that specifying an angle is not justified because the specifications for the four permit applications are not yet finalised. Importantly, such a numerical specification for the night-time tilt would exclude fixed array panels and therefore would not be technology-neutral.

(vi) Conclusions

The Panel concludes:

- Solar panels do not need to be tilted at night to address potential on-site or off-site impacts and therefore do not need any associated permit condition or requirement in a section 173 agreement.
- There may be operational reasons to tilt solar panels at night, however, each solar energy facility operator is best placed to decide when and how this should occur.

Page 44 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

4.6 Glare and glint

(i) The issue

The issue is whether the solar panels will generate unacceptable glare and glint on neighbouring land.

(ii) Evidence and submissions

There were 25 objections across the four permit applications which related to glare and glint and light spill. In his expert evidence, Mr Guthrie stated:

In general, modern PV panels are designed to absorb as much sunlight as possible to convert it into electricity. Studies of PV modules with anti-reflective coating indicate they reflect around 2 per cent of incoming sunlight. The panels are single axis tracking aligned North/South. Consequently, they rotate from facing toward the East in the morning across the sky to facing West at sunset. Under the proposals, the maximum tilt of the panels is 60 degrees. This would not allow reflection onto neighbouring properties under normal operating conditions, as when the sun is at the lowest point any light reflected would be upwards.

Dr Barron-Gafford supported this conclusion during his presentation to the Panel.

This opinion is supported by CleanGen's submission. X-Elio and Neoen said that they were not aware of any issues related to glare and glint.

Council's Part A submission supported Mr Guthrie's evidence and added:

Surrounding and screening vegetation would disrupt any light rays parallel to the ground from the collector or supporting infrastructure. The materials and colour of onsite infrastructure (other than the solar panels) will be nonreflective.

Mr and Ms Ritter referred to glare and glint from the Solar One facility in Nevada and commentary from the Civil Aviation Safety Authority stating "there is nowhere in the world that a solar farm of this sort of scale has been built directly under the arrival paths into an airport at this proximity."

Mr Slorach raised concern about glare and submitted screen captures from the James Bond movie 'Spectre' which showed a solar energy facility with such glare.

(iii) Discussion

The Panel accepts the expert evidence of Mr Guthrie that the solar panels in the four proposals will have anti-reflective coating and that the panels will only reflect around two per cent of incoming sunlight. The panels are single axis tracking aligned North/South. Consequently, they rotate from facing towards the East in the morning across the sky to facing West at sunset. Under the proposals, the maximum tilt of the panels is 60 degrees. This would not allow reflection onto neighbouring properties under normal operating conditions, as when the sun is at the lowest point any light reflected would be upwards.

Page 45 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Regarding concern about the glare and glint from the Nevada Solar One facility, the Solar One facility uses mirror technology which is very different to what is proposed for the four permit applications. The Solar One facility tracks the sun's location and concentrates its rays during peak demand hours. The plant uses 760 parabolic trough concentrators with more than 182,000 mirrors that concentrate the sun's rays onto more than 18,240 receiver tubes placed at the focal axis of the troughs and containing a heat transfer fluid (solar receivers). Fluid that heats up to 391 degrees Celsius flows through these tubes and is used to produce steam that drives a steam turbine, which is connected to a generator to produce electricity.

Regarding the screens from the James Bond movie 'Spectre', the movie featured Gara de Medouar in Morocco, the scenes showing the solar panels were clearly shot elsewhere, as according to Google Earth, there are no solar panels located at Gara Medouar. The solar panels in the background of the movie are probably computer-generated representations of some futuristic theme to fit with the movie.

The Panel is satisfied that the solar panels proposed for each solar energy facility will not generate unacceptable glare and glint on neighbouring vantage points.

(iv) Conclusion

The Panel concludes that the proposed solar energy facilities will not generate unacceptable glare and glint on neighbouring land and therefore do not need any associated permit condition.

4.7 Noise, light and other potential amenity impacts

(i) Background

The draft permits propose Civil Construction Plans which include requirements on lighting and car parking and it proposes the following General Amenity condition:

The use and development permitted by this permit must not, in the opinion of the responsible authority, adversely affect the amenity of the locality by reason of the processes carried on; the transportation of materials, goods or commodities to or from the subject land; the appearance of any buildings, works or materials; the emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit, or oil; the presence of vermin, or otherwise.

Prior to the use commencing any security alarm installed on the premises must be 'silently wired' to a security firm or the Victoria Police.

Prior to the use commencing any lighting within the site must be designed, baffled and located in such positions so as to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and must be connected to a time clock switch or other approved system to the satisfaction of the responsible authority.

Condition 3 of the draft Congupna, Tallygaroopna and Tatura East planning permits require a section 173 which must include:

Page 46 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

The operator of the solar farm accepts and acknowledges that the solar farm operations may be subject to disturbance from agricultural activities including but not limited to spray drift, dust emissions and heavy vehicle use.

(ii) The issue

The issue is whether the proposals will result in unacceptable noise, light spill and other potential amenity impacts.

(iii) Submissions

There were 19 objections across the four permit applications relating to noise. Of those, 13 related to the Tatura East proposal and six for Lemnos. One objector submitted that cattle required quiet aesthetics usually associated with primary production land to breed successfully.

Council's Part A submission stated:

Based on similar proposals, the noise levels from typical solar farm operations are expected to be minimal and compliant with noise standards.

Solar PV tracking moves at an unobtrusive and slow rate, producing minimal noise. Solar PV farms are generally very silent during the operational phase. The only noise emitted from an operational solar farm would be from the substation and inverters, which can be inaudible if appropriate buffer distances to sensitive receivers or equipment housing are used. There is no noise from inverters at night due to daytime operation of solar panels.

During plant operations, other minor sources of noise would be from a small number of vehicles accessing the site per day, aeolian and/or corona noise from transmission lines and any intermittent noise from maintenance activities.

CleanGen sought to delete the first two paragraphs of that condition and introduce new noise conditions that require compliance with:

- Environment Protection Authority (EPA) Publication 1411 Noise from Industry in Regional Victoria, 2011 for the operational phase
- EPA Publication 1254, Noise Control Guidelines for the construction and decommissioning phases.

CleanGen also proposed an Environmental Management Plan which covers matters ranging from flood management and measures to minimise noise during the construction phase to day-to-day management during use of the facility, flora and fauna management, weed management and waste management.

X-Elio sought to amend the General Amenity condition by removing the words "in the opinion of the responsible authority" and adding a requirement that the permitted development not "have an unreasonable adverse effect" on the local amenity.

Neoen sought to replace the first paragraph of the General Amenity condition with the following requirement for an Environmental Management Plan:

Page 47 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Prior to the use commencing, an Environmental Management Plan must be prepared, approved and implemented to the satisfaction of the responsible authority. The Environmental Management Plan must include:

- a) overall environmental objectives for the operation of the solar farm and techniques for their achievement;
- b) day-to-day management requirements for the use;
- c) procedures to ensure that no significant adverse environmental impacts occur as a result of the use;
- d) identification of possible risks of operational failure and response measures to be implemented; and
- a program for recording and reporting environmental incidents or noncompliances with this permit and for responding to complaints during operation of the solar farm.

CleanGen and X-Elio sought to change the requirement in Condition 4 about lighting design and baffling because it repeats the substantive requirements for lighting in the clause on General Amenity.

At the Hearing, Council submitted that it did not object to wording changes which do not change intent.

To address reverse amenity issues, Council submitted that the section 173 agreement, to be required by all four planning permits, should require each solar energy facility operator to accept and acknowledge the potential of disturbance from farming activities. It submitted that this is appropriate because the solar energy facility is operating in a Farming Zone, which may be affected by neighbouring as-of-right agricultural activities. It stated that these types of agreements are commonly used in situations where a new use is introduced into an area with land-use conflict potential.

Neoen and CleanGen did not support clause. CleanGen said there is no evidence of off-site impacts. X-Elio acknowledged there may be potential disturbance from agricultural activities, but it did not understand the purpose of the clause.

(iv) Discussion

The Panel accepts Council's submission that, based on similar proposals, the noise levels from typical solar energy facility operations are expected to be minimal and compliant with noise standards. Noise can be managed within the existing EPA guidelines and as part of the Construction Management Plan for the construction phase. The Panel supports a permit condition which requires each solar energy facility to comply with recommended levels set out in relevant EPA publications for the construction and operational phases. However, the relevant guidelines should not be duplicated in any planning permit. The Panel considers that noise and illumination conditions are appropriate as part of the Civil Construction Requirements.

The Panel considers CleanGen's proposal for an Environmental Management Plan to replace the first paragraph of the General Amenity clause duplicates matters that are separately regulated such as flood management and hazardous materials. It also requires plans on matters such as weed management and flora and fauna management, that are not justified.

Page 48 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

The Panel prefers Neoen's proposed Environmental Management Plan because it is more targeted to relevant matters of environmental risk, and provides a framework to define environmental objectives. It also provides for the operator to manage risks, record complaints and manage responses.

The Panel agrees with CleanGen and Neoen that the first two paragraphs of the General Amenity clause are not ideal. The requirements are too uncertain, and there is no framework for enforcing them. Neoen's proposed condition on an Environmental Management Plan more effectively achieves the same outcome as the first paragraph of that clause.

The Panel prefers that the substantive noise and lighting requirements are set out in the Civil Construction Requirements because it provides a framework to ensure the desired outcomes are achieved.

Regarding reverse amenity, the Panel acknowledges that there is potential for spray drift or dust emission on the solar energy facilities from surrounding farming operations. The "accept and acknowledge" statement proposed to be included in a section 173 agreement would not remove the ability for a property owner or tenant to complain about surrounding farming activities. It would be inappropriate to include an unenforceable statement that incorrectly presents otherwise.

(v) Conclusions

The Panel concludes:

- Solar energy facilities are expected to comply with relevant Environment Protection Authority noise guidelines.
- A permit condition which references the EPA Publication 1411 Noise from Industry in Regional Victoria, 2011 for the operational phase and EPA Publication 1254, Noise Control Guidelines, 2011 for the construction phase would clarify which guidelines need to be met.
- The Neoen proposed Environmental Management Plan with specified outcomes, approved and implemented to the satisfaction of the responsible authority, is more targeted to environmental matters than the first paragraph of the General Amenity clause. Accordingly, the first paragraph under 7 General Amenity.
- The lighting and noise conditions in the second and third paragraphs of the General Amenity clause should be replaced with appropriate clauses in the Civil Construction Requirements to avoid duplication.
- The statement proposed in a future section 173 agreement requiring the facility operator to accept and acknowledging surrounding farming disturbance is unenforceable and should be deleted.

Page	49	of	1	01

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

4.8 Visual impact

(i) The issue

The issue is whether the proposed solar energy facilities will have an unacceptable effect on the existing rural landscape, and if so, what response is required. Any discussion in this chapter regarding setbacks and vegetation screening does not relate to temperature or potential impact on surrounding farms. The Panel has already found that vegetation screening is not required to address any temperature matter.

(ii) Evidence and submissions

Buildings and solar arrays

Several submitters raised concerns about the visual impact of the facilities and supported a vegetative landscape screen to protect rural amenity, and the views from neighbouring properties.

Council submitted that the sites are all very flat landscapes so "there are no significant landscape values that are particularly prominent and visible." It added that the solar panels are about three metres above the surface, which means they will not be dominant in the landscape.

Council submitted that this is consistent with Mr Glossop's observation that the terrain is not elevated so the sites will not be conspicuous when viewed from a distance. Mr Glossop stated that the proposal will not result in a significant visual impact because the solar energy facilities are proposed to be screened by vegetation.

The Council officers' proposed permit condition requires the preparation of a Landscape Plan which includes:

...

- how the land under the solar arrays maintains good ground cover at a reasonable level and management of the ground cover in the fire season
- d) details of permanent screening trees and shrubs with a minimum of six rows using a mixture of local trees and understory species ...

All species selected must be to the satisfaction of the responsible authority.

Council submitted that, while the purpose of the vegetative buffer is to mitigate the potential heat island effect, a landscaped buffer provides the additional benefit of visual corridors and sightlines.

Mr Guthrie supported a vegetation screen and expressed the view that the condition should specify a height requirement of taller than three metres once the plants are grown. He considered that the permit condition should also require vegetation screen to be planted and maintained along all boundaries of the solar energy facility.

At the Hearing, Council proposed to amend the wording to the permit condition to achieve Mr Guthrie's recommendations on the height and extent of the buffer.

Page 50 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Neoen and X-Elio proposed that the purpose of the Landscape Plan be spelled out in the permit condition to clarify the purpose is to address the visual amenity of the solar project by creating an effective vegetative buffer.

X-Elio proposed a new requirement for the Landscape Plan to include a maintenance and monitoring program to ensure the health of the landscaping.

CleanGen, X-Elio and Neoen opposed a permit requirement that prescribed six rows of trees and shrubs. CleanGen submitted that the requirement should be for plantings to be of varying heights to provide screening at all levels, and that the mix of plants should be determined by the landscape designer rather than prescribed in the permit condition. Neoen proposed a requirement for the vegetation buffer to be a minimum width of seven metres, using a mixture of local trees and understorey species.

Tatura East

CleanGen submitted that "Farming zone dwellings must expect a certain level of farming and associated farming industry activity nearby" and that there should be no requirement to mask the sites entirely in the landscape. However, CleanGen did not object to Council's proposed permit condition requiring plantings to extend to all boundaries of the site.

CleanGen considered that the height of the panels coupled with the setbacks from the boundary and proposed plantings will not cause unreasonable visual detriment to neighbouring properties or to users of Turnbull Road. It added that it did not object to up to six rows of indigenous screening vegetation of varying heights to three metres planted adjacent to the boundary fence on the boundaries shared with 1280 Turnbull Road (within the proposed setback).

Regarding visual amenity from the public realm on Turnbull Road, CleanGen submitted:

The flat landscape, lack of pedestrian use and fleeting visual impacts for motorists mean this treatment is appropriate.

CleanGen requested a permit condition specifying a setback of not less than 25 metres from the solar arrays to the property boundary of 1280 Turnbull Road, Tatura East. It explained that this would result in a minimum setback of about 40 metres to the dwelling. It submitted that private open space for the dwelling is shielded on the western side by a building set closer to the boundary.

CleanGen said that it could agree to a 35-metre setback between the arrays and the boundary around 1280 Turnbull Road but it sought a 25-metre buffer as a permit condition. The 1280 Turnbull Road property owner submitted that he wanted CleanGen to approach him about a suitable setback and screening and that CleanGen had not attempted to contact him directly. He disagreed with the 35-metre setback and instead sought a minimum 50-metre setback.

Another Turnbull Road property owner, directly opposite the Tatura East subject land, sought a setback greater than 10 metres between the solar arrays and the subject land boundaries to address potential glare and glint and night lighting.

Several submitters on Ferguson Road, north of the subject land who sought a greater set back to address amenity issues and the PVHI effect. CleanGen submitted that the distance

Page 51 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

between the solar arrays and the northern boundary to Fergusson Road will be 450 metres as the solar arrays will not be installed on that part of the owner's property.

Lemnos

Neoen opposed the requirement to landscape the entire boundary of the subject land. It submitted that it plans to set back its solar arrays 50 metres from the property boundary and, given the flat terrain and modest size and height of the solar panels, any attempt to further conceal the solar energy facility from adjoining properties and roads is unnecessary.

Neoen explained that vegetation screening around the entire project boundary would require over 10 kilometres of screening. It would extend along Boundary Road (an unsealed and little utilised road) and Tank Corner East Road which already has excellent screen of trees along most of the northern boundary of the Project site. It submitted that this would be a grossly disproportionate response to the perceived landscape and visual impacts of the project.

Neoen submitted that Council's proposal for the Landscape Plan to include how ground cover under the solar arrays is maintained and the management of fire risk should be deleted. It added that it does not propose to remove all vegetation beneath the arrays. It submitted that the requirements for fire management plans in a separate clause in the permit conditions removes the need for this requirement as part of the Landscape Plan.

Fencing

One submitter sought fencing to be post and rail rather than chain link fencing. Another said that there is nothing to say there won't be high barbed wire industrial style fencing around her property.

The relevant conditions in each draft planning permit require each applicant to provide detailed plan of perimeter fencing as part of the civil construction requirements. The plans must be to the satisfaction of the responsible authority.

(iii) Discussion

The Panel acknowledges the concerns of neighbouring property owners and residents about the visual impact of the proposed solar energy within the rural landscape. The Panel is persuaded by the opinions of the expert witnesses that the visual impact will be minimal given the topography and the setback requirements.

For residential properties abutting the subject land, the Panel adopts the evidence of Mr Glossop and Mr Guthrie for a landscape buffer to provide visual screening and sightlines to the solar arrays. The Panel also adopts Mr Guthrie's opinion that the permit condition should specify the height and width of the vegetation area. However, there is no justification to require vegetation screening to abutting land which is used primarily for agricultural purposes or for any non-abutting land.

The Panel agrees that the purpose of the landscape buffer should be spelled out in the permit and that the permit conditions should not prescribe details about how many rows of trees or shrubs and what type of plants should be selected. That is a matter best left to landscape designers. The permit condition requiring the Landscape Plan to be prepared to

Page 52 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

the satisfaction of the responsible authority ensures that Council will be able to influence the choice of plants and layout in each location.

The Panel notes Mr Guthrie's opinion that the permit condition should require the vegetation screen to extend along all boundaries of the solar energy facilities. It has considered the impact that such a requirement would have on the Neoen site and the visual screening that Neoen is already planning. Given the expert evidence that the visual impacts will be minimal the Panel sees no justification for the requirement.

The Panel notes that there may be site-specific circumstances for additional screening vegetation to address some views from the public realm which can be considered by the responsible authority when approving the Landscape Plan.

The Panel believes X-Elio's proposal for the Landscape Plan to include a maintenance and monitoring program is a useful response to the concerns expressed by submitters about maintenance of the plantings and weed management. It is in addition to a clause in Council's proposed permit conditions imposing an obligation on the applicants to maintain the landscaping and replace any dead plants to the satisfaction of the responsible authority.

The Panel agrees with Neoen that the requirements for fire management plans in a separate clause in the planning permit conditions removes the need for the Landscape Plan to address how ground cover is maintained.

The Panel notes that some submitters were concerned about the visual impact of fencing but it does not see any reason for an additional planning permit condition. The Civil Construction Requirements in the permit condition will require applicants to provide details about the perimeter fencing of the land to Council. There are sufficient decision guidelines in the Planning Scheme for Council to consider the visual impact of perimeter fencing on adjoining properties and the public realm at that stage.

(iv) Conclusions

The Panel concludes:

- Landscape screening vegetation should be provided to soften views to the solar arrays and buildings, and to provide screening, from abutting residences.
- Landscape screening vegetation is not required in locations which do not interface from abutting residences.
- Screening vegetation should be at least seven metres deep and three metres tall using a mixture of trees and understorey species.
- Any site-specific circumstances for additional screening vegetation to address views from the public realm can be considered by the responsible authority when approving the Landscape Plan.
- Each applicant should have a vegetation maintenance program, which includes the replacement of any dead or diseased plants.
- The Civil Construction Requirements proposed in the draft permit conditions will
 enable the responsible authority to assess the visual impact of perimeter fencing on
 adjoining properties and the public realm.

Page 53 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

4.9 Fire management

(i) The issue

The issue is whether fire matters can be satisfactorily managed.

(ii) Evidence and submissions

Eight submissions were concerned about fire related matters associated with the solar energy facilities at Tatura East and Lemnos. Three submissions did not provide reasons. Reasons provided in the other five submissions include:

Tatura East

- · the subject land is in a designated fire zone
- · the vegetation screen could pose a bushfire risk to neighbouring properties.

Lemnos

- · summer bushfire risk
- there is no plan to manage grasses which can cause fire damage
- · there is no plan if a fire occurs at night or during the weekend
- uncertain whether burning solar panels and batteries would release toxic smoke and harmful chemicals on neighbouring farms and human life.

Council submitted that it had referred the Tatura East, Congupna and Lemnos permit applications to the Country Fire Authority. The Country Fire Authority required the following conditions on the three permits:

Country Fire Authority Requirements

Before the development starts, plans to the satisfaction of CFA must be submitted and approved by CFA and the responsible authority. When approved, the plans will be endorsed and then form a part of the permit. The plans mentioned above must include the following:

- (a) Fire Management Plan
- (b) Bushfire Risk Assessment, incorporating water supply requirements
- (c) Fuel Reduction and Maintenance Plan
- (d) Emergency Management Plan
- (e) Any other risk management information for the site.

The Tatura East permit included an additional requirement:

Once endorsed the plans must be implemented to the satisfaction of the responsible authority.

In his evidence statement, Mr Glossop highlighted that a renewable energy facility is not included as one of the land uses listed in Clause 13.05 of the Planning Scheme which need to be considered when assessing a permit application in a bushfire prone area.

CleanGen sought to change the condition for the Tatura East permit to revise the title to 'Fire and Emergency Management Plans', delete the bushfire risk assessment requirement

Page 54 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

and add in Condition 1 (Amended plans required) the need for the Fire and Emergency Management Plans required by condition 12. X-Elio sought to change the condition for the Tallygaroopna and Congupna permits so that the responsible authority approve the relevant plans, having regard to the requirements of the Country Fire Authority.

At the Hearing, Mr Allen represented the Country Fire Authority. He explained that the Country Fire Authority would require grass to be maintained to less than 100 millimetres between September and April each year.

At the Hearing, Council said it sought consistent fire management conditions for all four planning permits.

(iii) Discussion

The Bushfire Management Overlay does not apply to any subject lands and a solar energy facility is not a land-use listed in Clause 13.05 for requiring a bushfire risk assessment.

The Panel notes that Council has included the Country Fire Authority's conditions on the three permits which it referred. It considers that the preparation of the three plans, a bushfire risk assessment and other risk management information will provide a well-rounded comprehensive response to fire, bushfire and emergency management matters. The Panel agrees with X-Elio's change to have the responsible authority approve the relevant plans, having regard to the requirements of the Country Fire Authority. This will provide a clear decision process while retaining the Country Fire Authority's important role in the process.

The additional requirement proposed for the Tatura East permit is inconsistent with requirements throughout all four draft permits. The Panel considers that this condition should be deleted.

(iv) Conclusion

The Panel concludes:

- Fire, bushfire and emergency management matters can be satisfactorily managed through permit conditions.
- Changes proposed by X-Elio for the Country Fire Authority's conditions will provide a clearer decision process all four planning permits.
- The additional endorsement condition for the Tatura East draft permit does not apply to the other three draft permits, is unnecessary and should be deleted.

4.10 Construction management

(i) The issue

The issue is whether the proposed Construction Management Plan can satisfactorily address issues related to traffic volume, dust, noise and safety during the construction phase.

(ii) Submissions

Regarding all proposals except for Tallygaroopna, there were submissions which objected because of traffic volume, dust, noise and safety during the construction phase.

Page 55 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Council submitted that a Construction Site Management Plan would need to be prepared, approved and implemented to the responsibly authority's satisfaction before works commenced. This would be implemented through a suit of permit conditions on all four planning permits which would require, among other matters, showing:

- measures to retain dust, silt and debris on site, both during and after the construction phase
- where access to the site for construction vehicle traffic will occur
- the location of trenching works, boring, and pits associated with the provision of services.

(iii) Discussion and conclusion

The Panel accepts Council's submission on this matter. The Panel concludes that the proposed Construction Site Management Plan requirements in the draft planning permits (Appendices D, E, F and G) will satisfactorily address amenity related matters such as traffic volume, dust, noise and safety during the construction phase.

4.11 Maximum discharge rate

(i) The issue

Civil construction requirements are proposed for all four planning permits, including:

Before any of the development starts, detailed plans with computations to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The information submitted must show the details listed in the council's Infrastructure Design Manual (IDM) and be designed in accordance with the requirements of that manual, including:

d) maximum discharge rate shall not be more than 1.2 l/sec/ha

The issue is whether permit condition should specify a maximum discharge rate.

(ii) Submissions

Six objectors were concerned about potential drainage related issues. Council submitted that the specified maximum drainage rate is from its Infrastructure Design Manual. At the Hearing, Neoen and X-Elio said the specified discharge rate should be deleted because it is not clearly understood, may be higher than the actual existing discharged rate, and it may not be the correct maximum rate to apply. Neoen questioned the specified rate because it was not requested by Goulburn-Murray Water — the authority whose infrastructure will receive water draining from the subject land.

(iii) Discussion and conclusion

The Panel notes that the overarching requirement states that "information submitted must show the details listed in the council's Infrastructure Design Manual (IDM) and be designed in accordance with the requirements of that manual." This is sufficient for alignment with measures such as the manual's specified discharge rate. The permit condition does not need

Page 56 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

to repeat it, especially if the ultimate rate determined through the civil construction process may achieve a better outcome. This does not diminish the final drainage response that would be approved by the responsible authority.

The Panel concludes:

- Requiring information submitted to be designed in accordance with the requirements of council's Infrastructure Design Manual sufficiently addresses the specified discharge rate.
- The specified discharge rate should not be duplicated as a permit condition.

4.12 Decommissioning

(i) Background

Condition 3 of the draft planning permits require a section 173 which must include:

- (a) Within three months of the solar farm use ending a decommissioning and rehabilitation management plan prepared by a suitably qualified person must be submitted to the responsible authority for approval. The plan must include but is not limited to:
 - (i) identification of structures, including but not limited to all solar panels, substation, buildings and electrical infrastructure, including underground infrastructure to be removed and how they will be removed
 - (ii) details of how the land will be rehabilitated back to its predevelopment condition, including irrigation layout and soil profile
- (b) Within 12 months of the endorsement of the decommissioning and rehabilitation management plan all the decommissioning and rehabilitation must be completed to satisfaction of the responsible authority.

Council's Part B submission included the following words at the beginning of (a):

The Owner must implement the decommissioning and rehabilitation management plan to the satisfaction of Council, at its cost.

(ii) The issue

The issues are:

- whether each solar energy facility should be decommissioned, or the subject land rehabilitated or both
- · if one or both should apply, how should this requirement be expressed?

(iii) Submissions

Council submitted that the section 173 agreement is needed to ensure that the obligation to decommission the facility and rehabilitate the land rests with the property owner and is not shifted to the community.

Page 57 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

CleanGen opposed the section 173 agreement requirements because the solar energy facility would not have an off-site impact and such an agreement is unnecessary. X-Elio considered a permit condition would be more appropriate than a section 173 agreement for requiring such changes.

X-Elio and Neoen sought to change the requirement to rehabilitate the land back to its "predevelopment condition." X-Elio sought to delete those words in the Congupna planning permit. Neoen proposed that it be defined as "rehabilitated to allow it to be used for agricultural purposes (or proposed alternative use)." X-Elio submitted that the Tallygaroopna permit should only require the identification of structures to be removed so that useful infrastructure needed for the ongoing use of the land is not removed. For the Congupna site, only above-ground structures should be required to be removed.

Neoen suggested similar changes for the Lemnos permit but did not seek to change the section 173 agreement requirements to permit conditions. Neoen requested that the requirement to remove "all electrical infrastructure, including underground infrastructure" be replaced a requirement to remove "electrical infrastructure to a depth of 50mm."

(iv) Discussion

The Panel agrees with Council that there should be a requirement to decommission each facility when no longer required.

The Panel agrees with X-Elio and Neoen that the requirement should be carefully drafted to achieve intended outcomes — remove unrequired infrastructure and buildings so that it can be used for agriculture or another appropriate use. There would be nothing to rehabilitate beyond this outcome. There is no evidence that the facilities will contaminate the land or have off-site impacts beyond what would normally be associated with surrounding activities in the Farming Zone.

To assess how this requirement should be implemented, the Panel considered the functional difference between a section 173 agreement or a planning permit condition. Section 173 of the Act enables a responsible authority to enter into a legal agreement with an owner of land, or a person in anticipation of becoming the owner of the land. The agreement can be registered on the property title to bind its requirements on future owners and occupiers of the land. A planning permit is also a legal document which applies to the land for which it has been granted and its conditions can apply to the owner or operator.

The Panel considers that a section 173 should only be applied if a planning permit condition cannot achieve a similar outcome. A permit condition which adopts the X-Elio and Neoen wording can clearly achieve Council's intended outcome without the need for an agreement. An agreement may have been needed if Council required a bond and guarantee which were tied to rehabilitation or decommissioning.

The Panel does not consider that responsibility to decommission infrastructure on private property would be shifted to the community. Council can exercise enforcement action on an operator which does not comply with a planning permit condition. Should the operator cease to exist, responsibility would default to the property owner.

Page 58 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(v) Conclusions

The Panel concludes:

- The solar energy facility, when no longer required, should be decommissioned so that the land can return to agriculture or another appropriate use.
- · There is no need to rehabilitate beyond this outcome.
- The requirement to decommission the facility:
 - should be imposed on the permit holder rather than the property owner
 - should be a permit condition instead of a section 173 agreement.

4.13 Staged development (facility commencement)

(i) The issues

The following condition is specified in 'Amended Plans Required' and 'Civil Construction':

Before the operation of the solar farm commences all buildings and works as shown on the endorsed plans must be constructed in accordance with the endorsed plans to the satisfaction of the responsible authority.

The issues are:

- whether the permit conditions should be drafted to enable the Tallygaroopna and Congupna facility to be constructed in stages
- if staged, what approval is appropriate for each stage.

(ii) Submissions

For the Tallygaroopna and Congupna permit applications, X-Elio explained that the final condition requiring all buildings and works to be completed before the solar energy facility can operate, does not enable staged development.

X-Elio explained that it intends to develop its facilities in stages. This is not possible because Condition 1 and the last paragraph of Condition 4 require all buildings and works to be constructed to the satisfaction of the responsible authority before use or operation commences. X-Elio requested that these clauses be deleted to enable staged development on both of its sites.

(iii) Discussion

The Panel agrees with X-Elio that it would be more logical and practical to provide the opportunity to construct solar energy facilities of those scales in stages. The responsible authority may wish to consider providing the same opportunity for all permits.

The Panel agrees that staged development should be enabled, however, it does not agree that this should be achieved by not requiring buildings and works to comply with the approved plans. The permit condition can be amended to enable compliance at each stage.

It is noted that model permit conditions in *Policy and planning guidelines: Development of wind energy facilities in Victoria*, DELWP 2017, enable staged development for a wind energy facility.

Page 59 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(iv) Conclusion

The Panel concludes:

- The permit conditions should be drafted to:
 - enable the Tallygaroopna and Congupna facilities to be constructed in stages
 - require buildings and works for each stage to be constructed to the satisfaction of the responsible authority.
- While the Panel has not recommended changes to the Tatura East and Lemnos planning permits, the same conditions should be considered for these two permits.

4.14 Permit expiry

(i) The issue

The permit expiry conditions in the draft permits specify that the permit expires if:

- the development and use has not started within two (2) years of the date of the permit, or
- the development is not completed within four (4) years of the date of the permit.

The issue is whether the permit expiry dates should be extended to enable the solar energy facilities to be completed.

(ii) Submissions

X-Elio sought to extend the permit expiry dates for the Tallygaroopna and Congupna permits so that development, but not use, is commenced in three years and completed in six years. It explained that the draft permit expiry dates do not enable X-Elio to stage its solar energy facility over an extended timeframe.

Similarly, CleanGen requested to extend the permit expiry dates for the Tatura East permit so that development and use is commenced in three years and completed in five years.

(iii) Discussion and conclusion

The permit expiry dates on the draft planning permits are default standard timeframes which are generally suitable for most developments. However, the scale of each proposed solar energy facility and the many consents that need to be achieved before development commences will require more time. They certainly do not enable sufficient time to construct a facility in stages.

The Panel concludes that extending the permit expiry date provides more practical timeframes to achieve necessary consents before works can commence and to complete the solar energy facility in stages, if required.

Page 60 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

4.15 Farming Zone

(i) The issue

The issue is whether a solar energy facility should be in the Farming Zone. This differs to whether the facility should be in the Goulburn-Murray Irrigation District.

(ii) Evidence and submissions

Council submitted that each of the solar energy facilities are proposed on land in the Farming Zone. It explained that using and developing land for a renewable energy facility is permitted through Section 2 (Permit required) of that zone. Council referred to its economic development local planning policy (Clause 21.06 of the Planning Scheme) which provides the following policy guidelines for assessing a permit application for a non-agricultural use in the Farming Zone:

Discourage industrial use and development (other than rural industry) in rural areas, except where:

- a) It is unable to be accommodated in existing industrial zoned areas
- b) It does not compromise the surrounding existing and future agricultural practices
- c) It adds value to the agricultural base of the municipality
- d) It is a rural-based enterprise
- e) It provides for the reuse of existing large scale packing sheds and cool stores.

