

ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

18 February 2020

Agenda Item 10.1	Adoption of the Shepparton Health & Tertiary Education Precincts Action Plan 2020	
Attachment 1	Shepparton: Health, Education and Innovation Precinct – The Vision July 2019	135
Attachment 2	Shepparton Health & Tertiary Education Precincts Action Plan February 2020	212

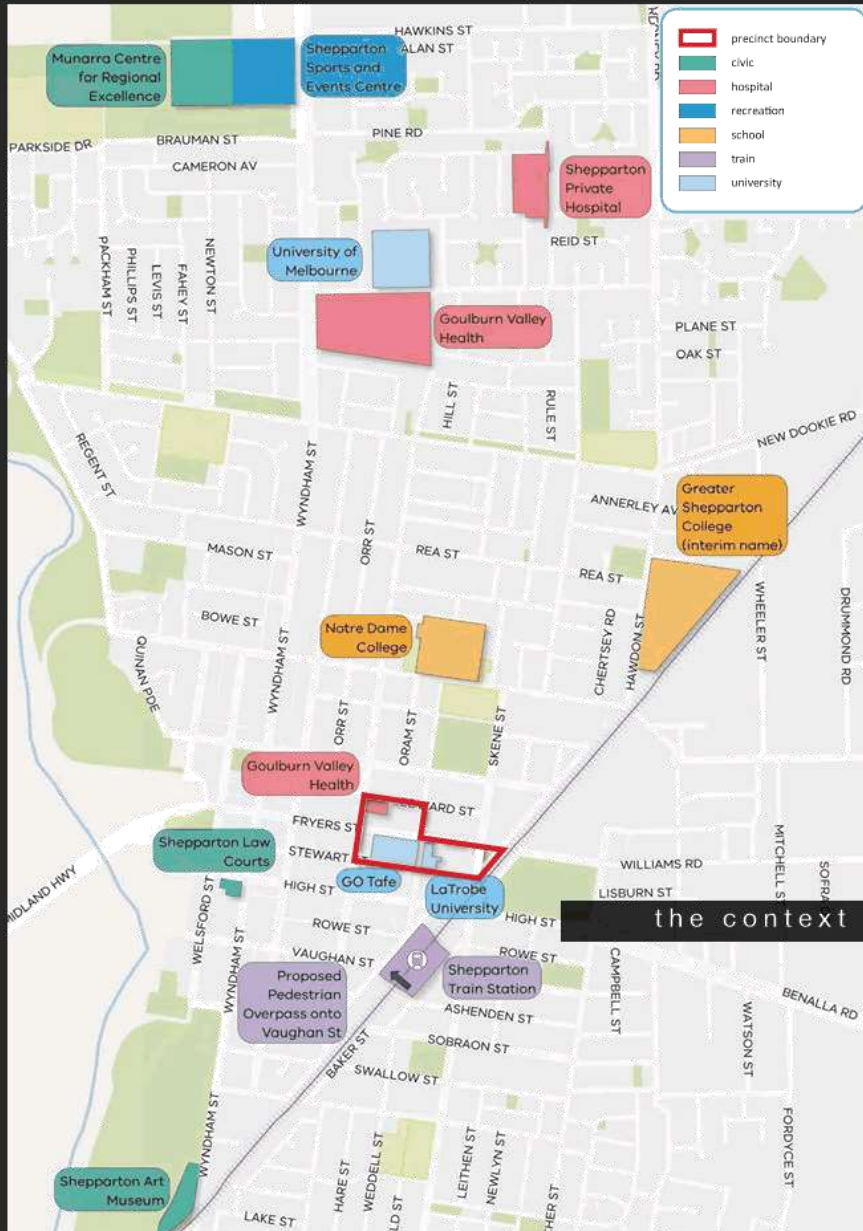
SHEPPARTON | HEALTH, EDUCATION + INNOVATION PRECINCT
THE VISION

PURPOSE

Greater Shepparton City Council, in partnership with the Victorian Planning Authority (VPA), is commencing work on the Shepparton Regional Health and Tertiary Education Project 2019. The Project seeks to enhance Shepparton as a significant regional hub for health and higher education. It aims to support the holistic expansion of important health and education facilities within Shepparton, leading to increased employment across the wider region, as well as the provision of improved access to health and education facilities, and related services for the benefit of the community.

On behalf of Council and the VPA, One Collective Urban Design Studio has been undertaking an initial consultation and visioning process with a selected group of key stakeholders, government agencies and Council representatives through a series of workshops. The purpose of this process is to provide these key stakeholders with an opportunity to share their ideas and opinions, and to use the findings to create an initial vision that will provide an inspiring direction for the project.

This document provides a summary of this initial consultation process and findings, and arranges the key ideas and themes that emerged from the workshops into an initial vision and set of guiding principles for the Precinct. It is intended to stimulate thinking and discussion around the potential opportunities that the Precinct presents, and to provide ideas and inspiration for possible future projects and investigation.



the context



the site

THE PRECINCT

The Shepparton Regional Health and Tertiary Education Precinct referred to in this document is situated a short distance to the east of the Shepparton city centre core between Corio Street, Railway Parade, Edward Street and Stewart Street. The Precinct contains landholdings and existing buildings and facilities of LaTrobe University, GoTAFE and Goulburn Valley Health.

INITIAL CONSULTATION + WORKSHOP PROCESS

GATHERING KEY STAKEHOLDER IDEAS + OPINIONS

initial consultation + workshop process

WORKSHOPS + FINDINGS

The workshops were undertaken throughout April and May 2019 and brought together key stakeholders to provide an opportunity for them to share their ideas and vision for the Health and Education Precinct and to identify any key issues and opportunities that they feel will be important to the future direction and success of the Precinct. The workshops were facilitated as general open discussions based around a series of key questions.

Responses were gathered through a combination of written submissions and by noting key points raised through general discussion. As many of the participants preferred to have general discussions rather than providing written submissions, a quantitative measure of responses could not be developed. As such, the findings of the consultation are noted in terms of the general issues raised and the type of responses.

Workshop Facilitation: by OneCollective Urban Design Studio

How it worked?

Information + feedback for the initial consultation and visioning was gathered through a variety of ways:

1. 2 x open workshop sessions held throughout April and May 2019 with key stakeholder groups
2. Question sheets circulated to invitees to provide them with an opportunity to fill-out and submit their thoughts via email or written response

Participants were asked to share their thoughts based around 3 simple questions:

WHAT'S OUR VISION?

What do you see as the overall vision and main point of difference for the future of the Health and Education Precinct that will help it to attract funding, regional support, industry attention, staff / students / partnerships?

WHAT'S THE PROBLEM?

What do you see as the most important potential problems or challenges that may influence the future success of the Health and Education Precinct?

WHAT ABOUT THIS IDEA?

What do you see as the key opportunities that should be focused on to support the future success of the Health and Education Precinct and do you have any big ideas, partnerships or other related projects that you think should be explored as part of the visioning process?

initial consultation + workshop process

PARTICIPANTS

The following is a list of government, health and educational bodies, community groups and other organisations that were invited to participate in the workshops:

KEY STAKEHOLDERS:



ORGANISATIONS / INSTITUTIONS

- LaTrobe University
- GV Health
- GOTAFE
- University of Melbourne - Shepparton Campus
- Department of Environment, Land, Water + Planning
- Department of Education + Training
- Department of Health + Human Services
- Department of Jobs, Precincts + Regions
- Regional Roads Victoria
- VicTrack
- Public Transport Victoria
- Regional Development Victoria
- Notre Dame College
- Goulburn Valley Grammar School
- Greater Shepparton Secondary College
- Erilyan
- Genesis Care
- Sandhurst Catholic Education Office
- Catholic Care Sandhurst
- Brotherhood of St Laurence
- Lighthouse Project
- Committee for Greater Shepparton
- Shepparton Chamber of Commerce + Industry
- Aboriginal Housing Victoria
- Rumbalara Aboriginal Co-Operative
- Berry Street Housing
- Beyond Housing
- Carepark
- Victorian School Building Authority
- Communities for Children
- VPA
- Greater Shepparton City Council



BETTER | TOGETHER

THE CORE THEMES

Whilst the ideas and opinions gathered through the workshops were diverse and covered a broad range of issues and opportunities, they all generally shared two core themes in common:

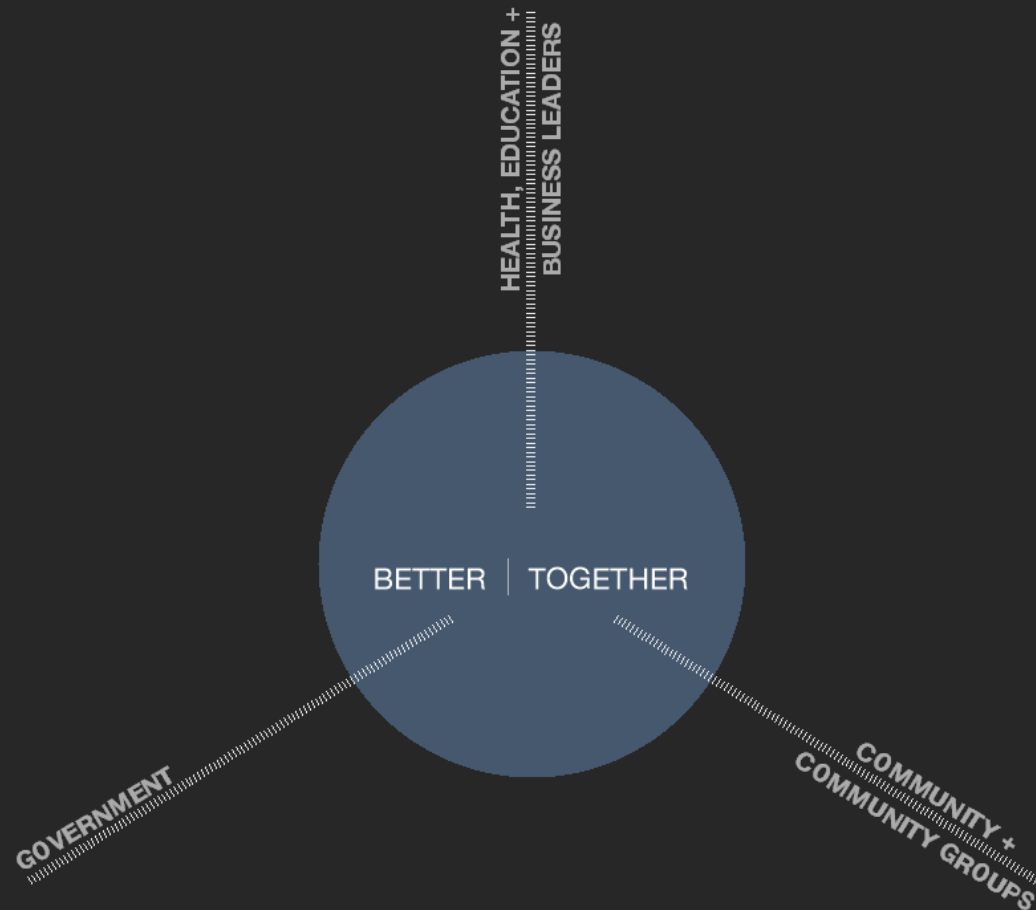
BETTER

The opportunity to develop a truly integrated precinct that will deliver better outcomes in terms of health, education and innovation but that can also help to provide a better future for the city and community as a whole.

TOGETHER

Acknowledging the importance and benefits of taking a more holistic and collective approach to thinking about, promoting and delivering the Precinct that will bring together health, education and business leaders, government, community and community groups.

These two core themes should be placed at the centre of the vision for the precinct, reinforcing the fundamental importance of having a shared vision and process and the desire of all groups to work together to deliver the best possible outcomes for the Precinct and city as a whole.



THE VISION + KEY PRINCIPLES

Building on the core themes of BETTER | TOGETHER, the ideas and opinions shared through the workshops have been organised based around 3 key principles:

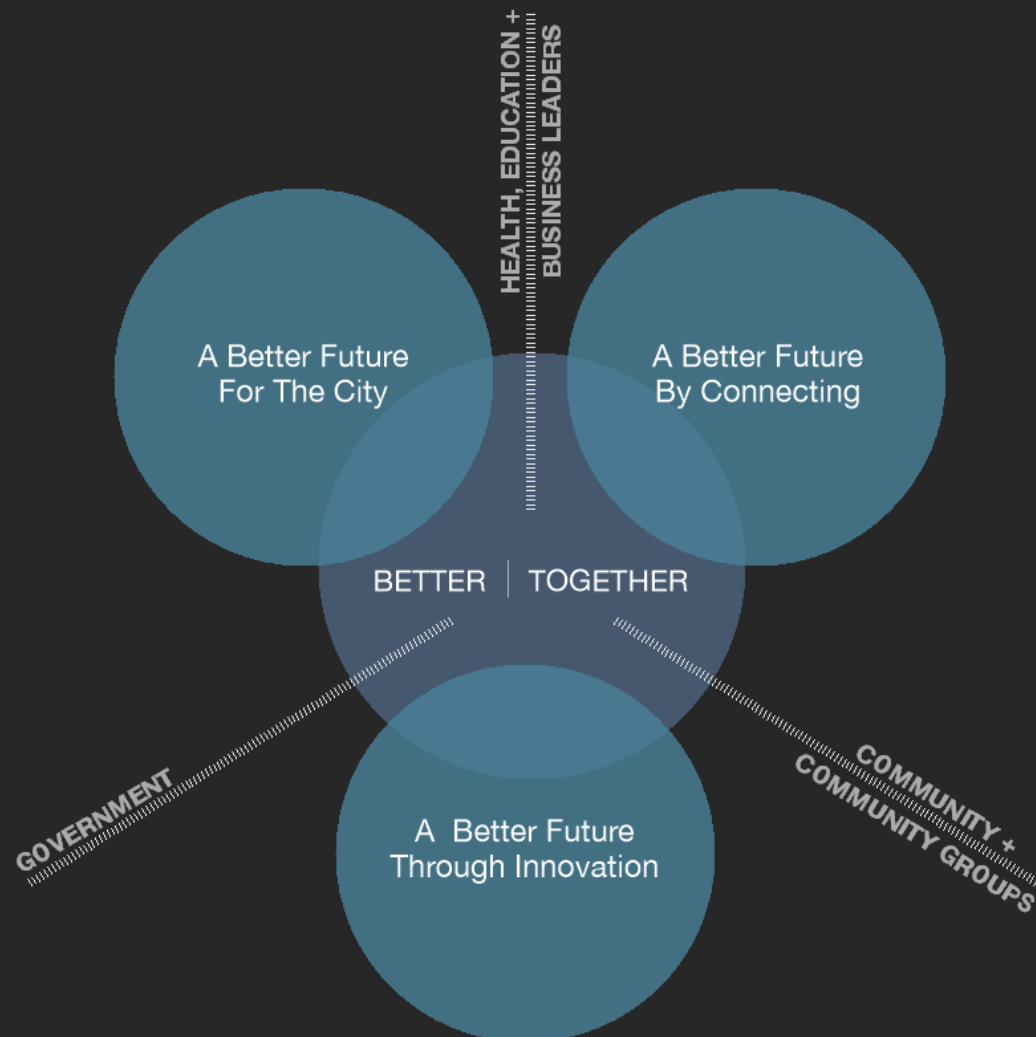
A Better Future | For The City

A Better Future | By Connecting

A Better Future | Through Innovation

These key principles expand on the core themes and identify more detailed ideas and opportunities that can be used as a guiding framework and direction for the ongoing planning process for the Precinct. By combining the core themes of Better Together with these 3 key principles, an initial vision for the Precinct can be created that provides an inspiring direction and discussion point for the Precinct.

