

# AGENDA

FOR THE  
GREATER SHEPPARTON CITY COUNCIL

## ORDINARY COUNCIL MEETING

TO BE HELD ON  
TUESDAY 16 JUNE, 2015  
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***



**A G E N D A  
FOR THE  
ORDINARY COUNCIL MEETING  
TO BE HELD ON  
TUESDAY 16 JUNE, 2015 AT 5.30PM**

**ACTING CHAIR  
CR MICHAEL POLAN**

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## 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)
<b>Almost Certain (A)</b> Event expected to occur several times per year (i.e. Weekly)	Low	Moderate	High	Extreme	Extreme
<b>Likely (B)</b> Will probably occur at some stage based on evidence of previous incidents (i.e. Monthly)	Low	Moderate	Moderate	High	Extreme
<b>Possible (C)</b> Not generally expected to occur but may under specific circumstances (i.e. Yearly)	Low	Low	Moderate	High	High
<b>Unlikely (D)</b> Conceivable but not likely to occur under normal operations (i.e. 5-10 year period)	Insignificant	Low	Moderate	Moderate	High
<b>Rare (E)</b> 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:**

That the Council appoint Cr Polan as the Acting Chair for the 16 June 2015 Ordinary Council Meeting.

**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**

That the apologies from Crs Patterson and Summer be noted and a leave of absence be granted.

**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**

**RECOMMENDATION**

That the Minutes of the Ordinary Council Meeting held 19 May 2015 and the Special Council Meeting held 13 May 2015, be confirmed.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.1 Council Plan Progress Report

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

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

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

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

**Author: Business and Service Planning Analyst**

**Proof reader(s): Acting Manager Corporate Performance**

**Approved by: Chief Executive Officer**

#### **Executive Summary**

In accordance with the *Local Government Act 1989* Section 125 Council developed and adopted a four year Council Plan. The Council Plan contains Key Strategic Objectives and Strategies to achieve those objectives.

This report provides details in relation to achieving the Key Strategic Objectives identified in the 2013-2017 Council Plan and forms part of council's accountability framework which will see continued quarterly reporting on progress in relation to the achievement of the Council Plan.

The report also includes progress made in achieving the Key Strategic Activities contained within the 2014/2015 Budget which will become Councils Performance Statement.

Whilst it is acknowledged that the Council Plan is a four year plan, reviewed annually, and that this report and future reports will concentrate on the achievement of annual targets and the quarterly progress towards those targets it is important to reflect that the overall aims of the Council Plan are those of the full four year term.

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

Of the identified general actions for progress reporting in relation to measuring achievement, there has been significant progress made in relation to the delivery of actions against the Strategic Objectives within the Council Plan and the Strategic Activities from the budget.

#### **RECOMMENDATION**

That the Council note the Council Plan Progress June 2015 report which provides details in relation to achieving the:

1. Key Strategic Objectives identified in the Council Plan 2013-2017, and;
2. Key Strategic Activities contained within the 2014/2015 Budget which will become Councils Performance Statement.



## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.1 Council Plan Progress Report (continued)

#### **Background**

The 2013-2017 Council Plan identified Goals, Key Strategic Objectives and Strategies for implementation across the life of the plan.

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

These five strategic goals are:

1. Active & Engaged Community (Social)
2. Enhancing the Environment (Environment)
3. Economic Prosperity (Economic)
4. Quality Infrastructure (Built)
5. High Performing Organisation (Leadership & Governance)

Council also identified Key Strategic Activities in adopting the 2014/2015 Annual Budget as activities specific to the 2014/2015 financial year.

The Council planning process is supported by directorate and departmental business plans, which are regularly reviewed by senior management.

The status comments contained within the report may change with each status report and all reports should be kept for future reference.

#### **Council Plan/Key Strategic Activity**

High Performance Organisation (Leadership and Governance) - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

#### **Risk Management**

The management of risk will be undertaken through the regular reporting to Council and the community.

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

#### **Policy Considerations**

There are no policy considerations associated with this report.

#### **Financial Implications**

This report contains no financial implication, however many of the initiatives contained within the Council Plan have required Council to allocate funds in its 2014/2015 budget to provide the finances to continue implementation of the Council Plan.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.1 Council Plan Progress Report (continued)

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

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

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

The report contains no environmental/sustainability impacts, however many of the initiatives contained within the Council Plan are detailed that will improve the Greater Shepparton sustainability, both as an organisation and a municipality.

#### **Social Implications**

The report contains no social implications, however there are a number of initiatives contained in the council plan that are aimed at improving the social and liability of the Greater Shepparton communities and the wider municipality.

#### **Economic Impacts**

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

#### **Consultation**

Internal consultation occurs with the responsible officers regularly updating individual actions and the overall review of all plans by the Executive Team. Community consultation is achieved by publishing this report, including it in Councils website and as part of Councils meeting agenda.

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

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

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

The Council Plan 2013-2017 plays a pivotal role in the delivery of the short term plans and aspirations of council and the community whilst following the long term strategies of Greater Shepparton 2030.

##### b) Other strategic links

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

#### **Options for Consideration**

1. Noting the report will provide acknowledgement to the community that a review has been undertaken and that council has met the requirements of the *Local Government Act 1989* in relation to regular reporting to Council.
2. Not noting the report would fail to ensure ongoing compliance with the requirements of the *Local Government Act 1989* in relation to regular reporting to Council.

## **5. OFFICE OF THE CHIEF EXECUTIVE OFFICER**

### **5.1 Council Plan Progress Report (continued)**

#### **Conclusion**

This report updates progress against achieving the Key Strategic Objectives contained within the 2013-2017 Council Plan and the Key Strategic Activities contained within the 2014/2015 Budget.

#### **Attachments**

Council Plan Progress Report Page 86

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report

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

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

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

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

**Author: Business and Service Planning Analyst**

**Proof reader(s): Acting Manager Corporate Performance**

**Approved by: Chief Executive Officer**

#### **Executive Summary**

The Chief Executive Officer is responsible for providing regular updates to Council on the implementation of the Organisational Transition Plan.

The purpose of this report is to update Council on the progress to date of implementing recommendations out of the “Greater Shepparton City Council – Organisational Transition Plan.

The organisational Transition Plan provides for the issues identified, who is responsible, and what attention is required. All of the 117 tasks set out in the plan have now been completed.

#### **RECOMMENDATION**

That the Council receive and note the completion of the Greater Shepparton City Council – Organisational Transition Plan.

#### **Background**

In 2012 it was identified that GSCC needed to evolve for the organisation to be more efficient, agile and strategic in better meeting the needs of the community. Having the right structure, systems and processes was critical if the organisation was to truly add value to the lives of its citizens and be sustainable.

The need to embark on the “Good to Great” journey was determined by both external and internal factors.

#### **External Factors:**

- Population growth and subsequent infrastructure and service demands.
- Population changes, such as increased multicultural and ageing population creating the demanded for more varied and increased services.
- Demands placed on Local Government via State and Federal Governments.
- Stronger focus on sustainability.
- Implementation of the national broadband network.
- Flexible Work Legislation having a significant impact on service delivery and makeup of Council workforce.
- Ongoing risk to our primary industries.
- Competing demands for water.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### **5.2 Transition Plan Progress Report (continued)**

- Demand for greater engagement and consultation regarding Council decisions.
- Greater accountability and transparency in Council decision making.
- Increased Council resourcing for community issues that are not traditional Council core business.

#### ***Internal Factors:***

- Lack of accountability by staff.
- Lack of clear organisational vision.
- Lack of strategic approach to planning.
- Departments operating in silos.
- Limited staff ownership of the Council Plan.
- Not being “citizen” focussed.
- Inefficient, cumbersome and independent processes.
- Poor organisational structure.
- Poor organisational culture.

These factors were the impetus for GSCC to undertake a full organisational review, with a vision of the organisation going from “Good to Great”.

The objective of the review was to identify where the organisation could improve its performance and sustainability through:

- Increased ownership and alignment to the Council Plan;
- Increased operating efficiency in service delivery;
- Inform the Service Planning process; and
- Efficient deployment and ownership of assets.

The Good to Great journey is a whole of organisation vision; hence full staff participation was required and encouraged.

There were three main stages in the journey from Good to Great.

#### **Stage 1: Organisational Scan**

Every member of staff had the opportunity to be involved, consulted and have input into the Organisational Scan.

The scan was designed to:

- Enable us to take all the good things we do and improve;
- Critically analyse where staff believe that we could improve;
- Document these improvement opportunities; and
- Recommend actions on how to improve

The scan methodology involved using the Business Excellence Framework (BEF) to measure Council’s performance regarding:

- Strategy and Planning.
- Leadership.
- Customer Focus.
- People.
- Process Management, Improvement and Innovation.
- Information and Knowledge.
- Success and Sustainability.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### **5.2 Transition Plan Progress Report (continued)**

A questionnaire was developed based on the BEF, with the data gathered via a range of methods aiming to maximise staff engagement. This included:

- Councillor briefing.
- Individual Councillor interviews.
- CEO interview.
- General Manager interviews.
- 220 individual staff interviews.
- Staff workshops involving over 100 staff.
- Staff feedback via the email, telephone or confidential written responses.
- Issues Paper Produced.
- Further follow feedback sessions with 69 submissions from staff.

Based on the scan outcomes over 60 recommendations were made that would assist Council going from Good to Great.

#### **Stage 2: Functional Mapping Exercise**

At the same time the Organisational Scan was being conducted a Functional Mapping Exercise was also undertaken. This enabled Council to define its services and determine the best structure and processes required in the organisational going from Good to Great.

While the scan provided qualitative data regarding the functionality and culture of the organisation, the Functional Mapping provided quantitative data.

The process clearly identified structurally what was and wasn't working and where there were gaps. A clear and detailed Functional Process Map was prepared for each department and function. This process identified the current effectiveness of processes and how they could be approved or streamlined so that Council services can be delivered more efficiently and effectively. The analysis further identified that a restructure was required to support a much more functional approach.

The outcomes of the Organisational Scan and Functional Mapping were consolidated into a report which detailed recommendations that would take Council from Good to Great.

These recommendations were formulated into a Transition Plan outlining goals, tasks, KPIs, timelines and responsibilities in order for Council to achieve a cultural and operational transformation.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report (continued)

#### Stage 3: Transition Plan

The Transition Plan outlined both short and long term goals and strategies, with priority areas being:

IMPROVED ASSET MANAGEMENT	COUNCIL PLAN / BUSINESS PLAN / BUDGET	ORGANISATIONAL DEVELOPMENT	LEADERSHIP & BEHAVIOR
PERFORMANCE REPORTING	MAINTENANCE & CAPITAL WORKS DELIVERY	GOVERNANCE	CUSTOMER SERVICE
SYSTEMS & PROCESSES	TEAMWORK	RISK MANAGEMENT	PROCUREMENT
MARKETING & COMMUNICATIONS	REPORTING AGAINST THE COUNCIL PLAN	IMPROVED BUDGETARY CONTROL ETC.	

#### Demonstrated outcomes

Organisational transformation and cultural change requires long-term investment and energy, however Council is well on its way on the journey.

The achievement of Transition Plan outcomes continues to be monitored via Interplan, with an overall quarterly report being presented to the Councillors.

Of the 117 Transition Plan strategies all of the tasks have been completed. Many of these tasks were complex in nature and therefore required a greater investment of resources and time.

Significant outcomes achieved to date include:

#### Leadership and Behaviour

- Organisational restructure and realignment.
- Creation of new leadership positions, both Executive and Senior Management.

#### Business Planning

- Creation of a dedicated business planning unit.
- Commenced formalising business planning framework.
- Adopting a “customer focussed” service delivery model.
- Development of an Operational Framework.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report (continued)

#### **Organisational Development**

- Consolidation of the Good to Great Vision.
- Transformation of Human Resources to People Performance.
- 800 Position Descriptions reviewed and updated.
- Creation of online, modern and transparent recruitment practice.
- Consolidate and streamline performance review program for all staff.
- Learning and Development framework created and aligned across the organisation with a focus on corporate training delivery to better utilise the training spend.
- Enhanced communication amongst staff and People Performance.
- Introduction of Whole Brian Thinking

#### **Systems and Processes**

- Centralisation of cross organisational services and functions such:
  - A booking system.
  - Professional development system.
  - Marketing and Communications.
  - Arts, Events and Tourism.
  - Citizen Services.
- Introduction of PRINCE2 methodology as a best practice approach in project management.
- Introduction of ICT Application Steering Committees.

#### **Performance Reporting**

- Introduction of Interplan.
- Quarterly Interplan Reports presented to Council.
- Introduction of InfoCouncil.
- Introduction of Performance Management System (PES).
- Introduction of Integrated Project Manager (IPM)
- Introduction of Integrated Risk Manager (IRM)

#### **Maintenance and Capital Works Delivery**

- Creation of Project Management Office.
- Project Plan for better delivery of building maintenance services across the organisation.
- Introduction of Integrated Project Manager (IPM) to assist with the planning, delivery and progress reporting of projects across the organisation.

#### **Governance**

- Review of all policies and CEO Directives.
- Creation of electronic Agenda Management system.

#### **Customer Service**

- Adoption of a customer focussed business planning model.
- Rebuilding the Citizen Services Team.

#### **Team Work**

- Creation of a Senior Leadership Group (SLG) comprised of Executive and Managers.
- Introduction of a bi-monthly SLG Team Meetings.
- Introduction of SLG quarterly workshops.



## **5. OFFICE OF THE CHIEF EXECUTIVE OFFICER**

### **5.2 Transition Plan Progress Report (continued)**

#### **Risk Management**

- Greater awareness of risk management practices.
- Risk Management audit and review of organisational focus.

#### **Procurement**

- Creation of best practice Procurement Guidelines.
- Staff trained in procurement practice.

#### **Marketing and Communications**

- Development of internal communication framework.
- Development of a marketing strategy.
- Strategic approach to the use of social media.

#### **Reporting against the Council Plan**

- Introduction of computer based reporting system for Council Plan.
- Linking of reporting to Council Plan to staff KPIs.
- Review period set to review quarterly and annually to Council.

#### **Improved Budgetary Control**

- Quarterly reporting to Council.
- Heighten awareness of Manager's in the organisation in the importance of budgetary control.
- Establish Project Management Office to ensure budgetary control to ensure the delivery of Capital Works.
- Review of spend against Capital works.
- Development of a comprehensive Strategic Resource Plan.
- Improved budgetary information to our Community.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report (continued)



In addition to the above there has been efficiencies obtained in the operations of the organisation. The following provides the percentage increases in operational costs of the organisation since the introduction of transitional management plan.

This is the percentage increases of:

- 13/14 to 14/15 1.7%
- 12/13 to 13/14 0.9%
- 11/12 to 12/13 0.9%
- 10/11 to 11/12 6.53%

Therefore there has been considerable increase in efficiency as Council delivers the same services and has been able to contain cost increases within existing budgets.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report (continued)

At the same time the council had increased its community satisfaction ratings in 2014, however these declined in 2015, as can be seen by the table below.

Performance Measures	GSCC 2012	GSCC 2013	GSCC 2014	GSCC 2015	Regional Centres 2015	State- wide 2015
<b>OVERALL PERFORMANCE</b>	55	51	58	<b>57</b>	58	60
<b>COMMUNITY CONSULTATION</b> (Community consultation and engagement)	56	55	59	<b>58</b>	53	56
<b>ADVOCACY</b> (Lobbying on behalf of the community)	55	54	62	<b>56</b>	55	55
<b>MAKING COMMUNITY DECISIONS</b> (Decisions made in the interest of the community)	n/a	n/a	n/a	<b>56</b>	52	55
<b>SEALED LOCAL ROADS</b> (Condition of sealed local roads)	n/a	n/a	n/a	<b>49</b>	55	55
<b>CUSTOMER SERVICE</b>	68	70	72	<b>69</b>	71	70
<b>OVERALL COUNCIL DIRECTION</b>	51	51	59	<b>54</b>	53	53

Ratings of overall council direction (index score of 54) experienced a decline compared with 2014 (down five points). Residents aged 18-34 years provide the strongest endorsement of Council direction (index score of 62), while residents aged 35-49 years are least satisfied with the direction currently taken by the Council (index score of 45).

As the survey (undertaken by phone) was conducted in the period of 1st February – 30th March, 2015, it is likely that the highly publicised issues occurring within Council at the time influenced the survey results. The organisation was subjected to intense media scrutiny during the month of March following internal issues being made public:

#### 18 March 2015

Front page of the Shepparton News editorial “Battle Lines” and page 5 report “Relationship Breaks Down”. The report publicly detailed internal, confidential legal action being undertaken against three Councillors by the GSCC CEO. The unbalanced report suggested a fractured relationship between the CEO and some Councillors, and described Council as “deeply divided”. This depicted Council as being dysfunctional, distracted and ineffective.

#### 18 March 2015

ABC Murray Goulburn radio interview with Mayor regarding the reported investigation, again giving reinforcing potential disunity.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report (continued)

#### **19 March 2015**

Front page Shepparton News editorial “Office Feud” and page 4 report “Questions raised” detailing the request for the Mayor to relocate to the councillor suite based on concerns of a lack of personal safety by staff. This again reinforced perceptions of a dysfunctional and distracted Council. The Victorian Local Government Minister also provided commentary regarding the matter, once again reinforcing the perceptions.

#### **19 March 2015**

A number of letters to the editor, making public comment on the alleged dysfunction and calling for the councillors to exercise leadership and good governance.

#### **19 March 2015**

Message from Committee for Greater Shepparton Chair to members in response to Shepparton News reports raising concerns regarding effective leadership, and effective implementation of important policies and programs. The Committee urged the Council to find a way to quickly refocus on the important matters for residents and ratepayers.

#### **March 2015**

Various other ABC Goulburn Murray interviews suggesting, among other things that a petition the local government minister was required to address the relationship issues and aside differences for the good of ratepayers and the community.

At this time the only major decision making occurring for Council related to releasing the SAM business case for consultation, Victoria Park Lake Caravan Park risk issues and a decision pertaining to the Goulburn Valley Equine and Greyhound Precinct. All of these projects did not attract any negative

And while the advocacy indicator was also down, there was a significant increase in 2014 which coincided with the roll out of the “Make Shepparton Greater” campaign, with Council undertaking a co-ordinated and public lobbying initiative. During early 2015 advocacy activities have decreased following the state election. Advocacy efforts will intensify with the consolidation of infrastructure priority projects.

As you can see from the results above, we are now very favourably comparable to the average for other regional cities (Geelong, Ballarat, Bendigo, Latrobe, Warrnambool, Mildura, Wodonga, Wangaratta and Horsham) on all but one of the indicators, Sealed Local Roads. The same can be said for the State Average.

In addition to the above the Council carries out an internal Mood meter to measure the satisfaction that staff have at the workplace. As can be seen by the results below, the significant majority of staff are happy at work either All of the Time or most of the time.

During this time Council has run two “Mood Meters” which have been used to measure the mood of the organisation. This survey is a simple method from which the happiness of the workplace can be measured.

The first survey was completed in September 2014, with the second survey completed in June 2015. Both surveys provided statistically relevant results and therefore are representative of the organisation. As well as the statistics, respondents could also provide verbatim comments.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report (continued)

The results were as follows;

#### **September 2014**

Do you enjoy working at GSCC?

All of the time	32.29%
Most of the time	60.94%
Some of the time	6.25%
Not at all	1.04%

#### **June 2015**

Do you enjoy working at GSCC?

All of the time	31.92%
Most of the time	58.69%
Some of the time	8.92%
Not at all	0.47%

Therefore it can be seen that the vast majority of staff enjoy working at GSCC “All of the time” or “Most of the time”. **(September 2014 - 93.23% and June 2015 - 90.61 %).**

There were other questions within the survey, however these were the results that provide the overview of the mood of the organisation.

On any indicator the Organisational Scan: Transition Management Plan has been an outstanding success. It has achieved all the results that the 2012 Council set and the CEO of the day who carried out this direction and the staff have achieved magnificent results.

#### **Council Plan/Key Strategic Activity**

This report supports the Council Plan Goal number Five – “High Performing Organisation”

#### **Risk Management**

There are no moderate to extreme risks identified in associated with this report.

#### **Policy Considerations**

There are no direct policy considerations associated with this report.

#### **Financial Implications**

All financial implications relating to this report have been accounted for in the current budget.

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

There are no legal/statutory implications associated with this report.

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

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

#### **Social Implications**

There are no social implications associated with this report.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.2 Transition Plan Progress Report (continued)

#### **Economic Impacts**

There are no economic impacts associated with this report.

#### **Consultation**

The Transition Plan is an internal document and discussion continues across departments, directorates and the Executive in relation to progress to achieve the targeted outcomes.

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 report is consistent with the Council Plan Goal number Five – “High Performing Organisation”

#### **Options for Consideration**

1. Note the report and accept the status relating to progress and refer to Council for noting in accordance with the Chief Executive Officers obligations for reporting to Council.
2. Not note the report and the recommendation to refer to Council which will then see the Chief Executive Officer fail in his reporting obligations.

#### **Conclusion**

The Chief Executive Officer is responsible for providing regular updates to Council on the implementation of the Organisational Transition Plan. The last report was provided in August 2014.

The purpose of this report is to update Council on the progress to date of implementing recommendations out of the “Greater Shepparton City Council – Organisational Transition Plan.

#### **Attachments**

Transition Plan Progress Report Page 178

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.3 Amendment to Guidelines to Remove Restriction of Terms for the Shepparton Show Me Committee

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

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

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

**Author: Manager Marketing and Communications**

**Proof reader(s): Shepparton Show Me Marketing Co-ordinator  
Marketing and Communications Team Leader**

**Approved by: Chief Executive Officer**

#### **Executive Summary**

At the Ordinary Council Meeting held on 15 July 2014 Council amended the Shepparton Show Me Guidelines to include a requirement that business/industry members are eligible to sit a maximum of two consecutive terms on the Committee. This amendment was introduced as part of the Shepparton Show Me review.

At the Shepparton Show Me Ordinary Meeting on 20 April 2015, members of the Committee voted for this requirement to be removed from the Guidelines, meaning that business/industry members no longer have a restriction on the number of terms that they can sit on the Committee.

In order for this to come into effect, Council needs to formally vote in support of this motion.

#### **RECOMMENDATION**

That the Council amend the Shepparton Show Me Guidelines Committee Delegations by removing requirement 8.5 - Business community/industry are eligible to sit a maximum of two consecutive terms on the Committee.

#### **Background**

On 16 June 2014 the Shepparton Show Me (SSM) Committee voted to restrict the number of terms a business/industry representative could sit on the Committee. The Committee moved that members were now only able to sit a maximum of two terms (four years). This decision was based on the desire to encourage and attract new members who would bring fresh ideas and enable a multitude of SSM members to have the opportunity to participate in the SSM initiative.

This decision was supported by Council with this recommendation forming part of the SSM review outcomes presented to Council at the 24 June 2014 Ordinary Council.

As part of the motion to support the review outcomes, Council voted to amend the SSM Guidelines to introduce *8.5 Business community members are eligible to sit a maximum of two consecutive terms on the Committee*. This requirement has now been in place since June 2014.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.3 Amendment to Guidelines to Remove Restriction of Terms for the Shepparton Show Me Committee (continued)

At the Shepparton Show Me Ordinary Meeting on 20 April 2015, members of the Committee voted for this requirement to be removed from the Guidelines, meaning that business/industry members no longer have a restriction on the number of terms that they can sit on the Committee. This decision was based on the potential loss of long-term knowledge and limiting the ability to retain active, passionate Committee members.

Currently there are three members of the Committee who are unable to reapply for a further term based on the current Guidelines. These members are Mr Gerard Bruinier, Mr John Montagner and Mr Barry Smith.

At the last intake for potential Committee members in June 2014, nine applications were received indicating that there is a reasonable level of interest for people to become members of the Committee. Applications were received from representatives from a broad range of industries such as hospitality, finance, retail and marketing.

#### **Council Plan/Key Strategic Activity**

##### 1. Active and Engaged Communities (Social)

1.1 Continue to enhance community capacity building

##### 3. Economic prosperity (Economic)

3.2 Ensure retail strategies deliver appropriate outcomes for the community.

#### **Risk Management**

Risks	Likelihood	Consequence	Rating	Mitigation Action
If the recommendation is approved then this limits the opportunity for new members to join the committee.	Possible	Medium	Negligible	New members will still have the opportunity to apply for a position as part of the annual recruitment process.
If the recommendation is approved then this limits the opportunity for new ideas to be presented to the committee for consideration.	Possible	Medium	Negligible	A fortnightly informal meeting has been initiated to explore new ideas. The Panel of Providers can present new ideas in alignment with the marketing strategy at any time.
If the recommendation is approved then SSM Members may be unhappy with the limiting of the opportunity to participate in the program.	Possible	Low	Negligible	SSM Members are regularly communicated with via email and are asked for feedback and ideas.



## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.3 Amendment to Guidelines to Remove Restriction of Terms for the Shepparton Show Me Committee (continued)

Risks	Likelihood	Consequence	Rating	Mitigation Action
If the recommendation is NOT approved then some passionate members will no longer have the opportunity to participate and assist in driving the initiative.	Possible	Low	Negligible	SSM Members are regularly communicated with via email and are asked for feedback and ideas.
If the recommendation is NOT approved then there may be a loss of some long-term knowledge.	Possible	Low	Negligible	With a marketing strategy in place this provides direction for the SSM program.

#### **Policy Considerations**

If the recommendation is to support the changes then the Guidelines – Committee Delegations – Shepparton Show Me Committee will need to be amended.

#### **Financial Implications**

Not applicable.

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

Not applicable.

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

Not applicable.

#### **Social Implications**

SSM has a very public profile and provides a key mechanism for business and industry to engage with Council. It is critical for SSM to be successful in influencing the relationships between Council, the business sector and the broader community.

#### **Economic Impacts**

SSM is a key initiative that enables businesses to be engaged and involved in driving the economic prosperity of Shepparton. SSM provides a key strategy in creating customer loyalty and reducing leakage to other regional and metropolitan areas.

#### **Consultation**

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Involve	SSM Committee members were involved in the decision making regarding this matter.	SSM Ordinary Meeting

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

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### **5.3 Amendment to Guidelines to Remove Restriction of Terms for the Shepparton Show Me Committee (continued)**

#### **Strategic Links**

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

##### **5. Economic Development**

- Maintaining and Enhancing Shepparton CBD's Role as a Regional Centre
- A network of activity centres
- To revitalise the CBD of Shepparton
- To have a hierarchy of viable commercial/retail centres by retaining local and visitor spending within the municipality

##### **b) Other strategic links**

Not applicable.

#### **Options for Consideration**

1. Endorse the recommendation that the Guidelines Committee Delegations - Shepparton Show Me be amended to remove requirement 8.5 - Business community/industry are eligible to sit a maximum of two consecutive terms on the Committee.
2. Not endorse the recommendation and the Guidelines remain unchanged.

#### **Conclusion**

There are advantages and disadvantages to removing the restriction of the number of terms that business/industry members can sit on the SSM Committee.

While there are passionate members who would like to continue to be involved, restriction of terms does provide the opportunity for an injection of new members and new ideas.

#### **Attachments**

Guidelines - Committee Delegations - Shepparton Show Me Committee Page 218

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.4 Contracts Awarded Under Delegation Report - June 2015

**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 Contracts and Procurement Advisor**  
**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 under delegated authority of the Council during the period April 2015 to May 2015. The report also provides details of the status of requests for tenders that have not yet been awarded.

#### **RECOMMENDATION**

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

#### **Tendered Contracts Awarded under Delegated Authority by the CEO**

<b>Contract Number</b>	<b>Contract Name</b>	<b>Contract details, including terms and provisions for extensions</b>	<b>Value inclusive of GST</b>	<b>Awarded to</b>
1593	Toolamba Public Toilet (Design & Construct)	Lump sum contract for the design and construction of the Toolamba Uni-Sex Toilet	\$118,973.80	Crow Construction Pty Ltd

#### **Requests for Tenders advertised but not yet awarded**

<b>Contract No.</b>	<b>Contract Name</b>	<b>Contract detail, including terms and provisions for extensions</b>	<b>Status</b>
1554	Provision of Catering Services to Eastbank Cafe	Expression of interest for the Provision of Catering Services to Eastbank Cafe	Tender closed 14 January 2015. Expressions of interest have been evaluated and invitation to fill tender was invited. Tender closed 6 May 2015. Assessment closed. Tenders are currently being evaluated. This will be approved at the July Council Meeting.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.4 Contracts Awarded Under Delegation Report - June 2015 (continued)

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
1436	Shepparton Aerodrome Relocation – Feasibility Study	Lump sum contract for a suitably qualified consultant for the provision of the Shepparton Aerodrome Relocation Feasibility Study as outlined by the tender specifications.	Tender closed 15 April 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1601	Provision of Office Catering Services Provision of Office Catering Services	Schedule of rates contract for the provision of Office Catering Services to buildings where Council services are being delivered. These include the Civic Centre, Doyles Road Complex, Business Centre and other community buildings throughout the municipality.	Tender closed 15 April 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1523	Provision of Economic Development, Tourism & Events Strategy 2016-2020	Schedule of rates contract for qualified consultants to prepare an Economic Development, Tourism and Events Strategy for Greater Shepparton. The strategy will identify opportunities that will lead to building and diversifying the local economy within the Greater Shepparton region, assisting in building on Council's event portfolio and boosting tourism.	Tender closed 15 April 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1568	Construction of Mooroopna Community Storage Shed	Lump sum contract for the construction of the Mooroopna Community Storage Shed in the Mooroopna Recreation Reserve, McLennan Street, Mooroopna in accordance with working drawings, engineering drawings, schedules and specification.	Tender closed 22 April 2015. Tenders are currently being evaluated. This contract will be signed under delegation.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.4 Contracts Awarded Under Delegation Report - June 2015 (continued)

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
1567	Construction of Consolidation of existing power at Mooroopna Recreation Reserve Construction of Consolidation of existing power at Mooroopna Recreation Reserve	Lump sum contract for the construction of consolidation of consumer mains at Mooroopna Recreation Reserve.	Tender closed 15 April 2015. This tender was over budget and the process has been abandoned. This project is currently being re-scoped and re-advertised in the coming weeks. Tender closed 3 June 2015. This contract will be signed under delegation.
1623	Shepparton Sports Stadium Redevelopment Functional Design Shepparton Sports Stadium Redevelopment Functional Design	Lump sum contract for a qualified consultant to undertake the functional design and documentation for the Shepparton Sports Stadium Redevelopment.	Tender closed 6 May 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1375	Provision of Trade Services - Panel of Suppliers Provision of Trade Services - Panel of Suppliers	Schedule of rates contract provision of labour, equipment and materials by suitably qualified and experienced tradespersons in the maintenance and upgrades of buildings and assets owned by Greater Shepparton City Council and used for the delivery of Council services.	Tender closed 13 May 2015. Tenders are currently being evaluated. This will be awarded at the July Council Meeting.
1452	Provision of It Products and Services Contract Management System	Lump sum price for the supply and implementation of a contract management solution that includes a Contract Management System to enable the electronic management of the procurement and tendering processes, contract initiation, contract management, document management and able to serve as Councils Register of Contracts.	Tender closed 13 May 2015. Tenders are currently being evaluated. This contract will be signed under delegation.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### 5.4 Contracts Awarded Under Delegation Report - June 2015 (continued)

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
1570	Construction of Ferrari Park Toilet Upgrade	Lump sum contract for the construction of Ferrari Park Toilet Upgrade, in accordance with working drawings, engineering drawings, specifications & schedules.	Tender closed 6 May 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1616	Shepparton Sports Precinct - Purchase of Sand	Schedules of rates contract is for the purchase of sand root zone material for the Greater Shepparton Regional Sports Precinct, Community Football Complex development.	Tender closed 3 June 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1614	Shepparton Sports Precinct - Purchase of Irrigation Supplies	Schedule of rates contract is for the purchase of irrigation supplies.	Tender closed 3 June 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1613	Design and Repair of Toolamba Bridge Repairs	Lump Sum contract is for the design and construction of repair works associated with the Toolamba Bridge over the Goulburn River.	Tender closed 3 June 2015. Tenders are currently being evaluated. This contract will be signed under delegation.
1558	Construction Of Central Park Sewer Rising Main	Lump Sum contract for the construction of Central Park Sewer Rising Main in accordance with working drawings, engineering drawings, specifications and schedules.	Tender closes 17 June 2015.
1624	Civil Works for the Community Football Complex – Roads, Car Parks & Playing Fields	Lump Sum contract is for the construction of the Community Football Complex (CFC) area of the Greater Shepparton Regional Sports Precinct.	Tender closes 1 July 2015.
1611	Community Football Complex – Earthworks & Drainage	Lump Sum contract is for the earthworks and drainage works of the Community Football Complex (CFC) area of the Greater Shepparton Regional Sports Precinct.	Tender closes 1 July 2015.

#### 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 \$400,000 excluding GST.

## 5. OFFICE OF THE CHIEF EXECUTIVE OFFICER

### **5.4 Contracts Awarded Under Delegation Report - June 2015 (continued)**

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 under delegated authority of the Council during the period April 2015 to May 2015.

#### **Attachments**

Nil

## 6. COMMUNITY DIRECTORATE

### 6.1 Establish a Sports Hall of Fame Advisory Committee

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

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

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

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

**Author: Healthy Communities Officer**

**Proof reader(s): Manager Active Living**

**Approved by: Director Community**

#### **Executive Summary**

The concept of a Sports Hall of Fame could preserve, celebrate and showcase history and heritage of sports excellence and achievement of Greater Shepparton residents. The Shepparton News has expressed keen interest to partner with Greater Shepparton City Council on this initiative and Don Kilgour (a former Australian politician, National member for Shepparton in the Victorian Legislative Assembly from 1991 to 2002) also brought the idea before the Chief Executive Officer and Council officers.

A Sports Hall of Fame could serve as a permanent tribute to sporting leaders in recognition of not only their sporting excellence but also their service to the sport. By celebrating these achievements and particularly highlighting the cultural and social diversity in inductees, participation in sports and sporting clubs will be encouraged. Wagga Wagga City Council has a Sports Hall of Fame located as part of their arts museum. Referred to as the 'City of Good Sports' Wagga Wagga allocated \$10,000 per annum to maintain the Sports Hall of Fame.

The concept of a Greater Shepparton Sports Hall of Fame is strongly aligned to the Council Plan 2013-17 Strategic Goal 3 Economic Prosperity *'Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination'*.

A Sports Hall of Fame could showcase the sporting successes that have come from Greater Shepparton and provide a resource to local clubs who are looking to demonstrate their successes. This concept needs to be further developed through the establishment of an Advisory Committee that can provide future advice to Council on how this project can be scoped and achieved in the future.

#### **RECOMMENDATION**

That the Council:

1. Establish a Sports Hall of Fame Advisory Committee to further investigate the concept of a Sports Hall of Fame;
2. Appoint Cr Ryan and Cr Adem to the Sports Hall of Fame Advisory Committee.



## 6. COMMUNITY DIRECTORATE

### **6.1 Establish a Sports Hall of Fame Advisory Committee (continued)**

#### **Background**

The Sports Hall of Fame is a new concept that could recognise and celebrate significant sporting achievements of Greater Shepparton residents; the Hall of Fame has potential to capture sporting achievers from the Goulburn Valley and become a Regional Sports Hall of Fame. These achievements include participation and success in sport at a national or international level and inductees will include players and athletes, coaches and officials, administrators and others involved in sport at an elite level. The base category will be an inductee to the hall of fame, with a second tier category of legend status being available at the discretion of the committee for anyone who has sustained a long period of success, national or international recognition and/or utilised their profile to achieve positive community outcomes, including the development of their sport.

