

MINUTES

FOR THE
GREATER SHEPPARTON CITY COUNCIL

ORDINARY COUNCIL MEETING

HELD ON
TUESDAY 18 NOVEMBER, 2014
AT 5.30PM

IN THE COUNCIL BOARD ROOM

COUNCILLORS:

Cr Dennis Patterson (Mayor)
Cr Fern Summer (Deputy Mayor)
Cr Dinny Adem
Cr Jenny Houlihan
Cr Les Oroszvary
Cr Michael Polan
Cr Kevin Ryan

VISION

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

**MINUTES
FOR THE
ORDINARY COUNCIL MEETING
HELD ON
TUESDAY 18 NOVEMBER, 2014 AT 5.30PM**

**CHAIR
CR DENNIS PATTERSON**

INDEX

1. ACKNOWLEDGEMENT.....	1
2. APOLOGIES.....	1
3. DECLARATIONS OF CONFLICT OF INTEREST.....	1
4. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS.....	1
4.1 Confirmation of Minutes of Previous Meetings	1
5. MANAGEMENT REPORTS FROM THE OFFICE OF THE CHIEF EXECUTIVE OFFICER.....	2
5.1 Adoption of Procurement Policy	2
5.2 Contracts Awarded Under Delegation Report - November 2014	6
6. MANAGEMENT REPORTS FROM THE INFRASTRUCTURE DIRECTORATE	10
6.1 Approval to Advertise Community Lease Renewals and Authorise Signing of Lease Documents.....	10
7. MANAGEMENT REPORTS FROM THE COMMUNITY DIRECTORATE.....	15
7.1 Commonwealth Government Aged Care Reforms.....	15
7.2 Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and Services.....	22
7.3 Committees of Management - Membership	27
8. MANAGEMENT REPORTS FROM THE BUSINESS DIRECTORATE	31
8.1 October 2014 Monthly Financial Report.....	31
9. MANAGEMENT REPORTS FROM THE SUSTAINABLE DEVELOPMENT DIRECTORATE	33
9.1 Heritage Advisory Committee - Nomination of Community Representative.....	33
9.2 Goulburn Valley Equine and Greyhound Precinct.....	38
10. TABLED MOTIONS	45
11. REPORTS FROM COUNCIL DELEGATES TO OTHER BODIES	45
12. REPORTS FROM SPECIAL COMMITTEES AND ADVISORY COMMITTEES	45
13. NOTICE OF MOTION, AMENDMENT OR RESCISSION	45
14. DOCUMENTS FOR SIGNING AND SEALING	45
14.1 Documents for Signing and Sealing.....	45
15. COUNCILLOR ACTIVITIES.....	46
15.1 Councillors Community Interaction and Briefing Program	46
16. URGENT AND OTHER BUSINESS NOT INCLUDED ON THE AGENDA.....	49
17. PUBLIC QUESTION TIME	49

18. CONFIDENTIAL MANAGEMENT REPORTS	52
18.1 Designation of Confidentiality of Information	52
18.2 Contract 1536 - Provision of Road Stabilisation Part Service and Whole of Service	52
19. CONFIDENTIAL NOTICE OF MOTION.....	52
19.1 Notice of Motion - Cr Polan	52
19.2 Reopening of the Council Meeting to Members of the Public.....	52

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.

Likelihood	Consequences				
	Negligible (5)	Minor (4)	Moderate (3)	Major (2)	Catastrophic (1)
Almost Certain (A) Event expected to occur several times per year (i.e. Weekly)	Low	Moderate	High	Extreme	Extreme
Likely (B) Will probably occur at some stage based on evidence of previous incidents (i.e. Monthly)	Low	Moderate	Moderate	High	Extreme
Possible (C) Not generally expected to occur but may under specific circumstances (i.e. Yearly)	Low	Low	Moderate	High	High
Unlikely (D) Conceivable but not likely to occur under normal operations (i.e. 5-10 year period)	Insignificant	Low	Moderate	Moderate	High
Rare (E) Only ever occurs under exceptional circumstances (i.e. +10 years)	Insignificant	Insignificant	Low	Moderate	High

Extreme CEO’s attention immediately required. Possibly avoid undertaking the activity OR implement new controls

High Director’s attention required. Consider suspending or ending activity OR implement additional controls

Moderate Manager’s attention required. Ensure that controls are in place and operating and management responsibility is agreed

Low Operational, manage through usual procedures and accountabilities

Insignificant Operational, add treatments where appropriate

PRESENT: Councillors Dennis Patterson, Fern Summer, Dinny Adem, Jenny Houlihan, Les Oroszvary, Michael Polan and Kevin Ryan.

**OFFICERS: Gavin Cator – Chief Executive Officer
Steve Bowmaker – Director Infrastructure
Johann Rajaratnam – Director Sustainable Development
Chris Teitzel – Director Business
Kaye Thomson – Director Community
Stephanie Giankos– Official Minute Taker
Rebecca Bertone – 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. APOLOGIES

Nil.

3. 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.

4. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

The Chief Executive Officer noted a correction to the attendees listed in the Councillor Community Interaction and Briefing Program Report – Attachment Numbers 3 and 6.

**Moved by Cr Polan
Seconded by Cr Adem**

That the Minutes of the Ordinary Council Meeting held 21 October 2014 and the Special Council Meeting held 28 October 2014 and 11 November 2014, as circulated, be confirmed.

CARRIED.

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.1 Adoption of Procurement 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: Acting Manager Corporate Performance

Proof reader(s): Chief Executive Officer

Approved by: Chief Executive Officer

Executive Summary

The Procurement Policy (Policy) has been reviewed and ready for adoption. The Policy has been amended as part of the Goulburn Valley Regional Collaborative Alliance (GVRCA) to align both Greater Shepparton City Council (Shepparton) and Strathbogie's Shires Council's (Strathbogie) Procurement Policies.

RECOMMENDATION

That the Council adopt the reviewed and amended Procurement Policy.

Moved by Cr Summer

Seconded by Cr Oroszvary

That the Council adopt the reviewed and amended Procurement Policy with the following changes to the policy:-

1. on page 16 of the policy under 20 Social Procurement, change the wording under point b) to read:-

for all tenders, a local economic impact statement is required to be submitted by tenderers that will detail the level of local content including labour, materials, plant and supervision

2. on page 17 of the policy under 20 Social Procurement, change the wording under point c) to read:-

where tenders are within 10% of the weighted tender evaluation of the highest ranked tender, the tender evaluation will take into consideration the merit of local economic impact statements when assessing the preferred tender.

CARRIED.

Background

Section 186A (7) of the Act requires that each council review its *Procurement* Policy at least once each financial year.

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.1 Adoption of Procurement Policy (continued)

In addition, the Goulburn Valley Regional Collaborative Alliance's *Strategic Alliance Agreement* and the accompanying *Statement of Intent and Business Plan* commit the members, Greater Shepparton City Council, Strathbogie Shire Council and the Municipal Association of Victoria (in a support role) to a wide range of new practices including collaboration, standardisation of procedures and shared services.

One of the first projects identified for review was procurement activities where there is scope for a high degree of standardisation to enable joint procurement practices with a range of benefits including lower costs and improved risk management.

Accordingly, this review was intended not only to review the policy from Shepparton's point of view, but ensure the updated policy is one which meets the requirements for joint procurement activities. The intention is that Strathbogie will adopt a similar policy.

Therefore, the review went far beyond the statutory requirement for an annual review.

The GVRCA and accompanying agreement require a fundamental shift in procurement practices at the two councils. The most significant change is that both organisations will transition to a centralised model for their high level procurement activities, partially to ensure there is consistency and uniformity *within* each organisation. Without this, there will not be consistency *between* the two councils.

This centralised model will see changes to responsibilities when it comes to tender and contract management. Under the current centre led model, the Procurement team offer more of an advice role. Centralising Contracts and Procurement will be a more hands on model with tendering. This allows the organisation to achieve better compliance around our purchasing and tendering processes.

To achieve this, some changes in the current policy are required.

Council Plan/Key Strategic Activity

The proposed *Procurement Policy* is consistent with the strategic goals and aims of the *Council Plan 2013/17*, ie:

- a) strategic goal 3 – economic prosperity – incorporating the aims of regional competitiveness, environmental sustainability and social inclusion; and
- b) strategic goal 5 – develop stronger relationships between Council, state and federal governments and the local government sector – incorporating the aim of collaboration within the local government sector.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Non-compliance with the procurement provisions of section 186 of the Act.	Possible	Details of non-complaint contracts have to be included in a public register.	Low	Centralisation of the high level procurement function with a greater focus on documentation, contract extensions and re-tendering.

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.1 Adoption of Procurement Policy (continued)

Risks	Likelihood	Consequence	Rating	Mitigation Action
Contracts expire without being extended by the due date or re-tendered.	Possible	The current contractor is engaged (if possible) on a short term basis with the potential for further non-compliance.	Moderate	Centralisation of the high level procurement function with a greater focus on documentation, contract extensions and re-tendering.
	Possible	The current contractor declines the offer of a short term contract and Council is forced to engage another contractor or re-establish in-house service provision	High	Centralisation of the high level procurement function with a greater focus on documentation, contract extensions and re-tendering.
Exposure of non-compliant procurement activities as a result of a protected Disclosure, a freedom of information request, inspection of the public register or an inspection by the Local Government Investigations and Compliance Inspectorate.	Possible	Unfavourable reporting.	Moderate	Centralisation of the high level procurement function with a greater focus on documentation, contract extensions and re-tendering. More frequent reporting to Executive, the Audit Committee and Council.

Policy Considerations

There are no conflicts with any other Council policy

Financial Implications

There are no financial implications in adopting an updated *Procurement Policy*

Legal/Statutory Implications

Council has a statutory requirement to adopt and annually review its *Procurement Policy*.

Environmental/Sustainability Impacts

There are no environmental/sustainability implications in adopting an updated *Procurement Policy*.

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.1 Adoption of Procurement Policy (continued)

Social Implications

There are no social implications in adopting an updated *Procurement Policy*.

Economic Impacts

There are no economic implications in adopting an updated *Procurement Policy*.

Consultation

There was no statutory requirement for community consultation.

Given the GVRCA proposals, there has been extensive consultation with senior staff at Strathbogie.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	The Act requires that the <i>Procurement Policy</i> be publicly available.	The <i>Procurement Policy</i> is available at the Civic Centre and on the Council website.
	Commencing in 2104/15, the new Local Government (Planning and Reporting) Regulations 2014 require that in their annual reports, Councils report on their procurement policy.	Inclusion of the required information in the Annual Report 2014/15.

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

The proposed *Procurement Policy* is consistent with Council's GVRCA commitments

Options for Consideration

An annual review of the Policy is a statutory requirement.

Conclusion

The proposed *Procurement Policy* has been the result of extensive consultation with staff and with Strathbogie and should meet Council's procurement requirements and those associated with a joint tender.

The policy will again be reviewed in the 2015/16 financial year.

Attachments

Procurement Policy Page 54

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.2 Contracts Awarded Under Delegation Report - November 2014

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: Procurement Officer

Proof reader(s): Acting Manager Corporate Performance

Approved by: Acting Manager Corporate Performance

Executive Summary

To inform the Council of publicly advertised contracts awarded by the Chief Executive Officer and Directors under delegated authority of the Council during the period October 2014 to November 2014. The report also provides details of the status of requests for tenders that have not yet been awarded.

Moved by Cr Summer

Seconded by Cr Polan

That the Council notes the publicly advertised contracts awarded by the Chief Executive Officer and Directors under delegated authority and tenders that have been advertised but not yet awarded.

CARRIED.

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
1503	Provision of Early Intervention Services – Part A	Provision of Early Intervention Services. Panel of Suppliers Contract with an initial contract term of 1 year with a possible 1 x 1 x 1 extension.	\$300,00.00	P2 Group
1503	Provision of Early Intervention Services – Part B	Provision of Early Intervention Services. Panel of Suppliers Contract with an initial contract term of 1 year with a possible 1 x 1 x 1 extension.	\$600,000.00	Optimum Corporate Health Pty Ltd T/as Soft Tissue Clinic

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.2 Contracts Awarded Under Delegation Report - November 2014 (continued)

Contract Number	Contract Name	Contract details, including terms and provisions for extensions	Value inclusive of GST	Awarded to
1530	Construction of Toilet Block at Deakin Reserve, Harold Street, Shepparton	Lump sum contract for the construction of toilet block at Deakin Reserve, Harold Street, Shepparton	\$224,515.00	Moretto Building Pty Ltd
1533	Goulburn Valley Collaborative Alliance Service Planning	Lump sum contract for the provision of Goulburn Valley Regional Collaborative Alliance is calling for tenders to develop a service planning framework within the organisations.	\$185,500.00	CT Management Group Pty Ltd

Tendered Contracts Awarded under Delegated Authority by the Director

Contract Number	Contract Name	Contract details, including terms and provisions for extensions	Value inclusive of GST	Awarded to
1555	Purchase of sand root zone material for Shepparton Showgrounds	Lump sum quotation is for the purchase and storage of sand root zone material for the Shepparton Showgrounds Arena Upgrade.	\$108,333.50	Beldon Farms P/L Trading As Brimin Sand Supplies

Requests for Tenders advertised but not yet awarded

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
1429	Provision of Temporary Placements and Contractors	Provision of Temporary Placements and Contractors. Panel of Suppliers Contract with an initial contract term of 3 years with a possible 1 x 1 x 1 extension.	Tender closed 9 July 2014. Tenders currently being evaluated. This contract will be awarded at the December Council meeting.
1553	Provision of Legal Services for Goulburn Valley Regional Co-operative Alliance	Schedule of Rates contract for Provision of Legal Services for Goulburn Valley Regional Co-operative Alliance	Tender closed 17 September 2014. Tenders are currently being evaluated and will be awarded at the December Council meeting.

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.2 Contracts Awarded Under Delegation Report - November 2014 (continued)

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
1560	Pine Lodge Cemetery Master Plan and Detailed Design Specification (Stage 1)	Lump sum contract for the provision of Pine Lodge Cemetery Master Plan and Detailed Design Specification (Stage 1) services.	Tender closed 8 October 2014. Tenders are currently being evaluated. This contract will be signed under delegation.
1571	Provision of Municipal Valuation Services 2016	Schedule of rates contract for the provision of valuation services for the municipality.	Tender closed 22 October 2014. Tenders are currently being evaluated. This contract will be signed under delegation.
1546	Philippine House Restoration - Construction	Lump sum contract for the provision of building works in accordance with the requirements of the Heritage Overlay for two buildings.	Tender closed 5 November 2014. Tenders are currently being evaluated.
1543	Construction of the Grassed Arena at Shepparton Showgrounds	Lump sum tender for the construction of the Grassed Arena at Shepparton Showgrounds	Tender closed 12 November 2014. Tenders are currently being evaluated.
1563	Construction of Community Football Complex	Lump sum tender for the supply of the necessary materials and construction work to complete the Community Football Complex (CFC) area of the Shepparton Sporting Precinct (SSP) development.	Tender closes 26 November 2014.
1574	Supply of Plant and Operators - Cosgrove Landfill	Schedule of rates tender for the provision of Plant and Operators at the Cosgrove Landfill.	Tender closes 26 November 2014.
1548	Shepparton Senior Citizen's Centre Redevelopment (Construct)	Lump sum tender for the construction works associated with the redevelopment of the Shepparton Senior Citizen's Centre.	Tender closes 26 November 2014.
1565	Design & Construction of a Synthetic Hockey Pitch	Lump sum tender for the extension of the existing hockey pitch, the replacement of the existing synthetic surface and associated works at the Shepparton Sporting Precinct (SSP).	Tender closes 26 November 2014.

5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

5.2 Contracts Awarded Under Delegation Report - November 2014 (continued)

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 \$750,000 including GST.

The Council through the *Exercise of Delegations Policy* has delegated authority to the Directors to approve a contract up to the value of \$150,000 for goods and services and \$200,000 for works.

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 October 2014 to November 2014.

Attachments

Nil

6. INFRASTRUCTURE DIRECTORATE

6.1 Approval to Advertise Community Lease Renewals and Authorise Signing of Lease Documents

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: Senior Business and Property Officer

Proof reader(s): Manager Assets

Approved by: Director Infrastructure

Executive Summary

Council owns various building facilities which are leased to not for profit community groups such as Guide Halls, Croquet Clubs, Country Fire Authority (CFA), Kiwanis Club and Tennis Clubs.

A large number of these community lease agreements have expired and Council officers are in the process of preparing new documents for the various facilities. Authorisation is being sought to advertise those leases in accordance with the *Local Government Act 1989* and if no submissions are received, then to authorise the signing of those lease documents.

Moved by Cr Ryan
Seconded by Cr Oroszvary

That the Council:

1. authorise the advertising pursuant to section 223 of the *Local Government Act 1989* of the following community leases that are being entered into by the Council:

Property	Tenant
Shepparton - Shed on Harry Bird Reserve-Victoria Park Lake	Shepparton Triathlon Club
Shepparton - Princess Park - Runners Club building	Shepparton Runners' Club Inc.
Shepparton - Community Group Complex - Lot 6 Packham St	Goulburn Valley Hospice Care Inc.
Shepparton - Community Group Complex - Lot 2 - Packham St	Shepparton and District Gem Club Inc.
Shepparton East - Scout Hall - Central Park	1st Orrvale Scouts, Scout Association of Australia

6. INFRASTRUCTURE DIRECTORATE

6.1 Approval to Advertise Community Lease Renewals and Authorise Signing of Lease Documents (continued)

Mooroopna - Designated section of Mooroopna Hub	Mooroopna Education & Activity Centre Inc
Shepparton - 14 Esson St	Goulburn Valley U3A Incorporated
Kialla - Part of Kialla Park Recreation Reserve	Shepparton Park Bowls Club Incorporated
Kialla - Part of Kialla Park Recreation Reserve	Kialla Park Community & Sports Club Inc
Part Mooroopna Recreation Reserve	Mooroopna Cricket Club
Part Mooroopna Recreation Reserve	Mooroopna Football Club
Part Mooroopna Recreation Reserve	Mooroopna Croquet Club
Part Mooroopna Recreation Reserve	Mooroopna Recreation Reserve Committee of Management
Part Mooroopna Recreation Reserve	Mooroopna Harness Racing Club
Cosgrove Tennis Club - 1530 Midland Highway	Cosgrove Tennis Club Inc
Part of 510 Echuca Road Mooroopna	Goulburn Valley Junior Motorcycle Club
Sound Shell Music Centre, Queens Gardens, 41 Welsford Street Shepparton	Shepparton Brass Band Inc.
Part of Queens Gardens Reserve, 53 Welsford Street Shepparton	Word and Mouth
Shepparton Sports Stadium - Cafe	Greater Shepparton Basketball Association Inc
Shepparton - Packham St - Lease of clubrooms and occupancy agreement for surrounding grounds	Shepparton & District Obedience Dog Club Inc.
Shepparton - Historical Society Museum Complex, 154 Welsford St	Shepparton Heritage Centre Inc.
Mooroopna - Little Rd	Shepparton and District Car Club Inc.
Arcadia - Allotment 65D - Arcadia Fire Station site.	Country Fire Authority
Shepparton - Community Group Complex - Lot 3 - Packham St	Kiwanis Club of Shepparton Inc.

6. INFRASTRUCTURE DIRECTORATE

6.1 Approval to Advertise Community Lease Renewals and Authorise Signing of Lease Documents (continued)

Shepparton - Chas Johnson Reserve [Part]	Goulburn Valley Football Umpires Association Inc.
Shepparton - Packham St Tennis Courts	McEwen Reserve Tennis Club Inc
North Shepparton Community Hub - Mens Shed	North Shepparton Community and Learning Centre Inc.
Part of 1127 New Dookie Road, Pine Lodge	Shepparton Amateur Pistol Club
Shepparton Showgrounds	Agricultural Society
Part of Sports Precinct	R&P Mobile Cars
Shepparton - Youth Club Hall [Part Karibok Park]	Shepparton ACE Incorporated
Shepparton - Riordan Park	Shepparton Lawn Tennis Club Inc

2. authorise the Chief Executive Officer to sign and seal all documents necessary to facilitate the granting of the leases.

CARRIED.

Background

Over the past few years, 20 community lease agreements have expired, 6 will expire in the next 12 months, 4 have never been entered into and 2 require variations. The community groups continue in occupation of the premises and continue to pay the annual rent charges for those premises.

Council officers are currently preparing new lease agreements for each of these community groups. The community leases will offer each of the groups three terms of five years each. Each of these groups pay a community rate which is approximately \$200 per annum. A list of the community groups and the properties they occupy are contained in the annexure to this report.

It is a requirement of the Local Government Act 1989 that any lease for a period of 10 years or more must be advertised under section 223 to allow for any public submissions.

Council Plan/Key Strategic Activity

One of the aims identified in the Council Plan under Active and Engaged Communities is “*Council will work with the community in partnership and collaboration, to enable the provision of infrastructure that reflects the needs of the community*”. The provision of these new leases will allow our community groups to continue in occupation of facilities, many of which have been built by the various community groups, into the future.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Community groups continuing in occupation of premises without lease agreements in place	Medium	Low	Low	Ensure new leases are put in place to address this issue

6. INFRASTRUCTURE DIRECTORATE

6.1 Approval to Advertise Community Lease Renewals and Authorise Signing of Lease Documents (continued)

Policy Considerations

This proposal does not conflict with any current Council policies.

Financial Implications

There are no financial implications in respect of this report. Each of the community groups pays a community rent of approximately \$200 per annum for their occupation of the respective premises. Even though their leases have expired, the community groups each continue to pay their annual rent.

Legal/Statutory Implications

The new leases will be publicly advertised pursuant to section 223 of the *Local Government Act 1989*.

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts identified with this proposal.

Social Implications

The provision of these new leases will allow the various community groups to continue in occupation of their existing premises and allow those groups to continue with the community activities, many of which promote health and well-being and develop a strong sense of community.

Economic Impacts

There are no economic impacts which have been identified with this proposal.

Consultation

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep informed	Advertising in Shepparton News
Consult	Informed, listen acknowledge	Invite submissions under section 223 when advertising

Officers believe that appropriate consultation will occur with the advertising of the leases.

Strategic Links

a) Greater Shepparton 2030 Strategy

One of the strategies identified in the 2030 Objectives and Strategies is to “*Enhance social connectedness, physical and mental health and well being, education and participatory opportunities to improve liveability and provide a greater range of community services.*”

Options for Consideration

1. Do Nothing (Not recommended)
If the new lease agreements are not entered into then the community groups have no security of tenure. This may also pose a small risk in respect of insurances.
2. Advertise and Authorise Lease Agreements (Recommended)
The Council authorise the advertising under section 223 of the *Local Government Act 1989* of all community leases noted in the attachment to this report and authorise the Chief Executive Officer to sign the leases agreements on behalf of Council.

6. INFRASTRUCTURE DIRECTORATE

6.1 Approval to Advertise Community Lease Renewals and Authorise Signing of Lease Documents (continued)

Conclusion

That Council authorise the advertising of all community leases noted in the attachment to this report and authorise the Chief Executive Officer to sign and seal all documents necessary to facilitate the granting of the new leases.

Attachments

Nil

7. COMMUNITY DIRECTORATE

7.1 Commonwealth Government Aged Care Reforms

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 Client Services

Proof reader(s): Manager Neighbourhoods

Approved by: Director Community

Executive Summary

Changes to the Community Aged Care sector commenced in April 2012 following the release of the Commonwealth Governments 'Living Longer, Living Better' reform package. A key component of this is the transition of the funding, policy and operational responsibility of the Home and Community Care (HACC) program from State Government to the Commonwealth Government.

In May 2013 Victoria reached agreement with the Commonwealth with the clause that the 'Commonwealth and Victorian Governments will work together to retain the benefits of the current HACC system.' Some of the key elements of the successful Victorian program are to be adopted by the Commonwealth as features of the new national program i.e. local face to face assessment and the wellness/ re-ablement approach to promoting independence. Other strengths, including the stable and integrated state-wide delivery platform provided by local government and the local government role in planning, co-ordination, and funding, have been part of the negotiations between the Commonwealth and State over an agreed transition plan, which includes a tri-lateral Statement of Intent with Local Government.

As part of this agreement, management of the HACC Program will be split. From July 2015, services for older people (people 65 years and over and 50 and over for Aboriginal people) will be directly managed by the Commonwealth Government.

Services for younger people (people under 65 years and under, 50 years for Aboriginal people) will be funded and managed solely by the Victorian Government, until the National Disability Insurance Scheme (NDIS) is in full operation.

In Victoria, Local Government plays a significant role in the Community Aged Care sector. The 2014 Local Government Community Satisfaction Survey identifies the provision of support services to elderly residents as the second (2nd) most important service provided by Local Government to its residents.

Locally Greater Shepparton City Council provides assessment, delivered meals (meals on wheels), home safety and modification services and planned activity groups assisting people to remain living independently in their home since 1994. It is critical that assessment remains a Local Government role to assist Council to identify gaps in planning for their ageing communities. Assessment provides Council with a local voice to identify what is occurring in their community and advocate to all tiers of Government for the needs of older people.

7. COMMUNITY DIRECTORATE

7.1 Commonwealth Government Aged Care Reforms (continued)

From 1 July 2015 the HACC program will form part of the Commonwealth Home Support Program (CHSP).

At the point of transition, Council's total funding under the two programs will remain unchanged. Our base funding for older people under the CHSP will remain stable for at least a three year period until 30 June 2018 (notwithstanding any decisions on growth and indexation).

Service agreements for the period 1 July 2015 – 30 June 2018 with existing providers are expected to be offered in late 2014 outlining base funding providing a level of certainty over the next three years.

**Moved by Cr Houlihan
Seconded by Cr Adem**

That the Council:

1. continues to administer Home and Community Care (HACC) services as per current arrangements until 30 June, 2015
2. enters into a transitional contract with both the Commonwealth and Victorian Governments to administer the Commonwealth Home Support Program (CHSP) and Victorian State Government HACC Program from 1 July 2015 – 30 June 2018.

CARRIED.

Background

Greater Shepparton City Council is funded to provide Home and Community Care (HACC) services to support frail older people and people with disabilities to remain living at home with dignity and to support their carers through the provision of a range of integrated, effective, flexible and responsive Home Care services. For the 2013-14 financial year Council:

- provided 6,052 hours of assessment and care coordination
- administered the delivery of 23,825 hours of domestic assistance
- administered the delivery of 11,210 hours of personal care
- administered the delivery of 12,489 hours of respite care
- administered the delivery of 3,010 hours of property maintenance
- administered the delivery of 27,607 meals
- administered the delivery of 39,941 hours of planned activity groups

The HACC program was established in 1985 and has traditionally been funded by the Commonwealth and State Governments with contributions from Local Government and service user fees. The responsibility within Victoria for administering the program has been with the Victorian Department of Health with Local Government providing a key role in the planning and service provision of HACC services within the community over this time. Local Government has well developed and established networks and continues to work closely with other health providers in the local community to provide an integrated and flexible service to meet the objectives of assisting individuals to remain living at home independently. The 2014 Local Government Community Satisfaction Survey identifies the provision of support services to elderly residents as the second (2nd) most important service provided by Local Government to its residents.

7. COMMUNITY DIRECTORATE

7.1 Commonwealth Government Aged Care Reforms (continued)

The Commonwealth Government began its reform agenda in April 2012 following a Productivity Commission report titled 'Caring for Older Australians' released on 8th August 2011. This report formed the basis of the Commonwealth Governments 'Living Longer, Living Better' reform package. This reform package aims to create a flexible and seamless system which provides older Australians with more choice, control and easier access to a range of services where they want it and when they need it.

From 1 July 2012 the Commonwealth Government took responsibility for the full funding, policy and operational responsibility for the running of HACC in all states except Victoria and Western Australia.

Following this, in May 2013, the Victorian Government and Commonwealth Government announced an agreement to implement the National Disability and Insurance Scheme (NDIS) in Victoria. This agreement had wider implications for the way in which care services would be managed in Victoria with the most notable change being that the State Government agreed to transfer the responsibility to the Commonwealth for the full funding, regulation and management of the HACC program from 1 July 2015. An important clause to note in the 13 May 2013 agreement is that the 'Commonwealth and Victorian Governments will work together to retain the benefits of the current HACC system.'

As part of the NDIS agreement, management of the HACC Program will be split. From July 2015, services for older people (people aged 65 and over and 50 and over for Aboriginal people) will be directly managed by the Commonwealth Government. Services for younger people (people under 65 years and under 50 for Aboriginal people) will be funded and managed solely by the Victorian Government, until the National Disability Insurance Scheme (NDIS) is in full operation.

Over the six months from December 2013, the Commonwealth Government announced its plans to merge the existing HACC program with several other Commonwealth programs including the National Respite for Carers program to form the Commonwealth Home Support Program (CHSP). The CHSP aims to provide basic maintenance, care, support and respite services for older people and their carers living in their own homes and within their own communities and commencing on 1 July 2015. The establishment of the CHSP is central to the Commonwealth Governments aged care reform plan and supports the development of an end to end aged care system.

A great deal of discussion has taken place between stakeholders within Victoria regarding transition arrangements from HACC to the new CHSP. Council Officers have been involved in numerous state wide consultation sessions conducted by the Commonwealth Department of Social Services and the Victorian Department of Health regarding Victoria's transition to the CHSP and the effect that this may have on existing HACC Assessment Services and service providers. Further consultation forums for agencies hosting HACC Assessment Services were held during the period August to October 2014.

In addition to the consultation sessions, the Commonwealth released a CHSP Key Directions Discussion Paper in May 2014 with feedback and submissions closing on 30 June 2014. Council Officers engaged with both the Municipal Association of Victoria (MAV) and the Victorian Department of Health and contributed to their submission on the key directions paper.

Additionally, the Hume Region HACC Managers Alliance met and formulated a submission on the key directions paper from a regional perspective.

7. COMMUNITY DIRECTORATE

7.1 Commonwealth Government Aged Care Reforms (continued)

Council Officers have taken this opportunity to ensure the significant contribution to aged services in financial, planning and quality service delivery terms were acknowledged in the submissions.

A positive outcome of discussions has been a commitment from the Commonwealth that a period of stability for existing HACC Assessment Services and Service Providers will be provided for a period of three (3) years from 2015 – 2018.

In preparation for the transfer, the Victorian Department of Health and the Commonwealth Department of Social Services (DSS) are in the process of identifying the current HACC funding that supports both older people and younger people with disabilities in our organisation.

Once this is complete, in late 2014, Council will be offered a DSS service agreement to continue to provide the level of services identified in the service review noted above, to older people under the Commonwealth Home Support Programme (CHSP). The Commonwealth and Victoria are aiming for stability for clients and services through the transition process and a continuation of the benefits of the Victorian system into the future.

The Victorian Department of Health will continue to fund Council to provide services to younger people under the HACC program.

At the point of transition, the total funding under the two programs will remain unchanged. Our base funding for older people under the CHSP will remain stable for at least a three year period until 30 June 2018 (notwithstanding any decisions on growth and indexation).

Apart from age, no changes in client eligibility or access are contemplated as part of this change in government roles and responsibilities. It is likely that all community care programs will evolve and adapt to changing population needs and innovations in service delivery over time.

The Victorian Government is currently developing a plan to roll out the NDIS in Victoria for younger people from 1 July 2016. It is expected that a proportion of our younger clients may be eligible to transfer to the National Disability Insurance Scheme (NDIS) that will be rolled out from 1 July 2016 to 30 June 2019. As this happens the funding for services for these people will transfer to the National Disability Insurance Agency.

Council Plan/Key Strategic Activity

Goal 1 Active and Engaged Communities Objective 4 – Provide sustainable community services to our community.

To support older people to age well in our community and to support frail older people and people with disabilities to remain living at home with dignity. This is achieved through the provision of a range of integrated, effective, flexible and responsive Home Services.

Risk Management

Insignificant to low risks have been identified and will be addressed at the operational level should Council enter agreements to transition services to the Commonwealth Home Support Program (CHSP) and Victorian State Government HACC Program from 1 July 2015 – 30 June 2018.

7. COMMUNITY DIRECTORATE

7.1 Commonwealth Government Aged Care Reforms (continued)

Policy Considerations

There are no conflicts with any current Council Policy documents.

Financial Implications

Funding arrangements – current funding arrangements will continue until June 30, 2015. From 1 July 2015, Council will have two service agreements (one with the Commonwealth and one with the Victorian Government) with total funding being equal to that received under the current HACC program.

Current HACC funding will be maintained for three years, with annual indexation, divided between Commonwealth and State service agreements.

The Commonwealth has announced it will continue funding current HACC providers in block grants, based on 2014/15 funding and service levels for the over 65 year old proportion of clients. The State government will continue funding HACC services for the under 65 year olds, pending the progressive implementation of the National Disability Insurance Scheme (NDIS) between 2016 - 2019, and further development of an on – going state program to cover people under 65 who are not eligible for the NDIS.

The Victorian Department of Health proposes to adjust the HACC prices for domestic assistance, personal care and respite care to be backdated to 1 July 2014. The price paid in 2013-14 for domestic assistance was \$30.89 per hour. The Victorian Department of Health proposed 45% rise to \$45.00 per hour for all three service types reducing Councils contribution to the cost of service delivery but is allocated to specific quantities of service. Output targets in the Department of Health service agreement with Council will be adjusted accordingly as funding levels will remain the same in real terms. Without additional funding the unit price increase for these three service types will mean a reduction in the funded target hours. This will have no immediate impact as Council has already budgeted for 2014/15 targets and funding levels. It is anticipated that the Commonwealth will agree to service agreements at the increased prices. In negotiating the funding agreement for post July 2015 with both the State and Commonwealth, Council will have the opportunity to review the service mix and levels against community need and to make decisions regarding the sustainability of unfunded target hours for their community.

Legal/Statutory Implications

There are no anticipated legal or statutory implications from the recommendation for Council to enter agreements to transition services to the Commonwealth Home Support Program (CHSP) and Victorian State Government HACC Program from 1 July 2015 – 30 June 2018.

Environmental/Sustainability Impacts

There are no anticipated environmental or sustainability implications from the recommendation for Council to enter agreements to transition services to the Commonwealth Home Support Program (CHSP) and Victorian State Government HACC Program from 1 July 2015 – 30 June 2018.

Social Implications

Impact on employees – In the short to medium term employees should not be affected by the transition to the CHSP due to the Commonwealths commitment to contract current providers for a period of three (3) years until 2018. Operationally, management will consider that all new employees are appointed on a fixed term basis thereby limiting

7. COMMUNITY DIRECTORATE

7.1 Commonwealth Government Aged Care Reforms (continued)

Council's exposure to any potential redundancy payouts in the future. Council's People Performance Department have been informed of the situation.

Economic Impacts

A decision by Council not to enter into an agreement with both the Commonwealth and Victorian State Government for the administration of the CHSP and the Victorian HACC program will have negative economic implications. This would result in a loss of \$3,121,772.79 of funding and the potential loss of employment of 15 staff with associated redundancy costs.

Consultation

Council Officers have been involved in numerous State wide consultation sessions conducted by the Commonwealth Department of Social Services and the Victorian Department of Health regarding Victoria's transition to the CHSP and the effect that this may have on existing HACC Assessment Services and service providers. Further consultation forums for agencies hosting HACC Assessment Services were held during August / September 2014. In addition, Council Officers have provided feedback to the Municipal Association of Victoria (MAV), the Council on the Ageing (COTA) and Leading Age Services Australia (LASA) via their consultation process.

All staff have been regularly updated with the progress of the reform agenda and have had the opportunity to provide input to feedback and to have their concerns heard.

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

Strategic Links

a) Greater Shepparton 2030 Strategy

Report No 3: Community Life

2.2 The Direction – Community Life

5.1.4 Demand for services for an increasing Ageing Population

This recommendation supports the Greater Shepparton 2030 Strategy directive to 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

Council's Positive Ageing Strategy 2009-14 raised the theme 'Participation in Community Life' and stressed the importance of older people remaining connected to their community through the provision of support and health services that enable people to enjoy a healthy lifestyle and maintain good health.

Options for Consideration

1. Do nothing – not preferred as this would see our current agreements expire on 30 June 2015 and Council exit the sector. This would negatively impact on Council's ability to engage with elderly residents, advocate on their behalf to Government and plan for the needs of an ageing community.
2. Enter agreement with Commonwealth Government only for the Commonwealth Home Support Program – not preferred as this would see a reduction in funding and result in a fragmented service system in our local community.

7. COMMUNITY DIRECTORATE

7.1 Commonwealth Government Aged Care Reforms (continued)

3. Enter agreement with the Victorian Government only for the Victorian HACC program - not preferred as this would see a reduction in funding and result in a fragmented service system in our local community.
4. Enter agreements with both the Commonwealth and State Governments – preferred option which would see Council delivering both the CHSP and the Victorian HACC Program. This would result in an integrated approach to ageing within our local community allowing for a seamless transition for those individuals who require a higher level of support to transition to Councils Commonwealth funded Home Care Packages. By entering agreements with both the Commonwealth and State Governments, Council will be positioned to not only deliver and administer services within these program guidelines, but will be positioned to continue to advocate for, and engage with, our senior residents to plan for an ageing community.

Conclusion

Greater Shepparton City Council has a long standing demonstrated commitment to providing quality, cost effective support services to the most vulnerable members of our community. Together with the dedicated staff in the client services team, this support enables eligible people in Greater Shepparton to live at home and actively participate in their community. Council's Positive Ageing Strategy 2009-14 raised the theme 'Participation in Community Life' and stressed the importance of older people remaining connected to their community through the provision of support and health services that enable people to enjoy a healthy lifestyle and maintain good health. It is critical that assessment remains a Local Government role to assist Council to identify gaps in planning for their ageing communities.

Attachments

Nil

7. COMMUNITY DIRECTORATE

7.2 Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and 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: Team Leader Children's Services

Proof reader(s): Manager Children and Youth Services

Approved by: Director Community

Other: Coordinator Children's Services, Youth Development Officer

Executive Summary

Greater Shepparton Children's Services support the Productivity Commission's commitment to the provision of quality, affordable early childhood education and care for all children in Australia. However, there are concerns about the impact that some of the recommendations will have on vulnerable children and families and the children's services community as a whole.

Areas of concern:

- Reduction of universal access to kindergarten from 15 hours to 10 hours per week
- Kindergartens operating under primary school regulations instead of the current early years regulations
- The proposed changes to the eligibility for services to access Community Support Program funding and its impact on Family Day Care Schemes
- Reduced educational/qualification requirements for educators of children under three years of age
- The potential change to ratio requirements for children over three years of age
- Requirement for all persons in direct contact with children should hold a qualification in children's services (including cooks, gardeners etc).
- The establishment of a capped 'viability assistance' program to assist early childhood education and care (ECEC) providers in rural, regional and remote areas impact on accessible local training for workforce planning

'Access to high quality, affordable education and care for Australian children should be viewed as a right not a privilege or optional. Local government in Victoria comes from a well-informed place about their communities as they work with them across the life continuum and therefore highly value and understand the critical importance of Early Childhood Education and Care (ECEC) to building the capacity of their communities'
MAV submission pg. 10

The "Productivity Commission Report into Childcare and Early Childhood Learning" is available for further information at TRIM number M14/57645.

7. COMMUNITY DIRECTORATE

7.2 Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and Services. (continued)

Moved by Cr Summer
Seconded by Cr Oroszvary

That the Council note the “Draft Productivity Commission Report into Child Care and Early Childhood Learning”.

CARRIED.

Background

The Australian Government asked the Productivity Commission to undertake a public inquiry into future options for childcare and early childhood learning, with a focus on developing a system that supports workforce participation and addresses children's learning and development needs.

The Commission was asked to report and make recommendations on:

- the contribution of childcare to workforce participation and child development
- the current and future need for childcare in Australia, particularly considering work patterns, early learning needs, childcare affordability and government assistance
- the capacity of the childcare system to ensure a satisfactory transition to schools, in particular for vulnerable or at risk children
- alternative models of care, including those overseas, which could be considered for trial in Australia
- options - within existing funding parameters - for improving the accessibility, flexibility and affordability of childcare for families with diverse circumstances
- the impacts of regulatory changes, including the implementation of the National Quality Framework, on the childcare sector over the past decade

The draft findings were released in July 2014 and response submissions were invited until 5 September 2014. The Municipal Association of Victoria (MAV) responded on behalf of the Local Government sector. Council's Manager Children and Youth Services (GSCC) was represented on the MAV committee.

In July 2010, two GSCC children's services, Katandra West Kindergarten and Arthur Dickmann Childcare Centre, participated in the pilot program 'Universal Access to 15 hours of Early Childhood Education (kindergarten) (UAECE15)'. UAECE15 was implemented across all council and non-council kindergartens from January 2013 in accordance with the regulatory requirements in the Educational and Care Services National Regulations. In May 2014, the Commonwealth 2014/2015 budget failed to provide funding beyond June 2015 for the continuation of UAECE15. The State government maintained their long-term commitment to ten hours of kindergarten for each child. In September 2014, the Commonwealth government committed to continuing Universal Access to 15 hours of Early Childhood Education (kindergarten) until December 2015 only.

The 2009 Education and Care Services National Regulations required improved child/staff ratios and educator qualification requirements. These changes have been successfully implemented with the costs for the better quality services being paid by service users. These changes have contributed to our quality improvement plans and meet best practice in early childhood education and care.

The GSCC Family Day Care Scheme has worked with stakeholders to overcome the barriers imposed by the change in funding which occurred on 1 July 2014. However the

7. COMMUNITY DIRECTORATE

7.2 Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and Services. (continued)

ongoing impact has the potential to significantly influence the choices of parents returning to work.

Council Plan/Key Strategic Activity

Our services operate to meet the Council Plan in the following areas:

- 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 inclusiveness

The State of Greater Shepparton's Children's report 2014:

- Happy and Healthy children
- Learning Early and School Success
- Safe and Secure
- Supported Families
- Vibrant Communities

Risk Management

The recommendations in the draft report will lower current standards of practice and qualifications. This will greatly reduce the ability of educators and agencies in the Greater Shepparton area to supporting vulnerable families in providing high quality education and care programs and support. It also decreases the possibility of achieving the goal of reducing the gaps between local and state averages as identified in the State of Greater Shepparton's Children's Report 2014.

Risks	Likelihood	Consequence	Rating	Mitigation Action
Reduction in educational qualifications of educators causes a reduction in educational outcomes for children	Almost Certain	Major	Extreme	Maintain current standards of qualifications of early childhood educators
Additional physical risk to children in kindergartens operating under primary school regulations (in particular fencing, child : educator ratio and supervision) Due to funding inconsistencies it is unlikely that the Department of Education and Early Childhood Development will operate early years services, even if they are located on school grounds.	Almost certain	Extreme	Extreme	Maintain operation of early years services under the National (Law) Quality Framework and the Education and Care Services National Regulations

7. COMMUNITY DIRECTORATE

7.2 Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and Services. (continued)

Policy Considerations

There are no conflicts with existing Council Policies.

Financial Implications

The current ratios, qualification requirements and UAECE15 have already been factored into our existing budget for 2014/2015 and 2015/2016 budgets. To lower current standards will lower budget costs. However, the reduction in the service quality and outcomes for children and families will be significant.

Legal/Statutory Implications

This proposal conforms with the *Local Government Act 1989* and all other relevant legislation.

Environmental/Sustainability Impacts

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

Social Implications

Decreasing education and care standards for children prior to school in the City of Greater Shepparton is likely to

- Increase the deficit in educational standards in the City of Greater Shepparton
- Reduce support available to families accessing education and care services
- Increase barriers for vulnerable families to access essential services in education and care facilities
- Increase isolation of our rural community by reduction of services.

Economic Impacts

- A small decrease in cost to the consumer or decrease in budget requirement.
- The indeterminate economic impact of children entering the school system below the current standard. Currently 24.6% of children in the City of Greater Shepparton enter school and are assessed as vulnerable in at least one domain of the Australian Early Developmental Index.
- Reduction to 10 hours UAECE15 will decrease staffing levels by 72 contact hours. This would have financial implications for individual staff and potential partial redundancy of staff.

Consultation

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

Strategic Links

Greater Shepparton City Council Plan 2013-2017

Our services operate to meet the Council Plan in the following areas:

- 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 inclusiveness.