The following section describes the initial vision for the Health, Education and Innovation Precinct in terms of the ideas and opportunities shared at the workshops based around these 3 key principles.



the key principles



A Better Future | For The City

Creating a hub that improves health, education and related services within Shepparton and the broader region and can also be used a catalyst for change and for creating a better future for the city and community as a whole.



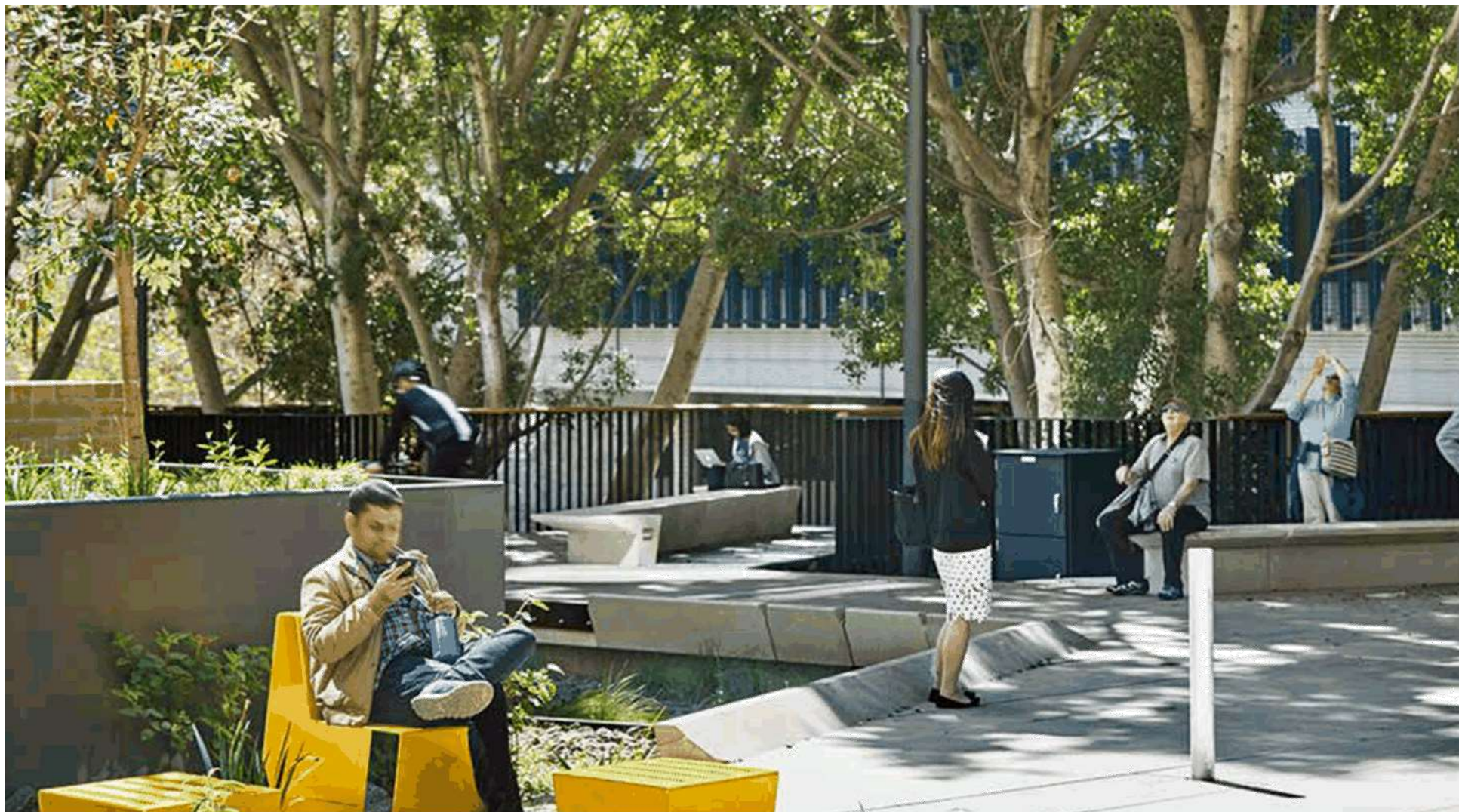
A Better Future | By Connecting

Taking a more holistic and collaborative approach that better engages and connects health and education providers, government bodies, industry expertise, local businesses and entrepreneurs and the community to promote new ideas, partnerships and opportunities and deliver better outcomes.



A Better Future | Through Innovation

Creating a precinct that promotes innovation and forward thinking and becomes known as a leader in health, education and innovation to help attract funding and partnerships, regional support, industry attention and high quality staff and students.



A BETTER FUTURE | FOR THE CITY

THE VISION + PRINCIPLES

PRINCIPLE 1 : A BETTER FUTURE FOR THE CITY

Creating a hub that improves health, education and related services
within the Greater Shepparton area.....

but that can also be used as a catalyst for change and for creating
a better future for the city and community as a whole.

principle 1 : a better future for the city

VISION, IDEAS + OPPORTUNITIES

A Better Future
For The City

A Catalyst for the City

- **The importance of creating an exciting vision** for the Precinct was a common theme that was strongly expressed and supported throughout the workshops - it was acknowledged that if a strong vision is created then it will help the rest of the community to get excited and see the opportunity.
- The importance of creating **a vision that is 'about more than just health and education'** - need to think more broadly and focus on innovation, transport and how the precinct can fit in with and create a better future for the city as a whole.
- **Take advantage of the Precinct's strategic location within the city centre** - it is close to the CBD and railway station and the appeal and advantages of being an 'Urban Precinct' in the heart of the City needs to be a key part of the vision.
- Upgrading and having a strong vision for the future of the Precinct will provide an opportunity to attract more students and staff and to **add more life, activity and business into the city centre.**
- Potential to use the Precinct as **a catalyst for urban revitalisation** and projects that improve amenity and function both within the Precinct and throughout the CBD. Potential key projects suggested for further investigation include:
 - Pedestrian pathways / linkages from the Precinct to the train station
 - Potential pedestrianisation / shared zones / streetscape changes within and around the Precinct (i.e. North Street)
 - Bus stops / transit hub associated with train station and Precinct
 - Improving the cycling network within the CBD
 - General streetscapes / public spaces
 - Upgrade / conversion of at grade carparking areas to multi-level parking or other uses within and surrounding the Precinct

principle 1 : a better future for the city

VISION, IDEAS + OPPORTUNITIES

A Better Future
For The City

A Better Place within the City

- There is a strong view that **more lifestyle and amenity needs to be added to the precinct** to help attract students and staff - much of the Precinct is seen as being somewhat uninspiring. Key ideas and opportunities identified include:
 - focus on **making it a better place to learn and work** but also a great place to go and stay in by providing things for students to do outside of class and create spaces and places that are nice to stay and 'hang- out' in (i.e. the basketball court that has been added within GoTafe were referred to positive example).
 - Ideas such as adding / improving uses such as cafes, hairdressers, barbers, beauticians that **link education / training within the campuses to the broader community** were regularly suggested as part of the workshops as a way to add amenity and life to the Precinct, help attract more people and also make it a nicer place for students and staff. It was identified that these things already occur but that they could be significantly improved.
- There is general agreement that many of the **buildings within the Precinct are outdated in appearance or are no longer fit for purpose** and need to be improved to lift the image and attractiveness of the area. Suggestions included:
 - Trying to **improve the interface between the buildings and streets** (particularly for GoTafe) to have a more 'open', welcoming and permeable frontage - agreement that many of the buildings currently 'turn their backs' on the street and are not inviting and do not feel like part of the City.
 - **Renovating or replacing buildings over time** and where practical to lift their appearance and function (feeling that many of the buildings are tired and outdated and do not reflect an image that is appropriate for establishing a leading health and education precinct).
 - **Adding elements such as street art or indigenous art** that could be used as student or community based projects whilst also helping to create a more attractive and creative image.
 - Reconfiguring and improving the streetscapes within the Precinct to make the area feel more attractive and pedestrianised and help tie it all together - create the feeling that it is an **integrated precinct rather than just a bunch of separate buildings and streets.**

principle 1 : a better future for the city

VISION, IDEAS + OPPORTUNITIES



A Better Future
For The City

The Future of the City

- The vision for the Precinct needs to focus on the **important role that health, education and innovation can play in creating a better future for the community and City**. Key ideas and points that were expressed within the workshop included:
 - Building an identity and 'brand' for Shepparton as **a regional leader in health and education**.
 - **Helping to stop the 'brain drain'** from the city by providing better educational opportunities and changing the perception that young people have to 'leave the area' to get a good tertiary education.
 - **Improving the level of higher education for people** living within the Greater Shepparton Area - it was pointed out that 37% of people in Shepparton go to university but in Mooroopna the figure is as low as 10% and that there is an opportunity and need to improve these figures.
 - **Providing more job opportunities within Shepparton** to offer people that may have 'left the area' a chance to come back - perception that there are a lot of people that want to come back but they don't due to a lack of job opportunities.
- View that the Health and Education Precinct could play an important role in improving the liveability and attractiveness of Shepparton as a key regional hub and to help encourage people to come and stay in the area into the future. It was also pointed out that the success of the Health and Education Precinct will depend on the ability to attract and retain high quality staff and students, and this in turn will be largely **influenced by the image and perceived 'liveability' of the city**. Key ideas and opportunities shared in the workshops included:
 - Observation that for health services within Shepparton, health workers are coming for placements but are then leaving as soon as they can and that there is a significant issue with attracting and retaining staff - view that this problem is largely due to Shepparton not being seen as a desirable place to live and that most people want the 'cafe' culture and urban lifestyle associated with larger cities. Discussion around the **improved image and lifestyle that other regional cities such as Bendigo and Ballarat have achieved over recent years and how these could be used as inspiration for Shepparton**.

principle 1 : a better future for the city

VISION, IDEAS
+ OPPORTUNITIES



The Future of the City (continued)

- Projects such as the New Shepparton Art Museum are helping to **build the identity, culture and liveability of the area**. Establishing a significant Health and Education Precinct and integrating this with an image of improved liveability and lifestyle for the City as a whole will help to attract students and staff.
- **The capital cities are facing significant challenges in terms of housing affordability and living costs** which are helping to make regional centres a more attractive option. If we can continue to improve the liveability of the Greater Shepparton Area whilst also offering a more affordable lifestyle than this will help to attract better staff and students and help to retain existing residents.

“ After years of brainstorming and negotiating, a tri-partite arrangement has been signed between Epworth Eastern, Box Hill Institute and the Salvation Army for a new Health and Education precinct located in the heart of Box Hill”...

BOX HILL EDUCATION + HEALTH PRECINCT (MELBOURNE, VIC)

PROJECT / DESCRIPTION

- Expansion of Epworth Eastern Hospital and development of state-of-the-art nurse training facility to supply the hospital's nursing requirements created through agreement and working partnership between Box Hill Institute (BHI), Epworth Eastern and Salvation Army.

IDEAS + INSPIRATION

- A working example for how creating a shared vision can help to improve funding, increase publicity and community awareness and create new synergies and opportunities.
- Shows how working partnership between health and education providers can improve relationship and outcomes for both - from education and training through to employment and services.
- Also provides ideas and inspiration for creating hands-on training, retail and commercial experience within the precinct - such as agreement extends into commercial arrangement allowing students to operate the hospital's café and florist.

A Better Future
For The City

AN INTEGRATED VISION + PRECINCT THAT IS A CATALYST FOR THE CITY

PROJECT EXAMPLES, IDEAS + INSPIRATION



A Better Future
For The City

FACILITIES THAT ARE MODERN AND PROVIDE A STANDARD + IMAGE THAT IS APPROPRIATE FOR A REGIONAL LEADER IN HEALTH + EDUCATION