Council submitted that:

The sheer scale of the proposed solar farms means that insufficient land is available in zones other than the FZ.

Mr Glossop stated that a solar energy facility is an appropriate use in the Farming Zone. He explained that it is a low impact use that will lead to employment and new infrastructure. Regarding the appropriateness of solar energy facilities as a land-use in the Farming Zone, Mr O'Farrell referred to *Perry v Hepburn* [2007] VCAT 1309. This decision found that a wind energy facility is not an industrial use and is appropriate in the Farming Zone. He referred to the Farming Zone purpose and listed the many activities permitted in that zone.

There were objectors who considered a solar energy facility to be inconsistent with the Farming Zone. A considerable proportion of them objected because the Farming Zone is for agricultural land uses; not an electricity generating plant. NMB & J Barolli submitted:

The proposal does not meet or adequately respond to the purpose or decision guidelines of the Farming Zone, which is the zone selected to protect and enhance the agricultural use and potential of this land and other similarly zoned areas within the Municipality.

Page 61 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(iii) Discussion

The Farming Zone has purposes focussed around agricultural land. A solar energy facility is a non-agricultural land-use which the Panel considers, based on findings in Chapter 4, will not adversely affect the use of surrounding land for agriculture. Unlike non-farming residents or tourists in the Farming Zone, a solar energy facility will not complain about early morning farming machinery noise or other emissions. The two land uses can co-locate harmoniously. The proposals will retain employment; however, they will not encourage a considerable proportion of the subject lands to be retained for agriculture. The permit applications do not have to meet all the Farming Zone purposes, and in these circumstances, a professional judgement is required. The Panel considers that the Farming Zone is appropriate for the solar energy facilities subject to conditions to address and manage the identified potential on-site and off-site impacts.

(iv) Conclusion

The Panel concludes that the Farming Zone is appropriate for the four solar energy facilities because:

- the proposed facilities are of a scale which cannot be accommodated in existing industrial zoned areas
- they will not adversely impact surrounding farm operations or the broader Goulburn-Murray Irrigation District
- the soil types for each subject site are lower quality compared than other parts of the Irrigation District.

4.16 Other issues

(i) Expand to neighbouring land

There were several objectors who sought to retain the subject land as agricultural land to enable them to expand their operations in the future. In response to a question of clarification from the Panel, one farm operator submitted that future farm expansion did not have to be contiguous with existing farm operations but ideally it should be nearby.

The Panel considers that the four solar energy facilities, proposed in different parts of the broader District, are not of the scale to restrict future farming expansion in the future. It agrees to the extent that, if left unmanaged and without further strategic guidance, the cumulative impact of additional facilities in the District, depending on their scale and location, may affect future farming expansion. This matter is outside the scope of the four permit assessments and is better addressed through strategic guidelines.

(ii) Property value

For all proposals except for Tallygaroopna, there were 21 objectors who considered that a solar energy facility would devalue their property. There was insufficient explanation or evidence to support these submissions. One property owner considered that it would be difficult for him to find someone to purchase his property.

Page 62 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

The Panel considers that property devaluation is not a planning consideration for refusing a solar energy facility in a Farming Zone. It notes that concern about property value and resale may have been based on potential adverse impacts on neighbouring land which the Panel has concluded will not eventuate.

(iii) Native vegetation controls

Council proposed a permit conditions requiring native vegetation offsets to be approved as part of the permit for three of the permits as follows:

- · 2017/301 required to offset the removal of 22 native scattered trees
- 2017/344 required to offset the removal of six native scattered trees
- 2017/274 required to offset the removal of three native scattered trees.

The proposed conditions in the draft permits state that a native vegetation offset must be provided in accordance with the Permitted clearing of native vegetation — Biodiversity assessment guidelines and the Native vegetation gain scoring manual 2017 (Department of Environment and Primary Industries).

Neoen sought clarification about which version if the guidelines are relevant.

During the Hearing, Council and DELWP confirmed that the relevant guidelines applicable at the time of the assessment are the *Permitted clearing of native vegetation – Biodiversity assessment guidelines and the Native vegetation gain scoring manual* 2013 (Department of Environment and Primary Industries).

The Panel accepts the submissions of Council and DELWP and notes that the newer version is yet to be introduced into the Victoria Planning Provisions. The Panel agrees that the four planning permits should refer to the 2013 version of the guidelines.

Page 63 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

5 Specific permit matters

5.1 2017-162 (Tatura East)

(i) Traffic and dust during construction

The issue

The issue is whether traffic and dust can be satisfactorily managed around the Tatura East subject land during the construction phase. The Panel has found that proposed permit condition for a Construction Management Plan and Civil Construction Requirements can satisfactorily address construction management matters. This chapter considers traffic and dust matters specific to Tatura East.

Submissions

Many submitters raised concerns about the impact on them of dust and noise particularly during the construction phase.

Council proposed a permit condition in the Civil Construction Requirements in clause 4 (e) requiring the applicant to seal the section of Turnbull Road along the site's frontage to avoid dust from anticipated vehicle movements during the construction phase (Part B submission).

CleanGen sought to change the proposed requirement to seal Turnbull Road as part of the civil construction requirements to the requirements in the Construction Management Plan. Those requirements include providing details of any treatment required for the portion of Turnbull Road adjacent to the subject site to minimise dust during construction, heavy vehicle movements, construction times and site management (document 44).

CleanGen submitted that the traffic impacts of the proposal are limited to the construction phase. It added that once operational, the solar energy facility will have negligible traffic, with an estimated four standard sized vehicle movements per day, which does not require any mitigation measures.

CleanGen explained that it had discussed with Council the option of installing a sacrificial seal to Turnbull Road to minimise dust during the construction phase.

CleanGen submitted that the permit condition requiring the road to be sealed is far too broad. It added that the issue is more appropriately dealt with by the Construction Management Plan, and if a condition requiring treatment to Turnbull Road is necessary, it should not specify the exact treatment. CleanGen said that it is willing to provide a solution, but sought flexibility in finding the best approach.

CleanGen sought a new permit condition requiring a Traffic Management Plan which must show:

Measures to be taken to manage traffic impacts associated with the construction and operation of the facility; and

A program to inspect, maintain and (where required) repair the parts of Turnbull Road used by construction traffic during the period of construction of the development.

Page 64 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

During the without prejudice discussions about the permit conditions at the Hearing, Council said that it did not take issue with CleanGen's proposed condition requiring a Traffic Management Plan.

Mr and Ms Slorach did not support the changes proposed by CleanGen and preferred the requirement for the road to be sealed.

Discussion

The Panel agrees with CleanGen that it is better to have the decision about the appropriate road treatment to reduce dust as part of the Construction Management Plan rather than specifying that the road be sealed as a permit condition.

Conclusions

The Panel concludes that Planning Permit 162/2017 should:

- not require the section of Turnbull Road adjacent to the site to be sealed, and instead should require the Construction Management Plan to address appropriate road treatment for the portion of Turnbull road adjacent to the subject site to minimise dust during the construction phase; and heavy vehicle movements
- require a Transport Management Plan which shows measures to manage traffic
 impacts associated with the construction and operation of the facility and measures
 to maintain and where required repair the parts of Turnbull Road during
 construction of the development.

(ii) Recommendation

Having considered all issues relevant to Planning Permit Application 2017-162, the Panel recommends:

 The Minister for Planning issue Planning Permit 2017-162 with the conditions shown in Appendix D1 to this report.

5.2 2017-274 (Tallygaroopna)

Having considered all issues relevant to Planning Permit Application 2017-274, the Panel recommends:

The Minister for Planning issue Planning Permit 2017-274 with the conditions shown in Appendix D2 to this report.

5.3 2017-301 (Lemnos)

(i) Setbacks and vegetated screening

The issue

The Panel has found that any visual impact can be addressed through:

- a minimum setback of a 30-metre setback from a solar array to any neighbouring property boundary
- a landscape vegetated screening of 7 metres deep and 3 metres tall.

Page 65 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Neoen proposes to set back the solar arrays 50 metres from its property boundary. The issue is whether a setback greater than what is required to address visual impact should be specified in the permit.

Evidence and submissions

Neoen submitted that its subject land comprises nine parcels in five landholdings and approximately 482 hectares. The site is surrounded by agricultural properties of various sizes and dimensions, and the Valley Star Freedom vegetable processing and packing farm is located to its immediate south, at 1337 Cosgrove-Lemnos Road. There are several smaller farms on the northern and southern sides of the road, including three dwellings that face towards the project site. Horticulture is concentrated south of the Cosgrove-Lemnos Road, and some land under horticulture west of the subject land, under and adjacent to the 220kV transmission line. On the southern side of this road, for most of the project site's length, is Drain 8/4.

Neoen explained that southeast of the subject land is a holiday accommodation business at 1355 Cosgrove-Lemnos Road called 'The Mansion', and at the northwest of the project site is a small lot containing a dwelling and outbuilding.

Neoen submitted that it plans to set back the solar arrays 50 metres from the property boundary on all sides in response to its understanding of community sentiment and because it can comfortably achieve this setback without compromising energy output.

Neoen proposes to landscape along most of its southern boundary and along sections of the northern boundary to obscure views of the solar energy facility from dwellings. Mr Power submitted that Neoen proposes landscaping only for targeted residents on Cosgrove-Lemnos Road. It has been speaking with those residents about screening from the site and may provide them with funding to plant some screening on their land, if requested. Neoen proposes to landscape some of the northern boundary.

Mr Power highlighted that, while the early designs involved clearing 22 native trees on the subject land, the development has been redesigned to minimise tree removal.

Ms Ritter, the owner of an abutting property, sought to require vegetated screening plants of at least 1.5 metres tall at the time of planting because she was concerned that it would take a long time for plants to grow and provide a screen. She preferred a non-reflective fence to provide a screen until the vegetation grows. She submitted that all the existing trees on the property boundary should be retained, including the row of pine trees on the northern boundary.

Mr MacGill submitted that his property shares the longest boundary with the Lemnos subject land and requested a landscape buffer around his property, which he said Neoen had not yet agreed to.

Another resident sought perimeter fencing to be replaced by vegetation, especially on the northern boundary where no vegetated buffer is planned, because there is no direct neighbour there.

Page 66 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Discussion

The Panel has considered the submissions seeking to require Neoen to provide a visual screen of a greater extent than the Panel recommends in Chapter 4.

The Panel commends Neoen for proposing a 50-metre setback from the solar arrays and to provide vegetation screening in response to its neighbours. This would result in a 70-metre setback for properties on the opposite side of a 20-metre road reservation. The visual impact of solar arrays, infrastructure and buildings would be considerably diminished when viewed at this distance.

The Panel is unable to specify a minimum setback of greater than 30 metres between a solar array and any neighbouring property boundary because it is not required to address any potential visual impact. However, this does not preclude the Lemnos solar energy facility for applying a 50-metre setback in its final plans.

Conclusions

The Panel concludes:

- A minimum 30-metre setback from a solar array to any neighbouring property boundary should apply to the Lemnos solar energy facility.
- The Lemnos solar energy facility can continue to apply a 50-metre setback in its final plans.
- Any site-specific circumstances for additional screening vegetation to address views from the public realm can be considered by the responsible authority when approving the Landscape Plan.

(ii) Goulburn-Murray Water requirements

The issue is whether Goulburn-Murray Water's permit condition prohibiting 'buildings' within 30 metres of creeks, open channels and drains should exclude solar panels.

Neoen sought to clarify that 'buildings' does not include solar panels by adding those words to the permit condition. At the Hearing, Goulburn-Murray Water explained that it did not intend to exclude solar panels from being constructed within 30 metres of a creek or open channel or drain.

Neoen requested the following change to the Goulburn-Murray Valley permit condition:

(a) No buildings other than the solar panels are to be constructed within 30 metres of OKeefe Creek, or and Goulburn-Murray Water's open channels (no. 14A, 7/14A, 15) and drains (no. 6/11, 8/4), or within the Floodway Overlay (FO).

The Panel notes Goulburn-Murray Water's clarification and agrees that the relevant permit condition should be revised to clarify that solar panels can be constructed within 30 metres of a creek or open channel or drain.

Page			

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

(iii) Goulburn Broken Catchment Management requirements

The issue

The issue is whether the Goulburn Broken Catchment Management Authority permit conditions to meet flood protection requirements should require fencing or specify fencing type, if fencing is proposed.

Submissions

The draft Lemnos planning permit includes the following building and fencing conditions required by the Goulburn Broken Catchment Management Authority:

- The finished floor levels of the proposed substation, control room and O and M building must be constructed at least 300 millimetres above the applicable 100-year ARI flood level of 115.2 metres AHD, i.e. 115.5 metres AHD, or higher level deemed necessary by the responsible authority.
- A 200 metres length of fencing along the Cosgrove-Lemnos Road and within the Rural Floodway Overlay, it must be constructed as post and wire or post and rail farm type fencing. Alternatively pool type fencing with vertical bars spaced at least 150 millimetres apart.
- A 200 metres length of fencing along the western boundary of the property, and immediately north of the Goulburn Murray Channel 7A/14, within the Rural Floodway Overlay, it must be constructed as post and wire or post and rail farm type fencing. Alternatively pool type fencing with vertical bars spaced at least 150 millimetres apart.

Five submitters were concerned about potential flooding and drainage associated with the Lemnos subject land.

Mr MacGill, Ms Cobbledick and Ms Evans considered that the proposed 'vertical fencing' may flood their adjoining properties. They said that they had been told that the Goulburn Broken Catchment Management Authority and Goulburn-Murray Water would look at it but they felt that nothing had been resolved. In response to a question from the Panel, Ms Ritter said that she was not aware of the proposed drainage-related permit conditions.

Mr Anthony O'Callaghan submitted that the fence around the Lemnos site will build up and act as a levy bank and cause flooding.

Neoen sought to vary the permit condition wording to specify that post-and-wire fencing conditions should only apply if fencing was proposed instead of requiring fencing of at least 200 metres. It also sought to delete the alternative requirement for pool fencing in the last sentence of condition (b) and (c). Goulburn Broken Catchment Management Authority submitted that this change was appropriate.

Mr Davis and Ms Evans submitted that the local area had a history of flooding and was concerned that the proposed internal roads would exacerbate this problem. Ms Evans considered that reference to the 100-year Average Recurrence Interval (ARI) flood level is misleading and inconclusive because there have been two larger flood events.

68 of	

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

He considered that the Goulburn Broken Catchment Management Authority has not shown the appropriate level of concern for such an impact. Mr Davis opposed the Authority's fencing requirement from a visual impact perspective.

Discussion

As discussed in Chapter 4, Council's permit conditions require Civil Construction Plans to be submitted to the satisfaction of the responsible authority. Those plans will need to demonstrate compliance with the Catchment Management Authority's conditions and to detail how the works on the land are to be drained, how drainage design allows for continuation of existing overland flow paths across the land and documentation demonstrating approval from the relevant authority for the legal point of discharge.

The proposed changes to the Goulburn Broken Catchment Management Authority's permit condition on fencing requirements are practical and meet the requirements of the relevant authority.

Conclusions

The Panel concludes:

- Relevant drainage-related permit conditions can satisfactorily address matters raised in submissions.
- As agreed to by the Goulburn Broken Catchment Management Authority:
 - fencing should not be required
 - fencing design requirements should be specified for circumstances where fencing is proposed.

(iv) Recommendation

Having considered all issues relevant to Planning Permit Application 2017-301, the Panel recommends:

The Minister for Planning issue Planning Permit 2017-301 with the conditions shown in Appendix D3 to this report.

5.4 2017-344 (Congupna)

Having considered all issues relevant to Planning Permit Application 2017-344, the Panel recommends:

 The Minister for Planning issue Planning Permit 2017-344 with the conditions shown in Appendix D4 to this report.

Page	69	of	1	01

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix A Submitters to the Permits

0	Submitter	No	Submitter
	Steven Perkins	21	Jonny McNeill
	James Perkins	22	Gail & Darryl Bailey
	Amanda Perkins	23	Kristian McNeill
	Tracy & Sam Catalona	24	Sharon McCarthy
	Roger & Cindy Coverdale	25	Tony McCarthy
	Daniel Wright	26	Amendra Singh
	Shane Hall	27	Dana Lynch
	Peter Hall	28	Geoff Lynch
	Todd Hall	29	Sue Lynch
	Geoff & Rachael Slorach	30	LA Bulk Transport Pty Ltd
	Marjory Wheller	31	Sandra Kington
	J & E Pena	32	Bruce Gall
	Michael Sleeth	33	Eileen Frankland
	Trevor Bailey	34	Garry Attwood
	Adam Dorsett	35	Maria Nugen
	Joanne Crow	36	Steve Kington
	Vicki Emanuelli	37	Andrew Fox
	Ryan Schlabach	38	Sunny Side Farming Ardmona
	Jack Liversidge	39	Petra Aitken
	Stacey Bailey		

No	Submitter	No	Submitter	
1	Tony Farrell	4	G & N Akers	
2	Chris Calder	5	Murray Akers	
3	Clement Stone Town Planners			

Page 70 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Pern	nit application 2017-301 (Lemnos)		
No	Submitter	No	Submitter
1	Bernard Jones	11	Damien Blackledge
2	Ken & Coral Downing	12	Jesse Blackledge
3	Dallas & Krista Terlich	13	Bailey Blackledge
4	Jim & Lynne Evans	14	Tony O'Callaghan
5	Kate Greenall	15	J Collins
6	Neil & Lois Congram	16	L & R Cobbledick
7	Brett Davis	17	PJ & E MacGill
8	Anne & Michael Ritter	18	Tony Farrell
9	E Kiriacos	19	Clement Stone Town Planners
10	Caroline Poole	20	Ken Martin*

Pern	nit application 2017-344 (Congupna)		
No	Submitter	No	Submitter
1	Marg Thorn	4	Chris Calder
2	Ken Martin	5	NMB & J Barolli
3	Tony Farrell	6	Country Fire Authority

All permits			
No	Submitter	No	Submitter
L1	Victorian Farmers Federation*	1.3	Phillip Hone*
L2	Committee for Greater Shepparton*		

^{*} Late submission referred to the Panel from the Minister for Planning

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix B Parties to the Panel Hearing

Submitter	Represented by
Minister for Planning	Tim Doolan
Greater Shepparton City Council	Dr Joseph Monaghan of Holding Redlich and calling the following expert evidence: - Solar energy from Ken Guthrie of Sustainable Energy Transformation Pty Ltd - Agriculture and economics from Rob Rendell of RMCG - Horticulture and Livestock from Dr Doris Blaesing of RMCG
Neoen Australia Pty Ltd	Tim Power and Michelle Keen of White & Case and calling the following expert evidence: - Planning from Andrew Clarke of Matrix Planning - Agriculture from Ray Phillips of Phillips Agribusiness - Heat island effect from Dr Greg Barron-Gafford of the University of Arizona
X-Elio Australia Pty Ltd	Peter O'Farrell of Counsel and Serena Armstrong of Counsel, instructed by Isabella Kelly of Allens and calling the following expert evidence: - Planning from John Glossop of Glossop Town Planning - Economics from Dave Appels of Frontier Economics
CleanGen	Tiphanie Acreman of Counsel, instructed by Jacqueline Plant of Norton Rose Fulbright and calling the following expert evidence: - Economics from John Noronha of Essential Economics
Country Fire Authority	Matt Allen
Goulburn-Murray Rural Water Corporation	Graeme Hannan
Committee for Greater Shepparton	Sam Birrell
Victorian Farmers Federation	Lisa Gervasoni
Natalie Akers	
Clement Stone Town Planners	Kyle O'Brien
Anne and Michael Ritter	Anne Ritter
Patrick and Elizabeth MacGill	Patrick MacGill
LR and RJ Cobbledick	Lynette Cobbledick
James and Lynette Evans	Lynette Evans
Anthony O'Callaghan	
NMB & J Barolli Pty Ltd	Nathan Barolli
Peter Hall	
Richard Anderson	
Geoff and Rachael Slorach	Geoff Slorach

Page 72 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix C Document list

No.	Description	Presented by
7 Ma	y 2018	
1	Part A submission	Council
2	Expert witness statement – Ken Guthrie	Council
3	Expert witness statement ~ Rob Rendell	Council
4	Expert witness statement – Doris Blaesing	Council
5	Expert witness statement – Andrew Clarke	Ms Keen
6	Expert witness statement – Ray Phillips	Ms Keen
7	Expert witness statement – Greg Barron-Gafford	Ms Keen
8	Expert witness statement – John Noronha	Elisa de Wit, Norton Rose Fulbright
9	Expert witness statement – John Glossop	Jillian Button, Allens
10	Expert witness statement – Dave Appels	Ms Button
11 M	lay 2018	
11a	Expert witness conference statement – Agriculture and economics	Council
11b	Expert witness conference statement – Solar	Council
14 M	lay 2018	
12	Submission – Minister for Planning	Mr Doolan
13	Part B Submission including attachments:	Council
	- Rosen & Anor v Macedon Ranges Shire Council & Anor 181 LGERA 370	
	- University of Melbourne v Minister for Planning (Red Dot) 40 VPR 315	
	 Moorabool Planning Scheme Amendment C62, July 2014 	
	 Telstra Corporation Limited v Hornsby Shire Council (2006) 146 LGERA 10 	
	- Western Water v Rozen & Anor (2008) 24 VR 133	
	- Wangaratta Solar Farm Advisory Committee (ACI) [2017] PPV 126	
	- Wangaratta Solar Farm Advisory Committee (ACI) [2017] PPV 120	
	- Studies relied upon by Mr Ken Guthrie	
	- Studies relied upon by Dr Doris Blaesing	
	- Large-Scale Solar Power Plant Investor Prospectus	
	 Letter of Ken Guthrie, Sustainable Energy Transformation, to Horticulture Expert Witness, 22 April 2018 	
	- Traffic plans / Vehicle Access Plans	
14	Draft Permit conditions	Council
15	PowerPoint presentation	Council

Page 73 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

No.	Description	Presented by
16	Map – Tatura and surrounds soil types, 7 March 2000	Ms Acreman
17	PowerPoint slides – Rob Rendell	Council
15 M	ay 2018	
18a	Map – Lemnos site	Mr Power
18b	Plan – Lemnos site waterways and water supply channel sand drains	Mr Power
19a	Plan – Lemnos site landscaping	Mr Power
19b	Proposed landscaping on Lemnos site	Mr Power
20	Submission – Neoen Australia Pty Ltd	Mr Power
21	Photos – Sheep at solar energy facility in Parkes, New South Wales	Mr Power
22	Information sheet – Sheep trial at Parkes solar energy facility	Mr Power
16 M	ay 2018	V.0000
23	Draft Large Scale Solar Guideline, for State Significant Development, New South Wales Government, November 2017	Council
24	Planning guidance for the development of large-scale ground-mounted solar PV systems, BRE National Solar Centre, United Kingdom, October 2013	Council
25	Email – Goulburn-Murray Water on Congupna solar energy facility	Mr O'Farrell
26a	Impact of 50 metre setback	Mr O'Farrell
26b	Plan – Congupna on impact of 50 metre setback	Mr O'Farrell
26c	Plan – Tallygaroopna on impact of 50 metre setback	Mr O'Farrell
27	Submission – Victorian Farmers Federation	Ms Gervasoni
28	Submission – CleanGen	Ms Acreman
29	Email – Civil Aviation Safety Authority	Ms Acreman
30	Letter – from Sterling Wilson on traffic movement	Ms Acreman
17 M	ay 2018	
31	Submission – Goulburn-Murray Rural Water Corporation	Mr Hannan
32	Landscape Plan Guideline for developments in Campaspe Shire Council, City of Greater Shepparton and Moira Council	Council
33	Submission – Clement Stone Town Planners	Mr O'Brien
34	Submission – Anne and Michael Ritter	Ms Ritter
35	Submission – X-Elio Australia Pty Ltd	Mr O'Farrell
36	Photos – Kerang solar energy facility	Mr Glossop
37	Submission – James and Lynette Evans	Ms Evans

Page 74 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

No.	Description	Presented by
28 M	lay 2018	
38	Submission – Additional information from the Chief Executive Officer	Council
39	Submission – NMB&J Barolli Pty Ltd	Mr Barolli
40	Article –Country News 'Solar Surge'	Mr Barolli
41	Submission – Peter Hall	Mr Hall
42	Email – from Ms Evans to the Panel	Panel chair
43	Submission – Geoff Slorach	Mr Slorach
44	Without prejudice draft permit conditions – CleanGen (emailed 24 May)	Ms Plant
45	Without prejudice draft permit conditions – X-Elio	Zainab Mahmood, Allens
46	Without prejudice draft permit conditions – Neoen (emailed 24 May)	Ms Keen
47	Without prejudice draft permit conditions – Council (emailed 22 May)	Council
48	Planting palette prepared by Urbis for Lightsource	Ms Acreman
49	Corrected maps showing access ways	Council
50	Submission – Council reply	Council
Othe	r documents	
51	50-metre setback maps and measurements (emailed 23 May)	Council
52	Links to reports on water use trends in the Goulburn Valley Irrigation District (email 14 May 2018)	Council
53	Response to Panel questions regarding the DELWP submission (email 18 May 2018)	Mr Doolan

Page 75 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix D Panel recommended Permit 2017-162

2017-162 - 610 Ferguson Road, Tatura East - CleanGen

1. Amended Plans Required

Before the development starts, amended plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions be-provided. Such plans must be generally in accordance with the plans submitted with the application but modified to show:

- a) Setbacks as required by Goulburn-Murray Water; and
- A setback of the solar farm arrays of not less than 50 metres to property boundaries; and A setback of not less than 30 metres from the edge of the solar arrays to any adjoining property boundary
- Detailed planning drawings of the development including floor and elevation plans of all proposed buildings.

Before the use of the solar <u>farm energy facility</u> commences, all buildings and works as shown on the endorsed plans must be completed to the satisfaction of the responsible authority.

Layout Not Altered

The use and development of the land for a solar farm-energy facility as shown on the endorsed plans must not be altered without the written consent of the responsible authority.

Section 173 Agreement Decommissioning plan

4. Prior to the use commencing, the owner must enter into an agreement with the Responsible Authority, pursuant to Section 173 of the Planning and Environment Act 1987 (the Act). This agreement must be registered on the title to the land pursuant to Section 181 of the Planning and Environment Act 1987. The owner must pay the reasonable costs of the preparation, execution and registration of the section 173 agreement.

The agreement must provide for:

The following requirements must be met when the solar energy facility permanently ceases operation:

- a) Within three months of the solar farm energy facility use ending, a decommissioning and rehabilitation management plan prepared by a suitably qualified person to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority for approval. When approved, the plan will be endorsed and will form part of the permit. The plan must include but is not limited to:
 - identification of structures to be removed, including but not limited to all solar panels, substation, buildings (if they are not useful for ongoing use) and electrical infrastructure, including underground infrastructure to be removed and how they will be removed;
 - (ii) details of how the land will be rehabilitated to allow it to be used for agricultural purposes (or proposed alternative use). back to its pre-

Page 76 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

development condition, including irrigation layout and soil profile

Within 12 months of the endorsement of the decommissioning and rehabilitation management plan, all the decommissioning and rehabilitation must be completed to satisfaction of the responsible authority.

- b) The photovoltaic arrays must be orientated so that the panels are perpendicular to the ground within 30 minutes of sunset until within 30 minutes of sunrise to facilitate night radiant cooling.
- c) The operator of the solar farm accepts and acknowledges that the use and development may be subject to disturbance from agricultural activities including but not limited to spray drift, dust emissions and heavy machinery use.

The said agreement is to be prepared by Council. Council will undertake to have the agreement prepared upon written notification from the applicant. All costs associated with the preparation and registration of the agreement shall be borne by the applicant including Council's administration fee. All fees associated with the documentation must be fully paid prior to execution and registration of the document by Council.

4 Civil Construction Requirements

Before any of the development starts, detailed plans with computations to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The information submitted must show the any relevant details listed in the council's Infrastructure Design Manual (IDM) and be designed in accordance with the requirements of that manual, including::

- a) details (and computations) of how the works on the land are to be drained including drains conveying stormwater to the legal point of discharge;
- details of how the drainage design allows for the continuation of existing overland flow paths across the land;
- documentation demonstrating approval from the relevant authority for the legal point of discharge;
- d) maximum discharge rate shall not be more than 1.2 l/sec/ha;
- e) details of the sealing of Turnbull Road frontage of the site to prevent dust generation during the construction phase;
- f) carparking areas, circulation lanes and access shall be designed and constructed in accordance with AustRoads Publication 'Guide to Traffic Engineering Practice: Part 11 Parking,' 'Australian Standard AS2890.1-2004 (Off Street Parking)' & 'AS2890.6 (Off Street Parking for People with Disabilities);'
- details of lighting to be constructed on the land the site shall be properly illuminated with lighting designed, baffled and located to the satisfaction of the responsible authority to prevent any adverse effect on adjoining land;
- details of how any lighting within the site is designed, baffled and located to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and must be connected to a time clock switch or other approved system to the satisfaction of the responsible authority
- i) details on how noise emitted from the land during the operation of the facility will not exceed the recommended levels set out in EPA Publication 1411 Noise from Industry in Regional Victoria, 2011 as amended and replaced;-
- j) details of the boundary fencing of the land.

Page 77 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

to the satisfaction of the responsible authority.

All parking spaces must be designed to allow all vehicles to drive forwards both when entering and leaving the property.

The access and parking areas must be constructed and drained to prevent diversion of flood or drainage waters, and <u>well</u> maintained in a continuously useable condition to the satisfaction of the responsible authority.

Parking spaces, access lanes and driveways must be kept available for these purposes at all times.

Before the operation of the solar <u>farm-energy facility</u> commences all buildings and works as shown on the endorsed plans must be constructed in accordance with the endorsed plans to the satisfaction of the responsible authority.

Landscape Plan

Before the development starts, three copies of a landscape plan must be submitted to and approved by the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and <u>must include:three copies must be provided;</u>

- a) a survey of all existing vegetation and natural features showing plants (greater than 1200mm diameter) to be removed;
- a schedule of all proposed trees, shrubs and ground cover, including the location, number and size at maturity of all plants, the botanical names and the location of areas to be covered by grass, lawn or other surface materials as specified;
- how the land under the solar arrays maintains ground cover at a reasonable level and the management of the ground cover in the fire season;
- details of permanent vegetation buffers with a minimum depth of seven metres and height of three metres at full maturity along any abutting residential property boundary to provide visual screening; details of permanent screening trees and shrubs with a minimum of six rows using a mixture of local trees and understorey species
- a maintenance and monitoring program to ensure the ongoing health of the landscaping, including weed management and the replacement of dead or diseased plants.

All species selected must be to the satisfaction of the responsible authority.

Before the commencement of the use or by such a later date as is approved by the responsible authority in writing, landscaping works shown on the endorsed plan must be carried out and completed to the satisfaction of the responsible authority.

Once the landscaping planting is carried out the landscaping must be maintained including the replacement of any dead or diseased plants to the satisfaction of the responsible authority.

6. Construction Management Plan

Prior to commencement of works, a Construction Site Management Plan in accordance with Council's Infrastructure Design Manual must be prepared, approved and implemented to the satisfaction of the responsible authority. The plan must show:

Page 78 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

- measures to control erosion and sediment and sediment laden water runoff, including the design details of structures;
- measures to retain dust, silt and debris on site, both during and after the construction phase;
- locations of any construction wastes and the method of disposal, equipment, machinery and/or earth storage/stockpiling during construction;
- d) where access to the site for construction vehicle traffic will occur;
- e) tree protection zones;
- the location of trenching works, boring, and pits associated with the provision of services: and
- g) the location of any temporary buildings or yards;-
- details of any treatment required for the portion of Turnbull Road adjacent to the subject site to minimise dust during the construction phase
- i) heavy vehicle movements
- j) construction times
- details of a site contact/site manager
- details of how the construction phase will comply with EPA Publication 1254, Noise Control Guidelines, 2011 as amended and replaced.

During the construction phase all measures identified in the endorsed construction management plan must be implemented to the satisfaction of the responsible authority.

7. General Amenity

Before the use commences, an Environmental Management Plan must be prepared, approved and implemented to the satisfaction of the responsible authority. The Environmental Management Plan must include:

- a) overall environmental objectives for the operation of the solar energy and techniques for their achievement;
- b) day-to-day management requirements for the use;
- procedures to ensure that no significant adverse environmental impacts occur as a result of the use;
- d) identification of possible risks of operational failure and response measures to be implemented; and
- a program for recording and reporting environmental incidents or non-compliances with this permit and for responding to complaints during operation of the solar energy.