7. COMMUNITY DIRECTORATE

7.2 Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and Services. (continued)

b) Other strategic links

National Quality Framework

Greater Shepparton Best Start Early Years Plan 2011-2014

The State of Greater Shepparton's Children Report 2014

Options for Consideration

- Continue to offer quality care at existing standards with an ongoing plan for continuous improvement to increase current standards to meet best practice both nationally and internationally
- To reduce standards reflective of recommendations, this could have a small financial benefit to Council and families but with a long-term detrimental effect on children.

Conclusion

Greater Shepparton Children's Services support the productivity commission's commitment to the provision of quality, affordable early childhood education and care for all children in Australia.

To reduce current standards to reflect the Productivity Commission findings will have a detrimental impact on our children, families and educational services. The following recommendations will reduce Greater Shepparton's City Councils capacity to continue to support our most vulnerable children and families;

- Reduction of universal access to kindergarten from 15 hours to 10 hours
- Kindergartens operating under school regulations rather than early years regulations
- The proposed changes to the eligibility for services to access Community Support Program funding and its impact on the Family Day Care Schemes
- Reduced educational level requirements of educators for children under 3 years
- Possibility of changed ratio requirements for children over 3 years
- Requirement for all persons in direct contact with children should hold a qualification in children's services
- The establishment of a capped 'viability assistance' program to assist ECEC providers in rural, regional and remote areas impact on accessible local training for workforce planning

Access to high quality, affordable education and care for Australian children should be viewed as a right not a privilege or optional. Local government in Victoria comes from a well-informed place about their communities as they work with them across the life continuum and therefore highly value and understand the critical importance of Early Childhood Education and Care (ECEC) to building the capacity of their communities' quote MAV submission pg. 10 M14/57600

Our recommendation is to ensure we continue to be the best we can be and provide the best possible start the children in our community. Quality should not be compromised.

Attachments

MAV response to Productivity Commission into Childcare and Early Childhood Education 2014 September

Page 80

7. COMMUNITY DIRECTORATE

7.3 Committees of Management - Membership

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 Committees Liaison Officer

Proof reader(s): Team Leader Community Strengthening

Approved by: Manager Neighbourhoods

Executive Summary

As the term of office for current members of the below Committees has expired, it is necessary that new Committees be appointed to manage the facilities. This report recommends appointments to each of the following committees for a two year term:

- Arcadia Community Centre – Due to expire 19 November 2014
- Ballantyne Centre – Due to expire 19 November 2014

Lemnos Recreation Reserve has also received a nomination for an additional member to join the current appointments for the Committee of Management.

Moved by Cr Ryan

Seconded by Cr Polan

That the Council:

1. having considered the nominations received for appointment to the Arcadia Community Centre Committee of Management, appoint the following members for a term of two years commencing on 19 November 2014:
 - Bernadette KENNEDY
 - John KENNEDY
 - Barry CRIMMINS
 - Janet KIRKRIGHT
 - Ros SINCLAIR
2. having considered the nominations received for appointment to the Ballantyne Centre Committee of Management, appoint the following members for a term of two years commencing on 19 November 2014:
 - Daryl EATON
 - Barbara TWITE
 - Sue MORTON
 - Graham PAYTEN
 - Graeme DONALDSON
3. having considered the extra nomination for appointment to Lemnos Recreation reserve committee of management, appoint the following member for the remaining term concluding 22 October 2016
 - Hayden CANN

7. COMMUNITY DIRECTORATE

7.3 Committees of Management - Membership (continued)

4. resolve that all members (who are not Councillors or nominated Officers) of the Arcadia Community Centre, Ballantyne Recreation Reserve and Lemnos Recreation Reserve Committees 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.

Background

Arcadia Community Centre Committee of Management

At the Ordinary Council Meeting held on 20 November 2012, six applicants were appointed to the Arcadia Community Centre Committee of Management for a term of two years.

As the term of office for these members is about to expire, it is necessary that a new committee be appointed to manage the facility.

This report recommends that a new committee be appointed to the Arcadia Community Centre for a two year term, commencing on 19 November 2014.

Ballantyne Centre Committee of Management

At the Ordinary Council Meeting held on 20 November 2012, six members were appointed to the Ballantyne Centre Committee of Management for a term of two years.

As the term of office for these members is about to expire, it is necessary that a new committee be appointed to manage the facility.

This report recommends that a new committee be appointed to the Ballantyne Centre for a two year term, commencing on 19 November 2014.

Lemnos Recreation Reserve Committee of Management

At the Ordinary Council Meeting held on 21st October 2014, 7 members were appointed to the Lemnos Recreation Reserve Committee of Management. Since this action an additional application has been completed and endorsed by the Committee of Management for one additional member for the remaining committee term ending 22 October 2016.

Interest Return Exemption

In accordance with the resolutions passed at previous Ordinary Council Meetings, it is recommended that all newly appointed members of Section 86 Committees also be exempt from the requirement of completing Interest Returns in exercise of power granted to Council under section 81(2A) of the *Local Government Act 1989*.

Council Plan/Key Strategic Activity

This proposal supports the following goals of the *Council Plan 2013-2017*:

- Goal 1 – Active & Engaged Community (Social)
- Goal 4 – Quality Infrastructure (Built)
- Goal 5 – High Performance Organisation (Leadership and Governance)

7. COMMUNITY DIRECTORATE

7.3 Committees of Management - Membership (continued)

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Governance risk associated with the delegation of Council powers to a committee	Possible	Major	High	The appointment of members by formal resolution of the Council reduces governance risks by ensuring that all members of a committee are covered by Council's public liability insurance.

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

All of Council's Committees of Management 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 of members to these 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 proposal.

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 proposal.

Consultation

A public notice was placed in the Shepparton News on Friday 10 October 2014, Friday 17 October 2014, calling for applications from community members who are interested in joining the Arcadia Community Centre and Ballantyne Centre Committees of Management.

Letters were also sent to the outgoing members of the committees inviting them to apply for another term.

7. COMMUNITY DIRECTORATE

7.3 Committees of Management - Membership (continued)

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep informed	<ul style="list-style-type: none"> • Newspaper advertisements • Website announcement • Letter to outgoing committee members
Consult	Informed, listen, acknowledge	Council will consult with its committees prior to making decisions that relate to the relevant facilities.
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

No other strategic links have been identified.

Options for Consideration

Council could choose to appoint all, part of, or none of the members outlined in the recommendation.

In doing so, Council should note that in accordance with Guidelines applying to the Instrument of Delegation to the committee, there is a requirement to appoint a minimum of five members to a Committee of Management.

Choosing not to appoint all or some members would leave some facilities without a committee of management, which would result in the facility becoming directly managed by Council officers.

Conclusion

It is recommended that all of the nominated applicants be appointed to their respective Committees of Management.

Attachments

Nil

8. BUSINESS DIRECTORATE

8.1 October 2014 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: Acting Management Accountant

Proof reader(s): Manager Finance and Rates

Approved by: Chief Executive Officer

Executive Summary

The report presents Council's actual financial performance compared to the budget for the four months ended 31 October 2014.

Moved by Cr Polan

Seconded by Cr Oroszvary

That the Council receive and note the October 2014 Monthly Financial Report.

CARRIED.

Background

The Draft 2014/2015 Budget was prepared by Council on 17 June 2014. Public notice was given on 20 June 2014 and submissions invited until 18 July 2014. Council considered all submissions received and adopted the 2014/2015 Budget at a Special meeting on 6 August 2014.

The 2014/2015 Budget provided for an operating surplus of \$9.24 million with revenue of \$119.97 million and expenditure of \$110.73 million. The 2014/2015 Budget also provided for capital works of \$37.42 million.

On 28 October 2014, Council adopted the 2014/2015 September Quarter Budget Review with revenue of \$121.67 million and expenditure of \$117.78 million resulting in an operating surplus of \$ 3.89 million for the full financial year. The forecast decrease in operating surplus of \$ 5.35 million is mainly due to the timing of payments for Building Better Regional Cities Mooroopna West Rebates (\$2.52 million) and the Goulburn Broken Greenhouse Alliance Street Lighting Project (\$1.72 million). The 2014/2015 September Quarter Budget Review also included \$ 38.83 million in capital works, a forecast increase of \$ 1.41 million mainly due to re-budgeted prior year projects.

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

The October 2014 Monthly Financial Report incorporates the following sections which are presented for Council's consideration:

- Financial Report
- Income Statement
- Balance Sheet
- Cash Flow Statement

8. BUSINESS DIRECTORATE

8.1 October 2014 Monthly Financial Report (continued)

- Operating Budget
- Capital Budget
- Investment Summary
- Rates Debtors Report
- Sundry Debtors Report
- Councillor Expense Report

Council Plan/Key Strategic Activity

The report is consistent with the leadership and governance goal “High Performing Organisation as included in the *Council Plan 2013-2017*.”

Risk Management

No risks have been 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

No Environmental or Sustainability impacts have been identified.

Social Implications

No Social implications have been identified.

Economic Impacts

No Economic impacts have been identified.

Consultation

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

Options for Consideration

This report is for information purposes only and does not present any options for consideration.

Conclusion

The report provides details of Council’s financial performance compared to the budget for the four months ended 31 October 2014.

Attachments

October 2014 Monthly Financial Report Page 91

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.1 Heritage Advisory Committee - Nomination of Community Representative

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: Principal Strategic Planner

Proof reader(s): Team Leader Strategic Planning, Manager Planning

Approved by: Director Sustainable Development

Other: Senior Strategic Planner

Executive Summary

At the Ordinary Council Meeting held on the 17 January 2012, Council authorised the formation of the Heritage Advisory Committee to serve as an advisory committee of Council acting as an advocate for all cultural heritage matters in the Municipality.

The Terms of Reference allow for the appointment of three community representatives unaffiliated with any of the historical groups and societies already represented on the Committee.

Council appointed three community representatives to the Committee for a one year term at the Ordinary Council Meeting held on the 20 May 2014. Following this appointment, Neil C Penney has notified Council that he is leaving the region and must resign his position on the Committee.

An advertisement calling for community representative nominations for membership of the Committee for the remainder of the vacant term ending on 19 May 2015 was placed in the Shepparton News on Friday, 08 August 2014. One nomination was received.

The Committee has assessed the nomination against three selection criteria and resolved on 13 October 2014 to advise Council that it sought to nominate the applicant to the Committee. This tenure is proposed to end on 19 May 2015.

This report has been prepared for Council to formally rescind Neil C Penney's appointment to the Committee and to appoint Leanne Raditsas to the Committee.

Moved by Cr Adem
Seconded by Cr Ryan

That the Council:

1. rescind Neil C Penney's appointment to the Heritage Advisory Committee; and
2. resolve to appoint Leanne Raditsas as the community representative for the remainder of the vacant term ending on 19 May 2015.

CARRIED.

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.1 Heritage Advisory Committee - Nomination of Community Representative (continued)

Background

Council authorised the formation of the Heritage Advisory Committee (the Committee) to serve as an advisory committee of Council at the Ordinary Council Meeting held on the 17 January 2012. As part of the resolution, Council adopted Terms of Reference (TOR) to guide the future operation of the Committee.

The Committee's membership consists of up to two councillors, up to two members of Council's Strategic Planning Team, Council's Heritage Advisor, one voting member from each of the ten identified member organisations and three community representatives unaffiliated with any of these organisations.

Following widespread advertisement, Council resolved to appoint Evan Lloyd, Neil C Penney and Gary Steigenberger for a one (1) year term as community representatives at the Ordinary Council Meeting held on 21 May 2013.

Council recently adopted revised Terms of Reference for the Committee that extended the tenure of community representatives from one to two years. Council subsequently resolved to reappoint the existing three community representatives for a further one (1) year term at the Ordinary Council Meeting held on 20 May 2014.

At the Committee's July 2014 meeting, Neil C Penney notified the Committee that he is leaving the region and must resign his position on the Committee. At this meeting, the Committee agreed to seek nominations for this vacant term.

An advertisement calling for community representative nominations for membership of the Committee for the remainder of this vacant term ending on 19 May 2015 was placed in the Shepparton News on Friday, 08 August 2014. One nomination was received from Leanne Raditsas.

On 13 October May 2013, the Committee assessed the nomination against the following selection criteria:

- demonstrated experience in area or building conservation, or the development industry in general,
- knowledge of conservation and historical issues affecting the Municipality, and
- the ability to access historical or conservation networks and stakeholder groups.

The Committee agreed to advise Council that it sought to nominate the applicant to the Committee for the remainder of this vacant term ending on 19 May 2015.

This report has been prepared for Council to formally rescind Neil C Penney's appointment to the Committee and to appoint Leanne Raditsas to the Committee for the remainder of this vacant term.

Council Plan/Key Strategic Activity

The operation of the Heritage Advisory Committee, including the appointment of community representatives, is consistent with Goal 5: High Performing Organisation (Leadership and Governance).

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.1 Heritage Advisory Committee - Nomination of Community Representative (continued)

Risk Management

Council considerably reduces the governance risks associated with the operation of the Heritage Advisory Committee by ensuring that members are appointed and appointments are rescinded in accordance with the *Local Government Act 1989*.

Failure to resolve to rescind the previous appointment or to appoint a new community representative to the Heritage Advisory Committee would fail to meet Council's obligations under the *Local Government Act 1989* and would reduce the Committee's ability to promote community participation in and raise awareness of cultural heritage issues within the Municipality.

Policy Considerations

Rescinding the previous appointment to the Committee and appointing a new community representative to the Heritage Advisory Committee does not conflict with existing Council policies.

Financial Implications

There are no costs associated with either the rescindment of the previous appointment or the appointment of a new community representative to the Heritage Advisory Committee.

The approved budget for the Heritage Advisory Committee is \$10,000 in the 2014-2015 financial year. Council resolved to allocate \$8,000 of this budget to the costs associated with hosting the biennial Cultural Heritage Awards ceremony in April 2015. The remaining \$2,000 is allocated to meet the operating costs of the Committee within this financial year.

Legal/Statutory Implications

There are no legal or statutory implications associated with rescinding a previous appointment or resolving to appoint a new community representative to the Heritage Advisory Committee.

The rescindment of previous appointments and appointment of members to the Heritage Advisory Committee accords with the *Victorian Charter of Human Rights and Responsibilities Act 2006*. No human rights were negatively impacted upon through the advertisement and consideration of the appointment of the community representative to the Heritage Advisory Committee. It is not foreseen that the rescindment of the previous appointment and the appointment of a new community representative will impact upon the rights of all individuals and groups with regard to freedom of expression, right to be heard, entitlement to participate in public life and property rights.

The Heritage Advisory Committee is not a Section 86 Committee under the *Local Government Act 1989*. This proposal is consistent with the provisions of the *Local Government Act 1989* and it is necessary to ensure compliance with this Act.

The rescindment of the previous appointment and the appointment of a new community representative for the remainder of the vacant term is in accordance with the Committee's revised Terms of Reference adopted by Council at the Ordinary Council Meeting held on 18 March 2014.

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.1 Heritage Advisory Committee - Nomination of Community Representative (continued)

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts associated with the rescindment of the previous appointment and the appointment of a new community representative to the Heritage Advisory Committee.

Social Implications

There are no direct social impacts associated with the rescindment of the previous appointment and the appointment of a new community representative to the Heritage Advisory Committee.

The operation of the Committee has positive social impacts. The Committee is seen as a critical way of raising awareness and promoting community participation of cultural heritage issues within the Municipality. The Committee will continue to raise awareness within the community of cultural heritage conservation.

Economic Impacts

There are no economic impacts associated with the rescindment of the previous appointment and the appointment of a new community representative to the Heritage Advisory Committee.

Consultation

Officers believe that appropriate consultation has occurred during both the formation and operation of the Committee, and the key activities it has been involved in since its formation by Council.

Neil C Penney has informed the Committee that he wishes to resign his position on the Heritage Advisory Committee due to the fact that he is leaving the region.

An advertisement calling for community representative applications for membership of the Heritage Advisory Committee was placed in the Shepparton News on Friday, 19 May 2015. Following this public consultation period, one application was received. The Committee assessed the nomination applications against the following selection criteria:

1. demonstrated experience in area or building conservation, or the development industry in general,
2. knowledge of conservation and historical issues affecting the Municipality, and
3. the ability to access historical or conservation networks and stakeholder groups.

Following consideration of the nomination application against these selection criteria, the Committee agreed to advise Council to appoint the nomination to the Committee for a one (1) year term. This term is due to end on 19 May 2015.

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

Strategic Links

a) Greater Shepparton 2030 Strategy 2006

The rescindment of the previous appointment and the appointment of a new community representative to the Heritage Advisory Committee is consistent with the objectives, strategies and actions outlined in the Environment Section of the *Greater Shepparton 2030 Strategy 2006*.

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.1 Heritage Advisory Committee - Nomination of Community Representative (continued)

b) Other strategic links

The rescindment of the previous appointment and the appointment of a new community representative to the Heritage Advisory Committee will also develop and implement the initiatives outlined in Section 14.2 of the *Greater Shepparton Heritage Study Stage IIB 2013*.

Options for Consideration

1. That Council resolve to rescind the previous appointment of Neil C Penney to the Heritage Advisory Committee and, having considered the nomination received for the vacant community representative position, resolve to appoint Leanne Raditsas to the Heritage Advisory Committee for a term ending on 19 May 2015.
2. That Council resolve not to rescind the previous appointment of Neil C Penney to the Heritage Advisory Committee and, having considered the nomination received for the vacant community representative position, not to resolve to appoint Leanne Raditsas to the Heritage Advisory Committee.
3. Any combination of the above options.

Conclusion

It is recommended that Council resolve to rescind the previous appointment of Neil C Penney to the Heritage Advisory Committee and, having considered the nomination received for the vacant community representative position, resolve to appoint Leanne Raditsas to the Heritage Advisory Committee for a term ending on 19 May 2015.

The Committee is a critical way of raising awareness of cultural heritage issues, as well as promoting community participation in cultural heritage issues within the Municipality.

By continuing to support the Greater Shepparton Heritage Advisory Committee, Council is continuing to embrace a cost-effective opportunity of raising awareness and promoting community participation of cultural heritage issues within the Municipality.

Attachments

Nil

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.2 Goulburn Valley Equine and Greyhound Precinct

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: Senior Strategic Planner

Proof reader(s): Team Leader Strategic Planning, Manager Planning

Approved by: Director Sustainable Development

Executive Summary

The *Discussion Paper* was prepared by Urban Enterprise for the GV Equine and Greyhound Precinct. The main objective of the Discussion Paper is to inform the Feasibility Study and Master Plan, which will be published in the near future and will be subject of a public consultation. This work is in accordance with the actions outlined in *Greater Shepparton Housing Strategy (2011)* and *Greater Shepparton Planning Scheme*.

The Discussion Paper has been informed by existing Council strategies for this site and landowners within and adjoining the investigation area. It has also been informed by several discussions with community stakeholders including the Shepparton Harness and Greyhound Racing Clubs, Shepparton equine clubs and referral authorities.

The Discussion Paper provides a detailed assessment of the strategic context of the site, and an informative background of the existing harness and greyhound activities that currently take place. The Paper also provides a profile of both sectors, with the industry highlighting that growth is expected to take place within the harness and greyhound sectors in the near future.

Three concept plans for the future development of the site have been prepared. Each option considers a range of land use opportunities. Urban Enterprise has identified Option 3 as their preferred option for the precinct. However, it is noted Council alone will have the final decision on which scenario to further develop as part of the final Feasibility Study and Master Plan.

Addendum

As Council would be aware, the motion to release the discussion paper was lost at the Ordinary Council Meeting on 21 October 2014. No further motion was moved, and as such, Council did not take any position to formally release the document or choose a preferred option to progress the Master Plan.

In order to facilitate an outcome and move the investigation process forward, officers now suggest consideration of a new recommendation. In effect, the new recommendation below will formally release all the options outlined in the Discussion Paper associated with the development of the site for community feedback and public comment.

Following this process, officers will review submissions and make a recommendation on a preferred option which will be brought back to Council for consideration. The effect of this is to incorporate an additional feedback loop for the community. The timeframe for the consultation period will be three weeks. This timeframe is in accordance with the

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.2 Goulburn Valley Equine and Greyhound Precinct (continued)

Community Engagement Strategy, which states ‘Notice of not less than two weeks will be given for any activity that requires people to attend or be involved in an engagement activity. At least three weeks will be given for people to respond in writing to requests for feedback on policies, plans and strategies’ (p. 5).

In doing so, Councillors should note that the additional feedback loop delays the process by the time period it takes to review and analyse submissions on the Discussion Paper. Finalisation of the master plan and planning scheme amendment will then be initiated to give this work recognition in the Greater Shepparton Planning Scheme. Following the public consultation process, the report that comes back to Council will require Council to form a view on the preferred option to progress the master plan and feasibility study.

Moved by Cr Houlihan
Seconded by Cr Ryan

That the Council:

1. note the Goulburn Valley Harness and Greyhound Racing Feasibility Study and Master Plan – Background Discussion Paper, including Concept Options 1, 2, and 3,
2. make the Goulburn Valley Harness and Greyhound Racing Feasibility Study and Master Plan – Background Discussion Paper including Concept Options 1, 2, and 3 publically available for comment, and
3. note that officers will report back to Council with any feedback, comments and submissions received from the public prior to a decision being made by Council on a preferred future option for further developing the Master Plan and Feasibility Study for Investigation Area 1.

CARRIED.

Background

Council awarded a contract to Urban Enterprise (18 December 2013) to complete a feasibility study and master plan for the ‘GV Equine and Greyhound Precinct’. Urban Enterprise was appointed in accordance with Council’s procurement policy. The decision making process involved the appointment of an evaluation panel and a selection process.

The project is jointly funded by Greater Shepparton City Council, Regional Development Victoria, Shepparton Harness Racing Club, Shepparton Greyhound Racing Club, Harness Racing Victoria and Greyhound Racing Victoria.

This work is in accordance with the actions outlined in the *Greater Shepparton Housing Strategy (2013)* and *Greater Shepparton Planning Scheme*. Clause 21.04 of the Greater Shepparton Planning Scheme references the Goulburn Valley Equine & Greyhound Precinct and provides the following description:

‘Investigation Area 1 – Kialla Paceway and Shepparton Greyhound Racing environs. This area surrounds and includes the greyhound and trotting facilities and is directly adjacent to the Shepparton South Growth Corridor. There is potential to extend services to this land. However, future residential development within this area will be dependent on amenity issues such as lighting, noise,

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.2 Goulburn Valley Equine and Greyhound Precinct (continued)

odour and dust being addressed to ensure that the long term interests of the racing facilities are protected'.

The Feasibility Study and Master Plan will be used to progress the development of the precinct and provide strategic justification in seeking future funding opportunities. It will also be used to assess future rezoning and development applications within the precinct.

Consultation

The consultation process is a vital aspect of the project. An extensive consultation exercise has already been undertaken. Attachment 1 provides a copy of the letters which were sent out to the relevant landowners, referral agencies and equine related clubs. Attachment 4 provides a map of all the landowners who were issued a letter as part of the consultation process.

Discussion Paper

A Discussion Paper has been prepared by Urban Enterprise. A copy of this Paper can be found within Attachment 2.

The Discussion Paper outlines three concept options for the site. Attachment 3 provides layout plans for each concept option.

Concept Options

Based on all the consultation, workshops, planning policy, physical constraints and opportunities, a variety of future land use opportunities have been considered. This includes:

- Residential
- Equine Recreation
- Commercial and tourism uses
- Equine Services

Three concept options for the site have been prepared for discussion, with the aim to confirm an agreed approach to the precinct and surrounding area.

Option 1 – Expansion of equine uses to the south, rural residential to the east

Option one is largely centred on the expansion of equine uses to the south of the precinct. This draws on the opportunity for the precinct to house an expanded recreational horse industry area for the following user groups:

- Shepparton Pony Club;
- Shepparton Equestrian Club;
- GV Equestrian Club;
- GV Show Jumping Club;
- Southern Seven Cutting Horse Association.

This option would require purchase of private land to accommodate the equine use expansion of the precinct. This approach proposes commercial uses along the Goulburn Valley Highway and River Road to maximise the benefits of highway exposure and also to provide a buffer from the equine uses within the precinct.

This option would investigate rural living residential uses to the east of the precinct, and also investigate the potential redevelopment of the training facilities at the rear of the harness and greyhound racing precinct.

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.2 Goulburn Valley Equine and Greyhound Precinct (continued)

Option 2 – Commercial use to the north, maintain existing use to the south

Option two provides the development of commercial uses to the north of the precinct, notably to provide for equine and greyhound commercial uses. In addition, there will be no major change to the area directly south of the precinct. However, there is potential for tourism uses.

Other uses in the precinct reflect those considered in option one with rural living residential areas to the east, as well as relocating the training track.

Commercial uses will remain along Goulburn Valley Highway and River Road.

Option 3 – Growth of the equine precinct, to the south, rural residential to the north and the east

Option three investigates utilisation of a large proportion of the investigation area for future rural residential, commercial and tourism uses.

The option varies from option one and proposes greyhound focused rural allotments to the north west of the site, providing segregation from the equine living land. This replaces the commercial uses identified in option one.

Preferred Option

Having prepared and reviewed all concept options, Urban Enterprise has indicated that Option 3 is their preferred option for the following reasons:

- This option would create a strong rural residential lifestyle community.
- There doesn't appear to be a high demand for further highway focused large commercial land in the precinct.
- There is a risk that land would sit idle for a while if it was allocated for commercial use.
- This option still allows for some form of commercial development to come forward (such as an equine supply shop or general store) if there is a demand for this type of provision.

The Discussion Paper provides an informative overview of the existing and future land uses at the GV Equine and Greyhound Racing Precinct. There are a range of existing operations which take place on the site. The three concept options for the future development of the site identify a range of new uses, including commercial and residential development.

Council Plan/Key Strategic Activity

The Council Plan 2013-2017 contains a strategic goal which seeks to promote economic growth through working with existing businesses and industries, encouraging new business development and diversification, attracting and supporting education within the city, and strengthening the agricultural industry. Implementation of the Masterplan will support economic growth in Shepparton.

The Discussion Paper is consistent with the Council Plan's vision and strategic goals. In particular, it implements the following key objectives:

- 3.3 Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.
- 4.3 Encourage sustainable municipal growth and development

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.2 Goulburn Valley Equine and Greyhound Precinct (continued)

Risk Management

There are no adverse risks associated with the Discussion Paper.

Policy Considerations

The Goulburn Valley Harness and Greyhound Racing Feasibility Study and Master Plan supports Council policy including the Greater Shepparton City Council *Council Plan 2013-2017* and the *Greater Shepparton Strategy 2030*.

Financial Implications

At this stage, the recommendation to endorse an option within the Discussion Paper does not have any financial or budgetary implications for Council. The Council has already made budget provision to complete the project.

Legal/Statutory Implications

All procedures associated with the Discussion Paper comply with the legislative requirements. The Discussion Paper has been prepared in accordance with the Greater Shepparton Planning Scheme.

Environmental/Sustainability Impacts

A large proportion of the Precinct is affected by a Flood Overlay and Land Subject to Inundation Overlay. This will place development constraints in some areas of the site, and flood plain areas could potentially be utilised for open space/recreation trails/horse tracks.

There are no adverse environmental impacts associated with the Discussion Paper.

Social Implications

The development options outlined in the Discussion Paper will provide positive social benefits. It could potentially expand existing uses and introduce new uses to this part of Shepparton.

It is intended to achieve a positive social outcome by developing on a key strategic site in Shepparton.

There are no adverse social impacts associated with the Discussion Paper.

Economic Impacts

The development options outlined in the Discussion Paper would provide positive economic benefits. There is an opportunity for a range of new uses to be utilised within this location, which would create employment opportunities and have a positive impact upon the local economy. This would also provide additional planning certainty over the location and built form for a range of uses.

There are no adverse economic impacts associated with the Discussion Paper.

Consultation

The consultation process is a vital aspect of the project. An extensive consultation exercise has already been undertaken. This has involved:

- Inception Meeting – Initial meeting between Council, consultant team and the steering group to discuss project objectives and scope, provide a review of information requirements and initiate a broad discussion on issues and opportunities and vision for the precinct.

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.2 Goulburn Valley Equine and Greyhound Precinct (continued)

- Letters were sent to landowners within and adjoining the precinct, informing them of the project and inviting them to meet with Urban Enterprise
- Letters were sent to referral agencies and authorities informing them of the project and inviting them to meet with Urban Enterprise.
- Letters were sent to equine related clubs in Greater Shepparton informing them of the project and inviting them to a workshop to be conducted by Council.
- Internal email sent to Council officers within various departments inviting them to attend a meeting with Urban Enterprise to discuss specific issues and opportunities.
- Workshop and site visit with representatives from Greyhound Racing Victoria, Harness Racing Victoria, Shepparton Harness Racing Club, Shepparton Greyhound Racing Club.

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

Strategic Links

a) Greater Shepparton 2030 Strategy

The future planning and development of this location is consistent with the premise of the *Greater Shepparton 2030 Strategy* for continued sustainable development.

b) Greater Shepparton Housing Strategy 2011

The *Greater Shepparton Housing Strategy 2011* (GSHS) was developed to respond to existing and future housing needs in the municipality up to 2031. It includes objectives, strategies and actions to guide housing delivery, and sets a long-term direction for future residential growth. The Discussion Paper supports the GSHS by encouraging residential development in locations appropriate to its intended use. It will also create sustainable living environments which conserve land and energy and are integrated with existing networks and systems.

Options for Consideration

1. To endorse Option 1 - Expansion of equine uses to the south, rural residential to the east as the preferred option and make the Discussion Paper publically available.
2. To endorse Option 2 - Commercial use to the north, maintain existing use to the south as the preferred option and make the Discussion Paper publically available.
3. To endorse preferred Option 3 - Growth of the equine precinct, to the south, rural residential to the north and the east as the preferred option and make the Discussion Paper publically available.
4. To not endorse any of the three Options and make the Discussion Paper publically available.
5. Any variation of above.

Conclusion

The Goulburn Valley Equine and Greyhound Racing Precinct Feasibility Study and Master Plan provides an opportunity to progress the development of the precinct.

In accordance with the Council's procurement policy, Urban Enterprise was appointed to complete this work.

The Discussion Paper provides a detailed assessment of the strategic context of the site, and an informative background of the existing harness and greyhound activities that currently take place. The Paper also provides a profile of both sectors, with the industry highlighting that growth is expected to take place within the harness and greyhound sectors in the near future.

9. SUSTAINABLE DEVELOPMENT DIRECTORATE

9.2 Goulburn Valley Equine and Greyhound Precinct (continued)

Three concept plans for the future development of the site have been prepared. Each option considers a range of land use opportunities. Urban Enterprise has identified Option 3 as their preferred option for the precinct.

Attachments

- | | |
|---|----------|
| 1. Letter templates issued by Greater Shepparton City Council | Page 111 |
| 2. Feasibility Study and Masterplan - Background Discussion Paper
September 2014, Goulburn Valley Harness & Greyhound Racing
Precinct | Page 117 |
| 3. Three Concept Option Layouts | Page 264 |
| 4. Landowners Contacted Plan | Page 267 |

10. TABLED MOTIONS

Nil Received

11. REPORTS FROM COUNCIL DELEGATES TO OTHER BODIES

Nil Received

12. REPORTS FROM SPECIAL COMMITTEES AND ADVISORY COMMITTEES

Nil Received

13. NOTICE OF MOTION, AMENDMENT OR RESCISSION

Nil Received

14. DOCUMENTS FOR SIGNING AND SEALING

14.1 Documents for Signing and Sealing

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

Under section 80C of the *Local Government Act 1989*, Council officers and others who are contracted to provide advice or services to the Council must disclose any conflicts of interests they have before any advice they provide is considered. Disclosures must be in writing, to the Chief Executive Officer and must specify the type and nature of the conflict.

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.

The following documents have been presented for signing and sealing:

- **Lease** – between Council and April Halliday and Barrie Halliday for Hangar site 3, Shepparton Aerodrome, 7810 Goulburn Valley Highway, Kialla for a period of 7 years from 1 July 2013.
- **Lease** – between Council and James Russell for Hangar site 8, Shepparton Aerodrome, 7810 Goulburn Valley Highway, Kialla for a period of 7 years from 1 July 2013.
- **Lease** – between Council and John Buckley for Hangar site 11, Shepparton Aerodrome, 7810 Goulburn Valley Highway, Kialla for a period of 7 years from 1 July 2013.
- **Lease** – between Council and Max North for Hangar site 12, Shepparton Aerodrome, 7810 Goulburn Valley Highway, Kialla for a period of 7 years from 1 July 2013.
- **Lease** – between Council and Shepair Pty Ltd for Hangar site 14, Shepparton Aerodrome, 7810 Goulburn Valley Highway, Kialla for a period of 7 years from 1 July 2013.

**Moved by Cr Oroszvary
Seconded by Cr Polan**

That the Council authorise the Chief Executive Officer to sign and seal the documents listed above.

CARRIED.

15. COUNCILLOR ACTIVITIES

15.1 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*, Council officers and others who are contracted to provide advice or services to the Council must disclose any conflicts of interests they have before any advice they provide is considered. Disclosures must be in writing, to the Chief Executive Officer and must specify the type and nature of the conflict.

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 October 2014 to 31 October 2014, some or all of the Councillors have been involved in the following activities:

- Activities in the Park Launch
- Community Leadership Program Networking Dinner
- Victorian Farmers Federation Agriculture Debate
- The Launch of the Horticulture Centre of Excellence
- Victoria Grants Commission - Greater Shepparton
- Sir Murray Bouchier | Meeting with the Artist and Presentation
- Official Opening & Launch of Dookie Earthed by the Hon Damian Drum
- Tatura Italian Social Club | Annual Salami Night
- Positive Ageing Advisory Committee Meeting
- SEGRA Conference 2014 | Alice Springs
- Deakin Reserve Advisory Committee Meeting
- Development Hearing Panel [DHP] Brief
- Rural Health Academic Centre, University of Melbourne - Joint Meeting of the University Department of Rural Health (UDRH) Management Advisory Committee and Rural Clinical School (RCS)
- 'Truly Deeply' Branding Interview
- Create Another Chance [ACSO] Morning Tea with Peter Ferguson
- Senior Combined Partners Meeting
- Saleyards Advisory Committee Meeting
- Development Hearing Panel [DHP] Meeting
- Friends of SAM | Annual General Meeting
- Mooroopna Urban Fire Brigade | 2014 Combined Service Club Dinner
- Launch of the Cultural Heritage Awards 2015
- Shepparton East Country Women's Authority [CWA]
- Goulburn Valley | Pregnancy & Family Support Service
- Shepparton Chamber of Commerce | 'Women In Business' Breakfast
- McGrath Foundation - Morning Tea
- Mooroopna Secondary College | 'Victorian Certificate of Applied Learning' luncheon
- Greater Shepparton 'Order of Australia' Recognition Function
- St Luke's Primary School - 'Celebrating Our Journey 2004-2014'
- 'Discover Your Own Backyard' Campaign
- Relay for Life | Opening and Closing Ceremony
- Building Better Regional Cities [BBRC] Official Opening
- Department Human Services | 'Turning of the Sod' - Commencement of Construction - Shepparton Youth Foyer
- Shepparton Show Me | Ordinary Meeting
- Tatura Children's Centre | Annual General Meeting

15. COUNCILLOR ACTIVITIES

15.1 Councillors Community Interaction and Briefing Program (continued)

- Goulburn Broken Greenhouse Alliance Meeting
- Funding Announcement for Pactum Dairy & Stoitse Transport by the Hon Peter Ryan
- Funding Announcement for Katandra West Community Centre by the Hon Peter Ryan
- RiverConnect Implementation Advisory Committee Meeting
- Australian Botanic Gardens Shepparton | Annual General Meeting
- Regional Cities Victoria | October 2014 Meeting
- Small Town Festive Grant | Successful Applicant's
- Greater Shepparton Council Staff Celebration - Reward & Recognition Dinner
- MAV | State Council Meeting
- Women's Charter Alliance Advisory Committee Meeting
- Volunteer Strategy Launch
- Disability Advisory Committee Meeting
- Twilight Stroll | Shepparton – Mooroopna
- PGA Australian Golf Tournament
- La Trobe Shepparton | 20th Anniversary Celebration
- High Speed Rail Forum | Canberra
- Victorian Tourism Awards Gala Awards | Melbourne Convention & Exhibition Centre
- AFL NAB Challenge Media Launch
- Special Council Meeting - 2014/2015 September Quarter Budget Review
- Tim Costello – Chief Executive Officer, World Vision | A Leadership Luncheon
- Best Start Partnership Meeting
- Funding Announcement for Tatura Abattoirs by the Hon Peter Ryan
- Unveiling Ceremony | Private Robert Mactier VC Statue & Redevelopment of Memorial Gardens
- 2014 Powercor 95 3SR FM Business Awards | Gala Presentation Dinner

Councillors were also briefed on the following matters:

- Unilever Masterplan & Planning Scheme Amendment
- Shared Storage Facility [Mooroopna]
- Community Arts Grants | Round 1
- Summary of Community Planning 2013-2014
- 'Truly Deeply' Branding overview
- 2014 Planning Scheme Review | John Keaney - Planning & Research Pty Ltd
- Greater Shepparton City Council - Annual Report 2013-2014
- 'Strategic Discussion' - Economic Development Strategy 2015 – 2019
- Proposed Amendment C162 - Industrial Land Review GSCC 2011
- Kaiela Gallery | Visit Gallery and Meet the Artists
- Draft 2014/2015 September Quarter Budget Review
- 'Cool Heads' Certificate of Appreciation | Glenn Gibson - Shepparton Police
- Heritage Advisory Committee - Nomination of Community Representative
- Productivity Commission report into Childcare & Early Childhood Learning
- Procurement Policy
- Mayoral Position Description and Councillor Committees

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

15. COUNCILLOR ACTIVITIES

15.1 Councillors Community Interaction and Briefing Program (continued)

Moved by Cr Adem
Seconded by Cr Summer

That the summary of the Councillors' community interaction and briefing program be received.

CARRIED.

Attachments

- | | |
|--|----------|
| 1. Councillor Briefing Session - 30 September 2014 | Page 269 |
| 2. Councillor Briefing Session - 7 October 2014 | Page 270 |
| 3. Councillor Briefing Session - 14 October 2014 | Page 271 |
| 4. Record of Assembly of Councillors - RiverConnect Implementation
Advisory Committee Meeting - 22 October 2014 | Page 272 |
| 5. Record of Assembly of Councillors - Women's Charter Alliance
Advisory Committee meeting 24 October 2014 | Page 273 |
| 6. Councillor Briefing Session - 28 October 2014 | Page 274 |

16. URGENT AND OTHER BUSINESS NOT INCLUDED ON THE AGENDA

Nil Received.

17. PUBLIC QUESTION TIME

Cr Houlihan left the meeting, the time being 6:22 PM

Cr Houlihan returned to the meeting, the time being 6:24 PM

Question 1 (Brendan Gosstray)

The Council holds the licence for the Goulburn Valley Suns FC. Can you please advise of the process to transition the licence to a community entity, and what measures will be in place to ensure that a democratic and transparent election of board members will take place. How will this be advised to members of the club and the public

Response

Thank you for your question Brendan. I can confirm that Council still holds the licence for the Goulburn Valley Suns Football Club for and on behalf of the Club, which is an incorporated body under the Associations Incorporation Act. The interim Board comprises 4 community members and a representative from Council's Executive Team. The club intends to hold an Annual General Meeting in either January or February of 2015 at which time all Board positions will become vacant and available for nomination and election. Council intends to transition the license to the Club following the AGM. The current Board will advertise the AGM and elections using the normal public notice mechanisms for such meetings and elections.

Question 2 (Brendan Gosstray)

With reference to the governance of the current board, can you please advise as to how appointments are made, the number of positions that are vacant, and whether any new requests to join the board have been considered?

Response

This question is best directed to the current Board Chair rather than Council. I am advised that my Director Infrastructure has given you the contact details of the current Acting Chair of the Board. In the meantime I can advise that the Board is currently seeking to increase its community representation and is looking for particular skills sets in the areas of financial management and legal services. Please make contact with the Acting Chair if you are interested in joining the Board.

17. PUBLIC QUESTION TIME

Question 3 (Leanne Raditsas)

Over two years ago our Council trialled free parking on Mondays for one month. From memory I believe the trial was extended to a two month period due to popular demand. Could you please explain what empirical evidence or data was collected during the trial period? Considering free parking in the Shepparton CBD continues to be a hotly debated topic, over two years later, I was wondering if you had any intention of addressing the public's requests and concerns in regards to the impact of paid parking in our CBD and the possible alternatives?

Response

Council has recently been briefed on the status of actions arising from its 2011 Parking White Paper which included references to free parking trials conducted on Mondays and during recent Christmas periods. Evidence collected during these trials has been inconclusive. Council has agreed to conduct a new Parking Strategy in 2015/16 and will make provision in its budget for that year for this activity. Council has made no recent decisions to change parking arrangements in advance of the new strategy being developed.

Question 4 (Leanne Raditsas)

Can we please be informed of the additional facilities or capital improvements our Council has made to the toilet amenities available to the public in the Greater Shepparton region since November 2012 (including the progress on a universal access toilet with hoist for people with disabilities)?

Response

Thank you Leanne.

Council recently adopted a Public Toilet Policy in 2013 and is developing a 10 year capital investment plan to implement the policy. Since November 2012, renewal works have been conducted at the Con Paling Toilet block at the southern end of Victoria Park Lake and this included improving all abilities access. There are a number of new initiatives also underway including:

- New public toilets will shortly be completed at the north end of the Multipurpose pavilion at Shepparton Showgrounds including all abilities access.
- A new public toilet will be built at Toolamba by the end of this financial year including all abilities access.
- New public toilets will be built at Ferrari Park Mooroopna this financial year including all abilities access.
- New public toilets will replace the portable toilets at the western edge of the Shepparton Bears club rooms at Deakin Reserve including improved all abilities access.
- The brick toilets in the Queens Gardens will be demolished later this year as they have been replaced by the adjacent Exeloo.
- Council has recently installed new wayfinding signage near many of the Shepparton public toilets to make it easier for users to find public toilets. Some signs we requested were unable to be installed due to VicRoads regulations.

17. PUBLIC QUESTION TIME

- A new Master Lock Accessible Key system will be implemented this financial year to provide afterhours access to all public toilets across the municipality for people with special needs.

An application to the Victorian State Government's Changing Places fund has been made for an all abilities access public toilet including adult changing facilities with hoist to be built as part of the public amenities building at the new planned bus interchange in Maude Street. Shepparton has been short listed and we expect an announcement after the caretaker period is complete

Question 5 (John Gray)

Submissions to the recent independent Local Government Electoral Review Panel's final recommendations closed on November 3. What is Council's response to the proposal to raise the number of councillors, recommended for municipalities in Greater Shepparton's voter population range, from the current seven to a complement of twelve?

Response

The Council do not have a formal response to the proposed rise to the number of Councillors recommended in the panel's report.

Question 6 (John Gray)

Can a projected timeline be given in respect to the upgrade of Mooroopna's much-patronised Ferrari Park - first mooted more than ten years ago under Council's Mosaic of Gardens programme?

Response

Thank you John for your question.

In the current Financial Year the following works are scheduled for Ferrari Park and the adjacent Mooroopna Recreation Reserve:

1. Replacement of the Ferrari Park Public Toilet block as part of Council's recently adopted Public Toilet Policy at an estimated cost of \$350,000.
2. Renewal and upgrade of irrigation pumps at an estimated cost of \$43,000
3. Power consolidation and upgrade at the Mooroopna Recreation Reserve including Ferrari Park at an estimated cost of \$320,000.

These first 3 projects are key elements or enablers of the Ferrari Park Master Plan.

4. The construction of a Community Storage Shed at the Mooroopna Recreation Reserve at an estimated cost of \$300,000.
5. Floor surface repairs and reseal at the Mooroopna Sports Stadium

Our forward capital budget also includes:

1. \$100,000 for shade over the Ferrari Park playground area
2. \$350,000 for sports field lighting
3. Repainting the Mooroopna Sports Stadium
4. Switchboard upgrade at the Mooroopna Sports Stadium

18. CONFIDENTIAL MANAGEMENT REPORTS

18.1 Designation of Confidentiality of Information

**Moved by Cr Houlihan
Seconded by Cr Summer**

That pursuant to sections 89(2)(d)(a)(h) of the *Local Government Act 1989*, close the meeting to members of the public during discussion of contractual matters and declare the following matters as confidential:

- a) Contract 1356 – Provision of Road Stabilisation Part Service and Whole of Service
- b) Notice of Motion – Cr Polan

CARRIED.