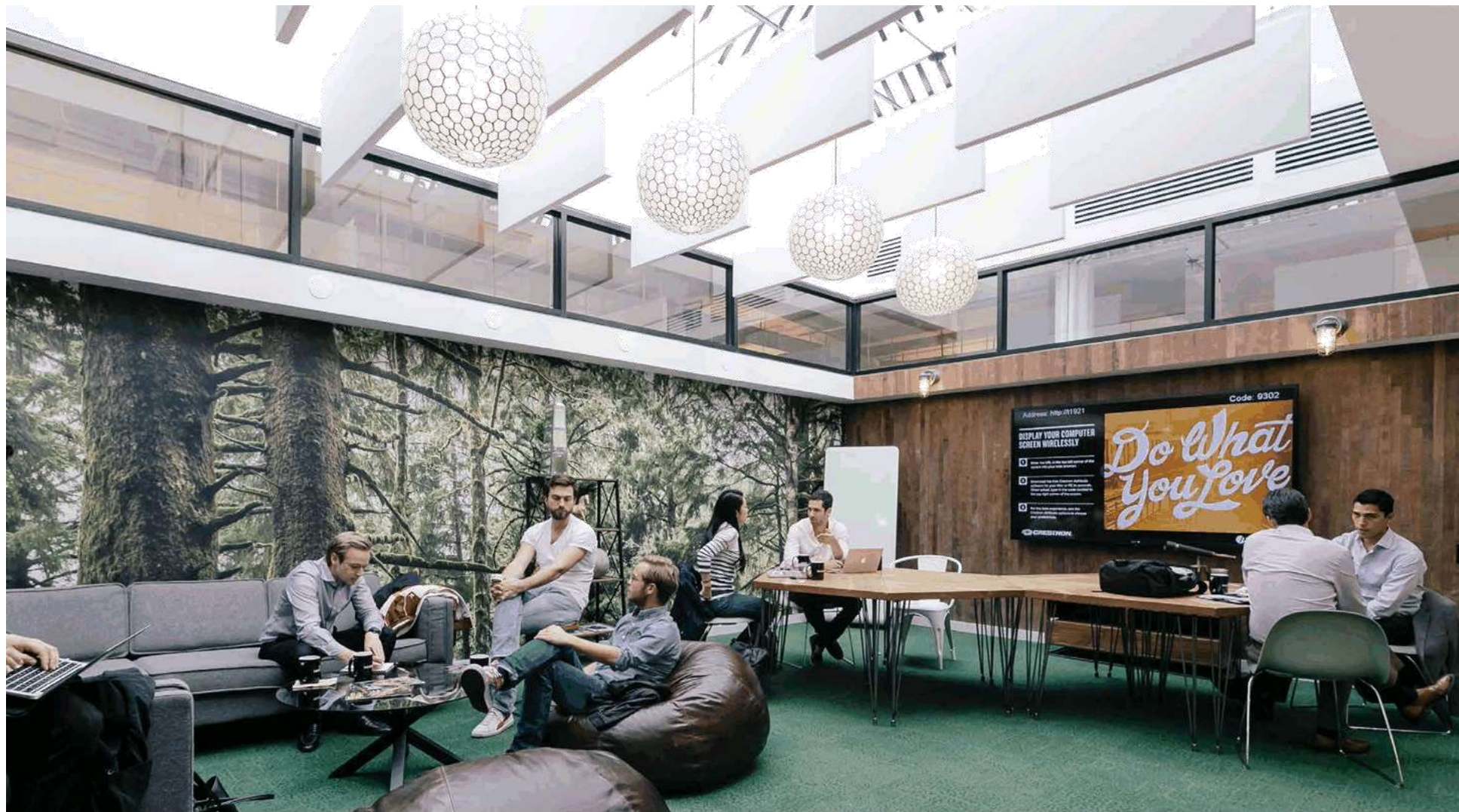
A SHARED VISION, AGREEMENT + WORKING PARTNERSHIP TO DELIVER BETTER OUTCOMES



A VISION FOR AN INTEGRATED PRECINCT THAT WILL HELP TO CREATE A BETTER CITY

AN INTEGRATED VISION + PRECINCT THAT IS A CATALYST FOR THE CITY

PROJECT EXAMPLES, IDEAS + INSPIRATION



A BETTER FUTURE | BY CONNECTING

THE VISION + PRINCIPLES

PRINCIPLE 2 : A BETTER FUTURE BY CONNECTING

Taking a more holistic and collaborative approach that better engages and connects health and education providers, government bodies, industry expertise, local businesses and entrepreneurs and the community.....

to promote new ideas, partnerships and opportunities
and deliver better outcomes

principle 2 : a better future by connecting

VISION, IDEAS + OPPORTUNITIES



A Better Future
by Connecting

Connecting Partners and Stakeholders

- There was clear understanding and agreement across the workshops of the **need for the key stakeholders to work together to create the strongest vision and outcomes for the Precinct**. Key ideas and points that were expressed within the workshops in regard to connecting partners and stakeholders included:
 - A view that in the past the different health, education and government bodies have had **different ideas and have been heading in different directions** - but that there is now a strong push towards creating better connections and that the Health and Education Precinct could be the centrepiece and driver for this process.
 - The **stronger opportunities for funding that will be created by having a combined vision** that integrates health and education and shows that everyone is working together.
 - Having different health and education providers in one Precinct will help to breakdown barriers and **build closer connections from education and training through to employment and services** - providing benefits for all of the partners and stakeholders.
 - **Connecting and sharing facilities** within the Precinct will create better cost efficiencies and help to create better connections between the health and education providers, staff and students.

principle 2 : a better future by connecting

VISION, IDEAS + OPPORTUNITIES

A Better Future
by Connecting

Connecting With the Community

- A common theme throughout the workshops was the need for the different government bodies, in particular the education providers, to better connect with the local community. There was general agreement that the **local community has limited awareness of the educational opportunities that are on offer, and that the educational bodies need to find new ways to open-up and lift their profile within the local community.** Key ideas and points that were expressed within the workshop included:
 - **Providing training facilities and opportunities that can be used by the local community** and become part of the city fabric and daily life. Examples included running cafes, barbers and health and beauty services that are open to the public and creating better partnerships for training with businesses in the City. It was noted that these things have been tried in the past, but that there was significant opportunities for improvement.
 - **Creating a shared identity or 'brand' for the Health and Education Precinct** and then using this to lift the profile and awareness of the different education providers and opportunities.
 - Making sure that any future design and redevelopment for the Precinct is based around **creating an urban style campus that feels open and provides spaces, places and connections that improve and form part of the City** - a proposed community garden that is being developed was referred to as an example.
 - **Opening-up buildings for different uses for the local community and hosting events** and seminars that encourage the local community to visit and engage with the Precinct.
- The importance of making the educational bodies relevant to the community by **focusing on providing courses that reflect what the community needs now and into the future** was also a point that was regularly raised. Key ideas and points included:
 - Focus on providing courses that give **skills for living in the 'real world' and that are most relevant to life in a regional city** - Shepparton could become a leader for education and training for regional cities.
 - Provide **courses that are most needed and likely to get jobs locally** - the most commonly referred to industries being commerce, health, teaching - so that local people can be educated, trained and employed locally and not have to leave the area.

principle 2 : a better future by connecting

VISION, IDEAS + OPPORTUNITIES

A Better Future
by Connecting

Connecting the Pieces

- There was general agreement that **Shepparton already has many important pieces in place** from a Health and Education perspective, **but that more could be done to bring them together** and create closer relationships through the Health and Education Precinct. Suggested ideas and points included:
 - The benefit of **taking inspiration from integrated models like Box Hill Tafe and the Epworth Hospital** - there is the opportunity to do something similar where education is directly linked to training and employment.
 - It is **important to include employment agencies as part of the vision** for the Health and Education Precinct - particularly with GOTAFE and LaTrobe University so that as people finish they should be linked in with job opportunities locally.
 - It was noted that University of **Melbourne campus up near the GV Health Hospital is looking to expand their presence and accommodation to role out the first fully regional medical degree**, which will provide people with the opportunity to start and complete a medical degree in Shepparton - at the moment people only come to Shepparton to do a rural placement in the University of Melbourne medical school. Noted that **these types of opportunities need to be supported and promoted as part of the vision for the Precinct** and to position Shepparton as a leader in Regional Health and Education.
 - It was noted **GoTAFE is specialising more in health related education and this creates a strong relationship and reliance on GV Health for nursing placement, training and employment** - agreement that **these types of relationships should be promoted and supported** as part of the vision for the precinct.

principle 2 : a better future by connecting

VISION, IDEAS + OPPORTUNITIES



A Better Future
by Connecting

Connecting the Pieces (continued)

- The importance of creating a vision for the Precinct which **looks more broadly at the full cycle of education** (not just tertiary education) and about **opening-up and creating relationships with other education providers and community groups** was also noted as an key opportunity. Suggested ideas and opportunities included:
 - Using the Precinct as a catalyst for **connecting the full cycle from early schooling through to higher education, employment and services** and to position Shepparton as a regional leader.
 - **Establish a Careers Hub** in the new Greater Shepparton Secondary College in partnership with GoTAFE and LaTrobe University – was suggested and supported as a great idea.
 - It was noted that with the **changes and expansion underway** with Greater Shepparton Secondary College and the vision that is emerging for the Health and Education Precinct, there is a huge **opportunity to really harness education as a strength for Shepparton.**
 - Need to **look for ways to make the current precinct more open and inviting for everyone**, such as running classes or exhibitions for younger students, so that they feel comfortable accessing the precinct from a young age and so higher education is considered 'normal' from early on.
 - The **importance of making the precinct inviting and accommodating for people of varied cultural backgrounds** was noted as an key issue that needs to be considered as part of the future structure planning process - with an example given that it may not be appropriate for people of certain religious or cultural backgrounds to attend night classes.

COBE ARCHITECTS OPEN STUDIO + CAFE (COPENHAGEN, DENMARK)

PROJECT / DESCRIPTION

- Experimental space that combines cafe with exhibition and event space and architectural studio - open to the public and designed to add life to emerging precinct and encourage local identity, creative culture and social interaction.

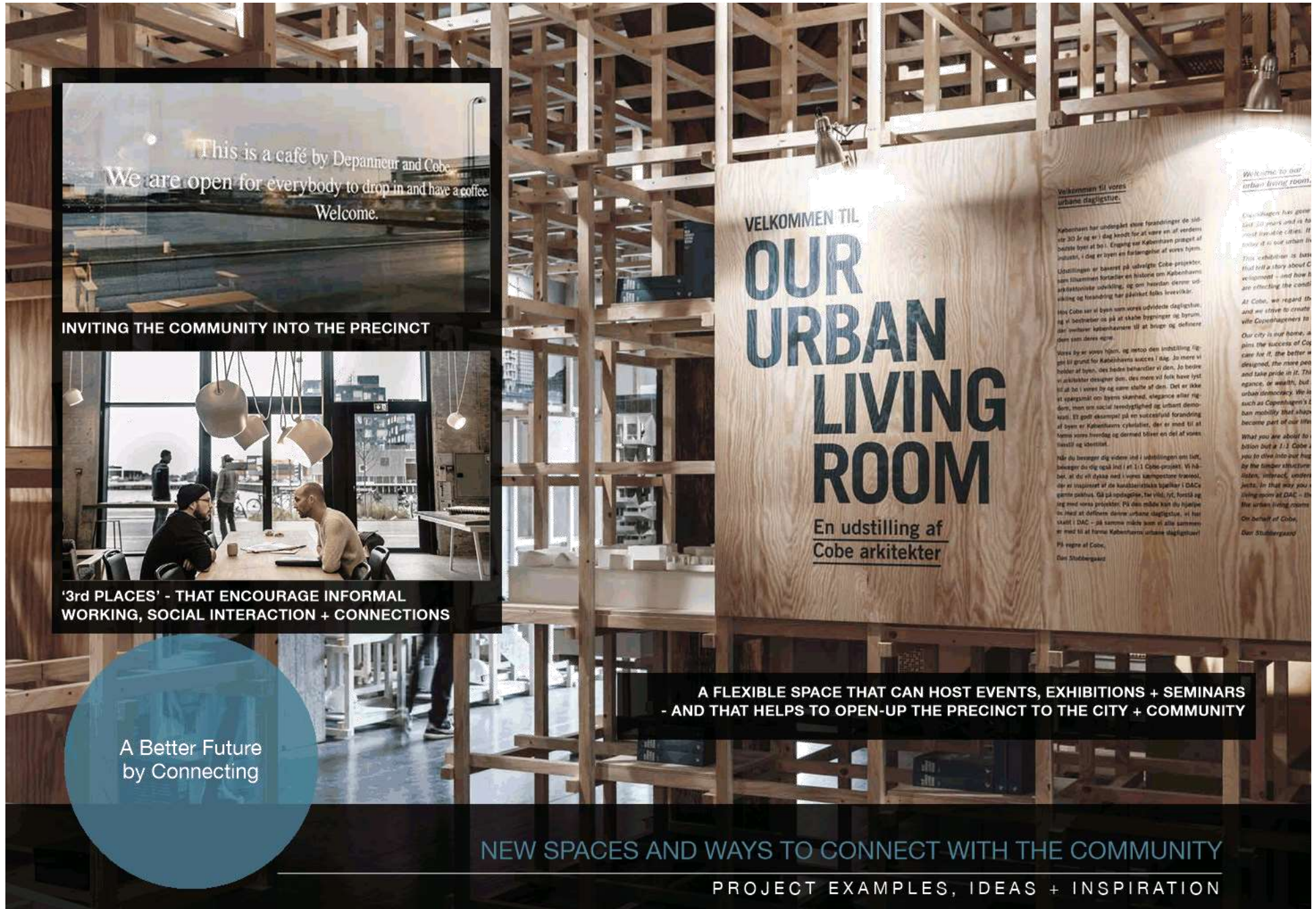
IDEAS + INSPIRATION

- A model / example for how to create a space that merges training, events and collaboration and could help to attract people and add life to the precinct - both within and outside of normal work / education hours.
- Provides inspiration for opening-up buildings for different uses for the local community and hosting events and seminars that encourage the local community to visit and engage with the Precinct.
- Helps to break down barriers between Precinct and community - create an atmosphere of an urban style campus that feels open and provides spaces, places and connections that improve and form part of the City.

A Better Future
by Connecting

NEW SPACES AND WAYS TO CONNECT WITH THE COMMUNITY

PROJECT EXAMPLES, IDEAS + INSPIRATION



INVITING THE COMMUNITY INTO THE PRECINCT



'3rd PLACES' - THAT ENCOURAGE INFORMAL WORKING, SOCIAL INTERACTION + CONNECTIONS



A FLEXIBLE SPACE THAT CAN HOST EVENTS, EXHIBITIONS + SEMINARS - AND THAT HELPS TO OPEN-UP THE PRECINCT TO THE CITY + COMMUNITY

NEW SPACES AND WAYS TO CONNECT WITH THE COMMUNITY

PROJECT EXAMPLES, IDEAS + INSPIRATION



A BETTER FUTURE | THROUGH INNOVATION

THE VISION + PRINCIPLES

PRINCIPLE 3 : A BETTER FUTURE THROUGH INNOVATION

Creating a precinct that promotes innovation and forward thinking.....

and becomes known as a leader in health, education and innovation
to help attract funding and partnerships, regional support, industry
attention and high quality staff and students

principle 3 : a better future through innovation

VISION, IDEAS + OPPORTUNITIES

A Better Future
Through Innovation

Leadership Through Innovation

- A key issue of discussion was the **'brain drain' problem** that Shepparton and other regional centres face, where the best and brightest young people 'leave to get better education and jobs' in bigger cities. By establishing the Health and Education Precinct, and developing and promoting the Precinct and City of Shepparton as a regional leader, the **aim is that this will help to attract high quality staff and students and to retain more of the best local people**. Key ideas shared around this discussion included:
 - **If we are going to try to promote the Precinct as a regional leader, it needs to feel like a high quality, modern and industry leading Precinct** - much of the discussion focused around how the buildings and facilities (particularly for GoTAFE) are outdated in appearance, no longer fit for purpose and need upgrading.
 - It was identified that many of the **best examples of education precincts and campuses are modelled around co-working spaces, technology parks and innovation hubs that blur the boundaries between and work / learning and more creative, flexible and social 'living room' type spaces** - and that these ideas should be used as inspiration of the future planning and design process. Concepts such as 'third places' and ideas around what makes an inspiring place to learn and work focused around providing amenity, cafe-like spaces, outdoor places to sit and greenery - and were identified as needing further investigation as part of the future vision and design for the Precinct.
 - Discussion around the **potential for the Precinct to host seminars and events that are open to the local community and businesses** that would help to promote local initiatives and **position the Precinct as place where ideas are shared and as a thought leader / innovator for the City**.
 - **Box Hill Tafe and Epworth Hospital were referred to as an example of an industry leader** worth using as inspiration.
 - It was acknowledged that if a vision for the Precinct can be developed that positions it as a **place of innovation and a regional leader, it will assist with attracting government funding**.
 - Look for opportunities for the Health and Education Precinct to **be a pilot or satellite campus for other campuses or universities or locally developing technologies or initiatives** such as renewable energy, new agricultural techniques - help to establish it as a testing-ground and place of innovation.