The use and development permitted by this permit must not, in the opinion of the responsible authority, adversely affect the amenity of the locality by reason of the processes carried on; the transportation of materials, goods or commodities to or from the subject land; the appearance of any buildings, works or materials; the emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit, or oil; the presence of vermin, or otherwise.

Prior to the use commencing any security alarm installed on the premises must be 'silently wired' to a security firm or the Victoria Police.

Prior to the use commencing any lighting within the site must be designed, baffled and located in such positions so as to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and must be connected to a time clock switch or other approved system to the satisfaction of the responsible authority.

Page 79 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

8. Fire and Emergency Management Plans

Before the development starts, plans <u>must be prepared</u> to the satisfaction of the responsible authority <u>having regard to the requirements of and CFA the Country Fire Authority</u> must be submitted and approved by the responsible authority. When approved, the plans will be endorsed and then form a part of the permit. The plans mentioned above must include the following:

- a) Fire Management Plan;
- Bushfire Risk Assessment, incorporating water supply requirements;
- c) Fuel Reduction and Maintenance Plan;
- d) Emergency Management Plan; and
- e) Any other risk management information for the site.

Once endorsed the plans must be implemented to the satisfaction of the responsible authority.

9. Goulburn Broken Catchment Management Authority Requirements

The finished floor levels of the proposed Operations & Maintenance, Guard and Inverter buildings must be constructed at least 300 millimetres above general ground surface level, or higher level deemed necessary by the responsible authority.

Goulburn--Murray Water Requirements

- All construction and ongoing activities must be in accordance with sediment control principles outlined in 'Construction Techniques for Sediment Pollution Control' (EPA, 1991).
- All solar panels must be setback five metres from Goulburn—Murray Water's easement, freehold, or reserve boundary.
- The renewable energy facility must not impact the lease benefiting Goulburn-Murray Water on title (Titles Office Reference AF522022P).
- d) If applicable, all wastewater from the office must be treated and disposed of using an EPA approved system, installed, operated and maintained in compliance with the EPA Code of Practice – On-site Wastewater Management, Publication 891.4, and to the satisfaction of council's Environmental Health Department.
- e) If applicable, the wastewater disposal area must be located in accordance with Table 5 of the EPA Code of Practice – On-site Wastewater Management, Publication 891.4, July 2016, from any waterways, drainage lines, dams or bores.

11. Time for Starting and Completion Expiry

This permit will expire if one of the following circumstances applies:

- a) the development and use has is not started within two (2) three (3) years of the date of this permit;
- b) the development is not completed within four (4) five (5) years of the date of this permit.

Page 80 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix E Panel recommended Permit 2017-274

2017-274 - 235 Victoria Road, Tallygaroopna - X-Elio

1. Amended Plans Required

Before the development starts, amended plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and a minimum of three copies (or as specified) must be provided. Such plan must be generally in accordance with the plan submitted with the application but modified to show:

- (a) A setback of the solar farm of not less than 50 metres to property boundaries
 A setback of not less than 30 metres from the edge of the solar arrays to any
 adjoining property boundary
- (b) Detailed planning drawings of the development including floor and elevation plans of all proposed buildings
- (c) Location and details of the business identification signage
- (d) Details of any staging of the development.

Before the use of the solar farmenergy facility for a stage commences, all buildings and works for that stage as shown on the endorsed plans must be completed to the satisfaction of the responsible authority.

2. Layout Not Altered

The use and development of the land for a solar farm energy facility as shown on the endorsed plans must not be altered without the written consent of the responsible authority.

The business identification signage to be erected must be in accordance with the endorsed plan and must not be altered or modified without the prior written approval of the responsible authority.

Section 173 Agreement Decommissioning plan

Prior to the use commencing, the owner must enter into an agreement with the Responsible Authority, pursuant to Section 173 of the Planning and Environment Act 1987 (the Act). This agreement must be registered on the title to the land pursuant to Section 181 of the Planning and Environment Act 1987. The owner must pay the reasonable costs of the preparation, execution and registration of the section 173 agreement. The agreement must provide for:

The following requirements must be met when the solar energy facility permanently ceases operation:

- (a) Within three months of the solar farm-energy facility use ending, a decommissioning and rehabilitation management plan prepared by a suitably qualified person must be submitted to the satisfaction of the responsible authority for approval. When approved, the plan will be endorsed and will then form part of the permit. The plan must include but is not limited to:
 - identification of structures to be removed, including but not limited to all solar panels, substation, buildings if they are not useful for ongoing use)

Page 81 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

- and electrical infrastructure, including underground infrastructure to be removed and how they will be removed;
- details of how the land will be rehabilitated back to its pre-development condition to allow it to be used for agricultural purposes (or proposed alternative use), including irrigation layout and soil profile
- (b) Within 12 months of the endorsement of the decommissioning and rehabilitation management plan, all the decommissioning and rehabilitation must be completed to satisfaction of the responsible authority.
- (c) The photovoltaic arrays (solar panels) must be orientated so that the panels are perpendicular to the ground within 30 minutes of sunset until within 30 minutes of sunrise to facilitate night radiant cooling.

The operator of the solar farm accepts and acknowledges that the solar farm operations may be subject to disturbance from agricultural activities including but not limited to spray drift, dust emissions and heavy machinery use.

The said agreement is to be prepared by Council. Council will undertake to have the agreement prepared upon written notification from the applicant. All costs associated with the preparation and registration of the agreement shall be borne by the applicant including Council's administration fee. All fees associated with the documentation must be fully paid prior to execution and registration of the document by Council.

4. Civil Construction Requirements

Before any of the development starts, detailed plans with computations to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The information submitted must show the relevant details listed in the council's Infrastructure Design Manual (IDM) and be designed in accordance with the requirements of that manual, including:

- details (and computations) of how the works on the land are to be drained including drains conveying stormwater to the legal point of discharge;
- details of how the drainage design allows for the continuation of existing overland flow paths across the land;
- documentation demonstrating approval from the relevant authority for the legal point of discharge;
- (d) maximum discharge rate shall not be more than 1.2 l/sec/ha;
- (e) carparking areas, circulation lanes and access shall be designed and constructed in accordance with AustRoads Publication 'Guide to Traffic Engineering Practice: Part 11 Parking,' 'Australian Standard AS2890.1-2004 (Off Street Parking)' & 'AS2890.6 (Off Street Parking for People with Disabilities);'
- the site shall be properly illuminated with lighting designed, baffled and located to the satisfaction of the responsible authority to prevent any adverse effect on adjoining land;
- (g) details of how any lighting within the site is designed, baffled and located to

Page 82 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and must be connected to a time clock switch or other approved system to the satisfaction of the responsible authority

- (h) details on how noise emitted from the land during the operation of the facility will not exceed the recommended levels set out in EPA Publication 1411 Noise from Industry in Regional Victoria, 2011 as amended and replaced
- (i) details of the perimeter fencing of the land.

to the satisfaction of the responsible authority.

All parking spaces must be designed to allow all vehicles to drive forwards both when entering and leaving the property.

The access and parking areas must be constructed and drained to prevent diversion of flood or drainage waters, and <u>well</u> maintained_in a continuously useable condition to the satisfaction of the responsible authority.

Parking spaces, access lanes and driveways must be kept available for these purposes at all times.

Before the operation of a stage of the solar farm energy facility commences, all buildings and works as shown on the endorsed plans must be constructed in accordance with the endorsed plans of that stage to the satisfaction of the responsible authority.

5. Landscape Plan

Before the development starts, three copies of a landscape plan must be submitted prepared to and approved by the satisfaction of the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must be provided must include:

- a survey of all existing vegetation and natural features showing plants (greater than 1200mm diameter) to be removed;
- (b) a schedule of all proposed trees, shrubs and ground cover, including the location, number and size at maturity of all plants, the botanical names and the location of areas to be covered by grass, lawn or other surface materials as specified;
- how the land under the solar arrays maintains good ground cover at a reasonable level and the management of the ground cover in the fire season;
- (d) details of permanent vegetation buffers with a minimum depth of seven metres and height of three metres at full maturity along any abutting residential property boundary to provide visual screening; details of permanent screening trees and shrubs with a minimum of six rows using a mixture of local trees and understorey species
- details of vegetation buffers to provide screening to adjoining residences with a minimum width of seven metres and height of three metres;
- (f) a maintenance and monitoring program to ensure the ongoing health of the landscaping, including weed management and the replacement of dead or diseased plants.

All species selected must be to the satisfaction of the responsible authority.

Page	83	of	10)]

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Before the commencement of the use or by such a later date as is approved by the responsible authority in writing, landscaping works shown on the endorsed plan must be carried out and completed to the satisfaction of the responsible authority.

Once the landscaping planting is carried out the landscaping must be maintained including the replacement of any dead or diseased plants to the satisfaction of the responsible authority.

6. Construction Management Plan

Prior to commencement of works, a Construction Site Management Plan in accordance with Council's Infrastructure Design Manual must be prepared, approved and implemented to the satisfaction of the responsible authority. The plan must show:

- measures to control erosion and sediment and sediment laden water runoff, including the design details of structures;
- (b) measures to retain dust, silt and debris on site, both during and after the construction phase;
- locations of any construction wastes and the method of disposal, equipment, machinery and/or earth storage/stockpiling during construction;
- (d) where access to the site for construction vehicle traffic will occur;
- (e) tree protection zones;
- the location of trenching works, boring, and pits associated with the provision of services; and
- (g) the location of any temporary buildings or yards
- (h) details of how the construction phase will comply with EPA Publication 1254, Noise Control Guidelines, 2011 as amended and replaced.

7. General Amenity

The use and development permitted by this permit must not, in the opinion of the responsible authority, adversely affect the amenity of the locality by reason of the processes carried on; the transportation of materials, goods or commodities to or from the subject land; the appearance of any buildings, works or materials; the emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit, or oil; the presence of vermin, or otherwise.

Prior to the use commencing any security alarm installed on the premises must be 'silently wired' to a security firm or the Victoria Police.

Before the use commences, an Environmental Management Plan must be prepared, approved and implemented to the satisfaction of the responsible authority. The Environmental Management Plan must include:

- a) overall environmental objectives for the operation of the solar energy facility and techniques for their achievement;
- b) day-to-day management requirements for the use;
- procedures to ensure that no significant adverse environmental impacts occur as a result of the use;
- d) identification of possible risks of operational failure and response measures to be implemented; and
- e) a program for recording and reporting environmental incidents or non-compliances with

Page 84 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

this permit and for responding to complaints during operation of the solar energy facility.

Prior to the use commencing any lighting within the site must be designed, baffled and located in such positions so as to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and must be connected to a time clock switch or other approved system to the satisfaction of the responsible authority.

Native Vegetation Offsets

Native vegetation offsets are required to offset the removal of three native scattered trees approved as part of this permit. The applicant must provide a native vegetation offset that meets the following requirements, and is in accordance with the *Permitted clearing of native vegetation — Biodiversity assessment guidelines* 2013 and the Native vegetation gain scoring manual (Department of Environment and Primary Industries) 2013:

The offset must:

- a) contribute gain of at least 0.018 biodiversity equivalence units
- b) be located within the Goulburn Broken Catchment Management Authority boundary or Greater Shepparton City Council Municipal district
- c) have a strategic biodiversity score of at least 0.278

Native Vegetation Offset Evidence

Before any native vegetation is removed, evidence that an offset has been secured must be provided to the satisfaction of and approved by the Responsible Authority. This offset must meet the offset requirements set out in this permit and be in accordance with the requirements of the Permitted clearing of native vegetation — Biodiversity assessment guidelines and the Native vegetation gain scoring manual 2013 (Department of Environment and Primary Industries).

Offset evidence can be either:

- (a) An allocated native vegetation credit register extract from the Native Vegetation Credit Register; or
- (b) A security agreement to the required standard for the offset site or sites, including a 10-year Offset Management Plan to the satisfaction and approval of the Responsible Authority.

Every year, for ten years from the date of approval of the Offset Management Plan, the applicant must provide to the Responsible Authority, notification of actions undertaken towards implementation of the Offset Management Plan, an offset site condition statement and site monitoring photographs.

The Offset Management Plan must be in accordance with Permitted clearing of native vegetation; First party general offset kit (Department of Environment and Primary Industries) and include:

- The gain in biodiversity equivalence units and strategic biodiversity score to be achieved by the offset actions
- Location of where offsets are to be provided and size of area (to be drawn to scale)
- (c) Type of offsets to be provided

Page 85 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

- If applicable, revegetation details including the method(s), number of trees, shrubs and other plants, species, mix and density
- (e) Activities that will be forgone within the offset area, such as grazing, removal of fallen timber and standing trees and other development/uses
- (f) Management actions that will be undertaken to ensure long term sustainability of offset(s) such as permanent fencing, weed control, revegetation maintenance, retention of timber/branches and other habitat management actions
- (g) Method of permanent protection for offset(s) such as a formal agreement
- (h) Person(s) responsible for implementing and monitoring the Offset Management Plan
- (i) Time frame for implementing the Offset Management Plan

No alteration to Offset requirements

The requirements noted in an approved and endorsed Offset Plan must not be altered without the written consent of the responsible authority.

Fire and Emergency Management Plans

Before the development starts, plans must be prepared to the satisfaction of the responsible authority having regard to the requirements of the Country Fire Authority and must be submitted and approved by the responsible authority. When approved, the plans will be endorsed and then form a part of the permit. The plans mentioned above must include:

- (a) Fire Management Plan
- (b) Bushfire Risk Assessment, incorporating water supply requirements
- (c) Fuel Reduction and Maintenance Plan
- (d) Emergency Management Plan
- (e) Any other risk management information for the site.

10. Goulburn-Murray Water Requirements

- (a) All construction and ongoing activities must be in accordance with sediment control principles outlined in 'Construction Techniques for Sediment Pollution Control' (EPA, 1991).
- (b) All solar panels must be setback at least ten metres from Goulburn-Murray Water's East Goulburn 4/18 Channel.
- (c) If applicable, all wastewater from the office must be treated and disposed of using an EPA approved system, installed, operated and maintained in compliance with the EPA Code of Practice – On-site Wastewater Management, Publication 891.4, and to the satisfaction of Council's Environmental Health Department.
- (d) If applicable, the wastewater disposal area must be located in accordance with Table 5 of the EPA Code of Practice – On-site Wastewater Management, Publication 891.4, July 2016, from any waterways (including Goulburn-Murray)

Page 86 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Water open channels), drainage lines, dams or bores.

11. Powercor Requirements

The applicant shall:

- (a) Negotiate with Powercor for the connection of the development, to the existing power distribution network.
- (b) Any buildings must comply with the clearances required by the Electricity Safety (Installations) Regulations.
- (c) Any construction work must comply with Energy Safe Victoria's "No Go Zone" rules.
- (d) Set aside for the use of Powercor Australia Ltd reserves and/or easements satisfactory to Powercor Australia Ltd where any electric substation (other than a pole mounted type) is required.
- (e) Alternatively, at the discretion of Powercor Australia Ltd a lease(s) of the site(s) and for easements for associated powerlines, cables and access ways shall be provided. Such a lease shall be for a period of 30 years at a nominal rental with a right to extend the lease for a further 30 years. Powercor Australia Ltd will register such leases on the title by way of a caveat prior to the registration of the plan of subdivision.
- (f) Provide easements satisfactory to Powercor Australia Ltd, where easements have not been otherwise provided, for all existing Powercor Australia Ltd electric lines on the land and for any new powerlines required to service the lots and adjoining land, save for lines located, or to be located, on public roads set out on the plan. These easements shall show on the plan an easement(s) in favour of "Powercor Australia Ltd" for "Power Line" pursuant to Section 88 of the Electricity Industry Act 2000.
- (g) Obtain for the use of Powercor Australia Ltd any other easement external to the development.

12. Time for Starting and CompletionExpiry

This permit will expire if one of the following circumstances applies:

- the development and use has is not started within two (2) three (3) years of the date of this permit;
- (b) the development is not completed within four (4) six (6) years of the date of this permit.

Page 87 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix F Panel recommended Permit 2017-301

2017-301 - 1190 Cosgrove-Lemnos Road, 1220 Cosgrove-Lemnos Road, 260 Tank Corner East Road, 875 Boundary Road and 85 Crooked Lane - Neoen

1. Amended Plans Required

Before the development starts, <u>amended</u> plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and a minimum of two copies (or as specified) must be provided. The plans must be generally in accordance with the plans submitted with the application but modified to include any necessary information listed in Council's Infrastructure Design Manual. <u>The plans must show:</u>

- Plans to show the solar arrays are setback at least 50 metres from the lands boundary
- (b) A setback of not less than 30 metres from the edge of the solar arrays to any adjoining property boundary
- (c) A detailed fencing plan that achieves compliesance with the Goulburn Broken Catchment Management Authority conditions
- (d) Floor and elevation plans of all proposed buildings
- Setbacks of buildings and solar panels thate comply with Goulburn-Murray Water conditions
- (f) Details of the water tanks and associated screening (Tank Corner East Road)

Before the operation of the solar farmenergy facility, all buildings and works shown on the endorsed plans must be completed to the satisfaction of the responsible authority.

2. Layout Not Altered

The use and development of the land for a solar <u>farm-energy facility</u> as shown on the endorsed plans must not be altered without the written consent of the responsible authority.

3. Section 173 Agreement Decommissioning plan

Prior to the use commencing, the owner must enter into an agreement with the Responsible Authority, pursuant to Section 173 of the Planning and Environment Act 1987 (the Act). This agreement must be registered on the title to the land pursuant to Section 181 of the Planning and Environment Act 1987. The owner must pay the reasonable costs of the preparation, execution and registration of the section 173 agreement. The agreement must provide for:

The following requirements must be met when the solar energy facility permanently ceases operation:

(a) Within three months of the solar farm energy facility use ending, a decommissioning and rehabilitation management plan prepared by a suitably qualified person must be submitted to the satisfaction of the responsible authority for approval. When approved, the plan will be endorsed and will the

Page 88 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

form part of the permit. The plan must include but is not limited to:

- identification of structures to be removed, including but not limited to all solar panels, substation, buildings (if they are not useful for ongoing use) and electrical infrastructure, including underground infrastructure to be removed and how they will be removed;
- (ii) details of how the land will be rehabilitated back to its pre-development condition allow it to be used for agricultural purposes (or proposed alternative use). including irrigation layout and soil profile
- (c) Within 12 months of the endorsement of the decommissioning and rehabilitation management plan, all the decommissioning and rehabilitation must be completed to satisfaction of the responsible authority.
- (d) The photovoltaic arrays (solar panels) must be orientated so that the panels are perpendicular to the ground within 30 minutes of sunset until within 30 minutes of sunrise to facilitate night radiant cooling.
- (e) The operator of the solar farm accepts and acknowledges that the solar farm operations may be subject to disturbance from agricultural activities including but not limited to spray drift, dust emissions and heavy vehicle use.

The said agreement is to be prepared by Council, Council will undertake to have the agreement prepared upon written notification from the applicant. All costs associated with the preparation and registration of the agreement shall be borne by the applicant including Council's administration fee. All fees associated with the documentation must be fully paid prior to execution and registration of the document by Council.

4. Civil Construction Requirements

Before any of the development starts, detailed plans with computations to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The information submitted must show the any relevant details listed in the Council's Infrastructure Design Manual (IDM) and be designed in accordance with the requirements of that manual including:

- details (and computations) of how the works on the land are to be drained including drains conveying stormwater to the legal point of discharge;
- details of how the drainage design allows for the continuation of existing overland flow paths across the land;
- documentation demonstrating approval from the relevant authority for the legal point of discharge;
- maximum discharge rate shall not be more than 1.2 l/sec/ha;
- detailed plans of the proposed vehicle crossing from Cosgrove-Lemnos Road (labelled main entrance on the plans);
- f) carparking areas, circulation lanes and access shall be designed and constructed in accordance with AustRoads Publication 'Guide to Traffic Engineering Practice-:

Page 89 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Part 11 Parking,' 'Australian Standard AS2890.1-2004 (Off Street Parking)' & 'AS2890.6 (Off Street Parking for People with Disabilities);'

- the site shall be properly illuminated with lighting designed, baffled and located to the satisfaction of the responsible authority to prevent any adverse effect on adjoining land;
- g) details of how any lighting within the site is designed, baffled and located to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and connection to a time clock switch or other approved system;
- details on how noise emitted from the land during the operation of the facility will not exceed the recommended levels set out in EPA Publication 1411 Noise from Industry in Regional Victoria, 2011 as amended and replaced;
- details of the perimeter fencing of the land.

to the satisfaction of the responsible authority.

All parking spaces must be designed to allow all vehicles to drive forwards both when entering and leaving the property.

The access and parking areas must be constructed and drained to prevent diversion of flood or drainage waters, and <u>well</u> maintained in a continuously useable condition to the satisfaction of the responsible authority.

Parking spaces, access lanes and driveways must be kept available for these purposes at all times.

Before the operation of the solar <u>farm-energy facility</u> commences, all buildings and works as shown on the endorsed plans must be constructed in accordance with the endorsed plans to the satisfaction of the responsible authority.

5. Landscape Plan

Before the development starts, three copies of a landscape plan must be submitted to and approved by the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and <u>must include</u>: three copies must be provided;

- a) a survey of all existing vegetation and natural features showing plants (greater than 1200mm diameter) to be removed;
- a schedule of all proposed trees, shrubs and ground cover, including the location, number and size at maturity of all plants, the botanical names and the location of areas to be covered by grass, lawn or other surface materials as specified;
- how the land under the solar arrays maintains ground cover at a reasonable level and the management of fire risk;
- d) details of permanent vegetation buffers with a minimum depth of seven metres and height of three metres at full maturity along any abutting residential property boundary to provide visual screening; details of permanent screening trees and shrubs with a minimum of six rows using a mixture of local trees and understorey species
- a maintenance and monitoring program to ensure the ongoing health of the landscaping, including weed management and the replacement of dead or diseased plants.

Page 90 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

All species selected must be to the satisfaction of the responsible authority.

Before the commencement of the use or by such a later date as is approved by the responsible authority in writing, landscaping works shown on the endorsed plan must be carried out and completed to the satisfaction of the responsible authority.

Once the landscaping planting is carried out the landscaping must be maintained including the replacement of any dead or diseased plants to the satisfaction of the responsible authority.

Construction Management Plan

Prior to commencement of works, a Construction Site Management Plan in accordance with Council's Infrastructure Design Manual must be prepared, approved and implemented to the satisfaction of the responsible authority. The plan must show:

- measures to control erosion and sediment and sediment laden water runoff, including the design details of structures;
- measures to retain dust, silt and debris on site, both during and after the construction phase;
- locations of any construction wastes and the method of disposal, equipment, machinery and/or earth storage/stockpiling during construction;
- d) where access to the site for construction vehicle traffic will occur;
- e) tree protection zones;
- f) the location of trenching works, boring, and pits associated with the provision of services;
- g) the location of any temporary buildings or yards;
- measures to ensure conflicts between cyclists and construction activities are managed;
- submission of written approval from AusNet Services to use vehicles and equipment exceeding 3 metres in height on the AusNet easement
- j) details of how the construction phase will comply with EPA Publication 1254, Noise Control Guidelines, 2011 as amended and replaced.

General Amenity

The use and development permitted by this permit must not, in the opinion of the responsible authority, adversely affect the amenity of the locality by reason of the processes carried on; the transportation of materials, goods or commodities to or from the subject land; the appearance of any buildings, works or materials; the emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit, or oil; the presence of vermin, or otherwise.

Prior to the use commencing, an Environmental Management Plan must be prepared, approved and implemented to the satisfaction of the responsible authority. The Environmental Management Plan must include:

- a) overall environmental objectives for the operation of the solar energy facility and techniques for their achievement
- day-to-day management requirements for the use
- procedures to ensure that no significant adverse environmental impacts occur as a result of the use
- d) identification of possible risks of operational failure and response measures to be implemented
- a program for recording and reporting environmental incidents or non-compliances with this permit and for responding to complaints during operation of the solar energy facility.

Prior to the use commencing any security alarm installed on the premises must be 'silently

Page 91 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

wired' to a security firm or the Victoria Police.

Prior to the use commencing any lighting within the site must be designed, baffled and located in such positions so as to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and must be connected to a time clock switch or other approved system to the satisfaction of the responsible authority.

8. Native Vegetation Offsets

Native vegetation offsets are required to offset the removal of 22 native scattered trees approved as part of this permit. The applicant must provide a native vegetation offset that meets the following requirements, and is in accordance with the *Permitted clearing of native vegetation — Biodiversity assessment guidelines* 2013 and the Native vegetation gain scoring manual (Department of Environment and Primary Industries) 2013:

The offset must:

- (b) contribute gain of at least 0.059 biodiversity equivalence units
- be located within the Goulburn Broken Catchment Management Authority boundary or Greater Shepparton City Council Municipal district
- (h) have a strategic biodiversity score of at least 0.101

Native Vegetation Offset Evidence

Before any native vegetation is removed, evidence that an offset has been secured must be provided to the satisfaction of and approved by the Responsible Authority. This offset must meet the offset requirements set out in this permit and be in accordance with the requirements of the Permitted clearing of native vegetation — Biodiversity assessment guidelines and the Native vegetation gain scoring manual (Department of Environment and Primary Industries) 2013.

Offset evidence can be either:

- An allocated native vegetation credit register extract from the Native Vegetation Credit Register; or
- A security agreement to the required standard for the offset site or sites, including a 10-year Offset Management Plan to the satisfaction and approval of the Responsible Authority.

Every year, for ten years from the date of approval of the Offset Management Plan, the applicant must provide to the Responsible Authority, notification of actions undertaken towards implementation of the Offset Management Plan, an offset site condition statement and site monitoring photographs.

The Offset Management Plan must be in accordance with Permitted clearing of native vegetation; First party general offset kit (Department of Environment and Primary Industries) and include:

- (a) The gain in biodiversity equivalence units and strategic biodiversity score to be achieved by the offset actions
- Location of where offsets are to be provided and size of area (to be drawn to scale)

Page 92 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

- (c) Type of offsets to be provided
- If applicable, revegetation details including the method(s), number of trees, shrubs and other plants, species, mix and density
- (e) Activities that will be forgone within the offset area, such as grazing, removal of fallen timber and standing trees and other development/uses
- (f) Management actions that will be undertaken to ensure long term sustainability of offset(s) such as permanent fencing, weed control, revegetation maintenance, retention of timber/branches and other habitat management actions
- (g) Method of permanent protection for offset(s) such as a formal agreement
- Person(s) responsible for implementing and monitoring the Offset Management Plan
- Time frame for implementing the Offset Management Plan

No alteration to Offset requirements

The requirements noted in an approved and endorsed Offset Plan must not be altered without the written consent of the responsible authority.

9. Country Fire Authority Requirements Fire and Emergency Management Plans

Before the development starts, plans <u>must be prepared</u> to the satisfaction of <u>the responsible</u> <u>authority having regard to the requirements of CFA_the Country Fire Authority must be submitted and approved by CFA and the responsible authority</u>. When approved, the plans will be endorsed and then form a part of the permit. The plans mentioned above must include the following:

- (a) Fire Management Plans
- (b) Bushfire Risk Assessment, incorporating water supply requirements;
- (c) Fuel Reduction and Maintenance Plan;
- (d) Emergency Management Plan; and
- (e) Any other risk management information for the site.

10. Goulburn-Murray Water Requirements

- a) No buildings other than the solar panels are to be constructed within 30 metres of OKeefe Creek and or Goulburn-Murray Water's open channels and drains (no. 14A, 7/14A, 15) and drains (no. 6/11, 8/4), or within the Floodway Overlay (FO).
- b) No solar panels (or associated works) are to be constructed within 30 metres of Goulburn-Murray Water's drains no. 6/11 and 8/4. All other solar panels must be setback at least five metres from Goulburn-Murray Water's easements, freehold or reserves containing Goulburn-Murray Water infrastructure.
- Prior to commencement of works, the applicant must obtain a 'Construction and Use of Private Works Licence' from Goulburn-Murray Water for any works carried out on Goulburn-Murray Water freehold land, easement or reserves.
- All construction and ongoing activities must be in accordance with sediment control principles outlined in 'Construction Techniques for Sediment Pollution Control' (EPA,

Page 93 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

1991).

AusNet Services

- The plan must show the AusNet Transmission Group easement fully dimensioned.
- No part of the proposed development is permitted on AusNet Transmission Group's easement unless otherwise agreed to in writing by AusNet Transmission Group.
- Access to and along the easement must be maintained at all times for AusNet Transmission Group's vehicles, staff and contractors.
- d) Natural ground surface levels on the easement must not be altered by the stockpiling of excavated material or by landscaping without prior written approval from AusNet Transmission Group.
- e) The use of vehicles and equipment exceeding 3 metres in height are not permitted to operate on the easement without prior written approval from AusNet Transmission Group.
- f) Approval must be obtained from AusNet Transmission Group as to the position and/or suitability of any roads that are proposed within the easement.
- g) Details of any proposed services within the easement must be submitted to AusNet Transmission Group and approved in writing prior to the commencement of work on site.

12. Goulburn Broken Catchment Management Authority Requirements

- a) The finished floor levels of the proposed substation, control room and O & M building must be constructed at least 300 millimetres above the applicable 100-year ARI flood level of 115.2 metres AHD, i.e. 115.5 metres AHD, or higher level deemed necessary by the responsible authority.
- b) A 200 metres length of fencing Any fencing constructed along the Cosgrove-Lemnos Road and within the Rural Floodway Overlay, must be constructed as post and wire or post and rail farm type fencing. Alternatively, pool type fencing with vertical bars spaced at least 150 millimetres apart.
- c) A 200 metres length of fencing Any fencing constructed along the western boundary of the property, and immediately north of the Goulburn Murray Channel 7A/14, within the Rural Floodway Overlay, must be constructed as post and wire or post and rail farm type fencing. Alternatively, pool type fencing with vertical bars spaced at least 150 millimetres apart.

13. Time for Starting and CompletionExpiry

This permit will expire if one of the following circumstances applies:

- the development and use is has not started within two (2) years of the date of this permit;
- b) the development is not completed within four (4) years of the date of this permit.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

Appendix G Panel recommended Permit 2017-344

2017-344 - 1090 Lemnos North Road, Congupna - X-Elio

1. Amended Plans Required

Before the development starts, <u>amended</u> plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and a minimum of two copies (or as specified) must be provided. The plans must be generally in accordance with the plans submitted with the application but modified to include any necessary information listed in Council's Infrastructure Design Manual <u>and must show:</u>

- (a) Plans to show the solar arrays are setback at least 50 metres from the lands boundary A setback of not less than 30 metres from the edge of the solar arrays to any adjoining property boundary
- (b) A detailed fencing plan that achieves complies with the Goulburn Broken Catchment Management Authority conditions
- (c) Floor and elevation plans of all proposed buildings
- Setbacks of buildings and solar panel to comply with G<u>oulburn-Murray Water</u> conditions
- (e) Location and dDetails of the business identification signage.

2. Layout Not Altered

The use and development of the land for a solar energy facility as shown on the endorsed plans must not be altered without the written consent of the responsible authority.

3. Decommissioning plan Section 173 Agreement

Prior to the use commencing, the owner must enter into an agreement with the Responsible Authority, pursuant to Section 173 of the Planning and Environment Act 1987 (the Act). This agreement must be registered on the title to the land pursuant to Section 181 of the Planning and Environment Act 1987. The owner must pay the reasonable costs of the preparation, execution and registration of the section 173 agreement. The agreement must provide for:

The following requirements must be met when the solar energy facility permanently ceases operation:

- (a) Within three months of the solar farm energy facility use ending, a decommissioning and rehabilitation management plan prepared by a suitably qualified person must be submitted to the satisfaction of the responsible authority for approval. When approved, the endorsed plan will be endorsed and will then form part of the permit. The plan must include but is not limited to:
 - identification of structures to be removed, including but not limited to all solar panels, substation, buildings (if they are not useful for ongoing use) and electrical infrastructure, including underground infrastructure to be removed and how they will be removed and how it will be removed;
 - (ii) details of how the land will be rehabilitated back to its pre-development

Page 95 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

condition allow it to be used for agricultural purposes (or proposed alternative use).; including irrigation layout and soil profile

Within 12 months of the endorsement of the decommissioning and rehabilitation management plan, all the decommissioning and rehabilitation must be completed to satisfaction of the responsible authority.