Councillor Michael Polan left the meeting, the time being 6:30 PM

Councillor Michael Polan returned to the meeting, the time being 6:31 PM

18.2 Contract 1536 - Provision of Road Stabilisation Part Service and Whole of Service

19. CONFIDENTIAL NOTICE OF MOTION

19.1 Notice of Motion - Cr Polan

19.2 Reopening of the Council Meeting to Members of the Public

MEETING CLOSED AT 7.26PM

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

18 November 2014

Agenda Item 5.1 Adoption of Procurement Policy

Attachment 1 Procurement Policy 54

GREATER SHEPPARTON CITY COUNCIL

and

Goulburn Valley Regional Collaborative Alliance

Policy Number 13.POL1

Procurement Policy

Version 2.0

Adopted February 2013

Last Reviewed November 2014

Business Unit:	Corporate Performance
Responsible Officer:	Manager Corporate Performance
Approved By:	Chief Executive Officer
Next Review:	November 2015

PURPOSE

The intent of this *Procurement Policy* ("the Policy") is to achieve best value outcomes and ensure high standards of probity and accountability in the procurement of goods, services and works for:

- a) the Greater Shepparton City Council ("Council"); and
- b) the Goulburn Valley Regional Collaborative Alliance ("GVRCA") of which Council and the Strathbogie Shire Council ("Strathbogie") are foundation members.

Accordingly, the Policy provides for procurement processes where:

- a) Council invites tenders for goods, services or works where Council will be the principal to the contract; and
- b) Council invites tenders as an agent for Strathbogie with the intention that each council subsequently enters into a contract.

OBJECTIVE

The objective of this Policy is to ensure that Council's procurement principles, policies, processes and procedures achieve the following objectives:

- a) value for money, innovation and continuous improvement in the provision of services for the community;
- b) a strategic approach to procurement planning, implementation and evaluation;
- c) enabling sustainable outcomes including economic, environmental and social sustainability;
- d) efficient and effective use of Council resources;
- e) utilising collaboration and partnership opportunities;
- f) high standards of probity, transparency, accountability and risk management; and
- g) compliance with legislation, the *Council Plan 2013-2017* objectives, Council policies and industry standards.

SCOPE

Section 186A of the *Local Government Act 1989* ("the Act") requires councils to prepare, approve and comply with a procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works.

This Policy must be considered in all aspects of the procurement of goods, services and works. Each council must also review its policy annually and make it available for public inspection at Council offices and on the website.

The scope of this Policy commences from when there is an identified need for procurement requirements and continues through to the delivery of goods or completion of works and services. The Policy applies to Council, Councillors, Council staff and all persons undertaking procurement on Council's behalf and they are accountable for complying with all relevant procurement legislative and policy requirements.

DEFINITIONS

Reference term	Definition
Act	<i>Local Government Act 1989.</i>
Best and Final Offer	A best and final offer allows council to invite shortlisted tenderers to submit their best and last technical and priced offer on the basis of the tender requirements. This will be used when two or more bids are difficult to split following an evaluation. This is done by the Contract and Procurement Department
Best value	Best value in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ol style="list-style-type: none"> 1. contribution to the advancement of the Council's priorities; 2. non-cost factors such as fitness for purpose, quality, service and support; and 3. cost-related factors including, where appropriate, whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.
Commercial in confidence	Information that, if released, may prejudice the business dealings of a party eg: prices, discounts, rebates, profits, methodologies and process information.
Contract management	The process that ensures both parties to a contract that fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council staff	Includes full-time, part-time and temporary Council staff, contractors and consultants engaged by the Council.
Expression of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the goods and/or services generally set out in the overview of requirements contained in the document. This invitation is not an offer or a contract
Panel contract	A panel contract is a standing offer agreement where multiple contractors are appointed to a panel of suppliers, rather than an agreement with just one contractor.

Probity	<p>Within local government, the word "probity" is often used in a general sense to mean "good process."</p> <p>A procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.</p>
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
e-Procurement	e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system/s to acquire and pay for goods, services and works.
Social procurement	Social procurement uses procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.
Standing offer agreement	<p>The contractor agrees to provide Council with specific goods or services as nominated in the contract and the contract is for a fixed period.</p> <p>There is no obligation on Council to purchase any goods or services, however if purchases are made under the contract, they are made under the terms and conditions which form part of the contract.</p>
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Tender process	The process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.

POLICY

1. Policy Principles and Application

Council and the GVRCA will apply the following fundamental best practice principles to all procurement, irrespective of the value and complexity of that procurement:

- a) value for money;
- b) open and fair competition;
- c) accountability;
- d) risk management; and
- e) probity and transparency.

The application of this Policy needs to be considered in the overall context of achieving the best value for money outcomes for Council, the Greater Shepparton community and the GVRCA community.

A key message is that the purchasing of goods, services and works needs to be sensitive to customer needs and expectations, market demand, market supply and prevailing market forces to achieve the best possible purchasing outcomes.

2. Roles & Responsibilities

The Council is transitioning from a “centre led” procurement service delivery model to a centralised procurement model. The initial focus will be on centralising much of the tendering process over a 12 month period.

Under the new centralised model, the Contracts and Procurement Team’s role will be to transition to the following responsibilities:

- a) responsibility for the *Procurement Policy*;
- b) responsibility for the *Procurement Guidelines*;
- c) custodian of tender documents such as Conditions of Contract and Conditions of Tender;
- d) provision of advice to other Departments;
- e) regular liaison with Strathbogie;
- f) facilitating joint tenders;
- g) managing the tendering process including:
 - i. assisting Departments and Teams with the preparation of specifications;

- ii. finalising the tender documentation;
- iii. advertising;
- iv. responding to enquiries from tenderers;
- v. issuing of addenda;
- vi. opening and distribution of tenders;
- vii. chairing every tender evaluation panel (“TEP”);
- viii. keeping notes from the TEP;
- ix. arranging checks on the financial viability of preferred tenderers;
- x. input to the report of the TEP;
- h) ensuring that each contract is properly awarded;
- i) arranging the exchange and execution of contracts;
- j) after input from the relevant Department:
 - i. extending contracts where appropriate;
 - ii. arranging contract novations;
 - iii. documenting contract variations;
 - iv. Returning of security and retention payments
- k) maintenance of the contract register;
- l) collating information on non-compliant contracts and ensuring these are included in the public register required to be kept pursuant to the *Local Government (General) Regulations 2004*. (Note – these Regulations “sunset” on 25 October 2014 and will be replaced or extended);
- m) quarterly reporting to Executive on the extent of compliance with the *Procurement Guidelines*;
- n) generally ensuring the consistency of procurement processes throughout the organisation.
- o) Reporting monthly to Council on current tenders

- p) Manage the Councils Contract Management System

Under the centralised model, the role of the Directorates and Departments will be transitioned to the following responsibilities:

- a) ensuring the proposed tender complies with the *Procurement Policy* and *Procurement Guidelines*;
- b) Allocating a Responsible Officer to each tender/contract
- c) ensuring the necessary approvals (eg: procurement plan, Director's approval etc) are obtained;
- d) preparation of draft specifications;
- e) referee checking of short listed or preferred tenderers;
- f) preparation of the draft TEP report (to the Council officer with delegation to award the contract);
- g) where required, preparation of the report to Council to award the contract;
- h) managing the contract;
 - i. Delivery of specified works, goods and services
 - ii. Delivery of contract in accordance with the terms and conditions
- i) reporting on contractor performance;
- j) ensuring that, where appropriate, there is timely liaison with the Contracts and Procurement Team to arrange contract extensions; and
- k) ensuring that there is timely liaison with the Contracts and Procurement Team to re-tender for goods, services or works when required.
- l) Issuing of practical and final completion certificates

The Contract and Procurement Analyst is responsible for leading the operation of the Contract and Procurement Team and is responsible for implementing, monitoring, evaluating and reviewing this Policy.

3. Ethics and Probity

Councillors and members of staff (and all persons engaged in procurement activities on the Council's behalf) must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny.

In accordance with the Act, all members of staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (section 95 – Conduct Principles).

In procurement matters:

GREATER SHEPPARTON CITY COUNCIL

7

Adopted: February 2013

TRIM Ref. M14/60165
Procurement Policy

- a) members of staff must disclose a direct or indirect interest (and the type of interest) before participating in any tendering process. Once a conflict is disclosed, the staff member must have no part on the tendering process;
- b) Council officers with delegated powers, duties or functions are prohibited from exercising those powers, duties or functions if they have conflicts of interest (section 80B);
- c) Councillors must comply with the Primary Principle of Councillor Conduct and avoid conflicts between their public duties as a Councillor and their personal interests and obligations (section 76BA). Councillors, members of special committees and members of the Audit Committee must disclose a conflict of interest (section 79);
- d) Councillors must comply with the *Councillor Code of Conduct*;
- e) Councillors must not improperly direct or improperly influence a member of Council staff in the exercise of any power in the performance of any duty or function (section 76E);
- f) members of staff must comply with the *Code of Conduct for Council Staff* (section 95AA);
- g) Council must comply with the Best Value Principles (section 208A-G);
- h) all staff engaged in the evaluation of a quotation or tender must adhere to this Policy and complete and lodge a *Conflict of Interest Disclosure Form* and a *Deed of Confidentiality* with the TEP Chairperson; and
- i) all Councillors and staff must adhere to *Council's Gifts and Benefits Policy* in matters of procurement.

Councillors and staff must make their interests known in any situation where it could be perceived that an interest might exist.

4. Late tenders

Late tenders will not be accepted under any circumstances.

5. Probity Plan and Probity Audits

When projects are identified as of sufficient complexity, risk or scale (ie greater than \$10 million), a probity plan is to be prepared and a probity advisor may be engaged.

Where necessary, a probity advisor or probity auditor shall review and certify the suitability of the tender, evaluation and award processes to ensure that:

- a) this Policy and the *Procurement Guidelines* are followed;
- b) all tenderers are treated equally and fairly;

- c) all material is kept confidential; and
- d) an audit trail of communications and decision-making is retained for proof of process.

The role of the probity adviser or probity auditor may include:

- a) reviewing the draft tender documentation;
- b) attending the opening of the tenders;
- c) attending meetings of the TEP, including any interviews of short listed tenderers;
- d) reviewing the draft report of the TEP; and
- e) providing a report.

6. Conduct of Councillors and Council Staff

Councillors and Council staff must at all times conduct themselves in ways that are and are seen to be, ethical and of the highest integrity and must:

- a) treat potential and existing suppliers with equality and fairness;
- b) not seek or receive personal gain;
- c) maintain confidentiality of Commercial-in-Confidence matters and information such as tender and contract prices and other sensitive information;
- d) present the highest standards of professionalism and probity;
- e) deal with suppliers in an honest and impartial manner that does not allow conflicts of interest; and
- f) be able to account for all decisions and provide feedback on them.

- g) Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- h) Remain natural prior to all decisions
- i) Avoid approaching and liaising with prospective tenderers and contractors.

Council staff responsible for managing or supervising contracts are prohibited from either being engaged by a Council contractor or performing any works under the contract they are supervising.

7. Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process so that it can withstand public and audit scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

8. Accountability and Transparency

Accountability in procurement means being able to explain and evidence what decisions have been made and what has happened. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

9. Gifts and Benefits

Councillors or Council staff may be offered a gift or benefit in the course of their work.

This gift or benefit could be offered in good faith, or it could be an attempt to influence, bribe or compromise the Councillor's or Council staff member's ability to act in the public interest.

In accordance with Council's *Gifts and Benefits Policy*, no Councillor or member of Council staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public who is involved, either directly or indirectly, with any matter that is connected with the duties of the officer, or in which the Council is interested.

Councillors and Council staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives or from organisations, firms or individuals with whom they have official dealings.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how insubstantial the evidence available), must be promptly reported to the Chief Executive Officer ("CEO").

10. Endorsement

Council staff must not endorse any products or services. Individual requests received for endorsement must be referred to a Director or the CEO.

11. Disclosure of Information

Information received by the Council that is Commercial in Confidence must not be disclosed and is to be stored in a secure location. Councillors and Council staff are to protect, by refusing to release or discuss information to the extent that it is Commercial-in-Confidence.

This may include:

- a) information disclosed by organisations in tenders, quotation or during tender negotiations; or
- b) pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests. Discussion with potential suppliers during tender evaluations must not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

Discussions must not be entered into with any tendering party or its representative or agent which could have potential contractual implications prior to the contract approval process being finalised, other than pre-contract negotiations.

12. Governance Structure

The Council shall:

- a) establish a procurement management responsibility, structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle (where possible) of all goods, services and works purchased by the Council;
- b) ensure that the Council's procurement structure is flexible enough to purchase in a timely manner the diverse range of material, goods, works and services required;
- c) ensure that prospective contractors and suppliers are afforded an equal opportunity to tender;
- d) encourage competition; and
- e) ensure that policies that impinge on the purchasing policies and practices are communicated and implemented.

13. Responsible Financial Management

The principle of responsible financial management must be applied to all procurement activities, including ensuring that existing funds within an approved budget, or source of funds, is established prior to the commencement of any procurement action.

Council staff must only authorise the expenditure of funds in accordance with their financial delegations as approved by the *Exercise of Delegations Policy*.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

Delegations define the limitations within which Council staff can make financial commitments. Delegation of procurement authority allows specified Council staff to

approve certain purchases, quotation, tender and contractual processes without prior referral to the Council or another officer.

This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity. The financial delegations for Council staff are detailed in the Instrument of Sub Delegation from the CEO.

14. Internal Controls

The Council will install and maintain a framework of internal controls over procurement processes that will ensure:

- a) there is clear accountability and responsibility for all transactions;
- b) transparency in the procurement process;
- c) a clearly documented audit trail exists for procurement activities; and
- d) appropriate authorisations are obtained and documented.

15. Risk Management

Risk management is to be appropriately applied at all stages of procurement activities ensuring sufficient planning is carried out in a manner that will protect and enhance the Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

The provision of goods, services and works by contract potentially exposes the Council to risk. The Council will minimise its risk exposure by measures such as:

- a) standardising contracts to include current, relevant clauses;
- b) requiring security deposits or bank guarantees where appropriate;
- c) referring draft specifications to relevant experts;
- d) requiring written contractual formation before allowing the commencement of work;
- e) use of or reference to relevant Australian Standards (or equivalent); and
- f) effectively managing the contract including monitoring and enforcing performance.

All procurements are to be conducted in accordance with Council's risk framework as detailed in the *Risk Management Strategy*, *Risk Management Policy* and this Policy

16. Occupational Health and Safety

Council is committed to procurement activities that provide a safe working environment for employees, volunteers and contractors.

Council requires all its contractors and suppliers share this commitment to providing a safe and healthy environment, so far as is reasonably practicable.

All persons working with Council under a contract, agreement or other documented work arrangement, must:

- a) comply with obligations under *Occupational Health and Safety Act 2004*, Regulations, Codes of Practice, Safety Standards and contract specific requirements;
- b) demonstrate effective safety management capabilities;
- c) identify and manage risk appropriate with the identified level of risk;
- d) consult with the relevant Council representative in relation to work health and safety duties and obligations to determine how OHS responsibilities will be managed;
- e) comply with requirements for qualifications, licences and registration;
- f) comply with the Council safety procedures implemented to protect workers' health and safety;
- g) report all incidents that have or could have, affected a person's health and safety; and
- h) provide sufficient information to allow performance to be monitored.

These are mandatory requirements and non-compliance may disqualify prospective contractors and suppliers.

Council employees responsible for any procurement or contractor activities must:

- a) undertake due diligence through the i PRO LIVE system to ensure contractors and service providers within their control comply with all appropriate OH&S legislative requirements; and
- b) ensure OHS considerations of purchases are given to ensure that the goods do not pose a risk to health and safety of workers.
- c) ensure appointed contractors, their employees and any subcontractors complete the My Safety online contractor induction course prior to commencement of any works

17. Sustainable Procurement

In accordance with the *Council Plan 2013-2017*, the organisation's procurement decisions and initiatives will be based on clear and transparent evidence, informed economic, environmental and social considerations. Therefore, to achieve sustainable procurement, Council will adopt a triple-bottom-line approach by considering economic, environmental and social sustainability.

18. Economic Sustainability

Council's procurement activities will be carried out on the basis of obtaining value for money. This means minimising the total cost of ownership over the lifetime of the requirement, including disposal and end of life costs, consistent with acceptable quality, reliability and delivery considerations. Lowest purchase price is not the sole determinate of value for money. To help ensure value for money the following factors will be considered:

- a) developing, implementing and managing procurement strategies that support the coordination and streamlining of activities throughout;
- b) effective use of competition;
- c) using panel contracts under a Standing Offer Agreement where appropriate;
- d) identifying and rectifying inefficiencies in procurement processes; and
- e) developing cost efficient tender processes including appropriate use of e-solutions.

19. Environmental Sustainability

Council is committed to enhancing the environment by supporting the principles of environmentally sustainable procurement within the context of purchasing on a value for money basis

The Council aims to achieve this by:

- a) taking into account the need to minimise emissions and reducing the negative impacts of transportation when procuring goods, services and works;
- b) taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products, services and works procured;
- c) considering the environmental credibility of tenders and requiring contractors to conduct their operations in an environmentally sensitive manner;
- d) selecting products, services and works that have minimal effect on the depletion of natural resources and biodiversity;
- e) giving a preference to Fairtrade, or equivalent, and ethically sourced and produced goods and services;
- f) ensuring all relevant tender and contract documents contain sustainability specifications as appropriate to the product or service being procured;
- g) complying with all Australian legislation and ensuring Council's suppliers do the same;
- h) training all Council staff on sustainability considerations within the procurement process;

- i) applying a 10 percent price advantage to encourage the purchase of environmentally sustainable products;
- j) establishing specific programs, as a member of ECO-Buy, for:
 - i. developing and implementing an ECO-Buy action plan;
 - ii. establishing a tracking system to monitor purchasing of environmentally preferred products; and
 - iii. incorporating green purchasing into all purchasing systems.

20. Social Procurement

Council is committed to improving the quality of life in Greater Shepparton and the GVRCA community through the involvement of the community in a range of factors including the provision of goods, services and works. Council is also committed to ensuring that all views are considered through inclusive deliberation and active involvement of the community.

Social procurement will be an evaluation criteria where appropriate. The criteria may include:

- a) consulting and engaging with the community;
- b) building community involvement in the ways services are delivered or works undertaken;
- c) enhancing partnerships with community stakeholders and other service providers;
- d) providing a range of other social benefits including community amenity and public health and well-being;
- e) increasing local employment;
- f) increasing employment of people from disadvantaged backgrounds; and
- g) capacity building in the local community.

To encourage a focus on local industry, including creating local employment and improving local businesses:

- a) Council officers must seek at least one quotation from a local supplier, if available;
- b) for all tenders where the anticipated contract sum is greater than \$250,000 including GST, a local economic impact statement must be submitted by tenderers that will detail the level of local content including labour, materials, plant and supervision; and

- c) where tenders are within 5% of the weighted tender evaluation of the highest ranked tender, the tender evaluation will take into consideration the merit of local economic impact statements when assessing the preferred tender.

Local is defined as within the municipal district and for a joint tender, within the two municipal districts.

Local content includes:

- a) labour and job creation;
- b) supporting local businesses by sourcing local products and services; and
- c) skills and technology transfer.

Council, in conjunction with industry partners, will coordinate and promote information sessions which will provide guidance to business and industry regarding all aspects of procurement and tendering.

The Best Value Principles in sections 208B and 208C of provide that Council may take into account opportunities for local employment growth or retention and environmental advantages.

Council will work with existing and potential suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being considered.

21. Planning & Methodology

To ensure that goods, services or works meet the Council's needs, Procurement Plans will be prepared for all purchases greater than \$50,000 including GST.

22. Role of Specifications

Specifications used in quotations, tenders and contracts are to support and contribute to the Council's objectives through being written in a manner that:

- a) ensures impartiality and objectivity;
- b) encourages the use of reliable and proven products;
- c) encourages sustainability;
- d) reduces bureaucracy and encourages innovation; and
- e) wherever possible, specifies requirements in terms of service outcomes and key performance standards.

Whilst it may be appropriate in certain circumstances to specify inputs, care must be taken to ensure that innovative solutions will still be encouraged.

23. Purchasing Methods

Council's standard methods for purchasing goods, services and works shall be by:

- a) petty cash, or corporate credit or debit card or purchase order for low value simple purchases;
- b) purchase order following a quotation process for purchases under \$50,000;
- c) quotations using the standard quotation documents for purchase between \$50,001 and \$150,000 for goods and services and \$200,000 for works;
- d) contract following a tender process;
- e) purchasing schemes or approved suppliers including collaborative purchasing arrangements with other councils, agency arrangements (section 186{5} {b}) and Ministerial approved schemes (section 186{5} {b}) such as the Municipal Association of Victoria and Procurement Australia;
- f) the Council or the CEO may approve other methods of procurement or exemptions to this Policy due to abnormal circumstances such as emergencies, sole suppliers or interruption to a delivery of a key services, in accordance with their level of authority; and
- g) Ministerial exemptions from tendering requirements in exceptional circumstances such as natural disaster recovery or interruption to a delivery of key services.

24. Procurement Thresholds and Competition

The *Procurement Guidelines* detail the minimum spend competition thresholds and the associated procurement methods. These thresholds are determined by this Policy as set out in 25 and 26.

25. Public Tenders

A public tender process must be undertaken when purchases of goods or services may exceed \$150,000 including GST, or purchases for the carrying out of works may exceed \$200,000 including GST.

Section 186(1) of the Act (as amended and updated) 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:

- a) give public notice of the purpose of the contract and invite tenders from any person wishing to undertake the contract; or

- b) give public notice of the purpose of the contract or the project to which the contract relates and invite expressions of interest from any person interested in undertaking the contract or all, or any part of, the project.

Section 186 does not require Council to accept the lowest tender or to accept any tender and does not apply if:

- a) the Council resolves that the contract must be entered into because of an emergency; or
- b) the contract is entered into with a council acting as the agent for a group of councils and the Council has otherwise complied with this Act; or
- c) the contract is entered into in accordance with arrangements approved by the Minister (eg; purchases through MAV Purchasing and Procurement Australia currently have Ministerial approval);

Section 186(6) of the Act requires that whenever practicable, a Council must give effective and substantial preference to contracts for the purchase of goods, machinery or material manufactured or produced in Australia or New Zealand.

The Council may, at its discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders. Typically a multi-stage tender process will commence with an expression of interest (EOI) followed by a selective tender process involving some or all of the EOI respondents. EOIs may be appropriate where:

- a) the requirement is complex, difficult to define, unknown or unclear;
- b) the requirement is capable of several technical solutions;
- c) where the organisation lacks knowledge about the particular good or service being purchased and wants to be able to take advantage of information submitted in an expression of interest process;
- d) the Council wishes to consider ahead of formal tender processes such issues as whether those tendering possess the necessary technical, managerial and financial resources to successfully complete the project;
- e) tendering costs are likely to be high and Council seeks to ensure that companies incapable of supplying the requirement don't incur unnecessary expense;
- f) it is necessary to pre-qualify suppliers and goods to meet defined standards; or
- g) the requirement is generally known but there is still considerable analysis, evaluation and clarification required (both of the objective and the solution).

Where significant sums are spent which aggregate to greater than \$150,000 for goods and services or \$200,000 for works with one supplier or on one service, it is necessary to structure procurement proposals as requests for tenders or quotations to achieve greatest value and supplier performance by leveraging this aggregate spend, rather than treating each discrete arrangement as a separate procurement exercise.

There is no specific time limit applying to the length of a contract which is subject to the tender threshold. Rather, the optimum period of a contract should be first determined on the basis of value for money and the efficiency and effectiveness of the procurement.

Measures which intentionally seek to avoid the requirement to give public notice, for example contract splitting, placing multiple orders, seeking multiple quotations with a single supplier or engaging in effect a single supplier under different guises, are considered to breach the requirement to call public tenders where threshold values would otherwise be reached.

26. Quotations

Purchase of goods, services and works having a total valuation of \$150,000 inclusive of GST or less, in a single contract (over the total life of the contract) or supply arrangement must be undertaken using a quotation method as described below:

- a) item of a value less than \$500 – best value;
- b) item of a value \$501 to \$10,000 - minimum one written quotation. Quotation details must be recorded in the Council's records system before placing an order. Similar details must be recorded where more than one supplier has quoted;
- c) item of value \$10,001 to \$50,000 – minimum two written quotations. Quotation details must be recorded in the Council's records system before placing an order. Similar details must be recorded where more than one supplier has quoted; and
- d) items with a value \$50,001 to \$150,000 for goods and services, or \$200,000 for works - Request for three written quotations. A minimum of three quotations is to be obtained by issuing a written Request for Quotation. Details of the suppliers contacted and their quotations must be recorded in Council's Record Management System.

Quotations returned by the nominated closing date must be evaluated and a recommendation made to consider the supplier offering the best value for money outcome.

27. Public advertising

Quotations may be advertised when judged to be sufficiently advantageous to Council. This may occur when a field of potential tenderers has not been established, an innovative approach is required or the project has broad appeal that may attract competitive prices, etc.

The relevant officer must consider the potential benefits of public tendering for any purchases over \$100,000 inclusive of GST, particularly to ensure that for any reason, such as contract variations, the contract sum does not eventually exceed \$150,000. A considered and conscious decision must be made that three quotes will still achieve the

best net value outcome. The minimum placement requirement includes use of any newspaper approved by Council for such purpose.

28. Insufficient quotations

The situation may arise where insufficient quotations are obtained to satisfy the above requirements. This may occasionally occur where there are few suppliers for the goods, services or works being sought. In this case, Director's approval is required. The details of the contacted suppliers must be recorded and an appropriate comment recorded.

In the following circumstances only one quotation may be required:

- a) in the event of emergency works for safety reasons; or
- b) when there is only one known and reputable supplier.

29. Delegation of Authority

Delegations define the limitations within which Council staff are permitted to work.

Commitments and processes which exceed the CEO's delegation and which must be approved by the Council are awarding contracts where the total contract value exceeds \$750,000 inclusive of GST.

The financial delegations allow specified Council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the Council.

The Council has delegated to the CEO authority to approve expenditure against approved contracts up to \$2 million (inc GST). The CEO has in turn delegated authority to Council staff. This Instrument of Sub-delegation is titled is made by the CEO under the delegation issued by Council to the CEO.

30. Quotation & Tender Evaluation

All quotations and tenders must be evaluated in a consistent manner against pre-determined and weighted evaluation criteria listed in order of importance. A weighted matrix analysis must be used for analysing and comparing tenders, and quotations in excess of \$50,000 inclusive of GST, in a detailed and consistent manner.

A formal evaluation is to be carried out for purchases that exceed \$50,000 inclusive of GST. The purpose of the evaluation plan is to define roles and responsibilities and ensure probity of the tender process.

The evaluation plan sets out the method of purchase and establishes who will be preparing the tender, the evaluation criteria, weightings and the TEP membership.

The evaluation criteria and weightings must be determined by the relevant Director and approved by the Executive prior to inviting proposals. The evaluation criteria (but not the weightings) must be included in the tender documents, in order of importance.

A due diligence analysis of the preferred or short-listed tenderers for all high value and/or highly complex projects (“major contracts”) must be undertaken to ensure that they have the capacity and stability to comply with the requirements of the contract.

A due diligence may include:

- a) a financial check through an organisation such as Corporate Scorecard;
- b) analysing recent audited financial statements; and
- c) referee checking.

Major contracts include:

- a) contracts with a value exceeding \$750,000.00 over the contract term;
- b) contracts with a relatively high level of risk (eg: financial or complex works contracts);
- c) contracts with a value exceeding the CEO’s delegation; and
- d) contracts of a sensitive nature to the community (eg: home care, open space maintenance, waste management etc).

31. Post Tender Negotiations

The objective of post tender negotiations is to obtain the optimal solution (eg Best and Final Offer) and commercial arrangements. All substantive issues must be agreed and the draft contract documentation amended to reflect the agreement. Negotiations must be mindful not to significantly alter the scope or intent of a tender or proposal. When the scope of the intent of the tender is changed by more than 20%, a new tender is required to be under taken.

The conduct of negotiations after the close of a tender or quotation as part of the process for recommending the preferred supplier may be conducted prior to entering into a contract or making a purchase. Matters for post tender negotiations may include:

- 1. clarifying the robustness of the lump sum price and/or schedule of rates;
- 2. additional value adding options;
- 3. specific contract management arrangements;
- 4. identifying key personnel for various stages of the contract;
- 5. intellectual property transfer opportunities; and
- 6. service supply arrangements.

32. Corporate Records

The officer authorised to make procurement commitments in respect of the relevant goods, services and works, will ensure timely and accurate corporate records are kept. Records shall include but not be limited to:

- a) acceptance of tenders;
- b) acceptance of quotes;
- c) TEP reports;
- d) evidence of the awarding of a contract;
- e) the contract documents;
- f) contract term extensions (within the authorised budget);
- g) contract amendments and variations (financial and non-financial);
- h) contract novations;
- i) appointment to register of pre-qualified suppliers;
- j) corporate credit and debit card purchases; and
- k) procedural exceptions.

33. Contract Terms

All contractual relationships must be documented in writing based on standard terms and conditions. The contract must be signed by the contractor and a Council representative before works or services commence.

To protect the best interests of the Council, terms and conditions must be agreed in advance of any commitment being made with a supplier. Any exceptions expose the Council to risk.

34. Dispute Resolution

Council's standard contracts incorporate dispute management and alternative dispute resolution provisions such as arbitration to minimise the chance of disputes escalating to legal action.

35. Contract Management

The purpose of contract management is to ensure that the Council, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- a) establishing a system reinforcing the performance of both parties' responsibilities and obligations under the contract; and
- b) providing a means for the early recognition of issues and performance problems and the identification of solutions. All Council contracts are to include contract management requirements and quality and cost standards. Furthermore, contracts are to be proactively managed by the member of Council staff responsible for the delivery of the contracted goods, services or works to ensure the Council receives value for money and that quality and cost standards and measurable key performance indicators are met.

36. Continuous Improvement

Council is committed to continuous improvement and will review this Policy annually, to ensure that it continues to meet the corporate objectives.

37. Policy Owner and Contact Details

The Manager Corporate Performance, is the designated owner of this Policy. For further information on the Policy please contact via email – council@shepparton.vic.gov.au or phone [03] 5832 9700.

Please note: This Policy is current as at the date of approval. Refer to Council's website (www.greatershepparton.com.au) or staff intranet to ensure this is the latest version.

RELATED PLANS, POLICIES, DIRECTIVES, GUIDELINES AND LEGISLATION

Plans

- Council Plan 2013-2017

Policies

- Councillor Code of Conduct
- Conflict of Interest – A Guide for Councillors October 2012
- Exercise of Delegations Policy
- Gifts and Benefits Policy
- Risk Management Policy
- Fraud Control Policy

Guidelines

- Procurement Guidelines

LEGISLATION

- Section 3C of the Act (objectives of a Council)
- Sections 77A, 77B, 78, 78A to 78E, 79 79B to D, 80, 80A to C and 95 of the Act (Conflict of Interest)
- Section 98 of the Act (delegations)
- Section 140 of the Act (accounts and records)
- Section 186 of the Act (power to enter into Contracts)
- Section 186A of the Act (Procurement Policy)
- Sections 208C of the Act (Best Value Principles)
- The relevant provisions of the *Competition and Consumer Act 2010*

REVIEW

Section 186A (7) of the Act requires that at least once in each financial year, Council must review the current procurement policy and may amend the procurement policy. This is the responsibility of the Manager Corporate Performance

Gavin Cator
Chief Executive Officer

Date

ATTACHMENTS

Nil

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

18 November 2014

Agenda Item 7.2	Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and Services.	
Attachment 1	MAV response to Productivity Commission into Childcare and Early Childhood Education 2014 September.....	80



MUNICIPAL ASSOCIATION OF VICTORIA

Municipal Association of Victoria

**Submission to Productivity Commission Draft Report into
Child Care and Early Childhood Learning**

September 2014



The MAV can provide this document in an alternative format upon request, including large print, Braille and audio.

This document has been prepared by the MAV. For further information please contact:

*Wendy Allan
Early Years Project Adviser
Level 12, 60 Collins Street
Melbourne
GPO Box 4326 Melbourne, 3001*

While this paper aims to broadly reflect the views of local government in Victoria, it does not purport to reflect the exact views of individual councils.



Introduction

The MAV is the legislated peak body for local government in Victoria and represents all 79 councils. The Association's members remain critically interested and involved in the provision of childcare and early childhood services and therefore welcome the opportunity to provide a response to the Productivity Commission Draft Report into Childcare and Early Childhood Learning.

Councils are the leading provider of children's services and early years infrastructure in Victoria. All Victorian councils are committed to the aim of providing children in their municipality with the best possible start in life through effective planning, development and provision of services that improve the health, connectedness, education and care of children and their families. Local government has responsibilities for local planning around all of these services as well as providing a strong local early years platform.

The work that local government has undertaken particularly over the past five years with the implementation of universal access to 15 hours of kindergarten has shown that the provision of Early Childhood Education and Care (ECEC) in Victoria is a core part of the economic and social fabric of communities and municipalities.

The MAV restates its position on ECEC, which is underpinned by:

- Support all families by ensuring affordable and flexibility of choice in high quality childcare options that optimise children's learning and development
- Maintain public investment in a universal approach to early childhood education and care with a priority focus on vulnerable families
- Provide infrastructure support for capital, workforce, planning and integrated facilities, and regulatory requirements
- All levels of government planning and funding be reviewed to ensure greater collaboration and used more strategically

Whilst the MAV supports some of the Key Points made by the Productivity Commission on page 2 of the Report which are: *the National Quality Framework for ECEC services must be retained, modified and extended to cover all Government funded services; and the Australian Government should continue to support the states and territories for all children to attend an approved preschool program in the year prior to school*, we also make the following recommendations for consideration by the Productivity Commission.

Recommendations

- I. The Commonwealth Government commits to extending the National Partnership Agreement on Early Childhood Education with the Victorian State Government beyond 2014
- II. Establish a Commonwealth/State/Local Government Early Childhood Education and Care (ECEC) planning body to: plan for current and future publically funded ECEC service provision; foster a diverse range of ECEC options available for families; meet the future supply and demand needs for service provision; and address the areas of market failure of the long day care sector.
- III. Ensure that Victorian kindergartens remain as part of the National Quality Framework (NQF) to ensure that linkages from birth to school entry can be retained.



- IV. Maintain the current qualification requirements for services and educators working with children under the age of three years old.
- V. The Commonwealth Government reviews the changes to the Community Support Program in relation to Family Day Care and In Home care before implementation in July 2015 to ensure that high quality schemes such as those operated by Victorian local government remain in place.
- VI. Strengthening of the Australian and Victorian government's commitment to OSHC and Vacation Care as the demand for these services is likely to increase as children leave ECEC and move into school.

In this response, the MAV provides information on a number of key issues which we believe are critical to the objectives of the Inquiry.

These are:

1. The Roles of Governments in ECEC with a focus on place-based planning
2. The need for the ongoing commitment by the Australian Government to 15 hours of kindergarten
3. The need to obtain accurate costs as part of setting the Early Care and Learning Subsidy
4. The need for a professional and qualified workforce of educators working with children of ALL ages
5. The need to ensure that integration and early years linkages from birth to school entry can be retained and strengthened
6. That the proposed universal changes to Community Support Program as it affects Family Day Care are reviewed based of the outcomes of the Productivity Commission Inquiry
7. That the areas of Out of School Hours Care and Vacation Care are further examined as part of a broader service system that supports families

1. Roles of Governments in ECEC with a focus on place-based planning

Local government in Victoria has a statutory role to plan for its communities and does so through its Municipal Health and Wellbeing Plans. In addition to these plans councils also produce Municipal Early Years Plans. Historical practice, legislative requirements and Victorian State Government policy directions have influenced the role of local government which has led to councils playing a significant and active role in the ECEC service delivery system. In Victoria local government represents approximately 20% of the system today across both centre-based and home-based care¹.

Within this context the MAV proposes that there be a more robust examination of the future role of governments in ECEC. In the Draft Report paragraph 3.4 provides some information about the future demand for ECEC services, which are all predicted to grow quite strongly. The Draft Report also comments on the range of government assistance to ECEC. The MAV considers there is a real need for governments to work in collaboration to undertake planning and in the words of PwC 'Strategic monitoring and engagement to ensure the right services are available in the right places.'²

¹ Productivity Commission Report on Government Services 2014

² PwC Submission to the Productivity Commission Inquiry into Childcare and Early Childhood Learning (2014)



Governments as the holder of information and data have a responsibility to their communities to ensure that this information is used in the most strategic and best possible way to plan for and meet their needs. What is missing is there is currently no vehicle to do this in the ECEC sector.

The MAV reiterates its long-standing position of the need for a tripartite approach to planning for and funding current and future ECEC service provision in order to:

- foster and ensure a diverse range of ECEC options for families
- meet future supply and demand for services
- address and mitigate market failure particularly in the long day care sector
- address market failure in rural, remote and smaller communities
- plan for and coordinate access for vulnerable children and their families to ECEC services

The MAV notes the discussion in Chapter 12 of the Draft Report that outlines the case of a supply-side funding model and considers that this is worthy of further discussion and exploration as such a model involves the type of planning the MAV is advocating. Such a model can offer governments better policy, planning (and therefore funding) control. This does not necessarily limit the choice for parents, for example kindergarten provision in Victoria is delivered by local government, community and private providers so parent still have a choice of those services who all have to meet the same criteria in order to receive the per capita rate of funding.

The MAV considers there is a great opportunity now for the three levels of government to engage in the strategic place-based planning and funding for the ECEC sector building on the success of the implementation of 15 hours of kindergarten in the year prior to school.

2. Ongoing commitment by the Australian Government to funding universal preschool access

The MAV commends the Commission on its recommendation that the Australian Government maintains preschool program funding as a priority area. However this funding is currently time limited to the end of December 2014.

The MAV strongly recommends the National Partnership Agreement of Early Childhood Education with the Victorian State Government is extended beyond 2014. The MAV notes the Commission's draft finding 5.2 – *'that any decision to extend universal access arrangements to younger children should be based on analysis of the effectiveness of the existing arrangements in improving developmental outcomes and from evidence drawn from relevant Australian and overseas research.'* As a general comment, the MAV would welcome a decision based on the evidence that sees universal access extended to younger children particularly vulnerable children. Some councils in Victoria already offer three year old children a quality educational program which supports their development, improves their outcomes and transition to school.

3. Accurate costs of ECEC service provision to inform the development of the Early Care and Learning Subsidy

As a funding model concept, the MAV supports the collapsing of the current range of payments into a model that makes it easier for families to understand and access. The MAV has long advocated that any model should provide no cost access/fee relief for vulnerable



children and their families and provide increased weighted subsidies for rural and remote services through a simplified, agreed Commonwealth/State funding arrangement that collapses the current fee support schemes.

The MAV notes the recent presentation by PricewaterhouseCoopers (PwC) at the Centre for Community Child Health's Forum on 25 July 2014. In their presentation they stated their contribution to the Commission Draft Report is undertaking advanced economic modelling to demonstrate the value of quality ECEC and attempt to measure the potential of economic and wider benefits associated with alternative models of care and potential reforms in childcare funding and support. The MAV is very interested in the results of this modelling and will provide further comment once this information is available.

As the Commission draft report says, the current modelling omits costings for children with additional needs and preschool³ and that it has not fully modelled the deemed cost of care to vary by child age or for care-only and care-education services. The MAV recommends that the Commission does not align costings to a disability but rather ensures that support for inclusion of children with additional needs can move across settings and takes into account the full range of funding provided by State and local governments such as Early Childhood Intervention Services, Preschool Filled Officer program, and Kindergarten Inclusion subsidy.

The MAV puts forward the position that the Commission must obtain the most accurate costings for its modelling in order to avoid understating the true cost of care. In addition the requirements of the National Quality Framework and costs of regulation and compliance must also be included in any deemed cost model the Commission examines and recommends.

4. Need for a professional and qualified workforce of educators working with children of all ages

There is overwhelming evidence to support the need for a qualified workforce of educators delivering a quality program of care to support the development of children of all ages in ECEC. The MAV is concerned at the draft recommendation 7.2 stating that 'requirements for centre-based services should be amended by governments such that:

- all educators working with children aged birth to 36 months are only required to hold at least a certificate III, or equivalent
- the number of children for which an early childhood teacher must be employed is assessed on the basis of the number of children in a services aged over 36 months.⁴

As many in the sector will support, the requirement under the NQF to have a qualified Early Childhood Teacher and qualified educators working with children of all ages including those under three years of age, was based on extensive Australian and international evidence and research about the development of children's brains postnatally. The MAV directs the Commission to the research of Dr Tim Moore from the Centre for Community Child Health, Murdoch Children's Research Institute.

³ Productivity Commission Draft Report 2014 ; pg. 25

⁴ Productivity Commission Draft Report 2014 ; pg. 59



Dr Moore most recently stated that:

*'Previously infants were thought of as needing loving care and protection but not as active learners or social partners. We now know that children come out of the womb primed to engage with their caregivers, and that the parents are primed to engage with them. We now know that learning starts from birth and that learning and development are cumulative, with later development building upon earlier development.'*⁵

Early Childhood Educators and Teachers are well placed to support families as often ECEC settings are where the early identification of children experiencing developmental issues and subsequent timely referral occurs to the early intervention support needed. The MAV strongly supports the continuation of the current requirements of the NQF regarding the appropriate qualifications of the ECEC workforce, as it is an investment that will have economic and social benefits in the longer term with the reduction of vulnerability and disadvantage for some children.

5. Need to ensure that integration and early years linkages from birth to school can be retained and strengthened

Local government in Victoria supports the view that the planning, design and service delivery of ECEC services should be underpinned by the objective of universal accessibility. Whilst there are undoubtedly good international models, particularly around service response for vulnerable children and their families, there is in Australia a history of well-coordinated, flexible ECEC service delivery models that could be built on, strengthened and expanded to meet the childcare needs of working families, without introducing new uncoded models such as nannies.

Victorian local government leads in the provision of flexible, integrated ECEC service delivery with over 60 integrated centres built by local government that provide a range of flexible ECEC options for families. The fact that both education and care aspects of service delivery now come under the NQF has enhanced and facilitated further integration in the areas of workforce, management, regulation and outcomes for children.

Victorian councils support the continuation of kindergarten (preschool) remaining under the NQF for the following reasons:

- the artificial divide between education and care is not reinforced through a carve up of regulatory responsibilities
- to implement such a change at this point in time is considered to be counterproductive to the concepts of integrated services providing streamlined access for families with wrap around care for the child
- the benefits for the ECEC workforce given they are working under the one regulatory and outcomes framework has provided improved career paths and opportunities for educational improvement - as the barrier between education and care has been removed.
- Significant transitional requirements would be needed to reverse the current arrangements

⁵ Dr Tim Moore (2014). Why Change? Challenging existing models of early childhood education and care in Australia. Presentation to CCCH Seminar, RCH 25 July 2014



6 Implementation of the changes to Community Support Program are reviewed

Local government in Victoria continues to provide a platform of early years services to its communities with over 40 councils providing Family Day Care (FDC) Services. Since the announcement of the Commission's Inquiry, the proposed changes to the eligibility for services to access Community Support Program funding would seem to be premature in light of the fact that the Commission is not due to provide the Australian Government with its final report until October 2014. To single out Family Day Care services for wholesale change at a time when the sector is likely to experience further significant change is unfortunate as the intended and unintended consequences of these changes are yet to be seen. The MAV notes the rationale the Commonwealth has provided for these changes but would caution against such an approach as FDC already supports the objectives which the Australian Government has commissioned for this Inquiry including:

- supports workforce participation, particularly for women
- is more flexible to suit the needs of families, including families with non-standard work hours, disadvantaged children, and regional families

The MAV recommends a review is undertaken of the proposed changes to the Community Support Program as they relate to Family Day Care, once the recommendations of the Commission's Inquiry are available in October 2014.