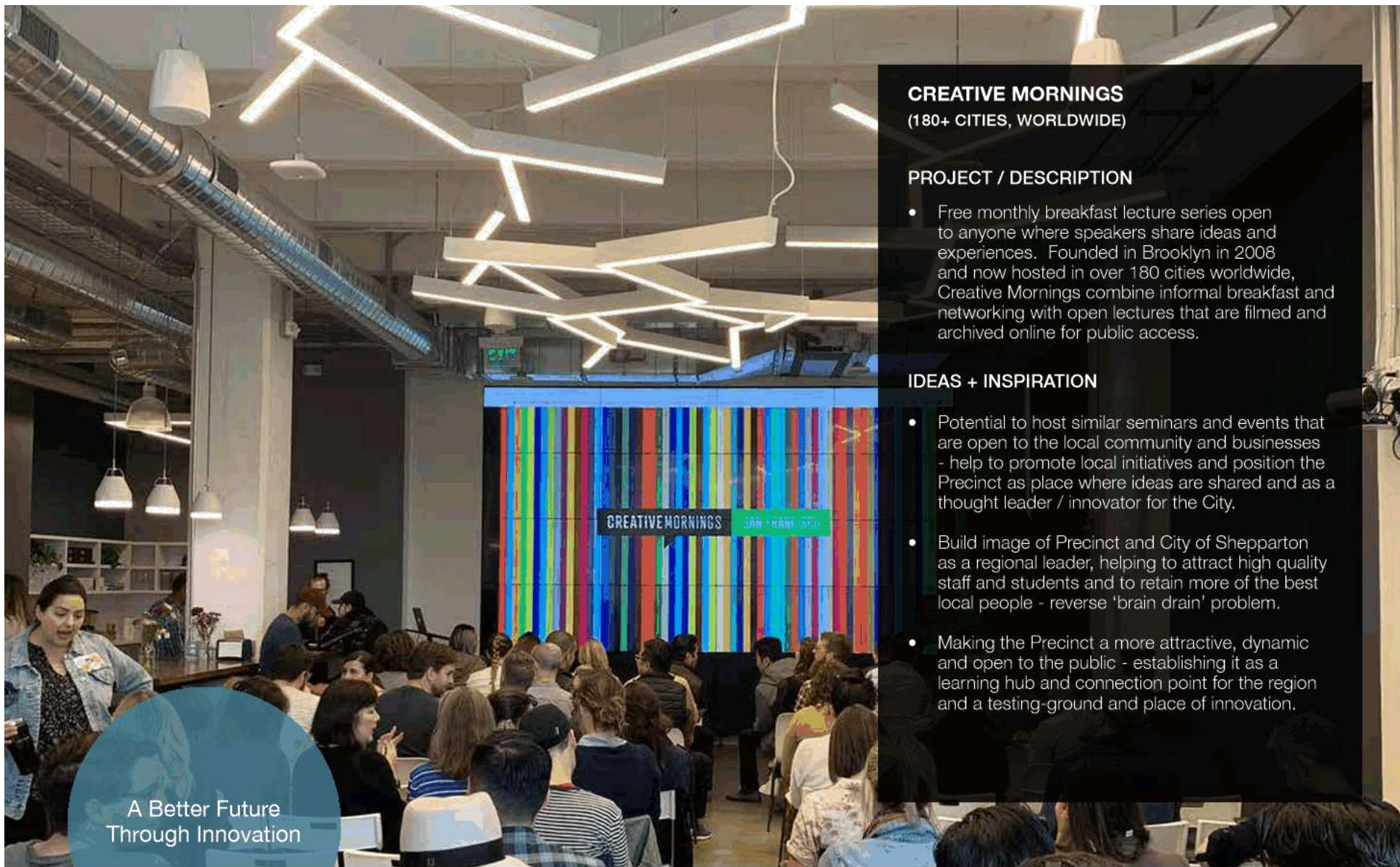
principle 3 : a better future through innovation

VISION, IDEAS + OPPORTUNITIES

A Better Future
Through Innovation

Innovation Through Technology

- Another key point that was raised throughout the workshops was how **technology is changing the way education and health is provided**. Whilst technology is seen as a benefit in terms of providing new and more flexible approaches to learning, it was generally agreed that the **focus still needs to be on making the Precinct a more attractive and dynamic so that people want to attend and work there in person** and finding ways to use technology to improve the learning environment to support this aim. Key ideas and points shared included:
 - In trying to establish the Precinct as a regional leader in Health and Education, it will be **important to try to adopt and stay at the leading edge of technological advancements**. Examples were provided for where the Health and Education providers have been working to currently do this, however it was acknowledged that there was a need to continually improve in this area.
 - Discussion around the need and demand for **providing more options and flexibility around off-campus / remote learning for students** to help those that have difficulty attending - i.e. through distance or work commitments.
 - Suggestion for **developing a learning hub within the Precinct** - i.e. to make a regional hub for tertiary students in the area that are from various institutions to come and study in one location - that may increase support and interaction for regional students that are learning remotely.
 - It was noted by one attendee that The University of Melbourne has **research that shows that when people attend and are working on campus that they achieve better learning outcomes** that if they are working from home. This supports the general theme / feeling expressed in the workshop that technology should be used to provide improved and more flexible learning but should not take the place of direct attendance.



A Better Future
Through Innovation

CREATIVE MORNINGS
(180+ CITIES, WORLDWIDE)

PROJECT / DESCRIPTION

- Free monthly breakfast lecture series open to anyone where speakers share ideas and experiences. Founded in Brooklyn in 2008 and now hosted in over 180 cities worldwide, Creative Mornings combine informal breakfast and networking with open lectures that are filmed and archived online for public access.

IDEAS + INSPIRATION

- Potential to host similar seminars and events that are open to the local community and businesses - help to promote local initiatives and position the Precinct as place where ideas are shared and as a thought leader / innovator for the City.
- Build image of Precinct and City of Shepparton as a regional leader, helping to attract high quality staff and students and to retain more of the best local people - reverse 'brain drain' problem.
- Making the Precinct a more attractive, dynamic and open to the public - establishing it as a learning hub and connection point for the region and a testing-ground and place of innovation.

A PLACE FOR INNOVATION + A REGIONAL LEADER

PROJECT EXAMPLES, IDEAS + INSPIRATION



PRECINCT AS A THOUGHT LEADER FOR THE CITY



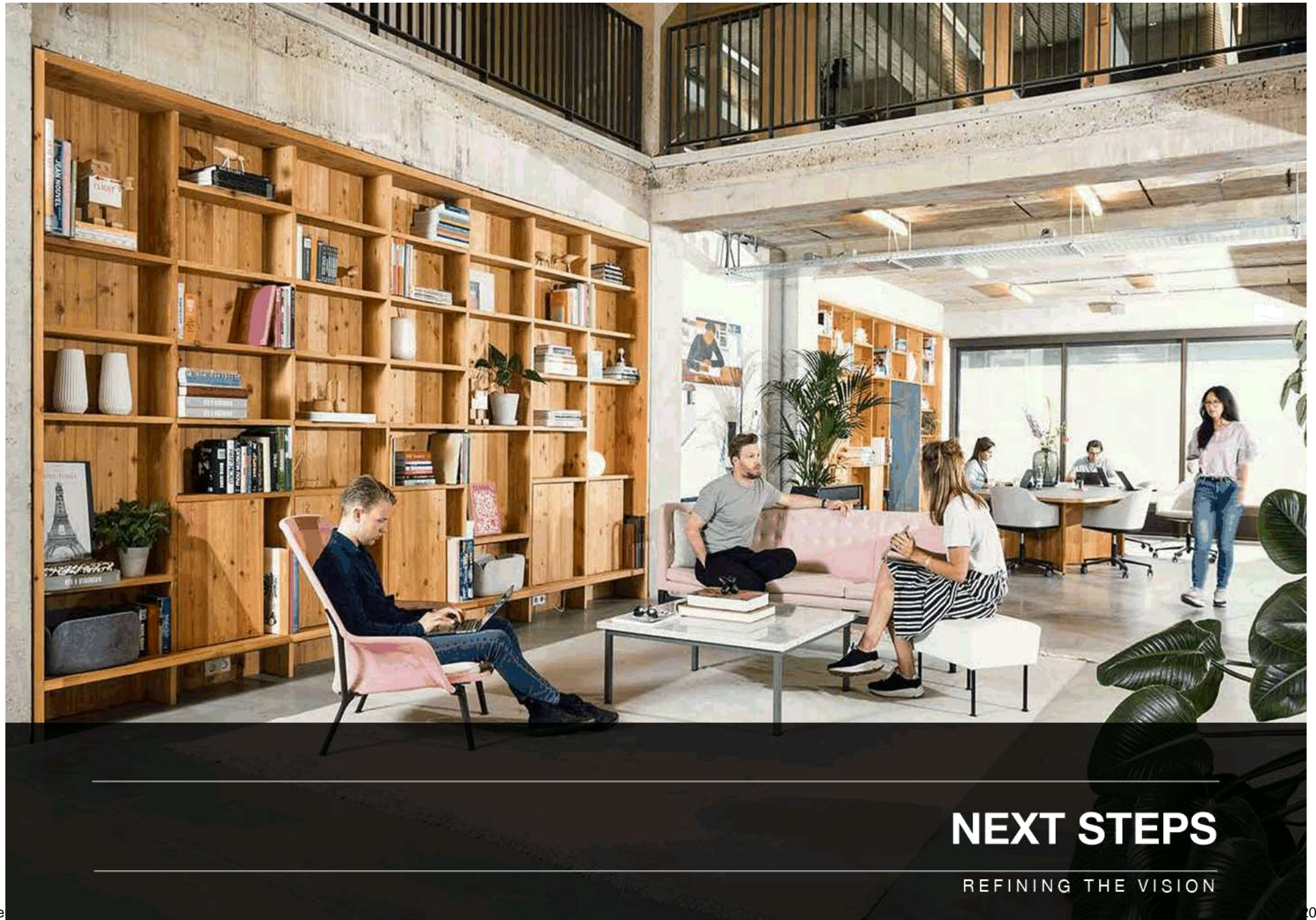
HOSTING EVENTS + SEMINARS THAT BUILD THE LOCAL CULTURE FOR INNOVATION + SHARING IDEAS

A Better Future
Through Innovation

AN OPPORTUNITY TO BRING TOGETHER LOCAL LEADERS FROM HEALTH, EDUCATION, BUSINESS AND THE COMMUNITY TO SHARE IDEAS AND CREATE CONNECTIONS

A PLACE FOR INNOVATION + A REGIONAL LEADER

PROJECT EXAMPLES, IDEAS + INSPIRATION



NEXT STEPS

REFINING THE VISION

KEY ISSUES REQUIRING FURTHER INVESTIGATION

The previous section arranges the key ideas and opinions shared throughout the workshops into an initial vision and set of principles that are intended to provide an inspiring direction and guiding framework for the ongoing planning process.

As part of the workshops, there were 4 key issues that were raised by attendees as the most important potential problems or challenges that may influence the future success of the Precinct - and these key issues are listed here as items that are recommended for further special consideration and investigation.

This is followed by an outline of the next steps that are proposed to be undertaken for the ongoing planning process for the Health, Education and Innovation Precinct.

1. Space For Future Expansion

- Throughout the workshops it was identified that the numbers of students for both LaTrobe University and GoTAFE are strong and are projected to continue increasing over the coming years. Whilst the approach of creating an integrated vision for the Precinct was seen as a positive step and was widely supported, an issue and concern that was regularly raised was over the limited space for potential future expansions within the Precinct. Identifying practical and viable options for future expansion within the Precinct will need to be one of the key issue for further investigation as part of the ongoing planning process. Initial ideas expressed through the workshop included:
 - Investigating options for best utilisation of existing vacant land parcels.
 - Investigating options for height limits - allowing 4 storeys high for expansion.
 - Looking at alternative usage options or putting a multi-deck on some of the current at-grade parking areas.
 - Potential expansion of Precinct area or looking at options for conversion of existing residential areas within and around the Precinct.

2. Getting People to Stay - Attracting and Retaining Staff

- One of the key issues identified for health services within the Greater Shepparton area is the challenge of attracting and retaining high quality and qualified staff. Whilst it was agreed that the vision for creating an integrated Health and Education Precinct would be an important step in trying to address this issue, concerns were regularly raised in regard to the image of Shepparton in terms of liveability and how staff only come to the area to fulfil a placement or get training and then leave again as soon as they can. This was also seen as an important issue that will need to be considered by the health and education providers when trying to attract staff and students. Whilst it was acknowledged that the issue of liveability is a complex and long term issue involving a wide range of factors, it reinforces the need for the vision and ongoing planning process for the Precinct to take a broader view that at least highlights and promotes ideas and discussion around the image and liveability of the City and surrounding region and also the longer term benefits associated with educating, training and employing local people.

KEY ISSUES
REQUIRING
FURTHER
INVESTIGATION

3. Transport and Access

- Whilst it was acknowledged that ongoing work is being undertaken to improve public transport options within the CBD, it was identified that transport and access was still a major issue - and potentially was one of the key barriers to people accessing education. Key issues and ideas included:
 - The need to undertake a detailed public transport and accessibility study to improve transport options (particularly from outer lying areas) and the potential to incorporate a transport hub within or nearby to the Precinct.
 - Improving cycling lanes and facilities into and within the CBD.
 - For GV Health, a large percentage of patients and staff travel from 30 mins away and staff often do shift work which, in many cases, makes using public transport impractical. Suggested ideas included adding regularly bus links between GV Health / University of Melbourne campus to the north of the city and the Precinct.

4. Car Parking

- It was identified that private vehicle usage was still the primary mode of transport for students currently accessing the precinct and that car parking was a significant and ongoing issue. Car parking was the problem most commonly referred to in the workshops and was seen as one of the key challenges that will need to be addressed. Key issues and ideas included:
 - The poor appearance, capacity and safety of existing at grade parking areas and that, in many cases, they are seen to be taking up good locations that could be used for better uses - but questioning of whether multi-level parking and redevelopment options would be financially viable.
 - The under-capacity of current on-street parking spaces and the issues / conflict caused by overflow of parking into surrounding streets.
 - Identification that car parking is an ongoing problem being faced throughout the CBD and by new redevelopment projects - i.e. the proposed health precinct expansion of Corio Street will create and increasing in people staff, visitors etc and will create more challenges in terms of future parking and access within the CBD.

next steps

NEXT STEPS

At the inception of this project, it was intended that the key output would be a Structure Plan for the Shepparton Regional Health and Tertiary Education Precinct. However, through the visioning process, the project has been redirected to maximise the potential of the Precinct.