The Sports Hall of Fame could include a virtual aspect and/or a physical location. Potential locations to house the Sports Hall of Fame are to be investigated at a later stage.

Committee members will include:

- Council representatives (two Councillors and one senior staff member)
- A representative of Valley Sport
- A representative of a potential major sponsors and/or local media including Shepparton News, Win News
- An independent representative advocating the profile of non-mainstream sports and sports people. This may include a Rural Access Officer or representative of the Access All Abilities Program.
- Up to four community representatives.

Council officers have approached the Shepparton News, who expressed a keen interest in the program and could be an ongoing major partner in the project. Win News could also be a potential partner and the committee could investigate this further.

#### **Council Plan/Key Strategic Activity**

The Sports Hall of Fame links to the following strategic goals outlined in the Council Plan 2013 – 2017.

**Active and Engaged Community** – We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.

**Economic Prosperity** – Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

This is achieved by establishing a formal recognition scheme for sporting accomplishments achieved by Greater Shepparton residents. The Sports Hall of Fame would have a flow on effect to the community, with Hall of Fame inductees engaged in programs that support participation in sport and physical activity. The Sports Hall of Fame presents itself as an economic opportunity for the region.

#### **Risk Management**

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

## 6. COMMUNITY DIRECTORATE

### 6.1 Establish a Sports Hall of Fame Advisory Committee (continued)

#### **Policy Considerations**

There are no conflicts with existing Council policy.

#### **Financial Implications**

There are no financial implications identified at this stage. A physical location and/or web based location which will include associated capital and operational costs will be investigated at a later stage.

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

There are no legal/statutory implications have been identified with this project.

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

There are no conflicts with environmental/sustainability impacts.

#### **Social Implications**

The concept of a Sports Hall of Fame has a range of positive social implications including:

Sense of Community – Connecting with others through the social medium of sport is a great way to acknowledge sporting achievements and inspire community members to participate in sport and recreation, overcome obstacles and provide a sense of motivation to achieve a high standard. The Sports Hall of Fame could preserve, celebrate and showcases history and heritage of sports excellence and achievement in Greater Shepparton.

#### **Economic Impacts**

It is anticipated the Sports Hall of Fame has the ability to attract financial support from corporate sponsorship, philanthropic trust support and government grants. The Sports Hall of Fame has potential to become a tourist attraction for the region.

#### **Consultation**

The concept of the Sports Hall of Fame has been modelled off other regional Sports Hall of Fame including Newcastle, Orange and Wagga Wagga. The Shepparton News printed an opinion piece in Friday 2 August 2013 paper, and also continued the conversation on their Facebook page on Saturday 3 August 2013 to seek community response to a local Sports Hall of Fame. Comments received via the Shepparton News Facebook page demonstrated support for a Hall of Fame, with one suggestion to incorporate the Hall of Fame into the redevelopment of the Shepparton Indoor Sports Stadium. A meeting has been held with Don Kilgour (a former Australian politician. Don was the National member for Shepparton in the Victorian Legislative Assembly from 1991 to 2002), who met with the CEO to propose a Greater Shepparton Sports Hall of Fame who had similar ideas for the project.

Consultation has occurred with Wagga Wagga City Council who established a Sporting Hall of Fame to recognise the outstanding achievement of Wagga Wagga athletes who have reached the highest level of their chosen sport. Wagga Wagga's Sporting Hall of Fame is incorporated into their Museum of the Riverina with 99 inductees at present.

An advisory committee has been established to induct sporting champions, with Museum curators and collectors providing the operational assistance and expertise to create a space to showcase the inductee and their sport which includes sporting equipment, uniforms, photos, medals and awards and oral recording of their sporting career to the elite level.

## 6. COMMUNITY DIRECTORATE

### **6.1 Establish a Sports Hall of Fame Advisory Committee (continued)**

Inductees are required to donate one piece of their sporting career to the Sporting Hall of Fame. Groups and individuals can be nominated by the community to be inducted into the Sports Hall of Fame. Wagga City Council recommend three months of research dedicated to establishing a Sporting Hall of Fame and \$10,000 for start-up costs, approximately \$400 is allocated to each inductee for an oral recording of their Sporting career.

Council's Healthy Communities Officer has met with Council's Planning Team to discuss similarities in the planning of the Heritage Advisory Committees. As the Sports Hall of Fame committee progresses through planning the concept of a sports hall of fame advice will be sought from the Heritage Advisory Committee regarding their awards ceremony as well as storing and displaying items of significance.

Further community consultation will occur including consulting with the Sports Hall of Fame Committee, key stakeholders and broader community members. Should the project be further explored, the following methods of public consultation will occur – inform, consult, involve, collaborate and empower.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

Community Life: focusing upon enhancing the health of the community both through services and facilities.

##### b) Other strategic links

Greater Shepparton Community Development Framework

The Community Development Framework was adopted by Council in 2010. This framework outlines Council's commitment to implement a community development approach to empower and strengthen communities, encourage cooperative practices and celebrate and embrace diversity of our community.

Sport and Recreation Victoria Strategic Framework 2013 – 2015

Victorians gain greater health and wellbeing, and Victoria's prosperity and liveability is enhanced, through participation in sport and active recreation.

#### **Options for Consideration**

- Approval not granted to form an advisory committee to further investigate a Sports Hall of Fame.
- Approval granted to form an advisory committee to further investigate a Sports Hall of Fame

#### **Conclusion**

The concept of a Sports Hall of Fame is designed to recognise and celebrate significant sporting achievements of Greater Shepparton residents. A Sporting Hall of Fame in whatever format it becomes has potential to become a tourist attraction for Greater Shepparton and leverage corporate support. Greater Shepparton has a proud history of producing high achievers in sports at both a national and international level. By celebrating these achievements, and particularly highlighting the cultural and social diversity in inductees, participation in sports and sporting clubs will be encouraged. It is recommended an advisory committee be formed to further investigate a Sports Hall of Fame and provide their recommendations to Council.

## **6. COMMUNITY DIRECTORATE**

### **6.1 Establish a Sports Hall of Fame Advisory Committee (continued)**

#### **Attachments**

Sports Hall of Fame Advisory Committee Terms of Reference - Final Page 230

## 6. COMMUNITY DIRECTORATE

### 6.2 Word and Mouth Review and Future Direction

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

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

**Author: Manager Children's and Youth Services, Youth Development Officer**

**Proof reader(s): Manager Neighbourhoods, Team Leader Children's Services**

**Approved by: Director Community**

**Other: Children and Youth Services Administration Officer**

#### **Executive Summary**

Word and Mouth Inc (W&M) began as a Greater Shepparton City Council (GSCC) business unit in 2004. In 2010, a Council resolution supported the organisation's transfer to and independent operation.

Word and Mouth Inc (W&M) has operated under a non-indexed funding partnership between The Sir Andrew and Lady Fairley Foundation (The Foundation) and Greater Shepparton City Council (GSCC) since 2010. The current five-year funding agreement - \$100,000 per annum GSCC and \$50,000 per annum The Foundation - ceases on 30 June 2015.

In 2014 Council officers procured the services of Mach 2 Consultancy to undertake a review and provide a report of the current organisation to assist in making a decision on the future of W&M.

The review considered two options for the future direction of W&M:

- Remain as an independent organisation
- or:
- Be re-established as a business unit of Council

During and in the period directly after the review was completed, there was substantial support from the W&M Board (the Board), the Youth Advisory Committee (YAC) and community youth agencies for W&M to maintain its independence. Since January 2015 significant changes have occurred and the W&M Board is now requesting that W&M resume operation as a business unit of Council.

The officer recommendation is based on the correspondence from the W&M Board to take this action.

A decision is now sought from Council regarding the transfer of the business back to Greater Shepparton City Council.

## 6. COMMUNITY DIRECTORATE

### 6.2 Word and Mouth Review and Future Direction (continued)

#### RECOMMENDATION

That the Council:

- Re-establish Youth Service Word and Mouth as an internal function and responsibility of Greater Shepparton City Council.
- Relocate the Word and Mouth office to within the Welsford Street building.
- Support the draft Terms of Reference for further consultation with all stakeholders for a Greater Shepparton Youth Advisory Committee.
- Maintain and support the current Youth Committee.

#### Background

Word and Mouth Inc (W&M) is a youth led organisation funded by GSCC and The Fairley Foundation. A Board of six young people (18 to 28 years) and two community members governs the organisation currently. In addition, up to 20 young people make up the Youth Committee (approximately 12 to 18 year olds), which is involved in community consultations and the planning and implementation of social events for their peers. The W&M mission is "To provide a voice for young people in Greater Shepparton to lead, engage, create and shape their communities".

Word and Mouth was originally a business unit of Council under the Community Development branch. (2003 – 2009) Consultation between the W&M Board, Youth Committee, The Foundation and Council supported a resolution to Council that the business unit separate and operate as an independent body in 2010. At the time W&M was the only youth led, youth operated organisation for young people in Australia. One of the objectives of the first five years of W&M's independence was to become financially sustainable, without reliance on Council or The Foundation funds. This goal has unfortunately not been achieved.

The organisation has been struggling with governance and financial issues for some time. The issues include being unable to secure ongoing funding, filling the Executive Officer (EO) position, filling board positions and the governance burden on the young people on the Board.

In the five-year period, leading up to the current time, five EO's have managed the organisation and for the last 16 months the organisation has been without an EO. Although this organisation has continued to provide a well-respected service to the young people of Greater Shepparton, it is time to provide additional support.

With a focus on the conclusion of the current agreement, Council engaged Mach2 to review the operations of W&M, provide a report on and make recommendations on the organisation to inform decisions regarding its future.

The Mach 2 report highlighted a number of achievements since W&M's separation from Council:

- W&M is considered the 'go to' organisation when the opinions of local young people are sought by Council officers, local media and youth service delivery agencies.

## 6. COMMUNITY DIRECTORATE

### **6.2 Word and Mouth Review and Future Direction (continued)**

- W&M provides social forums as a platform for youth voices to be heard on important issues such as government policy, social media and mental health.
- W&M offers opportunities to develop leadership skills for board members and youth committee members.
- The board has benefited from the ongoing support of two consistent, older community members.

The Mach 2 report highlighted a number of issues:

- Lack of secure funding
- The level of funding is sufficient only to operate the organisation. Recurrent funding from outside sources – philanthropic and grant funding – is not typically available for operational costs. The target audience for events and forums (young people) do not have the capacity to pay the true cost, without disadvantaging those with the highest need
- The level of funding is insufficient to attract an appropriate EO
- A burden has been placed on inexperienced young board members
- Difficulty in conducting profit making or cost neutral events due to the paying capacity of the target audience.

Word and Mouth has been operating on non-indexed grants from Council (\$100,000 per annum) and The Foundation (\$50,000) for the five-year period of its independence. The Foundation has offered only \$25,000 / matched funding per annum to an ongoing independent organisation. Negotiation regarding ongoing funding from the Foundation is continuing.

Following the report's release, a number of discussions were held with relevant stakeholders – The Foundation, The Board, The Youth Committee and local youth services agencies. The immediate response to the report was to adopt the recommendation of Mach2 and seek an additional five year independence agreement and a significant increase to funding levels from Council and The Foundation.

Since January 2015 a number of operational changes have compounded the governance issues and the W&M Board have made a request to Council to transfer operations to Council. By bringing W&M back under Council's guidance, Council can ensure the longevity of the organisation and its ongoing contribution to "better outcomes for children, young people and their families in Greater Shepparton". (Children's and Youth Services department vision.) under the Council model the 'for young people, by young people' vision will also be respected.

The proposed business unit would retain the name Word and Mouth. To ensure the existing avenue for young people to contribute to our community is maintained, a Youth Advisory Committee (YAC) will be set up. This will operate similarly to the Disability Advisory Committee and the Positive Ageing Advisory Committee. The YAC Terms of Reference will be considerate of the W&M Constitutional Objectives.

These objectives reflect the ongoing nature of the committee and Council's continuing commitment to the young people in Greater Shepparton:

- To promote and engage young people as leaders and decision makers
- To provide opportunities for young people to be connected to their community and building the human capital of greater Shepparton

## 6. COMMUNITY DIRECTORATE

### **6.2 Word and Mouth Review and Future Direction (continued)**

- To provide opportunities for youth personal development through leadership training and mentoring
- To encourage expression of opinion, cross cultural exchange and understanding
- To maintain collaborative partnerships with other youth groups, youth service providers, government agencies, funding bodies and secondary schools
- To provide youth activities

The current venue for W&M is a converted Maternal and Child Health centre that is marked for demolition as part of the Council endorsed Queen's Gardens master plan. Inclusion as a Council business unit – on site at 90 Welsford Street will provide ease of access for young people in a positive and safe environment.

Discussions have been held with W&M Board regarding the media approach to the change to W&M's governance structure. The Board have suggested a joint press release acknowledging their request for Council support. It is important that young people in Greater Shepparton are reassured that the shift in governance will not result in the loss of purpose of the service and current staff will be accommodated in the transfer of operation (in accordance with legislative procedures and relevant acts).

Under this proposal the Board and Council Officers including the W&M Project officer would negotiate the transfer of ongoing funding such as FReeZA funding from the Department of Human Services.

It is proposed that during the transition, a strong focus will be placed on

- Developing a pathway between the youth committee members and other community groups
- Actively seeking mentoring support for youth committee members
- Develop an alumni of previous board and committee members to develop skills of current members
- Increasing external funding
- Providing regular and ongoing data and project documentation to Council.
- Conducting ongoing formal evaluation of projects

These proposals are consistent with the Children's and Youth Services Department plans to improve consultation on all Council infrastructure projects with the relevant user groups – children, young people and their families.

#### **Council Plan/Key Strategic Activity**

Council Plan 2013-2017

Strategy Goal 1 – Active & Engaged Community; We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.

Goal 1.1 – Continue to enhance community capacity building

Goal 1.4 – Provide sustainable community services to our community

Goal 1.5 – Embrace and strengthen cultural harmony and diversity

Youth Strategy and Action Plan 2012-2015

Key Direction 1 – Sector Coordination, Support, Advocacy and Facilitation

Key Direction 2 – Engagement and Partnerships

Key Direction 3 – Celebrate Youth Culture



## 6. COMMUNITY DIRECTORATE

### 6.2 Word and Mouth Review and Future Direction (continued)

Key Direction 4 – Capacity Building

Key Direction 5 – Creating Safer Places and Spaces

#### Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Ceasing funding to W&M – would result in the closure of W&M. Failure to renew contract for independent organisation				<ul style="list-style-type: none"> <li>Return W&amp;M to a business unit of Council</li> <li>Increase funding</li> <li>Improve accountability of W&amp;M operations</li> </ul>
Public misunderstanding of the rationale behind this change	Likely	Moderate	Moderate	Joint media exercise between the outgoing W&M Board, Youth Committee, Acting Project Officer and Council. Public reassurance that: <ul style="list-style-type: none"> <li>this is the result of a request made by W&amp;M</li> <li>young people in Greater Shepparton will be closer to the decision making process in Council</li> </ul>

#### Policy Considerations

There are no conflicts with existing Council Policies

#### Financial Implications

This proposal is likely to commence in July 2015 – the 2015/2016 financial year. The current draft budget includes the Council contribution to W&M at the level listed below \$140,000.

## 6. COMMUNITY DIRECTORATE

### 6.2 Word and Mouth Review and Future Direction (continued)

	2014/2015 Approved Budget \$	This Proposal 2015/2016 \$	Variance to Approved Budget \$	Comments
Revenue	0	-14,000	-14,000	DHS (FReeZA) funding and participant contributions. *
Expense	100,000	140,000	40,000	Increase in the draft 2015/2016 budget
Net Result	100,000	126,000	26,000	

\* Amount shown in this column may equal one line item in budget or maybe a component of one budget line item.

\* Discussions continue with The Fairley Foundation regarding their ongoing contribution and support for Word and Mouth.

#### Legal/Statutory Implications

Council has no legal or statutory obligations in regard to this matter. Nor are there any legal or statutory obligations to support community young people. There is however a community perceived or moral obligation

#### Environmental/Sustainability Impacts

There are no environmental/sustainability impacts from this project.

#### Social Implications

W&M is integral to supporting young people who wish to actively participate in the Greater Shepparton community. The organisation provides a strong base for advocacy for and by young people to have a strong voice in Greater Shepparton. Unfortunately, the well-documented social issues for young people in Greater Shepparton would be compounded by the loss of W&M.

#### Economic Impacts

The economic impact of supporting our young people to participate in their community and develop leadership skills is clearly demonstrated within the community, and by a significant body of national and international research, however it is impossible to establish a monetary value

#### Consultation

Greater Shepparton City Council contracted Mach 2 Consultancy to review Word and Mouth. Mach 2 conducted consultations with key stakeholders including Word and Mouth staff members, Board members, youth committee, funding agencies, local services working with Word and Mouth and young people. Mach 2 conducted workshops with all parties and provided Council with a report of their findings.

Director Community and Manager Children and Youth Services conducted meetings with W&M board members and the Foundation representative to determine the board's views, aspirations and responsibilities for the organisations future.

## 6. COMMUNITY DIRECTORATE

### 6.2 Word and Mouth Review and Future Direction (continued)

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	Keep informed	Media releases Social media Launch event Secondary School newsletters
Consult	Young People will be consulted on issues of relevance and where possible given the opportunity to provide feedback on infrastructure development in Greater Shepparton	YAC Youth forums Social media Electronic surveys
Involve	Ensure the Youth Advisory Committee (YAC) is established simultaneously with the transition to Council	Workshop with the current YAC to further develop the terms of Reference. Open information sharing with relevant stakeholders regarding the ongoing role and value of the YAC
Collaborate	A major benefit of this proposal is the development of closer links with Council and participation in decision making	YAC Youth forums/workshops
Empower	Invite young people to make comment and contribute to decision making in Council.	Regular reporting to Council Support for young people to participate in local and state-wide community events

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

#### Strategic Links

##### a) Greater Shepparton 2030 Strategy

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

##### Supporting Principles

Sustainability - Sustainable economic, social and environmental development

Innovation – Commitment to finding new solutions

Partnership and Inclusiveness – Collaboration with others and consideration of their needs and aspirations

Leadership – Leadership and encouragement of/in others

Equity – Fairer access to benefits of growth and change

Adaptability – Planning to change and being adaptable when faced with it

Integrated Planning - Planning and implementation of actions undertaken through an integrated planning process

##### b) Other strategic links

Youth Strategy and Action Plan 2012-2015

Key Direction 1 – Sector Coordination, Support, Advocacy and Facilitation

Key Direction 2 – Engagement and Partnerships

## 6. COMMUNITY DIRECTORATE

### **6.2 Word and Mouth Review and Future Direction (continued)**

Key Direction 3 – Celebrate Youth Culture  
Key Direction 4 – Capacity Building  
Key Direction 5 – Creating Safer Places and Spaces

#### **Options for Consideration**

1. Re-establish Youth Service Word and Mouth as an internal function and responsibility of Greater Shepparton City Council. This will include relocating the W&M office to within the Welsford Street building, maintaining and supporting the current Youth Committee and endorsing the draft Terms of Reference for further consultation with all stakeholders for a Greater Shepparton Youth Advisory Committee
2. Continue to fund Word and Mouth for a further five years from 1 July 2015 through agreement to allocate \$140,000 to the 2015-16 budget with CPI increases each year for the life of the agreement.
3. Cease to fund W&M. This is likely to see W&M cease to exist. The risk of this option is to Council's reputation is significant. A reassessment of Council's contribution to young people would be required.

#### **Conclusion**

In conclusion, GSCC has provided a solid foundation and opportunity for W&M to make positive contributions to the young people of Greater Shepparton. While the organisation has strengths, the ongoing viability is dependent on secure funding and governance. By positioning W&M with Council, both of these conditions will be met. By developing sustainable business practices within the Community Directorate this proposal offers positive opportunities for Council to reinforce its commitment to young people.

#### **Attachments**

- |  |          |
|--|----------|
| 1. Report - Word and Mouth Review Mach 2 July 2014                             | Page 234 |
| 2. DRAFT Terms of Reference Word and Mouth Youth Advisory Committee April 2015 | Page 265 |

## 7. BUSINESS DIRECTORATE

### 7.1 May 2015 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: Director Business**

#### **Executive Summary**

The report presents Council's actual financial performance compared to the budget for the eleven months ended 31 May 2015.

### **RECOMMENDATION**

That the Council receive and note the May 2015 Monthly Financial Report.

#### **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 Council Meeting on 6 August 2014. The 2014/2015 Budget provided for an accounting 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 accounting surplus of \$3.89 million for the full financial year. The forecast decrease in accounting surplus of \$5.35 million was 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.

On 17 February 2015, Council adopted the 2014/2015 Mid Year Budget Review with revenue of \$119.58 million, expenditure of \$118.07 million and an accounting surplus of \$1.51 million. The forecast decrease in accounting surplus of \$2.39 million was mainly due to \$1.5 million reduction in grants for the Greater Shepparton Regional Sports Precinct (to be received in 2015/2016), \$511k for the transfer of the art gallery restricted investment to the newly formed SAM Foundation and a \$430k reduction in proceeds from plant sales due to a reduced plant replacement program. The 2014/2015 Mid Year Budget Review also included \$33.73 million in capital works, a forecast decrease of \$5.10 million mainly due to reduced plant purchases (\$2.0 million) and reduction in expenditure for the Greater Shepparton Regional Sports Precinct (\$2.24 million) which will be considered for re-budget in 2015/2016.

## 7. BUSINESS DIRECTORATE

### **7.1 May 2015 Monthly Financial Report (continued)**

On 21 April 2014, Council adopted the 2014/2015 March Quarter Budget Review with revenue of \$123.94 million, expenditure of \$125.18 million and an operating deficit of \$1.23 million. The forecast decrease in operating surplus of \$2.72 million was largely due to written down value of asset disposals \$6.68 million which includes write off of assets identified during a review of the Infrastructure assets register and capital work in progress (WIP) expenditure. This has been partly offset by increase in income from developer gifted assets \$5.0 million. The 2014/2015 March Quarter Budget Review also provided for \$31.62 million in capital works, a forecast decrease of \$2.08 million, mainly due to transfers to restricted investments of \$2.12 million to be considered for re-budget in 2015/2016.

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

The May 2015 Monthly Financial Report incorporates the following sections which are presented for Council's consideration:

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

## 7. BUSINESS DIRECTORATE

### 7.1 May 2015 Monthly Financial Report (continued)

#### **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 eleven months ended 31 May 2015.

#### **Attachments**

May 2015 Monthly Financial Report Page 268

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.1 Establishment of a Shepparton Showgrounds Advisory Committee and Terms of Reference**

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

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

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

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

**Author:** Team Leader Tourism and Events

**Proof reader(s):** Manager Investment Attraction

**Approved by:** Director Sustainable Development

**Other:** Support Officer Investment Attraction

#### **Executive Summary**

The Shepparton Showgrounds redevelopment has been occurring since 2002 with a variety of key developments being completed to generate and create social and economic benefit through major events and tourism opportunities for the Greater Shepparton region.

Various reference groups, committees and user groups have been involved to guide the master plan and development of the site.

The purpose of this report is for Council to consider the establishment of a Shepparton Showgrounds Advisory Committee (the Committee) and Terms of Reference so that the Committee can commence formal operation.

The purpose of the establishment of this Committee is to advise Council on procedures, rules, conditions of use, future strategic planning and proposed capital works which are necessary for the optimum management of the Shepparton Showgrounds

It is proposed that the Committee be made up of between five and ten member representatives from key user groups and the community including two allocations for the Shepparton Agricultural Society and up to two Councillors.

#### **RECOMMENDATION**

That the Council approve the establishment of a Shepparton Showgrounds Advisory Committee and adopt the Terms of Reference.

#### **Background**

In 2002 the Greater Shepparton City Council and Victorian State Government announced plans to overhaul the Shepparton Showgrounds. In 2003 the Shepparton Agricultural Society accepted an offer from SPC for land acquisition and gave Council a commitment of \$600,000 towards the redevelopment.



## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.1 Establishment of a Shepparton Showgrounds Advisory Committee and Terms of Reference (continued)

In 2004 a reference group was established to manage the Shepparton Showgrounds redevelopment with a re worked master plan including such elements as:

- Central grassed area
- Grandstand reconstruction
- Development of small café with commercial kitchen
- Western promenade
- Multi-function centre
- Multipurpose facility
- Relocated cattleman's bar
- Children's play area
- Eastern promenade established
- New entrance gates
- Southern boundary treatment and lake
- Tourist and public sales area
- Thompson Street reconstructed
- Fryers Street extended
- Widening of Archer Street
- Railway reserve developed into a car park

From 2004 onwards major capital projects have occurred based on the original master plan guided by the reference group. In 2008 the Shepparton Agricultural Society relinquished trustee of the site to Council.

In November 2008 by formal resolution of Council an updated master plan was adopted and a formal advisory group for the facility recommended. Since this inception various committee meetings have occurred however recently these have been of an informal nature.

To ensure this advisory committee meets the guidelines of other similar committees in Greater Shepparton to advise council it is noted that a new advisory group should be formally advertised for suitable members and terms of reference adopted.

#### **Council Plan/Key Strategic Activity**

- **Active and Engaged Communities (Social)**
  - *1.1 Continue to enhance community capacity building*
    - The Shepparton Showgrounds Advisory Committee allows the opportunity for education and skills development to build further capacity within the community on facility development and major events and tourism principles.
- **Economic Prosperity (Economic)**
  - *3.3 Make Greater Shepparton the regional sporting capital and a leading events and sporting destination*

A key part of this is completing the Shepparton Showgrounds redevelopment and this Advisory Group can play an integral role in advising future planning.

- **Quality Infrastructure**
  - *4.1 Ensure the community has access to high quality facilities*

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.1 Establishment of a Shepparton Showgrounds Advisory Committee and Terms of Reference (continued)**

The Shepparton Showgrounds Advisory Committee enhances the opportunities for community participation in a broad range of activities at both a passive and active level to allow council to continue to provide for the development and maintenance of quality facilities.

#### **Risk Management**

Failure to endorse the draft Terms of Reference and establishment of an advisory committee would reduce Council's ability to gain formal feedback on the future direction of the Shepparton Showgrounds. Additionally, failure to establish an advisory committee is likely to have a negative impact on Council's relationship with key user groups.

#### **Policy Considerations**

This recommendation is consistent with all relevant Council policies and CEO Directives.

#### **Financial Implications**

This recommendation does not carry any direct financial implications.

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

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

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

User groups can use the Shepparton Showgrounds Advisory Committee meetings as a platform to provide feedback on master planning and capital works that may have an environmental/sustainability impact.

#### **Social Implications**

Education and skills development – educating members of the community on strategic planning processing, developing master plans and working as part of a committee to provide advice and give feedback.

#### **Economic Impacts**

There are no economic implications as a result of the implementation of an advisory committee. It is envisaged that long terms this advisory committee will play an important role in shaping the planning for further economic prosperity in Greater Shepparton through major events and tourism initiatives at the facility.

#### **Consultation**

The Shepparton Agricultural Society and other key user groups have been consulted about the prospect of a new Shepparton Showgrounds Advisory Committee and are looking forward to its official establishment.

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

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.1 Establishment of a Shepparton Showgrounds Advisory Committee and Terms of Reference (continued)**

#### **Strategic Links**

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

The terms of reference are consistent with the objectives, strategies and actions outlined in the Community Life (Recreation and Open Space) Section F of the Greater Shepparton 2030 Strategy .

##### **b) Other strategic links**

Shepparton Showgrounds Master Plan  
Tourism and Events Strategy

#### **Options for Consideration**

- Do nothing – leave as is without establishing a formal committee
- Adopt the draft Terms of Reference and allow officers to progress to recruitment of committee members and establish a new advisory committee.

#### **Conclusion**

Officers believe that the establishment of the Shepparton Showgrounds Advisory Committee and adoption of the draft Terms of Reference will allow the Council to adequately consult with key user groups and ensure adequate planning and policies are in place to manage the Shepparton Showgrounds.

#### **Attachments**

Terms of Reference Shepparton Showgrounds Advisory Committee Page 287

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment**

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

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

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

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

**Author: Team Leader Strategic Planning**

**Proof reader(s): Manager Planning**

**Approved by: Director Sustainable Development**

#### **Executive Summary**

This report is in relation to the application of new planning controls for the Unilever Australasia Pty Ltd site in Tatura. It is proposed to apply these new planning controls through Amendment C170 to the Greater Shepparton Planning Scheme.

The proposed amendment is similar in nature to the Tatura Milk Industries (TMI) approach, and seeks to apply a specific Special Use Zone and associated schedule to the Unilever land. The intention is to provide clarity and certainty for the company regarding their future development plans, but also to retain a level of residential amenity so that nearby residents are not unduly affected by any expansion to the existing facility.

All stages of the amendment process have now taken place, including preparation, authorisation, exhibition, consideration of submissions and the appointment of an independent panel in accordance with the Act. Council is now required to consider the recommendations of the Independent Planning Panel Report and must make a determination on the amendment.

The Panel Report recommends that:

Greater Shepparton Planning Scheme Amendment C170 be adopted as exhibited subject to the following changes:

1. *In the Special Use Zone Schedule 11 amend the seventh dot point under the requirement for the Design Plan to read:
  - a) *Proposed landscaping area showing existing landscaping to be removed and new areas to be created.**
2. *In the Unilever Master Plan, in Figure 4, in the cross-sections text, after the words 'landscaping setback' add the word '(minimum)'.*
3. *In the Unilever Master Plan amend Clause 4.3 to read:
  - b) *Buildings must achieve a setback from road boundaries of at least:
    - *William Street - 0 metres*
    - *Park Street – 27 metres***
4. *In the Unilever Master Plan, in Figure 1, in the legend, after the entry for 'Acoustic treatment' add the words '(acoustic fences may also be constructed at other locations)'.*

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

Council officers have reviewed the Panel Report and agree with the Panel's recommendations (above). The amendment documentation has been revised to reflect this and officers now request that Council:

- Adopt the recommendations of the Independent Planning Panel for Amendment C170,
- Adopt Amendment C170 with the changes recommended by the Panel, and
- Resolve to submit Amendment C170 to the Minister for Planning for approval.

#### **RECOMMENDATION**

That, having considered the Independent Planning Panel Report for Amendment C170 to the Greater Shepparton Planning Scheme, in accordance with Section 27 of the *Planning and Environment Act 1987* (the Act), Council:

1. Adopt the recommendations of the Independent Planning Panel for Amendment C170 outlined in the Panel Report (5 May 2015),
2. Adopt Amendment C170 with the changes recommended by the Independent Planning Panel in accordance with Section 29 of the Act, and
3. Submit Amendment C170 to the Minister for Planning for approval in accordance with Section 31 of the Act.

#### **Background**

##### Site and Facility Description

Unilever is located at 55 Park Street, Tatura, which is in the northwest part of the township. The subject site is situated amongst established industrial and residential land, with industrial uses normally taking the form of self-storage, sheet metal and related light manufacturing uses (see *Figure 1: Subject Site*).

The site has an overall area of approximately 10.14ha and is generally bounded by William Street to the north, a bicycle track and existing drainage easement to the east and southeast, the Echuca – Melbourne Railway Line to the south, and Park Street to the west. The land is currently within to the Industrial 1 Zone and a portion of the southeast of the site is affected by the Floodway and Land Subject to Inundation Overlays.

Unilever operate a food processing facility involving the production of pasta sauces, stir in sauces, ice tea products and dry goods such as the 'Continental Cup a Soup' range. The onsite processes include preparation and processing components, packaging and dispatch, engineering and related services as well as administration and amenity areas.

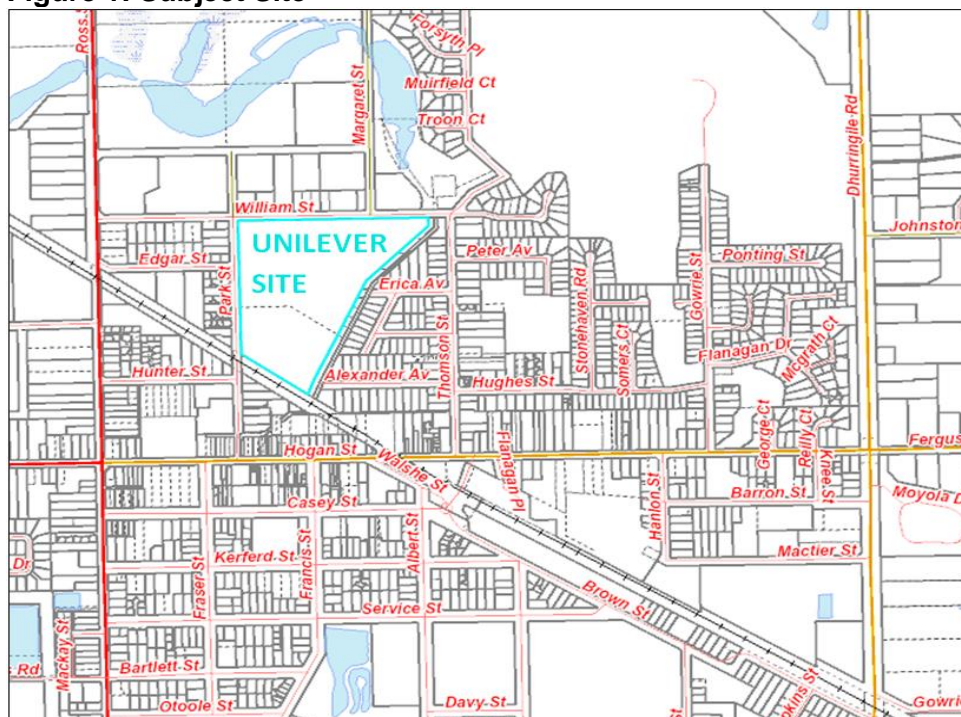
The Unilever factory in Tatura is competing with a number of similarly focused multinational companies and other Unilever factories throughout the world. It is imperative that the company remains as competitive as possible in order to continue its operations and remain as a viable enterprise.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)

Council has an opportunity to assist an important local employer to consolidate its status in Tatura and to help accommodate its plans for possible future expansion. The preparation of the planning scheme amendment and associated master plan will help to achieve this outcome.

**Figure 1: Subject Site**



#### Planning Scheme Amendment

Council adopted the *Strategic Review of Tatura Industrial Land* in July 2011. In summary, the review focused on three major industrial sites in Tatura and undertook a strategic review of the planning provisions that apply to these sites, being:

- Tatura Milk Industries Pty Ltd;
- Unilever Australasia Pty Ltd; and
- Tatura Abattoirs Pty Ltd.

The review included:

- Considering all relevant strategic planning reviews;
- Analysing the relevance of the existing Municipal Strategic Statement (MSS) and local policies;
- Providing a commentary on the adequacy of existing zones, overlays and schedules (as appropriate) of the three sites;
- Analysing the options for alternative zones, overlays and schedules;
- Providing a recommended suite of modified (draft) planning controls for the three sites.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

Council integrated the key recommendations from the review into the Greater Shepparton Planning Scheme in relation to the TMI site through Amendment C151, which was approved by the Minister for Planning and gazetted in December 2012.