7. Outside School Hours Care and Vacation Care

The Commission projects in the years from 2011 to 2026 the population of children under 13 years of age will grow by 23 per cent and that such a growth will require around 113,000 full-time places in formal care including Outside School Hours Care (OSHC) and Vacation Care. In Victoria, there has been continued growth in the sector with currently over 1200 OSHC services⁶. There is increasing evidence to suggest that families continue to need access to extended hours of care for their children between five and under thirteen years of age once they start school.

Local government continues to be part of the OSHC and Vacation Care service sector and notes that the Commission is largely silent on the fact that working families need flexible, accessible and affordable vacation care options, particularly for those children who have a disability or are vulnerable. The current mismatch between the number weeks of school holidays a school-age child receives and the number of weeks holiday even two working parents can access reveals this is an area that could have a positive impact on workforce participation and productivity if appropriate 'wrap-around' care could be provided.

The Commission's draft recommendation 8.1 which recommends "*the requirement for CCB Approval for OSHC for most children attending an OSHC to be of school age be removed and not carried over into any new legislation*" warrants further analysis. OSHC is not simply a recreational platform and often deals with a complexity of children with difficult issues. Ratios in OSHC should not reflect school ratios as the environment and after hours arrangements are quite different to that of a school day. Likewise the Commission's proposal to remove National Quality Standard (NQS) 6 from OSHC is unwarranted. Local government considers the inclusion of OSHC in the NQF has improved the standard of

⁶ Community Child Care Victoria Submission to PC 2014



education and care provided and this service is seen as part of a broader professional career path in the sector.

Local government would like to see a strengthening of the Australian and State government's commitment to OSHC and Vacation Care as the demand for these services is likely to increase as children leave ECEC and move into school.

8. Additional comments

8.1 Victorian local government response to draft recommendation 7.12

The MAV notes the issues highlighted in this draft recommendation and offers the following in response. Victorian state planning laws reflect the building code of Australia which recommends standardised parking allocation related to the applicable zoning requirement. Victorian councils are very consistent with their planning approaches and follow a transparent and fair process. Parking can be an issue for example when a service increases in size in a built up area and most councils do use their discretion in such instances.

In Victoria there is a clear process and set of guidelines for the assessment of development proposals in relation to ECEC services.

8.2 Assistance for at risk children draft recommendation 12.6

The proposal for the Special Care and Learning Subsidy needs careful consideration with regard to how children are assessed as eligible for the subsidy. Much can be learned from the current situation with the Special Child Care Benefit particularly with regard to the continuity of participation of a child at an ECEC service when the benefit is only initially available for 13 weeks, and then for 26 weeks as long as the child continues to be assessed as at risk by the relevant state and territory department, with final approval of each period of assistance by the Commonwealth Department of Human Services (DHS). Evidence from councils in Victoria is that often they are funding the gaps in fees and costs in order to ensure that vulnerable children continue to attend the service. The MAV proposes that the initial benefit period be extended up to 26 weeks given the complexities usually associated with the initial assessment process and review arrangements.

8.3 In-home care to be strengthened

The MAV considers there is already available to government a strong well-regulated platform of family day care and in-home care that can be built on and enhanced to provide families with flexible, affordable ECEC. The proposal for including nannies in the funded service delivery system should be considered in light of what already exists.

8.4 Viability Assistance to ECEC providers in rural, regional and remote areas

Draft Recommendation 12.5 says "*the Australian Government should establish a capped 'viability assistance' program to assist ECEC providers in rural, regional and remote areas to continue to operate.....*" The MAV suggests that in relation to geographically rural and remote areas local government is most likely to provide the only institutional infrastructure to support ECEC services, and is often the only provider in the most challenging circumstances. I.e. the private market only provides services to those areas that it can easily



make its profit. Therefore the MAV recommends the Productivity Commission consider this aspect when determining just how the capped viability assistance program could work.

9. Conclusion

Access to high quality, affordable education and care for Australian children should be viewed as a right not a privilege or optional. Local government in Victoria comes from a well-informed place about their communities as they work with them across the life continuum and therefore highly value and understand the critical importance of ECEC to building the capacity of their communities.

The current demand-driven system is susceptible to market failure and government intervention will always be required particularly if it wants to ensure that outcomes for all children across Australia in their early years are achieved. ECEC was once a major community service and an opportunity has been missed with this Inquiry and Draft Report continuing to view ECEC as a largely commercialised arrangement.

'The evidence suggests that direct public funding of services brings more effective governmental steering of early childhood services, advantages of scale, better national quality, more effective training for educators and a higher degree of equity in access compared with parent subsidy models.'⁷

The MAV firmly contends that public planning, oversight, funding and investment in ECEC is critical to a nation's well-being and building of social capital. The children who attend the ECEC services today are the workforce of tomorrow.

⁷Family Day Care Australia, Submission to Productivity Commission Inquiry into Childcare and Early Childhood Learning. 301, p. 6.

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

18 November 2014

Agenda Item 8.1 October 2014 Monthly Financial Report

Attachment 1 October 2014 Monthly Financial Report 91

G R E A T E R S H E P P A R T O N
G R E A T E R F U T U R E



MONTHLY FINANCIAL REPORT

2014/2015 FINANCIAL YEAR TO DATE AS AT

31 October 2014



TABLE OF CONTENTS

Summary for Monthly Finance Report	4
Income Statement	5
Balance Sheet	7
Cash Flow Statement	10
Operating Budget	11
Capital Budget	13
Investments Summary	14
Comparative Rates Debtors	16
Comparative Sundry Debtors	17
Councillor Expense Report	18

GREATER SHEPPARTON CITY COUNCIL

Summary for Monthly Finance Report – for October 2014

The October 2014 Financial Report provides a summary of the actual financial performance compared to budget for the first four months of the 2014/2015 financial year. At the October special Council meeting the September Quarter Budget Review was adopted which is used as the basis of the Budget in this report. The actual year to date operating surplus of \$40.45m is \$1.75m (4.5%) over the year to date budget.

Income Statement

- The operating surplus is \$1.75m (4.5%) over the budget surplus with operating revenue \$70k (0.1%) more than the budget and operating expenditure \$308k (0.8%) more than the budget.
- Developer contributed assets is \$2.06m over the budget. This includes developer gifted assets for street and drainage work at Boulevard Estate and Archers Field. These are timing issues and often contributions are difficult to predict.

Capital Works

- Year to date capital expenditure of \$6.69m is \$944k (16.4%) over the budget. This is mainly due to timing of expenses relevant to Building Better Regional Cities Mooroopna West Gate Corridor Developer Contribution Plan (BBRC MWGC DCP) works \$491k and road for recovery expenditure \$261k.

Balance Sheet

- Year to date working capital (current assets less current liabilities) is \$67.30m which is \$1.10m less than the end of year budget. This is mainly due to an increase in the current liabilities payable \$1.20m.

Investments

- Total investment of \$26.98m is tracking \$1.88m behind the same time last year with an average interest rate of 3.51%.
- Council has a diverse investment portfolio, which includes local banking institutions and actively manages investments to preserve capital, manage cash flows and generate return.

Rates Debtors

- Declared rates and charges were recorded in August. The second rates instalment is due at the end of November.
- Rates debtors of \$51.73m is tracking \$2.64m more than the same time last year. This is primarily due to the budgeted increase in the total rates and charges and the increasing use of the 10 monthly direct debit payment option.

Sundry Debtors

- Sundry Debtors of \$1.57m is tracking \$85k less than the same time last year. Sundry Debtors are within acceptable limits and are being actively managed.

Greater Shepparton City Council
Income Statement
for period ended October 2014

	2014/2015	2014/2015	YTD	YTD	Note	
	Sept Qtr Budget	YTD Budget	YTD Actual	Variance (Fav)/Unfav		Variance (Fav)/Unfav %
	\$	\$	\$	%		
Revenues from Operating Activities						
Rates and Charges	63,952,257	63,493,118	63,428,279	64,839	0.1%	
Operating Grants and Contributions	24,441,461	6,886,804	6,990,342	(103,538)	(1.5%)	
User Charges	16,241,121	5,577,017	5,661,235	(84,218)	(1.5%)	
Statutory Fees	2,591,210	623,666	626,042	(2,376)	(0.4%)	
Parking Fees and Fines	1,940,000	590,242	615,903	(25,661)	(4.3%)	
Rent	565,982	289,276	289,283	(7)	(0.0%)	
Interest	1,177,801	336,661	336,428	233	0.1%	
Other	777,014	317,521	236,367	81,154	25.6%	
Total Operating Revenue	111,686,846	78,114,305	78,183,879	(69,574)	(0.1%)	
Expenses from Operating Activities						
Employee Costs	43,157,400	14,275,578	14,262,039	(13,539)	(0.1%)	
Materials and Consumables	33,276,456	11,684,169	11,870,709	186,540	1.6%	
External Contracts	15,087,501	5,288,274	5,369,530	81,256	1.5%	
Utilities	3,263,279	974,101	977,775	3,674	0.4%	
Borrowing Costs	1,125,875	25,621	25,620	(1)	(0.0%)	
Depreciation and Amortisation	21,013,353	7,005,015	7,054,855	49,840	0.7%	
Total Operating Expenses	116,923,864	39,252,758	39,560,529	307,771	0.8%	
UNDERLYING OPERATING RESULT	(5,237,018)	38,861,547	38,623,350	238,197	0.6%	
Non-operating Income and Expenditure						
Capital Grants and Contributions	6,111,709	187,673	209,674	(22,001)	(11.7%)	
Contributed Assets	3,000,000	0	2,059,817	(2,059,817)	(100.0%)	1
Proceeds from Sale of Assets	880,000	0	7,850	(7,850)	(100.0%)	
Written Down Value of Asset Disposals	(860,000)	(350,502)	(450,510)	100,008	(28.5%)	2
Total Non Operating Items	9,131,709	(162,829)	1,826,831	(1,989,660)	1,221.9%	
ACCOUNTING SURPLUS/(DEFICIT)	3,894,691	38,698,718	40,450,182	(1,751,464)	(4.5%)	

Greater Shepparton City Council
Notes to the Income Statement
for the period ended 31 October 2014

Notes

- 1 Developer contributed assets are \$2.06m over the budget. This includes developer gifted assets for street and drainage work at Boulevard Estate and Archers Field. Contributions from developers are difficult to predict.
- 2 Written Down Value of Asset Disposals is \$98k behind budget primarily due to timing of disposals of assets.

Greater Shepparton City Council
Balance Sheet
as at October 2014

	June 2014 Actual	Sept Qtr Budget June 2015	Budget October 2014	Actual October 2014	YTD Variance (Fav)/Unfav	YTD Variance (Fav)/Unfav	Note
	\$	\$	\$	\$	\$	%	
Current Assets							
Cash	5,163,078	1,880,000	3,097,522	3,196,947	(99,425)	(3.2%)	
Receivables	6,258,295	6,410,000	60,386,724	60,386,724	0	0.0%	
Investments	38,772,408	25,283,408	26,982,321	26,982,321	0	0.0%	
Other	106,323	649,000	156,646	156,646	(0)	(0.0%)	
Total Current Assets	50,300,104	34,222,408	90,623,213	90,722,638	(99,425)	(0.1%)	
Current Liabilities							
Payables	10,924,298	10,273,892	10,807,427	12,009,678	1,202,251	11.1%	1
Interest Bearing Liabilities	457,675	460,000	457,675	457,675	0	0.0%	
Trust Funds	2,095,126	2,051,000	2,319,197	2,319,195	(2)	(0.0%)	
Employee Benefits	8,648,527	8,711,000	8,636,239	8,636,239	(0)	(0.0%)	
Total Current Liabilities	22,125,626	21,495,892	22,220,538	23,422,787	1,202,249	5.4%	
Net Current Assets	28,174,478	12,726,516	68,402,675	67,299,851	1,102,824	1.6%	
Non Current Assets							
Investment in Associates	1,382,400	1,382,400	1,382,400	1,382,400	0	0.0%	
Infrastructure	826,866,943	847,680,193	825,258,025	828,112,314	(2,854,289)	(0.3%)	2
Other	1,046,469	1,183,299	1,046,469	1,046,468	1	0.0%	
Total Non Current Assets	829,295,812	850,245,892	827,686,894	830,541,182	(2,854,288)	(0.3%)	
Total Assets	829,595,916	824,468,300	912,310,107	921,263,820	(2,853,713)	(0.3%)	
Non Current Liabilities							
Employee Benefits	926,896	992,000	926,896	926,896	0	0.0%	
Interest Bearing Liabilities	14,354,475	15,896,799	14,275,036	14,275,036	0	0.0%	
Total Non Current Liabilities	15,281,371	16,888,799	15,201,932	15,201,932	0	0.0%	
Total Liabilities	37,406,997	38,384,691	37,422,470	38,624,719	1,202,249	3.2%	
Net Assets	842,188,919	846,083,609	880,887,637	882,639,100	1,751,463	0.2%	
Represented By							
Accumulated Surplus	316,300,143	320,194,833	354,998,861	356,750,325	(1,751,464)	(0.5%)	
Reserves	525,888,776	525,888,776	525,888,776	525,888,776	0	0.0%	
Total Equity	842,188,919	846,083,609	880,887,637	882,639,100	(1,751,463)	(0.2%)	

Greater Shepparton City Council
Notes to the Balance Sheet
for the period ended 31 October 2014

Balance Sheet

- 1 Current Liabilities - Payables is \$1.2 million over year to date budget. This is largely due to capital expenditure of \$944k and operating expenses of \$307k.
- 2 Non Current Assets - Infrastructure is \$2.9 million over year to date budget. This is largely due to receipts of contributed assets \$2.1 million and capital expenditure of \$944k.

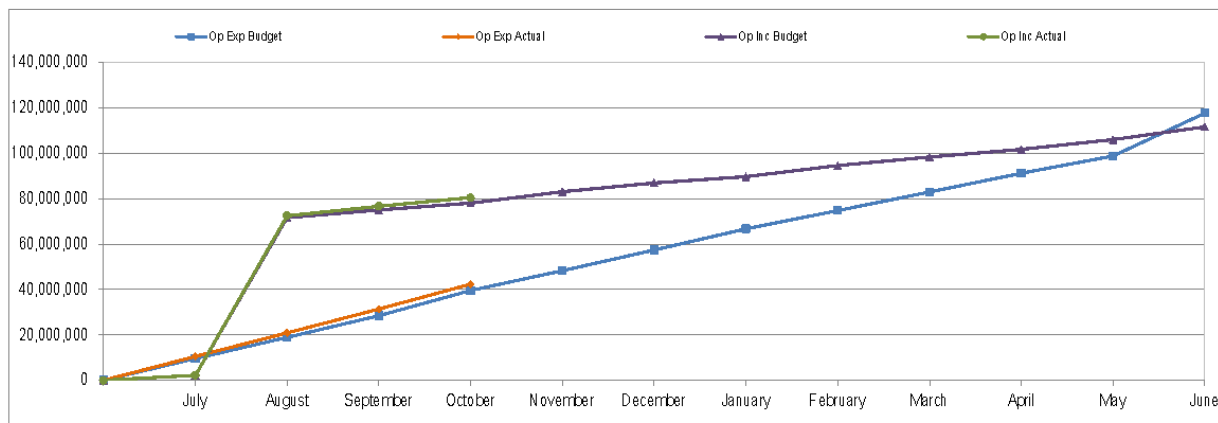
This page has intentionally been left blank

Greater Shepparton City Council

Cash Flow Statement
as at October 2014

	2014/2015 Sept Qtr Budget	2014/2015 YTD Budget	2014/2015 YTD Actual	Variance (Fav)/Unfav
	\$	\$	\$	\$
<i>Cash flows from operating activities</i>				
Receipts from customers	86,525,325	16,712,088	16,678,357	33,731
Payments to suppliers	(97,036,298)	(32,152,831)	(31,208,513)	(944,318)
Net cash inflow(outflow) from customers(suppliers)	(10,510,973)	(15,440,743)	(14,530,156)	(910,587)
Interest received	1,177,801	336,661	336,428	233
Government receipts	28,963,047	7,064,477	7,190,016	(125,539)
Net cash inflow(outflow) from operating activities	19,629,875	(8,039,605)	(7,003,712)	(1,035,893)
<i>Cash flows from investing activities</i>				
Infrastructure, property, plant & equipment - proceeds	880,000	10,000	17,850	(7,850)
Infrastructure, property, plant & equipment - payments	(38,826,603)	(5,746,599)	(6,690,919)	944,320
Net cash inflow(outflow) from investing activities	(37,946,603)	(5,736,599)	(6,673,069)	936,470
<i>Cash flows from financing activities</i>				
Proceeds from interest bearing loans and borrowings	2,000,000	-	0	(0)
Repayment of interest-bearing loans and borrowings	(455,351)	(79,439)	(79,438)	(1)
Net cash inflow(outflow) from financing activities	1,544,649	(79,439)	(79,438)	(1)
Net increase(decrease) in cash and equivalents	(16,772,079)	(13,855,643)	(13,756,219)	(99,424)
Cash and equivalents at the beginning of the year	43,935,486	43,935,486	43,935,486	0
Cash and equivalents at the end of the year	27,163,407	30,079,843	30,179,267	(99,424)

Greater Shepparton City Council
Operating Budget vs Actual
 For the period ending October 2014



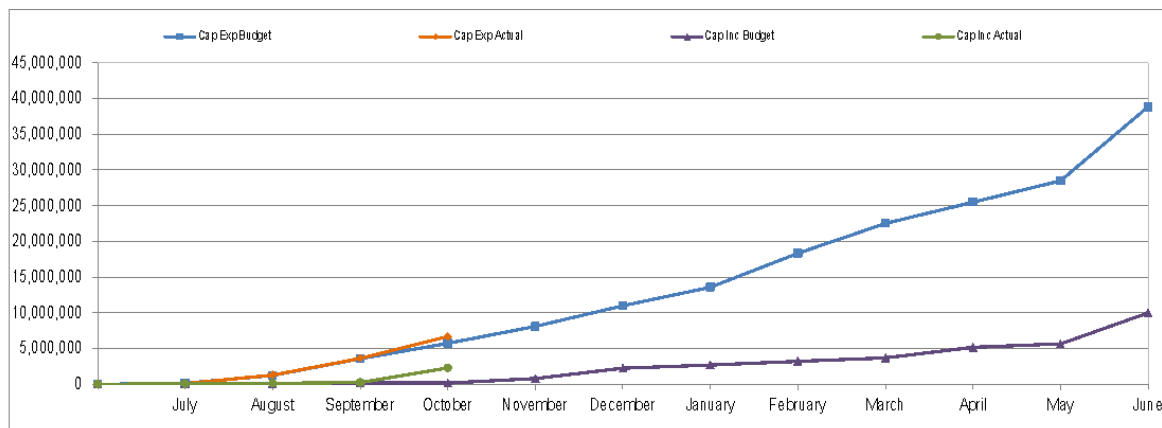
Directorate Responsible Department Account Type	Current Budget	2014-2015 YTD Budgets	2014-2015 YTD Actuals	2014-2015 YTD \$ Variance (Fav)/Unfav	2014-2015 YTD % Variance (Fav)/Unfav	Note
Business	(37,622,538)	(48,818,916)	(48,899,411)	(80,495)	(0%)	
Business Director	267,325	91,116	91,116	1	0.0%	
Operating Expense	267,325	91,115	91,116	1	0.0%	
Citizen Experience	436,038	272,833	256,818	(17,015)	(6%)	
Operating Expense	3,197,029	971,325	980,806	9,481	1.0%	
Operating Income	(2,761,991)	(688,492)	(724,988)	(26,496)	(4%)	
Finance and Rates	(63,386,741)	(67,949,632)	(68,104,592)	(154,960)	(0%)	
Operating Expense	8,228,935	2,243,799	1,923,652	(320,147)	(14%)	1
Operating Income	(71,615,676)	(60,193,431)	(60,028,243)	165,188	0.3%	
Information Services	3,268,034	1,594,959	1,608,547	13,588	0.9%	
Operating Expense	3,268,034	1,594,959	1,608,547	13,588	0.9%	
Non Cash Items	21,873,363	7,355,517	7,505,365	149,848	2.0%	
Operating Expense	21,873,363	7,355,517	7,505,365	149,848	2.0%	
Strategic Assets	(79,547)	(183,708)	(255,665)	(71,957)	(39%)	
Operating Expense	2,425,171	833,963	836,684	2,721	0.3%	
Operating Income	(2,504,718)	(1,017,671)	(1,092,349)	(74,678)	(7%)	
Community	9,632,789	2,730,146	2,909,862	179,716	6.6%	
Active Living	1,372,400	310,253	326,017	15,764	5.1%	
Operating Expense	5,286,126	1,808,088	1,823,832	15,764	1.0%	
Operating Income	(3,913,726)	(1,297,815)	(1,297,815)	(0)	(0%)	
Children & Youth Services	1,862,322	481,908	502,218	20,310	4.2%	
Operating Expense	9,547,285	3,203,902	3,203,463	(439)	(0%)	
Operating Income	(7,684,963)	(2,721,994)	(2,701,245)	20,749	0.8%	
Community Director	1,974,548	822,020	821,822	(198)	(0%)	
Operating Expense	2,122,754	987,726	987,928	202	0.0%	
Operating Income	(148,206)	(145,706)	(146,106)	(400)	(0%)	
Neighbourhoods	2,582,859	405,686	470,705	65,019	16.0%	
Operating Expense	6,885,039	1,884,712	1,951,827	67,115	3.6%	
Operating Income	(4,302,180)	(1,479,026)	(1,481,122)	(2,096)	(0%)	
Performing Arts & Conventions	955,978	300,251	300,250	(1)	(0%)	
Operating Expense	1,830,178	587,105	587,105	0	0.0%	
Operating Income	(874,200)	(286,854)	(286,855)	(1)	(0%)	
Shepparton Art Museum	884,682	410,028	488,851	78,823	19.2%	
Operating Expense	1,353,399	445,623	524,882	79,259	17.8%	
Operating Income	(468,717)	(35,595)	(36,031)	(436)	(1%)	
Infrastructure	19,904,518	6,929,425	7,185,030	255,605	3.7%	
Infrastructure Director	306,741	106,212	114,735	8,523	8.0%	

Directorate Responsible Department Account Type	Current Budget	2014-2015 YTD Budgets	2014-2015 YTD Actuals	2014-2015 YTD \$ Variance (Fav)/Unfav	2014-2015 YTD % Variance (Fav)/Unfav	Note
Operating Expense	306,741	106,212	114,735	8,523	8.0%	
Projects	7,931,687	2,888,376	3,132,109	243,733	8.4%	
Operating Expense	8,405,322	3,022,641	3,285,416	262,775	8.7%	
Operating Income	(473,635)	(134,265)	(153,308)	(19,043)	(14%)	
Recreation and Parks	7,304,893	2,254,076	2,243,043	(11,033)	(0%)	
Operating Expense	8,295,475	2,383,308	2,383,274	(34)	(0%)	
Operating Income	(990,582)	(129,232)	(140,232)	(11,000)	(8%)	
Works	4,361,197	1,680,761	1,695,144	14,383	0.9%	
Operating Expense	12,284,137	4,202,467	4,218,236	15,769	0.4%	
Operating Income	(7,922,940)	(2,521,706)	(2,523,093)	(1,387)	(0%)	
Office of the CEO	8,894,656	3,713,258	3,781,710	68,452	1.8%	
Corporate Performance	3,575,115	1,740,968	1,769,218	28,250	1.6%	
Operating Expense	3,899,750	1,785,837	1,816,743	30,906	1.7%	
Operating Income	(124,635)	(44,869)	(47,525)	(2,656)	(6%)	
Marketing and Communications	1,677,898	542,095	542,688	593	0.1%	
Operating Expense	1,877,898	542,095	542,688	593	0.1%	
People Performance	3,641,643	1,430,195	1,469,805	39,610	2.8%	
Operating Expense	3,648,143	1,436,895	1,480,213	43,518	3.0%	
Operating Income	(6,500)	(6,500)	(10,408)	(3,908)	(60%)	
Sustainable Development	5,287,593	(3,064,958)	(3,150,032)	(85,074)	(3%)	
Building	90,990	(1,913)	(1,874)	39	2.1%	
Operating Expense	759,990	236,387	236,425	38	0.0%	
Operating Income	(669,000)	(238,300)	(238,299)	1	0.0%	
Environment	(254,569)	(4,690,515)	(4,726,639)	(36,124)	(1%)	
Operating Expense	15,005,378	5,481,090	5,488,375	7,285	0.1%	
Operating Income	(15,259,948)	(10,171,605)	(10,215,015)	(43,410)	(0%)	
Investment Attraction	3,295,699	1,023,922	974,652	(49,270)	(5%)	
Operating Expense	4,159,202	1,246,669	1,267,399	20,730	1.7%	
Operating Income	(863,503)	(222,747)	(292,747)	(70,000)	(31%)	
Planning	1,827,173	507,349	507,631	282	0.1%	
Operating Expense	2,238,173	661,653	661,937	284	0.0%	
Operating Income	(411,000)	(154,304)	(154,306)	(2)	(0%)	
Sustainable Development Director	328,300	96,199	96,198	(1)	(0%)	
Operating Expense	328,300	96,199	96,198	(1)	(0%)	
Grand Total	6,097,018	(38,511,045)	(38,172,840)	338,205	0.9%	

Notes to Operating Budget v Actual

1. Finance and Rates operating expense is \$320k less than budget. This is largely due to accrual adjustments of \$312k. This includes expenses recorded in 2013/2014 but not spent and reversal of expenses due to purchase orders raised in previous financial years that were no longer required or were greater than the actual invoice received.

Greater Shepparton City Council
Capital Budget vs Actual
 period ended October 2014



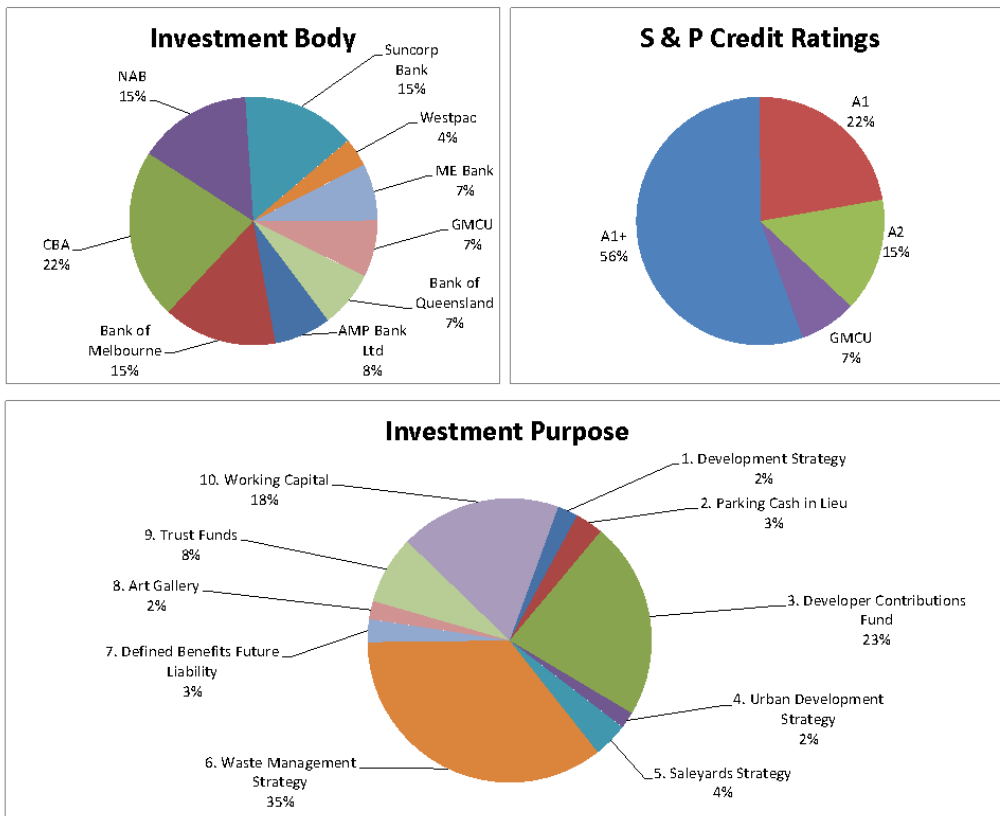
Capital Works Area	2014/2015 Sept Qtr Budget	2014/2015 YTD Budget	2014/2015 YTD Actual	2014/2015 YTD Variance (Fav./Unfav.)		
				Variance \$	Variance %	Note
Buildings	6,358,037	662,579	723,519	60,940	9%	
Drains	2,172,246	467,937	718,256	250,319	53%	1
Open Space	8,611,060	1,185,039	1,107,119	(77,920)	(7%)	
Other	765,612	75,383	70,978	(4,405)	(6%)	
Plant & Equipment	5,941,933	657,691	596,420	(61,271)	(9%)	
Roads	13,236,715	2,638,215	3,367,992	729,777	28%	2
Waste Management	1,741,000	59,755	106,635	46,880	78%	
Total Capital Works	38,826,603	5,746,599	6,690,919	944,320	16%	

Capital Works Type	2014/2015 Sept Qtr Budget	2014/2015 YTD Budget	2014/2015 YTD Actual	2014/2015 YTD Variance (Fav./Unfav.)		
				Variance \$	Variance %	Note
Renewal	20,836,592	3,808,123	4,188,658	380,535	9%	
Upgrade	4,511,126	351,158	484,515	133,357	28%	
New	13,478,885	1,587,318	2,017,745	430,427	21%	
Total Capital Works	38,826,603	5,746,599	6,690,919	944,320	16%	

Notes to Capital Budget v Actual

- 1 Drains year to date variance of \$250k is due to timing of contracts payments for BBRC MMGC DCP Flood Mitigation \$176k and Murchison Rail Trail \$55k. Murchison Rail Trail work is scheduled for completion by end November 2014.
- 2 Road year to date variance of \$730k is mainly due to Road for Recovery \$261k and BBRC MMGC DCP Midland highway Intersection \$241k. These are timing issues and are expected to be spent in 2014/2015.

Greater Shepparton City Council
Investments Summary
 as at 31 October 2014



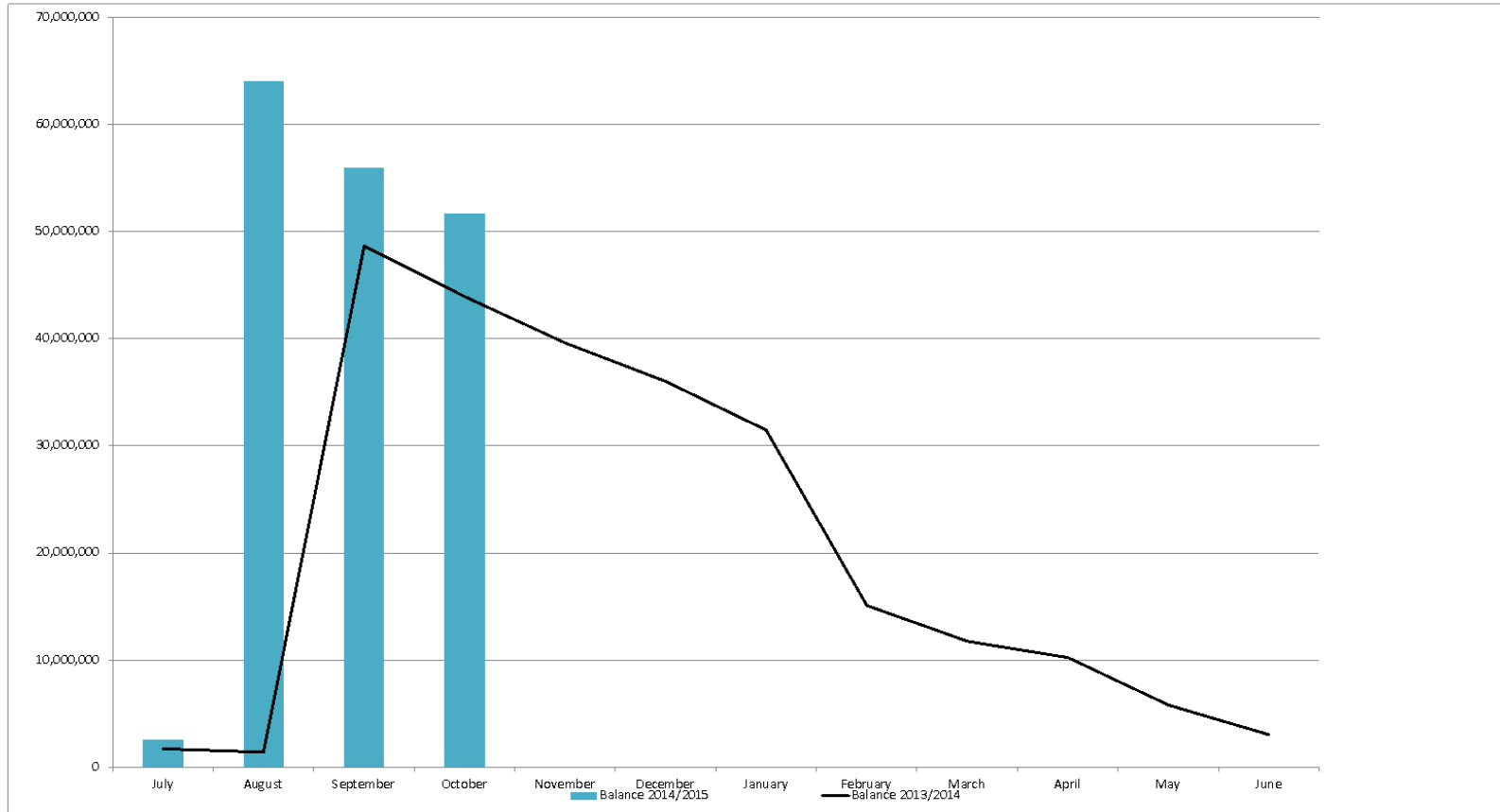
GSCC - INVESTMENT PURPOSE LISTING	
Purpose	Amount
1. Development Strategy	\$ 627,595
2. Parking Cash in Lieu	\$ 857,458
3. Developer Contributions Fund	\$ 6,067,800
4. Urban Development Strategy	\$ 507,707
5. Saleyards Strategy	\$ 1,062,682
6. Waste Management Strategy	\$ 9,563,912
7. Defined Benefits Future Liability	\$ 700,000
8. Art Gallery	\$ 559,559
9. Trust Funds	\$ 2,087,404
10. Working Capital	\$ 4,948,204
	26,982,321

Funds Held Notes

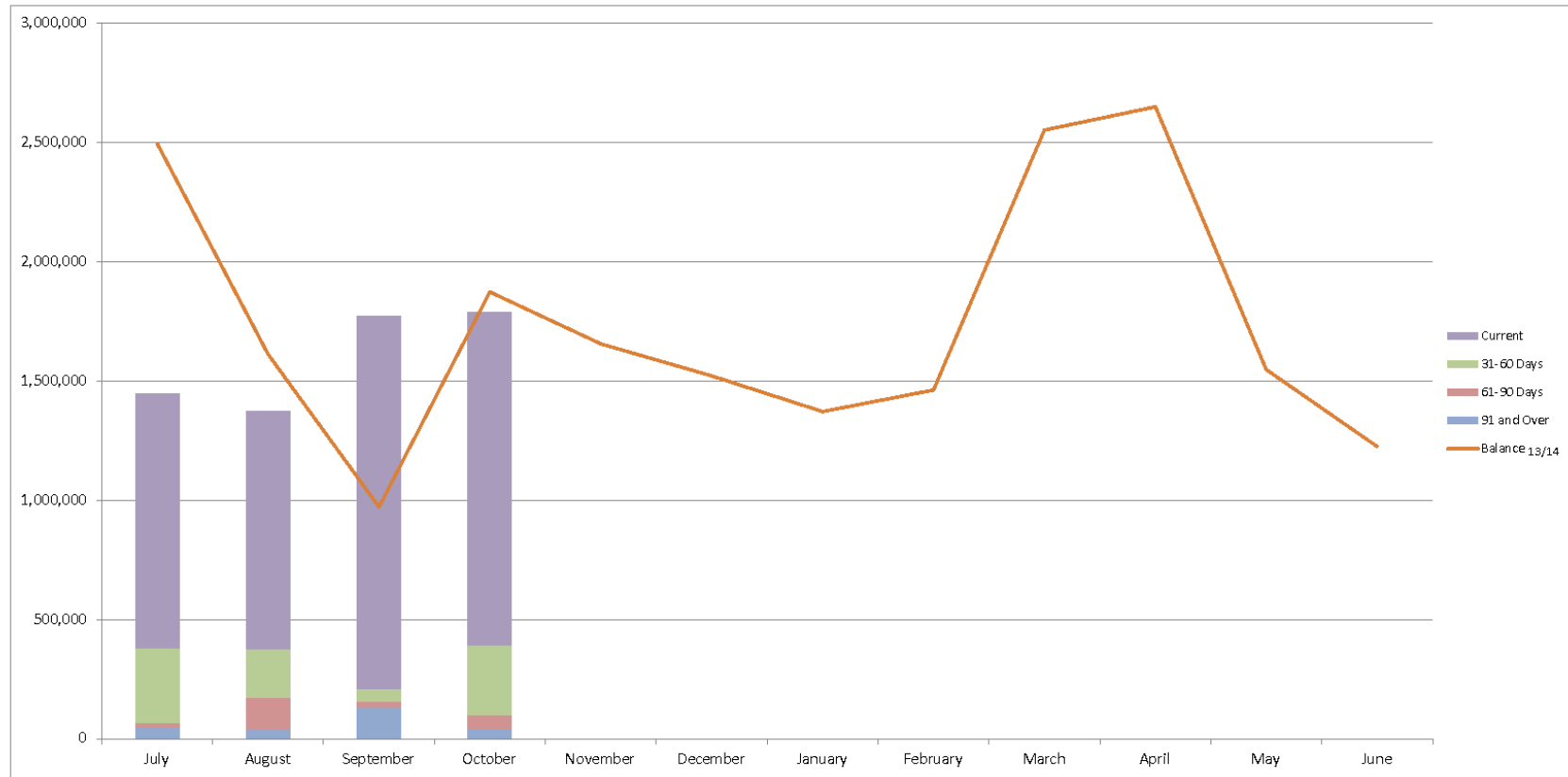
- ** Investments 1 and 2 relate to contributions received under planning permit conditions and are subject to use on specific developments which comply with relevant regulations.
- ** Investment 3 is funds held for future developments across the municipality and largely relates to Building Better Regional Cities \$3.14m.
- ** Investments 4, 5 and 6 relate to surplus operational funds maintained in accordance with council process to redirect to capital investments specific to these business areas.
- ** Investment 7 is in accordance with the Council’s Strategic Resource Plan 2014/2015 -2017/2018.
- ** Investment 8 relates to Art Work sale proceeds and are held for future collection acquisitions.
- ** Investment 9 is funds identified and held by council in trust and therefore unavailable for use by Council.
- ** Investment 10 is funds held to cover previously committed operating and capital expenditure for the remainder of the financial year, and includes reserve amounts held at 30 June 2014.

This page has intentionally been left blank

City Of Greater Shepparton
 Comparative Rates Debtors
 2014/2015 Financial Year to Date at 31 October 2014



Greater Shepparton City Council
Sundry Debtors
 as at 31 October 2014



COUNCILLORS EXPENSE REPORT OCTOBER 2014

Mnth of October 2014	Cr Dinny Adem	Cr Jenny Houlihan	Cr Les Oroszvary	Cr Dennis Patterson	Cr Michael Polan	Cr Kevin Ryan	Cr Fern Summer	TOTAL
Councillor Allowance	2,136	6,608	2,136	2,136	2,136	2,136	2,136	19,423
Vehicle	-	1,372	-	-	-	-	-	1,372
Telephone Rent	27	55	27	27	55	82	55	327
Telephone Usage	28	147	193	118	163	115	229	992
Internet Connection	-	-	-	-	-	-	-	-
Travel	-	632	-	-	-	-	49	680
Training	-	-	-	-	-	-	1,105	1,105
Other	625	344	-	238	1,242	25	374	2,849
Shared Councillor Expense:								
Catering								4,020
Other								5,853
TOTAL	2,816	9,158	2,356	2,519	3,595	2,357	3,947	36,620

Councillor Expense Year to Date	Cr Dinny Adem	Cr Jenny Houlihan	Cr Les Oroszvary	Cr Dennis Patterson	Cr Michael Polan	Cr Kevin Ryan	Cr Fern Summer	TOTAL
Councillor Allowance	9,024	26,230	8,474	8,474	8,474	8,474	8,474	77,625
Vehicle	-	5,488	-	-	-	-	-	5,488
Telephone Rent	55	109	55	55	109	163	82	627
Telephone Usage	36	348	354	298	294	237	647	2,214
Internet Connection	-	-	-	-	-	-	-	-
Travel	-	632	-	160	-	-	49	840
Training	-	-	-	-	-	-	1,105	1,105
Other	745	344	-	238	1,242	25	384	2,978
Shared Councillor Expense:								
Catering								6,657
Other								5,916
TOTAL	9,860	33,151	8,882	9,225	10,119	8,900	10,740	103,450

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

18 November 2014

Agenda Item 9.2	Discussion Paper - Goulburn Valley Equine and Greyhound Precinct	
Attachment 1	Letter templates issued by Greater Shepparton City Council	111
Attachment 2	Feasibility Study and Masterplan - Background Discussion Paper September 2014, Goulburn Valley Harness & Greyhound Racing Precinct	117
Attachment 3	Three Concept Option Layouts	264
Attachment 4	Landowners Contacted Plan	267

27 March 2014

Name
Authority
Address
Location postcode

Dear

The Goulburn Valley Equine & Greyhound Racing Precinct

Greater Shepparton City Council has engaged Urban Enterprise Pty Ltd to conduct an independent feasibility study and masterplan for the Goulburn Valley Equine and Greyhound Precinct in Kialla. The precinct has the potential to position Shepparton and the Goulburn Valley as a premier destination for racing, breeding and equine education in Victoria.

As part of the study Urban Enterprise are meeting with affected landowners in order to gain a greater understanding of the needs and aspirations, as well as issues, opportunities and constraints for the precinct.

The available times and dates to meet are listed below. While it is envisaged that most conversations may be relatively brief, the consultant has allocated up to 30 minutes to each landowner to ensure all issues can be adequately covered.

Tuesday 22nd April from 2:00pm – 4:00pm in Greater Shepparton
Council's Community Meeting Room; and

Wednesday 23rd April from 9:30am – 3:00pm in Greater Shepparton
Council's Community Meeting Room

If you are interested in meeting with the project consultants to discuss your position please contact Kurt Ainsaar on 9482 3888 or kurt@urbanenterprise.com.au to book in a suitable time.

Yours sincerely

Ian Boyle
TEAM LEADER STRATEGIC PLANNING

Trim: C14/3859

Greater Shepparton City Council
Locked Bag 1000, Shepparton 3632
Central Office: 90 Welsford Street, Shepparton 3630
PH: (03) 5832 9730 Fax: (03) 5831 1987 Email: council@shepparton.vic.gov.au
ABN 59 835 329 843

27 March 2014

Name
Authority
Address
Location postcode

Dear

The Goulburn Valley Equine & Greyhound Racing Precinct

As you are aware Greater Shepparton City Council has engaged Urban Enterprise Pty Ltd to conduct an independent feasibility study and masterplan to accommodate future growth of the Goulburn Valley Equine and Greyhound Precinct. The redevelopment of racing facilities has the potential to position Shepparton and the Goulburn Valley as a premier destination for racing, breeding and equine education.

As a key stakeholder, we invite you to a workshop to discuss the opportunities for growth and long term development potential of the GV Equine and Greyhound Precinct.

The workshop will be held in the Community Meeting Room at Greater Shepparton City Council offices on **Tuesday 22nd April from 10:00am to 11:30am**, followed by a tour of the equine facilities in Kialla from **11:30am to 1:00pm**.

Please contact Kurt Ainsaar of Urban Enterprise to confirm your attendance on 9482 3888 or kurt@urbanenterprise.com.au.