It's proposed an Investment Logic Mapping (ILM) process take place to inform a prospectus or scoping document which could ultimately inform a joined up business case for a unified approach to the Precinct.

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Shepparton Health & Tertiary Education Precincts

ACTION PLAN

FEBRUARY 2020



LA TROBE
UNIVERSITY

Shepparton Campus

VICTORIA
State
Government

GREATER
SHEPPARTON



vpa
Victorian Planning Authority

Aboriginal Acknowledgement

We acknowledge 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.

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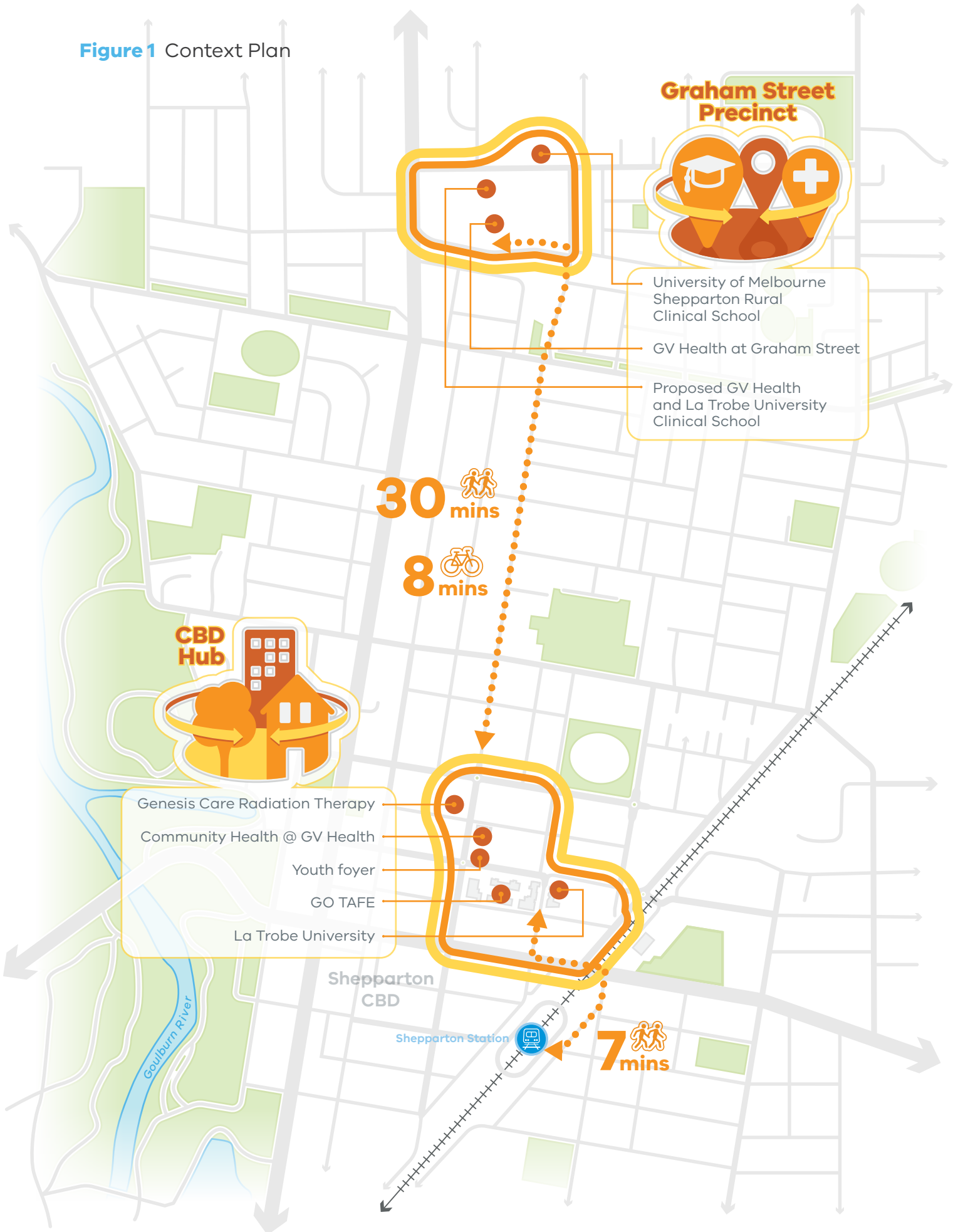
Acronyms

CBD	Central Business District
DELWP	Department of Environment, Land, Water and Planning
DHHS	Department of Health and Human Services
DJPR	Department of Jobs Precincts and Regions
DoT	Department of Transport
DTF	Department of Treasury and Finance
GOTAFE	Goulburn Ovens Institute of TAFE
GV Health	Goulburn Valley Health
ILM	Investment Logic Map
TAFE	Technical and Further Education
VETiS	Vocational Education and Training in Schools
VCAL	Victorian Certificate of Applied Learning
VPA	Victorian Planning Authority
PWG	Project Working Group

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Figure 1 Context Plan



1 Executive Summary

The *Shepparton Health and Tertiary Education Action Plan* (Action Plan) provides a framework to attract investment to grow Shepparton as a health and tertiary education destination. It aims to support the expansion of important health and tertiary education facilities, leading to increased employment opportunities and improved service provision for the benefit of the wider community.

There are two clusters of health and tertiary education facilities in Shepparton.

The first cluster is referred to as the **Shepparton CBD Health and Tertiary Education Hub** (CBD Hub).



The CBD Hub comprises La Trobe University, the Goulburn Ovens Institute of TAFE (GOTAFE) and Goulburn Valley Health (GV Health) Community Health Services infrastructure. There are also emerging health facilities including Genesis Care Radiation Therapy Centre at the corner of Edward Street and Corio Street.

The second cluster is referred to as the **Graham Street Health and Tertiary Education Precinct** (Graham Street Precinct).



GV Health's Graham Street Campus is the major acute referral hospital for the sub region and provides a range of acute, subacute, mental health, aged, primary health and community services across the Goulburn Sub-Region within the Hume Region and southern NSW Riverina.. The University of Melbourne Shepparton Rural Clinical School is also located at Graham Street providing facilities and accommodation to support medical students in a rural placement. There is potential for a second clinical school to be located at Graham Street.

The proposed GV Health and La Trobe University Clinical Health School will support the expansion of local clinical training to create career opportunities and pathways for graduates and existing staff within GV Health. There is a willingness from GoTAFE to partner in this.

The CBD Hub and the Graham Street Precinct offer different health and education services and complement each other. See **Figure 1** for a context map and **Section 2** for a summary of the two clusters.

The need for a co-ordinated and collaborative approach to Health and Tertiary Education, as set out in the Action Plan, has become increasingly important due to investment in the CBD Hub with the planned extension of the facilities at GOTAFE, La Trobe University and the expansion of GV Health services at Corio Street. In addition there has been significant investment in health and the potential for the expansion of health-related tertiary opportunities at the Graham Street Precinct.

The development of the Action Plan was overseen by a Project Working Group (PWG) including representatives from Greater Shepparton City Council (council), GOTAFE, La Trobe University and GV Health. Other stakeholders consulted during development of the Action Plan are identified in **Appendix 1**.

The Action Plan has been informed by a vision for the Hub (see **Section 4**) and an Investment Logic Map (ILM) (see **Appendix 2**). Arising from this process, five priority actions have been developed to drive the success of the health and education sector in Shepparton (see **Section 7**).

2 Scope



Shepparton CBD Health & Tertiary Education Hub (CBD Hub)

Community health services and tertiary education campuses

Health Services

Community Health @ GV Health (Corio Street)

Current role: Community Health services.

Future role: Expand existing community health service offering. Potential for future land acquisition for expansion of existing building. Potential mother and family unit.

Investment: \$4 million Federal Government funding to expand community health services.

Supporting health service

GenesisCare Radiation Therapy Centre

Supporting education service

Youth Foyer - Provides safe accommodation for up to 40 young people, aged 16 – 24 who are studying. Jointly run by GOTAFE, Berry Street and the Rural Housing Network



Graham Street Health & Tertiary Education Precinct (Graham Street Precinct)

Acute health services and health related tertiary education schools

Health Services

GV Health at Graham Street

Current role: GV Health's Graham Street Campus is the major acute referral hospital for the sub region and provides a range of acute, subacute, mental health, aged, primary health and community services across the Goulburn Sub-Region within the Hume Region and southern NSW Riverina.

Future role: There is currently a \$229 million redevelopment of the GV Health Graham Street campus underway. This includes construction of a five storey inpatient unit building and expanded dialysis and emergency departments.

Investment: \$229 million received for stage 1 expansion. \$2 million was also received for planning work for stage 2 (state government funded). \$26 million was also received for an integrated cancer centre (federal government funded).

Education Services

GOTAFE (Fryers Street)

Current role: Courses in automotive, engineering, beauty, hospitality, accounting, business, health and education.

Future role: Potential for health-related courses to relocate to Graham Street. CBD campus focus on non-health related education. GOTAFE is currently preparing an Education Strategy to inform its future role.

Investment: Currently no investment.

La Trobe University (Fryers Street)

Current role: Undergraduate and Postgraduate degree in arts, business, health/nursing and education

Future role: Potential for health-related courses to relocate to Graham Street. CBD campus focus on non-health-related education.

Investment: \$5 million Federal Government funding to extend the Shepparton campus. \$7 million from La Trobe University.

On commencement of development of the Action Plan, the focus was on the CBD Hub. The Hub was identified as La Trobe University, GOTAFE and GV Health as these institutions all have a presence in the CBD and provide health related services or health related education opportunities.

As the preparation of the Action Plan progressed, a proposal was identified to deliver a new Clinical Health School at the Graham Street Precinct, the GV Health and La Trobe University Clinical Health School. This partnership between GV Health, La Trobe University and potentially GOTAFE may result in tertiary health-related education opportunities re-locating from the CBD to the Graham Street campus.

The development of a vision for the CBD Hub, an Invest Logic Map (ILM) and consultation with stakeholders occurred on the premise of health-related education opportunities remaining in the CBD and contributing to servicing the existing GV Health services.

Considering the proposal for the Clinical Health School, the scope of the Action Plan has been expanded to discuss opportunities associated with health and tertiary education in general. The contents of the Vision (see **Section 4**) and the ILM (see **Appendix 2**) can be related to the health and tertiary education sector in Shepparton as a whole, therefore are still considered relevant in the context of the expanded scope.

Actions within this document remain related to the CBD Hub, however a number of actions acknowledge the future important health and tertiary education role the Graham Street Precinct will play. The CBD Hub and the Graham Street Precinct offer different health and education services and complement each other.

Throughout the document, icons have been used to differentiate when an action or area of discussion may be more relevant to the CBD Hub or the Graham Street Precinct (see icons on page 6 of the Action Plan).

Education Services

University of Melbourne Shepparton Rural Clinical School (Graham Street)

Current role: Supports medical students to complete a rural placement.

Future role: Expansion of accommodation option to allow for the introduction of the first fully regional medical degree in Shepparton.

Investment: \$7 million for accommodation and teaching space.

GV Health and La Trobe University Clinical School (Graham Street)

Current role: this is a proposed facility.

Future role: the clinical school will support the expansion of local clinical training to create career opportunities and pathways for graduates and existing staff within GV Health. GOTAFE is identified as a potential partner in this initiative.

Investment: \$22 million is required to deliver this facility.

3 What is the Health and Tertiary Education Action Plan?

The Action Plan provides a framework to attract investment to develop Shepparton as a health and tertiary education destination. This will have the following benefits:

- Shepparton will continue to fulfil its role as a key regional city for Victoria where population growth and job creation will be focused
- Shepparton will uphold its role as a service hub for northern Victoria, the wider Goulburn region and southern parts of NSW
- improved social and economic advantage through improved opportunities and services
- revitalisation of the CBD.

There is an opportunity now to plan for future infrastructure to meet community needs, attract investment, create jobs and make Greater Shepparton an even better place to live in the future.

Access to educational opportunities, and improving education outcomes, have long been recognised as critical elements in economic development. Investment in health-related infrastructure in Greater Shepparton is not keeping pace with demand, with health providers increasingly required to service an expanding local and regional catchment.

Health and education providers in Shepparton have been the beneficiary of investment from state and federal Governments. There is potential for these industries to play a greater role in contributing to the prosperity of the city and wellbeing of residents.

The Action Plan provides guidance for the CBD Hub and the Graham Street Precinct and includes:

- a vision
- an overview of health and education disadvantage
- priority actions.

Council will lead implementation of the Action Plan, working closely with GV Health, GOTAFE, La Trobe University and government agencies and authorities.



4 Health and Tertiary Education: A vision

To coordinate and guide investment over time, key stakeholders contributed to a vision for health and tertiary education in Shepparton. This vision will guide the implementation of the key outcomes and priority actions. The continued partnership will be critical to drive the success of the health and tertiary education sector.

The vision is identified below:

A better future by connecting

Taking a more holistic and collaborative approach that better engages and connects health and education providers, government bodies, industry expertise, local businesses and entrepreneurs and the community to promote new ideas, partnerships and opportunities to deliver better outcomes.

A better future through innovation

Creating a hub and precinct that promotes innovation and forward thinking and becomes known as a leader in health, education and innovation to help attract funding and partnerships, regional support, industry attention and high-quality staff and students.