Council officers are now seeking to implement the key recommendations of this review into the planning scheme in relation to Unilever. Similarly to TMI, the strategic review supports the continued growth and development of Unilever and makes a number of recommendations in this regard.

Council officers are seeking to undertake a planning scheme amendment to rezone the Unilever land from the Industrial 1 Zone to the Special Use Zone (see *Attachment 1 – Exhibited Amendment Documentation*).

The Special Use Zone will assist in safeguarding the Unilever manufacturing facility by providing a streamlined planning approval process and safeguard against inappropriate development that could impinge on surrounding residential properties. A Traffic Impact Assessment and Acoustic Study, as well as a site specific master plan, have recently been completed to support the amendment (see *Attachment 2 – Background Reports*).

#### Planning Policy

A number of policy documents have been considered in preparing the planning scheme amendment. The main documents in this regard include:

- *The Greater Shepparton Council Plan 2013-2017*
- *The Greater Shepparton Planning Scheme*
- *The Strategic Review of Tatura Industrial Land*

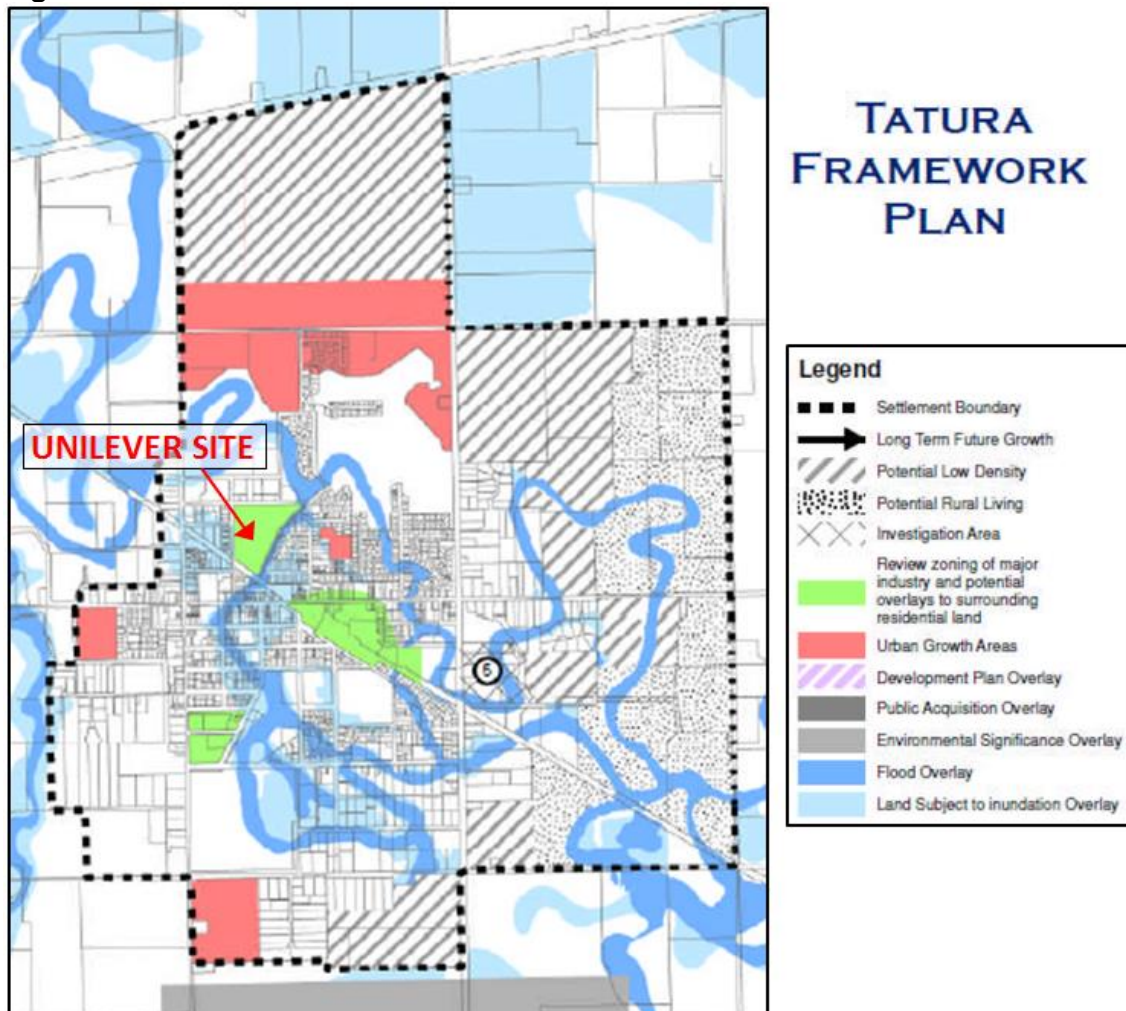
The amendment is consistent with the provisions of each of the policy documents listed above, and has been assessed against the Greater Shepparton Planning Scheme.

Clause 21.04 'Settlement' contains a Framework Plan for the Tatura Township (see *Figure 2: Extract from Tatura Framework Plan*). This Framework Plan highlights the three major industrial sites in Tatura and indicates that the zones and overlays applying to these sites and surrounding residential land require review. The proposed planning scheme amendment implements this clause through a review of the planning provisions applying to the Unilever site in Tatura.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)

Figure 2: Extract from Tatura Framework Plan



The amendment will assist in protecting the existing industrial and employment base of Tatura and Greater Shepparton and is in accordance with the following objectives:

#### Clause 21.06-4 'Manufacturing and Freight'

- *To sustain a growing and diverse industrial base.*
- *To protect the existing industrial base in the urban areas of Shepparton, Mooroopna and Tatura.*

The amendment is also in line with Council's strategic work program:

#### Clause 21.06-7 'Strategic Work Program'

- *Investigate the rezoning of the Unilever site in Tatura to a Special Use Zone subject to the satisfactory completion of a site master plan.*
- *Investigate application of noise attenuation controls surrounding industrial sites in Tatura.*



## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

#### Traffic

A Traffic Impact Assessment Report (TIAR) has been completed in support of the amendment. The report focuses on issues concerning traffic volumes, the surrounding road network, car parking, emergency vehicle access and potential future freight arrangements.

The TIAR found that there are no transport related concerns associated with the future capital development plan for Unilever. This conclusion is based on the likelihood that traffic flows and vehicle counts are likely to decrease as the efficiency of the existing operation is improved.

The TIAR includes the following conclusions:

- There will be a reduction in vehicle movements to and from the site in comparison with existing conditions.
- The expected increase in car parking demand can be accommodated by the existing car parking supply.
- The development plan satisfies all emergency access road requirements.
- The development plan does not preclude the use of the Echuca to Toolamba railway line for transporting product into the future.

It is noted that the TIAR considers that the impact on the surrounding road network will be acceptable because of an overall reduction in heavy vehicle movements to and from the site. This is due to a more efficient loading, unloading and warehousing arrangement.

#### Vegetation and Landscaping

There is an established mass of trees, shrubs, plants and bushes along the northern edge of the subject site. This native vegetation has an environmental, ecological and aesthetical value and as such would normally be sought to be retained. It is noted however that the removal of this vegetation is likely to be necessary to facilitate the consolidation and continued expansion of the existing plant.

While the native vegetation is extensive, it is understood that it is not remnant and was planted as part of the original Rosella food manufacturing site during the 1950's. The potential loss of this vegetation will be compensated by the planting of perimeter landscaping strips along the north, east and west boundaries. Unilever have anticipated that this will be planted as soon as possible and before the removal of the existing vegetation occurs.

A landscaping plan will be required by Council. The plan will need to describe the vegetation species to be planted, number of trees, planting formations, earth mounding, surface treatments and the method of preparing, draining, watering and maintaining the landscaped areas.

#### Amenity Issues

The future expansion of the Unilever manufacturing facility will result in an increase in activity on the site and therefore within the broader neighbourhood. The main considerations in terms of potential amenity impacts are in relation to noise, traffic and visual impact issues. The issue of traffic is discussed in the TIAR section above.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

The issue of noise and appropriate mitigating and ameliorative factors has been considered by the Environmental Noise Assessment report, completed by AECOM on 17 March 2014.

The noise assessment report recommends the provision of acoustic treatments to the north, east and west boundaries of the site. These are necessary to control the noise impacts on surrounding residential properties and to ensure that noise levels comply with current noise regulations (*Noise from Industry in Regional Victoria (NIRV)*). The main source of noise emissions will be truck movements within the site, with the plant and factory being a relatively minimal contributor to noise emissions to the surrounding area.

In this regard, the report recommends the installation of:

- A five to seven metre high noise wall to a portion of the eastern boundary of the site, and
- A five metre high noise wall to the north-western corner of the site.

The proposed planning scheme amendment has the potential to result in lower noise limits applying to the Unilever site. The land is currently within the Industrial 1 Zone (IN1Z). It is proposed to rezone the land to the Special Use Zone (SUZ). The noise limits required by the SUZ are the same as those required by the Industrial 3 Zone, which are lower than those required by the IN1Z.

In order to retain the noise limits of the IN1Z under the proposed SUZ, the proposed Schedule to the SUZ includes a requirement for the site to meet the noise limits of the IN1Z. The result of this is that the status quo will remain and the noise limits currently applying to the land will not be altered as a result of this proposed planning scheme amendment.

The issue of visual impact caused by building mass and bulk will be reduced through increased landscaping measures, increased building setbacks and decreased building heights. A major consideration has been the subject site's more sensitive interfaces where the land directly abuts residential areas to the east and west. In these cases, the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* has included specific 'precincts and maximum future building heights' to improve visual amenity in these areas.

#### Special Use Zone

The Unilever site is currently within the IN1Z. The provisions of the IN1Z require multiple planning permit applications for development of the Unilever site.

The purpose of the SUZ is to "*recognise or provide for the use and development of land for specific purposes*". The SUZ is an appropriate zone as a site specific master plan has been prepared to facilitate the future use and development of the land. This master plan will be incorporated into the planning scheme and will provide certainty for the future expansion of the site for manufacturing.

Once rezoned, any future use or development of the land that is generally in accordance with the approved master plan will not require a planning permit and will not be subject to the notice and review requirements of the IN1Z. This eliminates delays in the planning process and allows Unilever to quickly respond to development opportunities.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

In the SUZ, any future use or development of the land that is not generally in accordance with the approved master plan will require a planning scheme amendment or planning permit.

#### Submissions: Council Officers' Assessment

The proposed amendment was exhibited in accordance with the *Planning and Environment Act 1987*. Adjoining landowners and prescribed referral authorities were notified of the proposed amendment by letter, thus providing an opportunity to make a submission. A total of ten submissions were received (see *Attachment 3 – Submissions Recorder*).

It should be noted that the prescribed referral authorities were also engaged during the initial consultation stages of the project. This exercise took place to incorporate any views or requirements at an early stage. While no significant issues were raised during these discussions, valuable feedback was received, which subsequently informed the amendment and associated master plan.

This process also helps to ensure that when the formal exhibition phase is started that negative submissions or objections can be minimised or resolved before the formal amendment process is underway.

#### Submissions that did not object or request changes

Eight submissions were received which were either supportive or did not object to the amendment. These submissions were from:

- GV Water
- Goulburn Broken Catchment Management Authority
- VicRoads
- EPA Victoria
- G-M Water
- Department of Environment and Primary Industries (DEPI)
- Trevaskis Engineering P/L
- Department of Economic Development, Jobs, Transport and Resources

For the most part, submissions were from standard referral authorities and did not raise any particular issues.

DEPI did however comment on the removal of vegetation from the subject site and noted the following:

*“From the information supplied it appears that the vegetation on the site is planted. This is evident from the past aerial photos and the way the vegetation is planted in rows. There would be no threatened species implications from the removal of this vegetation.*

*The Department of Environment & Primary Industries have no concerns with the changes to the planning scheme that will allow for the removal of this planted vegetation for the expansion of this site.”*

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

Trevaskis Engineering P/L lodged a supportive submission and noted a number of advantages that would emanate from the planning scheme amendment and proposal in general.

The submission made reference to the adopted 'Greater Shepparton Planning Scheme Strategic Review of Tatura Industrial Land, June 2011', and noted the following:

*"The application of the Special Use Zone will ensure that industry in Tatura has the opportunity to continue grow, creating employment and opportunities for suppliers without destroying the amenity of the area. As an engineering company in this area, we welcome the economic and social benefits that any future expansion would bring to Tatura and surrounding area."*

#### Objections (Negative Submissions)

Two submissions were received from neighbouring landowners who raised objections and concerns with the amendment. These issues were in relation to the removal of native vegetation, noise emissions, the location of the proposed 'new process / warehouse building', light spill, traffic impact and staging of works.

Council officers have held a number of meetings with the submitter in an attempt to resolve these issues. A meeting was also undertaken with Unilever and a representative from DTPLI to revise the amendment documentation and address some of the objector's concerns. It has not been possible however to come to a resolution, and therefore the objection still stands. This means that an independent planning panel was required to be appointed to assess the amendment and submissions received.

One of the main issues raised was in relation to the removal of established vegetation along the northern edge of the subject site (Williams Street). The removal of this vegetation, while undesirable, is required to accommodate a new 'process / warehouse building' and to maximise the amount of onsite development space (see attached master plan).

Discussions have also been held with the Country Fire Authority (CFA) and Council's Municipal Building Surveyor who have stated there are complications if the proposed building is setback off the site boundary. These concerns are from an emergency access and fire fighting perspective. A consequence of moving the building back from the street could have an impact on the necessary construction materials for the new building and a requirement for fire protection systems such as sprinkler systems. This would be at substantial expense to Unilever and not necessary if the proposed new structure is located on the northern site boundary.

The other potential option would require an internal access road to be created onsite in order to facilitate adequate access for emergency vehicles. This would be necessary for fire fighting purposes if the fire protection systems are not a feasible option. Council officers do not support either outcome on the basis it would place onerous, burdensome and impracticable constraints on Unilever.

It is noted that the Panel considered the issues raised by these submissions, and ultimately noted that *"the Special Use Zone will provide certainty for surrounding residents of the likely use mix and the location of future buildings on the site"* (see Attachment 4 – Independent Planning Panel Report).

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

The Panel did state however that there is a danger the amendment could 'lock in' outcomes where more flexibility to achieve better outcomes could be delivered. On this, the Panel recommended a number of relatively inconsequential changes to allow Unilever greater flexibility in terms of landscaping, landscaping setbacks and building setbacks. The recommendations are acceptable to Council Officers and are as follows:

1. *In the Special Use Zone Schedule 11 amend the seventh dot point under the requirement for the Design Plan to read:
 
  - a) *Proposed landscaping area showing existing landscaping to be removed and new areas to be created.**
2. *In the Unilever Master Plan, in Figure 4, in the cross-sections text, after the words 'landscaping setback' add the word '(minimum)'.*
3. *In the Unilever Master Plan amend Clause 4.3 to read:
 
  - a) *Buildings must achieve a setback from road boundaries of at least:*
  - b) *William Street - 0 metres*
  - c) *Park Street – 27 metres**
4. *In the Unilever Master Plan, in Figure 1, in the legend, after the entry for 'Acoustic treatment' add the words '(acoustic fences may also be constructed at other locations)'.*

The amendment documentation has been revised to incorporate the changes recommended in the Independent Planning Panel Report (see *Attachment 5 – Post-Exhibition Changes to Amendment Documentation*).

#### **Council Plan/Key Strategic Activity**

The proposed amendment is supported by the *Council Plan 2013-2017* as follows:

##### Strategic Goal No. 3 Economic Prosperity (Economic)

- 3.1 *Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry*

##### Strategic Goal No. 4 Quality Infrastructure (Built)

- 4.3 *Encourage sustainable municipal growth and development*

#### **Risk Management**

The main risk associated with this planning scheme amendment is not meeting the timelines required by Ministerial Direction No. 15 '*The Planning Scheme Amendment Process*'. This Ministerial Direction requires each stage of the planning scheme amendment process to be undertaken within set timeframes.

In accordance with Ministerial Direction No. 15, Council must request the appointment of an Independent Planning Panel, if required, within 40 business days of the closing date for submissions.

As a submission has been lodged and a resolution has not been possible, the appointment of an Independent Planning Panel is required.

#### **Policy Considerations**

The proposed amendment does not conflict with any Council policies.

#### **Financial Implications**

Council is required to meet the costs incurred by an Independent Planning Panel. This includes expenses associated with legal advice and/or representation.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

As these costs have been accounted for in the 2014/15 Planning Panels budget there are limited financial implications concerning this project.

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

All procedures associated with this planning scheme amendment comply with the legislative requirements of the *Planning and Environment Act 1987* (the Act). The amendment has been assessed in accordance with the Act and the Greater Shepparton Planning Scheme. The assessment is considered to accord with the *Victorian Charter of Human Rights and Responsibilities Act 2006* (the Charter). No human rights have been negatively impacted upon throughout the process.

The Charter recognises that reasonable restrictions may be placed on the use and development of land, and that there may on occasion be reasonable and acceptable offsite impacts on others. Provided these issues are properly considered, it would be a rare and exceptional case where the exercise of a planning decision in accordance with the regulatory framework is not Charter compatible.

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

The main environmental issue considered is the presence of an established mass of trees and plants along the northern edge of the subject site. Normally the removal of this vegetation would be sought to be avoided. However, in this circumstance, it is necessary to be removed so as to facilitate the expansion of the existing Unilever plant and maximise the potential of the business to expand and remain competitive into the future.

A submission received from the Department of Environment and Primary Industries (DEPI) notes that:

*“From the information supplied it appears that the vegetation on the site is planted. This is evident from the past aerial photos and the way the vegetation is planted in rows. There would be no threatened species implications from the removal of this vegetation.*

*The Department of Environment & Primary Industries have no concerns with the changes to the planning scheme that will allow for the removal of this planted vegetation for the expansion of this site.”*

Furthermore, it is noted that a landscaping plan will be required by Council to mitigate against the loss of the vegetation. The plan will need to describe the vegetation species to be planted, number of trees, planting formations, earth mounding, surface treatments and the method of preparing, draining, watering and maintaining the landscaped areas.

On balance, it is considered that the amendment will have an acceptable environmental impact particularly given the projected offset planting that Unilever will be required to undertake.

#### **Social Implications**

The future expansion of the Unilever manufacturing facility will result in an increase in activity on the site and within the wider area. Potential amenity impacts mainly relate to noise, traffic and visual impact issues. The issue of traffic is discussed in the traffic section, above.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

The issue of noise and appropriate mitigating and ameliorative factors has been considered by the Environmental Noise Assessment Report (Acoustic Report), completed by AECOM in March 2014. The Acoustic Report recommends the provision of acoustic treatments to the north, east and west boundaries of the site. These will control the noise impacts on surrounding residential properties and ensure that noise levels comply with current noise regulations (*Noise from Industry in Regional Victoria (NIRV)*). The main source of noise emissions will be truck movements within the site, with the plant and factory being a relatively minimal contributor to noise emissions to the surrounding area. The report recommends the installation of a five to seven metre high noise wall to a portion of the eastern boundary of the site and a five metre high noise wall to the north-western corner of the site.

The issue of potential visual impact caused by building mass and bulk has been considered. In addition to landscaping measures, building setbacks and heights have also been given careful consideration. The more sensitive interfaces, where the land directly abuts residential areas to the east and west, will be regulated by maximum future building heights included within the master plan.

#### **Economic Impacts**

Council has an opportunity to assist an important local employer to consolidate its status in Tatura and to help accommodate its plans for possible future expansion. The preparation of the planning scheme amendment and associated master plan will help to achieve this outcome.

The amendment provides certainty for Unilever in making important business decisions into the future. It also gives confidence to landowners and the community however, particularly in terms of what can be expected in relation to onsite works, improvements and changes.

The proposed amendment is considered to have significant economic benefit to Council and the community.

#### **Consultation**

Amendment C170 was exhibited in accordance with the *Planning and Environment Act 1987*. This included the following:

- Notice in the Shepparton News;
- Notice in the Tatura Guardian;
- Notice in the Victorian Government Gazette;
- Letters to affected landowners and occupiers;
- Letters to referral authorities;
- Letters to prescribed Ministers;
- Documentation on display at the Council Offices at 90 Welsford Street, Shepparton;
- Documentation on display at the Tatura Library, 12-16 Casey Street, Tatura;
- Notice on the Greater Shepparton City Council Website; and
- Notice on the Department of Transport, Planning and Local Infrastructure website.

The exhibition period was open for one month and submissions closed on 17 November 2014.

The exhibition of this amendment and submissions received by Council are discussed in detail in the 'Background' section of this report.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.2 Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment (continued)**

#### **Strategic Links**

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

Direction 4: Economic Development

“Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.”

##### **b) Other strategic links**

Nil

#### **Options for Consideration**

That Council:

- Adopt the recommendations of the Independent Planning Panel for Amendment C170 outlined in the Panel Report (5 May 2015),
- Adopt Amendment C170 with the changes recommended by the Independent Planning Panel in accordance with Section 29 of the Act, and
- Submit Amendment C170 to the Minister for Planning for approval in accordance with Section 31 of the Act.

That Council do not:

- Adopt the recommendations of the Independent Planning Panel for Amendment C170 outlined in the Panel Report (5 May 2015),
- Adopt Amendment C170 with the changes recommended by the Independent Planning Panel in accordance with Section 29 of the Act, and
- Submit Amendment C170 to the Minister for Planning for approval in accordance with Section 31 of the Act.

#### **Conclusion**

Officers would like to take the opportunity to inform Council that the exhibition stage for Amendment C170 (Unilever) to the Greater Shepparton Planning Scheme has taken place and that eight submissions has been received.

It is noted that one of these submissions is an objection and it has not been possible to resolve its concerns. Therefore the amendment and submissions will be required to be referred to an Independent Planning Panel.

It is recommended that Council endorses Officers’ position at the Independent Planning Panel in accordance with this Report ‘Recommendation’.

#### **Attachments**

- |   |          |
|---|----------|
| 1. Exhibited Amendment Documentation                  | Page 293 |
| 2. Background Reports                                 | Page 317 |
| 3. Submissions Recorder                               | Page 365 |
| 4. Independent Planning Panel Report                  | Page 367 |
| 5. Post-Exhibition Changes to Amendment Documentation | Page 389 |



## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.3 Adoption of Amendment C178 to the Greater Shepparton Planning Scheme**

#### **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): Manager Planning**

**Approved by: Director Sustainable Development**

**Other: Principal Strategic Planner**

#### **Executive Summary**

Council has received a request to amend the Greater Shepparton Planning Scheme. The request applies to 33 parcels of land within the Rural Living Zone at Mitchell and Archer Roads, Kialla (see *Figure 1 – Locality Plan* and *Figure 2 – Zone Map*).

The amendment seeks to reduce the minimum lot size for subdivision from eight hectares to two hectares in this area. The amendment also seeks to reduce the minimum lot size for which no planning permit is required to use land for a dwelling from four hectares to two hectares in this area.

Council was informed about this proposed amendment to the Greater Shepparton Planning Scheme on 16 December 2014.

The proposed amendment was exhibited from 19 March 2015 to 20 April 2015 in accordance with the *Planning and Environment Act 1987*.

Five submissions were received by Council. These were received from referral authorities, none of which raised any objections to the proposed amendment.

The proposed amendment is consistent with the intent of the *Kialla and Shepparton South Framework Plan* at Clause 21.04 (Settlement) of the Greater Shepparton Planning Scheme and the *Greater Shepparton Housing Strategy 2011*.

The proposed amendment does not conflict with any existing Council policies. The proposal will not result in any negative social, economic or environmental impacts.

All stages of the planning scheme amendment process, including preparation, authorisation, exhibition and consideration of submissions have now been completed.

Council is now required to adopt the amendment prior to the amendment being submitted to the Minister for Planning for approval.

Following approval, the amendment will be published in the Victorian Government Gazette, at which point it will be included in the Greater Shepparton Planning Scheme.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.3 Adoption of Amendment C178 to the Greater Shepparton Planning Scheme (continued)

#### RECOMMENDATION

That the Council:

1. Adopt Amendment C178 to the Greater Shepparton Planning Scheme in accordance with Section 29 of the *Planning and Environment Act 1987* (the Act); and
2. Submit Amendment C178 to the Greater Shepparton Planning Scheme to the Minister for Planning for approval in accordance with Section 31 of the Act.

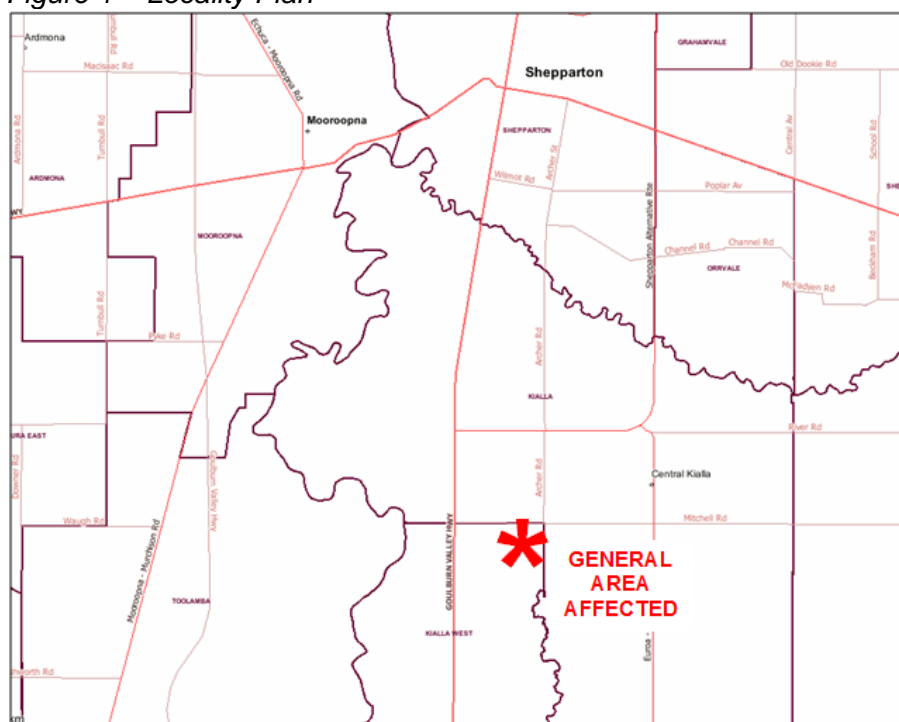
#### Background

Council has received a request to amend the Greater Shepparton Planning Scheme for land at Mitchell and Archer Roads, Kialla. The amendment seeks to amend the Schedule to the Rural Living Zone to reduce the minimum lot size for subdivision and the minimum lot size for which no planning permit is required to use the land for a dwelling to two hectares for the amendment area (see *Attachment 1 – Exhibited Documentation*).

The amendment site includes all land within the Rural Living Zone to the east of the Goulburn Valley Highway along the south side of Mitchell Road and along both sides of Archer Road in Kialla (see *Figure 1 – Locality Plan* and *Figure 2 – Zone Map*).

The amendment site is approximately 90 hectares in total with an average lot size of approximately 2.7 hectares. These lots are the result of an historical subdivision, which has created a distinct rural living character in this area. Most of the lots have been developed for rural living purposes with minimal agricultural use. For the majority of land affected by this amendment, reducing the minimum lot size will better reflect the existing pattern of development.

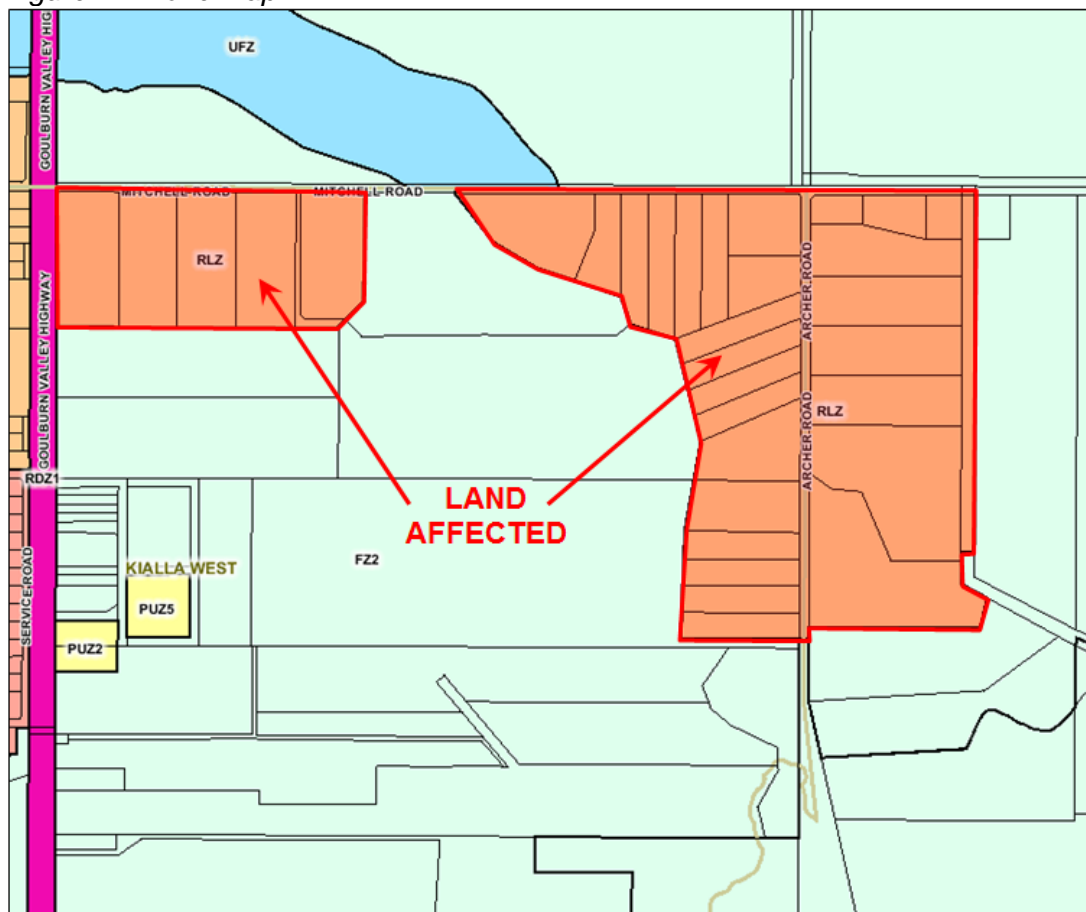
*Figure 1 – Locality Plan*



## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.3 Adoption of Amendment C178 to the Greater Shepparton Planning Scheme (continued)

Figure 2 – Zone Map



#### Submissions

The amendment was exhibited from 19 March 2015 to 20 April 2015 in accordance with the *Planning and Environment Act 1987*.

These submissions were received from referral authorities, none of which objected or requested changes to the proposed amendment. These authorities are:

- Goulburn Broken Catchment Management Authority;
- Environment Protection Authority (Victoria);
- Goulburn Valley Water;
- VicRoads; and
- Department of Environment, Land, Water and Planning.

No changes are required to be made to the amendment documentation to address these submissions.

Council is now required to adopt the amendment prior to the amendment being submitted to the Minister for Planning for approval.

Following approval, the amendment will be published in the Victorian Government Gazette, at which point it will be included in the Greater Shepparton Planning Scheme.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.3 Adoption of Amendment C178 to the Greater Shepparton Planning Scheme (continued)**

#### **Council Plan/Key Strategic Activity**

The proposed amendment is supported by the *Council Plan 2013-2017* as follows:

*Goal 4: Quality Infrastructure (Built)*

*Objective 3: Encourage sustainable municipal growth and development.*

#### **Risk Management**

The primary risk associated with the planning scheme amendment is not meeting the timelines required through Ministerial Direction No. 15 'The Planning Scheme Amendment Process'. This Ministerial Direction requires each stage of the planning scheme amendment process to be undertaken within set timeframes.

In accordance with Ministerial Direction No. 15, Council must make a decision on the amendment within 60 business days of the closing date of submissions. Following this, an adopted amendment must be submitted to the Minister for Planning within 10 business days of the date the amendment is adopted by Council.

#### **Policy Considerations**

The proposed amendment does not conflict with any existing Council policies.

#### **Financial Implications**

All costs associated with the planning scheme amendment process have been met by the proponent. Council will not incur any additional costs as a result of this planning scheme amendment. No submissions have been received that require consideration by an Independent Planning Panel. This has reduced the costs for Council.

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

All procedures associated with this planning scheme amendment comply with the legislative requirements of the *Planning and Environment Act 1987* (the Act). The amendment has been assessed in accordance with the Act and the Greater Shepparton Planning Scheme.

The assessment is considered to accord with the *Victorian Charter of Human Rights and Responsibilities Act 2006* (the Charter). No human rights have been negatively impacted upon throughout the process.

The Charter recognises that reasonable restrictions may be placed on the use and development of land, and that there may on occasion be reasonable and acceptable offsite impacts on others. Provided these issues are properly considered, it would be a rare and exceptional case where the exercise of a planning decision in accordance with the regulatory framework is not Charter compatible.

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

The amendment site was settled and cleared for agricultural purposes many decades ago. It was then further developed for rural living purposes between c. 1960s and 1980s. Typically these lots now contain a house, sheds, yards, driveway, etc. set in large gardens. Accordingly, much of the land has been highly modified from its original, agricultural use.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.3 Adoption of Amendment C178 to the Greater Shepparton Planning Scheme (continued)**

The precinct does not currently have reticulated sewer and it is unlikely to be provided for in any future subdivision. All existing houses and any future houses rely on on-site effluent disposal (septic tank). Given the limited opportunity for further development within the amendment site and the minimum lot size of 2 hectares, lots should be able to safely and sustainably contain and treat waste water on-site. A land capability assessment will be required as part of any future application for a septic system and building permit.

Any additional environmental impacts will be considered at the planning permit stage of any future application for subdivision or development of land.

There are no adverse environmental impacts associated with the amendment.

#### **Social Implications**

Parts of the amendment site are considered to be in areas of Aboriginal cultural heritage sensitivity. The preparation of a Cultural Heritage Management Plan (CHMP) is mandatory prior to the issue of a planning permit for a high impact activity.

A small portion of the land at 925 Archer Road is within an area of Aboriginal cultural heritage sensitivity. This planning scheme amendment will allow a permit application for a four-lot subdivision (which is a high impact activity under the *Aboriginal Heritage Act 2006*). Based on this, the landholder has had a Due Diligence Heritage Assessment carried out by Benchmark Heritage Pty Ltd. The assessment included a ground survey that was also attended by two representatives of the Yorta Yorta Nation Aboriginal Corporation (YYNAC).

The assessment concluded that *“the property meets the criteria for significant ground disturbance”* and *“the YYNAC agreed with this assessment and considered that no further archaeological assessment is required.”* There will be no adverse impacts to Aboriginal cultural heritage associated with the amendment or the future development of the land.

A small portion of land at 130 and 160 Mitchell Road, Kialla is also within an area of Aboriginal cultural heritage sensitivity. The five lots at 130 and 160 Mitchell Road, Kialla have some potential for subdivision into two lots of 2 hectares each. Although a two lot subdivision is not a high impact activity and a CHMP is not a mandatory requirement. Individual landholders may undertake a voluntary CHMP, if desired, when a planning permit is sought for subdivision of the land.