Yours sincerely

Ian Boyle
TEAM LEADER STRATEGIC PLANNING

Trim: C14/3857

Greater Shepparton City Council
Locked Bag 1000, Shepparton 3632
Central Office: 90 Welsford Street, Shepparton 3630
PH: (03) 5832 9730 Fax: (03) 5831 1987 Email: council@shepparton.vic.gov.au
ABN 59 835 329 843



31 March 2014

«Name»
«Job_Title»
«Organisation»
«Address»
«Location»

Dear «Name»

The Goulburn Valley Equine & Greyhound Racing Precinct

Greater Shepparton City Council has engaged Urban Enterprise Pty Ltd to conduct an independent feasibility study and masterplan for the future growth of the Goulburn Valley Equine and Greyhound Precinct in Kialla. The redevelopment of racing facilities has the potential to position Shepparton and the Goulburn Valley as a premier destination for racing, breeding and equine education.

As part of the study we are meeting with key agencies in order to gain a greater understanding of their needs and aspirations, as well as issues, opportunities and constraints for the precinct. Urban Enterprise invites you to a workshop/information session to address any key issues leading up to the preparation of the Masterplan.

The workshop/information session will be held in the Community Meeting Room at The Greater Shepparton City Council office on **April 22nd between 4:30pm and 5:30pm.**

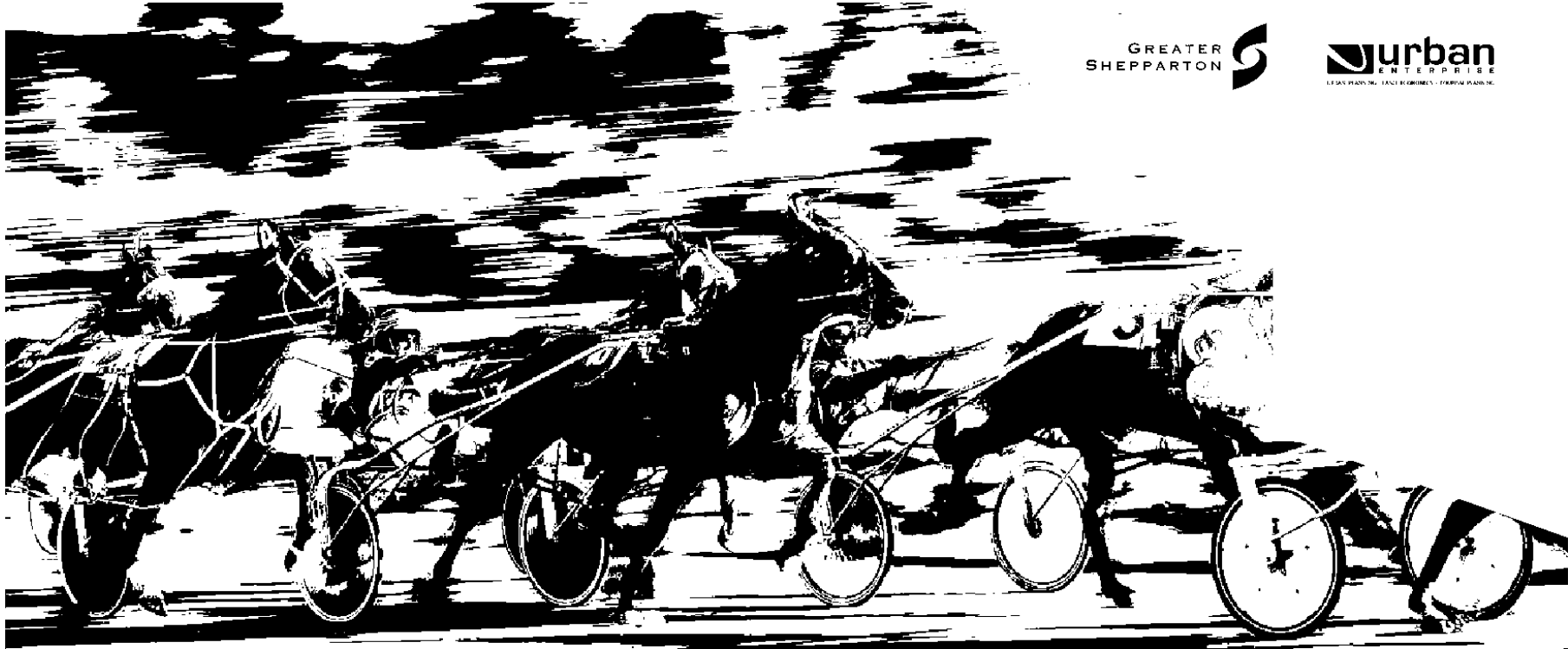
If you would like to attend the workshop/information session to discuss the future of the Goulburn Valley Equine and Greyhound Precinct, please contact Kurt Ainsaar of Urban Enterprise on 9482 3888 or kurt@urbanenterprise.com.au to confirm your attendance.

Yours sincerely

Ian Boyle
TEAM LEADER STRATEGIC PLANNING

Trim: C14/3856

Greater Shepparton City Council
Locked Bag 1000, Shepparton 3632
Central Office: 90 Welsford Street, Shepparton 3630
PH: (03) 5832 9730 Fax: (03) 5831 1987 Email: council@shepparton.vic.gov.au
ABN 59 835 329 843



GOULBURN VALLEY HARNESS & GREYHOUND RACING PRECINCT

FEASIBILITY STUDY AND MASTERPLAN | BACKGROUND DISCUSSION PAPER | SEPTEMBER 2014

Urban Enterprise | 389 St Georges Rd North Fitzroy 3065 VIC | (03) 9482 3888 | www.urbanenterprise.com.au

Authors

Mike Ruzzene

Kurt Ainsaar

© Copyright, Urban Enterprise Pty Ltd, August 2008.

This work is copyright. Apart from any use as permitted under Copyright Act 1963, no part may be reproduced without written permission of Urban Enterprise Pty Ltd.

Document Information

Filename	Goulburn Valley Equine and Greyhound Precinct Feasibility Study Draft
Update	27-08-2014
Last Saved	10 September 2014 3:34 PM
Last Printed	10 September 2014 3:34 PM
File Size	10,254 kb

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

GLOSSARY	3	3.3. VICTORIAN HARNESS RACING INDUSTRY	29
EXECUTIVE SUMMARY	4	4. EXISTING CONDITIONS: CLUB FACILITIES AND OPERATIONS	32
BACKGROUND	4	4.1. INTRODUCTION	32
STRATEGIC CONTEXT	4	4.2. SHEPPARTON GREYHOUND RACING CLUB	34
OVERVIEW OF THE HARNESS AND GREYHOUND SECTORS	5	4.3. SHEPPARTON HARNESS RACING CLUB	35
GOULBURN VALLEY HARNESS AND GREYHOUND RACING CLUBS	5	4.4. SHEPPARTON PONY CLUB	37
FACILITIES AND OPERATIONS	5	4.5. SHARED FACILITIES	37
MARKET ASSESSMENT	6	4.6. PROPERTY OWNERSHIP	37
PHYSICAL ISSUES AND OPPORTUNITIES	6	5. MARKET ASSESSMENT	39
LAND USE OPPORTUNITIES	7	5.1. INTRODUCTION	39
CONCEPT OPTIONS	7	5.2. POPULATION	39
1. INTRODUCTION	9	5.3. VISITATION TO GREATER SHEPPARTON	40
1.1. PROJECT OVERVIEW	9	5.4. VISITATION TO PRECINCT	41
1.2. PROJECT OBJECTIVES	9	5.5. OPPORTUNITIES TO INCREASE VISITATION TO THE PRECINCT	44
1.3. METHODOLOGY	10	6. CASE STUDIES	45
1.4. KEY STAKEHOLDERS	11	6.1. INTRODUCTION	45
1.5. SITE DETAILS	12	6.2. HARNESS AND GREYHOUND PRECINCTS	46
PART A: BACKGROUND INFORMATION	14	6.3. RURAL RESIDENTIAL/LIFESTYLE FARMS	46
2. STRATEGIC CONTEXT	15	PART B: ISSUES & OPPORTUNITIES	49
2.1. INTRODUCTION	15	7. PHYSICAL ISSUES AND OPPORTUNITIES	50
2.2. PLANNING POLICY	16	7.2. INVESTIGATION AREA	51
2.3. LITERATURE REVIEW	20	7.3. GREYHOUND AND EQUINE PRECINCT FACILITIES	52
3. PROFILE OF THE HARNESS AND GREYHOUND SECTOR	25	8. FUTURE LAND USE OPPORTUNITIES	57
3.1. INTRODUCTION	25	8.1. INTRODUCTION	57
3.2. VICTORIAN GREYHOUND RACING INDUSTRY	26	8.2. INVESTIGATION AREA LAND USE OPTIONS	58

9. CONCEPT OPTIONS	60	FIGURE 17 OPTION TWO	63
9.1. INTRODUCTION	60	FIGURE 18 OPTION THREE	65
APPENDICES	66		
FIGURES		TABLES	
FIGURE 1 METHODOLOGY APPROACH	10	TABLE 1 SUMMARY OF PERMIT REQUIREMENTS FOR PLANNING ZONES	18
FIGURE 2 INVESTIGATION AREA AND LAND ALLOTMENTS	13	TABLE 2 SUMMARY OF PERMIT REQUIREMENTS FOR PLANNING OVERLAYS	20
FIGURE 3 PLANNING ZONES - INVESTIGATION AREA	16		
FIGURE 4 PLANNING OVERLAYS INVESTIGATION AREA	19	TABLE 3 KEY INDUSTRY STATISTICS - GREYHOUND RACING VICTORIA	27
FIGURE 5 EXISTING GREYHOUND RACING CLUBS - VIC	26	2013	
FIGURE 6 TRENDS IN INDUSTRY REVENUE/INCOME (GRV)	28	TABLE 4 KEY INDUSTRY STATISTICS - 2013	30
FIGURE 7 EXISTING HARNESS RACING CLUBS	29	TABLE 5 PROJECTED POPULATION - GREATER SHEPPARTON	39
FIGURE 8 TRENDS IN KEY STATISTICS (HRV)	30	TABLE 6 VISITATION TO GREATER SHEPPARTON 2013	40
FIGURE 9 SHEPPARTON HARNESS AND GREYHOUND PRECINCT EXISTING		TABLE 7 REASON FOR VISIT-OVERNIGHT VISITORS	40
CONDITIONS	33	TABLE 8 VISITATION ESTIMATES	41
	33	TABLE 9 RACES/EVENTS AND NUMBER OF VISITORS	43
FIGURE 10 PROPERTY OWNERSHIP - LAND PARCELS	38	TABLE 10 NUMBER OF VISITORS TO PRECINCT	43
FIGURE 11 GOULBURN RIVER VALLEY REGION	40	TABLE 11 MATRIX OF RURAL RESIDENTIAL/EQUINE LIFESTYLE FARM	
FIGURE 12 ORIGIN OF SHEPPARTON HARNESS STARTERS 2013	42	CASE STUDIES	48
FIGURE 13 INVESTIGATION AREA ISSUES MAPPING	54		
FIGURE 13 INVESTIGATION AREA PHYSICAL ISSUES	54		
FIGURE 14 INVESTIGATION AREA OPPORTUNITIES MAPPING	55		
FIGURE 14 INVESTIGATION AREA PHYSICAL OPPORTUNITIES	55		
FIGURE 15 SHEPPARTON GREYHOUND AND HARNESS PRECINCT ISSUES			
AND OPPORTUNITIES	56		
FIGURE 15 GREYHOUND AND HARNESS PRECINCT EXISTING CONDITIONS	56		
	56		
FIGURE 16: OPTION ONE	61		

GLOSSARY

GV - Goulburn Valley

GRV - Goulburn River Valley

HRV - Harness Racing Victoria

GRV - Greyhound Racing Victoria

SHRC - Shepparton Harness Racing Club

SGRC - Shepparton Greyhound Racing Club

SPC - Shepparton Pony Club

EA - Equestrian Australia

PCA - Pony Clubs Australia

PCAV - Pony Club Association of Victoria

HRCAV - Horse Riding Club Association of Victoria

NVSJC - The Northern Victorian Show Jumping Club

GRVT - Goulburn River Valley Tourism

DMP - Destination Management Plan

MSS - Municipal Strategic Statement

MOU - Memorandum of Understanding

GOTAFE - Goulburn Ovens Institute of TAFE

RLZ - Rural Living Zone

GRZ - General Residential Zone

FZ2 - Farming Zone 2

SU4 - Special Use Zone 4

UFZ - Urban Floodway Zone

FO - Floodway Overlay

LSIO - Land Subject to Inundation Overlay

EXECUTIVE SUMMARY

BACKGROUND

Urban Enterprise has been appointed to undertake a feasibility study and masterplan for the Goulburn Valley Harness and Greyhound Racing Precinct and Investigation Area. Urban Enterprise is supported by Planisphere, Urban Design Consultants who will be assisting with the masterplan and urban design component of the project.

This Background Discussion Paper presents three concept options for review by the steering committee, drawing on an assessment of the market opportunities, strategic policy and physical site constraints. The three options are presented for discussion with the aim to confirm an agreed approach to the precinct and surrounding investigation area.

Following agreement on an approach to the precinct further detailed feasibility analysis and master planning will be undertaken for the Precinct and Investigation Area.

STRATEGIC CONTEXT

The majority of the investigation area is Farming Zone 2 (FZ2), apart from the Harness and Greyhound Racing Precinct which is Special Use Zone 4 (SUZ4). The purpose of Farming Zone 2 is to provide the use of land for agriculture. The purpose for the Special Use Zone 4 is for harness and greyhound racing and a range of entertainment, recreational, commercial and community activities.

A Flood Overlay (FO) and Land Subject to Inundation Overlay (LSIO) exists over the south and north west corners of the precinct, as well as the north east corner. These zones and overlays restrict the level of development that can occur.

The Greater Shepparton Housing Strategy (2011) has estimated a need for 365 new dwellings per year to meet demand. Low density and rural living are identified as limited and currently reflect a gap in the market. The Greater Shepparton Housing Strategy also identifies the potential for rural living in the investigation area and highlights the importance of careful planning in the 'Kialla Paceway' precinct to minimise land conflicts between the facility and future residents.

Greater Shepparton's Rural Land Use Strategy (2010) highlights the importance of the equine industry to the Goulburn Valley and emphasises its economic value to the region.

The Goulburn River Valley Destination Management Plan (2013) identifies the opportunity for the equine and greyhound industry to become a major draw card for the region. The plan also identifies the need for new tourism product to grow yield from the tourism sector such as accommodation targeted to market need in Shepparton.

OVERVIEW OF THE HARNESS AND GREYHOUND SECTORS

There are 13 greyhound racing clubs in Victoria, with Shepparton the only club in the north east of the State. This ensures that Shepparton has a large catchment for greyhound races which includes north east Victoria, the Murray Region and southern NSW.

In 2013, Greyhound Racing Victoria held a total of 937 race meetings with an 11.3% increase in attendance from the previous year.

There are 38 harness racing clubs across Victoria and in 2013, Harness Racing Victoria held 452 race meetings. Shepparton Racing Club is one of many clubs situated in Victoria's north east, however it is one of the strongest performing clubs in the region.

Both the greyhound and harness racing industries have reported strong income growth over the past five years. In the case of the Harness Racing, much of this growth can be attributed to the introduction of Tabcorp Park and its non-racing entertainment, tourism and hospitality functions.

Greyhound Racing Victoria has had strong growth in revenue on the back of a greater share of income from Tabcorp and increased wagering as a result of more race meets.

Industry trends highlight that the opportunity for the Goulburn Valley Harness and Greyhound Racing Precinct is to grow visitation through events, and greater entertainment during race nights. Tabcorp Park provides a good example of how multiple strong revenue streams can be leveraged from Harness Racing Facilities in addition to wagering.

There is opportunity for the Goulburn Valley Harness and Greyhound Precinct to become a premier racing precinct in Regional Victoria.

GOULBURN VALLEY HARNESS AND GREYHOUND RACING CLUBS FACILITIES AND OPERATIONS

The Harness and Greyhound Racing Precinct is largely built out across the site, with little room for broad scale expansion. The Greyhound Racing Club occupies the front of the site, with the Harness and Pony Club situated at the rear.

The precinct is home to excellent function room facilities including the Greyhound Racing Club's function room which accommodate 200 seated patrons, the Harness Racing Club's AHRathjen Dining room and the Winning Post Complex with capacity for 400 and 250 seated guests respectively.

Discussion with the clubs highlights that there is no requirement for short to medium term expansion of their operations, however both clubs concede that a straight track in the precinct will grow the training potential of the precinct. In the long term consideration of other ancillary facilities may be made such as gaming facilities, full time bistro function and accommodation. These type of facilities will provide the potential to grow visitation to the precinct and complement the racing functions.

The Harness and Greyhound Racing Clubs would like to see buffers around the precinct to protect any long term potential conflict from residential encroachment that might impact on their long term use.

MARKET ASSESSMENT

Greater Shepparton is projected to grow substantially over the next 15-20 years. Victoria in Future projects that Greater Shepparton population will experience a total of 23% growth between 2014 and 2031. This will provide growth in local market demand for function spaces, events and memberships for the clubs.

Greater Shepparton is a key visitor node within the Goulburn River Valley Tourism Region, attracting 1.1 million visitors per annum. A large proportion of visitors to the Goulburn River Valley are visiting for special events or for business reasons. This highlights the strength of business and non-business events markets for Shepparton.

It is estimated that the Harness and Greyhound Racing Precinct attracts around 65,000 visitors per annum, of which around 9,500 are estimated to be overnight visitors to Shepparton. Visitation to the precinct creates demand for food, beverage, accommodation and equine/greyhound services in Shepparton.

There is opportunity for the equine precinct to grow visitation through attracting more social and non-social events and through developing the entertainment offer during race nights and also at non-racing times.

PHYSICAL ISSUES AND OPPORTUNITIES

The key physical issues and opportunities to be considered when developing the precinct and investigation area are:

- Only one entry point should be made to the precinct and investigation area from the Goulburn Valley Highway. A service road may be implemented to provide access to properties.
- Land on the corner of the Goulburn Valley Highway and River Road will be required to allow for a sweeping bend and traffic changes in the long term to support large vehicle transport.
- Entry points should be minimised on River Road as it is a main heavy vehicle thoroughfare;
- Improved traffic management at all interactions surrounding the precinct will be required with further development of the investigation area;
- Large areas of the site are subject to flooding and development in these areas should be minimised;
- Due to the precinct's distance from water and sewerage treatment plants it is Goulburn Valley Water's preference that conventional residential development in the area be minimised, otherwise large and costly infrastructure improvements will be required.
- Channel water is provided to the precinct by Goulburn Murray Water, which could be put underground as the demand for water in the area is not of a large agricultural scale. Properties and residents would still require access to raw water, this means that a straight track could be built within the precinct in replacement of the existing channel.
- General amenity of the precinct could be improved with tree plantings, trails and way finding signage.

LAND USE OPPORTUNITIES

The future land use opportunities of the investigation area include rural living allotments, equine recreation, commercial, tourism and equine services.

There is strategic support for rural living residential uses in the precinct, however it will be important that these do not adversely impact the existing Harness and Greyhound Racing Precinct. If this were themed for equine, it would build on the synergies with the current Greyhound and Harness Racing functions in the precinct. Initial discussions with representatives of the equine recreation sector suggest a minimum of 0.5 hectare for equine/greyhound lifestyle allotments.

Strengthening the equine role of the precinct through land provided for equine recreational uses and commercial equine uses will provide greater market demand for equine themed rural living uses. This will also assist in growing the precinct as the home of the equine industry. Discussions with the equine recreational sector highlight a lack of facilities to accommodate the growing needs of clubs in the region. In particular the pony club has use conflicts with the training undertaken at the rear of the site. The precinct provides the opportunity to collocate the Goulburn Valley's equine recreational clubs into one precinct.

The precinct is best developed with a mix of the above uses in mind as they can complement each other. The key for the investigation area is to bring all of these uses together in a spatial way that complements the existing function of the area.

CONCEPT OPTIONS

Three concept options are proposed for consideration by the steering committee, these include:

OPTION 1: MAJOR GROWTH OF EQUINE USES TO THE SOUTH, COMMERCIAL EXPANSION TO THE NORTH

This option explores the opportunity to expand the equine uses to the south of the precinct for recreational equine clubs such as:

- Shepparton Pony Club;
- Shepparton Equestrian Club;
- GV Equestrian Club;
- GV Show Jumping Club;
- Southern Seven Cutting Horse Association.

This however will require the acquisition of a large amount of private land. This option will strengthen the equine role of the precinct and provide a strong market demand for residential themed equine/greyhound properties in east of the precinct.

In addition, there is potential to relocate the existing training track into the centre of the harness racing track. This would result in ample land area to increase on-site stabling and training facilities within the precinct as well as opportunity for equine related rural living. This will also improve the costs with respect to maintaining and managing the training track.

Other uses considered in this option include commercial opportunities along Goulburn Valley Highway and River Road. This option allows for larger scale allotment to maximise the highway frontage.

This option also considers rural residential living with an equine/greyhound focus and potential tourism uses including a large visitor accommodation establishment to the south of Sevens Creek as well as a potential farm gate/produce tourism product.

OPTION 2: COMMERCIAL USE TO THE NORTH, MAINTAIN EXISTING USE IN THE SOUTH

This option consists of maintaining existing use to the south of precinct, whilst expanding the role for commercial uses to the north of the precinct. Other uses in this option include rural residential allotments with an equine/greyhound focus and other tourism uses. The tourism uses may be expanded in this option with consideration of farm gate and semi-rural tourism experiences.

OPTION 3: GROWTH OF THE EQUINE USES IN THE SOUTH, RURAL RESIDENTIAL TO THE NORTH AND EAST [PREFERRED OPTION]

This approach expands the land provided for recreational or racing uses in the precinct. There will be provision for recreational equine uses to the south of the precinct and long term potential to expand the footprint for the greyhound or harness racing facilities.

This option also explores the potential for rural residential living to the east and north of the precinct with an equine/greyhound focus to leverage off current operations within the racing precinct. This approach proposes a cluster of rural residential allotments to the north focused for greyhounds to avoid potential conflict with the equine residential uses.

This is the preferred option for the following reasons:

- It separates the equine and greyhound residential uses to avoid conflict between animals;
- It provides a confirmed precinct for greyhound owners with supporting policy;
- It minimises large areas of commercial land which are likely to have limited demand;
- Minimising large tracts of commercial land in the precinct will provide a stronger rural lifestyle product and improved amenity;

- It provides for a new precinct for recreational equine uses which will provide strong demand for residential use.

A full description of all three options and diagrams is provided in section 9.

1. INTRODUCTION

1.1. PROJECT OVERVIEW

Urban Enterprise was commissioned by Greater Shepparton City Council to prepare a Feasibility Study and Masterplan for the development of The Goulburn Valley Harness and Greyhound Racing Precinct and adjoining investigation area. The study will draw on Urban Enterprise's extensive knowledge and experience working within the equine and tourism industry and land use planning. Urban Enterprise is supported by Planisphere, landscape and urban design consultants.

The Feasibility Study assesses the performance of the equine and greyhound industry in Victoria and also with Greater Shepparton. In addition, the study identifies potential opportunities for the precinct as well as any physical issues and constraints. This study provides a clear direction for the future use of the precinct and the surrounding area.

The Feasibility Study has a project steering committee consisting of:

- The City of Greater Shepparton;
- The Shepparton Harness Racing Club; and
- The Shepparton Greyhound Racing Club.

The role of the project steering committee is to ensure the project brief is delivered by providing background information and contributing to the consultation process. The steering committee is in no way a part of the decision making process, this role and responsibility rests solely with the Greater Shepparton City Council.

This study is informed by council strategies which identify this precinct as a future growth area of Shepparton, as well as numerous community stakeholders including the Shepparton Harness and Greyhound Racing Clubs, Shepparton equine clubs, referral authorities and landowners within and adjoining the investigation area.

1.2. PROJECT OBJECTIVES

The Feasibility Study and Masterplan will guide the future development of the Goulburn Valley Harness and Greyhound Precinct and surrounding land. The objectives of this study are as follows:

1. **Understand the strategic context of the precinct** - Review local planning policy and council documents, which identifies this precinct as a future growth area of Shepparton. This will require an analysis of the adequacy and functionality of current facilities within the precinct.
2. **Identify the current state of the equine and greyhound industry in Victoria** - Investigate the strengths and weaknesses of the equine and greyhound industry, as well as investigating the regional demand for an upgrade or extension of facilities within the precinct.
3. **Assess potential demand and relative competitiveness for this precinct** within the region and Victoria - Identify the regional catchment for this precinct and assess competing precincts in the region.
4. **Determine the economic impact of any proposed development to Greater Shepparton** and the region - Assess the economic outcome in terms of employment, tourism and the equine industry.
5. **Evaluate the development costs** associated with potential improvements to the racing complex and surrounding areas, and undertake a cost benefit analysis.
6. **Investigate the viability of ancillary activities** to harness racing and greyhound racing that could be established within the precinct as a means of leveraging off existing operations.
7. **Assess the potential environmental and social impacts of the development** - This would include physical constraints and opportunities for the precinct.

- 8. **Investigate how the development of the precinct could be delivered**, including funding sources and acquiring land within the precinct.

1.3. METHODOLOGY

Figure 1 represents the step by step methodology for the Goulburn Valley Harness and Greyhound Racing Precinct Feasibility Study.

The project will be delivered in five key stages and are as follows:

1. **Inception, Background Review and Consultation**

- *Inception* - including agreement of the scope of works, initial inception and site visits.
- *Literature Review* - providing a review of background information, literature and key policy/strategy.
- *Consultation* - extensive stakeholder consultation with the project steering committee, key Council departments, referral authorities, as well as affected landowners within and adjoining the investigation area.

2. **Feasibility Study**

- *Regional Positioning* - providing an assessment of the importance of the facility to the region and the potential to be positioned as a regional leader in the equine industry.
- *Analysis of Existing Conditions* - an audit and condition report of existing facilities.
- *Market Analysis* - including investigation of current uses, identification of demand and a review of market trends and potential markets.
- *Assessment of Development Options* - examining the range of facilities and activities for inclusion in the masterplan and an assessment of potential development scenarios; with the ultimate selection of a preferred development option.
- *Development impact* - assessing the potential environmental and social impacts of the preferred development option.
- *Economic considerations* - analysing the viability of proposals, the economic impact of the preferred development option and potential funding opportunities.

3. **Masterplan**

- *Preparation of a masterplan for the investigation area* - to address the key objectives and recommended concept.

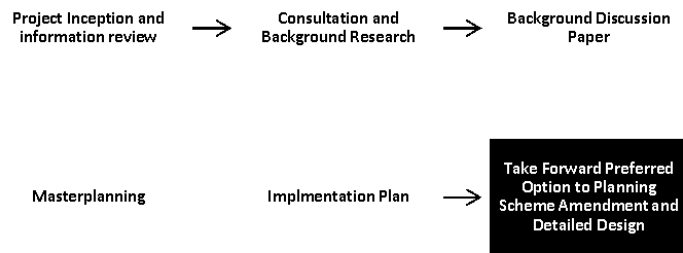
4. **Implementation Plan**

- *Actions and Implementation* - preparing an implementation plan that identifies actions, responsibilities, and timelines for the implementation of the masterplan.

5. **Final Reporting**

- *Final Report* - the delivery of a final report that succinctly summaries all elements of the project in a consolidated report.

FIGURE 1



1.3.1. CONSULTATION PROCESS

Urban Enterprise conducted a number of stakeholder workshops with the steering committee and recreational equine and greyhound clubs, as well as one-on-one meetings with council staff, referral authorities and affected land owners located within and around the investigation area. The consultation process helped identify physical constraints and issues associated with the investigation area and presented potential opportunities for the future direction and development of the precinct.

The consultation process included the following steps:

1. **Preparation of project information** for stakeholders;
2. **Project information and invitations** to attend a one-on-one interview sent to all landowners and referral authorities;
3. **Arrangement of in region consultation** including invites to a recreational equine industry workshop, council staff workshop and harness and greyhound industry workshop;
4. **In region consultation**
 - Meetings with landowners who responded to the invitation to meet
 - Meetings with referral authorities
 - Workshop with Harness and Greyhound Clubs and State representatives
 - Meetings with various council departments
 - Workshop with recreation horse industry
5. **Presentation of issues, opportunities and options** to steering committee and Greater Shepparton City Council;
6. **Exhibition of Draft Report.**

Refer to Appendix A for a detailed consultation list.

1.4. KEY STAKEHOLDERS

PROJECT STEERING COMMITTEE

The Feasibility Study and Masterplan has a project steering committee consisting of:

- Greater Shepparton City Council;
- The Shepparton Harness Racing Club; and
- The Shepparton Greyhound Racing Club.

The role of the project steering committee is to ensure the project brief is delivered by providing background information and contributing to the consultation process. The steering committee is in no way a part of the decision making process, this role and responsibility rests solely with the Greater Shepparton City Council.

Urban Enterprise conducted a workshop with the project steering committee to understand existing conditions for the racing precinct, and understand current operations. The workshop also helped understand physical constraints for the precinct and potential opportunities.

REFERRAL AUTHORITIES

Urban Enterprise invited a number of referral authorities to participate in the consultation process. Thirty minute sessions were allocated for each authority in order to understand existing conditions. Urban Enterprise met with the following authorities: Vic Roads, Goulburn River Water, Goulburn Murray Water, Department of Primary Industries, GRVT and Tourism Greater Shepparton.

Referral authorities that were invited to participate, but could not attend include: Goulburn Broken Catchment Authority, CFA, APA Group, Powercor Australia, EPA and PTV.

COUNCIL STAFF

Urban Enterprise met with a number of council staff from different departments including representatives from Strategic Planning, Sustainability and Environment, Events and Tourism, Waste Management and Property.

LANDOWNERS

Appendix B provides a detailed list of the landowners that were engaged and invited to participate in the consultation process.

Appendix C is a map that shows the property boundaries within and adjoining the investigation area and highlights the landowners that were invited to participate in the consultation process.

Landowners were formally contacted by Greater Shepparton City Council to participate and contribute in the consultation process. Landowners were informed of the project brief and potential outcomes, as well as notified of specific times and dates in which consultation sessions would be occurring. Several weeks prior to the allocated dates, landowners were sent a letter in the post outlining the purpose of the study and the importance for them to contribute in the process to aid in understanding certain aspirations and opportunities for the investigation area, as well as physical issues and constraints.

Landowners were instructed to contact Urban Enterprise to book a specific thirty minute one-on-one session at the Greater Shepparton City Council offices.

EQUINE CLUBS

Urban Enterprise conducted a workshop for the region's equine clubs to gain an understanding of physical issues facing the clubs, as well as potential opportunities for these clubs in the future. The following equestrian clubs attended the workshop: Shepparton Pony, Goulburn Valley Equestrian Club, Southern Seven Cutting Horse Association, Goulburn Valley Show jumping Club and Goulburn Valley Pony Club.

1.5. SITE DETAILS

1.5.1. LOCATION AND SPECIFICATIONS

The Background Discussion Paper refers to two separate areas and include:

- The investigation area; and
- The Goulburn Valley Harness and Greyhound Racing Precinct.

Figure 2 shows the two separate areas as discussed.

INVESTIGATION AREA

The investigation area for this project is the area which is enclosed by the Goulburn Valley Highway, Mitchell Road, Archer Road and River Road, located in Kialla, Greater Shepparton. The area of the precinct is approximately 3.1 km² (310 hectares).

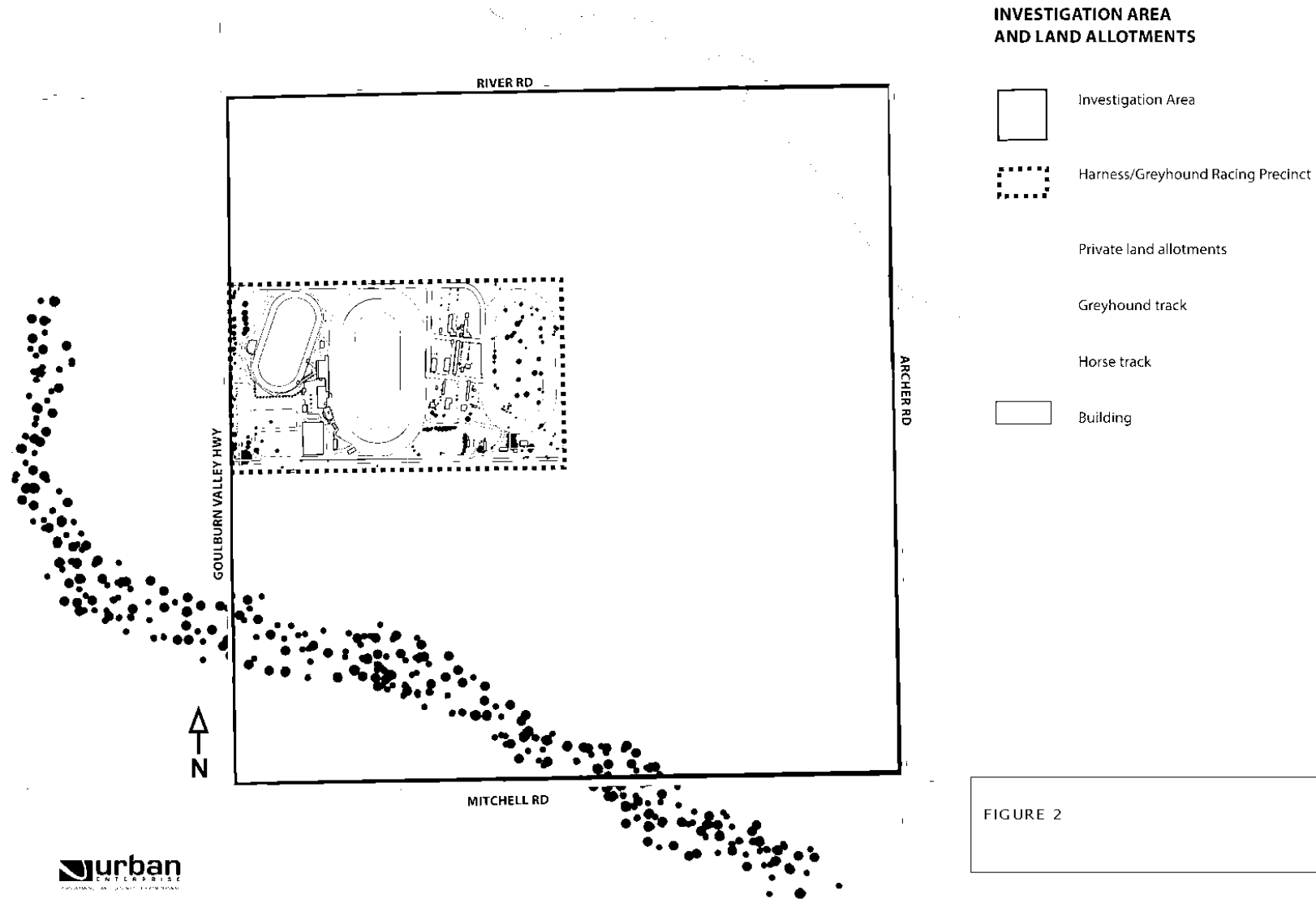
The investigation area is approximately 7.5 km south of the Shepparton CBD along the Goulburn Valley Highway. The Seven Creeks runs through the south west corner of the precinct.

Apart from the Harness and Greyhound Racing Precinct, the investigation area consists of privately owned allotments.

GOULBURN VALLEY HARNESS AND GREYHOUND RACING PRECINCT

The Harness and Greyhound Racing Precinct is defined by the Special Use Zone 4. This area includes the Shepparton Harness and Greyhound Racing Clubs and their ancillary facilities, as well as the training facilities, which includes a training track and stables. This area is located directly behind the harness racing track. This area is shared between the Shepparton Harness Racing Club and the Shepparton Pony Club.

There is one access point to the Shepparton Harness and Greyhound Racing Precinct from the Goulburn Valley Highway.





PART A: BACKGROUND INFORMATION

2. STRATEGIC CONTEXT

2.1. INTRODUCTION

The following section analyses key background and reference documents. This will highlight any significant documentation or strategic work related to the equine and tourism industry, Shepparton's residential market, as well as the precinct and investigation area shown in Figure 2.

Documents reviewed in this section include:

- Greater Shepparton Planning Scheme;
- Greater Shepparton Housing Strategy (2011);
- Greater Shepparton Council Plan and Strategic Resources Plan (2009-2013);
- Greater Shepparton 2030 Plan;
- Regional Rural Land Use Strategy (2010);
- Municipal Strategic Statement;
- Greater Shepparton Economic Development Strategy (2009-2012);
- Goulburn River Valley Tourism Development Plan (2011-2016); and
- Goulburn River Valley Destination Management Plan (2013).

KEY FINDINGS

The majority of the investigation area is Farming Zone 2 (FZ2), apart from the Harness and Greyhound Racing Precinct which is Special Use Zone 4 (SUZ4). The purpose of Farming Zone 2 is to provide the use of land for agriculture. The purpose for the Special Use Zone for the Harness and Greyhound Racing Precinct is for horse racing and a range of entertainment, recreational, commercial and community activities.

A Flood Overlay (FO) and Land Subject to Inundation Overlay (LSIO) exists over the south and north west corners of the precinct, as well as the north east corner. These zones and overlays restrict the level of development that can occur.

The Greater Shepparton Housing Strategy (2011) has estimated a need for 365 new dwellings per year to meet demand; low density, rural living is limited and currently reflects a gap in the market. The Greater Shepparton Housing Strategy also identifies the potential for rural living in the investigation area and highlights the importance of careful planning in the Kialla Paceway precinct to minimise land conflicts between the facility and future residents.

The Greater Shepparton Rural Land Use Strategy (2010) highlights the importance of the equine industry to the Goulburn Valley and emphasises its economic value to the region.

The Goulburn River Valley Destination Management Plan (2013) identifies the opportunity for the equine and greyhound industry to become a major draw card for the region. The plan also identifies the need for new tourism product to grow yield from the tourism sector such as accommodation targeted to market need.

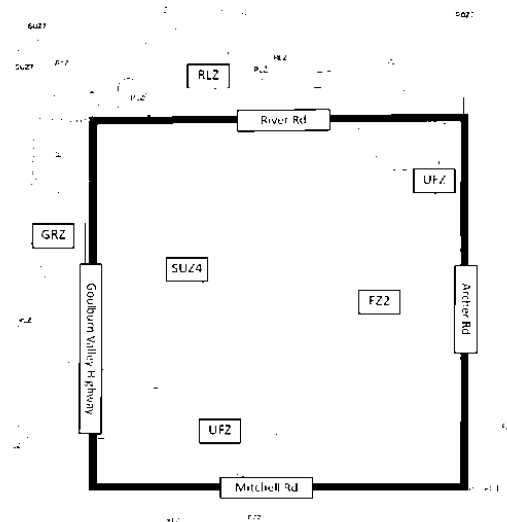
2.2. PLANNING POLICY

2.2.1. PLANNING ZONES

Figure 3 shows the planning zones for the land within and adjoining the investigation area. The overwhelming majority of land within the investigation area is Farming Zone 2 (FZ2). The Harness and Greyhound Racing Precinct adjoining The Goulburn Valley Highway is a Special Use Zone (SUZ4) and Seven Creeks which runs through the south west and north east corners of the investigation area is an Urban Floodway Zone (UFZ).

Across the Goulburn Valley Highway, directly east of the investigation area, is Residential Zone 1 (R1Z). The land directly north and directly south of the investigation area is Rural Living Zone (RLZ) and the land directly west of the investigation area is Farming Zone 2 (FZ2).

FIGURE 3



2.2.2. GREATER SHEPPARTON PLANNING SCHEME

The following outlines the purpose of use for each zone and overlay and summarises the key clauses and schedules that directly relate to the land within and directly adjoining the investigation area. There are a number of uses that each zone allow, require a permit or are prohibited. Table 1 within the Background Discussion paper summarises the permit requirements, allowances and restraints for key uses across each of the zones. These

requirements will inform the feasibility of the project as it will highlight the key allowances and constraints of these zones.

RESIDENTIAL ZONE 1

Clause 32.01 of the Greater Shepparton Planning Scheme states that the purpose of the Residential Zone 1 is to:

- *Provide for residential development at a range of densities with a variety of dwellings to meet the housing needs of all households.*
- *Encourage residential development that respects the neighbourhood character.*
- *In appropriate locations, to allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs."*

Residential zone 1, which is located directly east of the investigation area, does not require a permit for a dwelling, a bed and breakfast (no more than six persons) and animal keeping (under two animals). However, a permit is required for subdivision, building and works, accommodation (other than B&B) and formal leisure and recreation. Animal boarding and horse stables are prohibited in the residential zone 1.

RURAL LIVING ZONE

Clause 35.03 of the Greater Shepparton Planning Scheme state that the purpose of the Rural Living Zone is to:

- *Provide for residential use in a rural environment.*
- *Provide for agricultural land uses which do not adversely affect the amenity of surrounding land uses.*
- *Protect and enhance the natural resources, biodiversity and landscape and heritage values of the area.*
- *Encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision."*

Rural living zone is located directly north of the investigation area and there are no permits required for a dwelling, B&B (no more than ten persons), animal keeping and informal outdoor recreation. A permit is required for subdivision, building and works, accommodation (other than B&B), agriculture and leisure and recreation. Retail premises are prohibited under section 2 of clause 35.03-1.

FARMING ZONE 2

Clause 35.07 of the Greater Shepparton Planning Scheme states that the purpose of the Farming Zone is to:

- *Provide for the use of land for agriculture.*
- *Encourage the retention of productive agricultural land.*
- *Ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.*
- *Encourage the retention of employment and population to support rural communities.*
- *Encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision."*

The majority of the investigation area is farming zone 2 (apart from the harness and greyhound racing precinct). Farming zone 2 does not require a permit for a dwelling as well as agriculture and animal keeping. A permit is required for subdivision, accommodation, camping and caravan, B&B and leisure and recreation. Retail premises are prohibited.

SPECIAL USE ZONE 4

Schedule four to Clause 37.01 of the Greater Shepparton Planning Scheme states that the purpose of the Special Use Zone 4 is to:

- *Provide for the use of the Kialla Paceway for horse racing and a range of entertainment, recreational, commercial and community activities.*
- *Encourage the multiple use of land and buildings within the Kialla Paceway in order to facilitate its usage throughout the year.*

- *Ensure that the combination of uses, their density, and the scale and character of any development do not prejudice the amenity of surrounding land.*
- *Ensure that the future use and development of the Kialla Paceway occurs in a planned and orderly manner."*

The Shepparton Harness and Greyhound Racing Precinct is a Special Use Zone 4. This relates specifically to Kialla paceway and is designated for horse and greyhound racing and a range of entertainment, recreational, commercial and community activities.

Building and works and leisure and recreation infrastructure require permits.

URBAN FLOODWAY ZONE

Clause 37.03 of the Greater Shepparton Planning Scheme states that the purpose of the Urban Floodway Zone is to:

- *"Identify waterways, major floodpaths, drainage depressions and high hazard areas within urban areas which have the greatest risk and frequency of being affected by flooding.*
- *Ensure that any development maintains the free passage and temporary storage of floodwater, minimises flood damage and is compatible with flood hazard, local drainage conditions and the minimisation of soil erosion, sedimentation and silting.*
- *Protect water quality and waterways as natural resources.*

TABLE 1

USE	R1Z	RLZ	FZ2	SUZ4	UFZ
Dwelling					
Subdivision					
Building/works					
Accommodation					
Camping/caravan					
B&B					
Agriculture					
Leisure & recreation					
Retail Premises					
Animal keeping					
Animal boarding					
Horse stables					

No permit required
 Permit required
 Prohibited

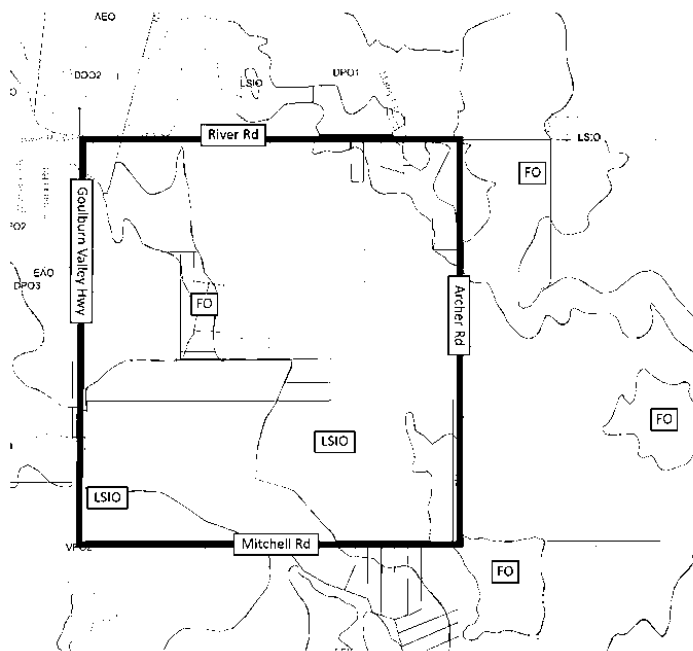
2.2.3. PLANNING OVERLAYS

Figure 4 shows the planning overlays that currently exist on the land within and adjoining the investigation area. Due to the Seven Creeks running through the north east and south west corners of the precinct, there are certain parts of the precinct that are subject to flooding and inundation.