- (a) The photovoltaic arrays (solar panels) must be orientated so that the panels are perpendicular to the ground within 30 minutes of sunset until within 30 minutes of sunrise to facilitate night radiant cooling.
- (b) The operator of the solar farm accepts and acknowledges that the use and development may be subject to disturbance from agricultural activities including but not limited to spray drift, dust emissions and heavy machinery use

The said agreement is to be prepared by Council. Council will undertake to have the agreement prepared upon written notification from the applicant. All costs associated with the preparation and registration of the agreement shall be borne by the applicant including Council's administration fee. All fees associated with the documentation must be fully paid prior to execution and registration of the document by Council.

4. Civil Construction Requirements

Before any of the development of any relevant stage starts, detailed plans with computations to the satisfaction of the responsible authority for the relevant stage must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The information submitted must show the any relevant details listed in the Council's Infrastructure Design Manual (IDM) and be designed in accordance with the requirements of that manual including:

- details (and computations) of how the works on the land are to be drained including drains conveying stormwater to the legal point of discharge;
- details of how the drainage design allows for the continuation of existing overland flow paths across the land;
- documentation demonstrating approval from the relevant authority for the legal point of discharge;
- (d) maximum discharge rate shall not be more than 1.2 l/sec/ha;
- detailed plans of the vehicle crossing from Lemnos North Road to the site office area;
- (f) carparking areas, circulation lanes and access shall be designed and constructed in accordance with AustRoads Publication 'Guide to Traffic Engineering Practice-: Part 11 Parking,' 'Australian Standard AS2890.1-2004 (Off Street Parking)' & 'AS2890.6 (Off Street Parking for People with Disabilities);'
- (g) details of how any lighting within the site is designed, baffled and located to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and connection to a time clock switch or other approved system;
- (h) details on how noise emitted from the land during the operation of the facility

Page 96 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

will not exceed the recommended levels set out in EPA Publication 1411 Noise from Industry in Regional Victoria, 2011 as amended and replaced;

- the site shall be properly illuminated with lighting designed, baffled and located to the satisfaction of the responsible authority to prevent any adverse effect on adjoining land;
- (j) details of the perimeter fencing of the land.

to the satisfaction of the responsible authority.

All parking spaces must be designed to allow all vehicles to drive forwards both when entering and leaving the property.

The access and parking areas must be constructed and drained to prevent diversion of flood or drainage waters, and maintained in a continuously useable condition to the satisfaction of the responsible authority.

Parking spaces, access lanes and driveways must be kept available for these purposes at all times.

Before the operation of <u>a stage of</u> the solar <u>farm_energy facility</u> commences, all buildings and works as shown on the endorsed plans must be constructed in accordance with the endorsed plans of that stage to the satisfaction of the responsible authority.

5. Landscape Plan

Before the development starts, three copies of a landscape plan must be submitted prepared to and approved by the satisfaction of the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must include: be provided;

- a survey of all existing vegetation and natural features showing plants (greater than 1200mm diameter) to be removed;
- a schedule of all proposed trees, shrubs and ground cover, including the location, number and size at maturity of all plants, the botanical names and the location of areas to be covered by grass, lawn or other surface materials as specified;
- how the land under the solar arrays maintains ground cover at a reasonable level and the management of fire risk;
- (d) details of permanent screening trees and shrubs with a minimum of six rows using a mixture of local trees and understorey species
- details of vegetation buffers to provide screening to adjoining residences with a minimum width of seven metres and height of three metres;
- (f) a maintenance and monitoring program to ensure the ongoing health of the landscaping, including weed management and the replacement of dead or diseased plants.

All species selected must be to the satisfaction of the responsible authority.

Before the commencement of the use or by such a later date as is approved by the responsible authority in writing, landscaping works shown on the endorsed plan must be carried out and completed to the satisfaction of the responsible authority.

Once the landscaping planting is carried out the landscaping must be maintained including the

Page 97 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

replacement of any dead or diseased plants to the satisfaction of the responsible authority.

Construction Management Plan

Prior to commencement of works, a Construction Site Management Plan in accordance with Council's Infrastructure Design Manual must be prepared, approved and implemented to the satisfaction of the responsible authority. The plan must show:

- (a) measures to control erosion and sediment and sediment laden water runoff, including the design details of structures;
- measures to retain dust, silt and debris on site, both during and after the construction phase;
- locations of any construction wastes and the method of disposal, equipment, machinery and/or earth storage/stockpiling during construction;
- (d) where access to the site for construction vehicle traffic will occur;
- (e) tree protection zones;
- (f) the location of trenching works, boring, and pits associated with the provision of services;
- (g) the location of any temporary buildings or yards
- (h) details of how the construction phase will comply with EPA Publication 1254, Noise Control Guidelines, 2011 as amended and replaced.

7. General Amenity

The use and development permitted by this permit must not, in the opinion of the responsible authority, adversely affect the amenity of the locality by reason of the processes carried on; the transportation of materials, goods or commodities to or from the subject land; the appearance of any buildings, works or materials; the emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit, or oil; the presence of vermin, or otherwise.

Prior to the use commencing any security alarm installed on the premises must be 'silently wired' to a security firm or the Victoria Police.

Prior to the use commencing any lighting within the site must be designed, baffled and located in such positions so as to effectively illuminate all pertinent public areas, without spilling onto the road reserve or adjoining land, and must be connected to a time clock switch or other approved system to the satisfaction of the responsible authority.

Before the use commences, an Environmental Management Plan must be prepared, approved and implemented to the satisfaction of the responsible authority. The Environmental Management Plan must include:

- a) overall environmental objectives for the operation of the solar energy facility and techniques for their achievement;
- b) day-to-day management requirements for the use;
- procedures to ensure that no significant adverse environmental impacts occur as a result
 of the use;
- identification of possible risks of operational failure and response measures to be implemented; and

Page 98 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

 a program for recording and reporting environmental incidents or non-compliances with this permit and for responding to complaints during operation of the solar energy facility.

8. Native Vegetation Offsets

Native vegetation offsets are required to offset the removal of 6 native scattered trees approved as part of this permit. The applicant must provide a native vegetation offset that meets the following requirements, and is in accordance with the *Permitted clearing of native vegetation — Biodiversity assessment guidelines and the Native vegetation gain scoring manual (Department of Environment and Primary Industries):*

The offset must:

- (a) contribute gain of at least 0.101 biodiversity equivalence units
- be located within the Goulburn Broken Catchment Management Authority boundary or Greater Shepparton City Council Municipal district
- (c) have a strategic biodiversity score of at least 0.406

Native Vegetation Offset Evidence

Before any native vegetation is removed, evidence that an offset has been secured must be provided to the satisfaction of and approved by the Responsible Authority. This offset must meet the offset requirements set out in this permit and be in accordance with the requirements of the Permitted clearing of native vegetation — Biodiversity assessment guidelines 2013 and the Native vegetation gain scoring manual (Department of Environment and Primary Industries) 2013.

Offset evidence can be either:

- a) An allocated native vegetation credit register extract from the Native Vegetation Credit Register; or
- A security agreement to the required standard for the offset site or sites, including a 10year Offset Management Plan to the satisfaction and approval of the Responsible Authority.

Every year, for ten years from the date of approval of the Offset Management Plan, the applicant must provide to the Responsible Authority, notification of actions undertaken towards implementation of the Offset Management Plan, an offset site condition statement and site monitoring photographs.

The Offset Management Plan must be in accordance with Permitted clearing of native vegetation; First party general offset kit (Department of Environment and Primary Industries) and include:

- (a) The gain in biodiversity equivalence units and strategic biodiversity score to be achieved by the offset actions
- Location of where offsets are to be provided and size of area (to be drawn to scale)
- (c) Type of offsets to be provided
- (d) If applicable, revegetation details including the method(s), number of trees,

Page 99 of 101.

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

- shrubs and other plants, species, mix and density
- (e) Activities that will be forgone within the offset area, such as grazing, removal of fallen timber and standing trees and other development/uses
- (f) Management actions that will be undertaken to ensure long term sustainability of offset(s) such as permanent fencing, weed control, revegetation maintenance, retention of timber/branches and other habitat management actions
- (g) Method of permanent protection for offset(s) such as a formal agreement
- (h) Person(s) responsible for implementing and monitoring the Offset Management Plan
- (i) Time frame for implementing the Offset Management Plan

No alteration to Offset requirements

The requirements noted in an approved and endorsed Offset Plan must not be altered without the written consent of the responsible authority.

9. Country Fire Authority Requirements Fire and Emergency Management Plans

Before the development starts, plans <u>must be prepared</u> to the satisfaction of <u>the responsible authority having regard to the requirements of the Country Fire Authority CFA and must be submitted and approved by CFA and the responsible authority. When approved, the plans will be endorsed and then form a part of the permit. The plans mentioned above must include the following:</u>

- (a) Fire Management Plan;
- (b) Bushfire Risk Assessment, incorporating water supply requirements;
- (c) Fuel Reduction and Maintenance Plan;
- (d) Emergency Management Plan; and
- (e) Any other risk management information for the site.

10. Goulburn-Murray Water Requirements

- (a) All construction and ongoing activities must be in accordance with sediment control principles outlined in 'Construction Techniques for Sediment Pollution Control' (EPA, 1991).
- (b) No buildings and solar panels (including works associated with solar panels) are to be constructed within 30 metres of the Congupna Creek or within the Floodway Overlay in the north east corner of the subject land.
- (c) No buildings are to be constructed within the Floodway Overlay in the southwest corner of the subject land. 'Buildings' does not include solar panels or works associated with solar panels.

11 Goulburn Broken Catchment Management Authority Requirements

(a) The finished floor levels of the proposed substation and site office must be constructed at least 300 millimetres above the adjacent centreline road levels of

Page 100 of 101

Greater Shepparton Permit Applications 2017-162, 2017-274, 2017-301 and 2017-344 | Panel Report | 23 July 2018

the Katamatite-Shepparton Main Road, or higher level deemed necessary by the responsible authority.

(b) The Floodway Overlay at the north-east corner of the property may be fenced on the Overlay's western boundary only.

12. Powercor Requirements

The applicant shall:

- (a) Negotiate with Powercor for the connection of the development, to the existing power distribution network.
- (b) Any buildings must comply with the clearances required by the Electricity Safety (Installations) Regulations.
- (c) Any construction work must comply with Energy Safe Victoria's "No Go Zone" rules.
- (d) Set aside for the use of Powercor Australia Ltd reserves and/or easements satisfactory to Powercor Australia Ltd where any electric substation (other than a pole mounted type) is required.

Alternatively, at the discretion of Powercor Australia Ltd a lease(s) of the site(s) and for easements for associated powerlines, cables and access ways shall be provided. Such a lease shall be for a period of 30 years at a nominal rental with a right to extend the lease for a further 30 years. Powercor Australia Ltd will register such leases on the title by way of a caveat prior to the registration of the plan of subdivision.

- (a) Provide easements satisfactory to Powercor Australia Ltd, where easements have not been otherwise provided, for all existing Powercor Australia Ltd electric lines on the land and for any new powerlines required to service the lots and adjoining land, save for lines located, or to be located, on public roads set out on the plan. These easements shall show on the plan an easement(s) in favour of "Powercor Australia Ltd" for "Power Line" pursuant to Section 88 of the Electricity Industry Act 2000.
- (b) Obtain for the use of Powercor Australia Ltd any other easement external to the development.

13. Time for Starting and CompletionExpiry

This permit will expire if one of the following circumstances applies:

- the development and use hasis not started within two (2) three (3) years of the date of this permit;
- (b) the development is not completed within four (4) six (6) years of the date of this permit.

Page 101 of 101

Attachment 3 Officer Submission

DRAFT SUBMISSION TO SOLAR ENERGY FACILITES GUIDELINES

Do the draft Guidelines provide relevant and helpful guidance for siting, design and development of solar energy facilities?

Yes, however the guidelines seem designed to provide guidance mainly to proponents or applicants. It would be useful to include a section for planning officers who are assessing these types of applications. While this section may largely be a duplication of information located elsewhere in the document it would help provide certainty for officers and avoid delays in the assessment process. This section could include:

- · How to assess adequate siting and design
- How to ensure operational requirements are considered and addressed by conditions of any planning permit issued.
- Guidance on how to balance the loss of agricultural land with the benefit of renewable energy supply.
- How to adequately assess the potential amenity impacts including impacts on the rural landscape and loss of native vegetation.

Do the draft Guidelines include sufficient advice on approval requirements for solar energy facilities?

Generally yes, however a set of model planning permit conditions based on the recent planning permit approval granted by the Minister would be beneficial in ensuring decision making consistency across the state.

Do the draft Guidelines include enough information on best practice solar energy facility siting, design and operational matters?

Generally yes, however additional information in relation to fire management requirements for these facilities would be beneficial. The requirement for an applicant to prepare and submit a fire management plan that meets CFA requirements would help address this and provide certainty to all stakeholders. The guidelines should provide clear detail on the information to be provided in the plan including any relevant standards that are required to be met.

Do you have any other general comments about the draft Guidelines?

Council is generally supportive of the guidelines as they address the key issues identified in the recent Planning Panel Report in relation to applications for solar energy facilities within the Greater Shepparton City Council. With the inclusion of the information above the guidelines would provide a document that provides certainty to all stakeholders involved in the process.

The guidelines would also benefit from any standard condition in relation to the decommissioning of facilities requiring evidence of how the decommissioned structures and panels will be recycled to avoid additional whole of life costs.

Attachment 3 Officer Submission

Agriculture

Do the Guidelines adequately deal with agricultural land including areas serviced by modernised irrigation infrastructure when considering the location of solar energy facilities? Yes – subject to previous feedback above.

Landscape scale impacts

Are the Guidelines helpful in managing the potential landscape impacts of solar energy facilities? Yes – subject to previous feedback above.

Visual amenity

Are the Guidelines helpful and clear on potential glint/glare, screening or general visual impacts of solar energy facilities?

Yes - subject to previous feedback above.

Off-site impacts

Do the Guidelines adequately address potential off-site impacts of solar energy facilities?

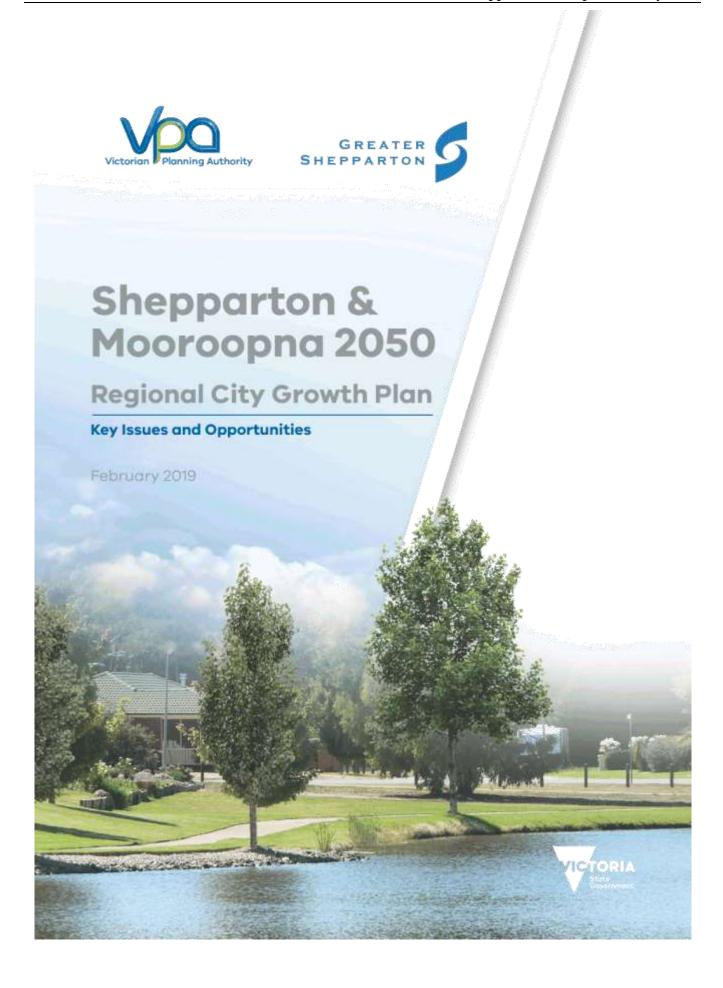
Yes - subject to previous feedback above.

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

19 February 2019

Agenda Item 11.6	Shepparton and Mooroopna 2050: Regional City Growth Plan - Key Issues and Opportunities Paper, February 2019
Attachment 1	Shepparton and Mooroopna 2050: Regional City Growth Plan - Issues and Opportunities Paper, February 2019545
Attachment 2	Shepparton and Mooroopna 2050: Primary School Engagement Report October 2018563

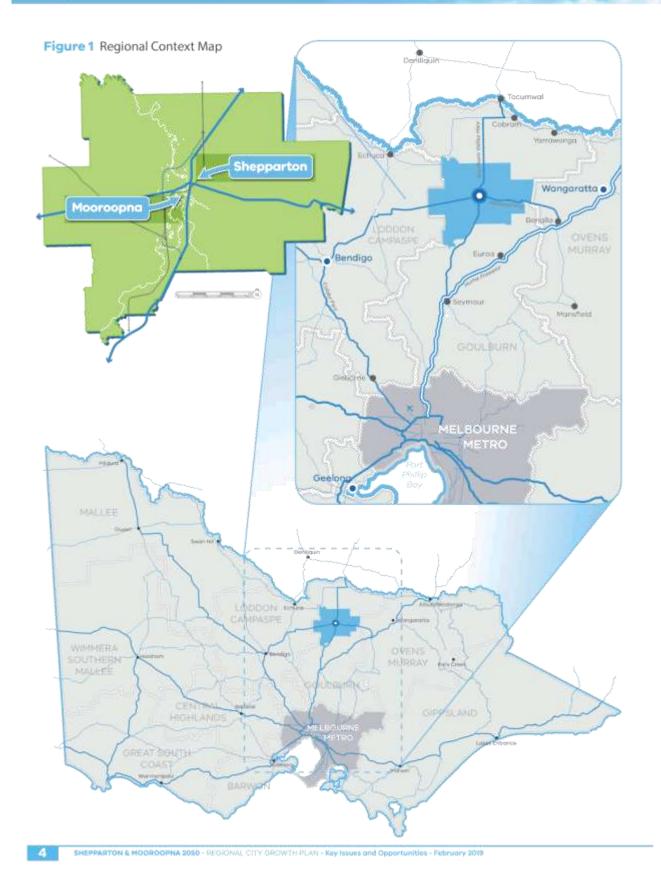




Contents

1	Executive Summary	5	
2	Introduction	6	
3	Growth Context	9	
4	Community Consultation		
5	Shepparton & Mooroopna in 2050		
6	6 Key Issues and Opportunities		
Tab Table 1	Areas currently identified for growth in Shepparton and Mooroopna	g	
Figure	1 Regional Context Map	4	
Figure	Current growth corridors and investigation areas	8	
Figure	3 Greater Shepparton Transport Infrastructure	10	
Figure	4 Greater Shepparton Major Projects	1	







1 Executive Summary

The Victorian Planning Authority (VPA) in partnership with Greater Shepparton City Council is preparing the Shepparton and Mooroopna: 2050 Regional City Growth Plan to guide the sustainable development of the Shepparton-Mooroopna urban area to the year 2050.

This Key Issues and Opportunities Report identifies the key issues and opportunities for the area based on a review of existing literature and consultation with key stakeholders. The community is invited to comment on the findings of this Report to inform the preparation of a draft Growth Plan. The draft Growth Plan will also be made available for public comment later in 2019.



We want to know what is important to you for the future of Shepparton and Mooroopna. Tell us what you love, and how

You can provide feedback in three ways

- Meet with VPA and Council staff to discuss your ideas and learn more at any of the following times:
 - The Summer City Market in Maude Street Mall, Shepparton
 Friday 22 February 2019 9am – 4am
 - Woolworths/Aldi, Mooroopno (cor park side)
 Thursday 54 March 2019 tons 2009
 - Riverside Plaza, Kialla
 Thursday 14 March 2019 4pm 6.30pm

- Go online to provide your feedback. Visit the project page for more information: https://vpa.vic.gov.au/. project/shapparton-morphoppa-2050/
- Send your written comments on any or all of the issues and opportunities identified in the report via email to emily killih Dypavic gay au or Via post to:

Victorian Planning Authority Level 25, 35 Collins Street Melbourne Victoria 3000

if you have any questions for the project team, please call Emily Killin at the VPA on 03 9651 9600 or Michael MacDonagh at Council on 03 5832 9730.

SHEPPARTON & MOOROOPNA 2050 - REGIONAL CITY GROWTH PLAN - Key Issues and Opportunities - February 2019



2 Introduction

Why do we need a Growth Plan?

The Shepparton and Mooroopna 2050: Regional City Growth Plan will identify the area's strategic advantages, address key challenges, and set a vision to guide sustainable growth and development to 2050.

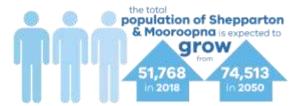
The Growth Plan will be a high-level and broad strategy that:

- Sets out the future vision for Shepparton and Mooroopna.
- Guides sustainable future growth and development over the next 30 years.
- Identifies the steps needed to manage growth.
- Defines key projects and infrastructure required to support growth.
- Provides an improved and more certain environment for making both public and private investment decisions.

The Growth Plan will be used to coordinate, guide and inform the preparation and consideration of future, more detailed local plans, planning scheme amendments and planning permit applications.

The current Framework Plan for Shepparton and Mooroopna is the *Greater Shepparton* 2030 Strategy which was finalised in 2006. This document provides a blueprint for building sustainable economic activity and maximising the quality of life in Shepparton. Since the finalisation of this Strategy, Shepparton has experienced a significant amount of growth, supported by investment in infrastructure from the Victorian and Federal Governments. It is necessary to prepare a revised Growth Plan to provide a blueprint for the future of Shepparton and Mooroopna.

Demographic Overview



largest age group



largest net increase











Household Overview Snapshot







What are the next Steps?

Feedback in response to this Report will be used to inform the preparation of a draft Growth Plan.

The community will have a further opportunity to provide input once the draft Growth Plan has been developed. The Growth Plan will be implemented through a future amendment to the Greater Shepparton Planning Scheme.

This will inform Council planning decisions and policy making

AGENCIES AND AUTHORITIES ...consulted with so far

Department of Economic Development, Jobs, Transport and Resources (DEDJTR)

Department of Education and Training (DET)

Department of Environment, Land, Water and Planning (DELWP)

Environment Protection Authority (EPA)

Parks Victoria

Regional Roads Victoria

COMMUNITY ORGANISATIONS & INDIVIDUALS

...consulted with so far

Committee for Greater Shepparton

Disability Advisory Committee



Shepparton North Investigation Arsas S. 6, 12 S. El are not shown on this Figure as they are outside the study area. Areas S, 12 and 15 are in Tablea and Area S is in Technology Shepparton North East Mooroopna West Shepparton South East Shepparton South Adams Road area Kialla Paceway & 1 **Shepparton** Greyhound racing environs

Figure 2 Current growth corridors and investigation areas

SHEPPARTON & MOGROOPNA 2050 - REGIONAL CITY GROWTH PLAN - Key Issues and Opportunities - February 2019

3 Current & Future Growth Context

Current growth

The Greater Shepparton Housing Strategy (2011) has informed the planning of the current growth areas identified in Figure 2 (left) and Table 1 (below). These growth areas will ultimately deliver land to provide housing for approximately 22,000 people. The planning work to inform the development of some of these corridors is still ongoing. These corridors will contribute significantly to the land supply needed to accommodate the projected population growth of Shepparton and Mooroopna until the year 2050.

Table 1 Areas currently identified for growth in Shepparton and Mooroopna

GROWTH AREA	FUTURE POP.	STATUS
Mooroopna West	4000	Development commenced
Shepparton North	2700	Almost fully developed.
Shepparlon North East	4000	VPA and Council currently finalising a Precinct Structure Plan (PSP) and Development Contributions Plan (DCP).
Shepparton South	3600	Almost fully developed.
Shepparton South East	6500	VPA and Council currently preparing a Precinct Structure Plan (PSP) and Development Contributions Plan (DCP).
Investigation Area 1 – Kialla Paceway and Shepparton Greyhound Racing Environs	700	First stage of strategic work completed which supports a mix of low density residential and equine related activities.
Investigation Area 3 – Adams Road area	To be determined	First stage of strategic work completed, which rezoned the land to the Urban Growth Zone. A PSP and DCP will need to be prepared.

Future growth

There are other potential growth areas identified in the Housing Strategy that have not yet undergone a planning process to be considered for development. These are referred to as Investigation Areas 2,4,7,8,9,10 and 11 as shown on Figure 2.

These investigation areas will be reviewed as part of the Growth Plan to confirm future land requirements and suitability for development. If one or more of these investigation areas is identified as an appropriate location for growth, further more detailed planning work will need to occur following finalisation of the Growth Plan.

A number of planning considerations will guide the process of determining whether investigation areas are required for population growth. Some of these considerations are:

Stormwater Drainage Management

Shepparton's location on the Goulburn River catchment and its flat topography means stormwater management is unique and can be expensive. This is a key consideration when identifying locations for future development to ensure an effective and cost efficient drainage solution can be delivered.

Agricultural land

The agricultural sector is a key economic sector and provides significant employment opportunities. Future development must ensure productive agricultural land is protected and appropriate buffers are maintained so the farming operations can continue. Development must not compromise the significant investment in the Shepparton Irrigation Region.

Biodiversity and Heritage

Areas with high ecological value will be protected from future development to ensure significant flora and fauna species are protected and the "green" character of Shepparton and Mooroopna is enhanced. Areas recognised as having heritage significance will be protected and the restoration of these places incentivised.

Infrastructure

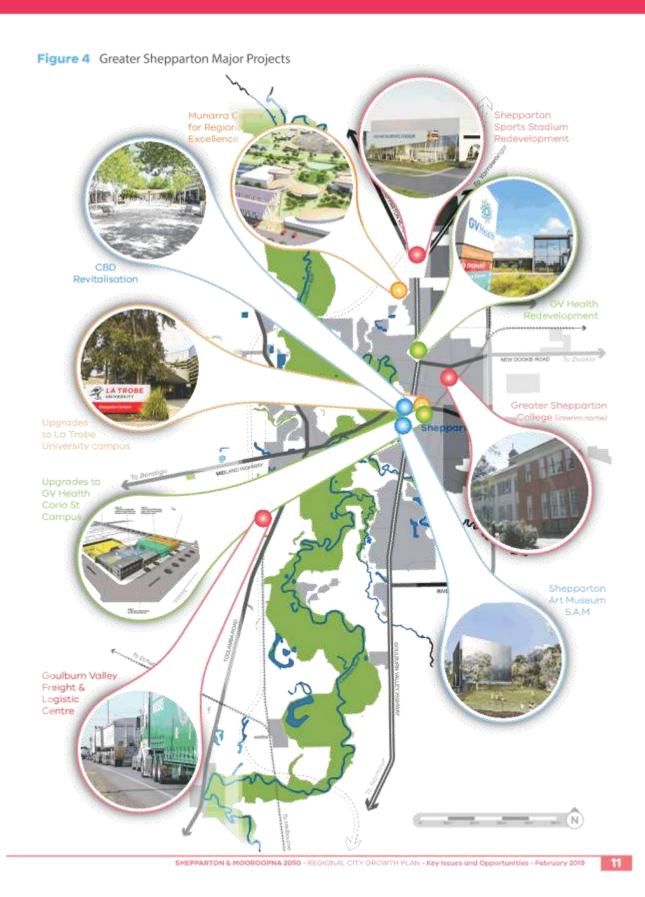
The availability of current and future infrastructure will guide the location of new development to ensure connected communities can take advantage of this significant investment. Figures 3 provides an overview of the proposed road and rail projects being funded by the Victorian Government. Figure 4 shows a number of Major Projects that have been committed to.

Victorian Planning Authority

Proposed Rail Upgrades Platform extensions at Shepparton and Signalling and track upgrades to enable trains to travel faster Funding for a required to deliver a day between Shepparton and Melbourne 100 Big. 29 extra coach Shepparton and Seymour to connect from May 2018 East West Link (under investigation) Upgrade to 54 level crossings between Midland Highway (safety upgrades complete) Seymour and roundatiout upgrades (proposad) rundabasit upgrades (funded)

SHEPPARTON & MOOROOPNA 2050 - REGIONAL CITY GROWTH PLAN - Key Issues and Opportunities - February 2019

Figure 3 Greater Shepparton Transport Infrastructure





4 Community Consultation

4.1 Consultation to date

A number of stakeholders have been working closely with the VPA and Council to inform the project to date.



Consultation with state government agencies, authorities and local consultants. Workshop with state government agencies and authorities to identify key issues and opportunities. Meetings with community organisations to identify key issues and apportunities. Consultation with secondary school students.

Briefing.

with primary school students.

consultation with community organisations. Preparation of Key Issues and Opportunities Report.

The workshop in April 2018 was an opportunity to ask targeted questions to government agencies and authorities that operate in the area to ascertain the issues and opportunities. Some of the questions asked included:

- What type of land uses and scale of development do you envisage around rivers, creeks and lakes?
- What are the key community infrastructure gaps in Shepparton and Mooroopna?
- What is currently limiting the economic potential of Shepparton and Mooroopna?

The findings of this workshops have been integrated into the discussion of key issues and opportunities in Section 6 of this Report.

4.2 School consultation

In one consultation activity, primary school students were asked to write a postcard to a friend in 2028, identifying what has changed and what they love about Shepparton and Mooroopna. Some of the key themes they identified were:

- · More recreation space
- · Improved public transport
- More night time activities
- More variety of shops and restaurants

Mooroppina is so cool, it has a great big state park and a soccar pitch with a big Grand Stand. There is also a cool as pool lighting Lots of shops are in the main street. More shows at the show grounds. There is a giant Hotel.

We have a big bright sign that says Welcome to Mooroopina and when you licewe it says was should live here. We also have a Grant was should live here. We also have a Grant Potato with tree surfing and 20 different types of chips, We have a cat centre where types of chips, We have a cat centre where you can play with cats or adopt them. No you can play with cats or adopt them. So you can play with cats or adopt them. For your can play with cats or adopt them. To you can play with cats or adopt them. To you can play with a week.

It's awesome ther is a bike track around the take and a gold star cinema in Shepparton. I just went to a cattle show in Shepp and the statue cattle show in Shepp and the statue cows move like robots. It's awesome so much has changed.

There Toncak,
Microl of advice, move back to Mooroogene,
And if you don't want to move back to Mooroopea, move to Stepparhon (they've got steely
of space for housing if you were to build). The
shreets are a lot after more no delinquists to
surry about and then're not only safer;
they're brighter! There's colour! Marals,
street-art, statues! Areas to relax, to grow, eat,
tistee to music, purby, and, just have tuil 11%
cleanur too! No more liber! And don't worry,
we're still spaceous! Please move back!

12

SHEPPARTON & MOOROOPNA 2050 - REGIONAL CITY GROWTH PLAN - Key Issues and Opportunities - February 2019



5 Shepparton & Mooroopna in 2050

Through the initial stakeholder consultation a draft vision was prepared to capture ideas for what Shepparton and Mooroopna will be like by 2050. Draft outcomes and principles to support the vision and deliver the Growth Plan have been identified. Feedback on the draft vision, actions and principles is welcome.

5.1 Draft Vision

Shepparton and Mooroopna will be a thriving Regional City with a diverse and sustainable economy supported by essential infrastructure.

New residents and investors will be drawn to the area due to the affordable and liveable lifestyle.

The natural and cultural significance of the area will be protected and enhanced.

The engaging, transparent and financially responsible leadership will be committed to deliver positive and sustainable outcomes.

5.2 Outcomes

The Growth Plan will seek to deliver six key Outcomes.











5.3 Principles

The Vision and Outcomes are supported by 10 principles.