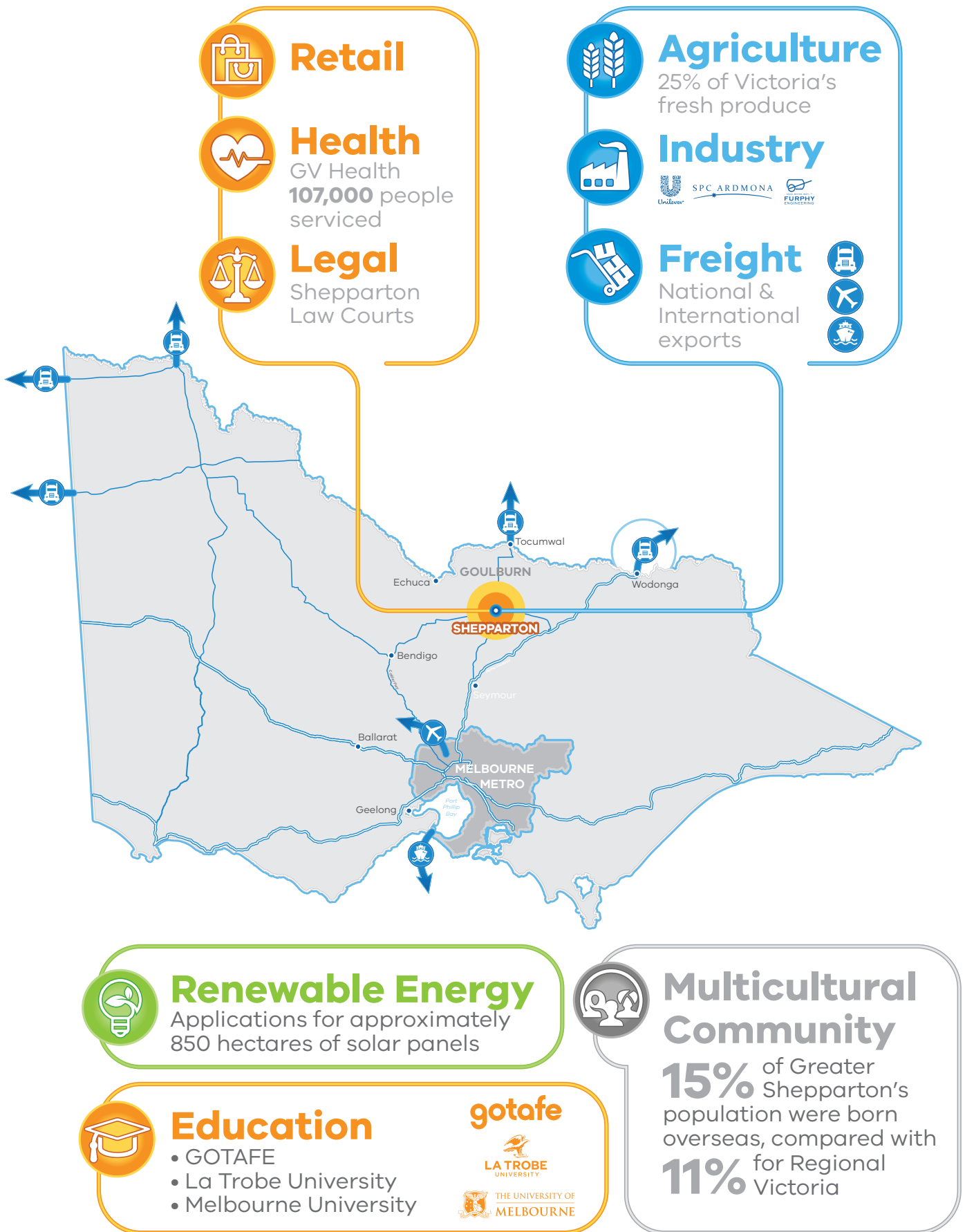
A better future for the city

Creating a hub and precinct with improved health, education and related services within the Greater Shepparton area that can also be used as a catalyst for change and creating a better future for the city and community.



Source – *Shepparton Health, Education + Innovation Precinct*
(One Collective Urban Design Studio, 2019)

Figure 2 Shepparton as a regional service hub



5 Why invest in Health and Tertiary Education in Shepparton?

Shepparton is the largest city in northern Victoria and serves an immediate catchment of 120,000 people. Shepparton provides essential services to an estimated additional 100,000 people across an area that extends into the southern reaches of New South Wales.

Shepparton is well-placed to receive investment in health and tertiary education, the city:

- is a service hub for the broader northern Victorian region
- is home to a number of existing health and education facilities
- is well connected with road and rail connections to Melbourne
- has the building blocks of a thriving health and education sector
- is identified as a major regional city and is forecast for significant population growth.

See **Figure 2** for an overview of Shepparton's role as a regional service hub.

5.1 Aboriginal and Torres Strait Islander Community

Greater Shepparton has a higher portion of people who identified as Aboriginal and Torres Strait Islander (3.4%) compared with the regional Victoria average (1.8%) (ABS Census, 2016). Improved access to health and education outcomes for this community will continue to be important. GV Health is committed to working with Aboriginal Controlled Health Organisations, other health services and the local community to close the gap in Aboriginal health status.

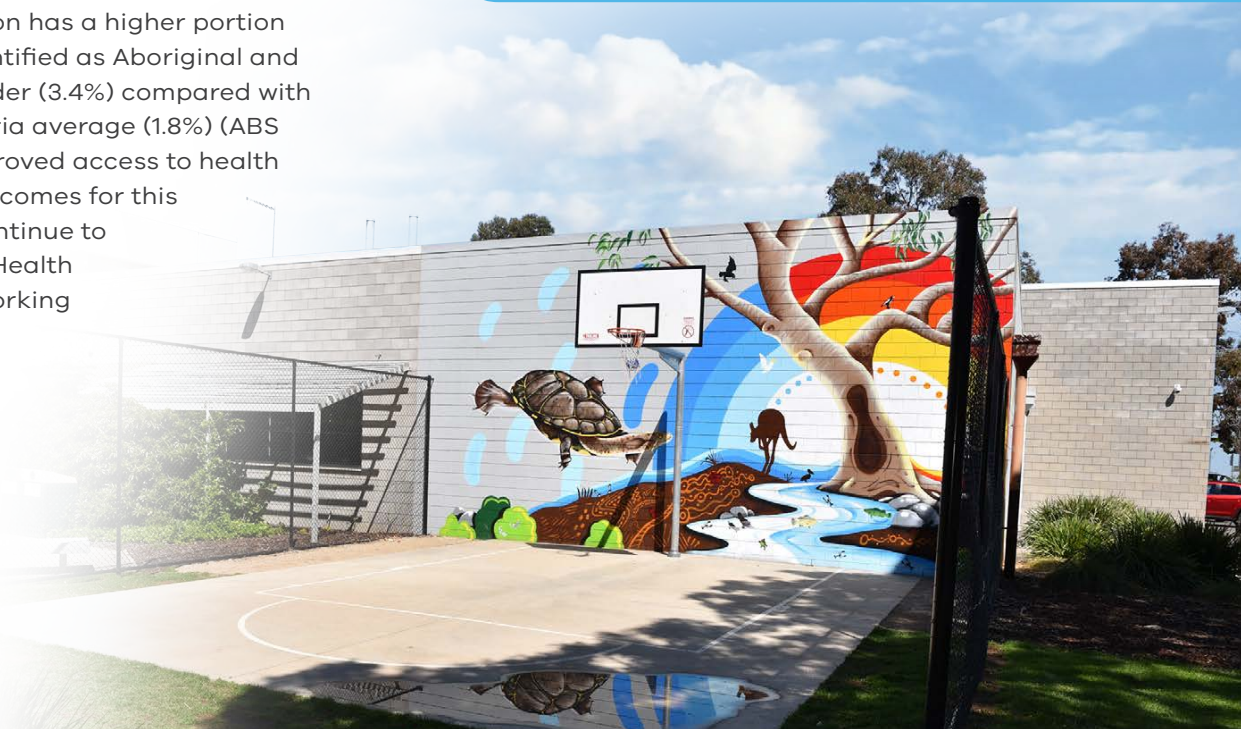
Continued commitment to supporting Aboriginal and Torres Strait Islander patients and their families is critical. Both GOTAFE and La Trobe University offer subjects and research opportunities for the community to enhance their understanding of indigenous cultures. Improving access to tertiary education opportunities for the indigenous community will continue to be a priority for these institutions.

Health and tertiary education facts



- 12.2% of people in Greater Shepparton graduated with a tertiary qualification, compared with 14.6% average for regional Victoria
- 8% of people work in the health sector, compared with 7.6% average for regional Victoria
- 0.5% number of people work in the tertiary education sector, compared with 0.8% average for regional Victoria.

Source – ABS Census, 2016



5.2 Health needs of an ageing population

The age group expected to experience the most significant growth to 2036 is the 70 – 74 to the 85 and over age group (see **Figure 3**). This age group will place an additional burden on existing health infrastructure, therefore it is imperative investment occurs now to safeguard services into the future.

5.3 Tertiary education

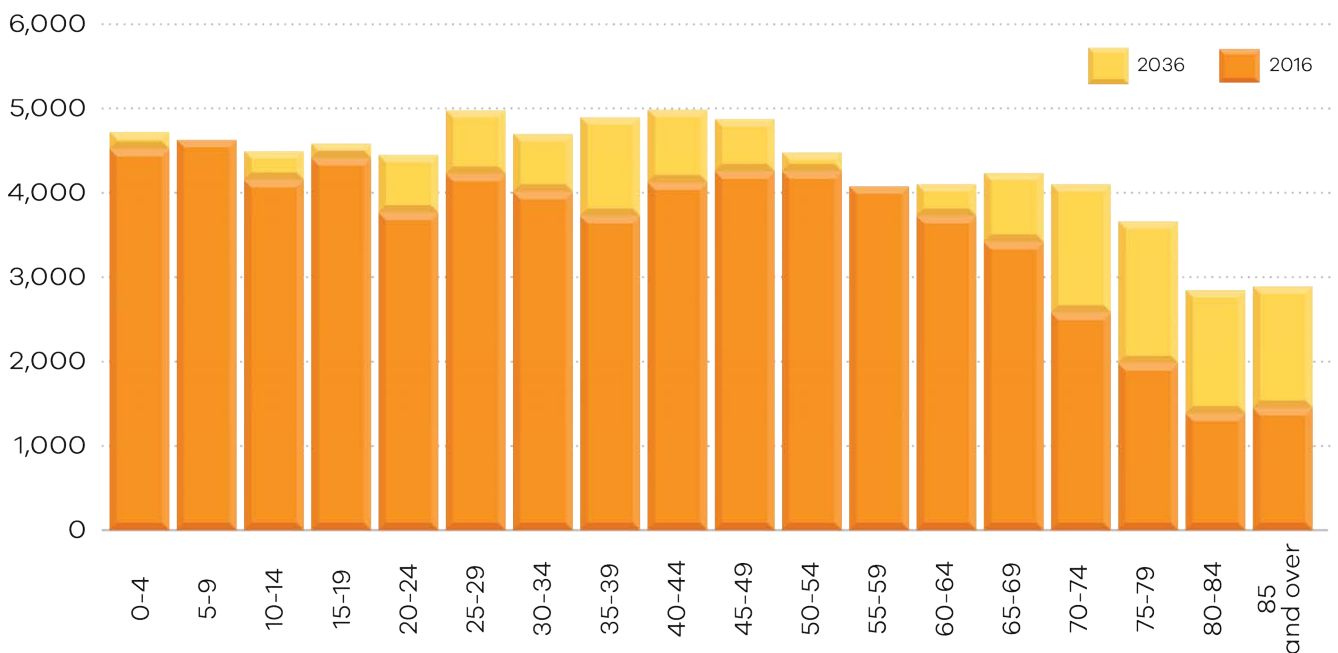
Figure 3 identifies the 25 – 40 year age group as likely to experience a higher share of the city’s projected population growth. A comprehensive tertiary education sector will help drive this age group to continue to grow and encourage the to remain in Shepparton for education and employment opportunities.

5.4 Net internal migration

Greater Shepparton’s rate of net internal migration is the lowest of Victoria’s ten Regional Cities (**Figure 4**). This is referring to the portion of the population that are moving to Shepparton from other parts of Victoria and Australia. Therefore, the city’s population growth was driven by natural increase and net overseas migration. This could be attributed to people leaving Shepparton in search of employment or education opportunities.

Enhancing the health and tertiary sector will generate employment and education opportunities to encourage residents to stay in Shepparton and attract others to move to Shepparton for work or study.

Figure 3 Greater Shepparton population by age cohort 2016 – 2036





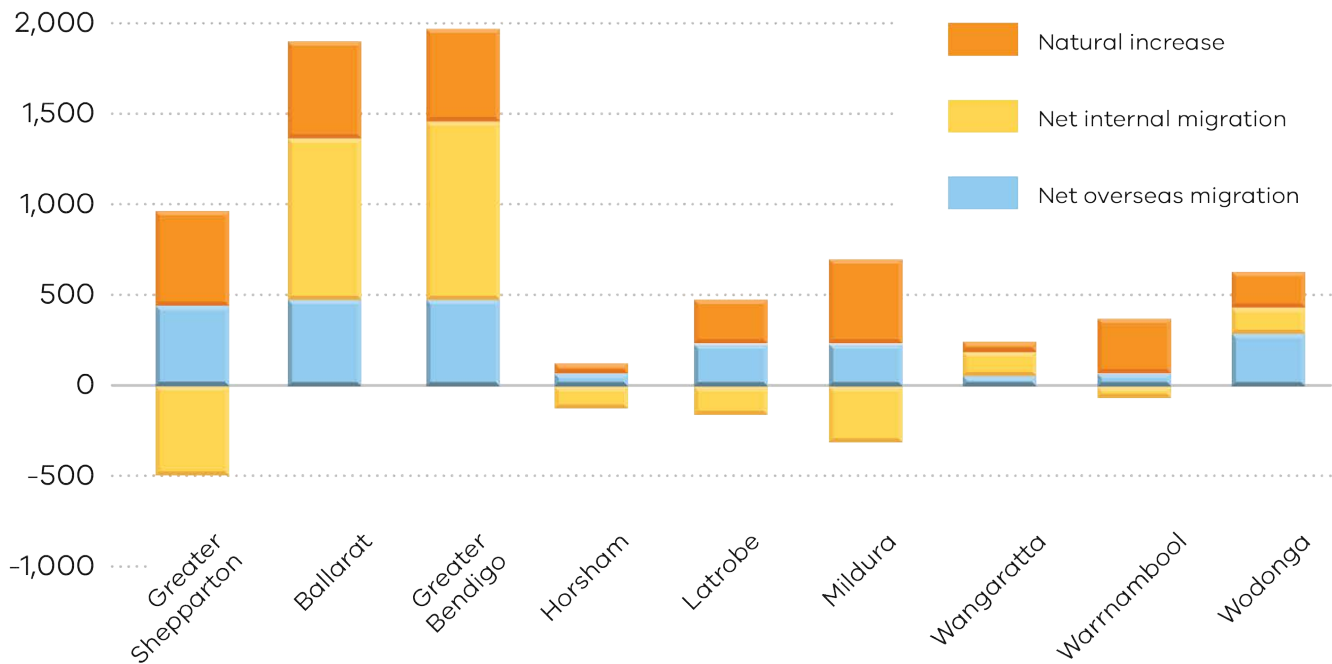
Case study:

Bendigo Hospital

The \$630 million Bendigo Hospital redevelopment was the largest ever hospital redevelopment in regional Victoria. The project created more than 1,200 jobs during construction and took workers a total of 2.6 million hours to build. The new hospital created an extra 220 jobs in its first 12 months of operation.