A Floodway Overlay (FO) exists over a portion of the Harness and Greyhound Racing Precinct as well as the southern border of the investigation area, along Mitchell Road. A Land Subject to Inundation Overlay (LSIO) exists in the north west corner, as well as a large proportion of the southern half of the investigation area.

Planning overlays are detailed with specific allowances and restrictions. Permits are required for subdivision and building and works. Refer to Table 2 for a summary of overlay planning permit requirements.

FIGURE 4



FLOODWAY OVERLAY

Clause 44.03 of the Greater Shepparton Planning Scheme states that the purpose of a floodway overlay is to:

- "Identify waterways, major floodpaths, drainage depressions and high hazard areas which have the greatest risk and frequency of being affected by flooding.
- Ensure that any development maintains the free passage and temporary storage of floodwater, minimises flood damage and is compatible with flood hazard, local drainage conditions and the minimisation of soil erosion, sedimentation and silting.
- Protect water quality and waterways as natural resources in accordance with the provisions of relevant State Environment Protection Policies, and particularly in accordance with Clauses 33 and 35 of the State Environment Protection Policy (Waters of Victoria).
- Ensure that development maintains or improves river and wetland health, waterway protection and flood plain health."

LAND SUBJECT TO INUNDATION OVERLAY

Clause 44.04 of the Greater Shepparton Planning Scheme states that the purpose of the Land Subject to Inundation Overlay is to:

- "Identify land in a flood storage or flood fringe area affected by the 1 in 100 year flood or any other area determined by the floodplain management authority.
- Ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, is compatible with the flood hazard and local drainage conditions and will not cause any significant rise in flood level or flow velocity.
- Protect water quality in accordance with the provisions of relevant State Environment
- Ensure that development maintains or improves river and wetland health, waterway protection and flood plain health."

TABLE 2

USE	FO	LSIO
Permit Required		
Building and Works	<ul style="list-style-type: none"> Fence, roadworks, bicycle paths and trails 	<ul style="list-style-type: none"> A fence, roadworks, rainwater tank with a capacity of less than 4500 litres, flood mitigation works and the laying of underground sewerage, water and gas mains, oil pipelines,
Subdivision	<ul style="list-style-type: none"> The subdivision does not create any new lots, which are entirely within this overlay. This does not apply if the subdivision creates a lot, which is to be transferred to an authority for a public purpose. 	<ul style="list-style-type: none"> Permit required to subdivide land
No Permit Required		
Building and Works	<ul style="list-style-type: none"> A single or multiple industrial, retail or office building extension, a single or multiple dwelling extension, a sportsground, racecourse or recreation area (with no permanent grandstand or raised viewing area), pathways and trails constructed at general natural surface elevation, playground and roadworks carried out by a public authority. 	<ul style="list-style-type: none"> A new dwelling within Residential 1 Zones of Mooroopna, Shepparton and Tatura, an upper storey extension to an existing building within the existing building footprint, an agricultural shed (other than one used for industrial, retail or office purposes and a sportsground, racecourse or recreation area (with no permanent grandstand or raised viewing area), pathways and trails constructed at general natural surface elevation, playground.

20

GOULBURN VALLEY HARNESS AND GREYHOUND RACING PRECINCT FEASIBILITY STUDY AND MASTERPLAN
BACKGROUND DISCUSSION PAPER

2.3. LITERATURE REVIEW

The literature review provides a summary of Greater Shepparton and equine/greyhound related documents that align with the local/regional equine and greyhound industry as well as any future residential/housing/population projections and locations in Greater Shepparton.

2.3.1. COUNCIL DOCUMENTS

GREATER SHEPPARTON MUNICIPAL STRATEGIC STATEMENT

The Municipal Strategic Statement (MSS) is a concise statement of the key strategic planning, land use and development objectives for the municipality and the strategies and actions for achieving the objectives.

The MSS identifies several investigation areas that have been earmarked for potential future housing settlement in the framework plans. These areas have been identified as potential future areas to be rezoned or for high density residential development due to their proximity to amenity and growth areas. The two investigation areas in Kialla include:

- Investigation Area 1** - *Kialla Paceway and Shepparton Greyhound Racing environs. This area surrounds and includes the greyhound and trotting facilities and is directly adjacent to the Shepparton South Growth Corridor. There is potential to extend services to this land. However, future residential development within this area will be dependent on amenity issues such as lighting, noise, odour and dust being addressed to ensure that the long term interests of the racing facilities are protected.*
- Investigation Area 2** - *Raftery Road, Kialla. The land is adjacent to the Shepparton South Growth Corridor and is situated between the Seven Creeks and Goulburn River corridors. Development is currently restricted by the 8ha minimum lot size under the Rural Living Zone. Higher density development is dependent on issues relating to servicing, flooding and the environmental assets of the two river corridors being resolved.*

The Kialla Paceway investigation area has the potential to be rezoned as residential, however there are concerns of noise, light and odour pollution from the Harness and Greyhound racing precinct. Any future development mustn't interfere with the long term interests and operations of the racing clubs.

GREATER SHEPPARTON HOUSING STRATEGY (2011)

The Greater Shepparton Housing Strategy was prepared in order to provide a guide for the future provision and long term identification of residential land within the municipality.

The Greater Shepparton Housing Strategy (2011) has predicted that accommodating the growing population will require an additional 9,100 dwellings by 2031. This means that an average of 365 new dwellings will be needed every year to meet demand. Additional land for residential development will be required. While there is more than sufficient residential zoned land to accommodate conventional residential development over the next 10-20 years, opportunities for low density and rural living are quite limited.

Some of the relevant strategic directions of the Greater Shepparton Housing Strategy (2011) are:

- Locate residential development in locations appropriate to its intended use;
- Create sustainable living environments which conserve land and energy and are integrated with existing networks and systems; and
- Provide a diversity of housing options which become long-term assets to their neighbourhood.

The housing strategy plans for a mix of housing into locations proximate to shops, jobs, public transport, entertainment and open space. This will allow the most amount of people to take advantage of these local uses and spread the benefits of these areas as widely as possible.

Greater Shepparton currently has approximately 5,000 ha of zoned residential land which consist of 2,400 ha of Residential Zone 1 (R1Z), 775 ha of Low Density Residential Zone (LDRZ), and 1,000 ha of Rural Living Zone (RLZ).

The Greater Shepparton Housing Strategy also acknowledges that the investigation area is a potential location for future low density residential and rural living:

"Low Density Residential and Rural Living development has been limited in Greater Shepparton in recent times. There is anecdotal evidence that the current minimum lot size of 8ha within the Rural Living Zone (RLZ) is inhibiting further development. Other explanations include the reluctance of landholders to subdivide land where there is a

perception that there could be further development and rezoning opportunities for higher densities".

And;

"There is some potential for rural living and low density within the current growth boundaries of Shepparton, Mooroopna and Kialla, however the location of these developments should not inhibit the future growth of the urban area and encourage land banking or leapfrogging. One example is the Kialla Paceway precinct that will require careful planning to minimise land use conflicts between this facility and future residents".

GREATER SHEPPARTON COUNCIL PLAN & STRATEGIC RESOURCES PLAN (2009-2013)

The Greater Shepparton Council Plan is updated every four years and drives strategic direction in collaboration with community, councillors and council staff and reflects community aspirations, needs and expectations.

Key points from the council plan and strategic resources plan (2009-2013) are to:

- Encourage innovative, appropriate, sustainable and affordable housing solutions;
- Encourage sustainable municipal growth and development; and
- Develop a mix of sustainable tourist attractions, festivals and events.

GREATER SHEPPARTON 2030 PLAN

The Greater Shepparton 2030 Plan was prepared in order to build sustainable economic activity and maximise the quality of life in the municipality over the next 20 years.

Some key predictions in the plan for housing and settlement for the next 20 years include:

- *"The municipality's population will continue to grow from its current level of 59,660 persons towards 71,000 persons in 2021 and on to 75,700 persons by 2030. The multicultural and ethnic base will broaden and expand and the aboriginal community will remain a significant group in the local area.*

- *The size of households will decrease towards 2.7 persons per household; household structures will become more diverse and complex leading to a need for greater diversity in house types for a broad range of socio-economic characteristics.*
- *The overall population will "age" with the "baby boomers" moving into the latter part of their life cycle with a consequential greater demand upon health and support services and housing specifically suited to the needs of this sector.*
- *The environment and climatic benefits of the region, linked to an exodus to regional centres and coastal areas (within convenient access to the metropolitan areas) will see higher rates of persons attracted to the region for retirement and lifestyle reasons.*
- *The demand for rural residential environments will be tempered by greater concern to protect the productive capacity of soils and areas of native vegetation, provide services efficiently and cut dependence on fossil fuels to access facilities."*

The plan outlines a number of factors that will influence the siting and layout of new residential areas. Some of these factors include:

- Access to services;
- Water management;
- Energy efficiency; and
- Provision of diverse housing opportunities.

REGIONAL RURAL LAND USE STRATEGY (2010)

The purpose of this strategy is to develop consistent strategies and regulatory controls for the management of land use and development across the regions rural land.

The Regional Rural Land Use Strategy (2010) highlights the economic value and contribution of the horse racing industry within the Goulburn Valley.

The Strategy provides the following economic indicators for the Goulburn Valley Equine Industry:

- The GV region produces approximately 60% of all Victorian foals from many of the nation's key breeders and trainers.

- In 2007, the Victorian harness racing industry had an estimated value of \$700 million per annum that included a significant employment component with over 11,000 people employed across the State. It is estimated that approximately \$72 million of industry value is derived out of the Goulburn Valley.
- \$36 million pa in industry turnover associated with racing, breeding and training activities.
- \$24 million pa in on-course and off-course wagering associated with the GV Region's harness racing meetings.
- \$12 million pa generated in State and Federal taxes levied on the GV Region's harness racing activities (Essential Economics 2007).

The thoroughbred racing industry within the Goulburn Valley:

- Generates some \$97 million annually in real gross value added, and equivalent to 6% of real gross value added in the industry in Victoria.
- Comprises 251 breeders, 210 trainers and 1,931 owners.
- Generates \$23.9 million annually in expenditures by breeders and trainers.
- Supports 1,130 full-time jobs.
- Generates \$8.5 million in tax revenue to State Government and \$10.5 million in tax revenue to Commonwealth Government.
- Generates total wagering of \$239 million annually of which 95% is TAB off course.

Other significant factors within this strategy include:

- Horse racing has a positive social outcome for regional communities as it is important in providing community identity, social cohesion and facilities for community use and enjoyment.
- Kialla is recognised as a development area for rural living for residents to create hobby or lifestyle farms.

MUNICIPAL STRATEGIC STATEMENT (MSS)

The Municipal Strategic Statement (MSS) makes reference to future residential development. It states that the municipality must ensure that there is an adequate land supply for residential and rural residential purposes, as well as promoting a choice and variety of housing.

The need for housing diversity and choice is advocated in State Planning Policy and is reflected in Clause 21.05-1 of council's MSS. In addition, the predominant form of housing in Shepparton is a detached three to four bedroom house on a larger lot.

GREATER SHEPPARTON ECONOMIC DEVELOPMENT STRATEGY (2009 - 2012)

The Greater Shepparton Economic Development Strategy is intended to increase the Council's capacity to identify and pursue economic development initiatives. The focus is on identifying opportunities to promote investment and employment growth within a constantly changing domestic and international economic and environmental landscape.

The Greater Shepparton Economic Development Strategy (2009-2012) makes a number of references to the Shepparton residential market, as well as population growth and housing projections.

Greater Shepparton's residential property sales reflect the same patterns as regional Victoria. The projected growth in Greater Shepparton's resident population between 2009 and 2026 (+10,000 persons, representing an average annual increase of 0.9%). This growth will have important economic development implications for the municipality, including the need to provide a significant number of new residential dwellings and a requirement for greater job creation, as well as expanding and improving the provision of infrastructure and services.

2.3.2. TOURISM DEVELOPMENT PLANS

GOULBURN RIVER VALLEY TOURISM DEVELOPMENT PLAN (2011-2016)

A tourism development strategy for Mitchell, Strathbogie, Greater Shepparton and Murrindindi Shires.

The Goulburn River Valley Tourism Development Plan (2011-2016) identifies existing equine facilities and services as well as equine tourism opportunities in the region.

The region is home to providers of specialist services, such as the Equine Hospital in Shepparton, and two post-secondary education institutions offer specialist equine-related courses in the region - The National Centre for Equine Education at Goulburn Ovens Institute of TAFE (GOTAFE) and Northern Metropolitan Institute of TAFE.

This development plan identifies a number of equine tourism opportunities, and they include:

- Continue to develop the Equine industry: Equine festival, special race meetings, special tickets and passes, Horse parade, a festival dinner.
- Equine tourism packages: Food, wine and horse stud visits - combined with accommodation, bus trips to view equine activities.
- Support the development of 'horse-friendly' accommodation: Equine symposium.
- Establish communication linkages with appropriate equine organisation.
- Develop an equine regional calendar of events.
- Develop on-farm viewing platforms.
- Attract new investment in accommodation to the region.
- Undertake a rural tourism planning review, to identify rural precincts which could be rezoned to support rural tourism development.

GOULBURN RIVER VALLEY DESTINATION MANAGEMENT PLAN (2013)

The Goulburn River Valley Destination Management Plan (DMP) was prepared on behalf of Goulburn River Valley Tourism (GRVT), to provide a strategic approach to growing tourism in the Goulburn River Valley (GRV) region; aligning with key visitor needs and building on the GRV region's existing strengths.

All four Local Government municipalities within the Goulburn River Valley Tourism Region (Greater Shepparton, Strathbogie, Mitchell and Murrindindi) are supportive of the equine industry and support the development of linkages with the tourism industry.

The DMP identifies a number of priority tourism projects that will look to strengthen destinations within the Goulburn River Valley Region.

In particular the Goulburn Valley Equine Precinct is identified with the need to investigate the option to redevelop the Goulburn River Equine and Greyhound Precinct to position Shepparton and the Goulburn River Valley as a premier destination for racing, breeding, and equine education.

Other key opportunities for Shepparton which should be considered are:

- **Shepparton Events Program:** Identify event locations and engage with potential event organisers and operators. Secure access and use of events sites and promote co-operation between events operators and relevant Council Departments. Promote and market events regionally to target segments as part of the formal events calendar.
- **Goulburn Valley Harness and Greyhound Racing Precinct:** Support the undertaking of a masterplan and feasibility study in order to guide the future development of the Goulburn Valley Equine and Greyhound Precinct. This work will provide the framework for decision making and a platform for further detailed planning, design, funding and implementation.
- **Investigate Farm Gate Opportunities (Accommodation, Produce, and Retail):** Identify farm gate businesses with the potential for tourism product. Provide business support and notify businesses of changes to the Farming Zone, and the potential impact on tourism opportunities.

3. PROFILE OF THE HARNESS AND GREYHOUND SECTOR

3.1. INTRODUCTION

This section provides a profile of Victoria's greyhound and harness racing industries. Key statistics include existing greyhound racing clubs and tracks, number of race meetings and attendances.

This section draws on information provided to Urban Enterprise from both sectors such as annual reports and financial data.

KEY FINDINGS

There are 13 greyhound racing clubs in Victoria, with Shepparton the only club in the north east of the State. This ensures that Shepparton has a large catchment for races which includes north east Victoria, the Murray Region and southern NSW.

In 2013, Greyhound Racing Victoria held a total of 937 race meetings with an 11.3% increase in attendance from the previous year.

There are 39 harness racing clubs across Victoria and in 2013, Harness Racing Victoria held 452 race meetings.

Both the greyhound and harness racing industries have reported strong income growth over the past five years. In the case of the Harness Racing, much of this growth can be attributed to the introduction of Tabcorp Park and its non-racing entertainment, tourism and hospitality functions.

Greyhound Racing Victoria has had strong growth in revenue on the back of a greater share of income from TABCORP and increased wagering as a result of more race meets.

Industry trends highlight that the opportunity for the Goulburn Valley Harness and Greyhound Racing Precinct is to grow visitation through events, and greater entertainment during race nights. Tabcorp Park provides a good example of how multiple strong revenue streams can be leveraged from Harness Racing facilities in addition to wagering.

3.2. VICTORIAN GREYHOUND RACING INDUSTRY

3.2.1. PROFILE OF VICTORIA'S GREYHOUND INDUSTRY

There are 71 Greyhound Racing Clubs in Australia, of those, 13 are operating in Victoria. According to Greyhounds Australia there were approximately 933 race meetings in Victoria during 2011, with 10,607 races.

2013 witnessed a strong year for the greyhound racing industry in Victoria. There were five year high's for income, race meetings and attendance. Refer to Table 3 for a comprehensive list of Greyhound Racing Victoria's key industry statistics for 2013.

VICTORIAN RACING CLUBS

There are 13 Greyhound Racing Clubs currently operating in Victoria, Sandown being the premier racing club in the state hosting two race meetings per week. Shepparton has the potential to become a premier greyhound racing track as it too hosts 104 race meeting per annum. Clubs include:

- Bendigo;
- Geelong;
- Meadows;
- Shepparton;
- Warrambbool;
- Ballarat;
- Healesville;
- Sale;
- Traralgon;
- Cranbourne;
- Horsham;
- Sandown; and
- Warragul.

Figure 5 shows the distribution of Greyhound Racing Clubs in Victoria, highlighting that Shepparton is the only club in the north east of the state.

FIGURE 5

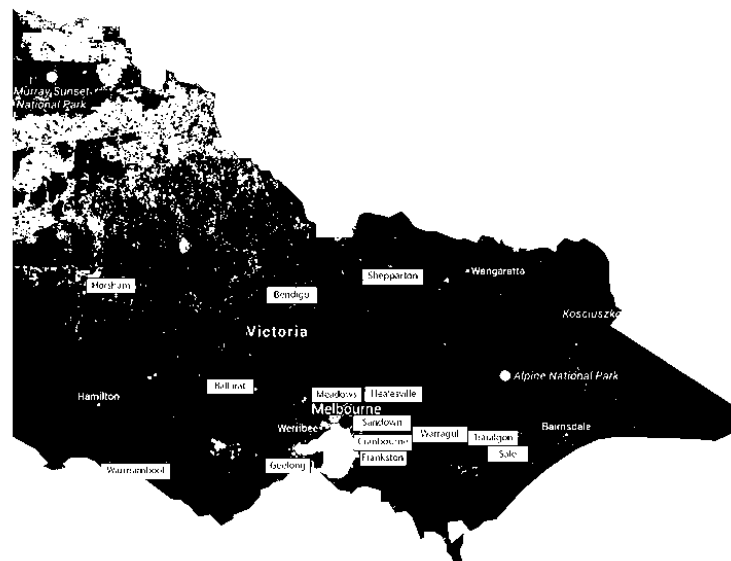


TABLE 3

CLUB	MEETINGS	ATTENDANCE
	104	32,018
Sandown	105	35,943
Total Metro	209	67,961
Ballarat	67	9,010
Bendigo	97	10,337
Cranbourne	53	10,620
Geelong	103	10,459
Healesville	56	6,859
Horsham	49	5,319
Sale	58	28,330
Shepparton	100	8,877
Traralgon	54	5,573
Warragul	98	12,749
Warrambool	59	11,696
Total Country	728	119,829
Total	937	187,790

3.2.2. INDUSTRY TRENDS

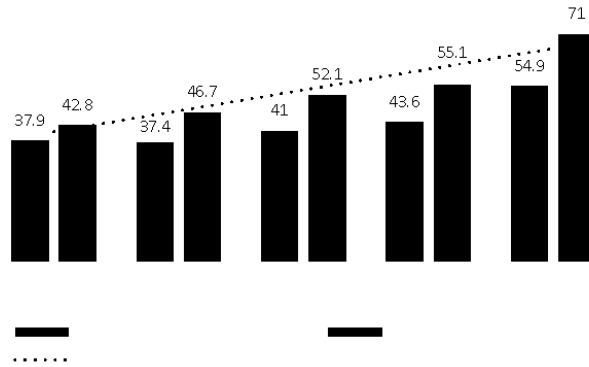
Figure 6 provides an overview of the Greyhound industry performance in Victoria. Income has grown significantly for Greyhound Racing Victoria due to:

- An overall increase in funding from the new wagering licence with Tabcorp that was also assisted by overall wagering revenues performing above budget ;
- The Victorian Racing Industry obtained the benefit of a new joint venture with Tabcorp called 'Premium Gateway International' that provided GRV with an additional \$0.5 million in income and given the relevance of international wagering is likely to be an important source of income to GRV;
- Racefields income increased by \$4.1 million (43.1 per cent increase).

The greyhound industry is in a strong position, and Shepparton has been a strong regional performer. The growth of Shepparton is observed through increases in race days and wagering as a result.

Shepparton, being the only GRV track in Victoria's north east highlights the strong growth potential of Shepparton Greyhound Racing Club to grow.

FIGURE 6



- Brand, reputation and stakeholder engagement excellence

3.2.3. FUTURE OBJECTIVES

The Greyhound Racing Victoria Strategic Plan identifies the following areas of focus for developing the industry:

- Greyhound welfare excellence
- Racing operations excellence
- Membership experience excellence
- Club enablement excellence
- Wagering operations excellence
- People and culture excellence
- Technology, systems and processes excellence

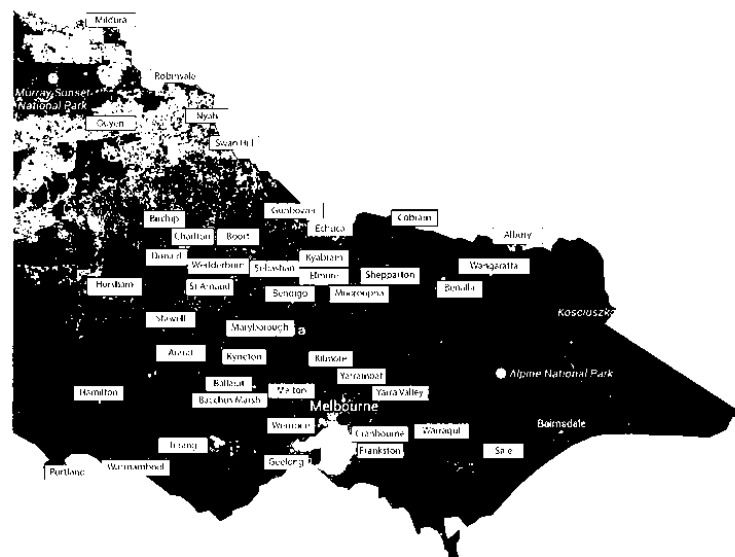
3.3. VICTORIAN HARNESS RACING INDUSTRY

3.3.1. PROFILE OF VICTORIA'S HARNESS RACING INDUSTRY

There are 117 Harness Racing Clubs in Australia, operating at 97 race tracks. Of those, 39 are located in Victoria. There are approximately 500 harness race meetings in Victoria alone, with 4,006 races and 3,303 club members.

In 2013, Harness Racing Victoria held 452 race meetings (TAB), with 3,814 races involving 4,099 horses.

FIGURE 7



HARNESS RACING CLUBS - VIC

There are 39 harness racing clubs currently operating in Victoria. The majority of harness racing clubs in Victoria are found in a cluster throughout the Murray region, High Country and the Goulburn River Valley region. The Goulburn Valley Harness and Greyhound Racing Precinct's proximity to surrounding harness racing clubs would suggest that it has the potential to attract visitors to the precinct for equine related events, and as a result has the opportunity to become a premier equine destination in the region. Harness racing Clubs in Victoria include:

- Ararat;
- Cobram;
- Kilmore;
- Nyah;
- Terang;
- Bacchus Marsh;
- Echuca;
- Kyabram;
- Ouyen;
- Wangaratta;
- Ballarat;
- Elmore;
- Kyneton;
- Robinvale;
- Warragul;
- Bendigo;
- Geelong;
- Cranbourne;
- Donald;
- Wedderburn;
- Boort;
- Hamilton;
- Mildura;
- St Arnaud;
- Yarrambat;
- Charlton;
- Horsham;
- Mooroopna;
- Stawell;
- Melton;
- Sebastian;
- Warrnambool;
- Birchip;
- Gunbower;
- Maryborough;
- Shepparton;
- Yarra Valley;
- Benalla;
- Swan Hill

TABLE 4

	2013
Race Meetings	452
Races	3,814
Horses Raced	4,099
Trainers	1,300
Stablehands	1,271
Foals	2,359

3.3.2. INDUSTRY TRENDS

Figure 8 shows trends in key statistics including number of harness races, revenue from wagering, race starters and total income for Harness Racing Victoria. The data shows that the number of races and number of starters has decreased over the past 5 years, whilst the total income has increased. Interestingly wagering has increased slightly, however much of the income growth for Harness Racing Victoria has been from non-wagering sources.

Revenue from Tabcorp Park has significantly improved the income for Harness Racing Victoria through the multiple revenue streams on offer which relate to entertainment and hospitality uses.

The trends in the harness industry highlight that there is likely to be limited growth in the number of starters and races held at Shepparton, however there is opportunity to strengthen other revenue streams for the precinct such as through growing events and strengthening visitation to existing races.

FIGURE 8



3.3.3. FUTURE OBJECTIVES

The following is a summary of the objectives which have set the future direction of the Victorian harness racing industry. These objectives and strategic initiatives can be adopted by the Shepparton Harness Racing Club and will strengthen its position as a premier harness racing destination in Victoria.

The desired outcomes are identified as follows:

- Create more industry events;
- Reduce barriers into entering the Harness Racing Industry;
- Improve community perception of the Harness Racing Industry; and

- Re-brand and Re-position Harness Racing as a sport of the future.
- Increased attendance;
- Increased economic benefits;
- Increased numbers of people involved in the industry as participants and spectators;
- Targeted education to attract and retain young people;
- Increased awareness of the industry, particularly at a local level;
- Improved racing stock;
- Improved breeding stock;
- Increased distributions of prize money;
- Significantly improved facilities;
- More young people to become a part of the industry; and
- Recognition of harness industry as a primary industry.

Some key strategic directions have been outlined and are summarised as follows:

- Develop a united and cohesive Goulburn Valley Harness industry through building enduring relationships with breeders, trainers, owners, administrators, clubs and allied professionals.
- Increase the profitability, profile and sustainability of the industry by developing mutually beneficial strategic partnerships and alliances.
- Develop quality facilities to feed future needs and encourage increased participation.
- Drive positive policy change by effectively representing the Goulburn Valley Harness Racing Industry.

4. EXISTING CONDITIONS: CLUB FACILITIES AND OPERATIONS

4.1. INTRODUCTION

This section provides an overview of the existing conditions in relation to club facilities and operations.

The existing conditions analysis is based on discussions with club members and a site visit of the precinct. Figure 9 shows the existing conditions for the Shepparton Greyhound and Harness Racing Precinct.

KEY FINDINGS

The Harness and Greyhound Racing Precinct is largely built out across the site, with little room for broad scale expansion. The Greyhound Racing Club occupies the front of the site, with the Harness and Pony Clubs situated at the rear.

There is opportunity for infill expansion of facilities and the layout of the training area does not use space efficiently.

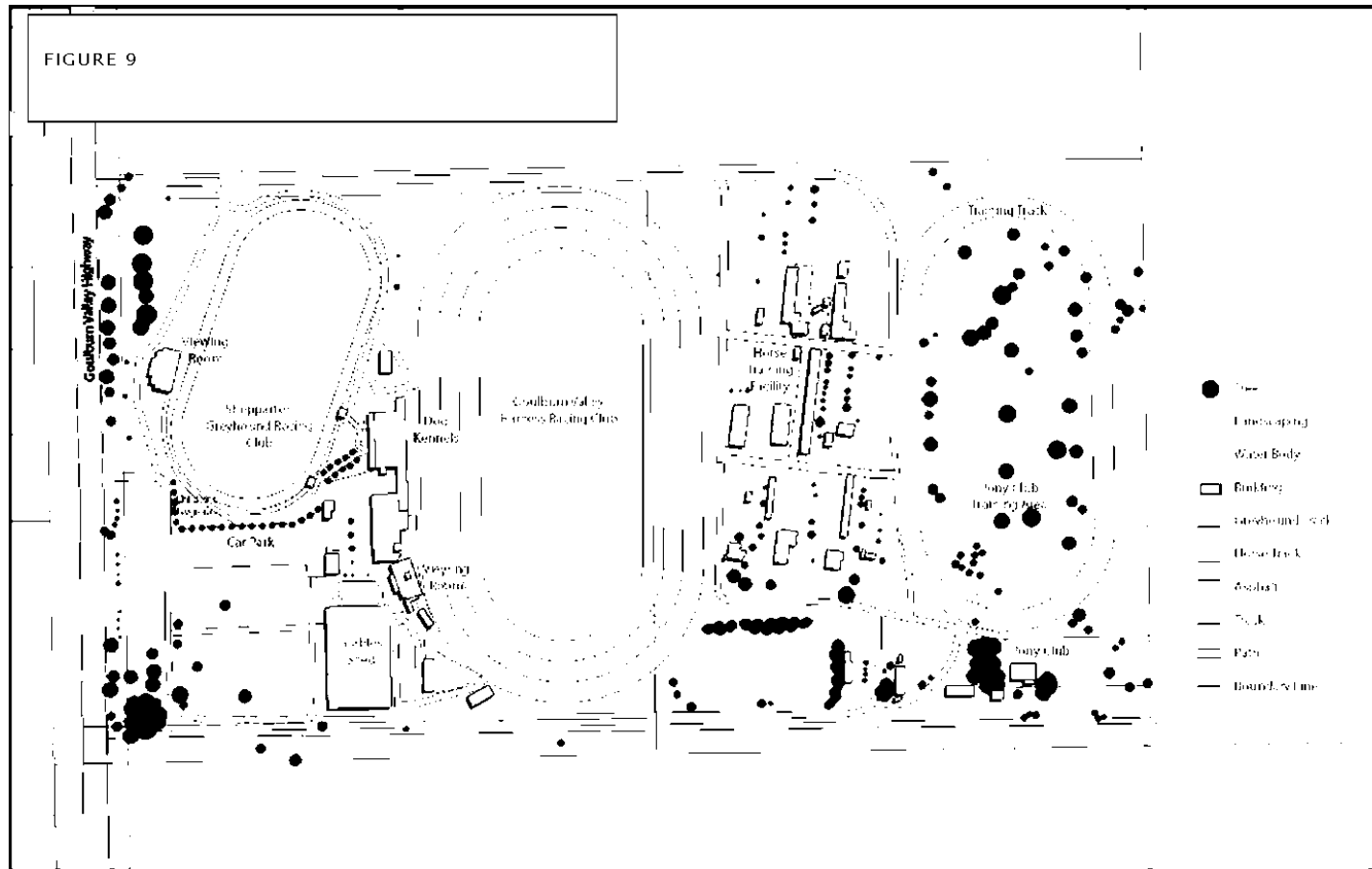
The precinct is home to excellent function room facilities including the Greyhound Racing Club's function room which accommodates 200 seated patrons, and the Harness Racing Club's AH Rathjen Dining room and the Winning Post Complex with capacity for 400 and 250 seated guests respectively.

The Harness and Greyhound facilities are largely in good order as a result of recent grant funding for both facilities.

The racing tracks and ancillary facilities are located on crown land and is leased to the Shepparton Harness and Greyhound Racing Clubs management committee.

The parcel of land utilised for training and stabling is owned by the harness racing club.

Shepparton pony club lease the land utilised for their clubroom facilities from Greater Shepparton City Council.



EXISTING CONDITIONS
KIALLA EQUINE MASTERPLAN

4.2. SHEPPARTON GREYHOUND RACING CLUB

The Shepparton Greyhound Racing Club relocated to this precinct (Goulburn Valley Highway, Kialla) in 2005 after previously occupying the Shepparton Showgrounds.

Shepparton Greyhound Club is located on the left of the entrance to the precinct and is comprised of a greyhound racing track, club room/dining area and viewing deck. Directly behind the greyhound racing track are the holding yards, kennels and the office and administration building.

4.2.1. OVERVIEW OF USE AND ACTIVITIES

The Shepparton Greyhound Racing Club host a race meeting every Monday and Thursday throughout the year. During a race meeting, the dining room and viewing area are occupied by attendee's and club members.

4.2.2. JOBS

The Shepparton Greyhound Racing Club is made up of a committee and management team. The manager is aided by two full-time office and administration employees. During race meetings, additional staff are required for catering, bar and TAB duties.

4.2.3. OVERVIEW OF FACILITIES

GREYHOUND RACE TRACK

The sand based track upholds a high industry standard for racing and offers trainers three separate distances for racing. The club has consistently increased the amount of race meetings it hosts, reaching its highest number of meetings in 2013 with 100. The Club is scheduled to hold race meetings every Monday and Thursday night throughout the year.

The track has some landscaping around the winning post as it is the focal point for the viewer. Apart from the water storage dam in the centre of the track, which is utilised for watering the track, the areas surrounding the track are barren and un-vegetated.

DINING ROOM /VIEWING AREA

The function area incorporates an enclosed dining room, bar and TAB facilities that overlook the home straight. This function area often hosts corporate and social events as the dining room can seat up to 200 guests. Events range from corporate functions to weddings and parties. The Club hosts approximately 20-25 corporate/social events per year.



OFFICE ADMINISTRATION

The office administration buildings are located at the rear end of the greyhound racing track and adjoins the harness racing club dining room and viewing areas. The full time office staff are based in this building.



KENNELS /HOLDING AREAS

The Kennels, swabbing station, Veterinary and stewards room are in the same building as the office administration and are adjoining the harness racing dining room/function and viewing area. The greyhounds are kept in the kennels until the lead up to their race. From there, they are taken out to the holding areas until moments prior to the race. The holding areas are directly behind the track in front of the office administration building.

4.3. SHEPPARTON HARNESS RACING CLUB

The Shepparton Harness Racing Club is located in the centre of the Goulburn Valley Harness and Greyhound Racing Precinct. The Club incorporates a harness racing track, dual dining rooms, viewing grandstand, café, and big shed for stabling, administration office, commentary and corporate box. At the rear of the racing track there are training facilities which include a training track and stables.

Geographically the club is centrally located to the racing and breeding industries and since 2004 the industry, State Government and Greater Shepparton City Council have invested \$5 million to significantly upgrade the racing track, construct a new dining complex and develop an undercover stable complex. The Shepparton Club now boasts facilities more than comparable to any other provincial club and enjoys above state average performance in terms of racing entries and patron attendance.

4.3.1. OVERVIEW OF USE AND ACTIVITIES

The Shepparton Harness Racing Club hosts approximately 40 race meetings, predominantly at night. Of those race meetings, 30 are conducted for the Shepparton Racing Club and the remaining ten are held on behalf of a combination of Wangaratta, Kyabram and Mooroopna Harness Racing Clubs. The Club also conducts approximately 52 trial sessions and a further 20-25 social events, seminars and trade functions. Social events and functions are generally hosted in the dining rooms and the trade functions in the stabling complex (big shed).

The Shepparton Harness Racing Club can cater for corporate and social events and can host a number of different exhibitions.

The Shepparton Harness Racing Club has a total of 140 members and the attendances to a race meeting varies between 200-600 people.

4.3.2. JOBS

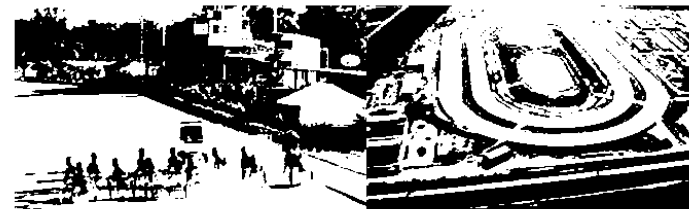
The Shepparton Harness Racing Club employs a racing and operations manager as well as an events and catering manager. There are a total of 4 full time staff employed by the club including maintenance and administration staff.

During a race meeting, the club employs an additional 13-25 staff depending on the scale and nature of the event. These staff members are employed for catering, bar and TAB duties.

4.3.3. OVERVIEW OF FACILITIES

SHEPPARTON RACE TRACK

The 1000 metre track is surfaced with granitic sand with a 200 metre straight and 100 metre turns. Races are run over 1609, 1690, 2190, 2690 & 3190 metre with 7 horses off the front for both mobile and standing starts and maximum field sizes of 12 for mobile and 11 in standing start events.



DINING ROOMS/VIEWING STAND

The Shepparton Harness Racing club have two dining rooms: The AH Rathjen Dining room and the Winning Post Complex. The Winning Post Complex overlooks the home straight and includes a boutique bar, bistro and TAB facilities. The Complex can cater for social and corporate events with up to 250 guests.

The AH Rathjen Dining Room is located underneath the Winning Post Complex and can host large events and exhibitions with up to 400 guests. It has a boutique bar, dance floor and fully equipped kitchen, however it does not have views of the track.



STABLING COMPLEX (BIG SHED)

The Stabling Shed is a purpose built complex. The shed was constructed to stable the horses prior to and post racing. This shed is an adequate facility which also has a washing and swabbing station. The stable shed also has the ability to host non race day trade events. Due to its magnitude, the stable shed can host an array of exhibitions and events, such as dairy week.



HARNESS COMPLEX

A feature of the Shepparton Harness Complex is the wide open spaces that also attracts a number of uses. The significant grassed areas of the complex host a variety of users including dog shows, camp overs, rallies and trade displays.



TRAINING FACILITIES

Training facilities are located behind the Shepparton harness racing track. These facilities include: a training track, stables, clubhouses and storage huts. These facilities are used predominately by the Shepparton Harness Racing Club and their associated trainers.



CORPORATE/COMMENTARY BOX

The Cormican Corporate Box is perched above the track and slightly south of the winning post. The elevated Corporate Box is fitted with televisions and bar facilities. With a capacity of 15-20 people the corporate box is an ideal facility to entertain. The level below the corporate facility is the commentary box in which the broadcasters call each race.



4.4. SHEPPARTON PONY CLUB

The Shepparton Pony Club is situated at the south east of the corner of the Shepparton Harness and Greyhound Racing Precinct. The club occupies a small space, which consists of stables, a clubhouse and shared use of the training track.

The Shepparton Pony Club has approximately 60 members and holds its club rallies at the first Sunday of every month.

The Pony Club utilises the space within the Harness training track for its rallies, training and events.



4.5. SHARED FACILITIES

There are a number of facilities that are shared between the three clubs occupying the precinct.

CAR PARK

The car park is shared between the Greyhound Racing Club and the Shepparton Harness Racing Club. This is a non-issue for the majority of the racing calendar, however, there are irregular occurrences whereby a greyhound race meeting and a harness race meeting overlap. During these times, the car park does not have the capacity to accommodate the excess number of vehicles and is forced to spill over into the communal grass area surrounding the car park. In addition, it results in vehicle congestion issues within the car park and also on to the Goulburn Valley Highway.

TRAINING TRACK

A use conflict exists between the Shepparton Pony Club and the Harness Racing Club. There is a lack of adequate space to accommodate the Pony Club. The Pony Club does not have a cross country track and often experiences scheduling issues with the harness racing club.

WATER

The water dam at the south of the precinct is the major water catchment. The dam pumps water into smaller dams located inside the harness racing track and the greyhound racing track. The water from the dams are used to water the tracks and landscape gardens. There is currently an adequate supply of water to satisfy both clubs.

4.6. PROPERTY OWNERSHIP

Figure 10 shows the property ownership and land parcels for the Goulburn Valley Harness and Greyhound Racing Precinct and includes the entirety of the special use zone 4.

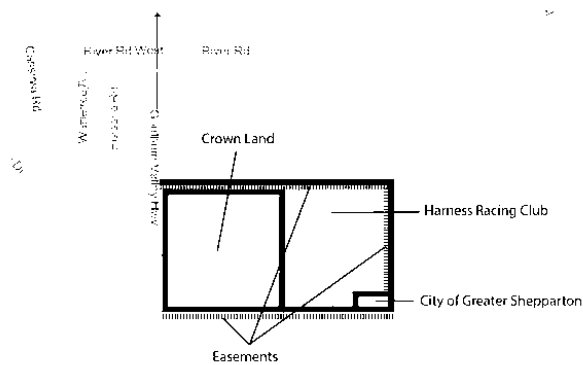
The crown land consists of all major racing operations including the harness and greyhound racing track, stabling complex, dining and function facilities, car park, kennels and administration buildings. This land is leased to a committee of management for the Shepparton Harness and Greyhound Racing Clubs.

The parcel of land owned by the Shepparton Harness Racing Club includes the training facilities (stables and track) as well as a clubhouse and storage huts.

The small parcel of land owned by the City of Greater Shepparton is leased to the Shepparton Pony Club. The parcel is only large enough for a clubhouse for the Pony Club.

A number of easements exist on the boundary of the precinct. A gas and electricity easement exists on the northern, eastern and south western boundary. There is also an easement on the water channel, on the southern boundary of the precinct. This is an easement to State Rivers Victoria and Water Supply Commission.

FIGURE 10



5. MARKET ASSESSMENT

5.1. INTRODUCTION

The market assessment for the precinct provides an indication of the ability to grow visitation and attendance to the precinct.

KEY FINDINGS

Greater Shepparton is projected to grow substantially over the next 15-20 years with 23% projected growth between 2014 and 2031. This will provide growth in local market demand for function spaces, events and memberships for the clubs.

Greater Shepparton is a key visitor node within the Goulburn River Valley Tourism Region, attracting 1.1 million visitors per annum. A large proportion of visitors to the Goulburn River Valley are visiting for special events or for business. This highlights the strength of business and non-business events markets for Shepparton.

It is estimated that the Harness and Greyhound Racing Precinct attracts around 65,000 visitors per annum, of which around 9,500 are estimated to be overnight visitors to Shepparton. Visitation to the precinct creates demand for food, beverage, accommodation and equine/greyhound services in Shepparton.

There is opportunity for the equine precinct to grow visitation through attracting both more social and non-social events and through developing the entertainment offer on race nights.

5.2. POPULATION

The Greater Shepparton population is expected to increase significantly over the next 20 years, with the population projected to grow from 63,447 in 2014 to 77,675 in 2031. This represents around 22% growth over that period.

This has consequences for the opportunities within the investigation area such as increased demand for residential housing, increased demand for function spaces and accommodation and increased demand for equine related facilities.

TABLE 5

Year	2011	2016	2021	2026	2031
Population	61,744	64,775	68,973	74,189	77,675

5.3. VISITATION TO GREATER SHEPPARTON

Greater Shepparton is part of the Goulburn River Valley Tourism Region. The region includes the municipalities of Greater Shepparton, Strathbogie, Murrindindi and Mitchell, as shown in the figure below.

Table 6 shows that Greater Shepparton attracts around 1.1 million visitors per annum which equates to 36% of all visitors to the Goulburn River Valley Region.