Resilient and sustainable development balanced across new and existing precincts



2 Cultural heritage and diversity celebrated



P3 An inclusive and healthy community



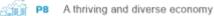
P4 A healthy environment



Activation and renewal of key precincts



- P6 Integrated transport networks
- P7 Safeguard productive land







SHEPPARTON & MOOROOPNA 2050 - REGIONAL CITY GROWTH PLAN - Key Issues and Opportunities - Patruary 2019



6 Key Issues and Opportunities

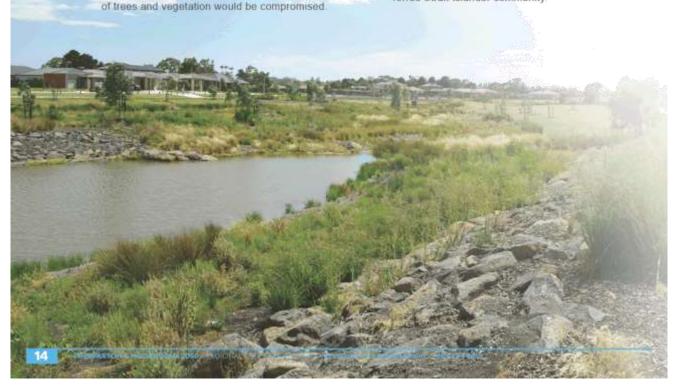
The Key Issues and Opportunities identified through the initial consultation are grouped under the following themes:

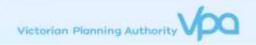
- Growth and Character
- Economy and Employment
- Environment and Water
- Infrastructure

6.1 Growth and Character

- We heard from stakeholders, that if further outward expansion of Shepparton and Mooroopna is to occur, it should ensure productive agricultural land is protected.
- 2 A decline in average household size, an ageing population and the strengthening of the tertiary education sector support an opportunity to facilitate townhouse, apartment style and shoptop housing in the CBD in proximity to GOTAFE, La Trobe University and GV Health.
- While stakeholders raised support for changing densities in the Shepparton CBD, there was concern that the sense of space and existence

- 4 There are opportunities to develop underutilised sites including at grade car parking, vacant or run down sites. High quality public spaces need to be created through this development.
- 5 Work with the Department of Human Services and registered housing associations to improve the condition of the existing social housing stock and identify locations for further social housing, as well as planning for the delivery of crisis accommodation.
- 6 Create places of activity in Shepparton and Mooroopna to enhance the economic vitality of the area.
- 7 Improve the appreciation and conservation of places of heritage significance by providing additional incentives. The ability to use these sites for a wider range of uses should be encouraged.
- Build on the success of the "moooving art" initiative to encourage more street art and creative architectural outcomes. Indigenous art should be showcased to celebrate Shepparton and Mooroopna's significant Aboriginal and Torres Strait Islander community.





6.2 Economy and Employment

- 1 The need for Shepparton and Mooroopna to contain areas of unique retail and commercial offerings was a theme from consultation with key stakeholders.
- 2 Increasing amenity, making spaces safer, increasing walkability, improved way finding signage and increasing sufficiently timed car parking spaces were all identified as opportunities to revitalise and encourage economic investment in the Shepparton CBD.
- 3 The opportunity to identify particular precincts in the Shepparton CBD where particular uses are focused, is a way to enhance its vitality (for example Fryers Street as an 'eat street').
- 4 Continue to revitalise the CBD by implementing initiatives such as the redevelopment of the Maude Street Mall and other streetscape improvements.
- 5 There is an opportunity for Mooroopna to offer a boutique retail and food offering as a point of difference due to lower commercial rent prices compared with Shepparton.
- 6 A number of solar energy farms are proposed within the Greater Shepparton area, there is potential for this industry to become an increasing employment generator for the region. Development of these facilities should ensure amenity impacts are considered and productive agricultural land is protected.
- Opportunities for industries to partner with tertiary education providers to provide trades for young people should be identified and facilitated.
- 9 The potential impacts of any future loss of major employers need to be identified and planned for with succession plans for employees considered.

OPPORTUNITY

- GOV HUB

There is an opportunity for Council to advocate for a Gov Hub to locate in Shepparton. As an example, construction has commenced on a Gov Hub for Ballarat which will consolidate a number of government departments into one location, including the generation of 600 new jobs for the City. The aim is to bring jobs to the City, revitalise the CBD and increase business confidence and further private sector investment.

OPPORTUNITY

- SHEPPARTON AERODROME

Council has identified the potential to relocate the current Shepparton Aerodrome to a new location to allow for both passenger and freight movements. This has the ability to contribute significantly to the economic viability of the region by increasing visitation and export efficiency

- 10 There is an opportunity to hold more events, festivals and food truck festivals to promote the region's agricultural significance such as food and wine festivals and farmers markets.
- 11 Identify land for industrial growth in appropriate locations where land use conflicts can be minimised.
- 12 Investigate a creative arts hub around the Riverlinks Performing Arts Centre in Mooroopna at the Mooroopna Secondary School Site.



6.3 Environment and Water

- 1 A consistent theme arising is that the river environment is currently underutilised for recreation. Ensuring the environmental significance of these areas is protected is paramount.
- 2 The river environment in Shepparton and Mooroopna could be utilised more by encouraging commercial waterfront development, eco-tourism and function spaces to develop in a way that does not compromise environmental significance. Non-permanent structures could be encouraged to support events and festivals.
- 3 Encourage the "Greening Shepparton" initiative by planting new trees and replacing missing street trees from the CBD and wider urban area to reduce the urban heat effect, mitigate against climate change and improve the appearance and amenity of the city. This is consistent with Council's Urban Forest Strategy (2017 – 2037). The climate is likely to be even drier in 2050, so plant species should be tolerant and resilient to dry conditions.
- 4 Use the environmental significance of the Shepparton and Mooroopna riverine plain as an eco-tourism benefit with interpretive signs that form part of walking and cycling trails.
- 5 Both Shepparton and Mooroopna are constrained by flooding, however Mooroopna is impacted to a greater extent so opportunities for further development and densification of the existing town need to be carefully managed.
- 6 Development could harness the opportunity to formalise and upgrade the existing rural drainage network. The current outfall discharge rates of Goulburn-Murray Water drains and channels currently limits development.
- 7 Water Sensitive Urban Design should be encouraged in new developments and where possible applied in existing developments, particularly where there are opportunities for urban renewal in established areas.
- 8 There are opportunities to align drainage infrastructure with open space to enhance the function of these spaces as fulfilling more than one purpose.

Aligning Drainage Infrastructure with Open Space

OPTION 1 - GREENING

This option favours greening of the drainage land rather than traditional engineering techniques. This includes retardation basins which include wetlands, water sensitive urban design features such as swale drains and following natural drainage lines as overland flow paths. This option has been implemented in Purcell Street in Shepparton.



OPTION 2 - HYBRID

This option uses both greening and traditional engineering techniques. This combined approach of naturalisation and piped solutions provides natural waterways in the lower catchment of a future growth area and piped drainage outcome in the upper catchment.



OPTION 3 - TRADITIONAL

An option which favours traditional engineering techniques such as piping natural drainage lines, undergrounding of drainage pipes and storage, retardation basins which are fenced off from public access. Traditional options provide the least potential for co-location of open spaces.



16

SHEPPARTON & MOOROOPNA 2050 - REGIONAL CITY GROWTH PLAN - Key Issues and Opportunities - Fi



Infrastructure

- Investment in road and rait related projects (current and proposed) create the opportunity to re-shape Shepparton and Mooroopna through improved connectivity.
- Council should continue to work with Transport for Victoria (TfV) to improve the frequency and network coverage of the bus network to Shepparton and Mooroopna and improve the quality of public transport assets such as bus stops.
- Council should work to include signage and improve amenity to the existing car parking areas.
- Review the Greater Shepparton Cycling Strategy 2013 - 2017 to ensure the proposed commuter and recreational network has been delivered and update this Strategy to identify opportunities for the future
- Continue to explore relocation of Shepparton airport to allow for its expansion as a regional airport and provide a strategic redevelopment infill proposal for the site.

- 6 Investment in education and health to ensure adequate facilities for the younger and the ageing population was identified as important.
- The VPA and Council are working on the Shepparton Health and Tertiary Education Precinct Structure Plan. Ensure appropriate accommodation is provided to support health professionals, students, workers and visitors to Shepparton and Mooroopna health and education facilities.
- 8 Ensure the development of the Greater Shepparton College includes upgrades to the existing movement network including sufficient shared paths and public transport infrastructure. This will reduce the number of students and staff travelling to school by car.
- 9 Explore opportunities for co-location of community infrastructure and ensure new community facilities are designed in a way to be adaptable through a community's lifecycle.
- 10 The proposed upgrades to the Shepparton Alternative Route (SAR) and Goulburn Valley Highway Shepparton Bypass present an opportunity to redirect freight movements through and around urban areas









SHEPPARTON AND MOOROOPNA 2050 - Regional City Growth Plan - February 2019
Key Issues and Opportunities Report





CONTENTS

INTRODUCTION	4
The VPA's commitment to community engagement	4
Project background	4
PRIMARY SCHOOL STUDENT ENGAGEMENT	5
Engagement background	5
Engagement approach	5
Alms and objectives	5
Measures of success	4
Engagement method	
WHAT WE HEARD	6
The students' community aspirations	€
Visual examples from the students	6
KEY THEMES	8
"Imagine life in 2028" Postcard activity	10
EVALUATION	12
Were the objectives of the engagement met?	12
Reflection and review of the engagement approach	12
NEXT STEPS	18



INTRODUCTION

THE VPA'S COMMITMENT TO COMMUNITY ENGAGEMENT

The Victorian Planning Authority (VPA) is committed to undertaking robust and comprehensive engagement with community and other stakeholders on our projects. The VPA and Greater Shepparton City Council recognise that inclusion and engagement, particularly at the early and formative stages of this project, is vital to building and maintaining community trust and producing a better plan and outcome for the community. The VPA believes all voices contribute to good engagement practices, regardless of age, cultural background, gender or beliefs.

PROJECT BACKGROUND

In association with council, the VPA is preparing the Shepparton Mooroapna 2050 Regional City Growth Plan (Growth Plan). The Growth Plan will provide long term guidance for future land use and strategic planning, investment decisions and approvals up to 2050 (Greater Shepparton City Council, 2018).



PRIMARY SCHOOL STUDENT ENGAGEMENT

ENGAGEMENT BACKGROUND

The St Mary's Primary School and Mooroopna Primary School engagement activity is part of a larger engagement process undertaken in the Shepparton-Mooroopna area involving a variety of stakeholders and community voices, including local primary and high schools, land owners, business owners, community groups and Landcare groups.

The ideas heard at the primary school engagement, in addition to other community voices, are intended to inform the Growth Plan drafted in partnership with the VPA and council.

The primary school engagement is a valuable element of the wider engagement process to capture the voices of younger generations in the community and hear feedback about what they love in their community and what they hope their community will be like when they are older. The key messages heard at the primary schools will be used to inform the wider initiatives of the Growth Plan to guide the future development of the region.

ENGAGEMENT APPROACH

On Friday 20 July 2018, the VPA and council engaged with Year Five and Six primary school students from St Mary's Primary School and Mooroopna Primary School. The VPA and council worked with students from the Shepparton-Mooroopna area to find out what they currently love about Shepparton-Mooroopna and what they would love to see in the future.

AIMS AND OBJECTIVES

The objectives of engaging with primary school students in the Shepparton-Mooroopna area were to:

- · ascertain what the students love and value about their local area
- · understand what is missing from the area, and
- discover what changes the students would like to see.

MEASURES OF SUCCESS

- 1 That the workshops receive strong student participation so that a good dataset is collected.
- 2 That students understand the basics of planning and why this work is occurring.
- 3 That students feel they can provide honest and creative feedback in a safe learning environment.

ENGAGEMENT METHOD

The VPA and council met with 33 students across the two schools. The students' ages ranged from 10 to 12 years of age.

Representatives from council, the VPA and school teachers worked in teams of five at each of the engagement workshops. Each table worked through three activities in one hour with a facilitator at each table.

The activities included:

ACTIVITY 1

 Students were asked to stick post-it notes on an A1 map of Shepparton-Mooroopna demonstrating where areas of interest are in the community.

ACTIVITY 2

· Students were asked to stick images and words such as "more shade" or a picture of a playground in places that were identified as lacking.

ACTIVITY 3

 Students were asked to write a postcard to a friend as if it were the year 2028, identifying what has changed and what they love about Shepparton-Mooroopna.

PRIMARY SCHOOL ENGAGEMENT REPORT SHEPPARTON-MOOROOPNA 2050 5

WHAT WE HEARD

THE STUDENTS' COMMUNITY ASPIRATIONS

Key phrases and images included:

- · open space and recreation
- places to learn
- * colourful
- live music
- more trees
- · pedestrian movement and transport, and
- · community facilities and places to move and play.

VISUAL EXAMPLES FROM THE STUDENTS





6 SHEPPARTON-MOOROOPNA 2050 PRIMARY SCHOOL ENGAGEMENT REPORT





KEY THEMES

There were five key themes that emerged through asking the students what they loved about the Shepparton-Mooroopna area and what they wanted to see in their community in the future.

ENTERTAINMENT

There was overwhelming support from the students for the maintenance and improvement of sport and recreation facilities within the Shepparton-Mooroopna area. Many of the students highlighted the importance of outdoor activities as a pillar for facilitating both formal and informal social activities. Students mentioned adding small bridges for fishing or building a jetty to facilitate recreation along the Goulburn River.

The students expressed a love for the current sport facilities and highlighted the need to maintain and improve/upgrade sports facilities including netball, soccer, football, skateboarding, walking/running tracks and basketball. A basketball court, outdoor pool and soccer pitch for Mooroopna was also encouraged by the students.

Many of the students expressed an interest in having an outdoor cinema, outdoor activities like zip lining or a giant chalk board in town and an increase of social events including five music, showground shows or general entertainment at night. Lastly, there was large support for providing a 'teens' town' or an entertainment/hang out area for young adults aged from 11 to 15 years of age.

A recurring theme throughout the engagement was improvement to arts and culture within the townships including street art and the Westside performing arts. Students appreciated the current 'MOOving art' and 'weird sculptures' throughout the community and wanted this kind of street art to be improved making the streetscape more 'colourful with street art, murals, statues and creativity'. Suggestions included painting the silos in town, drawing centres for kids and more art schools. The appreciation for arts and culture within the community was also reflected in students expressing desires for more live music and art shows.

The students all loved the open spaces within the Shepparton-Mooroopna area including the Goulburn River, Ferrari Park and Victoria Park Lake. They enjoyed 'the walking spaces and places to have picnics', fishing and the walking and riding tracks in the region.

The students expressed a desire to clean up the Goulburn River and the parks in the community to improve river and environmental health. Students would love to see improved or new paths for walking around the lakes and parks including adding a walking track around the Craigmuir Lake. Increasing the amount of trees and vegetation and even the potential of creating a fauna park in Mooroopna was mentioned excitedly by the students.

BUILT FORM & COMMUNITY FACILITIES

Elements of the built form which were appreciated by the students were the cafés such as Lemon Tree. café, and Bill and Beats, the library, the TAFE, the swimming pool and the playground. Cosy cafés, green grass, parks, and trees were encouraged. A large emphasis was placed on improving the street lights within the town centres and there was frequent mention of improving the lighting along the causeway.

Students expressed a desire to improve and clean up old and/or dirty buildings but 'not to make them bigger just nicer' such as the Shepparton Hotel. A large proportion of students were keen to see the Mooroopna welcome sign improved to better reflect the community, and a hospital or medical centre in Mooroopna. Other facilities such as rentable bikes, a science museum, more schools and a public veggie patch were mentioned as key ideas to implement in the community.

Some of the students' favourite elements of the town were the markets, showgrounds, cafés and shopping centres. They loved the food and wanted to see more variety and restaurants/cafés such as "Greek food" and "pizza" to bring people into Shepparton-Mooroopna to eat and enjoy the town.

Improving the "hang out" spaces near the theatre was an important point and introducing commercial shops such as Starbucks or 7-Eleven. Overall the students enjoyed the shapping spaces but wanted to see an improvement in the shops and the areas around the shopping centre.

"IMAGINE LIFE IN 2028" POSTCARD ACTIVITY

The postcard activity was a huge success. The students shared creative and exciting ideas for the future of Shepparton-Mooroopna. The students visualised a well-connected and vibrant community that attracted lots of visitors and encouraged them to stay.

Many students wrote about trains that enabled their friends to visit them from Melbourne in under an hour. They visualised clean streets and upgraded buildings with lots of activities to do at night with a variety of shops and restaurants.

Additionally, many of the students mentioned clean rivers and more parks for outdoor activities, including upgraded sporting facilities. The students imagined a safe, colourful, vibrant and exciting Shepparton-Mooroopna with lots to do and a beautiful place to visit.

Some examples from the students:

from Mason

from Darcy

Whow How good is Shepparton/mouroopna now were got free Wifi, Lighting on the footpath even a Sandbalak at the Lake. We have gold Chass cinema. At the moment they are Building A massive both Pochlary wider Reads But my favourite things & is evalthing. Those we get Starbacks Taco bell and a lot

Word of advice, move back to Mooroopna. And if you don't want to move back to move back Moorcopna, wove to Sepparton Ghey've got plenty of space for housing if you were to build. The streets are alot safer now, mno delinquints to worry about! And they're not only safer, they're brighter! There's colour! Murals, street-art, statues l'Areas to relax, to pray, eat, listen to music, party, and just have fun! It's cleaner to! No more litter! And don't worry, we're still spacious! Please move back!

from Liam

We got a tree surfing place and a gangsta fun house for adults. We have a finalk out door cinema. There is crazy art around the town. We have a big bright sign that says Welcome to moorooping and when you leave it says you should live here. We also have a Giant Potab with tree surfing and 20 diffrent types of play with cats or adopt them. No wonder 1 have 3 cats Opps! See you at the

from Your Friend

from Angus

PRIMARY SCHOOL ENGAGEMENT REPORT SHEPPARTON-MOOROOPNA 2050

EVALUATION

WERE THE OBJECTIVES OF THE ENGAGEMENT

The objectives of the primary school student engagement were to collect a wide array of opinions and aspirations from Shepparton and Mooroopna primary school students to help inform the Growth Plan.

The objectives of providing creative and engaged responses from students were achieved. The diversity of activities provided both visual and written prompts, which made the engagement accessible and appealing. The feedback received was very insightful and well thought-out.

REFLECTION AND REVIEW OF THE ENGAGEMENT APPROACH

The engagement was a successful process reaching a total of 33 students at St Mary's and Mooroopna Primary School. The students were engaged throughout the three activities and provided a wide array of responses and reflections about the Shepparton-Mooroopna area.

The range and complexity of activities that were undertaken during the engagement process were appropriate for students in year's four to seven. These age groups provided creative and well thought out responses. With age groups younger than year four, a different depth of response would be expected. There is potential to continue this activity with high school students.

The years five and six students' answers were imaginative yet realistic, which provided the VPA and council with exciting recommendations and suggestions for what the future of Shepparton-Mooroopna could look like. The VPA and council were able to capture this feedback and will use it to guide future planning in the area.

The teachers at both schools advised that they would continue the process with the rest of their students, relterating the success of the engagement.

The success of the activity is reflected in the depth of responses. Many students enjoyed writing the areas that they liked in the town or what they would like to see in post it notes.

Most of the children also enjoyed writing their postcards, although some students struggled to comprehend who to address the postcard to as the instructions only stipulated "write to a friend". Once this confusion was overcome and a few examples were provided, students capably completed the exercise.

The size of the images in Activity 2 and the size of the map meant the visual representations were somewhat cluttered. There is an opportunity to make this clearer to help promote a greater understanding of exactly where students would like to see changes in the regions.

The students enjoyed the process and on reflection could have benefitted from exploring their thoughts deeper for a fourth activity. However, the hour session was sufficient in providing a strong perspective on many of the student's diverse perceptions of Shepparton-Mooroopna to be af use in informing the Growth Plan.

NEXT STEPS

Council and the VPA have spoken to a number of stakeholders and community members to understand what is required in the future plan for the Shepparton-Mooroopna area.

The autcomes of this engagement will be fed into a Key Issues and Opportunities paper which will identify a 'draft vision'. The Key Issues and Opportunities paper is expected to be made available for public comment in 2019.

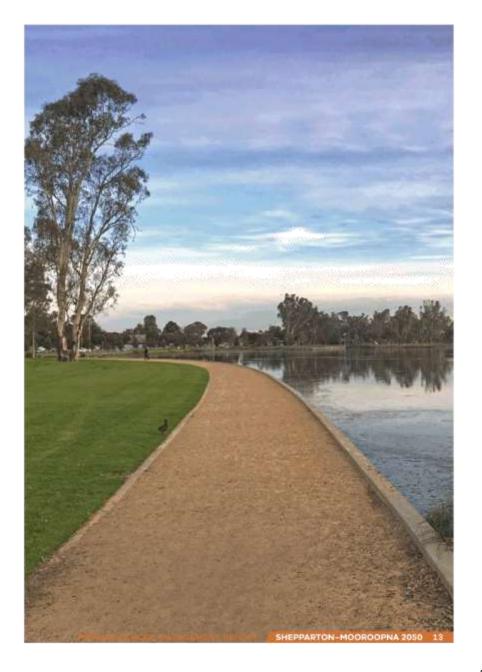
Following consultation on the Key Issues and Opportunities paper, a draft Growth Plan will be prepared. This draft Growth Plan will include a Strategic Framework Plan for Shepparton-Mooroopna.

The Growth Plan will:

- set a vision
- identify and address key issues and challenges
- build on the opportunities and strategic advantages
- · develop an infrastructure framework and urban design principles, and
- · inform decision-making regarding:
 - · population, housing and community infrastructure
 - natural environment
 - · economy and employment
 - · transport and car parking
 - major infrastructure
 - · growth areas and settlement boundaries, and
 - strategic sites.

Release of the draft Growth Plan for public comment is expected to occur once endorsed by council.

A final Growth Plan is expected to be adopted by the council by the middle of 2019 incorporating any necessary changes made as a result of public feedback to the draft Growth Plan.





PRIMARY SCHOOL ENGAGEMENT REPORT

OCTOBER 2018











ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 11.7	International Engagement Policy		
Attachment 1	International Engagement Policy	591	

GREATER SHEPPARTON CITY COUNCIL

Policy Number 25.POL1

International Engagement Policy

Version 1

Adopted 20 April 2017

Last Reviewed December 2018

Business Unit:	Sustainable Development
Responsible Officer:	Manager Economic Development
Approved By:	Chief Executive Officer
Next Review:	June 2021

GREATER SHEPPARTON CITY COUNCIL

International Engagement Policy 25.POL1

PURPOSE

This International Engagement Policy is intended to aid Council in taking the appropriate measures when entering into a Friendship or Sister City agreement, managing delegations, deciding what international visits are most appropriate for Council representatives to attend and maintaining current Friendship and Sister City Relationships.

POLICY

1. Sister City and Friendship City Agreements

The following Selection Criteria will be considered by Council when determining whether Council should enter into a Sister City or Friendship City Agreement:

- Economic and Social benefits that the relationship would create for Greater Shepparton.
- · The likelihood of increasing the potential for trade between the two cities.
- Synergies that exist between the two cities and whether a clear demand exists for Greater Shepparton product or the opportunity to attract investment or imports.
- The potential to establish international student placement opportunities in conjunction with local Universities and GoTafe.

Each Sister City and Friendship City Agreement should feature the following within the agreement:

- A sunset clause
- · A 12 month review period
- Agreed outcomes
- The opportunity to extend the formal relationship
- · A clear purpose of the agreement

2. Delegations and Business visits

The following Selection Criteria will be considered by Council when determining whether Council should host an international delegation:

- A clear intention of the visit has been articulated by the potential visitor and there is also a clear understanding of the potential outcomes that can be created as a result of the visit.
- The visit aligns with the International Engagement Strategy and the key objectives within the strategy.
- Visit fits within allocated budget constraints.
- Federal and State Government affairs policies.

3. Invitations to International Cities

GREATER SHEPPARTON CITY COUNCIL

International Engagement Policy 25.POL1

The following Selection Criteria will be considered by Council when determining whether Council will accept an international invitation:

- A formal invite has been received from the City.
- Local Greater Shepparton businesses are interested in joining the delegation to visit.
- A clear purpose of the invite has been articulated by the City or State authorities/government and there is a clear understanding of the potential outcomes that can be created as a result of the visit.
- The visit aligns with the International Engagement Strategy and the key objectives within the strategy.
- The visit is a priority taking into consideration other intended overseas visits for the financial year if any.
- · Whether there is budget available to allow for the visit.

4. Maintaining current Sister and Friendship City relationships

- All relationships should have a focus on creating both economic and social benefits.
- All relationships should demonstrate economic progression and create opportunities for local business.
- All existing relationships should align with the direction of this policy and the International Engagement Strategy.
- Should it be determined that existing relationships are not achieving economic and social outcomes and do not align with the International Engagement Strategy, the relationship should be considered not a priority. If a sunset clause applies to the relationship, the relationship should not be extended.
- Focus should be applied towards existing prosperous relationships and also entering into relationships with other international cities where benefits can be created between our region and the city.

REVIEW

•	The International Engagement Policy is to be reviewed by the Manager
	Economic Development. Any suggested changes will be presented to the
	Chief Executive Officer for consideration.

Peter Harriott	Date
Chief Executive Officer	**/**/**

GREATER SHEPPARTON CITY COUNCIL

International Engagement Policy 25.POL1

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting 19 February 2019

Agenda Item 11.8	Shepparton Truck and Transport Museum - MOVE	
Attachment 1	Shepparton Truck and Transport Museum Business Case	595



MUSEUM OF VEHICLE EVOLUTION (MOVE) SHEPPARTON

BUSINESS CASE

VERSION 4 SHEPPARTON 2018

SHEPPARTON MOTOR MUSEUM AND COLLECTIBLES

Urban Enterprise Urban Planning / Land Economics / Tourism Planning / Industry Software

www.urbanenterprise.com.au

AUTHORS

Mike Ruzzene (Urban Enterprise)

Kurt Ainsaar (Urban Enterprise)

Carrie Donaldson (Sense of Place)

Urban Enterprise

Urban Planning, Land Economics, Tourism Planning & Industry Software

389 St Georges Rd, Fitzroy North, VIC 3068

(03) 9482 3888

www.urbanenterprise.com.au

Copyright, Urban Enterprise Pty Ltd, 2017

This work is copyright. Apart from any uses permitted under Copyright Act 1963, no part may be reproduced without written permission of Urban Enterprise Pty Ltd.

DISCLAIMER

Neither Urban Enterprise Pty. Ltd. nor any member or employee of Urban Enterprise Pty. Ltd. takes responsibility in any way whatsoever to any person or organisation (other than that for which this report has been prepared) in respect of the information set out in this report, including any errors or omissions therein. In the course of our preparation of this report, projections have been prepared on the basis of assumptions and methodology which have been described in the report. It is possible that some of the assumptions underlying the projections may change. Nevertheless, the professional judgement of the members and employees of Urban Enterprise Pty. Ltd. have been applied in making these assumptions, such that they constitute an understandable basis for estimates and projections. Beyond this, to the extent that the assumptions do not materialise, the estimates and projections of achievable results may vary.

CONTENTS

1	5.1. INTRODUCTION	34
4	5.2. PRIORITIES	34
4		
4		
MUSEUM		
4		
6		
12		
15		
15		
15		
'ER		
16		
18		
19		
19		
20		
21		
24		
24		
24		
28		
29		
32		
34		
	4 4 4 MUSEUM 4 6 12 15 15 15 15 2ER 16 18 19 19 20 21 24 24 24 24 28 29 32	4 5.2 PRIORITIES 4 4 4 4 6 6 12 15 15 15 15 15 15 15 15 15 12 14 19 19 19 20 21 24 24 24 24 28 29 32

FIGURES

FIGURE 1 LOCATION CONTEXT – MOVE	5
FIGURE 2 SHEPPARTON TRUCK & TRANSPORT MUSEUM INDICAT	IVE
CONCEPT PLAN	26
FIGURE 3 SEPARATE ENTITIES FOR OPERATING EACH MUSEUM	28
FIGURE 4 ONE ENTITY TO OPERATE BOTH MUSEUMS	28
TABLES	
TABLE 1 VISITATION TO SMMC - 2015 TO 2017 (FY)	14
TABLE 2 CAPTURE RATE FOR CASE STUDY MUSEUMS	18
TABLE 3 DOMESTIC AND INTERNATIONAL VISITATION - GREATE	i.R.
SHEPPARTON - 2013 TO 2017	20
TABLE 4 TRAVEL GROUPS - DOMESTIC VISITORS TO GREATER	
SHEPPARTON - 2013 TO 2017 (FY)	20
TABLE 5 TARGET VISITOR MARKETS - DOMESTIC DAY &	
OVERNIGHT TRIP VISITORS - GREATER SHEPPARTON - ANNU	UAL
AVE YE MARCH 2013 TO YE MARCH 2017	21
TABLE 6 POPULATION OF GREATER SHEPPARTON & SURROUNDI	NG
SUBURBS	22
TABLE 7 APPROVED VEHICLE CLUBS AND ASSOCIATIONS IN	
VICTORIA - 2016	22
TABLE 8 ESTIMATED MARKET POTENTIAL FOR MOVE	23
TABLE 9 FINANCIALS - SMMC - 2016 & 2017 (FY)	30
TABLE 10 ESTIMATED OPERATING BUDGET - MOVE	30
TABLE 11 5 YEAR PROJECTED OPERATING BUDGET - MOVE	31
TABLE 12 SHORT TERM CONSTRUCTION IMPACT - MOVE - GREAT	TER
SHEPPARTON ECONOMY	32
TABLE 13 SUMMARY OF DIRECT AND INDIRECT ONGOING IMPAC	TS
	33

ACRONYMS

AAGR - Average Annual Growth Rate

FY - Financial Year

FTE - Full Time Equivalent

IVS - International Visitor Survey

NVS - National Visitor Survey

RJIP - Regional Jobs and Investment Package

SMMC - Shepparton Motor Museum and Collectibles

MOVE - Museum of Vehicle Evolution Shepparton

TRA - Tourism Research Australia

YE - Year Ending

GLOSSARY OF TERMS

Direct Impacts - Direct output or value of development or construction activity.

Indirect Impacts - As output increases, so too does employment, and wages and salaries paid to local employees. A portion of this additional income to households is used for consumption in the local economy which leads to further increases in demand and output region.

Input-Output Analysis (I-O) - Input-output (I-O) is a method of economic analysis based on the interdependencies and relationship between industry sectors. This method is most commonly used for estimating the direct and flow on economic impacts of a project or activity to an economy.

Output - Represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

EXECUTIVE SUMMARY

BACKGROUND

Shepparton Motor Museum and Collectibles (SMMC) engaged Urban Enterprise to prepare a Business Case to establish the Museum of Vehicle Evolution (MOVE) Shepparton in the Emerald Bank Precinct.

The proposed MOVE Shepparton will create a significant cultural heritage attraction for Shepparton that exhibits the Goulburn Valley region's rich transport, agricultural and social history, while also providing a complementary attraction adjacent to the existing SMMC

This Business Case has been developed to support the establishment of a sustainable operating model including governance, and to support applications for funding from Federal, State and local Government.

STRATEGIC SUPPORT

The proposed MOVE aligns with key federal, state and local strategy relevant to tourism development and visitor satisfaction.

Overarching objectives for tourism development in Victoria are focussed around encouraging investment into developing new, high-quality tourism products and attractions that are authentic and engaging, with a view to encouraging visitors to stay longer and spend more.

Investing in the development of suitable tourism products, services and infrastructure is critical to delivering a positive visitor experience

The MOVE will bolster Greater Shepparton's authentic, cultural and heritage tourism product offer as it articulates and exhibits the rich transport and agricultural history of the region. A tourism product of this nature does not currently exist in the region, thus providing a unique and engaging experience for visitors.

The Greater Shepparton Economic Development, Tourism and Major Events Strategy (2016) identifies the need to strengthen Greater Shepparton as a holiday/leisure destination. To achieve this, a greater level of investment into contemporary products that appeal to new visitor markets is required. The Goulburn River Valley Tourism Destination Management Plan (2017) identifies the MOVE as a priority tourism development project for Greater Shepparton.

The proposed MOVE satisfies key development objectives detailed within local and regional tourism strategy. The MOVE will provide a new, state-of-the-art Museum with a contemporary and experiential product offer. The Museum will also provide the region with a high-quality outdoor events space that can accommodate a diverse range of events.

Events are a critical component of the Greater Shepparton visitor economy, as they attract repeat visitation, particularly in the off-peak and shoulder seasons. Greater Shepparton should continue to develop new events and support existing events that are in-line with regional strengths.

The new Shepparton Art Museum (SAM) is a game changing project for the region. The Museum will create a drawcard attraction for Greater Shepparton, appealing to a wide range of visitor markets. There are synergies with the new SAM and the proposed MOVE, providing a complementary arts/culture/heritage attraction.