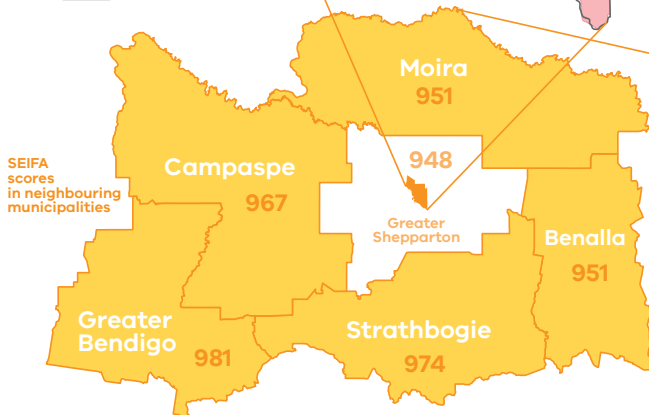
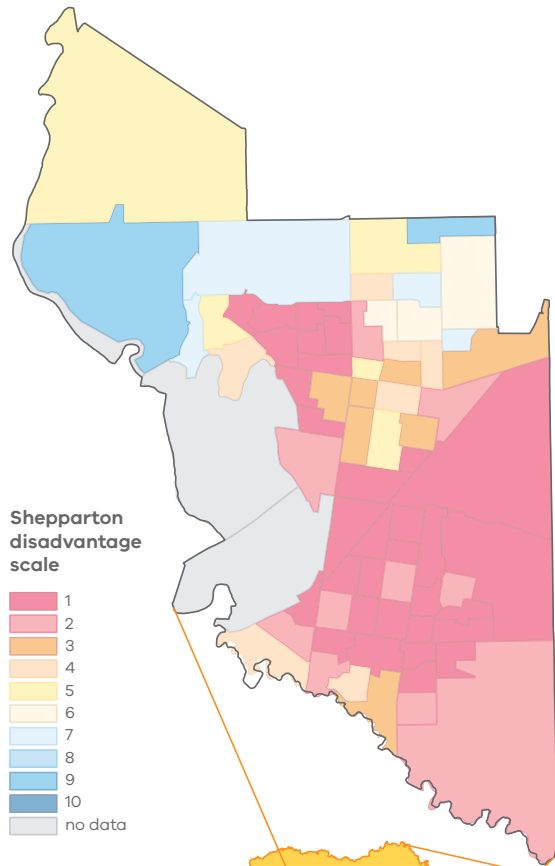


Figure 4 Victorian regional cities components of population change 2016



5.5 Index of Relative Socio-Economic Disadvantage (SEIFA)

A lower SEIFA score means a higher level of disadvantage. In 2016 the index for Greater Shepparton was 948. This is lower than surrounding municipalities such as Moira 951, Campaspe 967, Strathbogie 974 and Greater Bendigo 981. There is an opportunity for the health and education sector to decrease disadvantage in Greater Shepparton through job creating and upskilling to increase employability and wage growth.



SEIFA

Socio-Economic Indexes for Areas (SEIFA) provide summary measures derived from the Census and can help us understand the relative level of social and economic wellbeing of a region. SEIFA uses a broad definition of relative socio-economic disadvantage in terms of people's access to material and social resources and their ability to participate in society. A lower SEIFA score means a higher level of disadvantage.



The *Infrastructure Priorities for the Regions report*¹ includes a fact sheet of indicators that demonstrate types and level of disadvantage. For Greater Shepparton, the problem areas are:

- 24% of children are classified as developmentally vulnerable compared to the Victorian average of 10%
- 33% of the population rely on government support for income compared to the Victorian average of 26%
- 6% of young people receive an unemployment benefit compared to the Victorian average of 3%
- 17% of children are in jobless families compared to the Victorian average of 11%

¹ Victoria to identify infrastructure initiatives that build on the comparative strengths of Victoria's regions.

5.6 Inadequate Investment in Health

The Victorian Auditor-General's Report – Results of 2016 – 17 Audits: Public Hospitals identifies a ratio for physical asset replacement of regional hospitals. A ratio below 1.00 means that the hospital assets are being used faster than they are being replaced putting the hospital in high risk category. GV Health is one of three regional hospitals that has scored less than 1 between 2013 to 2017 (see Figure 5). The average score in this time frame is 0.66. This means the assets are being used at a rate much faster than they are being replaced, signifying investment in health services in Shepparton is required.

Bendigo Health care had a similar score until significant government investment occurred in 2017. While GV Health has been the recipient of some recent investment not captured in these figures, this investment is not of the same scale as was received in Bendigo so more investment is needed.

Figure 5 Victorian Auditor-General Audit of Public Hospitals 2016-17

REGIONAL HOSPITAL	Physical asset replacement					AVG
	2013	2014	2015	2016	2017	
Albury Wodonga Health	1.88	3.42	4.75	1.72	0.53	2.46
Bairnsdale Regional Health Services	0.57	0.72	1.22	1.33	0.82	0.93
Ballarat Health Services	1.38	0.78	1.32	1.15	0.83	1.09
Barwon Health	1.11	1.45	1.88	0.82	0.61	1.17
Bendigo Health Care Group	0.84	0.71	0.71	0.96	26.46	5.94
Central Gippsland Health Services	0.48	0.38	0.22	0.37	0.42	0.37
Echuca Regional Health	2.26	8.46	4.14	1.62	0.18	3.33
Goulburn Valley Health	0.47	0.60	0.69	0.86	0.67	0.66
Latrobe Regional Hospital	2.38	1.95	1.31	2.61	5.60	2.77
Northeast Health Wangaratta	0.95	0.82	0.51	0.47	0.46	0.64
South West Healthcare	0.95	0.63	0.88	1.75	0.82	1.01
Swan Hill District Health	1.19	2.29	1.64	3.23	0.86	1.84
West Gippsland Healthcare Group	0.90	0.52	0.64	1.22	0.54	0.76
Western District Health Service	4.98	1.63	0.40	0.23	0.18	1.48
Wimmera Health Care Group	0.93	2.84	0.96	0.47	0.48	1.14

Note: High Risk, Medium Risk, Low Risk

A ratio below 1.00 means that the hospital assets are being used faster than they are being replaced.

5.7 Infrastructure Priorities for the Regions

Infrastructure Victoria released a report on *Infrastructure Priorities for the Regions* in November 2019. This report includes a section on the opportunities in the Goulburn region, where Greater Shepparton serves as the regional hub. The report provides an assessment of comparative advantage index (CAI) which measures the concentration of industries in a particular region compared to the Victorian or Australian economy. The report provides recommendations on industry sectors that should be looked upon as most likely to drive regional growth and development. The report identifies Residential Care Services and Hospitals as import sectors for Greater Shepparton.

5.8 Workforce for healthcare services

There is an urgent need to educate and supply a professional undergraduate and postgraduate workforce to meet future demand in the Greater Shepparton region for healthcare services. The factors causing this demand include:

- Projections that the number of people over the age of 70 in the Shepparton region is expected to triple by 2050
- Shepparton is currently ranked as having the third-highest prevalence of dementia in Victoria

- The region faces a significant shortage of qualified care staff and specialist residential aged care facilities.

GV Health and surrounding hospitals, health and aged care services are already experiencing difficulties with filling health workforce positions.

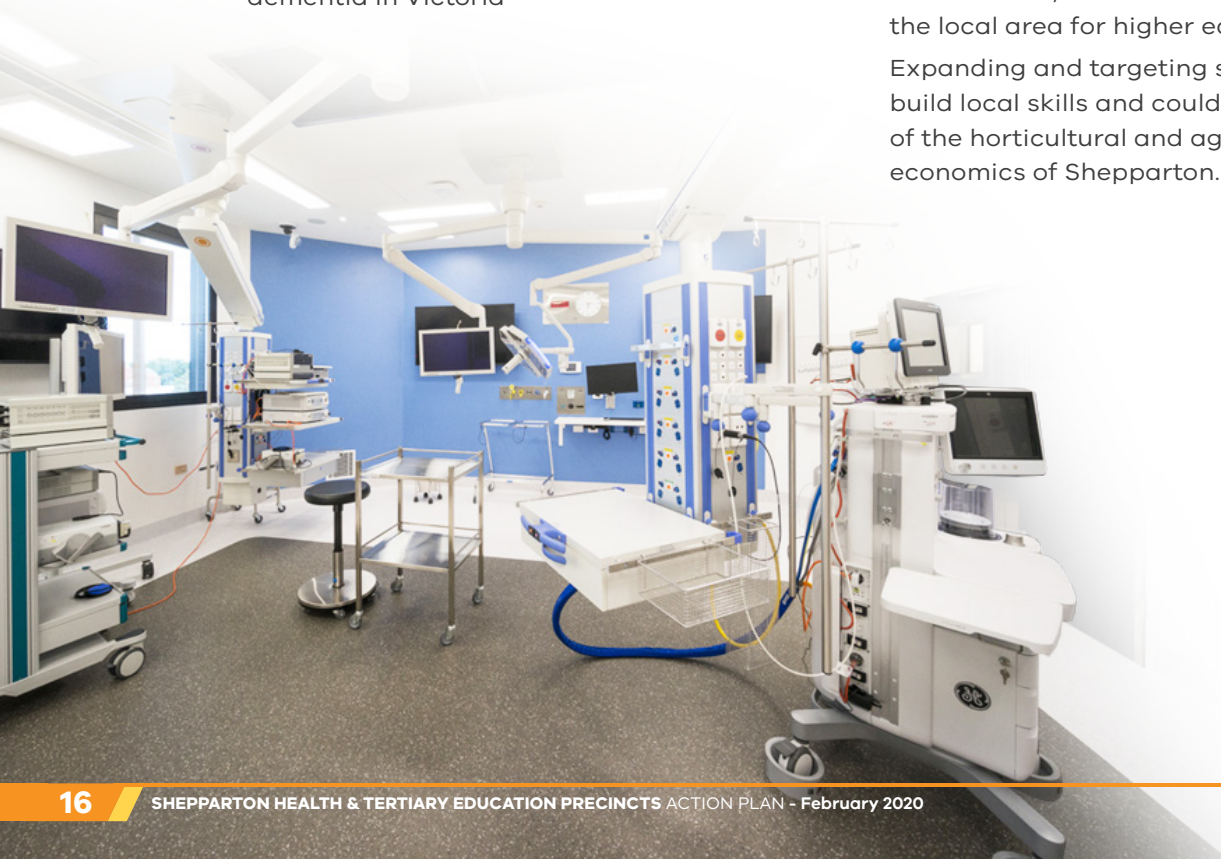
5.9 Migrant community

Shepparton has a reputation as a welcoming location for migrant settlement. The Victorian Multicultural Commission and La Trobe University prepared the *Understanding Social Cohesion in Shepparton and Mildura* report. This report discussed the important role GOTAFE and local universities plan in attracting and retaining Culturally and Linguistically Diverse (CALD) migrants.

People from CALD background are attracted to living in rural areas for the work, lifestyle and for the size of the community. People from CALD backgrounds do not generally want their children living away from them in the major cities so if tertiary education options are not available, there is a strong chance the entire family will move to a major city.

The availability of more study options in Shepparton will benefit the whole community, including the CALD and Aboriginal communities, some of whom prefer to stay in the local area for higher education.

Expanding and targeting study options would build local skills and could also suit the needs of the horticultural and agricultural based economics of Shepparton.





Case study:

La Trobe University’s Regional Economic Contributions

The *La Trobe University’s Regional Economic Contribution* (Cadence economics, July 2017) report makes the following conclusions about La Trobe’s contribution to Regional Victoria:

- graduates from La Trobe University’s regional campuses are more likely to secure employment and earn higher wages than those who chose not to undertake university studies
- La Trobe University regional graduates earned 17% higher wages than those who did not obtain a university degree
- in 2015, gross regional product in regional Victoria is projected to be around \$100 million higher as a result of La Trobe University graduates entering the workforce
- in 2015, each La Trobe University graduate entering the workforce increased regional Victoria gross regional product by \$104,705
- in 2015, for the 946 La Trobe University graduates entering the regional Victorian workforce, an additional 140 FTE jobs are created for those without university degrees
- La Trobe University is producing graduates in sought after areas in regional Victoria such as health, education, business and commerce.

5.10 Flow on effects

The potential for investment in health and tertiary education to be a catalyst for positive change in Shepparton is summarised in **Figure 6**.

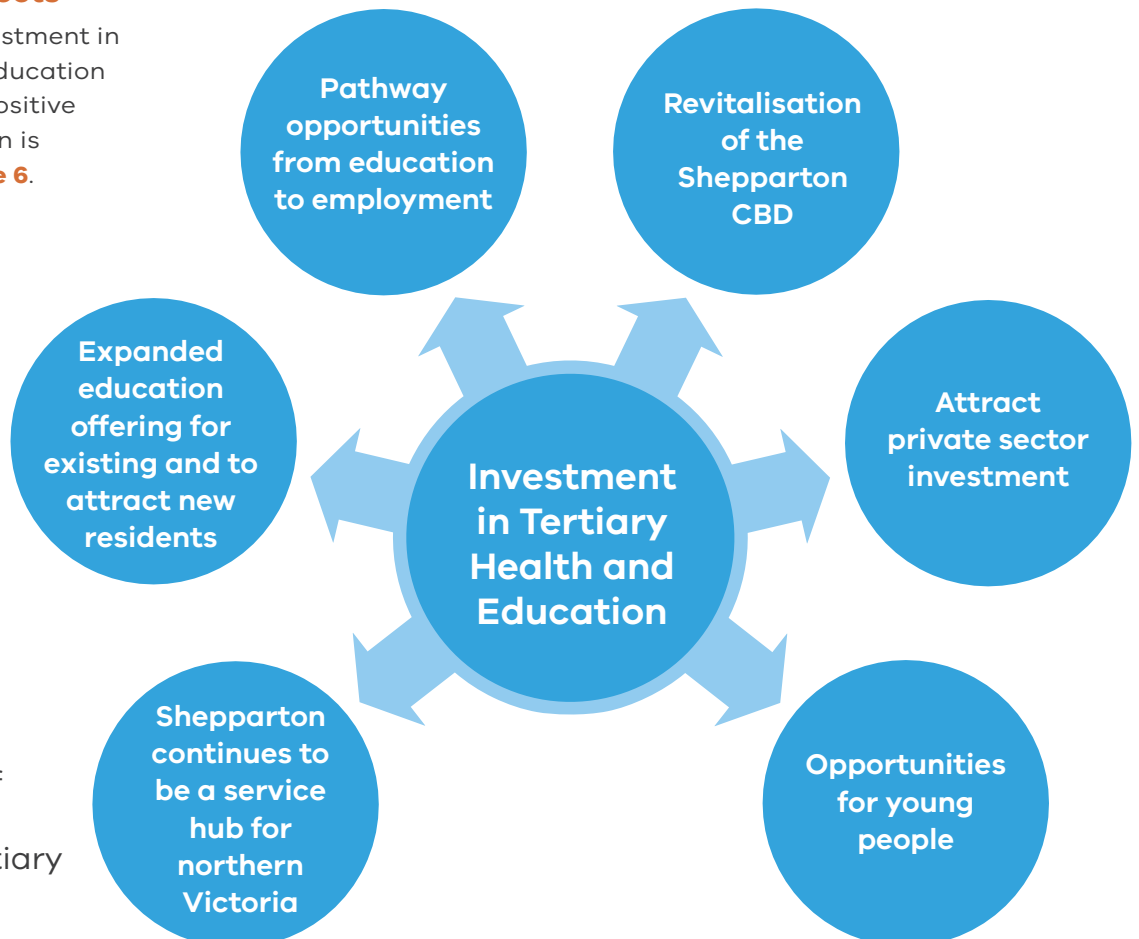


Figure 6
Flow on effects of investment in health and tertiary education

6 Key outcomes and priority actions

The Project Working Group (PWG) and key stakeholders informed an Investment Logic Map (ILM) which outlines the definition of the problems, benefits and response to grow Shepparton as a health and tertiary education destination. Three priority problem statements were developed as part of this process:

1. Inadequate and ageing infrastructure discourages students, health workers and users to stay, connect, and spend time in the CBD Hub.
2. Lack of trainers and contemporary facilities forces people to leave Shepparton to learn and work elsewhere.
3. The lack of partnership between the institutions anchors limits joined-up job pathway opportunities for Shepparton's youth.