FIGURE 11

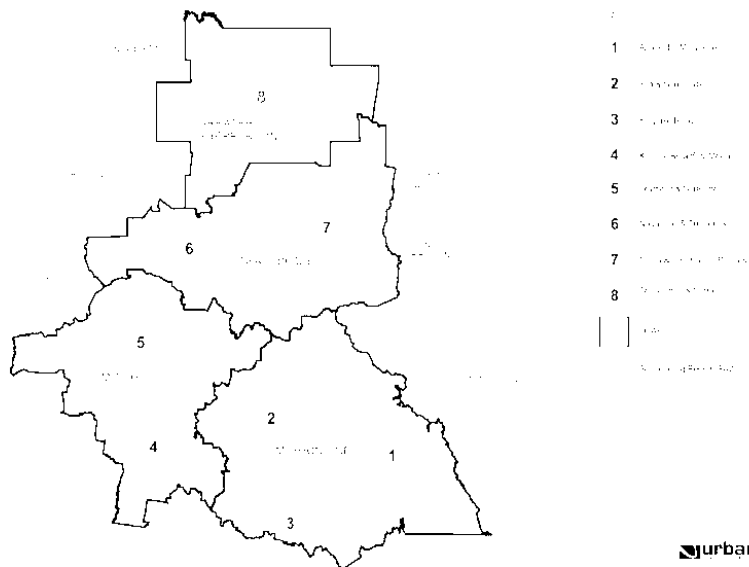


TABLE 6

	Overnight Visitors	Daytrip Visitors	Total Visitors
Shepparton & Surrounds	545,795	634,000	1,179,795
Goulburn River Valley Region	1,311,218	1,971,000	3,282,218
	41%	32%	36%

46% of visitors to Greater Shepparton visit for holiday leisure purposes, 17% for visiting friends and relatives and 29% for business. Greater Shepparton has a higher proportion of visitors coming for other reasons than other Goulburn River Valley municipalities. This is largely due to the strong special event market in Greater Shepparton of which the Harness and Greyhound Racing Clubs contribute to.

TABLE 7

SA2	Holiday or leisure	Visiting friends and relatives	Business	Other
Shepparton & Surrounds	46%	17%	29%	7%

5.4. VISITATION TO PRECINCT

5.4.1. SHEPPARTON HARNESS RACING CLUB

Visitors to the precinct come from far and wide, Figure 12 shows the location origin of Harness Race starters for 2013. This highlights the large catchment for the Harness Racing Track with starters coming from as far as Newcastle, NSW.

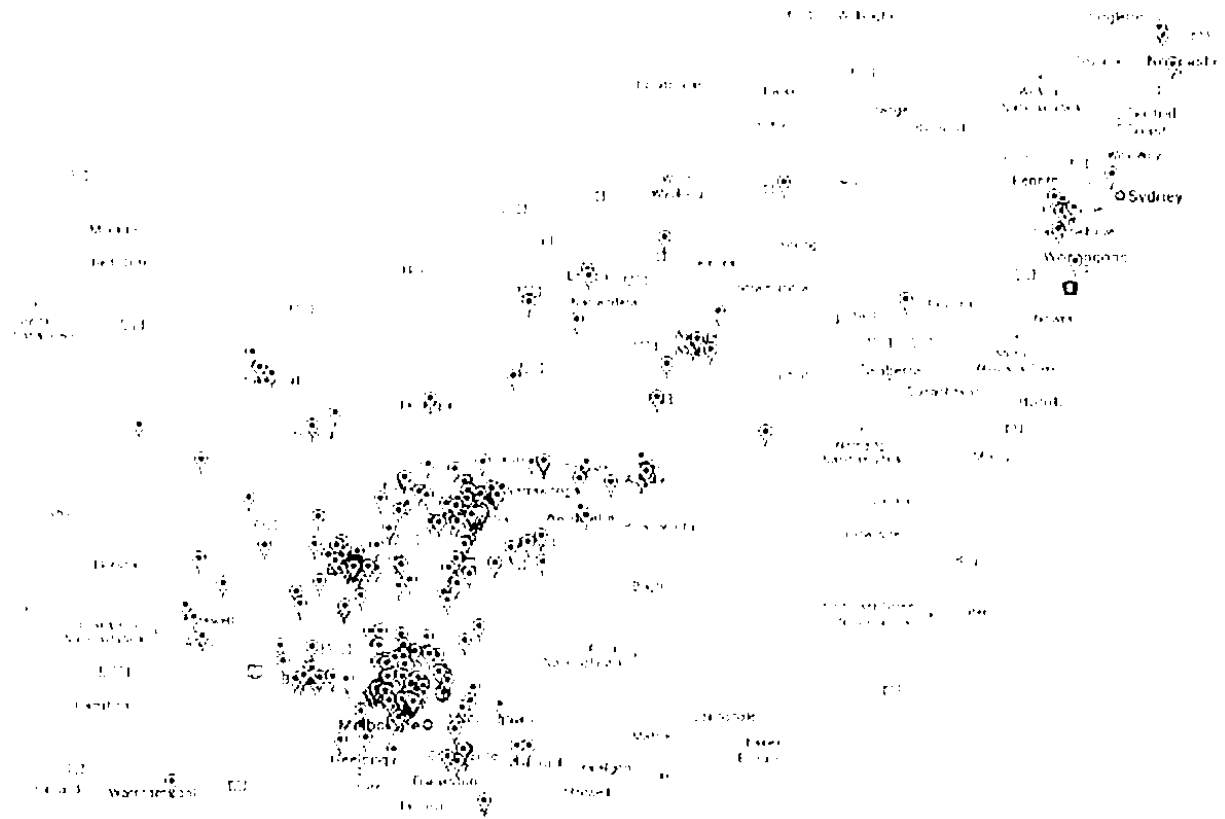
Based on the estimates above the Shepparton Harness Track attracts around 27,240 visitors per annum. Based on data provided by the Shepparton Harness Racing Club and Harness Racing Victoria, around 15% of visitors to the precinct are likely to require overnight accommodation in Shepparton. This means that the precinct is driving demand for around 4,000 overnight visitors to Shepparton.

The number of overnight visitors to Greater Shepparton may be increased through provision of equine specific accommodation, so trainers and owners can stay in proximity to their animals.

TABLE 8

Category	Assumptions	Visitors
Race meets	40 race meets 10 races per meet 10 horses per meet 2 people per horse 200 additional spectators per meet 400 visitors X 40 meets	16,000
Trial sessions	52 trial sessions 10 trials per session 6 horses per trial 2 people per horse	6,240
Other Events	25 events Venue capacity: Rathjen Dining Room 400 Winning Post Complex 250 Average no per event 200	5,000
Total		27,240

FIGURE 12



5.4.2. SHEPPARTON GREYHOUND RACING CLUB

The Shepparton Greyhound Racing Club hosts 110 race meetings with a total attendance of 27,720 visitors. This equates to around 252 people per meet.

In addition the Greyhound Racing Club has an excellent dining and function room which can accommodate up to 200 seated guests. The function room attracts around 20 events per year, with an average of 130 people per event.

The Shepparton Greyhound Racing Club attracts around 36,560 visitors per year. Based on the previous assumption for the Harness Racing of 15% overnight visitors, the Greyhound Racing Club is estimated to attract 5,484 overnight visitors to Shepparton.

TABLE 9

Category	Assumptions	Visitors
Race meets	110 meetings per year 12 races per meeting 8 greyhounds per race 2 people per greyhound 16 x 12= 192	27,720
	Plus 60 guests	
	252 x 110	
Trial Sessions	Approx. 60 greyhound handlers per session 2 sessions per week	6,240
Other Events	20 events 130 average attendance at events	2,600
Total		36,560

5.4.3. PONY CLUB

The Shepparton Pony Club has 60 members and has 12 club rallies per year at the Harness and Greyhound Racing Precinct.

It is estimated that around 80 people are in attendance on rally days. In total it is estimated that the Shepparton Pony Club attracts around 960 visitors annually.

5.4.4. SUMMARY OF VISITORS ATTRACTED TO THE PRECINCT

The Shepparton Harness and Greyhound Racing Precinct currently attracts around 65,000 visitors per annum, of which around 9,500 are estimated to be overnight visitors to Shepparton.

TABLE 10

Facility	Number of Visitors to Precinct	Overnight Visitors to Shepparton
Harness Track	27,240	4,000
Greyhound Track	36,560	5,484
Pony Club	960	0
Total	64,760	9,484

5.5. OPPORTUNITIES TO INCREASE VISITATION TO THE PRECINCT

Without any further expansion on the precinct, there is opportunity to grow the number of visitors to the precinct through growing the events calendar. Key opportunities include:

- **Local social events:** There is additional capacity within the function rooms to cater for more social events. The venues are of good quality and can attract larger social events of up to 400 people.
- **Business and special events:** The large 400 seat capacity AH Rathjen Dining room has great potential to attract large event special events. There are very few facilities in Shepparton and the broader region which can accommodate this number of visitors.
- **Shows and festivals:** The precinct is designed to accommodate a large number of visitors and there is opportunity to grow the number of outdoor events;
- **Special harness and greyhound nights:** Tabcorp Park has grown its attendance through the development of themed race nights. There is opportunity for both the Greyhound and Harness Tracks to explore themed nights.

In addition there is expected to be natural growth to the precinct based on population growth within the catchment area.

6. CASE STUDIES

6.1. INTRODUCTION

The following section highlights selected case studies of harness racing precincts and equine related rural residential/lifestyle farms. These case studies will inform the concepts and future land use options for the Shepparton investigation area.

KEY FINDINGS

Tabcorp Park is a purpose built sporting and community hub. The development leverages off premier harness racing operations, whilst hosting a number of business and entertainment events and functions.

Tabcorp Park's success can be attributed to a number of factors including a diverse mix of Harness racing operations, entertainment, functions and accommodation. This hub allows its users to experience a number of entertainment avenues.

Brighton and Globe Derby Park contain generous residential allotments varying in size, generally 1-5 hectares. These land allotments are desired due to the proximity to equine related industries and recreation allowing residents to leverage off the regions equine related facilities and operations.

Horse communities in the US are designed for equine recreation and provide a series of horse and nature trails with an abundance of public open space. Allotments are generally 1-3 hectares.

The success of horse communities can be attributed to a number of factors which include social cohesion through the provision of community infrastructure and recreational space such as horse trails, parks and public open space.

6.2. HARNESS AND GREYHOUND PRECINCTS

6.2.1. TABCORP PARK MELTON

Tabcorp Park is located in Melton, 41 km west of Melbourne. Tabcorp Park is a unique sporting and community hub with a range of entertainment facilities operating seven days a week alongside a metropolitan harness racing track. The decision of Harness Racing Victoria to explore options for developing a major harness racing precinct came from the industry's five year strategic plan, developed in 2001. Melton was the ideal region for this development as it boasted the highest proportion of standardbreds in Victoria, identifying strong demand for this type of development in the region. In addition, Melton Shire recorded strong population growth, as well as providing attractive land that was required for a development of this size and scale.

Tabcorp Park is the premier harness racing facility in Victoria. Facilities include a 41 room four star hotel, function and conference rooms, bistro, sports bar, TAB and gaming room.

Tabcorp Park hosts harness race meets every Friday night and Thursday afternoon, as well as select Saturday nights and Sunday afternoons. Harness Racing Victoria have built a state-of-the-art 1040 metre track, which is the largest in Victoria. The track promotes fast, fair and competitive racing.

Tabcorp Park is designed to leverage off the Harness racing operations, however it is not the sole entertainment avenue in the precinct. The complex hosts an abundance of events and functions including weddings, parties, business conferencing as well as exhibitions and live music acts.

6.3. RURAL RESIDENTIAL/LIFESTYLE FARMS

The following case studies provide an insight into some rural residential/lifestyle farms throughout Australia. These areas are purpose built for its residents to utilise surrounding equine and equestrian related infrastructure and amenity, as well as having an abundance of open space for horse trails and recreation.

6.3.1. BRIGHTON TASMANIA

Brighton is located 27 km north of Hobart. Brighton racecourse, now known as Brighton Training Centre, is located north of the town centre, on Racecourse Rd and is utilised for

training thoroughbred, trotting and pacing industry. The track has undergone some significant changes in the past 30 years, notably the addition of a chip wood track on the outer part of the course.

The land surrounding the training facility, is typically characterised by small lifestyle farms, often containing a house, shed/stables and recreational open space. Some properties have set up show jumping obstacles and other horse friendly apparatus on their land.

The properties in Brighton have the luxury of being in close proximity to the horse training facility and the Pontville Park Equestrian and Recreation Facility, as well as an abundance of open space.

6.3.2. MAHAINS ESTATE – GLOBE DERBY PARK, SOUTH AUSTRALIA

Globe Derby Park Harness Racing Club is located 15 km north of Adelaide CBD and is considered the premier standard harness racing venue in South Australia. Race meetings are held every week on Saturdays and Mondays, as well as Friday nights throughout the winter months.

Similarly to Brighton/Pontville in Tasmania, Globe Derby Park is characterised by an even mix of medium density residential and rural residential/lifestyle farm developments. Globe Derby Park leverages off the harness racing clubs and surrounding equine related centres in the area. Globe Derby Park contains a number of areas that are medium density living, however there is vacant land to the west of Globe Derby Park harness racing track that has been subdivided into eight rural residential allotments and is known as Mahains Estate.

Mahains Estate consist of eight 4,000 square metre allotments that are surrounded by equine related infrastructure, as well as park and wetlands. This estate is advertised as rural living in a metro area. Located 18 km from Adelaide CBD, it boasts an abundant amount of open space for horse riding, mountain biking and other outdoor adventure activities.

Mahains Estate has a particular focus on taking advantage of the equine amenity in the area. Nearby locations such as Betezy Park (Globe Derby Park Harness Racing Club), Globe Derby Equestrian Centre and Equus Horse and Pony Club and Public Riding Arena make it a prime destination for those seeking an equine lifestyle.

Allotments vary in size but are approximately 4,000 square metres and land prices are between \$180,000 and \$190,000.

6.3.3. HORSE/EQUESTRIAN COMMUNITIES CASE STUDIES

Horse or Equestrian Communities are planned and often gated developments in which residents can live with their horses on site and enjoy the pleasures of casual riding on a series of public horse trail networks. These communities have a number of equestrian related infrastructure and are becoming increasingly popular in rural areas of the United States as a result of a gradual decrease in horse trails and public equine facilities in semi-rural areas.

Horse/equestrian communities are often subdivided into 1-3 hectare allotments, and in addition to providing residents with equestrian related infrastructure, include a number of recreational facilities such as nature trails, picnic/recreation pavilions and parks.

6.3.4. KING OAKS, TEXAS

King Oaks is a horse/equestrian community that comprises a total land area of 380 hectares. This land is subdivided into 500 to 1,200 m² lots. This development was planned for the adventure/equine lover. The development incorporates a number of horse trail networks, as well as picnic/recreation and fishing areas.

6.3.5. SEMINOLE WOODS, FLORIDA

Seminole Woods is a rural/lifestyle farm estate in Florida. Its land area is approximately 650 hectares and is subdivided into 2-3 hectare lots. The estate includes a lake which can be utilised for water activities such as fishing, kayaking and canoeing, as well as a series of nature and horse trails.

6.3.6. CONCLUSION

Table 11 shows a matrix of the four rural residential/equine lifestyle farm case studies. These properties and estates highlight the successful attributes that are implemented for these types of estates to be sought after. These attributes include:

- Allotments need to be subdivided into a minimum of 3 hectares to provide sufficient land to incorporate stables/kennels, water storage, septic units and a small horse yard;

- A close proximity to equine related infrastructure such as training facilities, trails, veterinary clinics and stockfeed;
- A provision of nature and horse trail networks, as well as a sufficient amount of public open space; and
- Create a network of rural residential/lifestyle farms that are of similar function in order to increase the number of residents leveraging off equine facilities in the area and maximise their use. Locate residential development in locations appropriate to its intended use.

TABLE 11

LOCATION	DESCRIPTION	LOT SIZE	EQUINE / COMMUNITY FACILITIES
Brighton, Tasmania	Rural residential/lifestyle farms situated around Brighton Training Centre	Vary significantly per lot. Range from approximately 1-10 hectares	<ul style="list-style-type: none"> - Brighton Training Track - Pontville Park Equestrian and Recreation Centre
Globe Derby Park, South Australia	Rural residential lots surrounding Betezy Park (Globe Derby Harness Racing Club) in South Australia. Mahains Estate is an estate purpose built to leverage off equine facilities in the area	A mix between medium density and rural residential. Existing lots range from 1-5 hectares. Mahains Estate has been subdivided into 4 hectare lots	<ul style="list-style-type: none"> - Betezy Park (Globe Derby Harness Racing Club) - Globe Derby Equestrian Centre - Equus Horse and Pony Club and Public Riding Arena - Horse and Nature Trail Network throughout the estate
King Oaks, Texas	Horse community located in Texas, USA. King Oaks is a gated community that is a total of 380 hectares	Residential lots range from 500-1,200 m ²	<ul style="list-style-type: none"> - Recreational Lake for water Activities such as fishing, swimming, kayaking and canoeing. - Picnic and recreation areas
Seminole Woods, Florida	Horse community situated in Florida, USA. The estate is approximately 650 hectares	Lot Sizes vary between 2 and 3 hectares.	<ul style="list-style-type: none"> - Series of public horse and nature trails - Recreational lake utilised for water activities such as fishing, swimming, kayaking and canoeing

PART B: ISSUES & OPPORTUNITIES

7. PHYSICAL ISSUES AND OPPORTUNITIES

7.1.1. INTRODUCTION

The following provides a comprehensive analysis of the physical issues and opportunities that arose from the consultation workshops with stakeholders such as Shepparton Harness and Greyhound Racing Clubs, Shepparton equine clubs, referral authorities such as Vic Roads, Goulburn Valley Water, Goulburn Murray Water, Goulburn River Valley Tourism, as well as various landowners who are situated within or adjoining the investigation area.

- Figure 13 shows the key physical issues associated with the investigation area and harness and greyhound racing precinct;
- Figure 14 shows the potential physical opportunities that may be presented for the investigation area and harness and greyhound racing precinct; and
- Figure 15 shows the existing situation and conditions for the harness and greyhound racing precinct.

KEY FINDINGS

The key physical issues and opportunities to be considered when developing the precinct and investigation area are:

Only one entry point should be made to the precinct and investigation area from the Goulburn Valley Highway. A service road may be implemented to provide access to properties.

Some land on the corner of the Goulburn Valley Highway and River Road will be required to allow for a sweeping bend and traffic changes in the long term to support large vehicle transport.

Improved traffic management at all interactions surrounding the precinct will be required with further development of the investigation area;

Large areas of the site are subject to flooding and development in these areas should be minimised;

Due to the precinct's distance from water and sewerage treatment plants it is Goulburn Valley Water's preference that conventional residential development in the area be minimised, otherwise large and costly infrastructure improvements will be required.

Channel water is provided to the precinct, which could be relocated underground as the demand for water in the area is not of a large agricultural scale. This means that a straight track could be built within the precinct in replacement of the existing channel, allowing the channel to be piped where required.

There is potential for racing precinct to develop improved promotional and way finding signage.

7.2. INVESTIGATION AREA

7.2.1. ROADS

ENTRY POINT

The Goulburn Valley Highway is to have one entry point which will service the racing precinct as well as the potential commercial tenancies as discussed with Vic Roads. Currently the sole entrance to the Goulburn Valley Racing Precinct is located on Goulburn Valley Highway. During a race meeting for either the Harness or Greyhound Clubs, congestion becomes an issue on the Goulburn Valley Highway when vehicles are performing a right hand turn into the precinct. The traffic banks up and vehicles are forced to enter the emergency lane. This issue could be addressed by extending the turning lane into the precinct.

SWEEPING BEND

A potential long term requirement is to input a sweeping bend on the corner of Goulburn Valley Highway and River Road to improve the intersection and cater for increased traffic conditions. The sweeping bend would encroach on the North West corner of the precinct, therefore land would need to be acquired for this.

ACCESS POINTS

There is a need to minimise access points to the precinct on River Rd, as it is a highly used thoroughfare that absorbs high vehicle numbers travelling east west. Main access points to the precinct should be focused toward Archer Rd.

TRAFFIC

There will be a need to assess traffic conditions at the four intersect points around the perimeter of the precinct with further growth in use. Pending the outcome of analysis, there will be a requirement to treat each of the intersection points of the precinct.

FLOODING

The road bridge crossing over Seven Creeks on Mitchell Rd is subject to flooding, and as a result has flow on traffic affects for the surrounding roads.

7.2.2. SERVICING

RETICULATED WATER AND SEWERAGE

Reticulated water stops at River Rd and is pumped into the Harness Racing Club. The same conditions apply for the sewerage line.

The water mains are most likely to continue further down the Goulburn Valley Highway with the subsequent residential development potentially occurring opposite the Shepparton racing precinct.

Capacity constraints exist in relation to the water mains and sewerage drains into this part of Shepparton. Significant medium density, standard lot development will require significant infrastructure upgrades. These infrastructure upgrade costs would fall on the developer.

If the precinct was to take the direction of rural residential/lifestyle farms, lots would need to be large enough to be able to self-contain water. If this can be achieved there may not be a requirement to extend reticulated water. However, allotments can be provided with raw irrigation water, notably from the channel.

Approximately 1000 m² is required for septic disposal. This requirement needs to be considered when determining lot sizes, as they would need to be large enough to allow sufficient area for sewerage treatment on site.

A gas pipeline runs through the precinct and should be noted for future potential development, particularly with regard to communal uses.

CAPACITY

The investigation area is at the extremity of servicing due to its distance from the Shepparton sewerage treatment plant. The treatment plant is in North Shepparton, putting a strain on its capacity to service the investigation area.

7.2.3. WATER CHANNEL

A water channel runs from east to west through the precinct directly south of the racing precinct, and also runs from north to south on the western edge of the precinct. The channel

has the potential to be relocated underground and thus water can be piped into the precinct where required. This cost would fall on the developer as an infrastructure levy.

The channels water supply gets cut off from May 15th to August 15th every year for servicing and maintenance. Water storage would need to be present within each residential allotment in order to access water supply during these months.

If constructing near the water channel, a 30m setback (10m if piped) is required. The setback has the potential to be changed if necessary and would be at the developer's discretion.

7.2.4. ENVIRONMENT

NATURAL VEGETATION

There would be an opportunity to maintain stands of trees throughout the precinct where present, notably on the banks for Seven Creeks.

There is also the potential to use vegetation buffers where required. These could act as barriers which would break up areas within the precinct as well as combatting unfavourable exposures such as noise, light and smells from the racing precinct.

SEVEN CREEKS

A 60m setback is required for developing near/around Seven Creeks. Therefore there is potential to utilise the Seven Creeks area for recreation purposes such as an equine cross country course or other equine friendly uses.

OVERLAYS

A large proportion of the precinct is affected by a Flood Overlay (FO) and Land Subject to Inundation Overlay (LSIO). This will place development constraints in some areas of the site. Refer to figure 3 for a map of the current planning overlays.

Flood prone land areas could potentially be utilised for open space/recreation trails/horse tracks.

7.3. GREYHOUND AND EQUINE PRECINCT FACILITIES

7.3.1. EVENT FACILITIES

The Shepparton Harness Racing Club and the Shepparton Greyhound Racing Club both have good quality, large capacity function facilities. Function facilities are used for social and corporate events such as weddings and parties, as well as greyhound and harness purposes. There is a potential and capacity to expand the use of their facilities for an array of events. The Harness Racing Club and Greyhound Racing Club could stage multiple events at the one time and potentially brand/promote the two clubs together. I.e. the Shepparton Racing Precinct.

The Shepparton Harness Racing Club could use their stabling complex (big shed) to hold events/exhibitions/trade shows due to its size and capacity.

7.3.2. PRECINCT AMENITY

There is a potential for commercial amenity on the western face of the precinct, along the Goulburn Valley Highway. There is untapped space either side of the Greyhound Racing Club and car park that could be leased for commercial tenancy.

There is also a need to increase the signage and car parking capacity. The signage on the Goulburn Valley Highway is non-existent and the sign at the entrance to the precinct is small and confusing. Once you enter into the precinct, the layout is confusing and signage needs to be introduced to direct patrons.

Car parking is adequate for the majority of the race meetings for both racing clubs, however on the occasion that two club race meetings overlap, the car parking facilities cannot withstand the excess number of vehicles, and therefore spills over into the grassed areas. The car parking is a shared facility between the two clubs, and creates conflict at times. Therefore an opportunity exists to extend the car parking further.

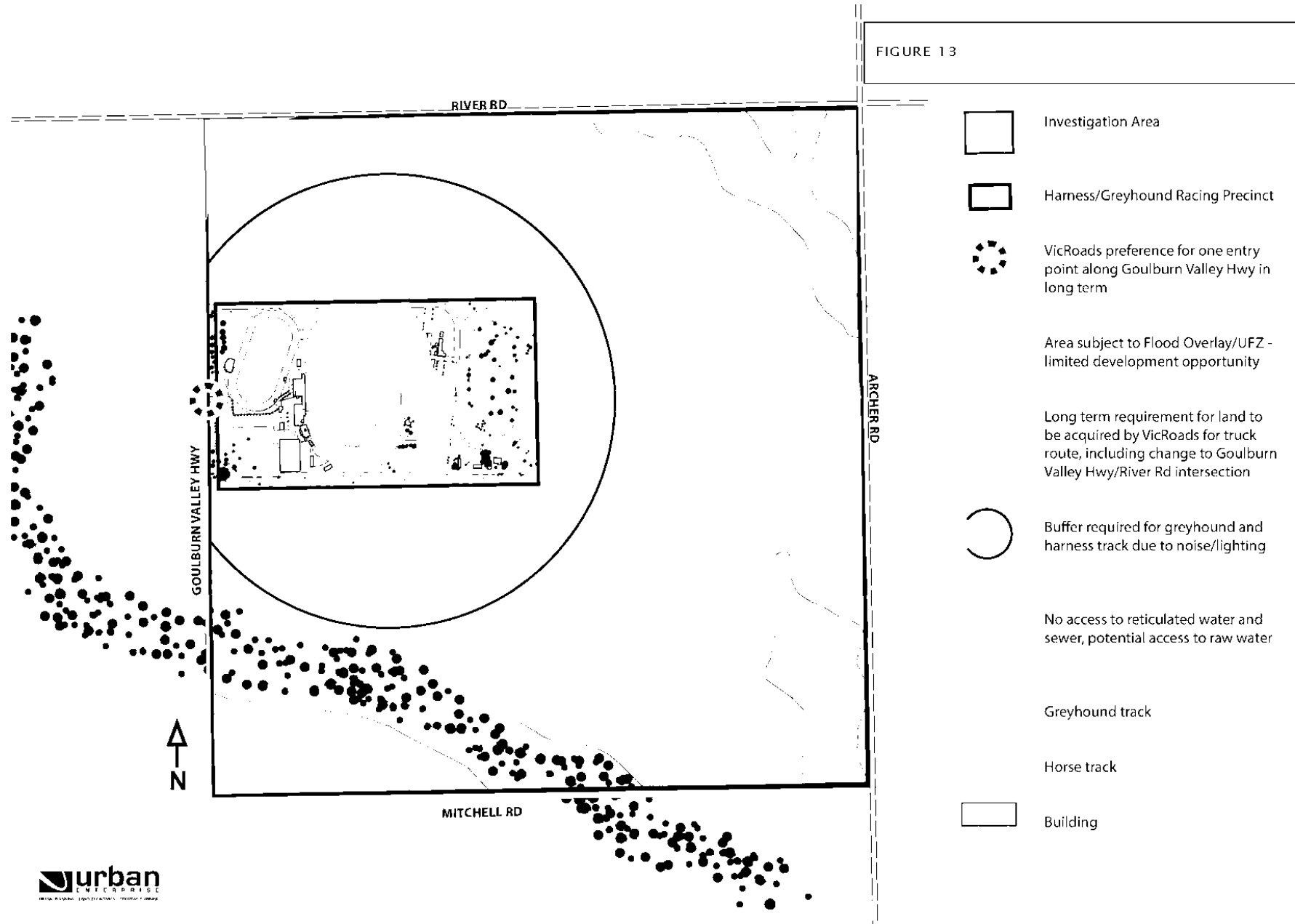
7.3.3. RACING CLUB FACILITIES

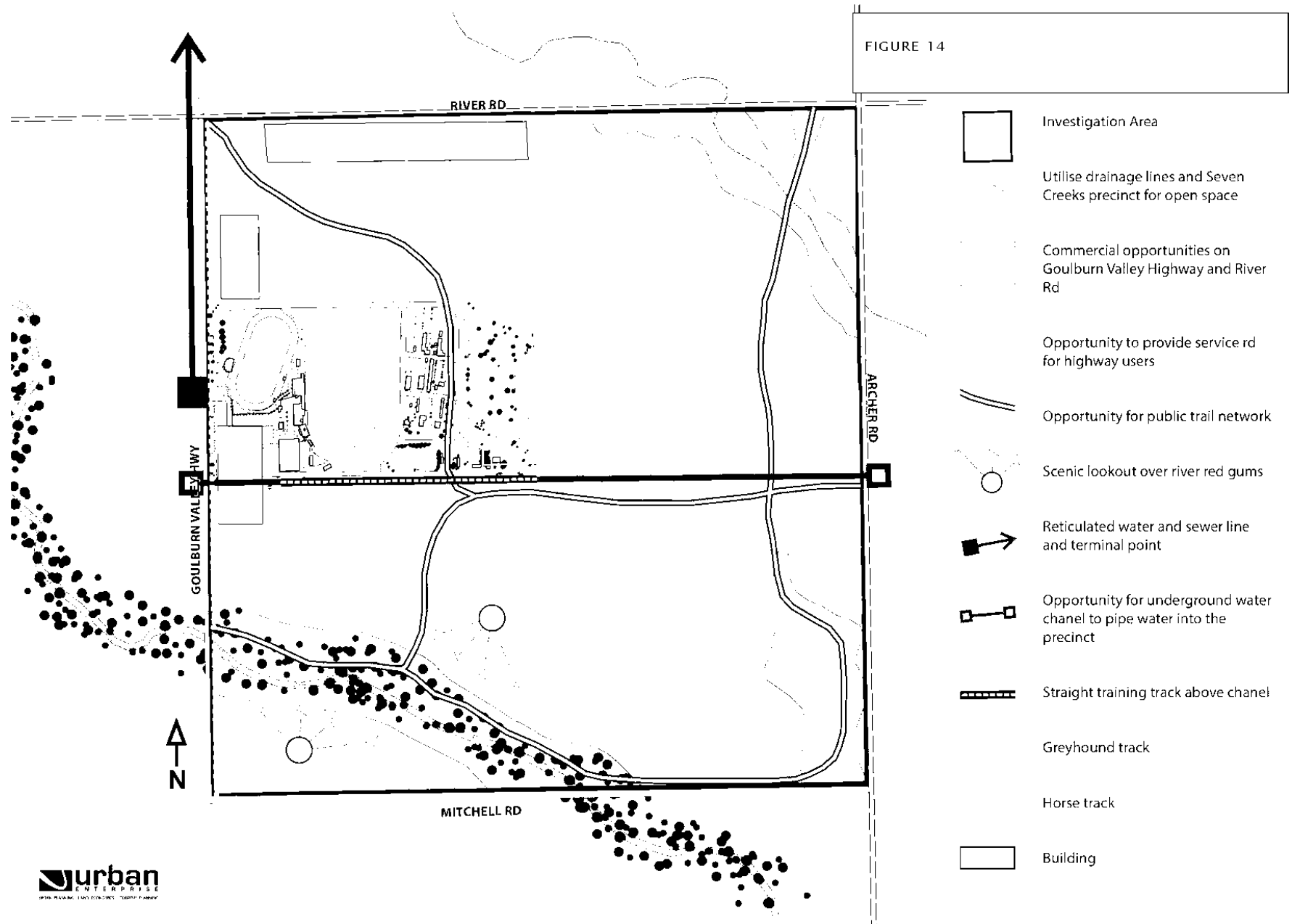
The Shepparton Harness Racing Club expressed interest in developing a straight line track for training purposes. There would be a potential need to pipe a portion of the channel and take it underground to provide ample space for the track.

The unused land on the western face of the precinct, along the Goulburn Valley Highway has the potential to provide equine and greyhound friendly accommodation. This accommodation would require stables and kennels for owners and trainers to safely lock up their animals, as well as ample power outlets.

7.3.4. TRAINING TRACK AND FACILITIES

A use conflict exists between the Shepparton Pony Club and Shepparton Harness Racing Club. There is a lack of adequate space to accommodate the Pony Club on site. I.e. There is no cross country course and there are also scheduling conflicts.





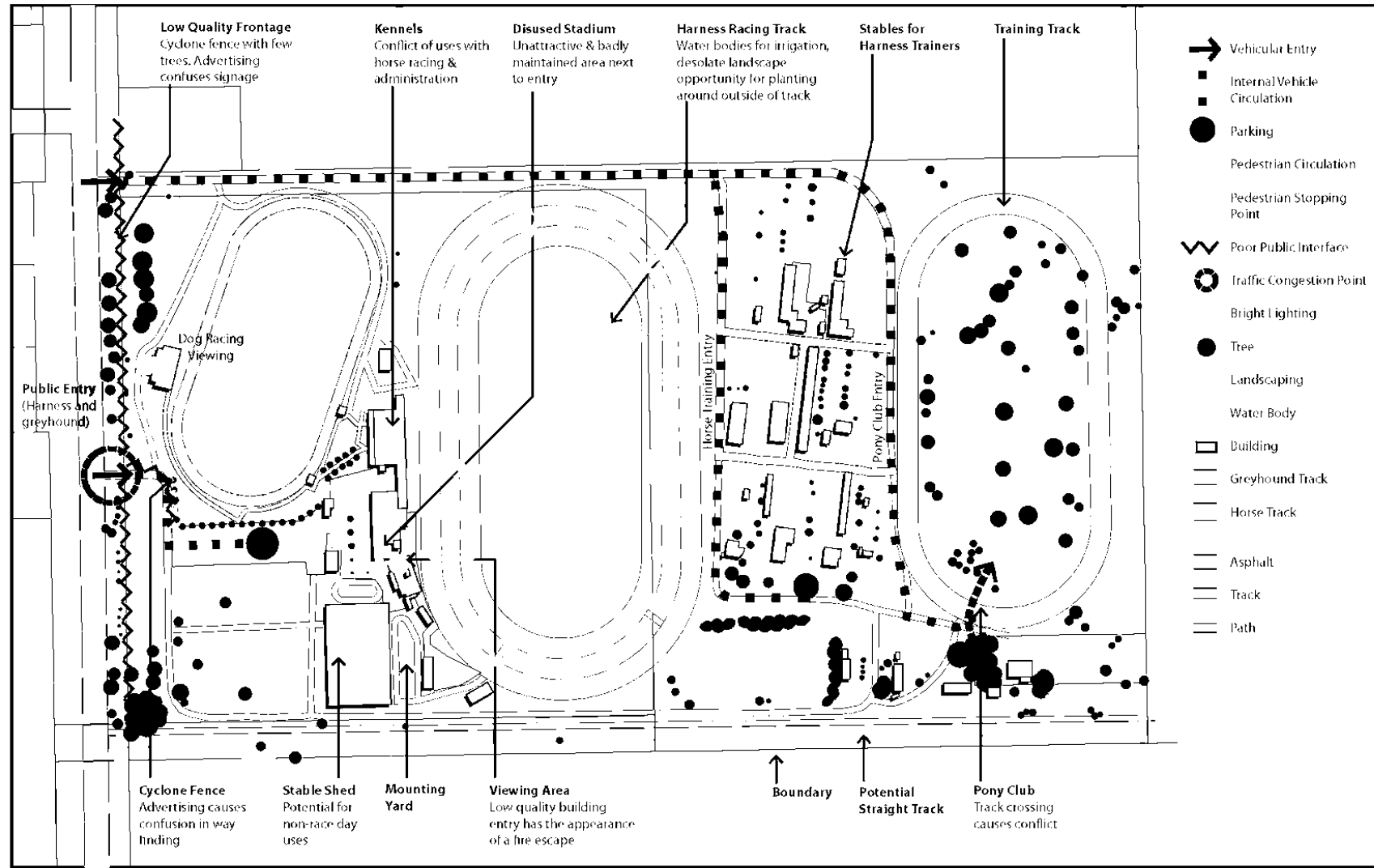


FIGURE 15

8. FUTURE LAND USE OPPORTUNITIES

8.1. INTRODUCTION

This section considers future land use opportunities that may be considered within the investigation area based on consultation, workshops, planning policy and strategy, as well as physical constraints and opportunities. Land use options considered include:

- Rural Residential (equine/greyhound theme);
- Equine recreation;
- Commercial and tourism uses;
- Equine/Greyhound services.

KEY FINDINGS

The future land use opportunities of the investigation area include residential (low density), equine recreation, commercial, tourism and equine/greyhound services.

There is strategic support for low density residential uses in the precinct, however it will be important that these do not adversely impact the existing Harness and Greyhound Racing Precinct. If this were themed for equine/greyhound, it would build on the synergies with the current Greyhound and Harness Racing functions in the precinct.

Strengthening the equine/greyhound role of the precinct through land provided for equine recreational uses and commercial equine/greyhound uses will provide greater market demand for equine/greyhound themed low density residential uses. This will also assist in growing the precinct as the home of the equine/greyhound industry.

Discussions with the equine recreational sector highlight a lack of facilities to accommodate the growing needs of clubs in the region. In particular the pony club has use conflicts with the training undertaken at the rear of the site. The precinct provides the opportunity to collocate the Goulburn Valley's equine recreational clubs into one precinct.

The precinct is best developed with a mix of the above uses in mind as they can complement each other. The key for the investigation area is to bring all of these uses together in a spatial way that complements the existing function of the area.

8.2. INVESTIGATION AREA LAND USE OPTIONS

8.2.1. RESIDENTIAL LAND

The Greater Shepparton Housing Strategy 2011 identifies a number of growth opportunities for residential land to the north, south and east of Shepparton. The housing strategy allows for adequate land stocks for conventional and medium lot density (Residential 1 Zone) and Low Density Residential within the growth area of Shepparton to be delivered to 2031.

8.2.2. STANDARD LOT RESIDENTIAL

Discussions with servicing agencies in Shepparton highlights that there are restrictions on the capacity of existing sewer to the south of Shepparton and that it is Goulburn Valley's Water preference that higher order residential development be concentrated to areas of Shepparton closer to the treatment plant.

Should conventional residential development be considered for the site, major upgrades to existing services will be required.

From a demand perspective, there are adequate land reserves to accommodate conventional residential growth in the south of Shepparton with a number of areas already prioritised for conventional residential development to accommodate in advance of 15 years supply.

In addition there are limited synergies that can be drawn between the Goulburn Valley Harness and Greyhound Racing Precinct and conventional residential activity. It is likely that conventional residential activity in close proximity to the Harness and Greyhound Precinct will be affected by excess light and noise from the events held at the precinct which may cause conflict in the future.

Based on the above, there is limited requirement for parts of the investigation area to be used for conventional residential activity and there are adequate growth fronts in Shepparton to accommodate this type of residential use.

8.2.3. RURAL LIVING RESIDENTIAL ALLOTMENTS

The Greater Shepparton Housing Strategy also considers low density residential uses:

"Low Density Residential and Rural Living development has been limited in Greater Shepparton in recent times. There is anecdotal evidence that the current minimum lot size of 8ha within the Rural Living Zone (RLZ) is inhibiting further development. Other explanations include the reluctance of landholders to subdivide land where there is a perception that there could be further development and rezoning opportunities for higher densities".

And;

"There is some potential for rural living and low density within the current growth boundaries of Shepparton, Mooroopna and Kialla, however the location of these developments should not inhibit the future growth of the urban area and encourage land banking or leapfrogging. One example is the Kialla Paceway precinct that will require careful planning to minimise land use conflicts between this facility and future residents".

The housing strategy above acknowledges the potential conflict of use between the Goulburn Valley Harness and Greyhound Racing Precinct (Kialla Paceway). Based on this and also the current restrictions on servicing the precinct, some form of rural living uses would be well suited to the precinct as:

- It will allow for a buffer from the Goulburn Valley Harness and Greyhound activities;
- It may provide opportunities for equine and greyhound enthusiasts such as trainers to locate next to the facility; and
- It will provide for a diversity of uses to the south of Shepparton in line with the recommendations of the Shepparton Housing Strategy.

Discussions with horse owners highlighted the need for allotments to be a minimum of 5000m² and up to one hectare to accommodate stabling and a small yard for horses. Case studies also show that a lot size of approximately 2,000m² to 4,000m² are desired due to the amount of land needed to keep horses on the premises, as well as having enough space

for essential infrastructure such as septic and water storage. Sites of this size would also be required for effective wastewater treatment.

8.2.4. COMMERCIAL AND TOURISM USES

There is opportunity for the precinct to consider commercial and tourism uses that may leverage from the Harness and Greyhound Racing activities. In particular, commercial uses may leverage from exposure along the Goulburn Valley Highway to passing trade. Specific commercial uses that may be suited to the precinct are highlighted below.

VISITOR ACCOMMODATION

The Harness and Greyhound events have a combined total of around 150 race meets per year with visitation to the precinct at around 65,000 per annum. Discussions with the clubs highlight there is potential for this to increase and that the Goulburn Valley Precinct could become one of the premier Harness and Greyhound precincts in Victoria. In addition to race meets that bring visitors from across Victoria and interstate, the Precinct also accommodates an expanding number of events including special interest events such as automobile and trade shows, large family events and sporting events. A range of accommodation segments may be considered in the investigation area which appeal to different market need, including:

- Self-contained accommodation (farm stay/nature based tourism);
- 4 star motel accommodation; and
- B&B's.

The area south west of Sevens Creek could be an ideal location for a major visitor accommodation offer, which can leverage off the harness and greyhound racing operations. The accommodation establishment should be of high quality design and be able to support key market gaps in tourist accommodation, as well as maximising the exposure to the natural setting of the area.

These typologies are supported by the Goulburn River Valley Destination Management Plan, with the need to provide accommodation for gap markets.

8.2.5. EQUINE/GREYHOUND SERVICES

There may be opportunity to explore equine and greyhound related services in the precinct such as stockfeed, farriers, saddlery and equipment. This will be largely left to market demand, however there are clearly synergies between these uses and the market for the precinct.

HIGHWAY/WHOLESALE RETAIL

There are limited greenfield opportunities for highway/wholesale retail in Shepparton south along the Goulburn Valley Highway. This precinct provides the last remaining area within the Shepparton boundary for highway commercial uses. However anecdotally demand for large greenfield commercial uses is limited.

8.2.6. FARM GATE TOURISM

There is a potential opportunity to leverage off small scale agriculture in the precinct.

The Goulburn River Valley Destination Management Plan identifies an opportunity to investigate the potential for farm gate accommodation, produce and/or retail. This is recognised as a tourism opportunity for Shepparton as it could promote local business and tourism within the region.

9. CONCEPT OPTIONS

9.1. INTRODUCTION

The following provides three broad concept approaches drawing on the issues and opportunities for the precinct.

OPTION 1: EXPANSION OF EQUINE USES TO THE SOUTH, RURAL RESIDENTIAL TO THE EAST, COMMERCIAL TO THE NORTH

Option one is largely centred on the expansion of equine uses to the south of the precinct. This draws on the opportunity for the precinct to house an expanded recreational horse industry area for the following user groups:

- Shepparton Pony Club;
- Shepparton Equestrian Club;
- GV Equestrian Club;
- GV Show Jumping Club;
- Southern Seven Cutting Horse Association.

This option would require purchase of private land to accommodate the equine use expansion of the precinct. The rationale behind expansion of equine uses builds on the synergies of the existing harness and greyhound precinct and explores the relocation of equine uses from W.B Hunter Reserve to a specialised precinct. This in turn will provide new opportunity for W.B Hunter Reserve to expand its other sporting facilities.

This approach proposes commercial uses along the Goulburn Valley Highway and River Road to maximise the benefits of highway exposure and also to provide a buffer from the equine uses within the precinct.

Option one would investigate rural living residential uses to the east of the precinct. The area south west of Sevens Creek could be an ideal location for a major visitor

accommodation offer, which can leverage off the harness and greyhound racing operations. The accommodation establishment should be of high quality design and be able to support key market gaps in tourist accommodation, as well as maximising the exposure to the natural setting of the area.