PROPOSED CONCEPT

The proposal is to establish a purpose-built Museum in the Emerald Bank Precinct, behind the existing Shepparton Motor Museum and Collectibles. The Museum will showcase the Goulburn Valley's rich history and heritage centred on trucking, transport and agriculture through a mix of interactive multimedia and fixed displays along with curated exhibitions depicting the settlement, growth and establishment of the Goulburn Valley as a major national transport hub and one of the nation's leading food bowls.

The Museum will also include a dedicated outdoor and undercover event space. The large covered space will be utilised for regular events that are associated with the Museum offering, and other events of local and regional significance. The canopy covering the events space will include a series of solar panels. The energy generated from the panels will be fed back into the grid based on a buy back scheme with private energy companies. Funds raised through the scheme will be redirected to community initiatives such as youth and education programs.

The proposed co-location of the MOVE with the SMMC provides synergies and further strengthens the role of the Emerald Bank Tourism Precinct by diversifying the product offer for visitors and locals.

VISITOR POTENTIAL

It is expected that the key visitor markets to the proposed MOVE will include the following:

- Visitors to Greater Shepparton travelling for the purpose of visiting a museum or art gallery;
- Visitors to Greater Shepparton travelling for the purpose of visiting a history or heritage site;
- Visitors to Greater Shepparton travelling for the purpose of attending an event;
- Visitors visiting the adjoining SMMC;
- Local residents of Greater Shepparton and surrounding suburbs; and
- Special interest groups such as truck, motor, transport enthusiasts and registered clubs and associations.

It is expected that the MOVE will attract a significant number of school and business groups through the education and business event facilities proposed for the Museum.

Based on the adopted capture rate, it is estimated that the MOVE will attract approximately 17,500 admissions per annum (in year 1). It is important to note that this does not include school groups or function and event visitors.

It is assumed that the number of paid admissions and event visitors to the MOVE will increase annually. This is based on the expectation that the Museum will capture a greater proportion of market potential over time, resulting from an increase in marketing, advertising, and public awareness of the Museum.

PREFERRED GOVERNANCE STRUCTURE

The preferred structure to manage the new MOVE Shepparton is to transform the existing Motor Museum Incorporated body. It is recommended that the existing Shepparton Motor Museum and Collectibles entity be changed to reflect the strategic direction and complexity of the new facility but will have the following benefits over two separate structures:

- Provide consistency of approach and management of the museum and its
- Allows the collections to be branded under one umbrella, which will allow for efficiencies, stronger market presence and clear messaging;
- Provides economic efficiencies compared to two separate entities:
- Builds on the operational success of the Motor Museum for attracting grant funding:
- The reporting structure will allow for the inclusion of additional steering committees and include representation from key stakeholders, i.e. the truck and transport industry.

PROJECTED OPERATING BUDGET

The estimated operating profit is forecast to increase from approximately \$8,000 in year one, to \$198,000 in year five. The improved operating performance of MOVE will result in the ability to reinvest operating profits into the ongoing development of the museum as well as the potential to donate funds to the community following the completion of the renewable energy infrastructure. It is anticipated that by year five returns from the installation of solar power will result in up to \$100,000 being made available to reinvest in the Museum and community based projects.

ECONOMIC IMPACT

Short Term Construction

Based on an estimated construction cost of \$6,25m, the short-term construction period is estimated to generate a total economic output of \$13.1m, supporting 36

The total impact includes \$6.25m direct and \$6.85m indirect impact, supporting 14 direct and 22 indirect jobs.

Ongoing Operating Impact

It is expected that the establishment of the MOVE will attract a mix of both locals and visitors. The attraction of visitors to the region is expected to generate direct expenditure in the region, which in turn provides flow-on economic benefit to the local economy.

Once operational, the Museum will support a level of direct employment within the facility, but will also generate flow-on economic benefit to the region through the attraction of visitor expenditure.

Based on the adopted set of assumptions, the following economic impacts are expected:

- An increase in visitor expenditure in the order of \$2.26m resulting from an attraction of new visitors to the region; and
- An increase in visitor expenditure in the order of \$1.11m from the provision. of functions/events.

The direct expenditure generated from visitors to the MOVE is expected to generate a total economic output in the order of \$5.71 million per annum, supporting 33 (FTE) jobs per annum in the Greater Shepparton economy.





1. BACKGROUND

1.1. INTRODUCTION

Shepparton Motor Museum and Collectibles (SMMC) engaged Urban Enterprise to prepare a Business Case to establish the Shepparton Truck and Transport Museum (MOVE) in the Emerald Bank Precinct.

The proposed MOVE will create a significant cultural heritage attraction for Shepparton that exhibits the Goulburn Valley region's rich transport, agricultural and social history, whilst also providing a complementary attraction adjacent to the existing SMMC.

This Business Case has been developed to support the establishment of a sustainable operating model including governance, and to support applications for funding from Federal, State and local Government.

It is important to note that the assessments detailed in this Report are high-level only.

1.2. REPORT STRUCTURE

This Business Case includes the following components

- 1. Project Introduction and Background
- 2. Case Studies
- 3. Market Potential
- 4. Concept Development
- 5. Implementation

4 MOVE SHEPPARTON BUSINESS CASE SHEPPARTON MOPOS MUSICINESS & COLLECTIFICES

1.3. OVERVIEW OF SHEPPARTON TRUCK AND TRANSPORT MUSEUM PROPOSAL

The proposal is to establish a purpose-built Museum in the Emerald Bank Precinct, behind the existing Shepparton Motor Museum and Collectibles. The Museum will showcase the Goulburn Valley's rich history and heritage centred on trucking, transport and agriculture through a mix of interactive multimedia and fixed displays along with curated exhibitions depicting the settlement, growth and establishment of the Goulburn Valley as a major national transport hub and one of the nation's leading food bowls.

The key objectives of the Shepparton Truck and Transport Museum are as follows:

- Celebrate the establishment of the trucking industry in Shepparton, including the people, families and companies that built the industry;
- Gather, curate and display the large number of collectible, classic and heritage trucks locally owned;
- Provide a focal point for the trucking industry in Shepparton, one of Australia's most significant regional transport hubs;
- Engage audiences with the emergence of the region as one of Australia's leading food bowls incorporating migration, manufacturing and rich provenance;
- Provide a high quality undercover outdoor events space capable of accommodating truck and vehicle trade shows, exhibitions and displays, as well as local and regional markets and other community events;
- Support the development and attraction of niche and broader audiences including intrastate, interstate and international visitors;
- Co-located with the Shepparton Motor Museum & Collectibles and the Furphy Museum, it will create a high quality Cultural Heritage Precinct and contribute to the regional economy through the construction and operational phases of the project.

The MOVE is proposed to be established behind the existing SMMC in the Emerald Bank Precinct, approximately 6.5 km south of Shepparton's CBD along the Goulburn Valley Highway. The location context of the MOVE is shown in Figure 1.

The MOVE will create a significant drawcard attraction for Shepparton that aligns with, and further strengthens the region's significant history, heritage and agricultural tourism offer.

The proposed concept is discussed further in Section 4.

FIGURE 1 LOCATION CONTEXT - MOVE







1.4. STRATEGIC CONTEXT

This section provides an overview of the importance of the transport industry, as well as an assessment of relevant federal, state and local tourism strategy, which demonstrates the proposed MOVE aligns with, and supports key development objectives.

1.4.1. NATIONAL TRANSPORT: STATE OF THE INDUSTRY

Australia's vast land area and dispersal of population centres makes it highly dependent on roads and rail to transport goods domestically. Approximately 75% of non-bulk domestic freight occurs on roads, with demand for freight forecast to double between 2010 and 2030.

Government and industry recognise the importance of the transport industry as a key facilitator of economic growth. However, industry trends indicate that there are existing driver shortages, which need to be addressed to service the predicted growth. Leading manufacturers, peak transport bodies and governments are recognising the significance of this shortage and the consequences to the broader economy.

In 2016, Volvo Group Australia commissioned Clemenger BBDO to conduct a research study across 600 transport companies, representing approximately 34,000 drivers.¹

The study found that given the existing shortage of professional drivers, the rate of recruitment would need to increase by 150% to "account for the simultaneous pressures of increased road freight services demand and the loss of retiring drivers".

The study concludes that the ongoing viability of the industry is dependent on the following factors:

 Raising the profile and expanding the image of truck driving as a profession. The issue of driver image directly influences driver availability, the ability to attract driver diversity including young people and women.

- Connecting the schools and the general public with positive stories about drivers, the industry and road safety records
- Educating on how to drive around trucks be safe but not afraid
- The vital role of the trucking industry not only to the Australian economy, but to our liveability and function as a society.
- Reality of truck statistics and the industry today.

1.4.2. FEDERAL STRATEGY

TOURISM 2020

Tourism 2020 is a long-term strategy which aims to develop and further strengthen tourism as a significant and dynamic industry in Australia.

The Strategy recognises that the Federal Government plays an important role in encouraging improved product quality and innovation.

The Strategy identifies six strategic areas that are vital to developing tourism across Australia. The strategic area relevant to the MOVE is "to encourage investment and implement the regulatory reform agenda". This Strategy states a commitment to work with industry to support investment in tourism infrastructure that can drive demand. Australia needs significant investment in tourism infrastructure if it is to realise its potential in both global and regional tourism markets, and encourage dispersal of international and domestic visitors.

Volvo Group Australia -- Professional Truck Driver Shortage 2016

⁶ MOVE MEXIPARTON BUSINESS CASE SHEPPARTON MOTOR MUSEUM & COLLECTIBLES

REGIONAL DEVELOPMENT STRATEGY

The proposed Truck and Transport Museum is located in the Greater Shepparton Local Government Area (LGA), which sits within Regional Development Australia's (RDA) Hume Region.

Tourism is an economic and employment growth sector in the Hume region, attracting over 2.5 million visitors to the region annually. Core strengths supporting visitation and the regional economy include:

- Proximity to Melbourne;
- Natural attractions:
- Diversity of the annual events and festivals calendar; and
- High quality food and wine products

The Strategy identifies the opportunity to create linkages between tourism areas and products across the region, with a view to adopting a coordinated approach to leverage further from visitation.

1.4.3. STATE STRATEGY

VICTORIA'S 2020 STRATEGY

Victoria's 2020 Strategy was prepared in 2013. The Strategy sets long term priorities for Government and industry to support growth and address challenges in the Tourism industry.

Victoria's multicultural lifestyle, diversity of attractions and reputation for providing high quality cultural and sporting experiences are identified as key strengths.

Strategies relevant to the MOVE include:

- Attracting private sector investment with particular emphasis on regional Victoria.
- Diversifying regional and rural product offerings to attract more visitors and increase length of stay

- Maximising the benefits of events including the development of 'homegrown' events, business and industry events, countering seasonality and options to establish new or amplify existing events.
- Achieving greater regional dispersal
- Improved experiences for visitors from Asia.
- Recognising and valuing heritage places and objects, encouraging greater access and community and visitor engagement

VICTORIAN VISITOR ECONOMY STRATEGY

Building on the Victoria 2020 Strategy, the Victorian Visitor Economy Strategy was prepared in 2016.

This Strategy builds on Victoria's 2020 Strategy and supports strong collaboration between government, communities and industry, presenting a strategic focus on tourism and events and the broader visitor economy.

The Strategy recognises that economic development and job creation starts with the private sector, and that visitor economy businesses are a critical partner with governments in investment, trade, promotion and marketing activity.

It places importance on collaboration and communication between private businesses, organisations and government in growing the visitor economy.

The Strategy calls for the revitalisation of existing products and infrastructure to provide a more compelling experience for both domestic and visitors from new markets.

Encouraging visitors to stay overnight through the improvement of the visitor experience and offer could have significant impact on the economic return to the region and State.

The Strategy states that significant private sector investment is needed to deliver more attractive visitor experiences in order to leverage further visitation and encourage visitors to stay longer

VICTORIA'S TOURISM AND EVENTS STRATEGY 2020

Victoria's 2020 Tourism Strategy was prepared in 2013 to provide a clear vision for the state's tourism industry and provide support to initiatives to increase the economic and social contributions tourism makes to the State.

Objectives relevant to the MOVE include:

- A need to provide visitors with a unique and authentic experience.
- The need to appeal to current and emerging markets.
- The importance of development of engaging content including storytelling and visual images.

VICTORIA'S CREATIVE STRATEGY

Victoria's Creative Strategy was prepared in 2016 by Creative Victoria. The strategy encourages collaboration across the state's creative industries (including performing arts, museums, visual arts, tourism, design and gaming sectors) and is aimed at promoting wider economic and social impact.

The Strategy recognises the social, cultural and economic benefit of place based creative and cultural investment. In turn providing strong cultural engagement within communities, and creating local employment opportunities.

Historically, Greater Shepparton has not typically attracted a high proportion of arts and cultural visitors, particularly when benchmarked against other regional centres in Victoria. The Strategy refers to the new Shepparton Art Museum and its game changing potential. More specifically, the ability to drive visitation to the region, attracting new creative and cultural visitor markets.

The funding model for the New SAM is reliant on a partnership approach to funding and includes committed funding from the three tiers of government and contributions from local donors and philanthropic sources. This model of funding and governance structure provides valuable insight into funding potential and governance structures for the proposed new Truck and Transport Museum at Emerald Bank.

KEY FINDINGS

The Transport industry is both a driver and facilitator of economic growth in Australia. Demand for domestic road freight is forecast to increase significantly, further affirming its importance.

There are existing shortfalls in the industry, particularly attracting skilled and experienced drivers. MOVE Shepparton will help promote and educate visitors regarding the industry's significance.

The proposed MOVE aligns with key federal, state and local strategy relevant to tourism development and visitor satisfaction. Overarching objectives for tourism development in Victoria are focussed around encouraging investment into developing new, high-quality tourism products and attractions that are authentic and engaging, with a view to encouraging visitors to stay longer and spend more.

Investing in the development of suitable tourism products, services and infrastructure is critical to delivering a positive visitor experience.

MOVE will bolster Greater Shepparton's authentic, cultural and heritage tourism product offer as it articulates and exhibits the rich transport and agricultural history of the region. A tourism product of this nature does not currently exist in the region, thus providing a unique and engaging experience for visitors.

8 MOVE MEXIPARTON BUSINESS CASE SHEPPARTON MOTOR MUSEUM & COLLECTIBLES

1.4.4. LOCAL STRATEGY

GREATER SHEPPARTON ECONOMIC DEVELOPMENT, TOURISM & MAJOR EVENTS STRATEGY

The Economic Development, Tourism and Major Events Strategy prepared by Urban Enterprise in 2015, identifies opportunities to build and diversify the local economy with the vision of Greater Shepparton as a premium regional destination to live, work, visit and invest.

The Strategy acknowledges the importance of Greater Shepparton's transport and logistics industry and the potential to further leverage from the industry.

Strategies relevant to the MOVE proposal include the following:

- Seeking support from state and federal governments for infrastructure;
- Maximising visitation and increasing length of stay;
- Reducing economic leakage by presenting a range of diverse events to engage local audiences;
- Promoting Greater Shepparton as a vibrant destination specifically targeting family, leisure, sports, cultural and business markets;
- Raising the profile of the tourism industry in the region as a significant contributor to the local economy; and
- Supporting the development of sustainable attractions, events and experiences.

At the time of the Strategy, Council's key project priorities relevant to transport infrastructure in Greater Shepparton were as follows:

- Increasing the frequency of passenger rail services between Shepparton and Melbourne
- The development of the Goulburn Valley Freight and Logistics Centre (GV Link), highlighting the continued importance, contribution and growth of the transport industry.
- Construction of the Goulburn Valley Highway Shepparton Bypass.

 The redevelopment of the Shepparton Art Museum and Shepparton Visitor Information Centre within a purpose-built gallery in the Victoria Lake Precinct.

The significant level of investment prioritised for transport infrastructure and arts/culture tourism product highlights the synergies between the region and the proposed MOVE.

Visitor Economy

The visitor economy is a key economic pillar in Greater Shepparton. In 2016, the visitor economy contributed \$200 million in economic output, supporting 1,204 jobs.

The Strategy identifies existing gaps in visitor markets including cultural visitors and identifies opportunities to engage new audiences and attract new visitor markets to the region through the development of complementary product and experiences to leverage from the new Shepparton Art Museum (SAM).

A key objective is to grow the visitor economy through improved product, experiences, targeted marketing and visitor servicing.

Product Development

Strategies relevant to product development in Greater Shepparton:

- Support and facilitate the development of contemporary tourism product which appeals to target markets and aligns with the positioning of Shepparton and Mooroopna
- Promote and facilitate private sector investment opportunities
- Promote the development of food tourism leveraging from Greater Shepparton's agricultural strengths

Major Events Hub

The annual event calendar in Greater Shepparton is considered a critical element in generating continued visitation to the region. The success of events is intrinsically linked to Council's willingness to actively pursue and support events, maintaining strong and long-term relationships and investing in facility upgrades.

Strategies relevant to event development in Greater Shepparton:



- Continue to develop Greater Shepparton into a major events hub in central Victoria capitalising on quality infrastructure.
- Greater Shepparton prides itself on being one of Regional Victoria's key event destinations. The region's strengths in accommodating major events are attributed to the central location, quality of facilities, and industry support
- Diversify the events base by supporting more arts, food, cultural and music events
- Explore opportunities to grow the business events sector
- Develop relationships with National, State and Regional sporting and arts and cultural organisations

GOULBURN RIVER VALLEY TOURISM DESTINATION MANAGEMENT PLAN (2017)

An update to the Goulburn River Valley Tourism Destination Management Plan (DMP) was completed in 2017.

The DMP identifies a number of priority projects across the Goulburn Valley region with the objective of encouraging investment and development into key visitor attractions and experiences.

The update to the DMP identifies the Shepparton Truck and Transport Museum as a priority project for the region, providing further support for the establishment of the MOVE.

BUSINESS CASE FOR A NEW ART MUSEUM IN SHEPPARTON

In the Business Case commissioned by the Greater Shepparton City Council and prepared by Simon McArthur & Associates the following key elements were identified to support the development of a new SAM:

- Greater Shepparton's diverse and multicultural composition is one of its key qualities, with approximately 11% of residents born overseas.
 Significant populations have settled in the region from Italy, Turkey, Greece, Albania, Netherlands, United Kingdom, Germany, India, New Zealand, Philippines and Iraq.
- The region has a well-developed economy, based primarily on irrigated agriculture, food processing, retailing and road transport.
- The Goulburn Valley is responsible for about 25% of Victoria's agricultural production. Food processing is a significant secondary industry, with over 30 major food processing related businesses located within two hours of the major urban centres.
- The large volume of fresh and processed foodstuffs produced in the region generates an extremely high number of freight movements. The road transport industry which has grown up to support this freight task is a substantial contributor to Greater Shepparton's economy in its own right and Shepparton is now provincial Victoria's largest truck sales and service centre.

In addition, the Business Case identified Shepparton as one of the five fastest growing inland regional centres in Australia. The Project Objectives for the New SAM include;

- Activate Shepparton as a vibrant cultural destination by providing a visitor experience that reflects emerging market trends and needs/preferences of target markets.
- Maximise direct and indirect economic benefits to the Shepparton region by increasing tourist visitation, length of stay and spending in the region.
- Maximise social benefits to the region by inspiring civic pride, enhancing community engagement, social cohesion and educative opportunities of SAM's collections, exhibitions and program offerings.

- Use a site that reflects the Shepparton brand and presents minimal site and infrastructure constraints.
- Offer a Project Governance and Business Model that shares risks, financial burden and capitalises on opportunities amongst long term project partners/sponsors and be whole of life sustainable

KEY FINDINGS

The Greater Shepparton Economic Development, Tourism and Major Events Strategy (2016) and the Goulburn River Valley Tourism Destination Management Plan (underway) identify the need to strengthen Greater Shepparton as a holiday/leisure destination. To achieve this, a greater level of investment into contemporary products that appeal to new visitor markets is required.

The proposed MOVE satisfies key development objectives detailed within local and regional tourism strategy. The MOVE will provide a new, state-of-the-art Museum with a contemporary and experiential product offer. The Museum will also provide the region with a high-quality outdoor events space that can accommodate a diverse range of events.

Events are a critical component of the Greater Shepparton visitor economy, as they attract repeat visitation, particularly in the off-peak and shoulder seasons.

Greater Shepparton should continue to develop new events and support existing events that are in-line with regional strengths

The new Shepparton Art Museum (SAM) is a game changing project for the region. The Museum will create a drawcard attraction for Greater Shepparton, appealing to a wide range of visitor markets. There are synergies with the new SAM and the proposed MOVE, providing a complementary arts/culture/heritage attraction.





1.5. SHEPPARTON MOTOR MUSEUM & COLLECTIBLES

The new MOVE Shepparton is proposed to replace the existing SMMC. The existing SMMC is a dedicated visitor attraction and events space exhibiting unique private motor and transport collections, as well as other regionally significant collectibles.

The Museum is located within the Emerald Bank Precinct, which is a dedicated tourism and lifestyle precinct situated at the southern gateway of Shepparton.

The proposed MOVE Shepparton will strengthen the Emerald Bank Precinct further affirming the precinct as one of Shepparton's premier visitor attractions.

This section provides an overview of the SMMC including its history and origin, product, experience and service offering and the level of annual visitation.

HISTORY

Shepparton has had a long motoring and transport history and benefits from a high level of collector and vintage car ownership. The concept for the SMMC was first developed in 2010 and consisted of providing a facility that displayed a number of private collections of vintage, classic and collector cars, normally not accessible by the general public.

From this concept, a board consisting of seven members was established to oversee the development of the concept and the delivery of the museum.

The purpose-built SMMC opened in 2012, and has evolved from a dedicated Motor Museum to a multi-purpose museum, which showcases cars, stories and collectibles from across the Goulburn Valley region. It also has a significant part of the Farren Bicycle collection on permanent loan, which is recognised as the largest and rarest collection of bicycles in Australia. Spanning 150 years, it is considered one of the best in the world.

FACILITY

The SMMC encompasses 2,500 sqm of floorspace including; a retail outlet, café and the Furphy Museum.

Since opening, SMMC has expanded its offer to include a multitude of uses including additional exhibition space, retail, food and beverage and dedicated events space.

The on-site Provender Café offers a range of local produce and ingredients from the Goulburn Valley, and offers breakfast and lunch options to Museum patrons and the general public.

The Furphy Museum, which is an add on to the original concept, celebrates the history and contribution of the Furphy Foundry and Furphy Family in the region.

The retail component is a dedicated Museum shop, offering gifts and collectibles directly linked to the Museum's exhibitions and collection.

RESOURCES AND OPENING HOURS

The Museum employs two (FTE) staff, which includes a full time Museum Manager/Curator, a part-time marketing coordinator and a part time museum assistant.

The Museum also supports a network of 100 volunteers, who provide a range of support services for the Museum.

The SMMC is open 7 days a week*, from 10am to 4:30pm. The price of admission is currently set at \$14 for adults, \$10 for concession and \$35 for families. (*NB: opening hours and days is currently under review).

The Museum also has annual memberships available, allowing unlimited entry throughout the year.

PRODUCT, EXPERIENCE & SERVICE

Museum: SMMC operates as a Museum, with a primary focus on exhibiting and articulating popular culture, transport and other collectibles. The permanent collection includes cars (vintage, classic and collector), motorcycles, machinery, memorabilia relevant to the Goulburn Valley region. More specifically, the Furphy Collection, agricultural equipment and machinery, mechanics workshop, military vehicles and scale models.

The Furphy Foundry: The Furphy Foundry is a dedicated area in the Museum that provides a profile of the iconic engineering company. Furphy & Sons were responsible for designing and manufacturing iconic metal products such as the Furphy camp oven, water carts used in WW1 and WW2, farm gates, as well as public furniture in parks, gardens and other areas of open space, including the fence surrounding Sydney's Circular Quay.

Immersive, Interactive and Engaging Visitor Experience: SMMC provides visitors with an immersive, interactive and engaging experience, offering a mix of static collections, show and shine events and temporary curated exhibitions

The Museum also allows visitors to interact with a selection of cars through sitting in the car, hearing the engine, and in some cases taking a ride in a vehicle at particular events.

Curated Exhibitions: The SMMC conducts a curated exhibition program, which complements the Museum's permanent collection. The program was established based on elements from the existing collection, and in partnership with other car museums

Guided and Self-Guided Tours: Visitors have the option of undertaking a guided or self-guided tour. Guided tours are provided by volunteers that are dedicated to preserving and presenting the museum's collection.

Self-Guided tours are supported by interpretive content and audio/visual presentations throughout the museum.

Food and Beverage: The provender Café specialises in locally sourced produce and ingredients. The café is open to the public six days a week, and also provides the catering for events held at the Museum such as exhibition launches, as well as private social and corporate functions.

Retail: The Museum shop opened in 2012 and is accessible for Museum visitors and the general public

The shop offers general retail items that align with the key themes of the Museum. However, the offer has expanded to include changeable retail items based on the curated exhibitions

The diversification of retail stock has resulted in an increase in retail sales.

Events: The Museum accommodates and hosts a range of special events. The annual calendar of events includes events that are directly associated with the Museum such as exhibition openings, opportunities to meet high profile personalities associated with exhibitions, as well as working demonstrations of pieces of collection.

The Museum also offers venue hire for corporate and social functions and events. The site also hosts a monthly farmers market, which attracts a significant number of visitors, typically in the order of 2,000 per event



VISITATION

Visitation to the SMMC has consistently increased over the past three financial years. Since 2015, visitation to the Museum has increased by 11%, reaching 15,000 in 2017.

The consistent growth in visitation reflects the ongoing investment and improvements to the Museum, including the development of an additional 900 sqm of exhibition and display space, as well as the attraction of corporate and social functions and events.

TABLE 1 VISITATION TO SMMC - 2015 TO 2017 (FY)

	VISITATION
2014/15	13,500
2015/16	14,500
2016/17	15,000
CHANGE (%) 2015 - 2017	11%

Source: SMMC 2017

GOVERNANCE STRUCTURE

The SMMC characterises a not-for-profit cooperative governance model, whereby, the board operates without a CEO and adopts a cooperative model. That is, the board makes consensual decisions as a group.

The current board consists of seven members representing a diverse range of industries.

The SMMC attracts a small number of domestic sponsorships, but was established, and operates, without recurrent Government funding contributions.

In establishing the new MOVE Shepparton, it is recommended that the governance structure of the existing SMMC be modified to manage a combined Museum as one entity. Further it is recommended that the interest and expertise of both the existing Car and Collectibles Museum and the Truck and Transport Museum be represented with one dedicated skills-based board position from the Car Museum and one dedicated skills based board position from the Truck and Transport industry. As per the operation of the current SMMC, additional skills and expertise will be harnessed through various steering committees reporting back through to the Board via nominated representatives.

It should be noted that the entity is registered as an Australian Charity and Not-forprofit and is bound by the Australian Charities and Not-for-profits Commission Act 2012.

The Constitution has been amended to reflect the purposes of the new entity (see attachment).

Given the increase in operational duties and profile under the new entity it is recommended that the Board exercise the option to appoint an Executive Director/General Manager at the appropriate time.

2. CASE STUDIES

2.1. INTRODUCTION

This section provides an analysis of case study examples of existing transport and motor Museums in Australia

The assessment provides an insight into the product offer and concept, levels of visitation and financial performance, as well as success factors.

The identified level of visitation to case study Museums detailed in this section will provide the benchmark of visitation and market capture for the MOVE.

2.2. NATIONAL MOTOR MUSEUM – BIRDWOOD, SA

OVERVIEW

Established in 1965, the National Motor Museum (NMM) is one of three Museums operated by the South Australian Government's History Trust

Located in Birdwood in the Adelaide Hills, approximately 45 km west of Adelaide, the Museum features collections and exhibitions presented through the curatorial lens of a connection to South Australia.

The Museum is housed in a heritage significant building and includes interactive displays, driver education, the history of Holden in South Australia, as well as a café and retail store.

Historically, the Museum has been supported by Holden which formerly manufactured cars at the South Australian Elizabeth plant. The Museum now houses some of the last remaining cars manufactured at the plant.

ANNUAL VISITATION

The NMM attracts 75,000 annually representing 5% of total visitation to the Adelaide Hills region.

Visitation to the Museum is predominantly special interest groups, self-drive travellers, history/heritage visitors and students.

CONCEPT AND PRODUCT OFFER

Thematic story telling integrates people, place and time to feature the past in the present day. Education programming, digital integration and engaging education components are key features of the Museum.

There is also a commitment to creating and presenting events and exhibitions to attract repeat visitation from locals, provide motivation to visit for a large range of



visitor markets, attract sponsorship and to generate third party content and positive news stories.

Admission prices for Adults are \$15.50, concessions \$12.50 and Children \$6.50 (Children under 5 are free).

GOVERNANCE

Overseen by the History Trust of South Australia, a statutory authority with reporting to the South Australian Parliament and a Board of Trustees.

The NMM has 10 FTE staff including a Director, Operations Manager, Events Coordinator, Facilities Officer and dedicated Curatorial staff.

EVENTS

The Bay to Birdwood Classic was established in 1980 to celebrate the issuing of the first South Australian driver's license and was originally developed to be a biennial event for pre-1950s vehicles from Glenelg (the Bay) to the National Motor Museum in Birdwood. Since its inceptions, the event has grown to become one of Australia's iconic motoring events, earning national recognition at the Australian National Tourism Awards for the best special event or festival.

The event is recognised as the largest continuously staged historic motoring event held anywhere in the world and now includes vehicles pre-1956.

The event currently receives significant support from the South Australian Government, Shannon's Insurance along with media sponsorship and support from the Rundle Street Traders Association.

2.3. QUEENSLAND TRANSPORT MUSEUM – GATTON, LOCKYER VALLEY, QLD

OVERVIEW

The Queensland Transport Museum (QTM) was established in 2009. The Museum is located within the Lockyer Valley Cultural Centre in Gatton. The broader facility

includes a Gallery, nature walks, visitor centre, function centre, café and Local Legends Wall of Fame.

The Museum is operated by the Lockyer Valley Regional Council with a steering committee made up of local residents, councillors and council tourism officers.

ANNUAL VISITATION

The Museum attracts approximately 6,000 visitors annually, which represents 3% of annual visitation to the Lockyer Valley region.

CONCEPT AND PRODUCT OFFER

The QTM is a Museum which provides a tribute to the founders of one of Australia's largest transport fleets: J.C. Anderson and his brother M.J.R. Anderson. The Museum also portrays the role of transport in linking regional towns in Queensland, and is intrinsically linked to the agricultural sector and the individuals that have contributed to the development and prosperity of the industry.

There has been minimal visitation growth to the QTM and the LVRC have found it difficult to engage the local community with the Museum. The LVRC believe this is due to the current product offer, which predominantly consists of static displays. The key focus of the Museum to exhibit a particular transport family has limited its market appeal.

The planned redevelopment of the QTM aims to significantly increase visitor numbers through improvements to the visitor experience; notably the addition of a driving simulator and interactive displays.

To attract a broader visitor base, it has been recommended the facility diversify its exhibitions to include motorcycles, cars and aspects of aviation, making it a transport orientated museum and not a facility almost solely dedicated to trucks.

The exhibition takes a time line approach to displays from 1936 to 1972 – however these are largely static.

The Museum has developed a partnership approach to operations and marketing with other transport related museums including the Ipswich Rail Museum, the Cobb & Co Museum in Toowoomba, the Queensland Auto Museum in Toowoomba, the Panorama Motorcycle Museum, the Australian Motorcycle Museum at Haigslea and the RAAF Amberley Aviation Heritage Centre.

Licenced merchandise is sold as a revenue source, countering the free entry.

EVENTS

Large scale annual events directly related to the Museum include the Lights on the Hill: Memorial Convoy, and the Hall of Fame: Legends of the Lockyer Valley.

KEY FINDINGS

A review of existing transport and motor Museums in Australia has identified the following factors that contribute to an appealing visitor attraction.

The historical origin of Australia's Trucking and Transport Industry and its relationship to the prosperity and development of primary industries such as Agriculture has wide market appeal. It is seen as critically important to the Australian way of life and the domestic economy, and has contributed significantly to the early settlement and growth of Australia.

Museums have moved away from static displays of information and are incorporating interpretative and interactive displays, which include a mix of digital and immersive content based on collections and social histories.

Museums located within a dedicated tourism precinct and co-located with complementary attractions and experiences broadens their market appeal.

Co-locating the Museum with other dedicated tourist attractions creates a complementary relationship, strengthening the product offer and enabling attractions to capitalise on visitation to a broader precinct.

Popular Museums consistently review and rotate their curatorial collection to ensure that they remains relevant, engaging and informative. This is particularly important for attracting repeat visitation.