Any additional social impacts will be considered at the planning permit stage of any future application for subdivision or development of land.

There are no adverse social impacts associated with the amendment.

#### **Economic Impacts**

The amendment facilitates subdivision within the Rural Living Zone, which will increase housing opportunity and choice in the municipality. Thus, it makes efficient use of land and utility services. This should generate positive economic outcomes for the region. Any additional economic impacts will be considered at the planning permit stage of any future application for subdivision or development of land.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.3 Adoption of Amendment C178 to the Greater Shepparton Planning Scheme (continued)**

There are no adverse economic impacts associated with the amendment.

#### **Consultation**

Amendment C178 was exhibited in accordance with the *Planning and Environment Act 1987*. This included the following:

- Notice in the Shepparton News on 17 March 2015;
- Notice in the Victorian Government Gazette on 19 March 2015;
- Letters to affected landowners and occupiers on 16 March 2015;
- Letters to relevant referral authorities on 16 March 2015;
- Letters to prescribed ministers on 16 March 2015;
- Documentation on display at the Council offices at 90 Welsford Street, Shepparton;
- Documentation available on the Department of Environment, Land, Water and Planning website; and
- Documentation available on the Greater Shepparton City Council website.

The exhibition period was open for four weeks and submissions closed on 20 April 2015. Submissions are discussed in detail in the 'Background' section of this report.

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

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy 2006

*Direction 1: Settlement and Housing*

*Commitment to growth within a consolidated and sustainable development program.*

##### b) Other strategic links

Nil

#### **Options for Consideration**

1. Adopt Amendment C178 to the Greater Shepparton Planning Scheme and refer it to the Minister for Planning for approval; or
2. Abandon Amendment C178 to the Greater Shepparton Planning Scheme.

#### **Conclusion**

Council has received a request to amend the Greater Shepparton Planning Scheme. The request applies to land within the Rural Living Zone at Mitchell and Archer Roads, Kialla.

The amendment seeks to reduce the minimum lot size for subdivision from eight hectares to two hectares in this area. The amendment also seeks to reduce the minimum lot size for which no planning permit is required to use land for a dwelling from four hectares to two hectares in this area.

The proposed amendment was exhibited from 19 March 2015 to 20 April 2015 in accordance with the *Planning and Environment Act 1987*.

Five submissions were received by Council, none of which raised any objections to the proposed amendment.

The proposed amendment is consistent with the Greater Shepparton Planning Scheme and does not conflict with any existing Council policies.

## **8. SUSTAINABLE DEVELOPMENT DIRECTORATE**

### **8.3 Adoption of Amendment C178 to the Greater Shepparton Planning Scheme (continued)**

The proposal will not result in any negative social, economic or environmental impacts.

All stages of the planning scheme amendment process, including preparation, authorisation, exhibition and consideration of submissions have now been completed.

Council is now required to adopt the amendment prior to the amendment being submitted to the Minister for Planning for approval.

Following approval, the amendment will be published in the Victorian Government Gazette, at which point it will be included in the Greater Shepparton Planning Scheme.

#### **Attachments**

1. Exhibited Documentation Page 400

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.4 Statutory Planning Update (October 2014 to March 2015)

#### **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 and contractors have provided advice in relation to this report and have disclosed a conflict of interest regarding the matter under consideration:

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

**Author: Team Leader Statutory Planning**

**Proof reader(s): Manager Planning**

**Approved by: Director Sustainable Development**

#### **Executive Summary**

The purpose of this report is to inform Council on the performance of the Statutory Planning Team as it relates to planning permit activity.

The report also provides an update on:

- VCAT activity
- Enforcement Activity

The report and attachments provide detailed information including:

- Planning permit processing times
- VCAT outcomes
- Development Hearings Panel (DHP) update
- Planning Enforcement update

Positives from the above information include:

- A significant increase in planning permit applications lodged when compared to the corresponding reporting period in 2013/14.
- A significant increase in planning permit applications decided when compared to the corresponding reporting period in 2013/14.
- A more consistent average approval time from March 2014 to March 2015 than March 2013 to March 2014. This has also led to a reduced overall average decision making time in the period from March 2014 to March 2015 when compared to March 2013 to March 2014.

The statutory planning team is taking a five step approach to reducing planning permit approval times by:

- Promoting pre-application meetings to assist in streamlining the assessment process.
- Ensuring simple applications are issued in a timely manner
- Prioritising applications that meet the requirements of the planning scheme and the strategic goals of the Council Plan
- Developing clear action plans for more complex planning permit applications (including those that have received objections).
- Communicating closely with planning permit applicants to ensure there are no surprises during the application process.



## **8. SUSTAINABLE DEVELOPMENT DIRECTORATE**

### **8.4 Statutory Planning Update (October 2014 to March 2015) (continued)**

Some opportunities for improvement are to increase the percentage of applications issued within the statutory timeframe and to consistently issue more planning permits than applications lodged each month. Should the large increase in the number of new applications continue this will be challenging. As will ensuring average gross and mean days for a decision on planning applications remain better than the rural and regional city average on a monthly basis.

#### **RECOMMENDATION**

That the Council note the planning permit, VCAT, Development Hearings Panel and Enforcement File information detailed in this report.

#### **Planning Permit Activity**

The number of planning permit applications received from 1 October 2014 to 31 March 2015 was 244. Planning permit applications received for the same period in 2013/14 was 192.

The number of planning permit applications decided in the same period was 221. Planning permit applications decided in this period in 2013/14 was 189.

Additional information on planning permit activity is included in attachments 1 and 2 this report.

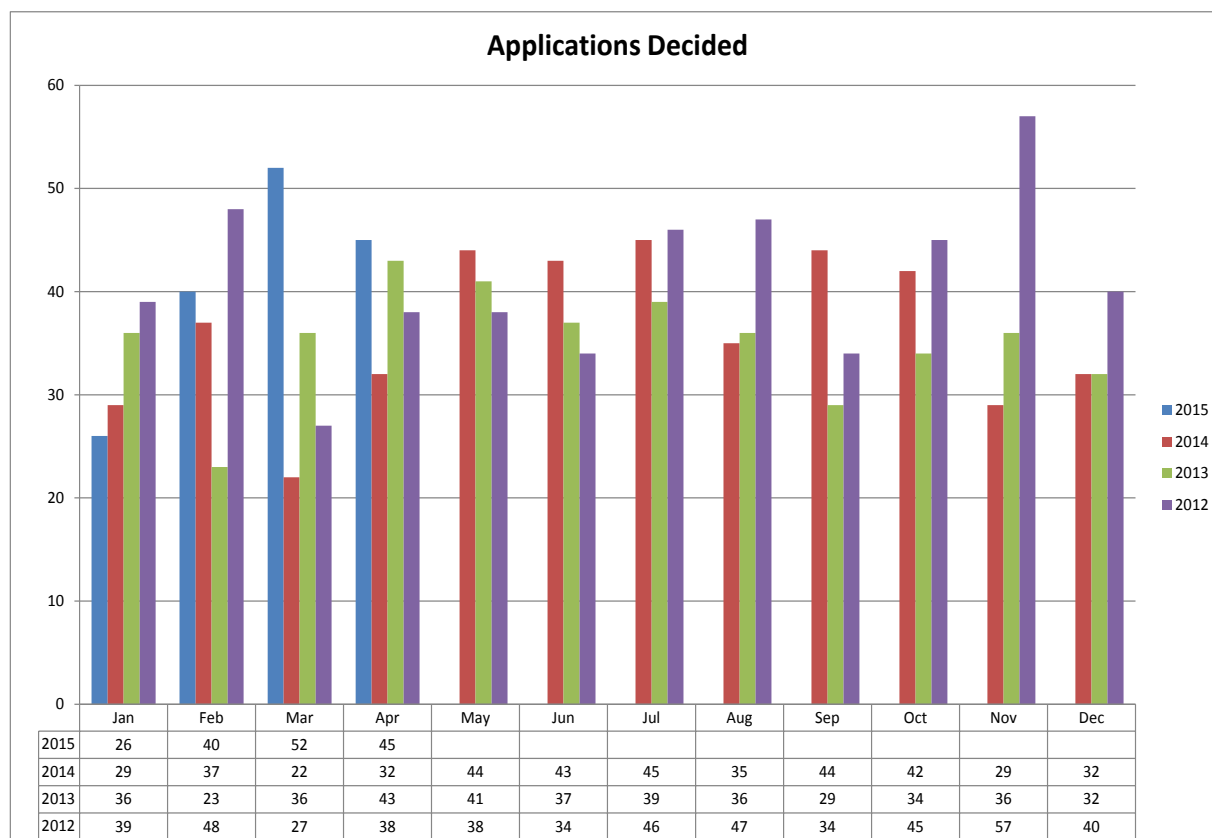
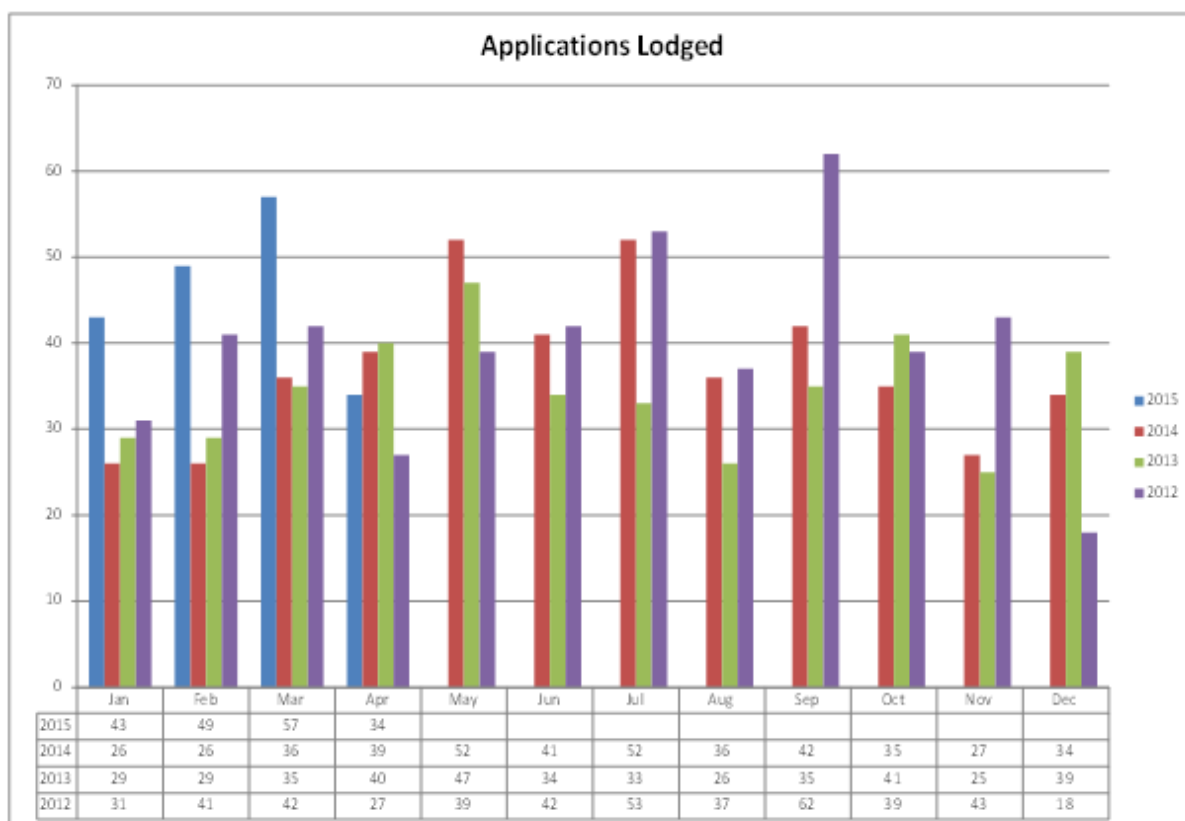
As mentioned in the Executive Summary, Attachment 2 to this report continues to show processing times better than the rural and regional average. The percentage of applications completed within sixty days is generally above 70% on a monthly basis which is considered good. The statutory planning team is aiming to average closer to 75-80% per month, however this is dependent upon a number of variables such as the type and complexity of applications received each month and how many applications receive objections, all of which can impact on decision making times.

Another aim is to decide on more applications each month than the number of applications lodged each month. A busy start to 2015 has presented a challenge, however it is hoped this will balance out in the remaining months of 2015.

The tables listed below provide a summary of the monthly reporting undertaken by the Statutory Planning Team. Please note that the figures shown for April 2015 do not reflect a fully completed month at the time of writing this report.

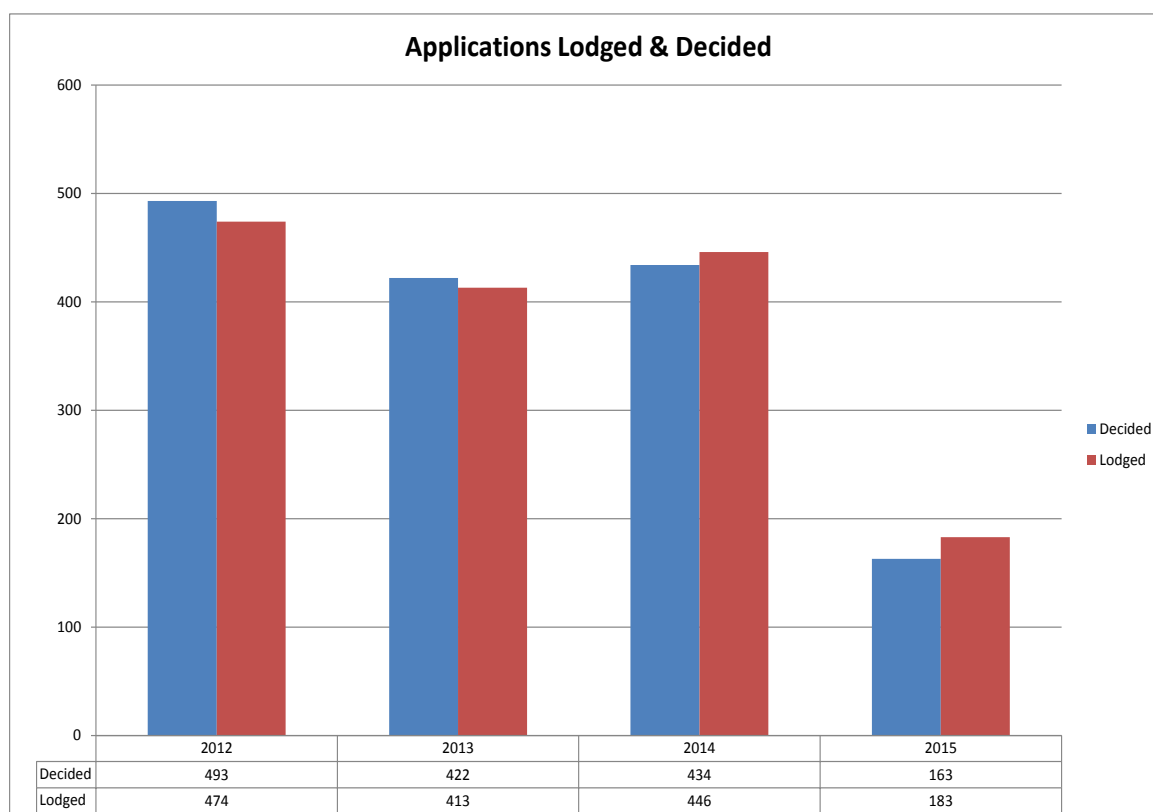
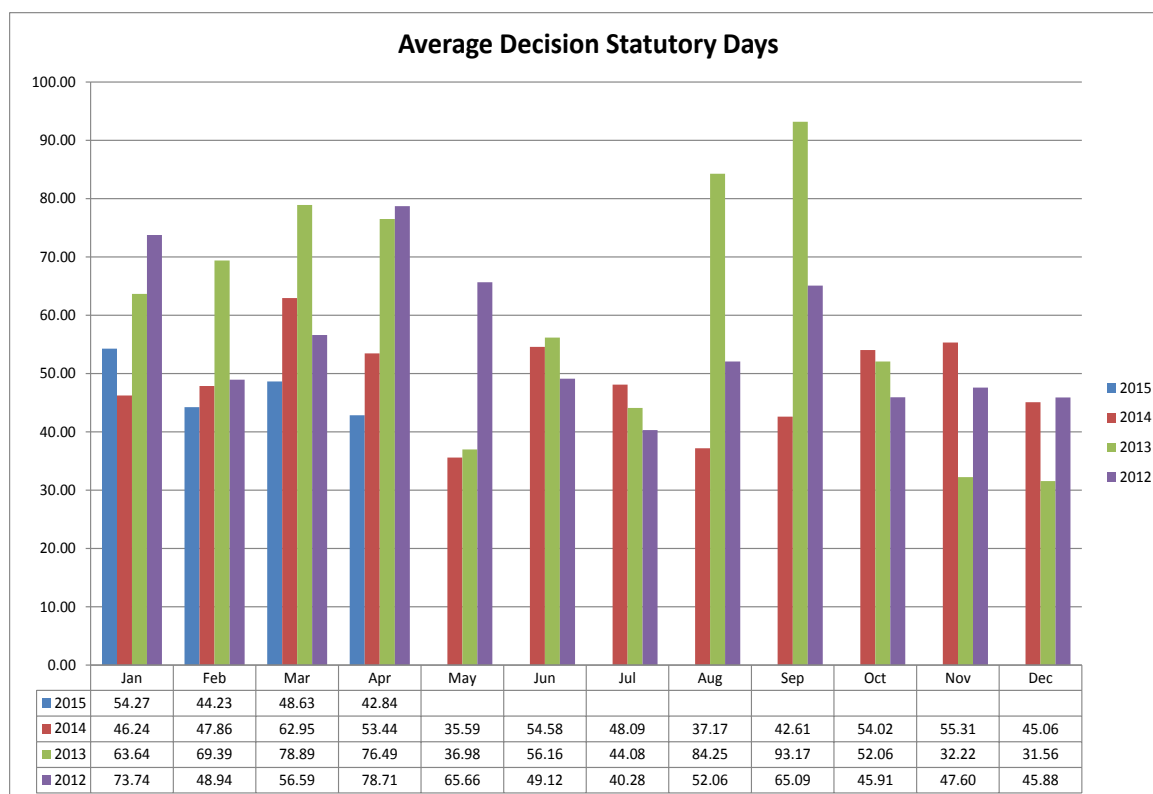
## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.4 Statutory Planning Update (October 2014 to March 2015) (continued)



## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### 8.4 Statutory Planning Update (October 2014 to March 2015) (continued)



## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.4 Statutory Planning Update (October 2014 to March 2015) (continued)**

#### **VCAT Activity**

Below is a summary of recent VCAT activity:

- A two day failure to determine hearing was held, for the use and development of the land for a caravan park at 215 Mitchell Road, Kialla on 19 & 20 November 2014. The Tribunal decided to refuse to grant a planning permit for the proposal.
- A hearing against a Council refusal for the construction of a chain mesh fence at the Mooroopna Golf Club along Fairway Drive, Mooroopna was held on 19 December 2014. The tribunal decided to grant a planning permit following the consent of the relevant parties.
- An appeal against a planning permit condition requiring payment in lieu of car parking requirements for a proposed dental clinic development at 167-169 Nixon Street, Shepparton was held on 20 January 2015. The tribunal upheld the Council's decision to require a parking contribution.
- A VCAT practice day hearing was held on Friday 1 May in regards to an application for an enforcement order by the Council's Planning Department to relocate Commo's Metals from 6315 Midland Highway Tatura. VCAT ordered that the use cease by no later than 4 May 2016. VCAT ordered that the occupier of the land pay Council's application fee.
- A Supreme Court review of the VCAT decision to not grant an extension of time for a planning permit for a Service Station at 309 Midland Highway, Shepparton East commenced for two days on 18 & 19 May 2015. The hearing is scheduled to continue in mid June 2015 for a further two days.

#### **Planning Enforcement update**

The Statutory Planning Team is currently investigating over 50 potential breaches of the planning scheme ranging from the illegal use of land for materials recycling to the removal of native vegetation without planning permit approval.

An ongoing auditing program for checking compliance with planning permit conditions shows that around 68% of planning permits audited are generally compliant. Experience shows that of the remaining 32%, over half are generally able to be brought into compliance without any formal enforcement action being taken.

#### **Developments Hearings Panel Update**

A number of applications have been considered by the Development Hearings Panel (DHP) in the months from October 2014 – March 2015:

- Use and development of land at 265 Excelsior Avenue, Ardmona for a dwelling. Application was approved.
- Use and development of land for a dwelling in the Farming Zone at 630 Downer Road, Tatura East. Application was refused.
- Use and development of the land for self-storage units in the Commercial 1 Zone and Land Subject to Inundation Overlay at 68 Casey Street, Tatura. Notice of Decision to Grant a Planning Permit was issued.
- Buildings and works (retrospective) in the Industrial 3 Zone and Design and Development Overlay (Schedule 3) for the installation of a waste compactor at 7940 Goulburn Valley Highway, Kialla. Notice of Decision to Grant a Planning Permit was issued.
- A two lot subdivision (house lot excision) and use and development of land for a dwelling in the Farming Zone 1, Floodway Overlay and Land Subject to Inundation Overlay at 275 Labuan Road, Marionvale. Application was refused.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.4 Statutory Planning Update (October 2014 to March 2015) (continued)**

- An eight lot staged subdivision in the Low Density Residential Zone at 431 Dhurringile Road, Tatura. Notice of Decision to Grant a Planning Permit was issued.
- A two lot subdivision in the Farming Zone, adjacent to a Road Zone Category 1 and creation of access to the Road Zone Category 1 at 630 New Dookie Road, Shepparton East. Application was refused.
- A six lot subdivision in the Low Density Residential Zone, Urban Floodway Zone and the land Subject to Inundation Overlay at 36-46 Hampton Road, Tatura. Notice of Decision to Grant a Planning Permit was issued.
- Above verandah internally illuminated signage at 257-259 Wyndham Street, Shepparton. Application was refused.
- To increase the number of cattle and increase the area of shedding at 305 Coomboona Road, Coomboona. Notice of Decision to Grant a Planning Permit was issued.
- Internally illuminated and business identification signage at 38 Wyndham Street, Shepparton. Notice of Decision to Grant a Planning Permit was issued.

#### **Background**

The Council's Statutory Planning Team undertakes reporting on planning permit activity in conjunction with the Department of Transport, Planning and Local Infrastructure (DTPLI).

This report provides a summary of this reporting to the Executive and Council for information and discussion purposes.

#### **Council Plan/Key Strategic Activity**

The Council Plan's (2013-17) goal number 5 is to have a high performing organisation. By tracking planning permit performance, the Statutory Planning Team can monitor and refine processes introduced to improve planning permit approval times.

#### **Risk Management**

There are no risk management issues associated with this report as it is for information purposes only.

#### **Policy Considerations**

There are no relevant policy considerations associated with this report as it is not for decision making purposes.

#### **Financial Implications**

There are no financial considerations associated with this report for the reason outlined in in the risk management section of this report.

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

There is no legal requirement to provide the information required in this report. Council's Planning Department is required to supply information to DELWP for planning permit activity reporting purposes only.

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

There are no relevant environmental or sustainability considerations associated with this report as it is for information purposes only.

#### **Social Implications**

There are no relevant social considerations for the reasons outlined above.

## 8. SUSTAINABLE DEVELOPMENT DIRECTORATE

### **8.4 Statutory Planning Update (October 2014 to March 2015) (continued)**

#### **Economic Impacts**

There are no relevant economic considerations associated with this report as it is for information purposes only.

#### **Consultation**

This report has been provided to help inform Council of planning permit activity and performance.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

The report provides performance statistics for information and discussion purposes to assist in providing transparency, working towards best practice service delivery and reducing time delays.

##### b) Other strategic links

The report highlights performance in line with goal number 5 'High Performing Application' of the Council Plan.

#### **Options for Consideration**

There are no options for consideration as this report is for information purposes only.

#### **Conclusion**

New planning permit applications have increased by over 50 applications when compared to the corresponding reporting period in 2013/14. This has corresponded with more planning permit applications being decided and a reduction in the average approval times for planning permit applications over the past 16 months.

As mentioned in this report process improvement measures have continued to deliver reduced processing times for planning permit applications. Additionally, the five step approach outlined in the executive summary aims to ensure better planning outcomes for permit applicants and the Municipality as a whole. These measures build on the work that has been undertaken as part of the STEP Planning Process Improvement Program as mentioned in previous Statutory Planning updates.

#### **Attachments**

1. Pie Chart - Planning Applications Decided Page 411
2. Planning Permit Activity Reporting Page 413

## 9. ASSEMBLIES OF COUNCILLORS

### 9.1 Assemblies of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

Councillor Briefing Session –12 May 2015		
Councillors	Cr Patterson (Chair), Cr Summer ,Cr Adem, Cr Houlihan, Cr Oroszvary, Cr Polan and Cr Ryan.	
Officers:	Gavin Cator, Steve Bowmaker, Johann Rajaratnam, Kaye Thomson, Chris Teitzel, and Sharlene Still (not all officers were present for all items)	
Matter No.	Matters discussed	Councillors Present for Discussion
2.	Councillor Communications and Engagement Plan	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Oroszvary Cr Polan Cr Ryan
3	Establishment of a Shepparton Showgrounds Advisory Committee and Terms of Reference	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Oroszvary Cr Polan Cr Ryan
4.	Aquamoves Car Park	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Oroszvary Cr Polan Cr Ryan
5.	Shepparton Art Museum Business Case – Presentation by external parties	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Oroszvary Cr Polan Cr Ryan
Conflict of Interest Disclosures		
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil.	

**9. ASSEMBLIES OF COUNCILLORS**
**9.1 Assemblies of Councillors (continued)**

<b>Greater Shepparton Health and Wellbeing Advisory Committee            15 May 2015</b>		
Councillors	Cr Ryan	
Officers:	Amanda Tingay, Tony Tranter, Kate Montgomery, Rosemary Pellegrino Belinda Conna	
Matter No.	Matters discussed	Councillors Present for Discussion
1.	Council Plan 2013-17	Cr Ryan
2.	HWBAC Focus Activity of each member's highest health and wellbeing priority and opinion on Council's highest HWB priority	Cr Ryan
3.	Draft Municipal Health and Wellbeing Action Plan 2015-16	Cr Ryan
4.	'Greater Shepparton Greater Health' grants	Cr Ryan
5.	Review of Municipal Health and Wellbeing Action Plan 2014-15	Cr Ryan
6.	HWBAC member update Each member provides an update of their organisation's recent priorities	Cr Ryan (Left the room for 5 minutes - Bill Brown, GVH reporting)
7.	Drugs (ICE) and Alcohol	Cr Ryan
<b>Conflict of Interest Disclosure</b>		
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil.	



## 9. ASSEMBLIES OF COUNCILLORS

### 9.1 Assemblies of Councillors (continued)

Councillor Briefing Session – 19 May 2015		
Councillors	Cr Patterson (Chair), Cr Summer, Cr Adem, Cr Houlihan, Cr Oroszvary, Cr Polan and Cr Ryan.	
Officers:	Gavin Cator, Steve Bowmaker, Johann Rajaratnam, Kaye Thomson, Chris Teitzel, Ian Boyle, Belinda Conna, Jess Watt and Rebecca Bertone (not all officers were present for all items)	
Matter No.	Matters discussed	Councillors Present for Discussion
1.	Adoption of Amendment C178 to the Greater Shepparton Planning Scheme	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Polan Cr Ryan (partial)
2.	Unilever Master Plan and Planning Scheme Amendment C170 – Consideration of Panel Report and Adoption of Amendment	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Polan Cr Ryan
3.	Amendment C162	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Polan Cr Ryan
4.	Shepparton Art Museum	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Polan Cr Ryan
5.	Off Leash Dog Park	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Polan Cr Ryan
6.	Sports Hall of Fame Advisory Committee	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Polan Cr Ryan

<b>9. ASSEMBLIES OF COUNCILLORS</b>
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**9.1 Assemblies of Councillors (continued)**

<b>Matter No.</b>	<b>Matters discussed</b>	<b>Councillors Present for Discussion</b>
7.	Performing Arts and Conventions Presentation	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Oroszvary (partial) Cr Polan Cr Ryan
8.	Sign – Town Entrance in Tatura	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Oroszvary Cr Polan Cr Ryan
9.	Victoria Park Lake Caravan Park	Cr Patterson (Chair) Cr Summer Cr Adem Cr Houlihan Cr Oroszvary Cr Polan Cr Ryan
<b>Conflict of Interest Disclosures</b>		
<b>Matter No.</b>	<b>Names of Councillors who disclosed conflicts of interest</b>	<b>Did the Councillor leave the meeting?</b>
	Nil.	

## 9. ASSEMBLIES OF COUNCILLORS

### 9.1 Assemblies of Councillors (continued)

Greater Shepparton Women's Charter Alliance Advisory Committee 22 May 2015		
Councillors	Cr Adem	
Officers:	Kate Montgomery, Emma Hofmeyer, Michelle Bertoli, Charlene Norton	
Matter No.	Matters discussed	Councillors Present for Discussion
4	Correspondence in and out	Nil
5	Media – articles about the Women's Charter Committee in the last month	Nil
6	Budget – current remaining budget for GSWCAAC 2014/2015	Nil
8	Shira Lam – committee member	Nil
8	Committee Memberships <ul style="list-style-type: none"> <li>• New applications</li> <li>• reapplications</li> </ul>	Cr Dinny Adem
11	The Good Lie Movie event planning	Cr Dinny Adem
12	Love and Marriage in Kabul movie and Malala Day planning	Cr Dinny Adem
13	Girls Invent program to encourage girls to innovate	Cr Dinny Adem
14	Tolerance Day planning	Cr Dinny Adem
15	Women's Charter Action Plan and the diversity survey	Cr Dinny Adem
16	Queen's Gardens Honour Board and the possibility of getting it going again	Cr Dinny Adem
17.	Women's Charter Award draft guidelines	Cr Dinny Adem
18	Women's Charter Annual Report draft	Cr Dinny Adem

**9. ASSEMBLIES OF COUNCILLORS**

**9.1 Assemblies of Councillors (continued)**

Conflict of Interest Disclosure		
Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil.	

## 10. TABLED MOTIONS

Nil Received

## 11. REPORTS FROM COUNCIL DELEGATES TO OTHER BODIES

Nil Received

## 12. REPORTS FROM SPECIAL COMMITTEES AND ADVISORY COMMITTEES

### 12.1 Cr Houlihan's Report on Special Committees and Advisory Committees

Name of Committee	Date of Meeting Attended	Key Items
Greater Shepparton Heritage Advisory Committee	4/05/2015	<ul style="list-style-type: none"> <li>• Sub Committee to review the Heritage Award guidelines for assessment and possible improvements.</li> <li>• Committee's Annual Report was received and noted by Council at the May Council meeting.</li> <li>• Noted that The German War Cemetery has been nominated for a place on the Heritage Victoria Register.</li> <li>• Council appointed 3 community members to the Committee for a two year term – Evan Lloyd, Robyn Slee, Gary Steigenberger and thanked Leanne Raditsis for her contribution.</li> </ul>
Australian Botanic Gardens Shepparton Special Committee	20/05/2015	<ul style="list-style-type: none"> <li>• First draft version of a Council website link for the Gardens.</li> <li>• Donation of \$4,900 to the ABGS Committee to purchase the Tank Detheridge Wheel Flower Sculpture. Anonymous donor present in May Council meeting gallery.</li> <li>• Hundreds of wattles and grasses planted in the native forest areas by volunteers over the past three Sunday working bees.</li> <li>• The Friends Group are financing and currently constructing a 'Long-necked turtle garden' close to the front entrance.</li> <li>• Nomination for a Tidy Towns Award in the 'Cultural and Environment' category.</li> </ul>

### RECOMMENDATION

That the report from Cr Houlihan on Special Committees and Advisory Committees be noted.

### Attachments

Nil

### 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:

- Agreement/Supplement agreements – On 15 September 2009, Greater Shepparton, Moira and Strathbogie Councils entered into an agreement to form the Goulburn Valley Regional Library Corporation. Agreement will be reviewed once every five years. This supplement agreement (2015) updates the Board composition, representation.