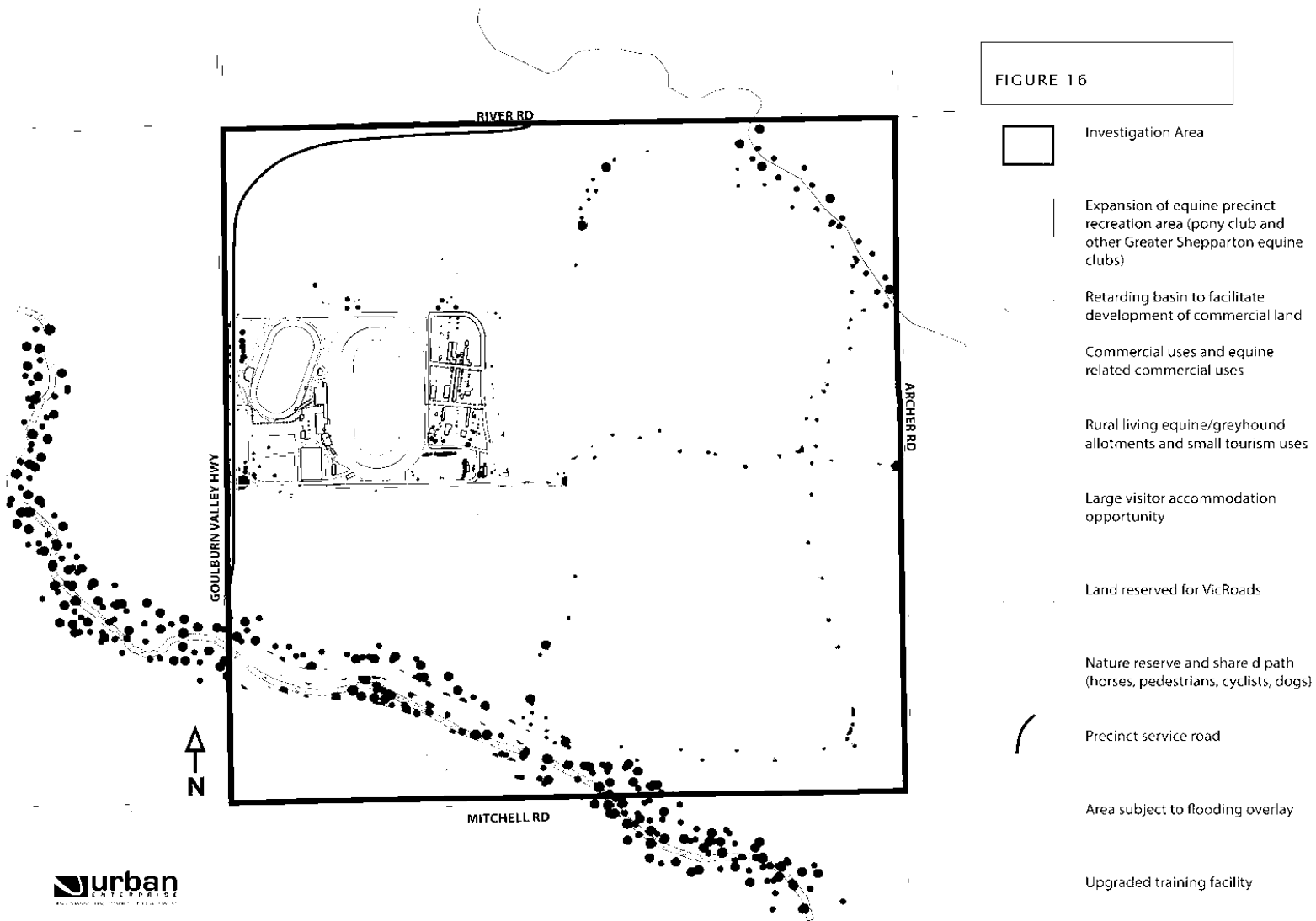
Option one would also investigate the potential redevelopment of the training facilities at the rear of the harness and greyhound racing precinct. There is scope and ample space to relocate the training track into the middle of the harness racing track, whilst the Pony Club would relocate to the south of the precinct. Relocation of the training track within the existing track will provide improved management and maintenance efficiencies.

ADVANTAGES

- The equine role of the precinct will be strengthened;
- Expansion of recreational horse facilities will create stronger demand for rural lifestyle allotments;
- Expansion of the recreational horse facilities will create stronger demand for commercial equine uses;
- Relocation of training track into the centre of the harness racing track allows additional land for increased stabling and facilities for on-site trainers; and
- The large accommodation has the potential to capture overnight visitors from the harness and greyhound racing precinct.

DISADVANTAGES

- Potential difficulties with land acquisition.



OPTION 2: COMMERCIAL USE TO THE NORTH, MAINTAIN EXISTING USE IN THE SOUTH

Option two provides the development of commercial uses to the north of the precinct, notably potential for equine and greyhound commercial uses.

In addition, there will be no major change to the area directly south of the precinct. However, there is potential for tourism uses.

Other uses in the precinct reflect those considered in option one with rural living residential areas to the east, as well as relocating the training track. The area south west of Sevens Creek could be an ideal location for a major visitor accommodation offer, which can leverage off the harness and greyhound racing operations. The accommodation establishment should be of high quality design and be able to support key market gaps in tourist accommodation, as well as maximising the exposure to the natural setting of the area.

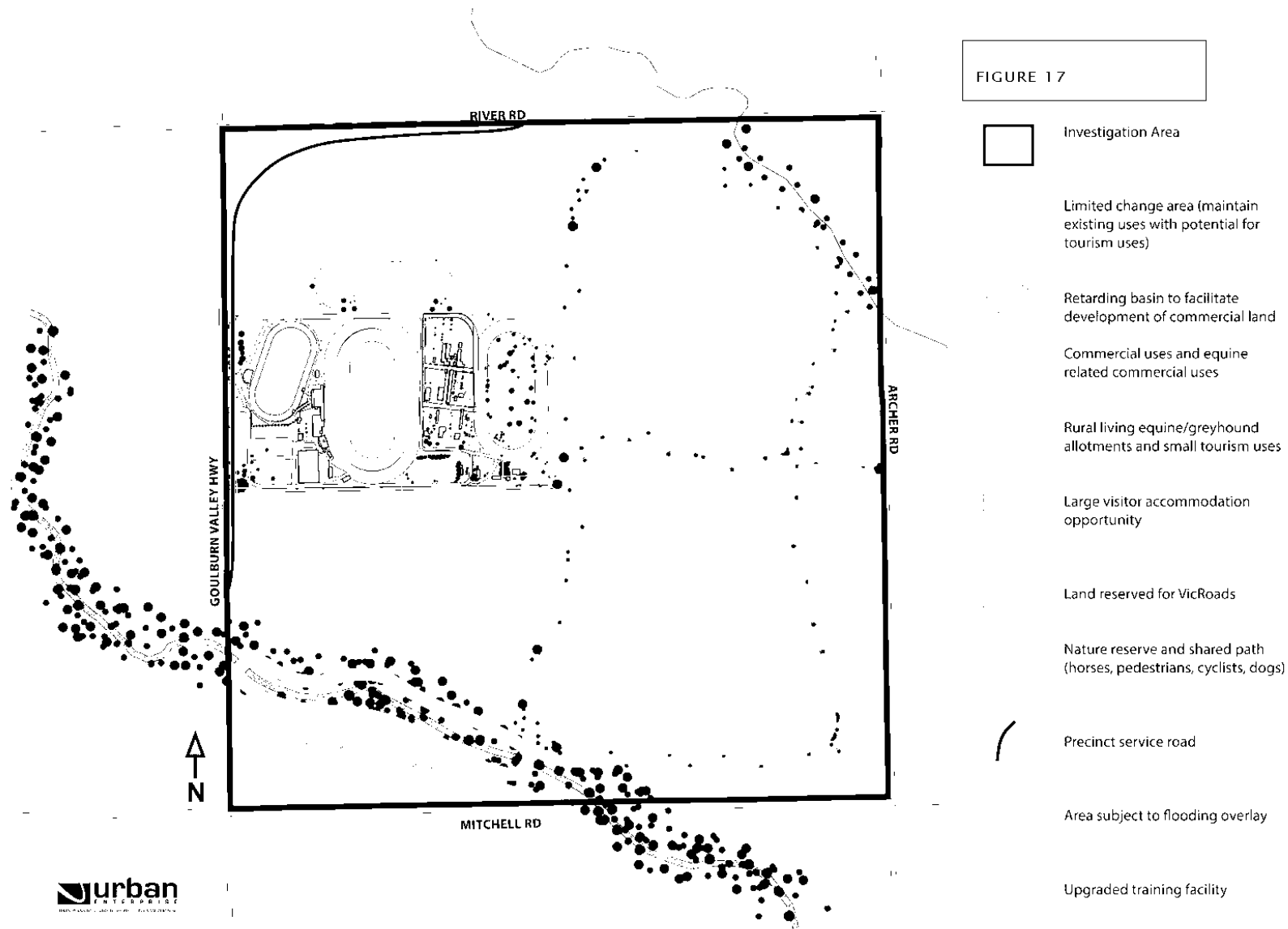
Commercial uses will remain along Goulburn Valley Highway and River Road.

ADVANTAGES

- No acquisition of land required;
- Relocation of training track into the centre of the harness racing track allows additional land for increased stabling and facilities for on-site trainers; and
- The large accommodation establishment has the potential to capture overnight visitation from the harness and greyhound racing precinct.

DISADVANTAGES

- Reduced demand for equine related rural living;
- Area to the south of the precinct will have limited use due to Flood Overlay;
- Limited expansion of the equine and greyhound role in the precinct.



OPTION 3: GROWTH OF THE EQUINE PRECINCT TO THE SOUTH, RURAL RESIDENTIAL TO THE NORTH AND THE EAST [PREFERRED OPTION]

Option three investigates utilisation of a large proportion of the investigation area for future rural residential, commercial and tourism uses.

The option varies from option one with greyhound focused rural allotments to the north west of the site, providing segregation from the equine living land. This replaces the commercial uses identified in option one.

The area south west of Sevens Creek could be an ideal location for a major visitor accommodation offer, which can leverage off the harness and greyhound racing operations. The accommodation establishment should be of high quality design and be able to support key market gaps in tourist accommodation, as well as maximising the exposure to the natural setting of the area.

ADVANTAGES

- The equine/greyhound role of the precinct will be strengthened;
- Expansion of recreational horse facilities will create stronger demand for rural lifestyle allotments;
- Relocation of training track into the centre of the harness racing track allows additional land for increased stabling and facilities for on-site trainers; and
- The large accommodation establishment has the potential to capture overnight visitation from the harness and greyhound racing precinct;
- Segregation of greyhound rural living allows for allotments to be purpose designed for both equine and greyhounds individually.

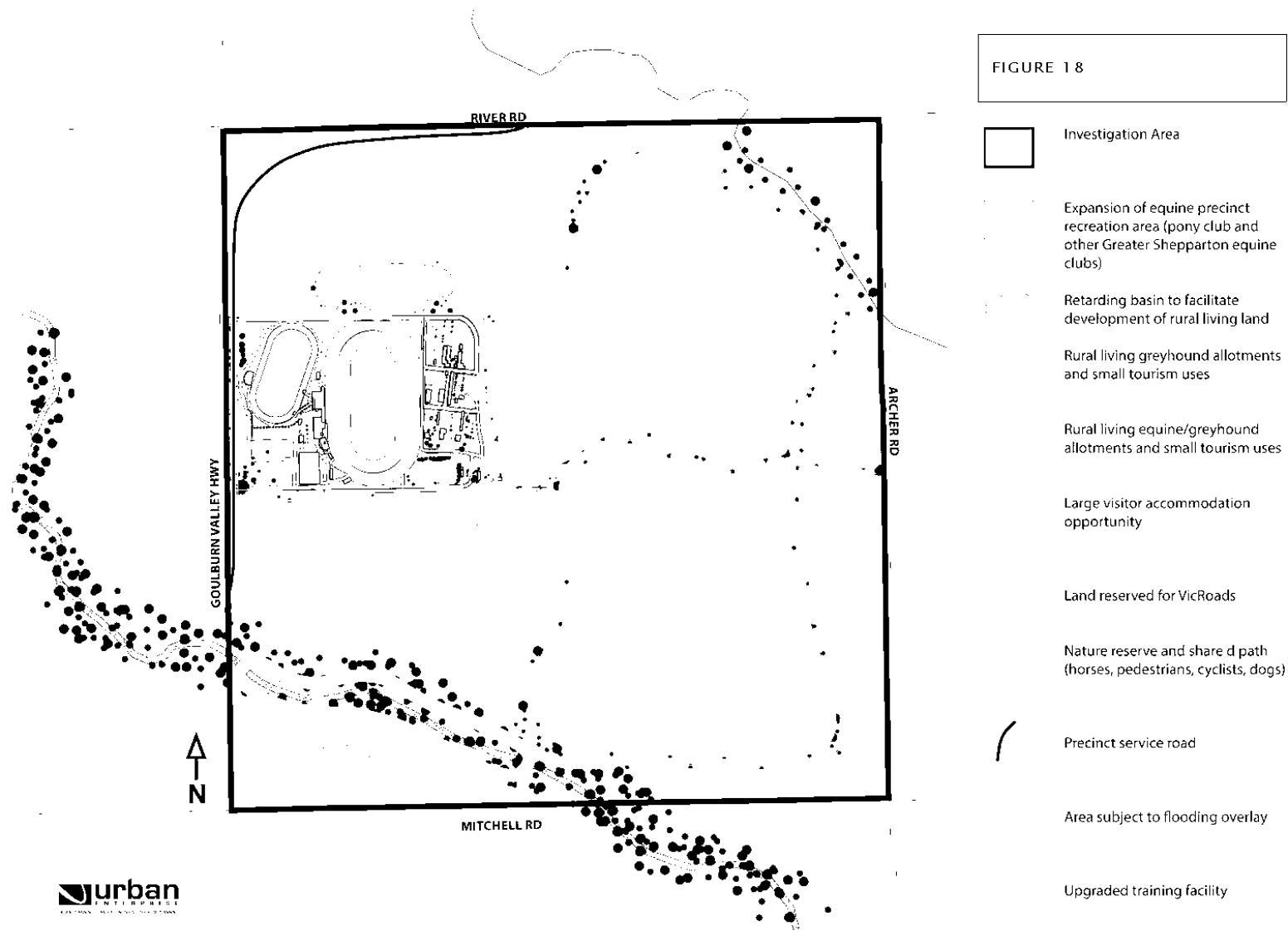
DISADVANTAGES

- Difficulties associated with land acquisition.

RATIONALE FOR PREFERRED OPTION

This is the preferred option for the following reasons:

- It separates the equine and greyhound residential uses to avoid conflict between animals;
- It provides a confirmed precinct for greyhound owners with supporting policy;
- It minimises large areas of commercial land which are likely to have limited short term demand;
- Minimising large tracts of commercial land in the precinct will provide a stronger rural lifestyle product and improved amenity;
- It provides for a new precinct for recreational equine uses which will provide strong demand for residential use.



APPENDICES

Appendix A CONSULTATION LIST

CONSULTATION VISIT – TUESDAY 22ND, WEDNESDAY 23RD
APRIL 2014

RACING CLUB STAKEHOLDER WORKSHOP

Goulburn River Valley Tourism - Wendy Jones

Greyhound Racing Victoria - Glen Canty

Shepparton Harness Racing Club - Ian McDonald, Chris Hazelman

Shepparton Greyhound Racing Club - Carl McGrath, John Martin

Greater Shepparton Tourism - Cheryl Hammer

Planisphere - Kate Dundas

Urban Enterprise - Mike Ruzzene, Kurt Ainsaar

LANDOWNERS

Greg Doxey

Jason Brown

Tony Villani

Lisa Eade

Gordon Hamilton

REFERRAL AUTHORITIES

Vic Roads - Stewart Redman

Goulburn River Water - Paul Kerrins, Les Goudie

Goulburn Murray Water - Sam Green

Department of Primary Industries - Greg Pell

COUNCIL STAFF

Ian Boyle (Strategic Planning)

Travis Turner (Sustainability and Environment)

Carrie Donaldson (Events and Tourism)

Lisa Eade (Waste Management)

Karen Dexter (Property)

EQUINE STAKEHOLDERS AND CLUBS WORKSHOP

Shepparton Pony Club - Vanessa Brian

GV Equestrian Club - Jacinta Rennie

Southern Seven Cutting Horse Association - John Napolitano

GV Show jumping Club - Vicki Mcmanus

GV Pony Club - Matt Tracy

FOLLOW UP CONSULTATION

Phone meeting: Gordon Hamilton: 3:00 pm Friday 30th June

Site Visit: Gordon Hamilton (on site) 10:00 am Thursday 17th June

Appendix B STAKEHOLDER CONSULTATION – INVITATIONS AND ATTENDANCE

Property Owner	Postal Address	Town	Attended	Time & Date
130 Mitchell Road P/L	31 Hobart St	NORTH PERTH WA 6006	No	
7505 Kialla P/L	228 Smith St	COLLINGWOOD VIC 3066	No	
805 Archer Road P/L (Jirsch Sutherland)	GPO Box 4256	SYDNEY NSW 2001	No	
A G Mellington and K M Mellington	860 Archer Rd	KIALLA WEST VIC 3631	No	
A Hussian and H G Al Mugotr and R H Al Khayad	14 Friesian Cres	SHEPPARTON VIC 3630	No	
A J Dullard and H M Dullard	140 River Rd	KIALLA VIC 3631	No	
A P Vibert and G J Vibert	232 Mitchell Rd	KIALLA WEST VIC 3631	No	
A S Morris and R M Morris and V M Bowles	7455 Goulburn Valley Hwy	KIALLA WEST VIC 3631	No	
A S Villani and S Villani	7615 Goulburn Valley Hwy	KIALLA VIC 3631	Yes	Tues 22 nd April 5:00 – 5:30
B E Paterson and R M Paterson	7605 Goulburn Valley Hwy	KIALLA VIC 3631	No	
B N Harrington and S J Harrington	234 Mitchell Rd	KIALLA WEST VIC 3631	No	
Basic Property Holdings P/L	PO Box 578	COLLINS STREET WEST VIC 8007	No	
C D Aloï and A A Aloï and M T Aloï and others	6 Sutton Rd	SHEPPARTON VIC 3630	No	
C D Aloï and A A Aloï and M T Aloï and others	6 Sutton Rd	SHEPPARTON VIC 3630	No	
C J Kennedy and A M Kennedy	150 River Rd	KIALLA VIC 3631	No	
C J Kerr	2 Fairmaid Rd	KIALLA VIC 3631	No	
C L Magill and J M Magill	148 River Rd	KIALLA VIC 3631	No	
E D Parsons Engineering P/L	PO Box 251	MOOROPNA VIC 3629	No	
Estate of B Heyward and E M Heyward	80 Mitchell Rd	KIALLA WEST VIC 3631	No	
Estate of G A Lorenzini	7550 Goulburn Valley Hwy	KIALLA VIC 3631	No	
G A Rachele and G Rachele	710 Archer Rd	KIALLA VIC 3631	No	
G E Edwards and M C Edwards	3 Dean Nook	KIALLA VIC 3631	No	

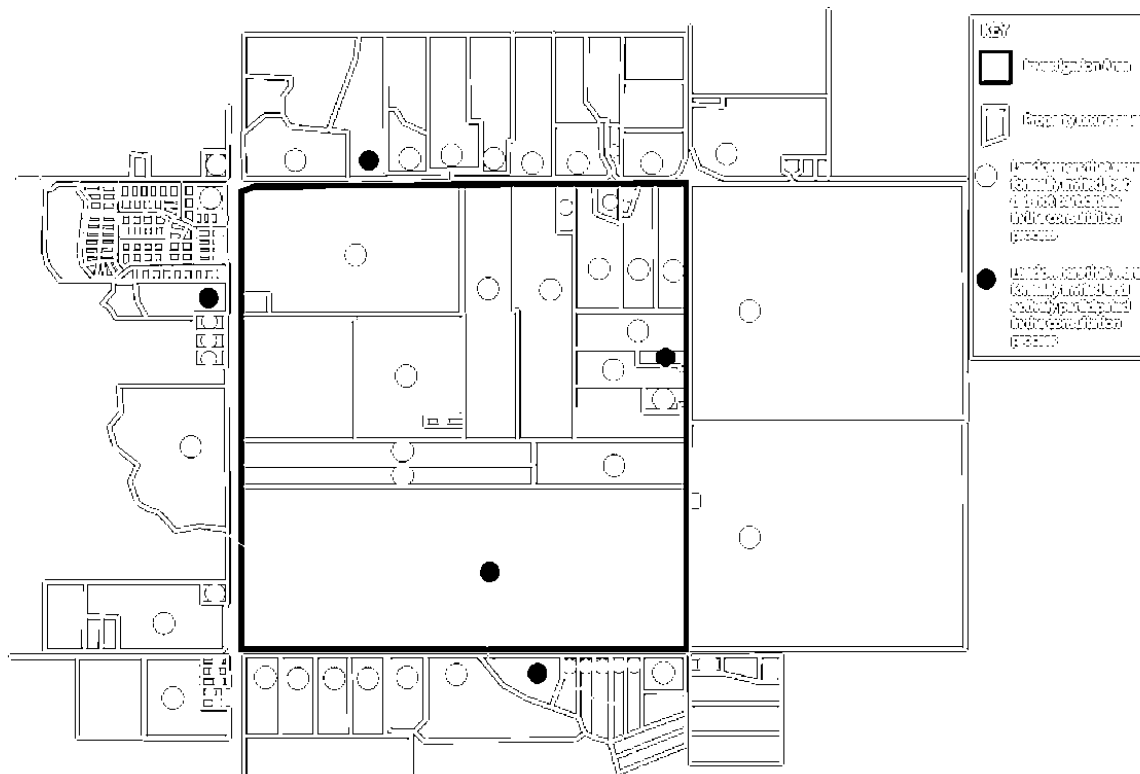
G Gagliardi	7560 Goulburn Valley Hwy	KIALLA VIC 3631	No	
G Gagliardi	7560 Goulburn Valley Hwy	KIALLA VIC 3631	No	
G J Bird and J D Bird and T Bird and others	2 Maley Ct	KIALLA VIC 3631	No	
G J Doxey and A R Doxey	758 Archer Rd	KIALLA VIC 3631	Yes	Tues 22 nd April 2:00 – 2:30
G J Pearse and K V Pearse	126 River Rd	KIALLA VIC 3631	No	
G J Wathen	740 Archer Rd	KIALLA VIC 3631	No	
G K Mitchell	4 Waterbird Ct	KIALLA VIC 3631	No	
I P Boyd and R A Boyd	224 Mitchell Rd	KIALLA WEST VIC 3631	No	
Insight Property Holdings P/L	PO Box 578	COLLINS STREET WEST VIC 8007	No	
Ipar P/L	PO Box 251	MOOROOPNA VIC 3629	No	
J G McIntosh	88 Cortes Dr	THABEBAN QLD 4670	No	
J J Brown and K Dyson-Brown	210 Mitchell Rd	KIALLA WEST VIC 3631	Yes	Wed 23 rd April 11:00 – 11:30 am
J N Dunn	PO Box 1367	SHEPPARTON VIC 3630	No	
K J Lee and D M Castles	7495 Goulburn Valley Hwy	KIALLA VIC 3631	No	
K J Prossor and S E Prossor	3 Waterbird Ct	KIALLA VIC 3631	No	
K M Hewlett and S J Hewlett	8 Maley Ct	KIALLA VIC 3631	No	
Kavant Nominees P/L	C/- Felthams, 16-18 Fryers St	SHEPPARTON VIC 3630	No	
L A Rice and A S Atsidakos	7585 Goulburn Valley Hwy	KIALLA VIC 3631	No	
L A Rice and A S Atsidakos	7585 Goulburn Valley Hwy	KIALLA VIC 3631	No	
L M Sindair and B S Mathieson	865 Archer Rd	KIALLA VIC 3631	No	
MA Toll and Webb & Toll Surveyors P/L and SL Toll and others	PO Box 416	SHEPPARTON VIC 3632	No	
M J D'Amore and W A D'Amore	220 Mitchell Rd	KIALLA WEST VIC 3631	No	
M J Eade and L J Eade	1 Waterbird Ct	KIALLA VIC 3631	Yes	Wed 23 rd April 10:00 – 10:30 am
M J Green	12 Granthorn St	SHEPPARTON VIC 3630	No	
M J O'Dwyer and F A Smolenaars	244 Mitchell Rd	KIALLA WEST VIC 3631	No	
Mawco Shepparton P/L	PO Box 1198	SHEPPARTON VIC 3632	No	

Mawquip P/L	PO Box 1198	SHEPPARTON VIC 3632	No	
P Cave	PO Box 43	BLACK ROCK VIC 3193	No	
P M Merritt and P F Merritt	7465 Goulburn Valley Hwy	KIALLA WEST VIC 3631	No	
R A Lorenzini and A A Lorenzini and M Lorenzini	PO Box 645	SHEPPARTON VIC 3632	No	
R D Griffiths and Estate of H J Griffiths	PO Box 6332	SHEPPARTON VIC 3632	No	
R M Paterson and B E Paterson	7605 Goulburn Valley Hwy	KIALLA VIC 3631	No	
R W Wishart and G L Wishart	60 Mitchell Rd	KIALLA WEST VIC 3631	No	
S Gagliardi and G Gagliardi	7560 Goulburn Valley Hwy	KIALLA VIC 3631	No	
S M & A Scaffidi P/L	65 McDonald St	SHEPPARTON VIC 3630	No	
S Scaffidi and M C Scaffidi and A Scaffidi	65 McDonald St	SHEPPARTON VIC 3630	No	
Shepparton Projects P/L	PO Box 734	BALWYN VIC 3103	No	
T Gagliardi and L Gagliardi	31 Kialla Lakes Dr	KIALLA VIC 3631	No	
V A K Page and J M Page	760 Archer Rd	KIALLA VIC 3631	No	

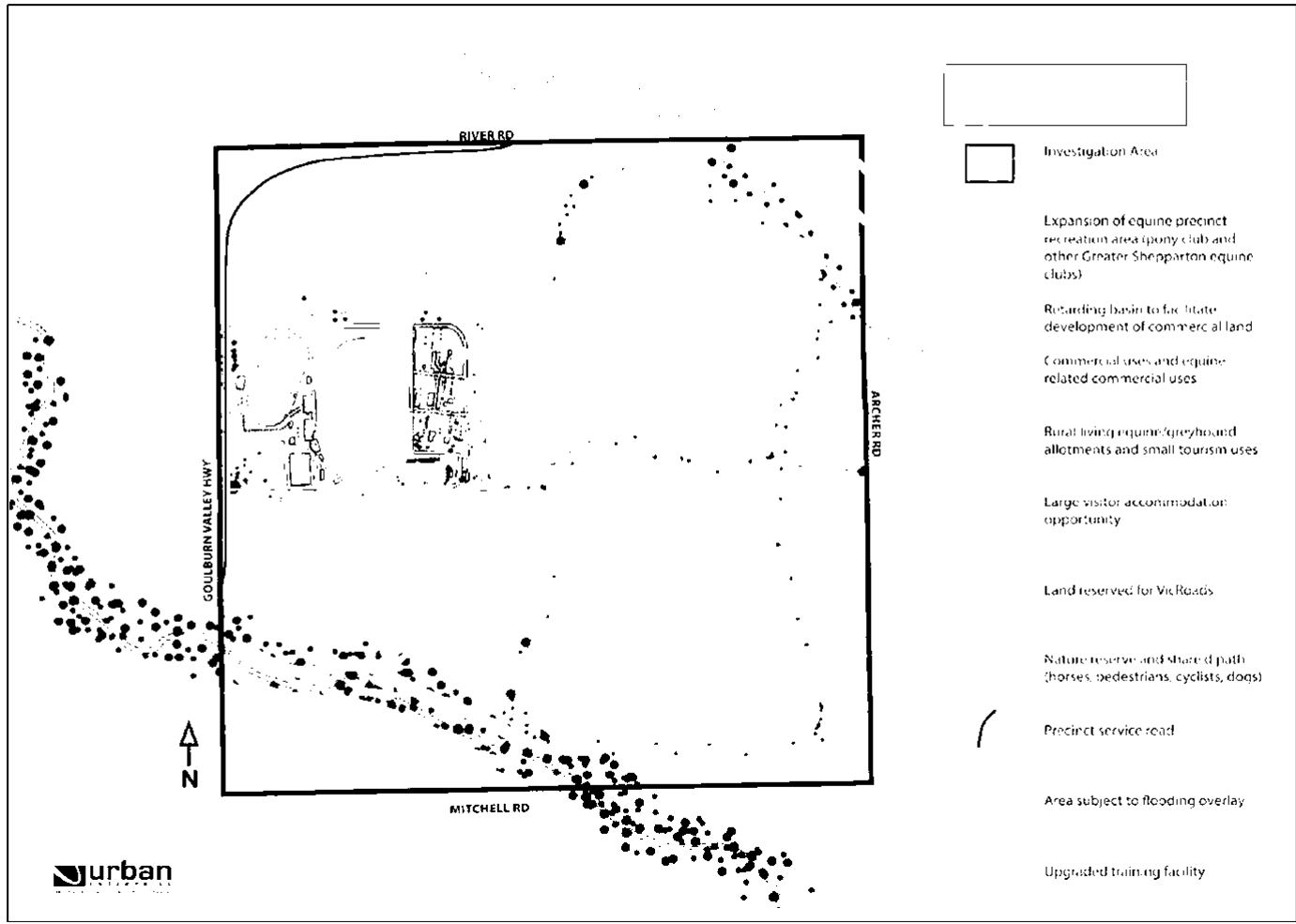
Racing Club Workshop	Organisation	Attended	Time / Date
Chris Hazelman	Shepparton Harness Racing Club	Yes	Tues 22nd April 10:00 - 11:30 am
Ian McDonald	Shepparton Harness Racing Club	Yes	Tues 22nd April 10:00 - 11:30 am
Carl McGrath	Shepparton Greyhound Racing Club	Yes	Tues 22nd April 10:00 - 11:30 am
John Martin	Shepparton Greyhound Racing Club	Yes	Tues 22nd April 10:00 - 11:30 am
Robert Pongho	Harness Racing Victoria	No	N/A
Glen Canty	Greyhound Racing Victoria	Yes	Tues 22nd April 10:00 - 11:30 am
Guy Tierney	Goulburn Broken Catchment Authority	No	N/A
Cheryl Hammer	Tourism Greater Shepparton	Yes	Tues 22nd April 10:00 - 11:30 am
Wendy Jones	Goulburn River Valley Tourism	Yes	Tues 22nd April 10:00 - 11:30 am
Referral Authorities			
Stuart Redman	VicRoads	Yes	Tues 22nd April 2:00 - 2:30 pm

Sam Green	Goulburn Murray Water	Yes	Tues 22nd April 2:30 - 3:00 pm
Paul Kerrins & Les Goudie	Goulburn Valley Region Water Corop	Yes	Tues 22nd April 4:00 - 4:30 pm
Greg Pell	Department of Primary Industries	Yes	
Peter Rathjen	APA Group	No	N/A
Daniel Bye	Powercor Australia	No	N/A
James Noy	PTV	No	N/A
Richard McAliece	PTV	No	N/A
Elita Briggs	EPA	No	N/A
Darrin Dohrman	CFA	No	N/A
Council Staff			
Ian Boyle	Strategic Planning	Yes	Tues 22nd April
Travis Turner	Sustainability and Environment	Yes	Tues 22nd April
Carrie Donaldson	Tourism and Events	Yes	Tues 22nd April
Lisa Eade		Yes	Tues 22nd April
Karen Dexter	Property	Yes	Tues 22nd April

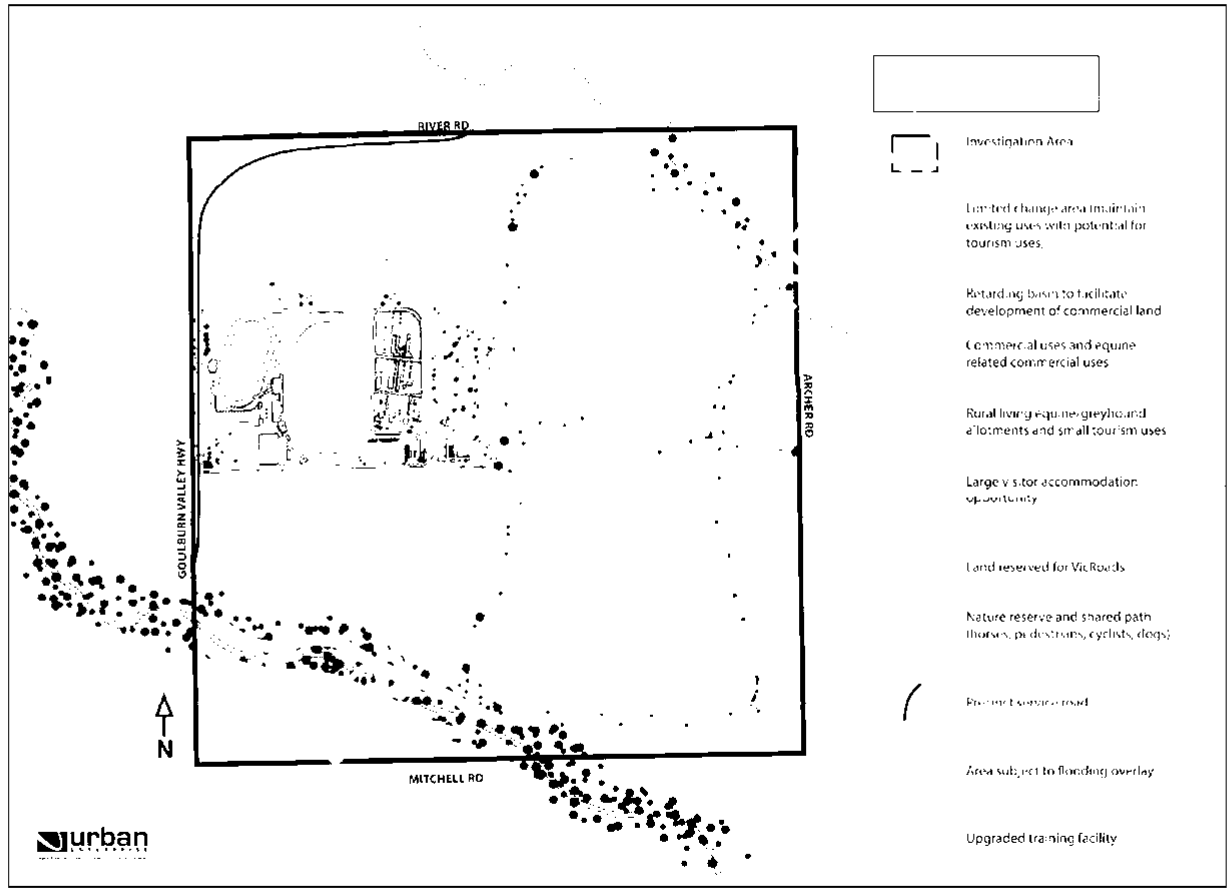
Appendix C MAP OF LANDOWNERS CONSULTED



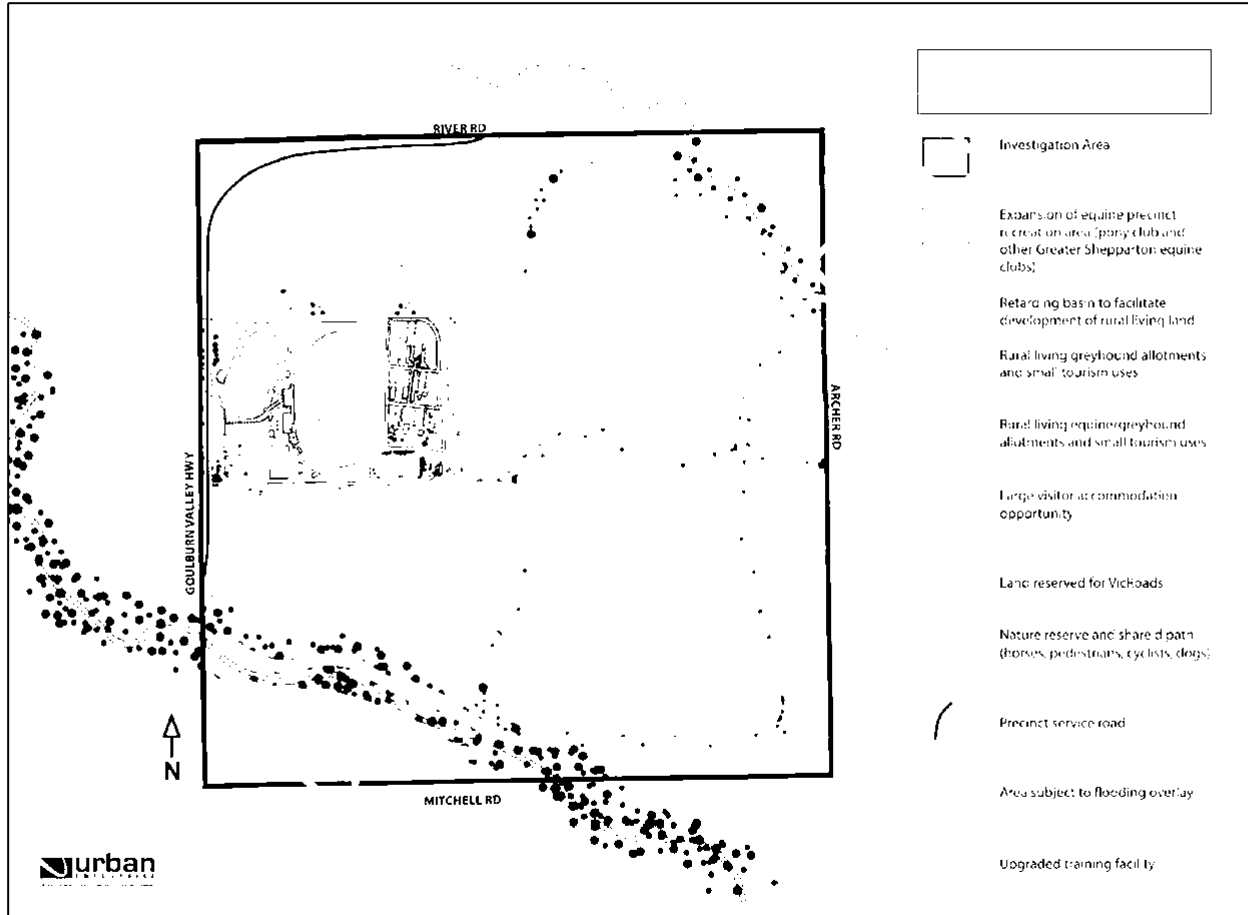
Option 1 – Expansion of equine uses to the south, rural residential to the east



Option 2 – Commercial use to the north, maintain existing use to the south



**Option 3 – Growth of the equine precinct, to the south,
rural residential to the north and the east**





ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

18 November 2014

Agenda Item 15.1	Councillors Community Interaction and Briefing Program	
Attachment 1	Councillor Briefing Session - 30 September 2014.....	269
Attachment 2	Councillor Briefing Session - 7 October 2014.....	270
Attachment 3	Councillor Briefing Session - 14 October 2014.....	271
Attachment 4	Record of Assembly of Councillors - RiverConnect Implementation Advisory Committee Meeting - 22 October 2014.....	272
Attachment 5	Record of Assembly of Councillors - Women's Charter Alliance Advisory Committee meeting 24 October 2014 .	273
Attachment 6	Councillor Briefing Session - 28 October 2014.....	274

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

Councillors: Cr Houlihan, Cr Patterson, Cr Oroszvary, Cr Summer, Cr Adem, Cr Polan, Cr Ryan

Staff: Gavin Cator, Rosanne Kava, Johann Rajaratnam, Kaye Thomson, Steve Bowmaker, Ian Boyle, Simon Williams, Sharlene Still, Rebecca Bertone, Amanda Tingay, Stacey Cole, Kate Montgomery, David Barraclough, Amy Jones, Laurienne Winbanks, Geraldine Christou, Fiona LeGassick, Matthew Innes-Irons (not all officers were present for all items)

Name of meeting: **Councillor Briefing Session**

Date of meeting: **30 September 2014**

Matters discussed

1. SAM Feasibility Study | Feasibility and Governance
2. GV Equine and Greyhound Precinct
3. Park Naming | Baldwyn Park
4. 2014/2015 Christmas Arrangements
5. Domestic Animal Management Plan | Action Plan
6. Our Sporting Future Funding | Round 1 2014/2015
7. Recognise Campaign
8. Kialla Lakes Neighbourhood Plan
9. Shepparton Show Me | Briefing
10. Cemetery Bookings
11. Aquamoves Fees and Charges
12. Shepparton Sports Stadium | Future Plan
13. GV Link Site

Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

Councillors: Cr Houlihan, Cr Patterson, Cr Oroszvary, Cr Adem, Cr Polan, Cr Ryan

Staff: Gavin Cator, Johann Rajaratnam, Steve Bowmaker, Amanda Tingay, Colin Kalms, Ian Boyle, Ronan Murphy, Stephen Donnelly, Kate Montgomery, Amy Jones, Fiona LeGassick, Geraldine Christou, Michael Carrafa, Anthony Nicolaci, Sonja King, Rebecca Bertone (not all officers were present for all items)

Name of meeting: **Councillor Briefing Session**

Date of meeting: **7 October 2014**

Matters discussed

1. Unilever Master Plan and Planning Scheme Amendment
2. Shared Storage Facility – 13 Echuca Road, Mooroopna
3. Community Arts Grants – Round 1
4. Summary of Community Planning 2013/2014
5. Brand Design and Strategy – ‘Truly Deeply’
6. 2014 Planning Scheme Review Report
7. Annual Report 2013-2014
8. Economic Development Strategy 2015-2019
9. Sound System in the Mall
10. Education Program to Combat Littering at Skate Park
11. Sports Precinct – Progress Update
12. Special Council Meeting for Mayoral Election
13. Kialla Caravan Park (Planning Application)
14. Infringements for Unmaintained Nature Strips

Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate “confidential addendum” that will be reported to the next closed Council meeting]

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

Councillors: Cr Houlihan, Cr Patterson, Cr Adem, Cr Polan, Cr Ryan and Cr Summer.

Staff: Gavin Cator, Johann Rajaratnam, Steve Bowmaker, Amanda Tingay, Colin Kalms, Michael MacDonagh, Matthew Jarvis and Rebecca Bertone (not all officers were present for all items)

Name of meeting: **Councillor Briefing Session**

Date of meeting: **14 October 2014**

Matters discussed

1. Proposed Amendment to C162 – Industrial Land Review
2. Confidential Contract
3. September 2014 Monthly Financial Report

Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

Briefings or meetings involving one or more Council officers and four or more councillors and meetings of advisory committees of which at least one councillor is a member are assemblies of councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder 37/208/0011) and recorded on the Register M09/3170.

Name of meeting: **RiverConnect Implementation Advisory Committee**

Date of meeting: **Wednesday 22 October 2014**

Attendees

Councillors: Cr Jenny Houlihan

Staff: Renee Ashmore, Bonny Schnorrenberg, Sharon Terry

Matters discussed

1. Terms of Reference
2. Memorandum of Understanding
3. GVEG proposal
4. Draft RiverConnect Paths Master Plan

Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
Nil		

[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

Briefings or meetings involving one or more Council officers and four or more councillors and meetings of advisory committees of which at least one councillor is a member are assemblies of councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder 37/208/0011) and recorded on the Register M09/3170.

Name of meeting: **Women's Charter Alliance Advisory Committee Meeting**

Date of meeting: **Friday 24 October 2014**

Attendees

Councillors: Cr Houlihan

Staff: **Emma Hofmeyer, Kate Montgomery, Charlene Norton**

Matters discussed

1. **Women's Charter business**
- 2.

Conflict of Interest Disclosures **NIL.**

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	NIL.	

[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]

Form can be found on InSite under Organisation Wide Templates
 Save the completed form under Trim Classification 37/208/0011
 Enter details of the Assembly into the Register at Trim No. M09/3170

Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

Councillors: Cr Houlihan, Cr Patterson, Cr Adem, Cr Polan, Cr Ryan, Cr Oroszvary and Cr Summer.

Staff: Steve Bowmaker, Johann Rajaratnam and Amanda , Sally Rose, Rebecca Bertone, Sharlene Still, Rebecca Dalton, John Trevorah, Virginia Boyd (not all officers were present for all items)

Name of meeting: **Councillor Briefing Session**

Date of meeting: **28 October 2014**

Matters discussed

1. Cool Heads Certificate of Appreciation | Shepparton Police
2. Heritage Advisory Committee | Nomination of Community Representatives
3. Impact of the 'Productivity Commission Report into Childcare and Early Childhood Learning' to Greater Shepparton Children, Families and Services.
4. Mayoral Position Description
5. Councillor Representation on Committees
6. Procurement Policy
7. Eastbank Lake Project
8. Collaborative Alliance
9. VEC Electoral Review
10. High Speed Rail Forum in Canberra

Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]