2.4. CAPTURE RATE

Based on the case study examples for other transport museums and heritage attractions / museums in Australia, it is estimated that the MOVE could capture 8% of the total market. This represents an average capture rate for the case study examples, as shown in Table 2.

This is discussed further in Section 3.

TABLE 2 CAPTURE RATE FOR CASE STUDY MUSEUMS

SUMMARY	VISITATION TO REGION	VISITATION TO MUSEUM / ATTRACTION	CAPTURE RATE
TRANSPORT MUSEUMS			
National Motor Museum, Birdwood	1,384,000	75,000	5%
Queensland Transport Museum, Lockyer Valley	250,000	6,000	2%
OTHER HERITAGE ATTRACTIONS			
Pioneer Settlement, Swan Hill	292,363	50,000	17%
Port of Echnica, Echnica	822,956	56,000	7%
AVE CAPTURE RATE			8%

Source: Urban Enterprise 2017

3. MARKET POTENTIAL OF MOVE

3.1. INTRODUCTION

This section provides an overview of the annual domestic and international visitation to Greater Shepparton, and includes trends in visitor numbers, as well as key drivers of visitation. This provides context regarding the level of visitation to Greater Shepparton including purpose of visit.

This section also assesses the market potential of the proposed MOVE in the Emerald Bank Tourism Precinct in Shepparton. The market potential for the Museum is based on the estimated number of admissions the Museum could capture from a variety of local and visitor markets.

It is assumed that the key visitor markets to the MOVE will include, but are not limited to the following

- · Visitors to Greater Shepparton travelling for the purpose of visiting a museum or art gallery;
- Visitors to Greater Shepparton travelling for the purpose of visiting a history or heritage site;
- Visitors to Greater Shepparton travelling for the purpose of attending an
- Visitors visiting the adjoining SMMC;
- Local residents of Greater Shepparton and surrounding suburbs; and
- Special interest groups such as truck, motor, transport enthusiasts and registered clubs and associations

Data pertaining to visitation in this section is sourced from Tourism Research Australia's (TRA) National Visitor Survey (NVS) and International Visitor Survey (IVS).

Definitions of key terms used throughout this section are provided in the glossary of

It is important to note that a five-year average for visitation is provided, in order to provide greater certainty of results and eliminate irregularities in the data.





3.2. GREATER SHEPPARTON VISITATION CONTEXT

NUMBER OF VISITORS

Greater Shepparton attracted over a million visitors in 2017. 72% were domestic day trip visitors, 27% were domestic overnight visitors and 1% were international visitors.

Visitation has increased by 25% in the past five years, representing an average annual growth rate of 4.6%.

TABLE 3 DOMESTIC AND INTERNATIONAL VISITATION – GREATER SHEPPARTON – 2013 TO 2017

	DOMESTIC DAY TRIPS	DOMESTIC OVERNIGHT TRIPS	INTERNATIONAL TRIPS	TOTAL TRIPS
2013	631,830	231,080	8,791	871,701
2014	526,931	288,433	11,741	827,105
2015	767,528	256,305	9,755	1,033,588
2016	618,152	285,559	10.237	913,948
2017	781,502	294,161	16,317	1,091,980
CHANGE (%) 2013 - 2017				25%
AAGR (%) 2013 - 2017			4.6%

Source: National Visitor Survey (NVS) / International Visitor Survey (IVS), Tourism Research Australia

PURPOSE OF VISIT

Day trip and overnight visitation to Greater Shepparton is largely driven by holiday and leisure travellers and travellers visiting friends and relatives.

39% of day trips and 28% of overnight trips visit for holiday/leisure purposes. Furthermore, 29% of day trips and 45% of overnight trips visit friends and relatives.

Holiday/leisure and VFR are the major visitor markets to the region, and present as the logical target markets for the proposed MOVE.

TABLE 4 TRAVEL GROUPS - DOMESTIC VISITORS TO GREATER SHEPPARTON - 2013 TO 2017 (FY)

PURPOSE OF VISIT	DAY TRIE	s	OVERNIGH	T TRIPS
Holiday	262,566	39%	76,692	28%
Visiting friends and relatives	194,303	29%	122,964	45%
Business	112,790	17%	47,658	17%
Other reason	97,713	15%	21,204	8%

Source: Purpose of Visit, National Visitor Survey (NVS), Tourism Research Australia (TRA)

3.3. MARKET POTENTIAL OF MOVE

3.3.1. TARGET ACTIVITY VISITOR MARKETS

Purpose of visit provides an indication of the key drivers of visitation to the Greater Shepparton region. Of the holiday/leisure and VFR market, further segmentation is required to identify the potential visitors to the MOVE.

Potential visitors to MOVE are considered to be those who travel to Greater Shepparton and undertake activities that align with the activities proposed at the MOVE. These activities include the following:

- Visit museums or art galleries;
- Attend festivals, fairs or cultural events;
- Visit history / heritage buildings, sites or monuments; and
- Go to markets.

Table 5 shows the average number of annual domestic daytrip and overnight trip visitors undertaking the relevant activities in Greater Shepparton.

On average, there are approximately 108,000 domestic visitors undertaking these types of activities in the region, consisting of 48,000 day trip visitors and 60,000 overnight trip visitors.

The most popular activities undertaken in the region is going to markets, with approximately 42,000 visitors engaging in the activity per annum.

TABLE 5 TARGET VISITOR MARKETS - DOMESTIC DAY & OVERNIGHT TRIP VISITORS - GREATER SHEPPARTON - ANNUAL AVE YE MARCH 2013 TO YE MARCH 2017

ACTIVITY	DAYTRIPS P.A.	% OF TOTAL DAYTRIPS	OVERNIGHT TRIPS	% OF TOTAL OVERNIGHT TRIPS	TOTAL DT & OT
Visit museums or art galleries	8,791	1%	14,881	5%	23,672
Attend festivals / fairs or cultural events	13,556	2%	12,286	5%	25,841
Visit history / heritage buildings, sites or monuments	3,809	1%	13,130	5%	16,938
Go to markets	21,881	3%	20,027	7%	41,908
TOTAL	48,036	7%	60,324	22%	108,360

Source: Activities undertaken, National Visitor Survey (NVS), Tourism Research Australia (TRA)





3.3.2. VISITATION TO THE SHEPPARTON MOTOR MUSEUM & COLLECTIBLES

As mentioned in Section 2.2, the Shepparton Motor Museum and Collectibles attracted 15,000 visitors and 30,000 event attendees in 2017.

The proposed location of the MOVE in the Emerald Bank Precinct will allow the Museum to capitalise on visitation to the SMMC. It is therefore assumed, that the MOVE will attract a significant proportion of visitors from the SMMC and events held at the Emerald Bank Precinct.

3.3.3. RESIDENTS

The proposed MOVE will not only provide a major attraction for visitors to Greater Shepparton, but will also provide a local attraction for residents.

According to Tourism Research Australia, a day trip visitor must travel at least 50 km to their destination. Therefore, visitors travelling to Greater Shepparton for a day trip within a 50-kilometre catchment of the Local Government Area are excluded.

Therefore, the local population catchment for the Museum extends beyond the LGA boundary, and includes the surrounding suburbs (within a 50-km radius).

The estimated resident population of Greater Shepparton and surrounding suburbs is approximately 87,000, as shown in Table 6.

TABLE 6 POPULATION OF GREATER SHEPPARTON & SURROUNDING SUBURBS

	POPULATION	
Greater Shepparton	63,837	
Surrounding suburbs	23,225	
TOTAL RESIDENTS	87,062	

Source: Census of Population & Housing, Australian Bureau of Statistics (ABS) 2016

3.3.4. SPECIAL INTEREST GROUPS

A key target market for the proposed MOVE will be special interest groups. More specifically, truck, transport and car enthusiasts across Victoria and New South Wales.

In Victoria, there are 898 approved vehicle clubs and associations. These clubs and associations have been authorised by VicRoads to operate under the Club Permit Scheme for veteran, classic, historic and street road vehicles.

According to Consumer Affairs Victoria, in order to become an incorporated association, a club, community group or organisation must have at least five members. Urban Enterprise assume that each club and association has a minimum of 10 members.

On that basis, it is estimated that there are a total of 8,980 vehicle club and association members across Victoria. These members present as target visitor markets to the proposed MOVE.

TABLE 7 APPROVED VEHICLE CLUBS AND ASSOCIATIONS IN VICTORIA - 2016

VICTORIAN VEHICLE CLUBS AND ASSOCIATIONS	
Total Number of Clubs & Associations in Victoria	898
Minimum Number of Members per Club and/or Association	5
Estimated Number of Members per Club and/or Association	10
TOTAL ESTIMATED NUMBER OF MEMBERS	8,980

Source: Approved Vehicle Clubs and Associations, Vic Roads 2016

3.3.5. SUMMARY OF MARKET POTENTIAL FOR THE MOVE

Based on previous findings in this section, the estimated market potential for the MOVE is 219,402.

The estimated market potential for the MOVE consists of approximately 108,000 domestic visitors, 96,000 residents and special interest groups, and 15,000 visitors to the SMMC.

It should be noted that the estimated market potential is based on target markets only, thus is deemed a conservative estimate.

TABLE 8 ESTIMATED MARKET POTENTIAL FOR MOVE

VISITOR GROUP	OF MARKET
DOMESTIC VISITORS	- Transmission
Visit museums or art galleries	23,672
Attend festivals / fairs or cultural events	25,841
Visit history / heritage buildings, sites or monuments	16,938
Go to markets	41,908
SUB TOTAL DOMESTIC VISITORS	108,360
RESIDENTS & SPECIAL INTEREST GROUPS	
Residents	87,062
Special Interest Groups	8,980
SUB TOTAL RESIDENTS & SPECIAL INTEREST GROUPS	96,042
SMMC	
Visitors to SMMC	15,000
SUB TOTAL VISITORS TO SMMC	15,000
TOTAL MARKET POTENTIAL	219,402

Source: Urban Enterprise 2017

3.3.6. SCHOOL AND CORPORATE GROUPS

It is expected that the MOVE will attract a significant number of school and business groups through the education and business event facilities proposed for the Museum.

Estimated student and business visitors have been excluded from this assessment.

3.3.7. ESTIMATED MARKET CAPTURE

Based on the estimated capture rate identified in Section 2.4, it is estimated that the MOVE will attract approximately 17,500 admissions per annum.

It is important to note that this does not include school groups and function and event visitors.



4. CONCEPT

4.1. INTRODUCTION

This section provides an overview of the proposed concept for the Shepparton Truck and Transport Museum to be known as the Museum of Vehicle Evolution Shepparton Limited (MOVE). The concept for the Museum was formulated in conjunction with the project working group and other key stakeholders.

This section provides an overview and assessment of the recommended governance model and organisational structure, as well as the projected financial performance of the facility, including estimated revenue and expenses.

An assessment of economic impact is also provided to estimate the short term and ongoing economic impacts of the MOVE. Impacts are calculated using the input-output (I-O) method of analysis and are based on an adopted set of assumptions. Impacts are expressed in terms of economic output generated, and employment (FTE jobs) supported in the Greater Shepparton economy.

4.2. PROPOSAL

The proposal is to establish a purpose-built Museum in the Emerald Bank Precinct, replacing the existing Shepparton Motor Museum and Collectibles. The Museum will showcase the Goulburn Valley's rich history and heritage centred on trucking, transport and agriculture through a mix of interactive multimedia and fixed displays along with curated exhibitions depicting the settlement, growth and establishment of the Goulburn Valley as a major national transport hub and one of the nation's leading food bowls.

The Museum will also include a dedicated outdoor and undercover event space. The large covered space will be utilised for regular events that are associated with the Museum offering, and other events of local and regional significance.

The proposed establishment of MOVE provides synergies and further strengthens the role of the Emerald Bank Tourism Precinct by diversifying the product offer for visitors and locals. The key objectives of the Museum are as follows:

- Celebrate the establishment of the trucking industry in Shepparton, including the people, families and companies that built the industry;
- Gather, curate and display the large number of collectible, classic and heritage trucks locally owned;
- Provide a focal point for the trucking industry in Shepparton, one of Australia's most significant regional transport hubs;
- Engage audiences with the emergence of the region as one of Australia's leading food bowls incorporating migration, manufacturing and rich provenance;
- Provide a high quality undercover outdoor events space capable of accommodating truck and vehicle trade shows, exhibitions and displays, as well as local and regional markets and other community events;
- Support the development and attraction of niche and broader audiences including intrastate, interstate and international visitors;
- Co-located with the Shepparton Motor Museum & Collectibles and the Furphy Museum, it will create a high quality Cultural Heritage Precinct and contribute to the regional economy through the construction and operational phases of the project.

MOVE MEXPERSON BUSINESS CASE
SHEPPARTON BOTOR BUSINESS CASE

SITE

The subject site sits within the Emerald Bank Precinct, approximately 6.5 km south of Shepparton's CBD along the Goulburn Valley Highway

The subject sites and proposed location within the Emerald Bank Precinct is shown in Figure 2 (overleaf).

EXHIBITION SPACE

It is proposed that the MOVE will include 3,000 sqm of exhibition space. This space will be the principal exhibition area, dedicated to providing a mix of interactive and static displays.

EVENT SPACE

The Museum will incorporate a dedicated undercover outdoor event space to the rear of the exhibition building

Outdoor Events Space

It is envisaged that the outdoor event space will accommodate a range of events such as motor vehicle, truck and transport exhibitions, trade shows, show and shines, musters and rallies

The event space will also attract other events of local and regional significance such as markets.

The canopy covering the events space is planned to include a series of solar panels. The energy generated from the panels will be fed back into the grid based on a buy back scheme with private energy companies. Funds raised through the scheme will be redirected to community initiatives such as youth and education programs.

Based on initial estimates, the solar panels could produce 1 Megawatt Hour (mWh) per annum, which in turn could raise up to an estimated \$150,000 per annum.

Indoor Event Space

The dedicated function and events space will accommodate a mix of corporate and social events such as corporate meetings, seminars and presentations, as well as social functions including birthdays and other celebrations.

EDUCATION

MOVE is proposed to feature interactive displays with a dedicated education component and student programming all supported by teaching resources. Programming will portray the role of the transport industry in the Goulburn Valley region having regard to its economic and social value.

CAR PARKING

The subject site will provide ample car parking, including a 150-capacity car park along the northern boundary of the subject site, as well as the existing 230 car parks located in the SMMC.

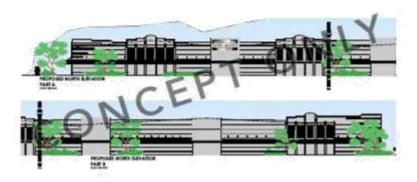
ANCILLARY USES

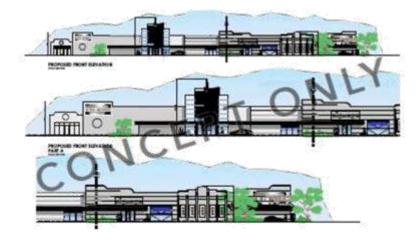
It is proposed that the subject site will also include a passive open space area adjacent to the existing Lake, providing visitors with the opportunity to undertake other activities such as picnics.

In addition to the open space area, a shared path will be constructed which travels across the southern boundary of the subject site, following the peripheries of the Lake.

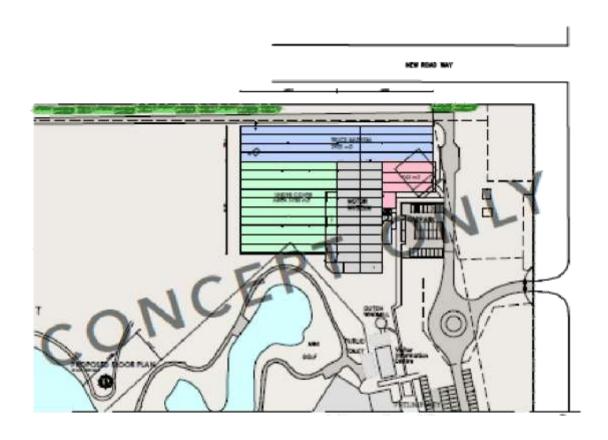


FIGURE 2 SHEPPARTON TRUCK & TRANSPORT MUSEUM INDICATIVE CONCEPT PLAN





26 MOVE SHEPPARTON BUSINESS CASE SHEPPARTON MOTOR MUSEUM & COLLECTIBLES



URBAN ENTERPRISE WURDAN 27

4.3. GOVERNANCE & ORGANISATIONAL STRUCTURE

In developing the Business Case, two options were considered for the governance of the proposed Truck and Transport Museum. These options are described below.

OPTION 1 SEPARATE ENTITIES FOR OPERATING EACH MUSEUM

Option 1 for the governance structure of the museum is to add a Truck and Transport Museum entity to the current Shepparton Motor Museum and Collectibles with responsibilities being split between each entity. The Motor Museum will provide front of house reception services including ticket sales and merchandising to support the Truck and Transport Museum. This is described in Figure 3.

FIGURE 3 SEPARATE ENTITIES FOR OPERATING EACH MUSEUM

Shepperton Motor Museum and Collectibles Inc

Board of Directors

- Front of house reception, merchandising for both museums
- Ticket sales Distributes tickets, merchandise revenue to Truck and Transport Museum
- Marketing of both museums
- · Collection management of Motor Museum
- · Management and operation of Motor Museum
- Manages operating budget for Motor Museum

Truck and Transport Museum Inc

Board of Directors

- Collection management of Truck and Transport Museum
- Management and operation of Truck and Transport Museum
- Manages operating budget for Truck and transport museum

OPTION 2 ONE ENTITY TO MANAGE A COMBINED MUSEUM

Option 2 for the governance structure considers the establishment of one entity to manage a combined museum. This would build on the current Motor Museum and Collectibles Inc which has already been operating effectively for some time.

8 MOVE REEPPARTON BUSINESS CASE SHEPPARTON MOTOR MUSEUM & COLLECTIBLES One entity will provide greater synergies in operating the combined musuems and improve operational efficiency. Importantly the one entity will build on the success of the Motor Museum which has proven track record.

FIGURE 4 ONE ENTITY TO OPERATE BOTH MUSEUMS

MOVE Inc Museum of Vehicle Evolution

Formerly Shepparton Motor Museums and Collectibles Inc

- Front of house reception, merchandising for both museums
- · Ticket sales and bookings for both Museums
- · Marketing of both museums
- Collection management of both museums with special committees for each
- Management and operation of both museums.
- · Manages operating budget for both museums

Board of Directors (Skills based + Industry based for truck and motor elements)

Truck and Transport Sub Committee

Motor Museum Sub Committee

4.3.1. PREFERRED GOVERNANCE STRUCTURE

The preferred structure to manage the new Museum is via one entity. It is proposed that the existing Motor Museum Incorporated body be changed to reflect the new entity and the purpose be modifed somewhat to reflect the complexity of the new facility. This will have the following benefits over two separate structures:

- Provide consistency of approach to the Museum and the management of the collections;
- Allows the combined Museum to be branded under one umbrella, which will allow for efficiencies, stronger market presence and clear messaging;
- Reduces operating costs of two entities:
- Builds on the operational success of the Motor Museum for attracting grant
- The reporting structure would allow for the inclusion of additional steering committees and include representation from key stakeholders, i.e. the truck and transport industry and the Greater Shepparton City Council

4.3.2. REDEFINE THE COMPANY PURPOSE

It is recommended that the company's purpose be redefined as follows:

"The company is established to operate a public museum that will be dedicated to:

- showcasing collections relating to trucking, transport, migration, manufacturing and agriculture and their cultural heritage
- gathering, curating, displaying and conserving exhibits forming part of those collections; and
- displaying exhibits in a manner that engages and involves audiences."

4.4. FINANCIAL ASSESSMENT

ESTABLISHMENT COSTS

The estimated cost to establish the MOVE is in the order of \$6.25m. The cost includes planning and design, civil and site works, building and canopy construction, as well as project contingencies

OPERATING PERFORMANCE OF SMMC

To estimate the potential earning capability and projected expenses associated with the Museum's operation, a number of factors must be considered such as the financial performance of the existing SMMC, as well as the forecast number of admissions and visitors to the Museum.

The SMMC provides the closest example of comparable product in terms of offer, location and scale.

Table 9 provides a summary of the SMMC operating financial performance for the 2016 and 2017 financial years.

The Table shows that the operating income generated by the Museum has increased between 2016 and 2017. That is, income generated from core trading activities such as admissions, retail, event accommodation and vehicle storage.

The total annual revenue generated by the Museum is in the order of \$250,000 per annum.

The SMMC is a not-for-profit organisation, but generated a profit in 2016 and 2017, albeit a minor one. This can be attributed to the low level of operating expenses incurred by the Museum.



TABLE 9 FINANCIALS - SMMC - 2016 & 2017 (FY)

	2015/2016	2016/2017
Total Trading Income	\$227,045	\$258,466
Total Cost of Sales	\$21,018	\$11,566
GROSS PROFIT	\$296,027	5247,240
Total Other Income	\$31,500	\$1,650
Total Operating Expenses	\$232,645	\$281,665*
NET PROFIT	\$4,882	(\$33,114)*

Source: SMMC 2017

ESTIMATED OPERATING BUDGET OF NEW ENTITY IN YEAR 1

Table 10 provides the estimated annual operating budget for the MOVE in its first year of operation.

It is anticipated that the operating financial performance of the MOVE will outperform the SMMC. This is based on the assumption that the MOVE will attract a greater number of annual Museum admissions, but will also generate a greater level of income from the provision of events due to the quality and scale of the proposed outdoor event space and the indoor corporate event space.

It should be noted that currently the SMMC pays a monthly rental to the existing landlord. With the gifting of the land and building to MOVE, no rental will be payable and the Museum will receive annual income from complementary tenants at the site ie Café etc.

*Upon successful completion of the proposed solar panel canopy over the outdoor events space, it is estimated an additional \$100,000 per annum in revenue will be generated. It should be noted that this will be the subject of additional State Government funding so has not been included in the financial modelling until year three.

TABLE 10 ESTIMATED OPERATING BUDGET - MOVE

MATERIAL PROPERTY OF THE PROPE	
Admissions, Retail & Subs	\$326,399
Donations	\$89,331
Event & Function Inc	\$95,489
Outgoings Reimbursed (Furphy)	\$10,252
Sponsorships	\$79,445
Vehicle Storage	\$10,250
Rest	\$38,000
	\$649,366
COST OF SALES	
Purchase of Retail Stock	\$25,992
Total Cost of Sales	\$25,992
GROSS PROFIT	\$623,174
OTHER INCOME	
Grant Income	\$1,650
Total Other Income	\$1,650
OPERATING EXPENSES	
Advertising	\$30,000
Bank Fees	\$956
Cleaning	\$15,000
Computer & Software	\$12,500
Consulting & Accounting	\$35,000
Digital and Video content	\$30,000
Event Expenses	\$50,000
General Expenses	\$5,777
Insurance	\$35,000

^{*}Operational loss based on prepurchase of raffle prize and expenditure of grant flands for the commencement of the Shepparton Farmers' Market.

Interest Expenses	\$5,000
Motor Vehicle Expenses	\$909
Postage	\$85
Printing & Stationary	\$6,151
Repairs & Maintenance	\$70,000
Security	\$15,000
Subscriptions	\$1,000
Telephone & Internet	\$3,500
Travel - National	\$1,000
Wages and Salaries	\$300,000
Total Operating Expenses	\$616,878
NET PROFIT	\$7,946-

Source: SMMC 2017, derived by Urban Enterprise 2017

+NB: Does not include income from solar/renewable energy installation which is anticipated to generate around \$100,000 per annum.

5-YR PROJECTED OPERATING BUDGET

It is assumed that the number of paid admissions and event visitors to the MOVE will increase annually. This is based on the expectation that the Museum will capture a greater proportion of market potential over time, resulting from an increase in marketing, advertising, and public awareness of the Museum.

Table 11 shows the estimated five-year operating budget for the MOVE. It is estimated that paid admissions will increase by 2,500 per annum, with relevant expenses increasing proportionately such as cost of sales, wages and salaries, and event expenses. For the purpose of this modelling and annual 3.5% increase has been applied to operating expenses.

The estimated operating profit is forecast to increase from approximately \$8,000 in year one, to \$198,000 in year five. The improved operating performance of MOVE combined with the income generated by renewable energies will result in a higher level of funds both reinvested in the Museum and donated to the community, commencing with an estimated \$50,000 in year 2, and reaching \$100,000 in year 5.

(NB: Should the funding and installation of the renewable energies be achieved prior to opening, this will result in additional revenues and the ability to give an estimate \$30,000 to the community in year one.)

TABLE 11 5 YEAR PROJECTED OPERATING BUDGET - MOVE

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Paid admissions	17,500	20,000	22,500	25,000	27,500
Estimated revenue	\$624,824	\$786,900	\$830,658	\$869,417	\$908,177
Estimated Operating Profit	\$7,946	\$146,724*	\$168,075	\$183,644	\$198,402

Source: SMMC 2017, derived by Urban Enterprise 2017



[&]quot;Notes first year of solar income.

^{**}NB: Funds will be donated to Community once an operational buffer has been established. Details are currently being set out by the benefactor in the form of a Memorandum of Understanding (MOU)

4.5. ECONOMIC IMPACT

It is expected that the establishment of the MOVE will attract a mix of both locals and visitors. The attraction of visitors to the region is expected to generate direct expenditure in the region, which in turn provides flow-on economic benefit to the local economy.

The assessment of economic impact estimates the short-term construction and ongoing impacts resulting from the operation of the Museum. Impacts are expressed in terms of economic output generated, and employment (jobs) supported in the Greater Shepparton economy.

Definitions of key economic terms are provided in the Glossary of Terms.

4.5.1. SHORT-TERM CONSTRUCTION IMPACT

Based on an estimated construction cost of \$6.25m, the short-term construction period is estimated to generate a total economic output of \$13.1m, supporting 36 jobs.

The total impact includes \$6.25m direct and \$6.85m indirect impact, supporting 14 direct and 22 indirect jobs.

TABLE 12 SHORT TERM CONSTRUCTION IMPACT – MOVE – GREATER SHEPPARTON ECONOMY

IMPACT SUMMARY	DIRECT IMPACT	INDIRECT IMPACT	TOTAL IMPACT
Output (\$M)	\$6.25	\$6.85	\$13.10
Employment (Jobs)	14	22	36
Wages and Salaries (\$M)	\$1.03	\$1.51	\$2.53
Value-added (\$M)	\$1.94	\$2.89	\$4.83

Source: Urban Enterprise 2017

MOVE REEPPARTON BUSINESS CASE SHEPPARTON MOTOR MUSEUM & COLLECTIBLES

4.5.2. ONGOING IMPACT

Once operational, the Museum will support a level of direct employment within the facility, but will also generate flow-on economic benefit to the region through the attraction of visitor expenditure.

The following ongoing tourism impacts are expected to be generated from the MOVE:

- Direct visitor expenditure from Museum patrons Direct visitor expenditure generated based on the attraction of day trip and overnight visitors to the region. This will result in additional expenditure within Greater Shepparton that would not otherwise be captured.
- Direct visitor expenditure from function and event visitors The proposed event space will provide Greater Shepparton with a high-quality undercover outdoor event space. The provision of regular events is expected to attract visitors from outside the region. This will generate new visitor expenditure within the region.

To assess the ongoing tourism impact of the Museum, a logical set of assumptions have been adopted.

ASSUMPTIONS

The assessment for the ongoing tourism impact adopts the following assumptions:

- The MOVE will attract an average of 17,500 additional admissions per annum.²
- The MOVE will accommodate an estimated 12 events within the dedicated outdoor event space per annum. It is assumed that each event will attract an average of 500 visitors from outside of the region.³
- 70% of admissions to the Museum will be visitors from outside the region, and 30% of admissions will be locals, i.e. residents of Greater Shepparton.

² Based on estimated capture rate, Case Study Assessment 2017

³ Based on average number of events (including attendance) held at SMMC 2017

⁴ Visitor Statistics, Shepparton Motor Museum & Collectibles 2017

- 72% of visitors from outside of the region will be day trip visitors and 28% will be overnight trip visitors.5
- Overnight visitors spend an average of \$356 per visitor. Day trip visitors spend an average of \$118 per visitor.6

Local admission to the Museum is not regarded as visitor expenditure and therefore has not been included in the economic modelling.

SUMMARY OF DIRECT AND INDIRECT ONGOING IMPACTS

Table 13 (overleaf) provides a summary of the direct and indirect ongoing tourism impacts expected from the operation of the MOVE. Based on the adopted set of assumptions, the following impacts are expected:

- An increase in visitor expenditure in the order of \$2.26m resulting from an attraction of new visitors to the region; and
- An increase in visitor expenditure in the order of \$1.11m from the provision of functions/events.

The direct expenditure of visitors to MOVE is expected to result in a total economic output in the order of \$5.71 million per annum, supporting 33 (FTE) jobs per annum in the Greater Shepparton economy.

It is important to note that the impacts identified in Table 13 relate to the impacts generated as a result of new visitor expenditure in the region only.

TABLE 13 SUMMARY OF DIRECT AND INDIRECT ONGOING IMPACTS

	DIRECT		INDIRECT		TOTAL	
EXPECTED IMPACTS	OUTPUT	EMPLOYMENT (FTE)	OUTPUT	EMPLOYMENT (FTE)	OUTPUT	EMPLOYMENT (FTE)
Museum visitor expenditure	\$2.26	17	\$1.57	6	\$3.84	23
Event visitor expenditure	\$1.11	8	\$0.77	2	\$1.88	10
TOTAL	\$3.37	25	\$2.34	s	\$5.71	33

Source: Urban Enterprise 2017

⁴ Average Expenditure per domestic day trip and overnight trip visitor, Murray Region, National Visitor Survey (NVS). Tourism Research Australia (TRA) 2017





⁵ Existing proportion of day trip / overnight trip visitation to Greater Shepparton, Tourism Research Australia (TRA)

5. IMPLEMENTATION

5.1. INTRODUCTION

This section provides a recommended implementation plan for the development of the MOVE in Greater Shepparton

The implementation plan for delivering the MOVE includes the following priorities:

Priority 1 Implement Governance Structure

Priority 2 Secure Funding

Priority 3 Execute Handover of the Subject Land

Priority 4 Finalise Concept and Detailed Design

5.2. PRIORITIES

PRIORITY 1 IMPLEMENT GOVERNANCE STRUCTURE

It is recommended that the first priority be to implement the preferred governance structure identified in this Business Case.

PRIORITY 2 SECURE FUNDING

In order to establish the MOVE, Government funding is required to aid the construction of the facility.

It is recommended that MOVE investigate funding opportunities through the Building Better Regions Fund, Regional Jobs and Investment Package and Regional Development Victoria. In the first instance and the relevant State Government Program once federal funding has been secured. It should be noted that Greater Shepparton City Council has provided in principal support for the MOVE proposal, and has pledged up to \$1.25m. Council provide in-principle support to the Shepparton Truck and Transport Museum project is contingent on demonstration that:

- All other funding has been secured from the Victorian Government, Federal Government and private industry;
- The project has a business case approved by Council that demonstrates viability, compliance with Council's legal requirements, acceptable governance structures and warrants a financial contribution of up to \$1.375m including GST from Council.
- That Council's contribution be allocated to the infrastructure build costs and not the ongoing operational costs of the Museum.

Building Better Regions Fund

The \$481.6 million Building Better Regions Fund supports the Australian Government's commitment to create jobs, drive economic growth and build stronger regional communities into the future

The program has been designed to achieve the following outcomes in regional communities:

- Create jobs.
- Have a positive impact on economic activity, including Indigenous economic participation through employment and supplier-use outcomes.
- Enhance community facilities.
- Enhance leadership capacity
- Encourage community cohesion and sense of identity.
- For most projects, grant funding will be up to 50% or up to 75% of your eligible project costs.

Regional Jobs and Investment Package

The Australian Government has committed \$220 million to the Regional Jobs and Investment Packages (RJIP) to help regions in Australia diversify their economies, stimulate long-term economic growth and deliver sustainable employment.

Ten pilot regions have been chosen to be a part of the RJIP. One of which is the Goulburn Valley region, which will receive \$20 million to capitalise on opportunities for economic prosperity.

Regional Development Victoria

Regional Development Victoria supports regional councils, business and other organisations in developing and facilitating investment, creating jobs, and increasing the number of innovative enterprises in Regional Victoria.

There is a variety of program streams relevant to the proposed MOVE including:

- Enabling Infrastructure Program:
- Visitor Economy Program; and
- Innovation and Productivity Program.