#### **RECOMMENDATION**

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

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

##### **Cr Dennis Patterson**

- 2015 Regional Victoria Living Expo | Luncheon with the Hon Jaala Pulford
- Le Bell Arti Inc | Mother's Day Special Evening
- Rodney Neighbourhood Steiner Kindergarten Family Autumn Fair
- Shepparton Legacy | Annual Luncheon
- Buddhist Community | Wesak/Bhudda Day
- RV Working Group Meeting
- Community Leadership Program Launch
- GV BRaIN | Guest Speaker: Gillon McLachlan, CEO Australian Football League
- Citizenship Ceremony
- Senior Combined Partners Meeting
- NBN Kube Launch
- Shepparton East Drainage Scheme | Community Consultation
- Shadow Minister for Investment and Jobs and Trade, Mr Craig Ondarchie & Wendy Lovell | Meeting with Councillors & Executive
- 2014 GOTAFE Excellence Awards Luncheon
- Greater Shepparton | Volunteer Recognition Awards
- Shepparton East Drainage Scheme | Community Consultation
- Victorian Olympic Council | Welcoming Ceremony
- Shadow Treasurer | Michael O'Brien & Wendy Lovell
- Water Technology Cluster Irrigation and Energy Expo
- Shepparton ACE College | Annual General Meeting
- SPC High Speed Snack Line | Opening by the Hon Daniel Andrews MP
- The Premier of Victoria | the Hon Daniel Andrews
- AFL Victoria Country Work Safe | Interleague Match Half Time Function
- Shepparton Sorry Day Commemoration
- All Aboard Shepparton Campaign
- All Aboard Shepparton - Councillors videos

##### **Cr Fern Summer**

- Rodney Neighbourhood Steiner Kindergarten Family Autumn Fair
- Buddhist Community | Wesak/Bhudda Day
- Waste 2015 Conference
- Greater Shepparton | Volunteer Recognition Awards

## 15. COUNCILLOR ACTIVITIES

### **15.1 Councillors Community Interaction and Briefing Program (continued)**

- GV Pregnancy & Family Support Volunteer Week & International Families Day Celebration
- Disability Advisory Committee Meeting
- IDAHO Day | Speech & Raising Flags
- Dhamma Talk & Lunch
- Shepparton East Drainage Scheme | Community Consultation
- SPC High Speed Snack Line | Opening by the Hon Daniel Andrews MP
- The Premier of Victoria | the Hon Daniel Andrews
- Shepparton Sorry Day Commemoration
- All Aboard Shepparton Campaign
- All Aboard Shepparton - Councillors videos
- PACC Meeting
- Nepal Earthquake Relief Fundraiser
- Chamber of Commerce Breakfast/Mental illness in the Workplace
- Fashion Shoot for Shepparton News

#### **Cr Dinny Adem**

- Buddhist Community | Wesak/Bhudda Day
- Community Leadership Program Launch
- GV BRaIN | Guest Speaker: Gillon McLachlan, CEO Australian Football League
- MAV Forum | Response to VAGO Recommendations
- Shadow Minister for Investment and Jobs and Trade, Mr Craig Ondarchie & Wendy Lovell | Meeting with Councillors & Executive
- Greater Shepparton | Volunteer Recognition Awards
- 2015 MAV State Council Meeting
- Winton Wetlands | Mokoan Hub Grand Opening
- Special GVRLC Board Meeting
- Shepparton East Drainage Scheme | Community Consultation
- The Premier of Victoria | the Hon Daniel Andrews
- Shepparton Sorry Day Commemoration
- All Aboard Shepparton Campaign | Parliament House
- All Aboard Shepparton - Councillors videos

#### **Cr Jenny Houlihan**

- Rodney Neighbourhood Steiner Kindergarten Family Autumn Fair
- Buddhist Community | Wesak/Bhudda Day
- Keeping Up With The Kids | Project Launch
- GV BRaIN | Guest Speaker: Gillon McLachlan, CEO Australian Football League
- Shepparton East Drainage Scheme | Community Consultation
- Shadow Minister for Investment and Jobs and Trade, Mr Craig Ondarchie & Wendy Lovell | Meeting with Councillors & Executive
- Know My Culture | Afghani Food & Culture
- Greater Shepparton | Volunteer Recognition Awards
- Winton Wetlands | Mokoan Hub Grand Opening
- Shadow Treasurer | Michael O'Brien & Wendy Lovell
- Shepparton Sorry Day Commemoration
- Australian Botanic Gardens Shepparton Meeting
- Australian Local Government Women's Association Conference (ALFWA)
- Heritage Advisory Committee



## **15. COUNCILLOR ACTIVITIES**

### **15.1 Councillors Community Interaction and Briefing Program (continued)**

- Future of Local Government National Summit | Melbourne
- All Aboard Shepparton Campaign | Parliament House
- All Aboard Shepparton - Councillors videos

#### **Cr Michael Polan**

- Shepparton East Drainage Scheme | Community Consultation
- Shadow Minister for Investment and Jobs and Trade, Mr Craig Ondarchie & Wendy Lovell | Meeting with Councillors & Executive
- Greater Shepparton | Volunteer Recognition Awards
- Shepparton East Drainage Scheme | Community Consultation
- The Premier of Victoria | the Hon Daniel Andrews
- Shepparton Sorry Day Commemoration
- All Aboard Shepparton - Councillors videos

#### **Cr Les Oroszvary**

- Winton Wetlands | Mokoan Hub Grand Opening
- All Aboard Shepparton - Councillors videos

#### **Cr Kevin Ryan**

- Shepparton East Drainage Scheme | Community Consultation
- Tatura Community Plan | Business Breakfast
- Shadow Treasurer | Michael O'Brien & Wendy Lovell

### **RECOMMENDATION**

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

### **Attachments**

Nil

**16. URGENT AND OTHER BUSINESS NOT INCLUDED ON THE AGENDA**

**17. PUBLIC QUESTION TIME**

**18. CONFIDENTIAL MANAGEMENT REPORTS**

**18.1 Designation of Confidentiality of Information**

**RECOMMENDATION**

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

**18.2 Recruitment of Acting Chief Executive Officer**

**18.3 Reopening of the Council Meeting to Members of the Public**



# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

**Agenda Item 5.1      Council Plan Progress Report**

**Attachment 1      Council Plan Progress Report - Prepared for June 2015  
Council Meeting ..... 86**



GREATER  
SHEPPARTON


**Greater Shepparton City Council**

**Specialist Plan Progress Report**

Period: 01/04/15 - 30/06/15

Quarter: June

**Council Plan 2013-17**



interplan®  
integrated planning software

Greater Shepparton City Council (June 14/15)

## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.1.1 Develop and implement neighbourhood planning within the Shepparton community.</b>			
1.1.1.1 (KSA) Develop one Neighbourhood Plan and one Locality Plan endorsed by Council.	Ongoing	The Arcadia Locality Plan was adopted by Council at its September 2014 Ordinary Council Meeting. The Kialla Lakes Neighbourhood Plan was adopted by Council at its October 2014 Ordinary Council Meeting. Planning for another Locality Plan and Neighbourhood plan are underway.	31/10/2017

June 01, 2015



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Greater Shepparton City Council (June 14/15)

## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.1.2 Continue to work with our communities to implement their community plans.</b>			
1.1.2.1 (KSA) Complete the Congupna Community Plan and have endorsed by Council.	Completed	The Congupna Community Plan was endorsed by Council at the December 2013 Ordinary Council Meeting.	31/10/2017

June 01, 2015



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Greater Shepparton City Council (June 14/15)

## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.1.3 Review, amend, implement and monitor Council's community consultation and engagement strategy.</b>			
1.1.3.1 (KSA) Achieve a Community engagement community satisfaction survey result greater than 56.	Completed	Community Satisfaction Survey results for 2014 saw a seven point rise in the overall performance from 51 in 2013 to 58 in 2014. This is above the 56 target. There was a rise in all performance measures over all categories (Overall Performance 51->58, Community Consultation 55->59, Advocacy 54->62, Customer Service 70 ->72 and overall Direction 51 ->59)	31/10/2017

June 01, 2015



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Greater Shepparton City Council (June 14/15)

## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.1.4 Develop effective partnerships with agencies to deliver improved community wellbeing (all age cohorts) outcomes.</b>			
1.1.4.1 Deliver at least ten Programs in partnership with other government, community and/or corporate organisations	Completed	Target already met - Activities in the Parks Program alone is being delivered with 40 partners	31/10/2018
1.1.4.2 Monitor and appropriately support the provision of adequate quality children's services.	Ongoing	The provision of quality children's services is constantly monitored to ensure relationships are maintained, challenges addressed through support networks and ongoing opportunities for improvement are identified and managed appropriately. Utilisation and waiting lists have varied across the year and currently both are low. Services are developing and implementing strategies to improve this.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.2.1 Develop an Education Strategy that includes the principles of lifelong learning.</b>			
1.2.1.2 Continue to work with education providers to increase the range of locally available education options and promote life long learning.	In Progress	Investment Attraction has briefed the Industry and Employment Taskforce on the current situation and this objective has been included in the final Industry and Employment Plan. Agricultural education also features prominently in Council's submission to the Agricultural Competitiveness Issues Paper. Education sector will also feature within the Economic Development Strategy 2015 which will highlight further opportunities. Currently discussing scholarship opportunity with La Trobe University.	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.2.2 Review and amend (if required) Council's Higher Education Strategy with the aim to improve the aspirational goals of students to gain further skills by attending higher education.</b>			
1.2.2.1 Ensure there are opportunities for arts education in the region	Completed	Stand out performance and attendance to Chooky Dancers as part of the Riverlinks Season. ICAA opened and was well attended. Included floor talks and workshops. Good coverage in national and local print media.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.2.3 In association with education providers and industry/business develop opportunities to assist with the attainment and retention of skills to support industry and business development in Greater Shepparton.</b>			
1.2.3.1 Work with local business and education providers to devise strategies to retain young people in the region and build our community's intellectual capital and improve educational outcomes.	In Progress	Working with TAFE to deliver Careers Day Out event which is available to local students . Designed at making students aware of what jobs are available locally and offer advice on potential career paths. Also working with Deakin University and local manufacturers to ascertain interest in offering manufacturing degrees in Shepparton . Deakin University are planning to come to Shepparton to meet with individual engineering firms and manufacturing firms to engage.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.3.1 Develop partnerships with Federal and State governments, statutory agencies, non for profits and private business to leverage growth within Greater Shepparton.</b>			
1.3.1.1 (KSA) Develop a Marketing Strategy and have adopted by Council.	Completed	Completed.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.3.2 Develop, deliver and implement community safety initiatives with the State Government, Police, State agencies and the community, including but not limited to CCTV.</b>			
1.3.2.1 Work with relevant stakeholders to continue community safety initiatives.	Ongoing	Council works closely with local VicPol on the Street Rider, Cool Heads and CCTV projects. Council also works closely with the Department of Justice and attends quarterly meetings with the Hume reference group. We are also active participants in Shepparton Family Violence prevention network and Women's Health Goulburn North East. In partnership with VicPol, we are currently undertaking a review of the Night Life Radio Network. It is anticipated that this review will be completed in July.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.3.3 Review and continue to implement the Greater Shepparton City Council Safer City Strategy.</b>			
1.3.3.1 (KSA) Have Stage 1 Safer City Camera Project operational.	Completed	The launch of the Safer City Camera Network was undertaken on the 30 May 2014. The active monitoring of the system commenced with a two week trial commencing 16 May 2014. The cameras continue to be actively monitored on a Friday and Saturday night.	31/10/2017
1.3.3.2 Work with all relevant agencies to promote the Community Safety Plan objectives and activities.	Completed	The implementation of the Greater Shepparton City Council Safer City Strategy 2011-14 is supported by the Greater Shepparton Safer Communities Advisory Committee that continues to meet on a quarterly basis. Some recent achievements included: * Stall holder at the Summer Market in February 2014 – with Neighbourhood Watch and Victoria Police * New promotional tools purchased to promote Streetrider, including new bar mat's and volunteer T-shirts * Mall pedestrian audit completed & findings handed to traffic engineer for consideration in the 2014/15 Council Budget * Successful funding application for lighting at Tom Collins Drive (Aquamoves Car Park) through the Department of Justice - Public Safety Infrastructure Fund. Consultation for the development of the new Community Safety Plan has commenced.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 1.3.4 Renew and implement the Universal Access and Inclusion Plan.</b>			
1.3.4.1 (KSA) Ensure that all kindergartens offer all eligible children 15 hours of kindergarten per week facilitated by a qualified kindergarten teacher.	In Progress	Commonwealth funding for Universal Access to Early Childhood education AECE 15 beyond December 2014 has not been confirmed. This will have a significant impact on services. The potential fee increase to sustain 15 hours is approximately \$1000 per child, up to a total annual fee of \$2,500 per child per year. The majority of families ineligible for the Kindergarten fee subsidy are not in a position to pay this increase. The Australian Productivity Commission Report on Childcare and Early Learning has recognised the need to continue access to fifteen hours of kindergarten for every child. However the funding issues have not been addressed. This item is no longer complete, due to the uncertainties around ongoing funding. The federal government has implied, that further information will be forthcoming after the June release of evaluation data. At the time of writing the timing is unknown.	31/10/2017
1.3.4.2 Implement the identified outcomes and objectives from the adopted UAIP.	Ongoing	A number of achievements have been completed including: * Accessible Communication – Achieved accreditation for the Universal Communication logo for both Welsford Street Customer Service Area and Aquamoves. * Updated Council Website to include promotion of Carer Card, Companion Card. Hard copy of information distributed amongst Council Offices and Neighbourhood Houses * Access events kit which includes checklists. Available on website and distributed amongst relevant staff. Available to community organisation in hard copy and online.	31/10/2017
1.3.4.3 (KSA) Develop a new Universal Access and Inclusion Plan.	Completed	The Greater Shepparton Universal Access and Inclusion Plan 2013-2017 was adopted at the September 2013 Ordinary Council Meeting.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.3.5 Continue to review and implement the Positive Ageing Strategy objectives.</b>			
1.3.5.1 Implement the Positive Ageing Strategy outcomes and objectives.	Ongoing	The Positive Ageing Strategy continued to be implemented with the direction from the Positive Ageing Advisory Committee, who annually review the actions of the plan and set priorities. The strategy was completed in mid 2014. Consultation has begun with the Positive Ageing Advisory Committee to develop the future direction focus.	31/10/2017





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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.3.6 Continue to support the ongoing planning and resourcing of Emergency Management.</b>			
1.3.6.1 Review and update the Emergency Management Plan annually to ensure its ongoing relevance.	Completed	Through the employment of a shared officer, Emergency Management Coordinator, working across Greater Shepparton and Moira Council's a review of Council's ability to respond to Emergency situations is progressing well. This shared position has now been extended through State Government funding till June 2016. Annual review of the Emergency Management plan is complete. This review will be ongoing along with coordination of the recovery from the 2012 flood event. A Hume regional Municipal Emergency Management group has been meeting bi monthly to ensure shared knowledge and resources in any future emergency across the Hume region. GSCC's current Municipal Emergency Management Plan was successfully audited in August 2013.	31/10/2017

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<b>Strategy: 1.3.7 Continue to implement the Early Years Plan objectives.</b>			
<p>1.3.7.1 Implement the Early Years Plan outcomes and objectives.</p> <p>1. All children enjoy a healthy start to life</p> <p>2. All children are supported to become confident learners</p> <p>3. Greater Shepparton - a child and family friendly community</p> <p>4. Collaborative planning and service development</p>	In Progress	<p>The new 2015-18 Best Start Early Years Plan is anticipated to incorporate some existing and some new action areas. This report is close to completion and it is proposed to be presented to Council 2015</p> <p>The reported percentage complete and status of this action reflect the timing of the current Early Years Plan being 2011-2014.</p> <p>Action Area 1, All Children enjoy a healthy start to life has been met with current service delivery and planning. This area has been the focus of two areas within the Enhanced Best Start Program; increasing breastfeeding initiation and continuation and ongoing engagement in Maternal and Child Health Key Age and Stage visits. Positive results have been achieved in both areas in targeted geographic areas - South Shepparton for the Breastfeeding Support Project and Mooroopna for the Engagement in Key Age and Stage Visits. A full report was presented to Council in October 2013. Additional funding through the Greater Shepparton Communities for Children has allowed the extension of the Maternal and Child Health initiatives into Tatura.</p> <p>Action Area 2 All children are supported to become confident learners. A geographically targeted program to increase engagement in kindergarten in Mooroopna has seen an increase in early enrolment in kindergarten for 2014. Early Childhood professionals from Council and Scope have been identified to undertake 'train the trainer' training in the Hanen Learning Language and Loving It program. This will then be rolled out across all early childhood services in the municipality in recognition that positive language skills form the basis of all other formal learning.</p> <p>Action Area 3 Greater Shepparton - a child and family friendly city. This area particularly works through providing a professional development program for early childhood professionals in universal and tertiary services. The Integrated Practice Training (previously called Family Centred Practice) was developed within the Best Start Project and is now considered as essential training for new practitioners in the area. All Children's Service Leaders (LDC and kindergarten) and Maternal and Child Health Nurses attended Bridges Out of Poverty Training in 2013. This training has also become part of our onboarding process for new staff.</p> <p>We continue to support a number of established facilitated playgroups in areas of high social need. In addition playgroups are established within other organisations with small grants from Best Start. These groups are then transitioned to become part of the other organisation's core business.</p>	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.3.8 Develop, adopt and implement the Greater Shepparton City Council Municipal Health and Wellbeing Action Plan.</b>			
1.3.8.1 Get Moving Greater Shepparton in partnership with the Federal Government and key community agencies and Melbourne based sports clubs deliver a series of programs that encourage improved health and well-being focussing on physical education, nutrition and on-going capacity building.	Completed	Program has been fully completed in line with the agreement with the Department of Health and Ageing. Interim final report has been lodged and signed off with FINAL audited report to be submitted in September 2014.	31/10/2017
1.3.8.3 Implement the Municipal Public Health Plan.	Ongoing	The 2014/15 Health and Wellbeing Action Plan has been completed and consultation is currently underway for the new 15/16 Action Plan.	31/10/2017
1.3.8.4 Pursue the highest standard of accessibility and inclusion for all services and activities.	Ongoing	The highest standards of accessibility and inclusion have been sought, with a dedicated Access and Inclusion Officer engaged to support activities across council, in addition to the Disability Advisory Committee providing strategic advice on all major undertakings. Council lead an extensive community campaign for funding for a Changing Place Accessible facility. Council is currently awaiting the outcome.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.4.1 Review the provision of library services, including potential partnerships and infrastructure requirements.</b>			
1.4.1.1 Manage the provision of GSCC library services, including participation and reporting to the GVRL board.	Completed	Greater Shepparton City Council continues to contribute to the Goulburn Valley Regional Library partnership with Moira Shire and Strathbogie Shire. The Goulburn Valley Regional Library board manages the existing partnership with both Councillor and Officer support. GSCC officer has been attending the Board meetings regularly and over the next 18mths will manage the redevelopment / upgrade of the Shepparton branch Library project. The Tender for this project was awarded in June 2014 and works will commence in July / August 2014.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.4.3 Continue to lobby, advocate and prioritise the needs of vulnerable and disadvantaged citizens and advocate on their behalf.</b>			
1.4.3.1 Prepare a waiving fees hardship policy	Completed	Policy was adopted at October 2014 Council Meeting. Policy will be reviewed annually.	31/10/2017

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<b>Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.</b>			
1.4.4.105 Through the implementation of proactive maintenance inspection program for road, path and drainage assets deliver ninety percent of maintenance in line with service levels set out in the Inspection Maintenance Service Level Plan.	In Progress	Inspection based maintenance guidelines finalised in May 2013 and system changes and training of all relevant staff took place in May June 2013. All maintenance in the Works Department now scheduled via "Confirm" and Inspection Based Maintenance guidelines.	31/10/2017
1.4.4.2 Annual visitation across Aquamoves, Outdoor Pools, Sports Stadiums, KidsTown and Healthy Communities Programs exceeds 650,000 visits	In Progress	Updating of attendance data required and will occur pre-end of May however all indications suggest target should be met	31/10/2017
1.4.4.23 Support and encourage opportunities for constructive and productive youth engagement.	In Progress	Youth agency network building continues. Council is working with Word & Mouth, youth sector agencies and state government to provide Youth Development Services and identify priorities and service gaps for further development. The Greater Shepparton Youth Alliance and the Greater Shepparton Lighthouse Project are developing as working partnership groups that have taken on partnership facilitation and brokerage role. Their evolution has been very 'organic' (naturally occurring to meet a need expressed by a number of relevant agencies) Council has a strong place in both these groups A review into the value, benefits and future of Word and Mouth Inc has been completed. This has gone to Council and with no definitive outcome. May come in 6 July 2015 Increasingly the need for a central (CBD) youth space is being identified as the highest priority for youth services in Greater Shepparton. In principal, in kind and financial support is being sought by Kildonan Uniting Care (previously known as Uniting Care Cutting Edge) for the development of this space as a multi agency supported facility. The percentage complete is reflective of the Greater Shepparton Youth Strategy and Action Plan timeline 2012-2015	31/10/2017
1.4.4.26 Implement Domestic Wastewater Management.	In Progress	The Domestic Wastewater Management Plan is to be reviewed. The reviewed Plan will be presented to Council for adoption in December 2015.	31/10/2017
1.4.4.27 Implement Food Safety Management Strategy.	Completed	The Food Safety Management Strategy has been implemented and ensures all food premises are inspected annually and that food sampling is undertaken of foods from 'at risk' premises.	31/10/2017

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<b>Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.</b>			
1.4.4.29 Complete the Katandra West Community Plan to establish the priority of the Community Centre. Present to Council for endorsement	Completed	The Katandra West Community Plan was endorsed by Council on the 19 March 2013. The Community Centre is listed as the second priority in the plan.	31/10/2017
1.4.4.37 Report to Council on the priority strategic program for public toilets	Completed	Public Toilet Policy adopted by Council at Nov 2013 OCM. Development Plan and 10 Year Capital Plan being developed as part of 2014/15 Budget.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.4.5 Continue to implement the Domestic Animal Management Plan</b>			
1.4.5.1 Implement Domestic Animal Management Plan 2013-2017 initiatives	Ongoing	The Domestic Animal Management Plan will be reviewed in July as the mid term point for the Plan. As this is a continuous improvement process this action will continue through the life of the Plan.	31/10/2017

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<b>Strategy: 1.5.1 Continue to engage and partner with our aboriginal community to support improved opportunities and outcomes in employment and health.</b>			
1.5.1.2 Engage with the indigenous community to provide improved opportunities and outcomes.	Ongoing	<p>A Sorry Day event was held by the Shepparton Reconciliation Group at Monash Park on the 26 May 2015, to remember and commemorate the mistreatment of aboriginal people. Approximately 200 people attended this event.</p> <p>Apology Breakfast was held at the Queens Gardens on the 13th February 2015.</p> <p>Consultations have commenced to investigate the development of an action plan to support the Aboriginal Community.</p> <p>Cultural Awareness Training has been incorporated into Council's corporate training program.</p>	31/10/2017

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<b>Strategy: 1.5.2 Ensure council's activities and events support and enhance cultural harmony and inclusiveness.</b>			
1.5.2.1 Engage cooperatively with the Aboriginal community to identify and preserve their culture.	Ongoing	Close links have been established with the local aboriginal community who are consulted in relation to developments throughout Greater Shepparton by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant. Council continues to work with the local Shepparton Reconciliation Group.	31/10/2017
1.5.2.2 Ensure Council activities support and enhance its reputation for cultural harmony and inclusiveness.	Ongoing	The 2015 Cultural Calendars has been circulated amongst the community and also showcases new photo's of Shepparton's Aboriginal and CALD community.  A Harmony Day event was held at KidsTown in partnership with a number of local service providers. Approximately 120 people attended the event.  Council has supported a number of small community events and worked with the community to increase their capacity to undertake similar events in the future.  Council has supported the CALD preventing violence against women and children forum.  Council Officers are represented on the Victorian Multicultural Commission Regional Advisory Committee, the Settlement Planning Committee & the local VLGMIN network.  The 2012-2015 Cultural Diversity & Inclusion Strategy is now complete & consultation is underway for a new strategy.	31/10/2017

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<b>Strategy: 1.5.3 Continue to monitor, review annually and implement the Greater Shepparton City Council Cultural Diversity and inclusion Strategy.</b>			
1.5.3.1 Engage with all Cultural Diversity stakeholders to implement the Greater Shepparton City Council Cultural Diversity and Inclusion Strategy.	Ongoing	The Cultural Diversity and Inclusion Strategy 12-15 is now completed. A review report on all achievements has been prepared for Council. Consultation for the new strategy is now underway with community, service providers and internal departments.	31/10/2017

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<b>Strategy: 1.5.4 Recognise and take advantage of opportunities to celebrate our diversity.</b>			
1.5.4.1 Continue to celebrate our diversity and inclusion strategy through a wide range of community events.	Ongoing	<p>Council in partnership with local organisations is preparing to support a number of events throughout Refugee Week in June 2015. This will again include a movie night in partnership with Women's Charter Alliance Advisory Committee.</p> <p>A Harmony Day event was held at KidsTown in partnership with a number of local service providers. Approximately 120 people attended the event.</p> <p>Council hosted a taste of harmony day for staff in 2015 with many departments participating and sharing cultural recipes.</p> <p>Council has attended and where necessary supported many small community events including Wesak Day.</p> <p>Council officers have worked with the CALD community to increase applications to Council's grant programs &amp; specifically seen an increase in applications within the community matching grant scheme.</p>	31/10/2017



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<b>Strategy: 1.6.1 Continue to support and promote arts initiatives.</b>			
1.6.1.1 Ensure that the Performing Arts and Art Gallery activities continue at a high level and provide diverse programs.	Ongoing	Under the Riverlinks brand, Council continues to program a diverse season of performing arts in conjunction with commercial touring shows and community partnership performances. This delivers a dynamic arts and entertainment season that appeals to a broader range of audiences. In addition, Riverlinks in partnership with Multicultural Arts Victoria initiated the Emerge Festival which has now grown to be the region's largest multicultural celebration of diverse arts and culture.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.6.2 Ensure that Shepparton Art Museum (SAM), Riverlinks and Westside Performing Arts continue to deliver quality and diverse activities and events aimed at increasing public participation.</b>			
1.6.2.1 Continue to support and promote events including SheppARTon Festival, Sidney Myer International Ceramics Award, Indigenous Ceramics Award, Australian National Piano Awards and others	In Progress	Riverlinks has worked closely with the Shepparton Festival Committee again in 2015 to deliver a successful Festival Riverlinks provided ticketing support, presented a number of Festival events and partnered with them to present the Emerge Festival as the closing event.  ANPA - MOU in place for 2014 and 2016 awards and the September 2014 ANPA delivered successfully. Next ANPA is September 2016.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.6.3 Renew and implement the Arts and Culture strategy (which includes public art).</b>			
1.6.3.2 Develop a comprehensive Arts and Culture Strategy and Policy for Greater Shepparton and pursue implementation of any identified outcomes.	Deferred	An Events and Tourism Strategy was developed and adopted by Council in 2011 . A cultural diversity and inclusiveness strategy was adopted in March 2012. Development of a combined Arts and Culture Policy and Strategy has not been achieved with a separate Cultural Framework presented to Council. A Feasibility Study for a Stand Alone Art Museum is expected to commence in June 2014 and will inform the development of an Arts and Cultural Strategy. The study is due for completion in December 2014.	31/10/2017

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<b>Strategy: 1.6.4 Continue to undertake the Greater Shepparton City Council Heritage Study by implementing Stage 3 - gap study.</b>			
1.6.4.1 Complete and implement Heritage Study 2B.	Completed	Heritage Study 2B C110 approved by Minister.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.6.5 Establish the Shepparton Art Museum Foundation.</b>			
1.6.5.1 Complete the nomination and selection process for formation of the Shepparton Art Museum Foundation .	Completed	Foundation membership advertised in November 2013. Selection panel met in December 2013 and again in February 2014. Final selection and announcement of foundation members occurred in March 2014. The first meeting of the Foundation was held in May 2014. Incorporation documents and reports detailing the transfer of funds are being finalised.	31/10/2017

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<b>Strategy: 1.6.6 Continue the feasibility investigations for a new location for the Shepparton Art Museum (SAM).</b>			
1.6.6.1 Complete a feasibility study into the construction of a new art gallery	Ongoing	Grant application to RDV successful. Procurement plan has been completed and work has started on developing the tender documents. Project Board will include Kaye Thompson as chair, Kirsten Paisley as Project Manager and will be assisted by the projects office as required (as this stage is a conceptual one) with representation by the SAM Foundation, RDV, Arts Victoria and other relevant stakeholders. Feasibility study due for completion in December 2014.	31/10/2017



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<b>Strategy: 2.1.1 Ensure that development applications provide sustainable management plans which incorporate sustainable building design concepts, water use and stormwater management plans.</b>			
2.1.1.1 (KSA) Adopt an Environment and Sustainability Strategy.	Completed	Strategy adopted July 15 2014.	31/10/2017
2.1.1.2 Continue to implement the Sustainable Water use Plan and Stormwater Management Plan.	Ongoing	Council continues to implement priorities within the Sustainable Water Use Plan and the Stormwater Management Plan. The Sustainable Water Use Plan is currently under review. The Stormwater Management Plan needs to be reviewed.	31/10/2017

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<b>Strategy: 2.1.2 Ensure that development applications take into account the importance of agricultural land to the Greater Shepparton community and its economy.</b>			
2.1.2.1 Continue to implement the provisions within the Municipal Strategic Statement including the Regional Rural Landuse Strategy	Completed	MSS and RRLUS are used as the basis of decision making for planning applications.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.3 Advocate for and lobby governments to improve community access and safety within the Lower Goulburn National Park.</b>			
2.1.3.1 Acknowledge and appreciate the value placed on the rivers by local Aboriginal people and promote an active park management role for the Aboriginal community.	Ongoing	Working relationships have been established through the RiverConnect Project with the local Aboriginal community to assist in consideration of recognition of all Cultural interests. RiverConnect works closely with the GBCMA, Parks Victoria and local aboriginal communities to ensure appropriate management roles. The local aboriginal community are consulted in relation to developments by direct consultation, through the Cultural Heritage Management Plan (CHMP) process, or members of the community engaged on steering committees where relevant and working with ASHE students.	31/10/2017
2.1.3.3 Support the establishment of the Shepparton Regional Park and the Lower Goulburn National Park and work to ensure they are appropriately resourced to maximise their community benefit.	Ongoing	Council strongly supported the establishment of the Shepparton Regional Park and the Lower Goulburn National Park and Council provides a financial contribution towards the GBCMA Cultural Heritage Officer. Parks Victoria manage the parks and council staff continue to liaise with them on matters of mutual interest.	31/10/2017
2.1.3.4 Support the RiverConnect project with financial and political resources.	Ongoing	These programs are currently being supported by agencies and relevant groups.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.4 Advocate, lobby and work in partnership the state government to minimize the fire risk to our community on state government controlled land.</b>			
2.1.4.1 Through the Emergency Management Planning Committee and the Fire Prevention Committee liaise with all State Government partners to ensure appropriate risk management relating to fire risk on state government controlled land.	Ongoing	The Greater Shepparton Municipal Emergency Management and Municipal Fire Prevention committee's meets quarterly. Through this meeting process, all issues relating to risk management of all emergencies is discussed including risk on State controlled land.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.5 Work with Department of Primary Industry, Goulburn-Murray Water, Industries, University of Melbourne and other municipalities to ensure the use of irrigation water is both innovative and maximised.</b>			
2.1.5.1 Continue to engage the other levels of government in relation to water reform, to ensure that the long term interest of the Goulburn Valley are protected and enhanced.	Ongoing	Decisions were made to wait for the Murray Darling Basin Plan final report to ensure our study was consistent with this. Council has made a submission to the Victorian Water Bill Exposure Draft prepared by the Office of Living Victoria.	31/10/2017
2.1.5.2 Work with the Irrigation Technologies Cluster and industry to promote on-farm efficiencies through irrigation technologies.	In Progress	Work with the cluster is continuing, and marketing of Council's Digital Enterprise Program to the agricultural sector has been undertaken. Council will continue to support the cluster with sponsorship funds.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.6 Finalise, adopt and commence implementation of the Environmental Sustainability Strategy.</b>			
2.1.6.1 Following adoption of the Environmental Sustainability Strategy commence implementation of the recommendations within the Action Plan 2014-17	In Progress	Adoption of the Environmental Sustainability Strategy was achieved in July 2014. Operational budget bids have been submitted for 2014/15 financial year including: - Review of the Roadside Management Strategy - Energy Reduction Plan - Native Vegetation Offset Management Plan These projects are underway.	31/10/2017
2.1.6.2 Prepare and present the Environmental Sustainability Strategy to Council for adoption.	Completed	Environmental Sustainability Strategy has been completed and adopted by Council at the July 15 2014 meeting.	31/10/2017

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## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.7 Investigate the opportunities that are available to Council to enable council to support renewable energy options.</b>			
2.1.7.1 (KSA) Aquamoves environmental utility management improvements in operation.	In Progress	Mechanical Air fully operational - Co-Gen installed and operating however still being monitored and adjusted prior to full completion	31/10/2017
2.1.7.3 Promote and support community solar projects.	Ongoing	Council has supported a community solar group to obtain funding and has offered support to individual groups from time to time when requested.	31/10/2017
2.1.7.4 Pursue renewable energy objectives and work towards the assessment of all Council sites to become more energy efficient.	Ongoing	Council currently purchases 10% green power and has been concentrating on improving its energy sustainability. Council continually assesses the energy usage of its larger facilities and has implemented a number of energy saving features in each of these, eg voltage management in the Welsford Street office, solar panels at Doyles Road Complex and a co-generation plant is to be installed at Aquamoves, the Street Lighting changeover project. Funding for development of a Energy Reduction Plan is included in the 2014/15 budget. The commencement of the ERP has occurred.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.8 Investigate the opportunities that will enable council to support the growth of solar usage within the city.</b>			
2.1.8.1 Work with relevant stakeholders to promote the expansion of solar usage within Greater Shepparton	In Progress	This project continues to progress - the proposal has passed the Expression of Interest stage with Regional Development Victoria and a formal application is being prepared. Financial commitment has been confirmed from key parties - TMI, Unilever, GW Water and GV Community Energy. RDV has confirmed funding commitment. Brief has been completed. Consultant has been contracted to complete the feasibility study into whether it is viable for a solar plant to be positioned in Tatura. Also working with investor regarding large scale solar opportunity in Greater Shepparton area. The Tatura Energy Group governance structure has been determined and fund to support this are being sought.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.9 Review, adopt and commence implementation of the Waste Management Strategy.</b>			
2.1.9.1 (KSA) Develop the Waste Management Strategy and have adopted by Council.	Completed	Council adopted the Waste and Resource Recovery Management Strategy at its meeting December 2013.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.10 Review and implement the Greater Shepparton City Council Roadside Management Plan.</b>			
2.1.10.1 Review and implement roadside management plans.	In Progress	The Roadside Management Plan is currently being reviewed. Roadside Vegetation assessment has been completed - GIS data on Dekho	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.11 Continue to implement the Sustainable Purchasing Policy</b>			
2.1.11.1 Incorporate the sustainable purchasing policy into to newly adopted Procurement Policy and Guidelines.	Completed	The adopted Procurement Policy and guidelines references the Sustainable purchasing policy with the Sustainable Purchasing Policy remaining relevant in its own right.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.12 Continue to reduce Councils Greenhouse Emissions.</b>			
2.1.12.1 Seek opportunities to enable a reduction in councils greenhouse emissions.	Completed	Council has embarked on the following opportunities to reduce greehhouse emissions: - Watts Working Better Streetlighting upgrade - reduce greenhouse emissions by a minimum of 30,000 tonnes CO2 over 20 years - Aquamoves co-generation plant - reduce emissions by an estimated 600 tonnes CO2 per year - planet footprint reporting tracks councils energy usage and highlights reductions from energy reduction measures - Energy reduction plan - operational bid for 2014/15 to provide strategic direction for energy reduction and ensure resources we have are being used in the most efficient way - Energy Audits and implementation - annual audits on councils top 10 energy consuming sites and implementation of some of the recommendations	31/10/2017