The ILM is provided at **Appendix 2**.

Based on the work of the PWG to date including the visioning process and the ILM, five priority actions have been identified to drive the Hub's success.

1. **Establish the Shepparton Health and Tertiary Education Steering Committee.**
2. **Prepare an aligned business case to attract investment in the health and tertiary education sector.**
3. **Invest in infrastructure to enhance connectivity to and between health and tertiary education facilities.**
4. **Deliver urban realm improvements in the Shepparton CBD to enhance the location as one to study, work and invest.**
5. **Advocate for funding for the GV Health and La Trobe University Clinical Health School at Graham Street.**

ILM workshop issue mapping

The following issues were identified as part of the ILM process:

- lack of alignment of investment to a clear vision
- players in the space competing for the same government investment
- poor appearance of Health and Education facilities
- attracting workers / students
- access and car parking
- reinvent the role of TAFE
- infrastructure
- expanded education & training options
- benefits from previous investment not yet realised
- lack of recognition of role and large catchment
- do not market offer and opportunities well enough.



KEY



timing



lead



support

Action 1 - Establish the Shepparton Health & Tertiary Education Steering Committee



Within
3 mths



Council



La Trobe University, GOAFE, GV Health,
The University of Melbourne, DHHS, DJPR and DELWP

The Action Plan was developed in partnership with the PWG and other health and education organisations and community groups. The continuation of this partnership will be key to the success of the health and tertiary education sector. To support the implementation of the Action Plan and to drive the vision for the health and tertiary education sector a Steering Committee will be established to:

- advocate for investment in health and tertiary education
- promote the benefits of investing in health and tertiary education
- oversee and coordinate planning and investment in health and tertiary education to ensure this aligns with a vision
- consider and respond to broader strategic issues that might impact on the health and tertiary education sector.

The Steering Committee should be made up of representatives from La Trobe University, GOAFE, The University of Melbourne and GV Health. Representatives from relevant government departments such as Department of Health and Human Services (DHHS), Department of Jobs, Precincts and Regions (DJPR) and Department of Environment, Land, Water and Planning (DELWP) may also form part of the Committee.

Council will be responsible for establishing the Steering Committee and coordinating the governance arrangements to ensure its continuity and success.



Case study:

Seymour Revitalisation Initiative

In October 2018, the Victorian Government committed almost \$1 million to this initiative to see a whole of Government approach to unlocking the town's potential and ensuring it is best place for the future.

A Seymour Revitalisation Project Control Group was established with representatives from across government who have guided the development of technical inputs and an ILM. These inputs will inform a business case to guide public and private investment to realise the economic and tourism potential of Seymour.



Action 2 - Prepare an aligned business case to attract investment in the health and tertiary education sector



1-5 yrs



Council



La Trobe University, GOTAFE, GV Health, DHHS, DJPR, DELWP and DTF

As outlined in **Section 2** of the Action Plan there has been investment in health and education in Shepparton. However, individual institutions are currently submitting their own funding submissions and, in some instances, potentially competing for the same funding allocation.

The Business Case builds on momentum created by the Action Plan and will ensure the goal of the project for all stakeholders is captured with costs and benefits outlined. A collaborative business case will ensure future investment benefits the health and tertiary education sector in its entirety to maximise community benefit.

Council will lead the preparation of the business case and obtain input and 'buy-in' from the institutions and other government departments.

It is important for the business case to include provision for future operating costs (including maintenance) of proposed facilities, not just initial funding for infrastructure.

The Steering Committee will also play a key role in developing the business case and should be responsible for lobbying other government agencies to secure funding and assistance in the preparation of the business case.



Action 3 - Invest in infrastructure to enhance connectivity to and between health and tertiary education facilities



1-5 yrs



Council



La Trobe University, GOTAFE, GV Health and DoT

The health and tertiary education facilities in the Shepparton CBD are located a short walk from the Shepparton Railway Station. Improving the frequency of train services between Melbourne and Shepparton will enhance the CBD Hub as an attractive location to work and study.

The Victorian Government has delivered Stage 1 of the Shepparton Line Upgrade which upgraded stabling facilities and improved bus connections. Stage 2 is currently underway to upgrade level crossings, deliver platform extensions and complete further stabling upgrades. A business case is currently being prepared to determine the funds required to complete Stage 3 to enable 9 return VLocity services between Shepparton and Melbourne a day in addition to track upgrades to decrease travel times.

These upgrades will benefit people living south of Shepparton to access health and education services rather than travelling to Melbourne, including people living in Seymour and Nagambie.

The Shepparton Railway Precinct Master Plan identifies a number of actions aimed at improving pedestrian and cyclist connections to Shepparton train station. The Master Plan was prepared by Spiire Australia Pty Ltd and finalised in 2017 to set a vision for the

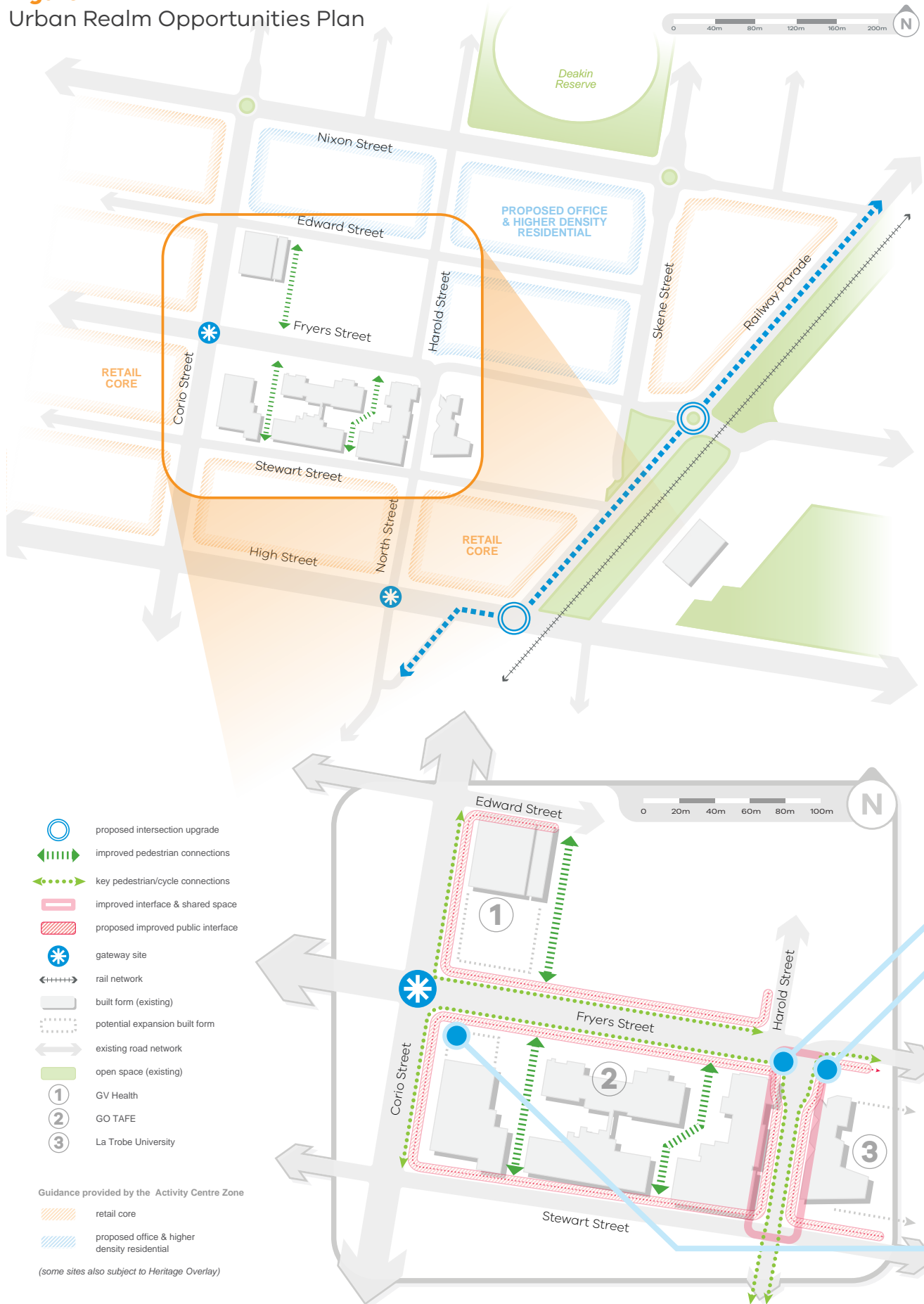
station to be a welcoming destination that is well integrated with, and accessible to, the Shepparton CBD. A key piece of infrastructure required to deliver this vision is a pedestrian overpass to allow access to the Shepparton Railway Station from Hoskin Street. This will facilitate a direct pedestrian connection along Hoskin Street to the CBD Hub.

Another important infrastructure project that will result in opportunities for safer pedestrian and cyclist movements within the Hub is the Shepparton CBD Inner Eastern Link Road (interim name). This road will divert traffic out of the CBD and respond to the transport needs associated with growth across Shepparton particularly the Greater Shepparton Secondary College.

There is an opportunity to enhance the connections between the CBD and Graham Street health and education facilities for improved pedestrian and cycle movements, street furniture, greening and wayfinding.



Figure 7
Urban Realm Opportunities Plan



Action 4 - Deliver urban realm improvements in the Shepparton CBD to enhance the location as one to study, work and invest



1-5 yrs



Council



La Trobe University, GOTAFE and GV Health



The need to improve the quality of urban realm within CBD Hub was identified throughout the process as a considerable issue impacting on attracting investment, staff and students. An Urban Realm Opportunities Plan has been developed and is identified at **Figure 7**. The following investment in urban realm improvements are required:

- additional street furniture
- trees and greening
- the activation of several interfaces for a pedestrian focus
- shared space between the La Trobe University and GOTAFE campus
- improved connections through campuses to encourage people to move through
- improved links between the institutions
- underground powerlines in North Street to enable tree planting
- more open space to encourage the community to meet and linger.

There are gateway sites such as the GOTAFE carpark on the corner of Corio Street and Fryers Street that could be redeveloped as key pedestrian entrances to the site.

The delivery of the key interventions outlined on **Figure 7** will assist in making the Hub an attractive location for people to study, work and invest.

Council will advocate for funding for the delivery of these improvements and ensure the relevant institutions embed these opportunities into future expansion plans

Consideration of the GOTAFE Master Plan, proposed GV Health expansion and La Trobe University campus expansion will be critical.

Action 5 - Advocate for funding for the GV Health and La Trobe University Clinical Health School



1-5 yrs



GV Health and La Trobe University



GOTAFE and Council

Regional hospitals and health services are expected to take a leadership role in workforce development in Victoria, staff education, training and research from undergraduate through to specialist postgraduate levels in all disciplines. The rural and regional health system plays an increasingly pivotal role in the development and sustainability of the state's health workforce.

There is an urgent need to educate and supply a professional undergraduate and postgraduate workforce to meet future demand in Shepparton.

As a result of the current \$229 million redevelopment of GV Health at Graham Street an additional 450 staff are required including:

- 157 nursing and midwifery roles – 265 staff
- 27 allied health and medical imaging roles – 50 staff
- 96 medical officers (mainly interns and registrars) – 120 staff
- 75 support service, health assistants and administration roles – 145 staff.



Optimal education and training outcomes are more likely when health services and universities work together. The establishment of the GV Health and La Trobe University Clinical Health School at Graham Street will strengthen education and training opportunities for professionals and students, while future proofing the region's healthcare workforce. The establishment of the clinical school would:

- allow regional health students to benefit from an education experience delivered in one of Victoria's largest regional health services
- promote interdisciplinary learning opportunities across learning continuum from undergraduate to postgraduate
- cultivate stronger educational partnerships and research collaboration between La Trobe University, GV Health and other community health organisations
- support the delivery of continued professional development, postgraduate and micro-credentialed courses
- offer facilities for use by other health and aged care services in the region
- serve to complement, not duplicate, health and simulation facilities already available in Shepparton such as those at La Trobe University (CBD campus) and the University of Melbourne
- boost education and help alleviate future workforce shortfall in the health and aged care sector for undergraduate and postgraduate (a shortage of 150 nurses is forecast in the Goulburn Valley by 2022).

There is an opportunity to partner with GOTAFE for the clinical school to support its VETIS/VCAL and TAFE program, this partnership is still emerging.

It is estimated that \$22 million is required to deliver the clinical school.



References

GOTAFE Annual Report, 2018

Shepparton Railway Precinct Master Plan, Spiire Australia Pty Ltd, 2017

Shepparton Health, Education + Innovation Precinct, One Collective Urban Design Studio, 2019

Appendix 1 – Stakeholders

Regional Roads Victoria

Public Transport Victoria

Department of Environment, Land, Water
and Planning (DELWP)

Department of Health and Human Services
(DHHS)

Department of Jobs, Precincts and Regions
(DJPR)

Department of Treasury and Finance (DTF)

Department of Premier and Cabinet (DPC)

Greater Shepparton Secondary College

Department of Education and Training (DET)

Regional Development Victoria (RDV)

GenesisCare

Lighthouse Project

Committee for Greater Shepparton

Shepparton Chamber of Commerce and
Industry

Beyond Housing

Berry Street Housing

Victorian School Building Authority



Appendix 2 – Investment Logic Map

Growing Shepparton as a health and education destination

Reviewing the precinct as a contemporary and attractive place to attract and grow talent.

INVESTMENT LOGIC MAP - Initiative