PRIORITY 3 EXECUTE HANDOVER OF THE SUBJECT LAND

The land identified for the proposed MOVE within the Emerald Bank Precinct will be gifted by the landowner.

Once funding has been secured, the arranged handover of the land to the established foundation should be executed.

PRIORITY 4 FINALISE CONCEPT AND DETAILED DESIGN

Once the handover of the subject land has been executed, it is recommended that the project team appoints an architect to finalise the concept and prepare the detailed design for the MOVE.





Urban Enterprise

389 St Georges Road, Fitzroy North, Vic, 3068

(03) 9482 3888

www.urbanenterprise.com.au



ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

19 February 2019

Agenda Item 16.1 Councillors Community Interaction and Briefing Program

Attachment 1	Aerodrome Advisory Committee Meeting- 1 November 2018680
Attachment 2	Audit and Risk Management Committee Meeting - 10 September 2018 681
Attachment 3	Audit and Risk Management Committee - June 2018 682
Attachment 4	Audit and Risk Management Committee - 9 May 2018 684
Attachment 5	Development Hearings Panel Meeting - 9 November 2018686
Attachment 6	Councillor Briefing Session - 13 November 2018 687
Attachment 7	CEO and Councillor Catch Up - 13 November 2018 689
Attachment 8	Heritage Advisory Committee - 1 October 2018691
Attachment 9	Heritage Advisory Committee - 12 November 2018 692
Attachment 10	Best Start Early Years Partnership - 18 October 2018 693
Attachment 11	Councillor Briefing Session - 20 November 2018694
Attachment 12	Women's Charter Alliance Advisory Committee - 26 March 2018696
Attachment 13	Women's Charter Alliance Advisory Committee - 23 April 2018697
Attachment 14	Women's Charter Alliance Advisory Committee - 28 May 2018698
Attachment 15	Women's Charter Advisory Committee - 23 July 2018 700
Attachment 16	Women's Charter Advisory Committee - 27 August 2018 701
Attachment 17	Women's Charter Advisory Committee - 24 September 2018702
Attachment 18	Development Hearings Panel - 23 November 2018703
Attachment 19	Councillor Briefing Session - 27 November 2018704

Attachment 20	CEO and Councillor Catch Up - 27 November 2018	707
Attachment 21	Heritage Advisory Committee - 3 December 2018	708
Attachment 22	Tatura Park Advisory Committee - 26 November 2018	709
Attachment 23	Councillor Briefing Session - 4 December 2018	712
Attachment 24	CEO and Councillor Catch Up - 4 December 2018	714
Attachment 25	Women's Charter Advisory Committee - 26 November 2018	715
Attachment 26	Shepparton Art Museum - Advisory Committee Meeting - 5 December 2018	716

Aerodrome Advisory Committee Meeting 1 November 2018				
Councillors:	Cr Dennis Patterson			
Officers:	Maree Walker Phil Hoare John Lloyd Russell Hardie			
Matter No.	Matters discussed	Councillors Present for Discussion		
1	Apologies	Cr Dennis Patterson		
2	Actions from Previous Minutes	Cr Dennis Patterson		
3&4	Correspondence	Cr Dennis Patterson		
5	Terms of Reference Review	Cr Dennis Patterson		
6	Aerodrome Maintenance Report	Cr Dennis Patterson		
7	Strategic Items – Landing Fee Review, Masterplan, Hangar No 6 Replacement	Cr Dennis Patterson		
8	Aerodrome Managers Report – CASA issues, Training, Incident Reporting Process, Process and Manual Update	Cr Dennis Patterson		
9	General Business – Maintenance issues	Cr Dennis Patterson		
	Conflict of Interest Disclosures			
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?		
	NA			

Audit a	nd Risk Management Committee Meeting –	- 10 September 2018		
Councillors:	Mayor Kim O'Keeffe			
Officers:	Peter Harriott, Chris Teitzel, Matthew Jarvis, Michael Dwyer, Natarlie Phillips			
Matter No.	Matters discussed	Councillors Present for Discussion		
1	Apologies	Mayor Kim O'Keeffe		
2	Declarations of Conflict of Interest	Mayor Kim O'Keeffe		
3	Confirmation of Minutes from Meeting on 28 June 2018	Mayor Kim O'Keeffe		
4	GSCC Financial Statements and Performance Statement as at 30 June 2018	Mayor Kim O'Keeffe		
	Conflict of Interest Disclosures	5		
Matter No.	List Names of Councillor/s who disclosed conflicts of interest	List whether the Councillor/s left the meeting?		
	n/a			

Audit and Risk Management Committee Meeting – 28 June 2018					
Councillors:	cillors: Mayor Kim O'Keeffe, Cr Chris Hazelman				
Officers:	Peter Harriott, Chris Teitzel, Matthew Jarvis, Zara Canobie, Sharlen Still				
Matter No.	Matters discussed	Councillors Present for Discussion			
1	Apologies	Mayor Kim O'Keeffe Cr Chris Hazelman			
2	Declarations of Conflict of Interest	Mayor Kim O'Keeffe Cr Chris Hazelman			
3	Confirmation of Minutes from Meeting on 09 May 2018	Mayor Kim O'Keeffe Cr Chris Hazelman			
4	Action Register Items	Mayor Kim O'Keeffe Cr Chris Hazelman			
5	2017/2018 Asset Valuation Review	Mayor Kim O'Keeffe Cr Chris Hazelman			
6	2017/2018 Draft Financial Statements as at 30 April 2018	Mayor Kim O'Keeffe Cr Chris Hazelman			
7	ARMC Risk and Claims Report	Mayor Kim O'Keeffe Cr Chris Hazelman			
8	Risk Team Planner for 2018/19	Mayor Kim O'Keeffe Cr Chris Hazelman			
9	CEO's Report	Mayor Kim O'Keeffe Cr Chris Hazelman			
10	Strategic and Operational Risk Registers	Mayor Kim O'Keeffe Cr Chris Hazelman			
11	Status of Outstanding Audit Recommendations	Mayor Kim O'Keeffe Cr Chris Hazelman			
12	Internal Audit Report on Risk Management Framework	Mayor Kim O'Keeffe Cr Chris Hazelman			
13	Strategic Internal Audit Plan – July 2018 to June 2021	Mayor Kim O'Keeffe Cr Chris Hazelman			
14	Annual Evaluation of Internal Auditor Performance	Mayor Kim O'Keeffe Cr Chris Hazelman			

Conflict of Interest Disclosures			
Matter No.	List Names of Councillor/s who disclosed conflicts of interest	List whether the Councillor/s left the meeting?	
	n/a		

Audit and Risk Management Committee Meeting – 09 May 2018		
Councillors:	Mayor Kim O'Keeffe	
Officers:	Peter Harriott, Chris Teitzel, Matthew Jarvis, Sharlene Still, K Liversidge, Brian Doyle, Greg McKenzie	
Matter No.	Matters discussed	Councillors Present for Discussion
1	Apologies	Mayor Kim O'Keeffe
2	Declarations of Conflict of Interest	Mayor Kim O'Keeffe
3	Confirmation of Minutes from Meeting on 07 th February 2018	Mayor Kim O'Keeffe
4	Action Register Items	Mayor Kim O'Keeffe
5	OH&S Report	Mayor Kim O'Keeffe
6	Financials – 2017/18 Q3 Forecast Review	Mayor Kim O'Keeffe
7	Financials – Shell Financial Statements 2017- 18 (Local Government Model Accounts)	Mayor Kim O'Keeffe
8	ARMC Risk and Claims Report	Mayor Kim O'Keeffe
9	Status of Audit Recommendations	Mayor Kim O'Keeffe
10	Strategic and Operational Risk Registers	Mayor Kim O'Keeffe
11	Internal Audit Status Report	Mayor Kim O'Keeffe
12	Internal Audit Report – IT Environment and Controls Audit	Mayor Kim O'Keeffe
13	Internal Audit Report - Credit Card Review	Mayor Kim O'Keeffe
14	External Audit Strategy	Mayor Kim O'Keeffe

15	Update from HIGH Risk Audit Action Owner	Mayor Kim O'Keeffe
16	Review of ARMC Work Planner	Mayor Kim O'Keeffe
17	Legislative Compliance Obligations	Mayor Kim O'Keeffe
	Conflict of Interest Disclosures	
Matter No.	List Names of Councillor/s who disclosed conflicts of interest	List whether the Councillor/s left the meeting?
	n/a	

Development Hearings Panel – 9 November 2018			
Councillors:	Cr Dennis Patterson		
Officers:	Colin Kalms, Jonathan Griffin, Andrew Dainton, Sally Edmunds, Taliese Lucas and Steve Bugoss		
Matter No.	Matters discussed	Councillors Present for Discussion	
1	Planning Application 2018-151 for 160 Doyles Road, Shepparton seeking permission for a milk tanker parking area.	Cr Patterson	
2	Planning Application 2018-249 for 7959 Goulburn Valley Highway, Kialla seeking permission for a liquor license for an indoor play centre.	Cr Patterson	
3	Planning Application 2018-194 for 212-226 High Street, Shepparton seeking permission for the erection and display of an electronic promotion sign.	Cr Patterson	
4	Planning Application 2015-470/A for 195 Numurkah Road, Shepparton seeking permission for the erection and display of an externally illuminated and electronic major promotion sign.	Cr Patterson	
Conflict of Interest Disclosures			
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?	
	Nil	No	

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the Local Government Act 1989

Councillor Briefing Session 13 November 2018			
Councillors Cr Kim O'Keeffe, Cr Seema Abdullah, Cr Dinny Adem, Cr Brue Giovanetti, Cr Chris Hazelman, Cr Dennis Patterson and Cr Fern Summer			
Officers:	Peter Harriott, Geraldine Christou, Phil Hoare, Maree Walker, Kaye Thomson, Matthew Jarvis, Majenta Rose, Jacalyn Turner, Michael Carrafa, Rohan Sali, Sarah Hardwick, James Nolan, Peter Lucarelli, Colin Kalms, Michael MacDonagh, Jon Griffin and Rebecca Good (not all officers were present for all items).		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	October 2018 Monthly Financial Report	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
2.	2019/2020 Draft Budget SRP Assumptions	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
3.	China, Hong Kong and Jakarta Delegation Report 2018	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
4.	Council Plan 2018-19 Quarter 1 Progress Report	Cr O'Keeffe (Chair) Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
5.	Community Satisfaction Survey 2018-19 Quarter 1 report	Cr O'Keeffe (Chair) Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	

		~	
6.	Legal Matters Summary	Cr O'Keeffe (Chair) Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
7.	Amendment C118 - Shepparton North East Precinct - Panel Report	Cr O'Keeffe (Chair) Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
	Conflict of Interest Disclosures		
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?	
	Nil		

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the Local Government Act 1989

CEO and Councillor Catch up - 13 November 2018			
Councillors	Cr Kim O'Keeffe, Cr Seema Abdullah, Cr Dinny Adem, Cr Brue Giovanetti, Cr Chris Hazelman, Cr Dennis Patterson and Cr Fern Summer		
Officers:	Peter Harriott		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	Facebook	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
2.	Harvard Course	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
3.	SAM Project	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
4.	Shepparton Hotel	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
5.	Internal Vehicle Procedure	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	

6.	Salaries Reporting	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson
7.	Regional Precinct Project	Cr Summer Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer
8.	Cottage	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer
9.	Ford Road B Double Classification	Cr O'Keeffe (Chair) Cr Abdullah Cr Adem Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer
Conflict of Interest Disclosures		
Matter No.	Names of Councillors who disclosed conflicts of interest Nil	Did the Councillor leave the meeting?

Heritage Advisory Committee – 1 October 2018		
Councillors:	Cnr Seema Abdullah	
Officers:	Michael MacDonagh	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
1.	Apologies	Cr Seema Abdullah present
2.	Declarations of Conflict of Interest	Cr Seema Abdullah present
3.	Items to be raised during Agenda Item 12 – General or other business	Cr Seema Abdullah present
4.	Confirmation of Meeting Minutes 3 September 2018	Cr Seema Abdullah present
5.	Appointment of Community Representatives	Cr Seema Abdullah present
6.	Cultural Heritage Awards 2019	Cr Seema Abdullah present
7.	Heritage Open Day 2019	Cr Seema Abdullah present
8.	Information Purposes- Report from Michael MacDonagh	Cr Seema Abdullah present
9.	Information Purposes- Report from Deborah Kemp	Cr Seema Abdullah present
10.	Active Planning Permit Applications within the Heritage Overlay	Cr Seema Abdullah present
11.	Report from subcommittees	Cr Seema Abdullah present
12.	General or Other Business	Cr Seema Abdullah present
Conflict of Interest Disclosures		
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

Heritage Advisory Committee – 12 November 2018		
Councillors:	Cnr Seema Abdullah	
Officers:	Grace Docker, Simone Wood & Kate Clarke	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
1.	Apologies	Cr Seema Abdullah present
2.	Declarations of Conflict of Interest	Cr Seema Abdullah present
3.	Items to be raised during Agenda Item 13 – General or other business	Cr Seema Abdullah present
4.	Confirmation of Meeting Minutes 1 October 2018	Cr Seema Abdullah present
5.	Election of Office Bearers	Cr Seema Abdullah present
6.	Sub-Committee Memberships	Cr Seema Abdullah present
7.	Cultural Heritage Awards 2019	Cr Seema Abdullah present
8.	Heritage Open Day 2019	Cr Seema Abdullah present
9.	Information Purposes- Report from Grace Docker	Cr Seema Abdullah present
10.	Information Purposes- Report from Deborah Kemp	Cr Seema Abdullah present
11.	Active Planning Permit Applications within the Heritage Overlay	Cr Seema Abdullah present
12.	Report from Member Organisations	Cr Seema Abdullah present
13.	General or Other Business	Cr Seema Abdullah present
	Conflict of Interest Disclosu	ires
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

Best Start Early Years Partnership 18 October 2018		
Councillors:	Councillor Shelley Sutton	
Officers:	Belinda Whitelaw and Sally Rose.	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
1.	Early Years Reference Group Annual review and Planning for 2019	Councillor Shelley Sutton
2.	AEDC 2018 update – Indigenous profile	Councillor Shelley Sutton
3.	Roll Out of NDIS in Greater Shepparton - InterReach	Councillor Shelley Sutton
4	Partner Spotlight – Inspired carers	Councillor Shelley Sutton
5.	Shepparton Education Plan Update	Councillor Shelley Sutton
6.	Funding for three year old kindergarten – election promise	Councillor Shelley Sutton
7.	Out of Home care Agreement update	Councillor Shelley Sutton
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	None	No
HPRM M18/93205	Meeting Minutes	

	Councillor Briefing Session 20 November 2018		
Councillors	Cr Kim O'Keeffe, Cr Shelley Sutton, Cr Seema Abdullah, Cr Dinny Adem, Cr Bruce Giovanetti, Cr Chris Hazelman, Cr Dennis Patterson and Cr Fern Summer		
Officers:	Peter Harriott, Geraldine Christou, Maree Walker, Kaye Thomson, Sharlene Still, Larry Freidberg, Marcus Daniel, Craig Thomson, Laurienne Winbanks, Susan Sallabanks, James Nolan, Sally Rose, Craig Exton, John Lloyd, Anthony Nicolaci, Tim Russell, Michael Carrafa and Rebecca Good (not all officers were present for all items).		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	Tender Contract 1876 - Installation and Supply of Photocopier Hardware and Services	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson	
2.	Contract 1862 Professional Veterinary Services	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
3.	Know Your Council 2017-18 report	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
4.	Mooroopna Education and Activity Centre – Occasional Care	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Hazelman Cr Patterson Cr Summer	
5.	Award of Contract 1881 - Supply of Landfill Compactor	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Hazelman Cr Patterson Cr Summer	
6.	Aerodrome Landing Fees	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Hazelman Cr Patterson Cr Summer	

7.	SpendMapp Presentation 2018	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Adem (partial) Cr Hazelman Cr Patterson Cr Summer
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

Greater Shepparton Women's Charter Alliance Advisory Committee Monday 26 March 2018		
Councillors:	Cr Seema Abdullah	
Officers:	Kristie Welch, Rachael Duncombe	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
2	Appointment of Chair and Deputy Chair	Cr Seema Abdullah
6	Media	Cr Seema Abdullah
9	Budget	Cr Seema Abdullah
10	Training and Capacity Building	Cr Seema Abdullah
11	Gender Equity – Strategy and Action Plan	Cr Seema Abdullah
13	International Women's Day Working Group	Cr Seema Abdullah
14	Women's Charter Award 2018	Cr Seema Abdullah
16	GSWCAAC logo/banner/badges	Cr Seema Abdullah
17	Report on Geelong Women's Group	Cr Seema Abdullah
18	Terms of Reference	Cr Seema Abdullah
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

Greater Shepparton Women's Charter Alliance Advisory Committee Monday 23 April 2018		
Councillors:	Cr Seema Abdullah	
Officers:	Rachael Duncombe, Joel Board	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
1	Appointment of Chair and Deputy Chair	Cr Seema Abdullah
5	Correspondence	Cr Seema Abdullah
6	Media	Cr Seema Abdullah
9	Gendered Data Session	Cr Seema Abdullah
11	Terms of Reference	Cr Seema Abdullah
12	Training and Capacity Building	Cr Seema Abdullah
13	Budget Working Group Update	Cr Seema Abdullah
14	International Women's Day Working Group	Cr Seema Abdullah
16	Engagement	Cr Seema Abdullah
17	Guests: Uniting Presentation	Cr Seema Abdullah
	Greater Shepparton Gender Equity Strategy	Cr Seema Abdullah
	Conflict of Interest Disclosures	5
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

Greater Shepparton Women's Charter Alliance Advisory Committee Monday 28 May 2018		
Councillors:	Cr Seema Abdullah	
Officers:	Amy Jones, Kristie Welch	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
6	Media	
8	Committee Memberships – new applications	
9	Budget	
10	Terms of Reference	
11	Training and Capacity Building	
13	Participation in Advisory Committee's	
15	Youth Public Speaking	
16	Her Place Museum Project	
17	GSWCAAC 3x3 Action Plan	
18	Advisory Role of GSWCAAC – Current gaps and actions for the future	
19	GSCC Gender Equity Strategy – References to Women's Charter in Strategy	
20	Gender Equity Strategy for Greater Shepparton – formation of Working Group for Draft Recommendations to Council	
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

Attachment 14		4	Women's Charter Alliance Ad	visory Committee - 28 May 201	18

Greater Shepparton Women's Charter Advisory Committee Monday 23 July 2018		
Councillors:	Cr Seema Abdullah	
Officers:	Rachael Duncombe, Kristie Welch	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
7	Committee Memberships – new members	Cr Seema Abdullah
8	Budget	Cr Seema Abdullah
11	Youth Public Speaking	Cr Seema Abdullah
12	3x3 Action Plan Review	Cr Seema Abdullah
13	16 Days of Activism	Cr Seema Abdullah
14	Gender Equity	Cr Seema Abdullah
15	Engagement	Cr Seema Abdullah
16	Her Place Museum Project	Cr Seema Abdullah
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

Greater Shepparton Women's Charter Advisory Committee Monday 27 August 2018		
Councillors:	Cr Seema Abdullah	
Officers:	Kristie Welch, Rachael Duncombe	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
4	Correspondence	Cr Seema Abdullah
8	Budget	Cr Seema Abdullah
9	3x3 Action Plan	Cr Seema Abdullah
13	International Women's Day	Cr Seema Abdullah
14	Women's Award 2019	Cr Seema Abdullah
15	Gender Equality Act (Bill)	Cr Seema Abdullah
16	Council Community Consultation Maude Street Plaza – Community Safety Perceptions	Cr Seema Abdullah
17	Engagement	Cr Seema Abdullah
	Conflict of Interest Disclosur	es
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

Greater Shepparton Women's Charter Advisory Committee Monday 24 September 2018		
Councillors:	Cr Seema Abdullah	
Officers:	Kristie Welch, Joel Board, Sarmed Yassin, Rachael Duncombe	
Matter No.	Matters discussed	Councillors Present for Discussion
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.
4	Correspondence	Cr Seema Abdullah
7	Committee Memberships	Cr Seema Abdullah
8	Budget	Cr Seema Abdullah
9	16 Days of Activism	Cr Seema Abdullah
11	Youth Public Speaking	Cr Seema Abdullah
12	International Women's Day 2019	Cr Seema Abdullah
13	Women's Award 2019	Cr Seema Abdullah
15	Gender Equality Act	Cr Seema Abdullah
16	Council Community Consultation GSCC Volunteer Strategy 2019-2022 – consultation closes 5 th October 2018 Multicultural Strategy 2019-2022 – Consultation closed 19 th October 2018	Cr Seema Abdullah
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

Development Hearings Panel – 23 November 2018				
Councillors:	Cr Chris Hazelman			
Officers:	Michael MacDonagh, Jonathan Griffin, Braydon Aitken and Steve Bugoss			
Matter No.	Matters discussed	Councillors Present for Discussion		
1	Planning Application 2018-10 for 5 Maude Street, Shepparton seeking permission for three (3) lot subdivision, and the construction of three (3) dwellings.	Cr Hazelman		
	Conflict of Interest Disclosures			
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?		
	Nil	No		

Assemblies of Councillors

Councillor Briefing Session - 27 November 2018			
Councillors	uncillors Cr Kim O'Keeffe, Cr Shelley Sutton, Cr Seema Abdullah, Cr Dinny Adem, Cr Bruce Giovanetti, Cr Chris Hazelman, Cr Les Oroszvary, Cr Dennis Patterson and Cr Fern Summer		
Officers:	Peter Harriott, Geraldine Christou, Phil Hoare, Kaye Thomson, Chris Teitzel, Maree Walker, Ifte Hossain, Daryl Chalcraft, Janine Saxon, Colin Kalms, Jason Watts, Amanda Tingay, Bridget Herring, Anthony Nicolaci, Colin Kalms, Grace Docker, Mitchell Stoter, Michael Carrafa, Bonnie McIntosh, Michelle Bertoli, Joel Board, Sarmed Yassin, Chris Widdicombe, Sharlene Still, Natarlie Philips, Matt Innes-Irons, Maree Martin and Rebecca Good (not all officers were present for all items).		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	Review of the Waste and Resource Recovery Management Strategy 2013 -2023	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Patterson Cr Summer	
2.	Contract 1884 - VicFleet Open Panel SPC Motor Vehicles - SS-01-218	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Patterson Cr Summer	
3.	Proposed Park Name - Sherwood Park (Archers Field Estate, Mooroopna)	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Patterson Cr Summer	
4.	Councillor Representation on Committees	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Adem Cr Giovanetti Cr Patterson Cr Summer	
5.	National Disability Insurance Scheme	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah (partial) Cr Giovanetti Cr Hazelman Cr Oroszvary (partial) Cr Patterson Cr Summer (partial)	

6.	Aerodrome Relocation Study	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
7.	Shepparton Railway Pedestrian Overpass and Shared Pathway Linkages	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
8.	Draft Volunteer Strategy 2019-2022	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah (partial) Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
9.	Report on Cultural Diversity and Inclusion Strategy's Action plan - July 2017 - June 2018	Cr O'Keeffe (Chair) Cr Sutton Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
10.	Draft Greater Shepparton Multicultural Strategy 2019-2022	Cr O'Keeffe (Chair) Cr Sutton Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
11.	Maternal and Child Health Service - 2017/2018 report	Cr O'Keeffe (Chair) Cr Sutton Cr Adem (partial) Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
12.	Shepparton Show Me 2017-2018 Annual Report	Cr O'Keeffe (Chair) Cr Sutton Cr Adem Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer

13.	Audit and Risk Management Committee Independent Member Remuneration	Cr O'Keeffe (Chair) Cr Sutton Cr Adem Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
14.	Recommendation to appoint new Chairperson to the Audit and Risk Management Committee	Cr O'Keeffe (Chair) Cr Sutton Cr Adem Cr Giovanetti Cr Hazelman Cr Oroszvary Cr Patterson Cr Summer
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

CEO and Councillor Catch up - 27 November 2018			
Councillors	Cr Kim O'Keeffe, Cr Shelley Sutton, Cr Seema Abdullah, Cr Dinny Adem, Cr Bruce Giovanetti, Cr Dennis Patterson and Cr Fern Summer		
Officers:	Peter Harriott		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	State Election	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Adem Cr Giovanetti Cr Patterson Cr Summer	
2.	Shepparton Hotel	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Adem Cr Giovanetti Cr Patterson Cr Summer	
3.	Planning Statistics	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Adem Cr Giovanetti Cr Patterson Cr Summer	
Conflict of Interest Disclosures			
Matter No.	Names of Councillors who disclosed conflicts of interest Nil	Did the Councillor leave the meeting?	

Heritage Advisory Committee – 4 December 2018			
Councillors:	Seema Abdullah		
Officers:	Grace Docker, Kate Clarke and Simone Wood		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	Apologies	Cr Seema Abdullah	
2.	Declarations of Conflicts of Interest	Cr Seema Abdullah	
3.	Items to be raised during Agenda Item 12 – General or other Business	Cr Seema Abdullah	
4.	Confirmation of Meeting Minutes of 12 November 2018	Cr Seema Abdullah	
5.	Draft Heritage Strategy 2019-2023	Cr Seema Abdullah	
6.	Cultural Heritage Awards 2019	Cr Seema Abdullah	
7.	Heritage Open Day 2019	Cr Seema Abdullah	
8.	Information Purposes: Report from Grace Docker	Cr Seema Abdullah	
9.	Information Purposes: Report from Deborah Kemp	Cr Seema Abdullah	
10.	Update on Planning Permit Applications within the Heritage Overlay	Cr Seema Abdullah	
11.	Reports from Sub Committees	Cr Seema Abdullah	
12.	General or other Business	Cr Seema Abdullah	
	Conflict of Interest Disclosures	;	

MINUTES

Tatura Park Advisory Committee Meeting

Held on Monday 26 November, 6.00PM, Ballantyne Centre Tatura

Attendees: Cr Dinny Adem, Carl Walters (Deputy Chair), Kevin Ryan (Chair), Shaun O'Shannessy, Noel Russell, David Quick, Jeremy Roberts, Rohan Sali (Team Leader Tourism & Events), Kim Taylor (Facilities Bookings Officer – Acting)

Apologies: Mick Taylor, Graeme Drew, Craig Rath, Chantelle Langley

Absent: Cr Fern Summer, Mitch Fox

Item	Description	Action
1.	Welcome / apologies - meeting opened 6.10pm Attendees/apologies as above	
2.	Minutes from previous meeting – 10 th April 2018	
	MOVED: Shaun O'Shannessy SECONDED: David Quick	
3.	Declaration of Conflict of Interest - Nil	
4.	Assemblies of Councillors	
	Explanation given to committee members regarding requirements by Council officers to complete "Assembly of Councillors" form.	
5.	Wilson Hall new air conditioning	
	Jeremy updated the committee on the new air conditioning units installed in Wilson Hall. Each of the air-conditioning units can be individually controlled, scheduled and set to the desired room temperature and will enable flexible heating and cooling providing enhanced comfort for users of the venue. The mechanical installation works were completed on 14 November, on time and within budget by Brett Collins Refrigeration and Air Conditioning.	
6.	Facility Maintenance Update	
	Pot holes around the grounds have been filled. Drainage pits are on a 3 month schedule to be cleaned out with drainage a problem at the venue. Kevin Ryan commented on venue maintenance issues with JR confirming that measures are in place regarding ongoing maintenance schedules. Building Maintenance have purchased replacement for the damaged timber stable doors on stable block 9. The material is a Dotmar product and is a more durable plastic	Facilities team to work with Building Maintenance to upgrade stables, with stable block 9 external completed in time for IDW 2019, if

	material than the current ply wood.	possible.
		possible.
	The costs to changeover to the Dotmar product are being financed by Building Maintenance out of operational so this is dependent on budget.	
7.	Business Plan	
	Business Plans were distributed to members and noted that feedback is welcome. The Plan is yet to be adopted by Council. Potential queries/feedback –	JR to email Business Plan for feedback.
	Is Ballantyne Centre lease agreement included in plan? Lease expiry of Caravan Park included in plan?	
8.	Fees and Charges Review	
	JR ran through current fees and charges schedule and gained approval for 2019/2020 fees and charges schedule. JR compared Tatura Park fees to Elmore and Werribee, noted that their fees are higher or the same as Tat Park. Members discussed fees and charges for next year, these	JR to submit Advisory Committee recommendation to Council
	were recorded and a schedule is attached.	
9.	Elmore Visit	
	Dates to be approved next meeting.	JR to confirm Elmore Advisory Committee are happy for us to visit.
10.	General Business	
	* Stable maintenance – Contractor list approved at last Council meeting, of which Jonesy is included.	
	* Craig Rath not available on Monday's for meeting.	JR to investigate
	* Tractor operation. Concerns re how drivers are trained and if this is safe. Mick Taylor runs through tractor operation with drivers. Dinny suggested a process and documentation of training be adopted.	procedure for operation of Council owned tractor
	* Kevin Ryan requested to leave meeting due to conflict of interest of discussion item and he duly left the meeting at 7.20pm.	
	* Discussion regarding naming the outdoor sand arena the "Kevin Gunna Ryan Arena" was had. Consideration for the arena to be generalised as the "Ryan Arena" was had however the request was specific to Gunna. The Committee as a whole agreed to support the idea. Further work to follow.	
	Meeting Closed 7.45pm. Next meeting to be held Monday 4 February 2018.	

Tatura Park Advisory Committee - 26 November 2018

Councillor Briefing Session - 4 December 2018			
Councillors	Cr Kim O'Keeffe, Cr Shelley Sutton, Cr Seema Abdullah, Cr Bruce Giovanetti, Cr Chris Hazelman, Cr Dennis Patterson and Cr Fern Summer		
Officers:	Peter Harriott, Phil Hoare, Kaye Thomson, Chris Teitzel, Sonja King, Sara Elnaggar, Craig Exton, Pradeep Rajasekaran, Michael Carrafa and Rebecca Good (not all officers were present for all items).		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	2019 Councillor Communication Plan	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
2.	Appointment of Community Member for Saleyards Advisory Committee	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
3.	Award of Contract 1877 - Cosgrove 3 Infrastructure and Building Construction works	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
4.	Waste Policy	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
5.	GV Link Solar Lease - Advertising Intention To Enter Into Lease Agreement	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	

6.	Instrument of Appointment and Authorisation (Planning and Environment Act 1987)	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer
	Conflict of Interest Disclosures	
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

CEO and Councillor Catch up - 4 December 2018			
Councillors	Cr Kim O'Keeffe, Cr Shelley Sutton, Cr Seema Abdullah Cr Bruce Giovanetti, Cr Dennis Patterson and Cr Fern Summer		
Officers:	Peter Harriott		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	Parking	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
2.	Shepparton Art Museum	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
3.	Christmas	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
4.	Performance Review	Cr O'Keeffe (Chair) Cr Sutton Cr Abdullah Cr Giovanetti Cr Hazelman Cr Patterson Cr Summer	
Conflict of Interest Disclosures			
Matter No.	Names of Councillors who disclosed conflicts of interest Nil	Did the Councillor leave the meeting?	
	INII		

Greater Shepparton Women's Charter Advisory Committee Monday 26 th November 2018			
Councillors:	Cr Seema Abdullah		
Officers:	Kristie Welch Joel Board		
Matter No.	Matters discussed	Councillors Present for Discussion	
	List main meeting items discussed in the meeting	Please list when any Councillor leaves the meeting.	
3	Review of September meeting minutes	Cr Seema Abdullah	
8	Budget	Cr Seema Abdullah	
10	3x3 Action Plan	Cr Seema Abdullah	
13	International Womens Day 2019	Cr Seema Abdullah	
14	Womens Award 2019	Cr Seema Abdullah	
	Conflict of Interest Disclosures		
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?	

Shepparton Art Museum Advisory Committee Meeting Wednesday 5 December 2018			
Councillors:	Cr Chris Hazelman		
Officers:	Rebecca Coates, Whitney Nankervis		
Matter No.	Matters discussed	Councillors Present for Discussion	
1.	Apologies & opening of meeting	Cr Chris Hazelman	
2.	Conflict of Interest items on agenda	Cr Chris Hazelman	
3.	Acquisitions – Debris Facility	Cr Chris Hazelman	
4.	Donations – Damon Moon	Cr Chris Hazelman	
5.	SAM 2019 exhibition calendar	Cr Chris Hazelman	
6.	Friends of SAM. Report Annual General Meeting held, membership data	Cr Chris Hazelman	
7.	Other matter – New SAM	Cr Chris Hazelman	
	Conflict of Interest Disclosures		
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?	
	Nil		