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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 3.1.1 Develop and implement a Strategy which identifies resources needed to attract new business and industry to Greater Shepparton as well as retaining our existing businesses and industry.</b>			
3.1.1.1 Continue to develop and implement a range of business expansion and retention initiatives.	In Progress	Greater Shepparton Business Centre incubator and training service. E-newsletter monthly. Networking opportunities - GV BRaIN (Steve Moneghetti) in March. Working with State Government to obtain funding to attract new business and existing business to grow and expand. Working with Shepparton Chamber of Commerce and Industry to roll out Renew Australia pop up shop initiative. Delivering Digital Enterprise Program training to locals to enhance their I.T awareness and educate them on how to capitalise on internet and NBN. CBD Fun held during Easter holidays.	31/10/2017
3.1.1.2 Continue to implement the recommendations of the Economic Development Strategy.	In Progress	Continuing to demonstrate leadership in economic development opportunities, working to grow existing business and attract new business, lobby for improved rail services, support viability of CBD and promote Greater Shepparton as a place to live, work, invest, GV Link and Tertiary Education. New Strategy will commence development in 2014/15 FY, advertising has occurred, tenders received and evaluation to commence this week (15/4/15)..	31/10/2017
3.1.1.3 Continue to work with Regional Development Victoria and other government agencies to identify and attract new businesses.	Ongoing	Continuing to work with Regional Development Victorian and the Department of Business and Innovation to support the expansion of existing and attraction of new business. Currently working with potential new food processor, solar farm, bulky goods retailer, walnut farm and two biotechnology investors. Two food processor investment opportunities continue to progress and potential sites have been identified and State Government support secured. One of the food processors has confirmed their site. About to commence campaign to attract a Grill'd campaign to Shepparton.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.1.2 Ensure sufficient industrial land which offers a range of options for new industry establishment is available throughout Greater Shepparton.</b>			
3.1.2.1 Implement the Industrial Land Strategy into the Planning Scheme.	In Progress	Industrial Strategy adopted by Council. Planning Panel late May 2015	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.1.3 Undertake research of industry to understand and highlight their needs and opportunities to ensure that Council has considered all options for industry attraction and retention.</b>			
3.1.3.1 Undertake an industry opportunity analysis.	In Progress	Continuing to identify and progress opportunities for horticultural diversification, particularly in the Shepparton East area. Industry Opportunity Analysis will form part of development of Economic Development Strategy - evaluation of tenders has commenced.	31/10/2017
3.1.3.2 Work with "Foodbowl Unlimited" to promote further agricultural development, growth and investment.	In Progress	Presented to Rural and Regional Parliamentary Committee on export opportunities and barriers in July 2014. Working with Food Bowl Inland Rail Alliance to advocate for the proposed inland rail to follow the Food Bowl route. Meeting with Minister Warren Truss is imminent.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.1.4 Develop and implement a strategy for attracting renewable energy based industries to Greater Shepparton.</b>			
3.1.4.1 Work with relevant stakeholders to develop a strategy for attracting renewable energy based industry.	In Progress	This will be incorporated into Economic Development Strategy - tenders being evaluated currently.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.1.5 Develop and implement a marketing strategy for Industry attraction including the council owned GVLink.</b>			
3.1.5.1 Develop and market the Goulburn Valley Freight Logistics Centre.	In Progress	Continuing to work with potential investors and marketing strategy will be undertaken in house during 15/16 FY. Sign for GV Link now designed and about to be erected.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.1.6 Continue to seek out business to establish at GVLink.</b>			
3.1.6.1 Continue to lobby for funding for further stages of the Goulburn Valley Freight Logistics Centre.	Ongoing	Funding will be reapplied for should an investor be secured.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.1.7 Develop and implement a strategy promoting Shepparton as the regional capital.</b>			
3.1.7.1 Continue to promote Destination Shepparton	Completed	Destination Shepparton has received good coverage as a destination through the combined efforts of the department. The Age's six reasons to visit covered the townships of Mooroopna, Dookie and Murchison this financial year. National media coverage was secured for the BMX Nationals.	31/10/2017
3.1.7.2 Develop a council advocacy campaign promoting Shepparton as the regional capital in the leadup to the 2014 state election.	Completed	A final wrap up of the campaign was undertaken on October 24th. This was promoted via a double page spread in the Shepparton News, the Adviser and social media.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.2.1 Revise, adopt and commence implementation of the CBD strategy.</b>			
3.2.1.1 CBD Issues and Options Paper report to Council	Completed	Investment Attraction has prepared a report regarding current activation methods being implemented and identifying how activation of CBD will occur. Budget bids have been placed for 15/16 FY to progress.	31/10/2017
3.2.1.2 Continue implementation of CBD Strategy recommendations with a priority on CBD parking.	In Progress	Councillors presented with report on current status of CBD Strategy and the reprioritisation of action items within strategy. Activation continues to occur and job analysis being completed for Place Manager for 15/16 FY commencement.	31/10/2017
3.2.1.5 Report to Council to adopt a Shepparton Retail Strategy	In Progress	Commercial Activity Centre Strategy has been completed - CBD Audit currently being undertaken.	31/10/2017

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<b>Strategy: 3.2.2 Develop, adopt and commence implementation of a Retail Strategy.</b>			
3.2.2.1 (KSA) Retail Strategy adopted by Council.	In Progress	Commercial Activity Centre Strategy complete except for CBD Retail Audit.	31/10/2017
3.2.2.2 Encourage greater retail diversity.	Ongoing	Summer City Market planning currently occurring. CBD Event Coordination ongoing, quarterly CBD vacancy audits ongoing (with reduced vacancies reported in last quarter). In the process of implementing Renew Shepparton project to reduce vacancies. This project is being undertaken with Committee for Greater Shepparton, Shepparton Show Me and the Shepparton Chamber of Commerce and Industry. Retail will also be reviewed within Economic Development Strategy 2015. Have met with Frank Whitford to gain an understanding of proactive retail investment attraction and to adopt some insights. Currently commencing a Grill'd campaign to attract this franchise.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.2.4 Continue to support and revitalise Shepparton Show Me.</b>			
3.2.4.1 Develop and commence implementation of the Shepparton Show Me marketing strategy.	Completed	Completed	31/10/2017

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<b>Strategy: 3.2.5 Implement installation of new parking and wayfinding signage in the Shepparton CBD and progressively across the Greater Shepparton towns.</b>			
3.2.5.1 Installation of new parking and wayfinding signage in the CBD.	In Progress	Wayfinding Signage about to be installed.	31/10/2017

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<b>Strategy: 3.3.1 Pursue opportunities for Greater Shepparton to be the location for major sporting events.</b>			
3.3.1.1 Pursue opportunities to have a State/National sporting group using Shepparton as a base for training.	Completed	The Council has assisted the local football community in making a successful application to join the National Premier League. The Goulburn Valley Suns Football Club (GV Suns) operates boys junior sides from U12 through to U20 and a senior side in the state wide elite level soccer program. The Council is also progressing discussion around a partnership with the Latrobe University to establish a sports performance centre of excellence utilising both Aquamoves and the Greater Shepparton Regional Sports Precinct.	31/10/2017
3.3.1.3 Continue to expand regional tennis complex facilities at the Shepparton Sports Precinct.	In Progress	Final RDAF4 funding did not include tennis facility development. Council officers are in discussion with Tennis Australia about possible funding options for future development.	31/10/2017
3.3.1.4 Continue to progress the sports decentralisation project.	Completed	The Events and Tourism team have successfully hosted Country Week Tennis and BMX Nationals in 2014. It is estimated that approximately \$10M has been generated in the local economy from these 2 events. The Team will work on retendering for both events based on a multi year agreement.  Sporting CEOs conference held in June with delegates from in excess of 40 sporting organisations from across Victoria. GSCC staff with host CEOs on a tour of significant sporting infrastructure.	31/10/2017

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<b>Strategy: 3.3.2 Build partnerships with state bodies to enable Greater Shepparton to be Victoria's leading location for major events.</b>			
3.3.2.1 Create or maintain at relationships with at least two state level or equivalent organisations that supports enabling opportunities for hosting major events	In Progress	Currently have established relationships with Melbourne Heart, Essendon FC, Melbourne Vixens, Victorian Institute of Sport and Swimming Victoria	31/10/2017
3.3.2.2 Promote the quality of local arts and cultural activities and events.	Ongoing	<p>Riverlinks continues to actively promote and profile a range of arts and cultural activities and events in the region. In addition to traditional media, Riverlinks utilises social media, poster distributions, cross-promotions, digital newsletters, networks and data base resources to promote its programs.</p> <p>Riverlinks places an increasing emphasis on programming in partnership with local organisations and art practitioners to ensure high quality local talent is highlighted and exposed to audiences. Riverlinks also enters into more formal presentation agreements with local groups to promote excellence in the arts, the development of performance skills and the growth of audiences for local performing arts. Emerge Festival and SheppARTon Festival successfully programmed March 2015.</p>	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.3.3 Continue the development of the Shepparton North sporting precinct.</b>			
3.3.3.2 Expand our sports fields to the north of the current hockey and soccer fields to accommodate expected future growth in junior sports participation and increasing demand for sports field areas.	In Progress	Successful applications made to both State and Federal Governments for funding assistance towards precinct development. Detailed design has commenced for Community Football Complex for initiation of major works over 2013/14, 2014/15 and 2015/16. Works to commence in 2013/14. Currently evaluating the design tenders. Construction to commence late 2014. Sports Precinct works are underway.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.3.4 Continue to implement masterplans that have been prepared for recreation reserves and sports facilities.</b>			
3.3.4.1 Continue the development of Deakin Reserve.	In Progress	In accordance with the plans for development a Shelter has been constructed. The scoreboard has been replaced. Construction of new toilet block is currently being procured with works to be completed by end of 2014 footy season estimated cost \$250000 Toilete will be constructed behind shelter	31/10/2017
3.3.4.2 Continue to implement master plans prepared for recreation reserves and sports facilities.	In Progress	This is being progressed through provision of local active open space facilities within the Shepparton North East and South East Growth Corridors. A range of facilities continue to be provided on an annual basis across the whole municipality. Work has commenced on the redevelopment of the netball courts at the Sports Precinct.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.3.5 Review, adopt and implement the tourism and major events strategy to enable the breadth and quality of major events and tourism experiences to grow.</b>			
3.3.5.1 (KSA) Develop a Destination Brand and have adopted by Council.	In Progress	Brand Mark Brief has been completed for distribution to selected agencies. It is expected that a new look and feel will be developed and presented to Council in August. Consultation will include representation from the Tourism industry, Council, and community plan champions. Currently awaiting Council branding review by Truly Deeply.	31/10/2017
3.3.5.3 Continue to increase the breadth and quality of major events held throughout Greater Shepparton.	Completed	Strategic Events selection calendar is being developed identifying opportunities and gaps in the 2015,16 & 17 years. It includes sporting, cultural, business and agribusiness events and will feed into the Tourism & Events Strategy.	31/10/2017
3.3.5.4 Review the tourism and major events strategy.	In Progress	Being incorporated into Economic Development Strategy. Assessment of tenders currently occurring.	31/10/2017
3.3.5.5 Undertake a feasibility study for the development of a new Visitor Information Centre.	Ongoing	Visitor numbers continue to increase at the new site and now rival that of the former Lake site. Siting the Visitor Centre will now be dependent on the completion of the Victoria Park Lake Master Plan and confirmation of a site for a stand alone SAM. Detailed planning capital funding bid submitted as part of the 2014/15 budget planning process. No capital funds allocated for this project so will be on hold until funds available.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.3.6 Complete the Shepparton Showgrounds redevelopment.</b>			
3.3.6.1 Continue the redevelopment of the Shepparton Showgrounds site, with an emphasis on the relocation of Shepparton Search and rescue and development of the Archer Street frontage.	Ongoing	Semi permanent toilets completed. Grassed arena work commenced in December and almost completed. Capital improvements now sit with Major Projects under Recreation and Parks.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.3.7 Develop plans and prepare a feasibility study for the redevelopment of the Shepparton Sports stadium.</b>			
3.3.7.1 Develop plans and feasibility studies for the redevelopment of the Shepparton Sports Stadium	Completed	Master Plan Adopted	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 3.3.8 Continue to develop Aquamoves and environs (including the carpark) as a regional aquatic and water park facility.</b>			
3.3.8.9 Seek additional funding from other levels of government to progress the Aquamoves Masterplan, with a priority on car parking	Ongoing	With the exception of the car park, Stage 1 Aquamoves Master Plan developments are all complete. This includes the development of new group fitness program rooms, expansion of the existing gymnasium and the re-development of the outdoor area including the construction of the new leisure pool, splashpark and associated support infrastructure. \$1.5m was secured in additional funding from the state government to support these developments. The car park upgrade is fully designed and documented however has been unable to secure funding to support its re-development. A number of unsuccessful submissions have been made via Federal government grants programs. A full review of the car park project is near complete.	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.1.1 Complete the Victoria Park Lake redevelopment project.</b>			
4.1.1.1 Continue to implement projects under the Victoria Park Lake Master Plan within budget provision.	In Progress	Various projects completed recently including Con Paling Reserve upgrade, Western Park Upgrade and Tom Collins Drive Upgrade. Further works subject to available capital budget.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.1.2 Work with the community to continue the development of the Australian Botanic Gardens Shepparton.</b>			
4.1.2.1 Integrate the development of the Kialla Landfill site into RiverConnect activities.	In Progress	Development of the site continues as the Shepparton Botanic Gardens with plantings undertaken and implementation plans on track for site to be incorporated into RiverConnect Shepparton - Mooroopna walking cycling paths with ABGS being the destination point. Riverconnect are driving the project along with Parks, DEPI and internal Council Departments	31/10/2017
4.1.2.3 Continue to support the Friends of the Australian Botanic Gardens Shepparton committee.	Completed		31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.1.3 Review and adopt the Tatura Park Master Plan and develop an integrated sporting facilities master plan with the Howley Complex.</b>			
4.1.3.2 Develop a sporting master plan for Tatura which integrates with the current Tatura Park and Howley Complex Master Plans.	In Progress	A masterplan which integrates both Tatura Park and Howley Complex is underway . Consultants have been appointed. Inception meetings and site visit undertaken. Background research and detailed stakeholder and community consultation plan currently being developed.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.1 Develop a long term plan for the Shepparton aerodrome which includes provision for its possible relocation.</b>			
4.2.1.1 Complete application for Aerodrome Relocation Feasibility Study.	Completed	Application submitted and received notification that successful in obtaining funding. Announcement by Minister occurred and Projects department developing procurement plan for engagement of consultant.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.2 Advocate for the delivery of improved passenger rail services to the Greater Shepparton including "Fast rail" services.</b>			
4.2.2.1 Advocate to the state government for improved passenger rail services to Greater Shepparton leading up to the state election 2014.	Completed	"Make Shepparton Greater Advocacy Campaign Plan" underway to capitalise on past representation and further strengthen councils positive position. A report on the effectiveness of this campaign was presented to a briefing of Council and this highlighted the success of the campaign	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.3 Advocate for the return of rail freight as an option for regional freight businesses.</b>			
4.2.3.1 Actively participate in the Foodbowl Inland Rail Alliance.	Ongoing	Food Bowl Inland Rail Alliance has engaged Aecom who have completed a study into the proposed routes. Advocacy currently occurring, with meeting planned with John Anderson, Chair of Implementation Group on 6th February 2015. Meeting with Minister Warren Truss imminent.	31/10/2017
4.2.3.2 Continue to lobby for the Melbourne to Brisbane inland rail route to be constructed along the "Foodbowl Rail Alignment".	Ongoing	Following the appointment of an Inland Rail Implementation Group Chaired by John Anderson currently working with Food Bowl Inland Rail Alignment group to advocate for the Food Bowl Route. Aecom have produced report, and group meeting with John Anderson on Friday 6th February. Meeting with Minister Warren Truss imminent.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.4 Adopt and commence implementation of the Greater Shepparton Cycling Strategy 2013-2017.</b>			
4.2.4.1 Commence implementation of the outcomes of the Greater Shepparton Cycling Strategy.	Completed	Capital bids for projects to implement the Cycling Strategy have been included in the draft 2014-15 budget and 10 year capex budget.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.5 Advocate the Federal and State Governments for a commitment for funding to enable the commencement Shepparton Bypass for the Goulburn Valley Highway.</b>			
4.2.5.1 Continue to lobby for the construction of the Shepparton Bypass and second river crossing.	Ongoing	Shepparton Bypass has significance in the Make Shepparton Greater Campaign. Two Meetings have been held with the Deputy Prime Minister Warren Truss MP, meetings were held with the Coalition State Government Ministers and opposition members prior to the November State Government and a meeting was held on 27th April 2015 with the Roads Minister The Hon L Donnellan.  Council officers continue to work closely with VicRoads and the C4GS to progress this important project.	31/10/2017
4.2.5.2 Pursue the completion of environmental works in readiness for construction of the Shepparton Bypass and second river crossing on the Goulburn Valley Highway.	In Progress	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2. Timing for construction is indeterminate but Council has endorsed and supports the Shepparton Bypass action group	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.6 Lobby and advocate to other levels of government for funding for major infrastructure projects.</b>			
4.2.6.1 Expend Ninety per cent of the adopted Capital Works Budget, excluding works undertaken by developers.	Completed	Capital Budget completion below expectations at 30 June 2014. However, I believe that the Projects Department has achieved a greater % than 2012/13	31/10/2017
4.2.6.2 Work with VicRoads to establish a business case for the duplication of McLennan Street in Mooroopna from Echuca Road to Excelsior Avenue.	In Progress	Shepparton Bypass forms part of Victoria's submission to Infrastructure Australia for consideration as part of Nation Building 2. Timing for construction is indeterminate but Council has endorsed and supports the Shepparton Bypass action group chaired by Council appointed Peter Johnson. VicRoads has prepared a layout plan of the upgrade from Mooroopna to Excelsior Avenue	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.7 Continue to develop plans for and commence implementation of streetscapes and town entrances.</b>			
4.2.7.4 Work with VicRoads to deliver the agreed landscaping strategy for Numurkah Road, Shepparton.	Completed	Plans have been prepared and action will be subject to future allocation in capital budgets.	30/06/2017
4.2.7.5 Continue the program of small town entry landscaping and signage works.	Ongoing	Melbourne Road urban design feature and landscaping completed January 2014.  Design for Toolamba Town Entry signs has been adopted by community, with installation expected to be completed by end March 2014.  Community led design and planning for Murchison Town Entries in progress.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.8 Advocate and lobby for funding to enable commencement of the Maude Street bus interchange project.</b>			
4.2.8.1 Complete the Concept Plans for the Maude Street Bus Interchange and Maude Street.	Completed	Concept Plan adopted at Sept OCM. 2014	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.2.9 In collaboration with the community lobby and advocate for the continued development of the Railway station precinct with priority linkage to the CBD.</b>			
4.2.9.1 Lobby the Victorian Department of Transport to redevelop the Shepparton Railway Station precinct, to improve access to and from the CBD.	Ongoing	Expression of Interest originally submitted did not received traction from State Government. This project now forms part of the Transformational Projects brief that has been developed for State Government consideration. Council has had work undertaken to demonstrate social and economic benefits of all transformational projects identified. It was one of the 5 projects within the Make Shepparton Greater Campaign	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.3.1 Review councils Municipal Strategic Statement.</b>			
4.3.1.1 Review Municipal Strategic Statement.	Completed	The MSS review to Oct OCM 2014.	31/10/2017

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Greater Shepparton City Council (June 14/15)

## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.3.2 Ensure Developer Control Plan's minimise council's requirement for expenditure within developments.</b>			
4.3.2.1 Continue to implement the Developer Contribution Plans in accordance with the State Government Guidelines and the Municipal Strategic Statement.	In Progress	North East Corridor and South East Corridor currently being finalised by Metropolitan Planning Authority (MPA) .	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 4.3.3 Continue to develop structure plans for our growth corridors.</b>			
4.3.3.1 Commence Shepparton East Interface investigation	Deferred	Deferred. Flood study in the area still being undertaken by the Catchment Management Authority. No date of completion known.	31/10/2017
4.3.3.2 Complete North East and South East Growth Corridor structure plans and Developer Contribution Plans	In Progress	The Metropolitan Planning Authority (MPA) are completing documentation for the North East and South East Precinct Structure Plan.	31/10/2017
4.3.3.3 Finalise the integrated planning framework to promote a triple bottom line approach to decision making.	Completed	The Planning and Environment Act 1987 requires the consideration of social, environmental and economic planning issues as part of all decision making on land use planning. The Council report template has been changed to accommodate these matters.	31/10/2017
4.3.3.4 Implement recommendations from the Council's adopted Housing Strategy.	Completed	The Greater Shepparton Housing Strategy was adopted June 2011. The provisions of the Greater Shepparton Housing Strategy have been integrated into the Greater Shepparton Planning Scheme through Amendment C93 on 21st June 2012. Remaining action will be implemented into service and budget planning processes.	31/10/2017
4.3.3.5 To accommodate future population growth, infrastructure within the Mooroopna West Growth Corridor construct flood mitigation, drainage and infrastructure within the corridor funded by the Building Better Regional Cities Program.	In Progress	All planning and procurements complete. Construction works underway in accordance with BBRC funding agreement and DCP.	30/06/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.1.1 Develop, adopt and implement Councils marketing and communication strategies.</b>			
5.1.1.1 Implement evaluation of the Marketing Strategy.	Completed	<p>2013/2014 Marketing strategy developed and is currently being implemented. There are two main campaign relating to the strategy - Great Services Great People campaign and Make Shepparton Greater.</p> <p>To date ten council departments have been profiled via the Great Services Great People campaign. A 12 month campaign report is currently being prepared.</p> <p>The Make Shepparton Greater advocacy campaign commenced roll out in March 2014. Refer to 3.1.7.1.</p> <p>The Marketing and Communications 2014-2016 strategic plan is almost complete which will determine the marketing strategy for 2014/2015.</p>	31/10/2017
5.1.1.2 Adequately support and resource community engagement activities.	Ongoing	<p>Council completed its first Community Leadership Program in 2014 and has entered into a contract for the delivery of this program for the next 3 years. The program is aimed to develop community leaders within the municipality who wish to increase their leadership potential and influence within the community.</p> <p>Currently supporting Community Planning Groups to hold "What's happening in your town" sessions. The aim of the sessions is for community groups within the town to share information with one another and participate in an open forum.</p> <p>The Mooroopna and Tatura community plans are currently under 5 year review with many engagement activities underway.</p>	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.</b>			
5.1.2.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community.	In Progress	Councils Citizen Services and Infrastructure Services areas continue to review the software packages Confirm, Pathways and Merit to ensure that maximum benefit is being made of the packages across the organisation to support the provision of best practice services. Integrated Business software that will provide business planning, coordination and reporting provisions for the organisation to improve the reporting requirements to Council and the community has been implemented across the organisation. The software is also being utilised for developing departmental Business Plans that deliver on the identified Goals, Objectives and Strategies contained within the Council Plan and the responsibilities identified in the Organisational Transition Plan. The development of an agenda management system has been completed and was rolled out to the organisation for implementation from 01 July 2013. An Integrated Project Management solution has been implemented for use in the 2014-15 budget process. Work continues in identifying and investigating options that will enable continuous improvement in service delivery across the organisation and to the community.	31/10/2017
5.1.2.5 Adopt and implement the Community Engagement Strategy.	In Progress	The Community Engagement Strategy was adopted on 7 July 2009 and supports Council's Community Development Framework was adopted on 16 November 2010. This Strategy will be reviewed in 2015.	31/10/2017

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**Specialist Plan Progress Report**

**Council Plan 2013-17**

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.</b>			
5.1.3.5 Review and update Council's "Customer First" commitment.	In Progress	As a continuation of the organisational scan and reorganisation that has taken place strategies are being reviewed with a focus on strengthening our Citizen Services relationships across the whole of organisation.  The values are to be developed for the organisation. Value ambassadors (to be appointed) will develop a charter.	31/10/2017



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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.1.4 Increase the use of social media to enhance community engagement and discussion.</b>			
5.1.4.1 Maintain social media networks across key program areas - 2013/14 - KidsTown, Aquamoves and Get Mooving Greater Shepparton	Ongoing	KidsTown, Aquamoves and Get Mooving Greater Shepparton all have social networking sites and are currently the 3 of the top 4 'liked' sites across Council	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.2.1 Work with Strathbogie and Moira Shires to improve service delivery to our respective communities via the Goulburn Valley Regional Collaborative Alliance.</b>			
5.2.1.1 Identify at least one Key Project opportunity to work as lead with the Goulburn Valley Regional Collaborative Alliance on	Ongoing	Alliance formed and is examining a number of projects including service planning which is underway in both Municipalities, a joint legal services contract has been let, GSCC includes Strathbogie Shire Council in its Learning and Development program, and procurement guidelines have been made consistent between both Councils.  The Alliance was successful in obtaining a \$450,000 grant from the Federal Government for bridge assets	31/10/2017
5.2.1.2 Complete the Hume Regional Growth Plan	Completed	Hume Regional Growth Plan adopted by Council.	31/10/2017

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**Specialist Plan Progress Report**

**Council Plan 2013-17**

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.2.2 Proactively lobby politicians and the Local Government Sector for support in the delivery of services to our community.</b>			
5.2.2.1 Engage Victorian and Australian politicians in the pursuit of community priorities.	Ongoing	<p>Council continues to take opportunities to meet with both Federal and State Politicians in various locations to ensure that the region's interests on numerous issues are continually reviewed. Visits to the region enable Ministers to review first hand the issues facing our region.</p> <p>Council continues to host regular Ministerial visits and in the last 9 months has had visits from Premier Napthine, Deputy Premier Ryan, Ministers Powell, Walsh, Lovell, Dixon, Northe, Davis, Mulder and MLC Damian Drum. A visit was also made by the the Federal Minister Keenan and state opposition spokesperson Donellan. Since the November State Election Ministers Hutchins, Pulford, Scott have visited Shepparton. Discussions have also been held with J. Symes MLC, and the Opposition Leader Guy. Discussions are ongoing with our Local Members The Hon Sharman Stone, The Hon Wendy Lovell MLC and Suzanna Sheed MP.</p>	31/10/2017



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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.2.3 Seek opportunities for partnerships with the non-government sector to support Greater Shepparton in the delivery of services to our community.</b>			
5.2.3.2 Continue to demonstrate our capacity to effectively deliver programs and activities in partnership with other levels of government.	Ongoing	Council has received numerous government grants to deliver both operating programs and capital works. Officers continue to negotiate with various government departments and agencies in relation to ongoing funding opportunities and other partnerships. Work is currently being undertaken internally to identify the projects that will be a Council priority should funding be announced.	31/10/2017
5.2.3.3 Continue to promote Greater Shepparton as an important regional centre, with the capacity to support significant population growth.	Ongoing	Submission submitted to 'Plan Melbourne' and Make Shepparton Greater Campaign launched on 7 March 2014.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.2.5 Continue to advocate for improved levels of support from Federal and State Government.</b>			
5.2.5.1 Seek out opportunities for improved levels of support from governments.	In Progress	Opportunities taken at meetings and other functions to engage politicians and senior staff at all government levels to present Shepparton's case for improved support. "Make Shepparton Greater Campaign launched on 7 March 2014.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).</b>			
5.3.2.1 (KSA) Maintain sufficient working capital to sustain operations by achieving and actual working capital ratio for 2013/14 greater than the adopted 2013/14 budget.	Completed	Working Capital at 30 June 2014 - \$28.2M compared to a budget of \$10.3M. The working capital ratio was 2.2:1 (Actual) compared to 1.54:1 (Budget)	31/10/2017
5.3.2.10 Undertake an annual review of Council's long term financial plan	Completed	Strategic Resource Plan 2014/2015 to 2017/2018 (including long term financial plan) was adopted by Council 24 June 2014.	31/10/2017
5.3.2.12 Develop Council's 10 year capital works program	In Progress	Executive wil review in March 2015	30/06/2017
5.3.2.2 (KSA) Through responsible management of resources in the delivery of Council services achieve an Actual Operating surplus for 2013/14 greater than the 2013/14 budget.	Completed	Result from audited financial statements for 13/14 - Budgeted Op Result = (\$1,434,000) - Deficit Actual Op Result = (\$297,715) - Deficit Achieved an actual operating result \$1,136,285 (79%) better than budget.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.3 Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.</b>			
5.3.3.3 Undertake an annual review of the Strategic Resource Plan 2013-2023	Completed	Update to Strategic Resource Plan completed. SRP 2014/2015 to 2017/2018 was adopted by Council on 24 June 2014.	31/10/2017
5.3.3.4 Review the Greater Shepparton 2030 Strategy.	In Progress	Greater Shepparton 2030 review programmed for commencement in last qrt 2015.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.39 Continue to implement our strategic human resources plan and recognise the value of our staff.	Completed	Ongoing delivery of support to the organisation is being provided to assist in the transition to the new establishment. Support ongoing in relation to the provision of organisational learning to ensure staff are well supported across the organisation .  Development of the People Performance Strategy which outlines the past 18 months of progress, alignment to the Transition Management Plan and set a direction for the future , including the implementation and roll out of the Hermann Whole Brain Model and the HBDI Instrument for Directors, Senior Leaders and all staff over the next 12 months to 2 years.	31/10/2017
5.3.4.40 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills.	Completed	Training has been undertaken as part of the induction program for councillors following the Local Government Elections which was dependant on availability. Corporate training continues to be provided. Mandatory training continues to be delivered and added to the ongoing training delivery program.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.5 Develop and adopt best practice project management principles including asset investment guidelines which will guide Council investment in existing and new assets.</b>			
5.3.5.5 Implement the Project Assessment model.	In Progress	For Council Approval at May 2015 OCM	30/06/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.</b>			
5.3.6.12 Implement 2013/14 ICT Strategy initiatives	Completed	Application Governance Framework established. Development needs of core systems have been confirmed and prioritised with key users for 2014.	31/10/2017
5.3.6.17 Undertake an annual review of Council's ICT Strategy	Completed	A review of the ICT Strategy was undertaken as part of the 2014/15 proposed budget process.	31/10/2017

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## Specialist Plan Progress Report

## Council Plan 2013-17

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.8 Implement the approved recommendations from the Greater Shepparton 2013 Rating Review.</b>			
5.3.8.1 Commence implementation of the Rating Strategy 2013-2017	Completed	Implementation has been commenced. Year 2 of phased implementation of redistribution of rating differentials as per the Rating Strategy 2013-2017 has been incorporated into the Draft 2014/2015 budget. Recommendations from Rating Strategy Reference Group incorporated into the Rating Strategy 2013-2017 are being progressively completed such as the Rates Rebate for Retail Land Occupied by Charitable Organisations Policy which was adopted by Council in May 2014.	31/10/2017
5.3.8.2 Implement the State Government Fire Services Property Levy	Completed	State Government Fire Services Property Levy totalling approximately \$6.5 million included as a separate charge on the Council's rates notice. Amount collected each quarter is passed on to the State Government. The fourth instalment remittance was processed late June 2014.	31/10/2017

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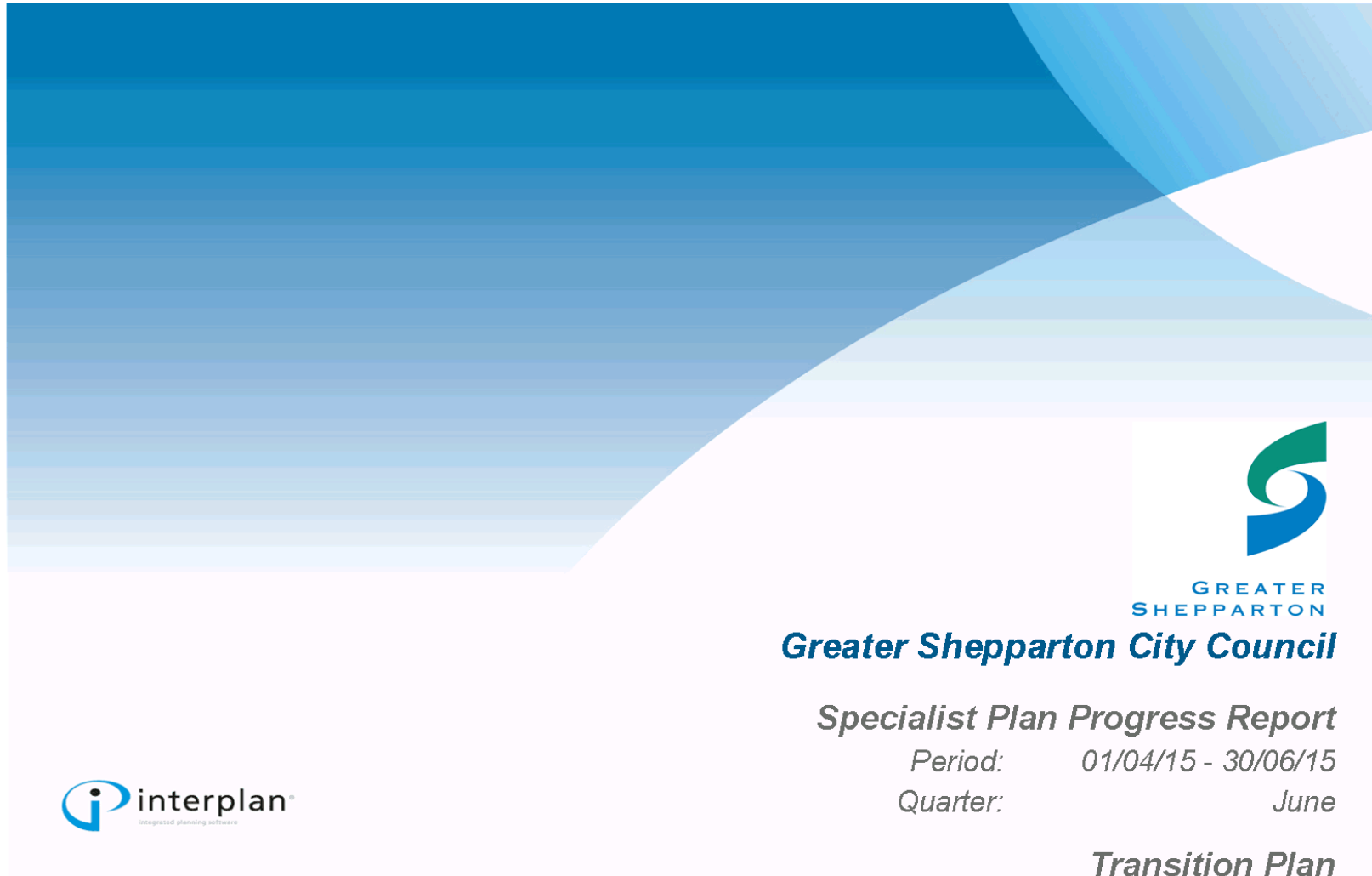
# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

**Agenda Item 5.2      Transition Plan Progress Report**

**Attachment 1          Transition Plan Progress Report - June Council Meeting 178**



GREATER  
SHEPPARTON


**Greater Shepparton City Council**

**Specialist Plan Progress Report**

Period: 01/04/15 - 30/06/15

Quarter: June

**Transition Plan**



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Greater Shepparton City Council (June 14/15)

**Specialist Plan Progress Report**

**Transition Plan**

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 1.1.4 Develop effective partnerships with agencies to deliver improved community wellbeing (all age cohorts) outcomes.</b>			
1.1.4.3 (TP115) Ensure that Council's Child care staff have input to service standards in Council's Childcare facilities and complete introduction of Universal Access . Child care staff to review/manage all off site child care facilities and develop an inspection/audit and advice role for the organisation. Outcome: Improved Child Safety	Completed	The Greater Shepparton Childrens services team have reported to Council on the progress to provide 15 hours of Pre-school to the children of the Greater Shepparton. This approved report has now seen the services to children improved as GSCC meets its obligation's to 15 hours of service and adequately qualified staff. The services provided by GSCC are all quality controlled and procedures audited according to State practice requirements. All childcare at recreation facilities are now managed by the Childrens services team.	31/10/2017



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## Specialist Plan Progress Report

## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 1.4.2 Establish a Service map that provides information on the services that are available to our community ensuring it is demographic specific data.</b>			
1.4.2.1 (TP116) Review Councils community development and community planning roles, relationships and responsibilities. Report to council with these recommended changes and Policy update. Outcome: Improved Community Development	Completed	Following an internal review, Council has received reports on the new Community Planning model and Revised Community Planning policy ( November, December 2013). Improved utilisation and understanding of the new Neighbourhood structure has been approved. The small town community plans are completed with all plans being presented to Council for endorsement. When all of the Small town plans are complete the Community planning for localities will commence and then the City neighbourhoods will be embarked upon. The Neighbourhoods team are currently planning the process and timelines for this engagement, including how the Community Committees will be supported into the future. The Neighbourhoods team are also working with InfoXchange to establish a Greater Shepparton Community Services Directory and this project will be complete in June 2014.	31/10/2017
1.4.2.2 (TP43) Undertake a review of the approach/roles, responsibilities and relationships for community planning and community development within Council's community capacity program. Undertake a review of the resources in community development department. Undertake a review to clarify role, relationships and responsibilities along with performance targets for community development.	Completed	New structure has been approved. Recruitment has concluded and the team are undertaking business planning to achieve a successful community planning approach for GSCC. This has commenced with 3 small town plans being approved by council this year.	31/10/2017

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## Specialist Plan Progress Report

## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.</b>			
1.4.4.87 (TP96) Revise Asset Management Strategy and determine what Asset Management Plans have been developed. Review the Asset Management Strategy status and examine what Asset Management Plans have been formally adopted by Council. Verify these documents have been adopted by Council. Prepare a detailed results report to Asset Management Working Group with recommendations. Report to Executive with Implementation of agreed recommendations.	Completed	<p>The last Asset Management Strategy was Version 3, adopted by the Council on 21 December 2010. The current strategy is outdated and in need of revision. The revision of the asset management strategy and plans should form a separate action from this one as it is dependent on the role out of service planning which will commence early 2015 and go for the next 12 months. In this time strategy and plans will be updated. A number of Asset Management Plans have also been adopted by Council at the 20 December 2011 meeting. These included:</p> <ul style="list-style-type: none"> <li>- Buildings</li> <li>- Aquatics</li> <li>- Parks and Open Spaces</li> <li>- Urban Drainage</li> <li>- Transportation</li> <li>- Plant and Fleet.</li> </ul> <p>Executive have approved the forming of a Services and Asset Management Group and new Terms of Reference to guide this group through service and asset plan drafts and reviews. All Asset Management Plans require revision and re-drafting and these will form part of the work delivered by the Services and Assets Working Group. Once the SAMWG meet a report on current status of asset management plans will be provided.</p>	30/06/2015

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 1.6.3 Renew and implement the Arts and Culture strategy (which includes public art).</b>			
1.6.3.1 (TP113) Develop and implement an Arts strategy Review all strategic work available with respect to Arts and develop a cross functional team within the Arts, Events & Tourism department and engage other internal/external stakeholders to develop an Arts Strategy.	Completed	This item is now linked to Interplan item 1.6.6.1 relating to the feasibility of the proposed Art Museum.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 2.1.10 Review and implement the Greater Shepparton City Council Roadside Management Plan.</b>			
2.1.10.2 (TP40) Undertake an independent audit of the Road Management Plan to ensure that the maintenance management scheduling and reporting process is acceptable.	Completed		31/10/2017
2.1.10.3 (TP41) Review the effectiveness of the operations staff scheduling and its effectiveness in assisting Council meet its Road Management Plan obligations.	Completed	Program for new fortnightly scheduling commenced in March 2015. Confirm is used to manage all identified items for the Road Management Plan.	31/10/2017



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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 3.3.5 Review, adopt and implement the tourism and major events strategy to enable the breadth and quality of major events and tourism experiences to grow.</b>			
3.3.5.2 (TP114) Review the Council's corporate role in tourism and transfer to Cultural Liveability department in the Community directorate. Develop Business Plan/Tourism strategy that addresses Council Plan requirements and defines the roles, responsibilities between Regional Tourism, Council and the new areas (SAM, Eastbank and Performing Arts) at Council. Report to Council	Completed	The Cultural Liveability Department was created and trialled for 12 months and then reviewed. The review showed that the Tourism and Events team should be based in the Investment Attraction Department within Sustainable Development and Riverlinks and the Shepparton Art Museum show remain as a part of the Community directorate .	31/10/2017



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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.</b>			
5.1.2.10 (TP79) Ranking of candidate projects for capital evaluation and designation to the capital works program. Develop Project Assessment Model to determine the ranking of candidate projects for capital evaluation and designate them to the capital works program in the relevant year. Review current process and determine if assessment criteria are aligned to Council Plan and represent best practice. Report options for assessment to executive. Report to Council for adoption. Implement agreed Assessment	Completed	Project Assessment Guidelines have been reviewed and approved by Executive	30/06/2015
5.1.2.11 (TP91) Design and implement a Capital Works report Review the budget monitoring of Capital Works including financials, (per project) for Council and Executive to improve cost control. Design and implement a weekly capital works report to mitigate the high risk approach and to improve employee accountability. Develop Report format and distribution list.	Completed	IPM now has report detailing progress. Report can be run as regularly as daily. Projects department meet on a fortnightly basis to review progress with individual Project Managers updating projects on a daily basis.	30/06/2015
5.1.2.2 (TP117) Examine the role Environmental management in Council's operations. Review and report to executive on councils role in environmental management while referring to the Council Plan and branch plans. Collate all of Council's environmental issues. Develop a Business Plan for the environmental issues and develop a cross functional team to gather all perspectives.	Completed	A cross functional working group is currently operating with an action plan reviewing sustainability actions across the organisation.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.</b>			
5.1.2.3 (TP47) Examine the number of unresolved and not implemented systems and processes within the organisation. Prepare a report for executive that identifies all unresolved or non implemented systems and processes. Such report to have recommendations to implement the unresolved or non implemented which includes the priority for action, resource requirements and an implementation plan. Adoption of the report by executive and commencement of implementation of the approved recommendations.	Completed	TP47 and TP94 linked, and included within the new ICT Strategy 2013-2018. As per the direction of the adopted ICT strategy, improved ICT governance was implemented. The ICT Strategy Steering Committee and Application Steering Committees were formed and meet on a monthly basis to discuss and manage ICT issues.	31/10/2017
5.1.2.4 (TP21) Continue to support the newly formed Arts, Events and Tourism Department. Assist in the development of strategic plans for each participating group.	Completed	Department has been established and renamed the Arts, Events and Tourism department. Business planning has commenced and will be concluded through the Interplan software. An over-arching department plan is in draft form. An independent review of the functionality of the department was undertaken in June 2014.	31/10/2017
5.1.2.6 (TP31) Build Executive team by establishing a Code of Conduct/Values. Executive to develop and adopt a Code of Conduct.	Completed	Code of Conduct prepared and all Council staff have now signed off.	31/10/2017
5.1.2.7 (TP55B) Clarify the roles and responsibilities of the council and the CEO and executive Develop a program that clarifies the roles and responsibilities of the council and the CEO and executive Undertake planning for the existing council as well prepare for a facilitated session with the newly elected Council and executive to discuss roles, responsibilities, relationships and expectations.	Completed	Induction program for new Councillors provides a process for this item. Executive and Councillors meet regularly. Process advice provided to Councillors on a regular basis by CEO	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.</b>			
5.1.2.8 (TP50) Implement the Aurion "Timekeeper" module Undertake a review of all off site payroll centres and review current processes and timesheets. Prepare an implementation plan including training of staff and software roll out. Commence implementation of the Aurion "timekeeper" computer module.	Completed	Project scheduled for 2015/16. Action will be tracked in IPM as a capital project.	31/10/2017
5.1.2.9 (TP78) Develop a Project Delivery Process Directive Work with CEO to develop a Project Delivery process Directive. Clarify the directive. Draft CEO directive for Executive approval.	Completed	Project Delivery Framework has been developed and reviewed in IPM where all capital projects are created. CEO Directive has been drafted and approved by Executive.	30/06/2015

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.</b>			
5.1.3.1 (TP52) Implement revised customer service standards for each council service as part of the service planning exercise.	Completed	Service Planning project is currently underway. As a part of this project customer service standards will be reviewed across the organisation.	31/10/2017
5.1.3.2 (TP53) Undertake a review of Council's Customer Service Charter, "Customer First"	Completed	Manager Citizen Services has commenced engaging with line managers across the organisation.	31/10/2017
5.1.3.3 (TP54) Investigate the integration or migrate the Customer Service system(s) into one. Prepare a report on an analysis of the current customer service systems Merit and Confirm to determine if they can be integrated. Such a report to be compiled following liaison with users to determine where integration is required as well as what is able to be achieved and the resources required. Presentation of the report to executive and implementation of adopted recommendations.	Completed	ICT Steering Committee have been successful in obtaining budget to rollout the Pathway CRM Module in 2014 / 2015.	31/10/2017
5.1.3.4 (TP8) Undertake a further review of the provision of customer service across the organisation Work to develop Terms of Reference, objectives, actions, milestones and commence the review of customer service. Examine the best location for customer services and the need for a customer service manager within the organisational structure.	Completed	Restructure of customer service across the organisation has been completed.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.</b>			
5.1.3.6 (TP67) Lack of knowledge of staff of who is responsible for service delivery across the organisation. Working with a cross functional team understand requirement and current deficiencies of staff knowledge. Report to executive on the ability to implement a staff role (as employment responsibilities ) search system on intranet. Implementation of the adopted recommendations.	Completed	Enhancements to Insite have been undertaken to deliver the required functionality. This system takes our previous Insite phone directory and also utilises People Performance data within Aurion along with customisable user input to deliver a detailed employee index .	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.2.4 Develop, Adopt and implement a service planning model for the services that council provides for the community.</b>			
5.2.4.1 (TP18) Rebrand Organisational Improvement Team (Business Excellence) with a focus to drive department development of service reviews and develop a timetable and commence service planning for all Council services.	Completed	Was deferred until Service Planning started across the organisation . With the Service Planning Model that GSCC is rolling out across the organisation the proposed OIT will not be required	31/10/2017

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<b>Strategy: 5.3.1 Complete the implementation of the transition management plan.</b>			
5.3.1.1 (TP106) Facilitate move of Cemeteries to Property/Revenue Branch. Revise and document processes for cemeteries administration. Advise customer services on process as well as relevant external stakeholders.	Completed	Cemeteries was relocated to Business Directorate. Recently incorporated into Recreation and Parks Department within Infrastructure Directorate.	31/10/2017
5.3.1.10 (TP65) Improvement in the councillors knowledge of organisational operational activities	Completed		31/10/2017
5.3.1.11 (TP68) Privacy in Council's Meeting Rooms	Completed		31/10/2017
5.3.1.12 (TP69) Council has no policy on Local Content in its Purchasing	Completed		31/10/2017
5.3.1.13 (TP70) Council has no policy on Green Purchasing	Completed		31/10/2017
5.3.1.14 (TP71) Review Procurement Delegations and develop Policy and Directives	Completed		31/10/2017
5.3.1.15 (TP73) Lack of consistency in Policy Development and CEO Directives	Completed		31/10/2017
5.3.1.16 (TP74) Develop and implement a Corporate Reporting system	Completed	Info Council and Interplan have been implemented	31/10/2017
5.3.1.17 (TP75) Develop and implement a progress report against Council Plan Objectives	Completed	Interplan has been implemented to manage corporate reporting	31/10/2017
5.3.1.18 (TP77) Major review of Procurement processes and Contract Performance Management	Completed	Major review has been completed with new policies and CEO Directives now in place	31/10/2017

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<b>Strategy: 5.3.1 Complete the implementation of the transition management plan.</b>			
5.3.1.19 (TP80) Review and establish Preferred Provider Panel to provide efficiency in purchasing	Completed	Major review has been completed with new policies and CEO Directives now in place incorporating Preferred Suppliers	31/10/2017
5.3.1.2 (TP100) Review currency and relevance of Local Laws Review Council's local laws and how Council polices and monitors compliance via desktop review and consultation. Review to provide accurate and relevant up-to-date Local Laws.	Completed	Council's Local Laws do not sunset until 2018. Both Governance and Regulatory Services have completed Better Practice Local Laws Program and all relevent laws will be reviewed at this time.	31/10/2017
5.3.1.20 (TP81) Section 86 Committees to be reviewed	Completed	Committees and processes have been reviewed with new processes in place	31/10/2017
5.3.1.21 (TP82) Review the roles and resourcing in Governance to ensure that all Council governance requirements are being met	Completed		31/10/2017
5.3.1.22 (TP83) Full review of all Risk Management processes	Completed		31/10/2017
5.3.1.23 (TP87) Examine reasons for excessive Freedom of Information (FOI) requests	Completed	Process has been reviewed and Freedom of Information requests are now processed via the Corporate Performance department. Requests for Information are now declining in number.	31/10/2017
5.3.1.24 (TP88) Complete Business Continuity Plans	Completed	All Business Continuity Plan are now in place	31/10/2017
5.3.1.25 (TP89) Provision of a Legal Services Strategy	Completed		31/10/2017
5.3.1.26 (TP93) Continuous Improvement Template / Program and Procedure Manuals for all processes	Completed	Manual for process has been completed. All Templates have been updated. Schedule now in place for all programs to be reviewed.	31/10/2017

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<b>Strategy: 5.3.1 Complete the implementation of the transition management plan.</b>			
5.3.1.27 (TP98) Improve Contract Management and understanding of roles	Completed	The Procurement Policy and Guidelines have been amended and adopted.	31/10/2017
5.3.1.3 (TP86) Examine centralisation of Facility Management. Conduct an examination of the possible centralisation of Facility Management. Consult with building maintenance and other facility managers to separate and clarify "occupancy" from "Landlord" or ownership of building. Review and report to Executive on the outcomes of examination and consultation.	Completed	As per 5.3.1.1 - organisational wide review currently underway. Centralised facilities bookings model has been developed and approved by the Executive. 6 month secondment to project manage transition to centralised operation.	31/10/2017
5.3.1.30 (TP85) Review Events and the management of community facilities Undertake a review of Events and Management of Facilities and determine a method to separate Events from Management of Facilities. Clarify Roles and define responsibilities for Events and Management of Facilities. Consult with the events and building maintenance operatives. Develop a Business Plan for Events and identify "nominated" group to manage facility. Report to Executive.	Completed	Facilities Management Officer Secondment to commence Monday 9th February 2015. Currently working with Bill Hayward to determine which components of the facility management role can be centralised. Bill Hayward progressing.	31/10/2017
5.3.1.31 (TP60) Review and improve internal staff communications Develop a communications strategy/framework for the organisation particularly in support of Good to Great initiative.	Completed	Please refer to 6.5.1.1 (TP30) as these are the same project. Draft internal communications framework has been prepared but is yet to be reviewed by the Marketing and Communications team prior to it being presented to Executive for endorsement. The ExecSpeak format is to be redesigned utilizing the good to great branding as the basis.	31/10/2017

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<b>Strategy: 5.3.1 Complete the implementation of the transition management plan.</b>			
5.3.1.32 (TP9) Undertake a further review of the provision of recreational planning for the organisation	Completed		31/10/2017
5.3.1.33 (TP61) Perception that the management of personnel issues needs to be improved. Design and implement a process that ensures the management of personnel issues is process driven and the issues resolved and managed. Implement training to all employees in supervisor positions to assist in the management of difficult issues. This training to be part of performance management training and normal feedback process. Report to executive on the process and an implementation plan	Completed	Performance Management training has been undertaken in the 12 month period however further training is required over the next twelve months.	31/10/2017
5.3.1.34 (TP7) Develop work plans for each manager in accordance with your transitional management plan.	Completed		31/10/2017
5.3.1.35 (TP58) Examine councillor representation on the internal development hearing panel. Investigate and report to executive on the possibility of providing councillors to be represented on the internal development hearing panel. Such report to include the advantages and disadvantages of such representation. Following presentation to executive, present the report to Council briefing.	Completed	A Councillor has been appointed to the Development Hearing Panel. Advertised for two independent qualified professionals.	31/10/2017

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<b>Strategy: 5.3.1 Complete the implementation of the transition management plan.</b>			
5.3.1.36 (TP104) Urgently adopt the Draft Vehicle Policy, CEO Directive and Operations Manual	Completed	CEO Directive - Fleet was adopted 12 November 2012	31/10/2017
5.3.1.37 (TP105) Centralise all property maintenance to a building maintenance department. Develop procedures for the delivery of building maintenance, including registration of maintenance requirements (confirm) and develop a prioritised response process and scheduling of maintenance needs. Also develop proactive inspections and schedule maintenance requirements on a routine basis. Advise all department managers of the process and system to log building maintenance requirements.	Completed	Examination of a Facilities Management approach underway. Executive brief conducted. Project methodology agreed. Project commenced with Staff Analysis component underway. Communication Strategy agreed and documents ready for release. Data review commenced October 2014 with impact review commenced with responsible Directors 01 December 2014. Meeting held with Director Community on 10 February to discuss feedback. Building Hierarchy drafted with high level service levels for further consideration and review and provided to consultant for inclusion in draft service levels documentation currently underway. Review of building assets data in comparison with condition audit, lease/licensed properties and committee managed properties undertaken. Further data review is currently being completed as part of definition needs relating to future building/structure classification to be covered by building maintenance. Building Maintenance requests have been included in the development of "Pathways" providing appropriate scheduling and escalation linking to "Confirm" Asset Management to allow improved planning and documentation of maintenance activities and spend. Tenders currently advertised for the formation of a Trades Services Panel of contractors to improve compliance and resource management. Draft Cleaning contracts currently being revised following review. Draft Service Level discussion paper under review prior to presentation to Executive. This project has moved to daily operations and will be further tracked via 1.4.4.92.	31/12/2015
5.3.1.38 (TP108) Investigate the implementation of a coordinated branch / centralised vehicle booking system	Completed	Centralised Vehicle Booking is now completed through Microsoft Outlook . Key registers have been centralised across the organisation.	31/10/2017
5.3.1.39 (TP109) Facilitate options paper for separation/or not of the plant and fleet functions with fleet possibly transferred to corporate services.	Completed		31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.1 Complete the implementation of the transition management plan.</b>			
5.3.1.40 (TP11) Undertake a further review of the provision of a the plant and fleet services for the organisation	Completed		31/10/2017
5.3.1.41 (TP110) Provide training in CONFIRM for permanent staff and broader application – e.g. Customer Service	Completed		31/10/2017
5.3.1.5 (TP15) Commence a discussion with Council regarding priority and strategic areas, (including Council Plan) to develop a forward programmed agenda for briefings and Council meetings.	Completed	InfoCouncil software implemented which allows agenda creation, minute taking, action tracking for Council Meetings, Council Briefings and Executive Meetings	31/10/2017
5.3.1.6 (TP27) Discuss the process for the development of the 2012/16 Council Plan with Councillors which also provides for a “Bottom Up” input from staff .	Completed		31/10/2017
5.3.1.7 (TP55A) Review all Policies with Council (and CEO directives)	Completed		31/10/2017
5.3.1.8 (TP63) No quarterly reports to council on the progress against Council Plan strategies.	Completed	Interplan software in place to deliver organisation wide reporting against Council Plan	31/10/2017
5.3.1.9 (TP64) Manual preparation of agenda's for council meetings and briefings, as well as other organisational meetings.	Completed	InfoCouncil is now fully implemented removing all manual preparation.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).</b>			
5.3.2.11 (TP59) Review / develop a comprehensive 10 year CAPEX Program.	Completed	IPM now has capability to prepare a 10 year capital report.	31/10/2017
5.3.2.13 (TP102) Undertake a review of the Asset Valuation Schedule and Standards to ensure all the required documentation is in place.	Completed	Completed	31/10/2017
5.3.2.14 (TP103) Amend the asset renewal modelling applying a condition assessment to calculate renewal annuity and discontinue the current practice of basing renewal demand calculations per asset category on the financial depreciation figures. Determine quality/quantum of condition data. Post renewal condition assessment status apply the results to the recalculation of the renewal gap. Apply the Moloney model to derive the renewal calculation based on realistic intervention levels and report results.	Completed	Condition based renewal modelling prepared and included in the adopted Strategic Resource Plan 2013-2023 and used as the basis for the 2013/14 capital works renewal budget.	30/06/2015
5.3.2.3 (TP107) Define and implement an effective plant FBT Process. Revise and document processes for FBT administration and advise the infrastructure department on processes.	Completed	Project completed.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).</b>			
5.3.2.4 (TP14) Develop a comprehensive Strategic Resource Plan that provide clear articulated and transparent finance and resource allocation and undertake a structured strategic on the "capacity" of organisation to deliver. Review Wodonga, Moira and LGS template and draft chapters as well as provide new chapters on Asset management, community development and developer contribution plans for Executive consideration. Present a chapter or two to Council at briefing and request input as to the strategy.	Completed	Council Plan 2013-2017 which incorporates the Strategic Resource Plan 2013-2023 adopted by Council in June 2013.	31/10/2017
5.3.2.5 (TP24) Review the annual Budgeting processes to ensure staff accountability to remove the poor "attitude" towards the use of commitment costing and the high risk approach; align Budgets with the Organisation Structure; Implement Monthly budget reporting to EXECUTIVE at sub activity level. Document a new process to develop annual Budget in the form of a Budget Manual and test through a cross functional team. Develop a new budget format based on presenting to council of a program budget.	Completed	Electronic purchase order staff training undertaken and organisational procurement requirements included in procurement guidelines issued to all staff. Percentage of orders raised after invoice received reported to management monthly. Further consultation was undertaken to identify barriers and solutions to the effective use of the existing electronic purchasing system by staff. Gaps with current system have been identified and forming part of a review of the finance systems going forward.  Budgets aligned with the organisation structure and monthly budget reported to the Executive at sub activity level. Budget guidelines document updated and issued to Managers. Program Budget included in 2013/14 Budget. The draft Program Budget for 2014/2015 has been briefed to Council and will form part of the 14/15 Budget document that will go out for public submission during June/July.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).</b>			
5.3.2.6 (TP4) Immediately place Budgetary control directly with the Department Manager and revise Chart of Accounts based on new organisation structure. Revise responsible officer and implementation a new chart of accounts for the newly formed Council Departments	Completed	Budgetary control is aligned to organisational structure.	31/10/2017
5.3.2.7 (TP57) Implement a system that documents developer contributions from receipt of contribution/asset through to capital delivery. Investigate and report on an internal system that documents the provision of developer contributions to council, from receipt of the contribution/asset through to capital delivery. Such investigation to include a facilitated session with key managers and operatives, which will review the current and recommend a preferred process, including trust, capex, delivery etc.	Completed	Comprehensive spreadsheet developed and populated which identifies all known Developer Contribution Plan (DCP) requirements and was utilised for the 2013/14 capital works budget bid process. Work is ongoing to confirm contributions previously received to determine an appropriate level of restricted assets funding. DCP chapter included in adopted Strategic Resource Plan. Draft Developer Contribution Policy outlined. A 10 year Developer contribution plan was established and incorporated into a 10 year capital works program to assist long term planning and the annual budget process. Projects Department is responsible for maintaining this spreadsheet/system.	31/10/2017
5.3.2.8 (TP90) Review Long Term Financial Plan to improve long term financial projections. Review of Long Term Financial plan including population of new figures into LTFP. Post renewal recalculations. Review of operating costs. Reconfigure LTFP as part of the SRP review. Working with Executive and Council review financial policies via the SRP. Report to Executive and Council. Implementation of agreed recommendations and policies.	Completed	Long term financial plans incorporated into Council's adopted Strategic Resource Plan 2013-2023.	31/10/2017

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<b>Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).</b>			
5.3.2.9 (TP99) Immediate implementation of a new Chart of Accounts in the Infrastructure Department Place Budgetary control directly with the Department Manager and revise the work flows resulting from this – e.g.. Customer requests directly to Operations and not via Assets. Revise the responsible officer for accounts in accordance with the new organisation structure. Allocate new cost centre responsibilities. Report to Executive. Implementation of agreed recommendations and responsibilities.	Completed	Budgetary control and works flows are aligned to reflect the organisational structure.	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.3 Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.</b>			
5.3.3.1 (TP16) Ensure that within the budget preparation that there is clear and transparent linkages to the Council Plan and Strategic Resource Plan.	Completed		31/10/2017



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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.1 (TP48) Continue to encourage / promote employee membership program at Aquamoves.	Completed	Discounted memberships are now available to all GSCC staff.	31/10/2017
5.3.4.10 (TP30) Develop and implement an Internal communications strategy. Develop newsletters, social media other mechanisms to improve internal communications. This is the same project as 5.3.1.1 (TP60).	Completed		31/10/2017
5.3.4.11 (TP84) Centralise the various marketing functions into Organisation Directorate Working with a cross functional team of marketing operatives develop processes to centralise the various marketing functions into Organisation directorate. Identify improvements in branding, utilisation of facilities and knowledge of COGS. Develop a Business Plan for Marketing. Report to Executive. Implement agreed outcomes	Completed	All Marketing staff across the organisation now report directly to the Marketing and Communications Team.	31/10/2017
5.3.4.13 (TP19) Implement the separation of Assets, Parks and Recreation and Operations (resources) including providing direct budgetary and management control to the respective Managers.	Completed		31/10/2017
5.3.4.14 (TP1) Implement the new Organisational structure in your Directorate/department including the orderly transfer of documents and methodology from on directorate to another.	Completed	New organisational structure implemented however structure will continually be reviewed to ensure efficient and effective operations.	31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.15 (TP101) Review EA structure within Governance area. In consultation with EA's and Executive, review role and reporting relationship between Mayor and CEO EA's. Clarify roles and responsibilities in the EA structure within the Governance area. Report to Executive. Implementation of Agreed recommendations.	Completed	Review of roles and reporting relationships completed. Roles and responsibilities clarified in the EA Structure. Approved by Executive. Agreed recommendations implemented. Efficiency improved for EA support.	31/10/2017
5.3.4.16 (TP2) Review the functional charts as they relate to your individual Directorate/department and provide feedback Meet with all Directorate staff and then each Manager with their department. Request each manager to examine the functional charts as provided by CT Management and make appropriate amendments for completion of charts	Completed		31/10/2017

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## Specialist Plan Progress Report

## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
<p>5.3.4.17 (TP20) Engage with the HRCC in the development of employee procedures and directives. Review and rationalise all Human Resource Policies. People Performance department in conjunction with the HRCC to a timetable for, and commence the review, of all HR policies and directives. Work with a cross functional team to undertake rationalisation and review of all current "Human Resources" policies detailing improvements that will strengthen the issues of Policy and Process Management.</p>	Completed	HRCC have been engaged and consulted and an agreed approach has been put in place to have all policies reviewed. The initial work has been completed in that all CEO Directives, Guidelines and relevant Policies has been reviewed and drafted and are now going through HRCC for consultation and Executive for approval.	31/10/2017
<p>5.3.4.18 (TP26) Review the current recruitment processes to ensure an effective, efficient and transparent process is implemented which will minimise the time taken. People Performance to review the current recruitment processes and practices and ensure all within the organisation understand and implement to revised processes. Establish service standards and timelines for recruitment the organisation.</p>	Completed	Recruitment is now being completed online via Aurion (HRIS system). There has been a significant reduction in hardcopy applications received already. Recruitment Process and flowchart has been prepared. Job analysis and Business Case templates now used for all recruitment.	31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.19 (TP29) Develop and implement a comprehensive Performance Management System and provide training in Performance Management for management and employees. Complete the processes and practices to develop a new performance management system. People performance to review the current process, existing content and annual timeline and commence implement the agreed Performance Management system and investigate the develop the proposal for a common performance review date and report to executive.	Completed	Camms PES software implemented.	31/10/2017
5.3.4.2 (TP13) Undertake further review of Assets Group	Completed	Linked to TP32. Strategic Assets Department was moved to the Business Directorate and worked closely with the Finance team. During the Infrastructure directorate restructure the Assets department was moved back to the Infrastructure Directorate with an asset accountant now included within the department.	31/10/2017
5.3.4.20 (TP3) Review all staff delegations and provide a training program for staff on exercising delegations.	Completed		31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.21 (TP33) Provide training for General Managers, Managers and supervisors in best practise in supervision and management of staff, presentation skills (to councillors) as well as the legal/industrial issues associated with the relationship between employers and employees. Organise, adopt and implement a comprehensive training program and schedule for General Manager, Managers and supervisors.	Completed	TP33 and TP61 are linked Training Plan developed. As part of Corporate Training Plan there is monthly training scheduled for Managers, Team Leaders, Supervisors and Coordinators Working with Managers and Team Leaders directly to address issues early and providing training on how to have these conversations. People Performance briefing and training sessions are held quarterly.	31/10/2017
5.3.4.22 (TP34) Consolidate the Council's training budget to enable a strategic organisational training to be undertaken. Prepare a report for consideration by Executive on the advantages and disadvantages on the consolidation of the organisational training budget into the Organisation Directorate.	Completed	Initial plan presented to Executive and further information has been requested. Plan accepted December 2012.  Training budgets have been consolidated as part of the 2013/14 budget. All departments have been consulted and CEO Directive and guidelines implemented.	31/10/2017
5.3.4.23 (TP35) Implement a system from which Training and Development is established from outputs of Performance Management system. Prepare a report for executive on the training requirements from an inventory of all current training obligations, collated and developed from the organisation training requirements. These training requirements to be based on outcomes of Performance Management feedback. Adoption of the report by the executive. Organise groups for training and development.	Completed	This item is now linked in with TP29 as the CAMMS PES system is integrated for use. This will allow reporting across the organisation about Training Needs .	31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.24 (TP37) Implement a common anniversary date (pre Budget) 28/2 each year for all employee Performance Management & Training Plans. Prepare a report on the establishment of a common anniversary date for the 2013 organisational wide performance appraisals. The report to look at the advantages and disadvantages and to involve consultation with the HRCC. Performance appraisals for the any new directors and managers to be completed on a common anniversary date.	Completed	All Appraisals have been completed by 30 September each year. Report will be delivered to Executive January 2014. Reviews will continue to take place annually, commencing on the 1st July and to be completed by the 30 September each year.	31/10/2017
5.3.4.25 (TP38) Review and amend if required, Council's Induction Program for all new employees. Continue to improve and review the organisations new employee induction program for employees and contractors. That the process for the induction program be discussed at the HRCC.	Completed	New induction program in place and running on a bi-monthly basis. Includes, online component, face-to-face and bus trip around the municipality however continuously under review.	31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.26 (TP39) Develop and implement a Workforce and Succession Plan. Prepare a report to executive that provides for an action plan for the preparation and development of a workforce/succession plan. Once adopted by executive commence preparation of the plan.	Completed	<p>This is a multiple stage project. Each Department will need to have a Succession Plan prepared. People Performance have an overall plan prepared and this is detailed in the People Performance Work Plan.</p> <p>GSCC is also participating as a pilot site for MAV program and over the last 8 months the following has been achieved</p> <ul style="list-style-type: none"> <li>- Redesigned our training and development program to specifically support the workforce planning and assessment tool</li> <li>- Introduced and trained staff on how to manage difficult conversations and accountability</li> <li>- Provided awareness training on employee entitlements and benefits including our mature aged workforce</li> <li>- Developed a ill and injured employee protocol</li> <li>- Developed an external support program for employees</li> <li>- Continued to maintain a strong employee wellbeing program</li> <li>- Completed a new Enterprise agreement</li> <li>- Developed productivity improvements in the new EA.</li> </ul> <p>Over the next 12 months we will continue involvement in this project.</p> <p>GSCC has also provided the impetus for 7 North East Councils to commence Workforce Planning.</p>	31/10/2017
5.3.4.27 (TP44) Undertake a review of, and benchmark staff turnover (including "internal turnover/redeployment) Prepare a report in consultation with the HRCC, which benchmarks GSCC against other regional city councils for consideration by executive. Such report to provide conclusions and any relevant recommendations. Implementing an exit survey for those employees leaving the organisation. Gather data from the MAV for benchmarking information. Gather sample EXIT interviews from NERDS group	Completed	Manual data prepared for turnover currently undertaken. SQL training has been completed to enable executive to receive information directly from Aurion .	31/10/2017

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## Specialist Plan Progress Report

## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.28 (TP45) Provide Directors with mentoring opportunities	Completed		31/10/2017
5.3.4.29 (TP46) Benchmark all senior management remuneration to like size Councils. Prepare a report that benchmarks senior management remuneration for consideration by the CEO with recommendations for action.	Completed	National Remuneration Survey completed and results obtained. Will continue to undertake this survey on an annual basis.	31/10/2017
5.3.4.3 (TP32) Transfer Assets to Business Services to ensure the branch outputs align with financial standards and corporate objectives. Manage the transfer of the relevant staff ensuring responsibilities and accountabilities are clear .Ensure Position Descriptions are amended, reporting lines are clear and systems are in place .Develop a timetable for implementation of a comprehensive asset management system that will enable council to make strategic decisions relating to the required level of investm	Completed	Linked to TP13. Strategic Assets Department was moved to the Business Directorate and worked closely with the Finance team. During the Infrastructure directorate restructure the Assets department was moved back to the Infrastructure Directorate with an asset accountant now included within the department.	31/10/2017

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## Specialist Plan Progress Report

## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.30 (TP49) Ensure that all new employees are subject to police checks and pre-employment medicals which includes hearing tests for those staff who may be subject to excessive noise including all outdoor staff. Review process with the HRCC, consider amendments for pre employment medicals, which includes hearing tests for those staff who may be subject to excessive noise, including all outdoor staff. Report to executive of the findings from the review and recommend amendments to the current process.	Completed	The mechanism for police checks and pre employment medicals has been included into the CEO Directive and guidelines for the recruitment of staff, which has gone through HRCC consultation over the past six months.  This has been completed, the CEO Directive and Guidelines have been approved and all new staff currently undergo an online Police Check and Pre-Assessment Medical as part of the Recruitment Process.	31/10/2017
5.3.4.31 (TP5) Review the office layout to ensure that employee location/efficiency is maximised.	Completed		31/10/2017
5.3.4.32 (TP51) Undertake a review of Outdoor staff ticket currency and implement a process to ensure that all required tickets are renewed as required. Work with the HRCC to undertake Training Needs Analysis for council's corporate systems. Design a training program to assist in improving employee understanding and efficiency in use of the corporate systems. Report to executive on the training program and commence implementation once approval is given.	Completed	People Performance generate automated reporting to Managers and organise required ticket renewal training. People Performance have met with Managers and have completed the second year TNA for the outdoor staff and continue to work with staff and Managers to ensure all staff have access to appropriate training.	31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.34 (TP6) Review staff PDs with HR to ensure that they align with the new organisational structure Review all staff PDs with HR to ensure that they are of a consistent layout and align with the new organisational structure	Completed	All Position Descriptions have been converted to the new format and organisation structure.  As a continual process review of all Organisational Structures, Job Analysis and staff positions, all Position Descriptions will be reviewed as part of the Job Analysis process. Any position being put forward for a reclassification will be reviewed by People Performance and the CEO.	31/10/2017
5.3.4.35 (TP62) The need to improve employee application knowledge. Work with the HRCC to undertake Training Needs Analysis for council's corporate systems. Design a training program to assist in improving employee understanding and efficiency in use of the corporate systems. Report to executive on the training program and commence implementation once approval is given.	Completed	Annual Corporate training program implemented which will be undertaken through results of the annual performance reviews.	31/10/2017
5.3.4.36 (TP72) Review and rationalise all Human Resource Policies. Work with a cross functional team to undertake rationalisation and review of all current "Human Resources" policies detailing improvements that will strengthen the issues of Policy and Process Management. Report to Executive.	Completed	Linked to TP20 with all policies to be reviewed by 31 December 2013. As per my notes in 5.3.4.7, the following has taken place.  HRCC have been engaged and consulted and an agreed approach has been put in place to have all policies reviewed. The initial work has been completed in that all CEO Directives, Guidelines and relevant Policies has been reviewed and drafted and are now going through HRCC for consultation and Executive for approval.	31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.37 (TP76) Review and link all "corporate and strategic" plans to staff KPI's Review all "corporate and strategic" plans and directorate/departmental strategies. Prepare a report to Executive on the linkages between these plans including resource requirements. Link staff KPI's the plans and strategies as part of Performance Management process. Discuss as part of Performance Management process.	Completed	Interplan and Personnel Evaluation System (CAMMS) implemented. Improvements will be investigated in 2014.	31/10/2017
5.3.4.38 (TP92) Training program for TRIM for all employees Working with Organisation Directorate and cross functional team to develop a training program for TRIM. Implement an annual training program in the operation of TRIM for all employees who use the system.	Completed	Training has been scheduled as a part of Corporate Training Calendar and is included in employee induction. A review of the program implemented by the Information Services team will be undertaken.	31/10/2017
5.3.4.4 (TP10) Undertake a further review of the provision of a centralised booking system for the organisation	Completed	As per 5.3.1.1 - Centralised facilities bookings model has been developed and approved by the Executive. Citizen Services to manage roll out.	31/10/2017
5.3.4.43 (TP42) Develop and implement a Plant Operators Succession Plan.	Completed	Plan has been prepared and is currently being implemented as vacancies occur.	31/10/2017
5.3.4.5 (TP28) Examine the combining of the Social Clubs so that they host functions for all staff. Consult with indoor and Outdoor Social club committees	Completed	This proposal was voted on by both clubs and the outcome was to stay as separate groups.	31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.</b>			
5.3.4.7 (TP12) Undertake a further review of the provision of the environment and regulatory service department. Develop Terms of Reference and objectives, actions, milestones and commence the examination of the Environment and Regulatory Services department including the separation of the department into two departments.	Completed	Draft report to be provided to Executive on 15/10/12 OIT focus moved to Service Planning. Pitcher Partners audit on regulatory serviced has been completed. Environment review to be presented at next audit committee meeting. Review completed and final submissions received from staff. Restructure announced and implemented.	31/10/2017
5.3.4.8 (TP23) Transfer the Grants Officer to Investment attraction. Review Position Description and advise all Council employees of the Grant's officers role, how they can utilise and work with the Grant's Officer. Develop a priority listing for the Grants Officer based on the Council Plan and the Budget 2012/13 priorities.	Completed	Work has been undertaken to prioritise projects for Regional Development Victoria programs and LGIP fund. Complete.	31/10/2017
5.3.4.9 (TP112) Review the Corporate Style Guide together with a branding strategy. Review and make recommendations to Executive with respect to changes to improve branding and presentation of the municipality. Ensure all current stakeholders who utilise the CSG are engaged in this process. Develop a revised corporate style guide for application	Completed	The correspondence section of the style guide has been completed. The branding review is being completed and the style guide will be a part of how branding is implemented across the organisation. The timing for the release of the branding is to be determined in 2015/16.	31/10/2017

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## Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.5 Develop and adopt best practice project management principles including asset investment guidelines which will guide Council investment in existing and new assets.</b>			
5.3.5.1 (TP17) Review Council's project delivery processes across the organisation	Completed		31/10/2017
5.3.5.2 (TP25) Communicate the importance of the Prince 2 methodology across the organisation and ensure training is provided to all employees involved in project management.	Completed	PRINCE2 methodology inbuilt into IPM project management software	31/10/2017
5.3.5.4 (TP97) Document Project Management Roles and Responsibilities	Completed		31/10/2017

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## Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
<b>Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.</b>			
5.3.6.1 (TP111) Introduce a project implementation process for all software implementation . Cross functional team to develop project implementation project template and as a method to implement all future software into the organisation.	Completed	Incorporated as part of the implementation of the ICT Strategy 2013-2018. Application governance framework has been established utilising Council's project management methodology. The implementation of Integrated Project Management (IPM) will further strengthen the ICT project management process.	31/10/2017
5.3.6.19 (TP22) Make the Web site (content) development and amendments the responsibility of the Communications Branch. Review of Council web site to ensure that it provides an easy to use both from the customer lens as well as intern to the organisation. Research on how Councils internationally are using their web sites and integrating with social media etc	Completed	New website is now live.	31/10/2017
5.3.6.2 (TP66) Difficulty in the process to update Intranet content and existing access requirements. Examine and report with appropriate recommendations to executive on the current access difficulties. Once adopted by executive, implement the recommendations.	Completed	The Transition Plan 66 highlighted areas of concern in regards to the ease of use with the Intranet. A Survey was undertaken by IS to establish what areas required attention, the results did not provide any supporting evidence to suggest there were any critical areas requiring attention. Minor changes were carried out as per the survey feedback to close off the Transition Plan.	31/10/2017

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## Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
<b>Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.</b>			
5.3.6.20 (TP95) Develop and implement a social media strategy Research options for Council to utilise social media. Develop cross functional team and review other Councils and the LG Pro SIG for options of use of social media. Work with CEO to develop a Social media CEO directive and social media utilisation. Clarify the directive. Draft CEO directive for Executive approval.	Completed	The social media strategy has now been integrated into Marketing and Communication standard media practices.	31/10/2017
5.3.6.3 (TP94) Audit of Software Applications and Support Arrangements. In consultation with department managers and the IT Department conduct a software audit, collation of applications, support arrangements and costs per application and department. Review and document the responsibility for all software and applications within the organisation. Align budget to responsibility area.	Completed	TP47 and TP94 linked, and included within the new ICT Strategy 2013-2018.	31/10/2017

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# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

<b>Agenda Item 5.3</b>	<b>Amendment to Guidelines to Remove Restriction of Terms for the Shepparton Show Me Committee</b>
<b>Attachment 1</b>	<b>Guidelines - Committee Delegations - Shepparton Show Me Committee..... 218</b>

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



**GUIDELINES – COMMITTEE DELEGATIONS**

**INTRODUCTION**

**1 APPLICATION OF GUIDELINES AND DATE EFFECTIVE**

The delegation to the Shepparton Show Me Committee must be exercised in accordance with these Guidelines. These Guidelines were authorised by resolution of the Council on 17 September 2013 and have effect from 17 September 2013.

**2 DEFINITIONS:**

In these Guidelines, the following terms have the meanings indicated:

- 2.1 “Act” means the *Local Government Act 1989*;
- 2.2 “Committee” means the Shepparton Show Me Committee established by the Council under section 86 of the Act;
- 2.3 “Council” means the Greater Shepparton City Council; and
- 2.4 “Program” means the authorised activities undertaken by the Shepparton Show Me Committee.

**COMMITTEE STRUCTURE**

**3 POLICY, RULES AND PROCEDURES**

In furtherance of its power and functions, the Committee must:

- 3.1 make procedures and rules;
- 3.2 in making any procedures, rules and conditions of use, act consistently with the objectives of the Committee stated in the Instrument of Delegation, these Guidelines and any policies of the Council;
- 3.3 report any breaches of rules, conditions of use and local laws, which cannot appropriately be dealt with by the Committee, to the Council;
- 3.4 require all users of the program to abide by any conditions of use or rules made by the Committee which are applicable to the program;
- 3.5 require all users of the program to abide by any conditions of use, rules or local law made by the Council which are applicable to the program.
- 3.6 Within 12 months of each General Election, carry out a review of the Shepparton Show Me Committee’s requirements in accordance with section 86 of the *Local Government Act 1989*.



**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****4 CAPITAL WORKS**

The Committee must:

- 4.1 not carry out or authorise any capital works, extensions or additions which materially alter any buildings or surrounds associated with the program outside those approved within the marketing strategy without prior approval from the Council; and
- 4.2 make recommendations to the Council on the development of future capital works and the provision of future facilities and amenities to the program.

**5 GOVERNANCE AND GOOD MANAGEMENT PRACTICE**

The Committee has the authority to seek advice, assistance and expertise as is necessary for the proper and efficient management of the Committee within the constraints of its budget and delegation, including the ability to invite persons to the meetings of the Committee as observers or advisers.

**6 REPORTING**

The Committee must:

- 6.1 provide a written report to the Council on its operation on an annual basis (which shall be deemed to be the annual report) by the end of September each year;
- 6.2 develop a 5 year marketing strategy;
- 6.3 develop a comprehensive marketing plan each year and present to Council for approval before 30 April each year;
- 6.4 document any business/funding agreements between the Shepparton Show Me Committee and any other parties and ensure such documents are transparent, reviewed and maintained;
- 6.5 Establish, maintain and present at each general meeting a register of all sponsorship submissions, including applications approved and applications declined;
- 6.6 convene or cause to be convened such meetings, forums, seminars or other activities as may be deemed of value by the Committee to meet or assist in meeting its objectives;
- 6.7 ensure compliance with all Acts, regulations and other legal requirements;
- 6.8 not commit, or permit to be committed, any act which will render the operation of any of the Council's insurance policies invalid;
- 6.9 publicise, promote and communicate its initiatives and the evaluation of such initiatives to the community of Greater Shepparton.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****7 FINANCE**

- 7.1 The Committee must ensure the effective financial control of the program, including the submission of an annual budget to Council for consideration and approval by 30 April each year (for each financial year beginning on 1 July and ending the following 30 June). This annual budget must include anticipated funds carried forward as at 30 June.
- 7.2 The Committee must submit a quarterly report to the Council demonstrating that all campaigns and sponsorship allocations during the previous quarter have success measurements clearly defined prior to allocation and assessed upon completion, including all minutes of meetings from the previous quarter.
- 7.3 The Committee must consider financial reports developed by the Council in conjunction with the treasurer, detailing Shepparton Show Me's financial position at each general meeting.
- 7.4 The Secretary/Treasurer of the Committee must present an operating statement and statements of financial position at the conclusion of each financial year for presentation to the annual general meeting of the Committee.
- 7.5 The Committee may enter into contracts, leases or rental agreements on behalf of the Council associated with the Committee's annual marketing plan with the consent of Council and subject to any requirements of the Act. Specific contracts shall not exceed \$100,000 on individual contracts without Council consent and must conform with Council's Procurement Policy.
- 7.6 The Committee shall have the power to, on behalf of the Council, raise funds, solicit and receive donations and secure government grants, in accordance with the objectives of the Committee, policies of Council and the budget, subject to the consent of the Council.
- 7.7 The Committee shall have the power to, on behalf of the Council, hold or sponsor functions/events, stalls or fundraising means, within the constraints of the budget, to enhance the objectives of the Committee, subject to the consent of the Council Officers.
- 7.8 The Committee must ensure that all accounting functions of the Committee conform to the requirements of Australian Accounting Standards, the *Local Government Act 1989* and Council policies.
- 7.9 The Committee must ensure that all revenue and expenditure is accounted for using the Council's financial management system.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****8 COMMITTEE MEMBERSHIP**

- 8.1 The Committee shall comprise of the following:
- 8.1.1 between 6 and 9 members representative of the Shepparton business community
  - 8.1.2 two councillors
  - 8.1.3 one member of Council's Executive, and
  - 8.1.4 three non-voting members being the Council officers holding the positions of:
    - (a) Manager Marketing and Communications,
    - (b) Manager Arts, Events and Tourism, and
    - (c) Manager Investment Attraction (non-voting members).
- 8.2 The office bearer positions of Chairperson, Deputy Chairperson, Secretary and Treasurer are to be filled by members of the Committee that are representative of the Shepparton business community and will be elected annually at the Annual General Meeting.
- 8.3 On appointment, the Chairperson is required to undertake appropriate training relating to the meeting procedures outlined in this document and other Council policies.
- 8.4 Business community members will be appointed for a period of two years, however a 12 month term can also be considered. Business community members may be removed by the Council at any time. Nominations will take place each year, with 50 per cent of the Committee positions eligible for nomination every twelve months. A member of the Committee shall be eligible for re-appointment at the expiration of his or her period of office.
- 8.5 Business community members are eligible to sit a maximum of two consecutive terms on the Committee.
- 8.6 The Committee may co-opt as many additional members as it sees fit, but:
- 8.3.1 no such co-option will take effect until the Council has passed a resolution appointing the co-opted person as a member of the Committee; and
  - 8.3.2 no such co-opted members shall have any voting rights at Committee meetings;
- 8.7 The Council will call for registrations of interest from the community by way of a notice in the public notice section of a local newspaper before appointing business community representatives to the Committee;
- 8.8 Notwithstanding anything else contained herein, a Committee member who is absent from three consecutive committee meetings without notification and approval by the Committee shall cease to be a member of the Committee.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****9 MEETINGS****9.1 Annual General Meeting**

9.1.1 The Committee shall hold an annual general meeting in the first quarter of the financial year on a date fixed by the Chairperson. The business of the Annual General Meeting shall be:

- (a) to receive the annual report;
- (b) to receive a report on the programme of activities proposed for the following year;
- (c) to receive and adopt the annual financial statement; and
- (d) to elect office bearers to the positions of Chairperson, Deputy Chairperson, Secretary, Treasurer and other positions determined by the Committee as being necessary for the efficient functioning of the Committee.

9.1.2 The Committee shall give notice of the annual general meeting by way of a notice in the public notice section of the local newspaper circulating in the area.

**9.2 General Meetings**

The Committee shall hold at least ten general meetings during the year on such dates as determined by resolution of the Committee.

The Committee may, by resolution at an Ordinary meeting or Special meeting, determine or alter the day, time and place of any meeting.

**9.3 Special Meetings**

The Chairperson may call a special meeting on his or her own initiative and must call a special meeting forthwith upon receiving from any three members of the Committee a written request that such a meeting be so called. The notice of the meeting by the Chairperson and the request by the three Committee members shall contain a statement of the purpose of the meeting.

The meeting must be held on such date and at such time as fixed by the Chairperson, provided that, in cases where the Chairperson calls a meeting in response to a request, the meeting shall be held within 21 days of the Chairperson receiving such request.

The Chairperson shall arrange for reasonable notice of the meeting to be given to all Committee members. No other business shall be transacted at that meeting except that specified in the notice unless, all Committee members are present and unanimously agree to deal with any other matter.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****9.4 Special (Emergency) Meetings**

In the case of an emergency, the Chairperson or, in his absence, the Deputy Chairperson, may call or postpone a meeting of the Council without the necessity to comply with clause 9.5.3 provided reasonable attempts are made to notify every Councillor.

The circumstances which prevented the Committee from complying with clause 9.5.3 must be recorded in the minutes of any Special (Emergency) Meeting.

**9.5 Notice of Meeting**

9.5.1 The Committee shall provide at least seven days public notice before the holding of any:

- (a) Ordinary Meeting
- (b) Special Meeting

9.5.2 The Committee shall give such public notice as is practicable before the holding of any Special (Emergency) Meeting.

9.5.3 The Secretary shall ensure that the notice of meeting is served on every member incorporating or accompanied by an agenda of the business to be dealt with:

- (a) For an Ordinary or a Special Meeting, at least two business days before the meeting; and
- (b) For a Special (Emergency) Meeting at least 24 hours before the meeting.

9.5.4 The notice on agenda for any meeting shall be sent by post, email, facsimile or otherwise delivered to each member and must state:

- (a) The date, time and place of the meeting;
- (b) The business to be dealt with at the meeting; and

9.5.5 Once the notice on agenda for any meeting has been distributed, the agenda may only be amended by a resolution of the Committee.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE****10 MEETING PROCEDURES**

- 10.1 The Committee is not required to comply with the requirements of Local Law No. 2 – Processes of Municipal Government (Meetings and Common Seal).
- 10.2 The quorum at any Committee meeting shall be a majority of voting members of the Committee.
- 10.3 Attendance at Committee meetings may be in person or via telephone conferencing.
- 10.4 The Chairperson shall take the chair at all meetings at which he or she is present. In the Chairperson's absence, the Vice Chairperson will chair the meeting. In the event of the absence of both the Chairperson and the Deputy Chairperson, the members present may appoint one of their fellow members to chair the meeting. Appointment of an Acting Chairperson must be way of resolution of the Committee with a mover and seconder and a formal vote.
- 10.5 The Chairperson must not accept any motion or amendment which is:
  - 10.5.1 defamatory;
  - 10.5.2 objectionable in language or nature;
  - 10.5.3 vague or unclear in intention;
  - 10.5.4 outside the powers of the Committee;
  - 10.5.5 irrelevant to the item of business on the agenda and has not been admitted under Any Other Business;
  - 10.5.6 Purports to be an amendment but is not.
- 10.6 The wording of a motion before the Chairperson may be modified, with the approval of the mover and seconder and the leave of the Committee. Such modification will be treated as an amendment to the motion and the modified motion will be recorded in the Minutes of the meeting as the motion put by the Chairperson.
- 10.7 Before any motion is put to the vote, it may be withdrawn with leave of the Committee.
- 10.8 Any member or person who addresses the meeting shall direct all remarks through the Chairperson.
- 10.9 A motion before a meeting of the Committee is to be determined as follows:
  - 10.9.1 a quorum must be present at the meeting;
  - 10.9.2 the motion is moved and seconded;
  - 10.9.3 each member of the Committee who is entitled to vote is entitled to one vote;
  - 10.9.4 unless otherwise prohibited by the Act, each member of the Committee entitled to vote and present, must vote;

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



- 10.9.5 unless the procedures of the Committee otherwise provide, voting must be by show of hands;
- 10.9.6 the motion is determined by a majority of the vote; and
- 10.9.7 if there is an equality of votes, the Chairperson has a second vote. The Chairperson does not have to exercise the casting vote in the same manner as he or she exercised their personal vote.
- 10.10 Minutes shall be kept of the proceedings at all meetings. After confirmation of the minutes, they must be signed and certified by the chairperson of the meeting at which they are confirmed. Copies of minutes must be forwarded to Council within fourteen days of a meeting. Those meetings must record:
  - 10.9.1 The date, place, time and nature of the meeting;
  - 10.9.2 The names of members and whether they are present, an apology on leave of absence or absent;
  - 10.9.3 the declaration of any conflict of interest made by a member including the classification of the interest under the Act and the nature of the interest declared;
  - 10.9.4. the declaration of any conflict of interest made by a Council officer or contractor who has provided advice to the Committee in relation to a matter being considered at the meeting, including the classification of the interest under the Act and the nature of the interest declared;
  - 10.9.5 any application by a member to be exempted from voting on a matter due to conflict personal interests, including reasons supporting the application;
  - 10.9.6 Arrivals and departures (including temporary departures) of members during the course of the meeting;
  - 10.9.7 each motion and amendment moved, along with the mover and seconder of each motion and amendment;
  - 10.9.8 the outcomes of every motion or amendment, including motions and amendments that lapse for the want of a seconder;
  - 10.9.9 details of any failure to achieve or maintain a quorum;
  - 10.9.10 the time and reason for any adjournment of the meeting, including any adjournment as a result of a failure to gain or maintain a quorum;
  - 10.9.11 the closure of the meeting to the public and the reasons for the closure;
  - 10.9.12 the names of Council officers formally in attendance (not including officers who are merely attending as members of the public gallery);
  - 10.9.13 the names of any persons or groups formally in attendance;
  - 10.9.14 the time at which the meeting was closed; and

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



- 10.9.15 any other matter which the Chairperson thinks should be recorded to clarify the intention of the meeting or the reading of the minutes.
- 10.11 Each member of the Committee must comply with the Act with respect to any conflict of interest of the member.
- 10.11.1 At any meeting of the Committee, members must declare all conflicts of interest:
- (a) at the beginning of a committee meeting (except where the conflict of interest relates to a matter which will be considered by a Committee meeting closed to the public in accordance with the Act), and
  - (b) immediately prior to consideration of the matter which gives rise to the conflict of interest whether or not a declaration has been made under clause 10.10.1(a).
- 10.11.2 Where any member has made a declaration in accordance with clause 10.10.1(a), the Chair should pause after announcing any matter in relation to which a declaration has been made, to allow a declaration to be made in accordance with clause 10.10.1(b), prior to consideration of the matter
- 10.11.3 A failure by the Chairperson to apply clause 10.10.2 does not remove any obligation on an individual member to make a declaration in accordance with the Act.
- 10.12 Any meeting or special meeting of the Committee must be open to members of the public, subject to clause 10.13.
- 10.13 The Committee may resolve that a meeting be closed to members of the public if the meeting is discussing any of the following:
- 10.7.1 personnel matters;
  - 10.7.2 the personal hardship of any resident or ratepayer;
  - 10.7.3 industrial matters;
  - 10.7.4 contractual matters;
  - 10.7.5 proposed developments;
  - 10.7.6 legal advice;
  - 10.7.7 matters affecting the security of Council property;
  - 10.7.8 any other matters which the Committee considers would prejudice the Council or any person;
  - 10.7.9 a resolution to close the meeting to members of the public.
- 10.14 If the Committee resolves to close a meeting to the public, the reason must be recorded in the minutes of the meeting.



**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



- 10.15 Any decision of the Committee which the Committee does not have delegated power to implement, cannot be implemented until approved by the Council.
- 10.16 The Chairperson (or other persons authorised by the Chairperson) may record on suitable video or audio recording equipment all the proceedings of a Council Meeting. Any recording will be made only for administrative purposes to ensure accuracy of the minutes. No person must operate photographic, audio or video recording equipment or any other recording device at any Committee meeting without first obtaining the consent of the Chairperson. Such consent may at any time during the course of such meeting be revoked by the Chairperson.
- 10.17 In the event of any unresolved dispute arising, the matter shall be submitted to the Council in writing and any decision made thereon by the Council shall be final.
- 10.18 The Committee may form sub-committees from among its members for the purpose of recommending on matters, provided that no decision may be acted upon until adopted by the full Committee.

Sub-committees shall only be established by resolution of the Committee and shall only carry out those functions stated in such resolution.

## **11 OFFICE BEARERS**

- 11.1 As the last item of business at an annual general meeting, the Committee shall elect the following office bearers:
- 11.1.1 Chairperson;
- 11.1.2 Vice Chairperson;
- 11.1.3 Secretary;  
The secretary will have responsibility for taking and preparing minutes of committee meetings and assisting Council staff in the vetting of applications for funding.
- 11.1.4 Treasurer.  
The treasurer will have responsibility for recommending to Council payment of accounts, development of the annual budget and preparing monthly and annual financial reports for consideration by the Committee. The treasurer will have no direct access to or control of funds, such responsibility remaining with Council.
- 11.2 Office bearers shall hold office until -
- 11.2.1 the next annual general meeting;
- 11.2.2 they resign their office; or
- 11.2.3 they cease to be a member of the Committee -
- whichever first occurs.

**GUIDELINES – COMMITTEE DELEGATIONS  
SHEPPARTON SHOW ME COMMITTEE**



**12 TERMS OF REVIEW**

At the end of the first twelve months of its appointment, the Committee will have the opportunity to review its Instrument of Delegation and these Guidelines and discuss any potential amendments.

# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

**Agenda Item 6.1      Establish a Sports Hall of Fame Advisory Committee**

**Attachment 1      Sports Hall of Fame Advisory Committee Terms of  
Reference - Final ..... 230**



GREATER SHEPPARTON

## SPORTS HALL OF FAME ADVISORY COMMITTEE

## TERMS OF REFERENCE

*Adopted by Resolution of Council on [insert date]*

*For Review [insert date]*

### 1. Purpose

The Sports Hall of Fame Advisory Committee will investigate the concept of a Sports Hall of Fame for the Greater Shepparton region and advise Council of their findings.

The objective of the Greater Shepparton Sports Hall of Fame is to preserve, celebrate and showcase the history and heritage of sports excellence and achievement of Greater Shepparton residents.

### 2. Role of the Sports Hall of Fame Advisory Committee

- Investigate the concept of a Greater Shepparton Sports Hall of Fame including but not limited to:
  - Benchmarking against existing Sports Hall of Fame/Museums.
  - Identification of Sports Hall of Fame inductees by developing a criteria and nomination process.
  - Outline of a Sports Hall of Fame Inaugural Ceremony and key events thereafter.
  - Identifying partners and sponsorship.
  - Identify and recommend appropriate sources of funding.
  - Confirmation of key stakeholders including major, minor and event sponsors.
  - Guidelines for memorabilia (including receiving and storing) received from inductees and/or their families.
  - Undertake high level community consultation.
- Development of a Greater Shepparton Sports Hall of Fame Business Plan and budget that is reflective of the Greater Shepparton City Council Plan 2013 – 2017.
- Development of a Greater Shepparton Sports Hall of Fame Marketing Strategy.
- Advise Greater Shepparton City Council of their findings.
- Promote and advocate on behalf of the broader community for a Greater Shepparton Sports Hall of Fame.

### 3. Sports Hall of Fame Advisory Committee Membership

The membership of the Sports Hall of Fame Advisory Committee will consist of:

Organisation	Membership
Greater Shepparton City Council	1 Councillor
	1 Senior Staff member
ValleySport	1 Representative

Potential major sponsor and/or local media including Shepparton News, Win News	2 Representatives
An independent representative advocating the profile of non-mainstream sports and sports people.	1 Representative
Community – other	Up to 4 Representatives

If a member does not attend a scheduled meeting for more than three consecutive meetings, membership may be reviewed by the committee and may prompt a vacancy on the committee.

Members of the Advisory Committee may nominate a proxy from the appropriate member organisation to attend a meeting if the member is unable to attend.

#### **4. Committee Meeting Procedure**

##### **4.1 Meeting Coordination**

The Sports Hall of Fame Advisory Committee meetings will be coordinated by a Greater Shepparton City Council Officer.

- A schedule of meetings must be established at the beginning of each year and circulated to all committee members. The advisory committee may also decide to call additional meetings as required.
- Agenda items and associated papers will be circulated during the week prior to the next scheduled meeting.
- Minutes will be recorded and meeting papers circulated within two weeks of the last meeting.

##### **4.2 Convenor/Chair**

The Chair is the appointed Greater Shepparton City Council Councillor. In the case of the Chair's absence or inability to attend or perform their duties an approved proxy may be appointed. The proxy will be responsible for informing the Chair as to the salient points/decisions raised or agreed to at any meetings where the Chair was not in attendance.

##### **4.3 Quorum Requirements**

There must be a majority of members (half plus one) in attendance for the meeting to take place.

#### **5. Committee Conduct Principles**

Committee members are expected to:

- a. actively participate in Committee discussions and offer their opinions and views,
- b. treat all persons with respect and have due regard to the opinions, rights and responsibilities of others,
- c. act with integrity,
- d. attend each meeting where practical
- e. avoid conflicts of interest
- f. refrain from releasing confidential information.

#### **6. Assemblies of Councillors**

In accordance with the *Local Government Act 1989* the definition of an Assembly of Councillors includes any meeting of an advisory committee of the Council, if at least one Councillor is present. Any Councillors in attendance at meetings of the committee are required to declare any conflicts of interest. Following the meeting a Record of Assembly of Councillors must be completed stating:

- the names of all Councillors and members of Council staff in attendance
- the matters considered
- any conflicts of interest disclosures made by a Councillor attending, and
- whether the Councillor who has disclosed the conflict of interest leaves the assembly.

The Record of Assembly of Councillors must be submitted to Council in accordance with the *Assembly of Councillors CEO Directive 37.CEOD2* (Trim Ref: M13/51766) within 7 days of the date of the committee meeting so that it can be included in the next available Ordinary Council Meeting agenda.

#### **7. Review**

The terms of reference for the Sports Hall of Fame Advisory Committee will be reviewed on a biennial basis prior to recruitment of community members.

# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

<b>Agenda Item 6.2</b>	<b>Word and Mouth Review and Future Direction</b>	
<b>Attachment 1</b>	<b>Report - Word and Mouth Review Mach 2 July 2014 .....</b>	<b>234</b>
<b>Attachment 2</b>	<b>DRAFT Terms of Reference Word and Mouth Youth Advisory Committee April 2015.....</b>	<b>265</b>



# Word and Mouth Review of Operations, Outcomes and Structure

A review commissioned by Greater Shepparton City Council and the Fairley Foundation.

## Abstract

This report provides an assessment of the impact and options for the future of Word and Mouth with a view to achieving the best outcomes for the young people of Greater Shepparton

37 high street  
yackandandah 3749  
telephone 02 6027 0777  
facsimile 02 6027 0666  
email [mach2@yackandandah.com](mailto:mach2@yackandandah.com)  
[www.mach2consulting.com.au](http://www.mach2consulting.com.au)





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## Introduction and Background

Mach 2 was engaged by Greater Shepparton City Council to undertake a review of the Word and Mouth organisation on behalf of Council and the Fairley Foundation, both of whom have been key funders from 2009 until present.

In 2009 Word and Mouth became independent of Greater Shepparton City Council as a Company, and as the 5-year agreement expires on 30 June 2014 a review of Word and Mouth is timely.

This report provides an assessment of various options for the future of Word and Mouth in order to achieve the best outcomes for the young people of Greater Shepparton.

The idea for Word and Mouth was initially outlined in a paper titled 'Young People Building Our Community: Young Shepparton 2002-2020.'<sup>i</sup> This discussion paper contained a development plan written in association with the Greater Shepparton City Council and the Goulburn Murray Local Learning and Employment Network and provided a future blueprint for what was to become Word and Mouth.

Word and Mouth was first established in 2003 as a Greater Shepparton City Council Business Unit to;

'Provide opportunities for young people in Greater Shepparton to engage each other, lead community conversation, and contribute to building a creative, responsive, youth-friendly City.'<sup>ii</sup>

In partnership with the Fairley Foundation, Word and Mouth was originally formed within Council with the support of the State Government Department of Planning and Community Development (DPCD), previously known as the Department of Victorian Communities (DVC).

In 2009 Word and Mouth separated from Council to become an independent youth led and driven organisation with its own Board comprised of primarily young people aged 18-25 years. Its mission established that;

'Word and Mouth will provide a voice for young people in Greater Shepparton to lead, engage, create and shape their communities.'<sup>iii</sup>

Word and Mouth aimed at engaging young people from diverse backgrounds in governance and volunteer positions and ensuring high level youth participation and leadership development in Greater Shepparton. Its objectives emphasized the importance of providing opportunities for advocacy, leadership, good governance, diversity and building partnerships in the youth sector

## Scope

To address and review:

- The impact and achievements of Word and Mouth in relation to the aims at the time of separation from Greater Shepparton City Council.
- The contribution and ongoing value of the organisation to the wellbeing of Greater Shepparton's young people.
- Examine alternative structure/operating models for local government youth services in operation elsewhere to ascertain the factors leading to their success.
- The long-term financial sustainability of Word and Mouth as an independent entity.
- The outcomes of Word and Mouth against the original objectives established for the organisation.

## Project Objectives

The objective of this review is to make recommendations to ensure the ongoing value and sustainability of Word and Mouth, or more specifically;

1. The most appropriate model/structure for the future management of services for young people in the Greater Shepparton City Council, taking into account the goals of both the Council and the Foundation.
2. Subject to the outcomes of objective 1 (above), the most appropriate governance, operational and financial structure for the continuation of Word and Mouth and the most appropriate delivery structure for services for young people.

## Methodology

The methodology adopted for this review combined the following core elements:

- Consultation with key stakeholders involved a mix of one to one and phone interviews with a wide range of stakeholders, including Word and Mouth Board members, staff, funding agencies, clients involved in receiving services and other agency staff that partner with Word and Mouth to deliver events and workshops. Some interview subjects were approached for interview while others approached Mach 2; in total fifteen people were interviewed for this review.
- An evidence-based approach to benchmark the relative need of Greater Shepparton's young people and level of investment in services.
- An Issues Paper distributed to workshop participants prior to the workshop to stimulate discussion.

- A workshop with key Word and Mouth stakeholders, which was attended by participants representing the Word and Mouth Board, youth committee, staff, Council and Fairley Foundation.
- Presentation of draft report to key stakeholders.
- Preparation and submission of a final report.

Our methodology is illustrated below:



In summary, the methodology chosen for this project could be described as consultative, participative and research-oriented.

### Young People in Greater Shepparton; Snapshot of Data

There is a large pool of demographic data on the Greater Shepparton community that is a reflection of not only government data but many years of active involvement by the philanthropic sector. For the purpose of this review a snapshot of youth demographic data is provided below that has a direct bearing on the work of Word and Mouth, drawn from the report 'Shepparton: the needs and issues for philanthropy'.<sup>iv</sup>

- Young people in Shepparton have lower levels of literacy and numeracy than Victorian and Australian students on average, lower school retention and completion rates, and lower university enrolments.
- Indigenous educational outcomes are particularly poor.
- Students from LOTE (Languages other than English) backgrounds perform as well on average in literacy and numeracy tests as their non-LOTE peers.
- A relatively high proportion of employment in north-east Victoria, including Shepparton, has traditionally been in unskilled and semi-skilled jobs in manufacturing (food processing) and agriculture. Employment in these sectors has declined over the past ten years.
- By contrast, the education, health and community services sectors are growing and employment opportunities in these sectors increasing. These jobs require higher levels of education and skills. However, the regional population has a relatively low average level of educational attainments compared with Victorian and Australian averages.
- The socio-economic status of the population is also relatively low.
- The general health and well-being of most young people in Shepparton is good in most respects, except in some areas of education, teenage unemployment, teenage pregnancy and crime rates.

Further, the most vulnerable groups in the Shepparton community are;

- Young people in out-of-home residential care
- Educationally disengaged young people
- The Indigenous community
- Female-headed one-parent families with dependent children
- People with moderate to severe disabilities
- Some, not all, culturally and linguistically diverse groups, notably recent migrants and refugees.

While the data paints a somewhat alarming picture of youth in Greater Shepparton, it is only part of the overall picture. It does however raise the question of what impact Word and Mouth is having on young people in the Greater Shepparton community, something this report will address.

### Local Government's Role in Youth Services

In general, the role of Council is very distinct from that of other service providers within the youth sector, many of which focus their services on specific issues and needs of young people. Add to this the fact that youth services are generally less financially supported by State and Federal subsidies (than other human services) and less constrained in terms of the structure within which these services are delivered and funded, therefore more likely to emerge through locally driven initiatives aimed at responding to perceived service gaps and needs. Hence, for many years there have been debates within the local government sector about where councils' effort (and financial resources) can be most effectively applied to deal with the significant challenges and issues facing young people.

In Greater Shepparton alone, there are more than a dozen agencies that focus on youth, with expertise in areas such as family relationships, health, employment, mental health and justice. In this overlapping and sometimes disconnected mix of services, councils must build partnerships in order to add value to the youth sector. The role of council in the youth space consequently varies widely, depending on factors such as identification of need, wider youth sector services and of course budget constraints.

In what is a rather unique relationship, Word and Mouth operated as a business unit within Council from 2003 until 2009, before a planned pathway that led to its status as an autonomous entity. While much of detailed history is lost due to staffing changes and piecemeal documentation, what is clear is the innovative and unique nature of Word and Mouth when it was first established. While a youth led and youth focused organisation is not a new concept, there are very few functioning models that have survived past infancy. The conviction and courage of its founders must be acknowledged, as well as the young people who have ensured a fledgling organisation with limited funding has survived over five years of challenges, with books balanced and a solid reputation in the community.

Since 2009 Council has continued to have a solid partnership with Word and Mouth, despite Council having little formal role beyond that of funding partner. Whilst the two organisations work independently there are complementary strategies that Council and Word and Mouth leverage from one another. Both organisations are committed to supporting young people within the community, ultimately leading to better outcomes for young people.

In early 2011, Council employed a Community Youth Development Officer who has a role within the local youth space of strategic leadership, coordination and facilitation. The development of the Greater Shepparton Youth Strategy and Action Plan 2012 – 2015<sup>v</sup> - the first of its kind for Greater Shepparton City Council, confirms the role of Council in supporting young people and the youth sector. It is worth noting that when Council undertook a number of consultations with young people in August 2011 to ensure that the views and opinions of young people were reflected in the strategy, Word and Mouth provided considerable support and expertise.

In 2011 the Municipal Association of Victoria (MAV) conducted a statewide survey of

all 79 Local Government Areas (LGA) to record the extent of their involvement in supporting children and young people in each municipality. The survey resulted in the report 'Victorian Local Government Support for Children, Young People and Their Families.'<sup>vi</sup> While this survey was by no means exhaustive, it does have some interesting findings to benchmark Greater Shepparton City Council's contribution to youth services.

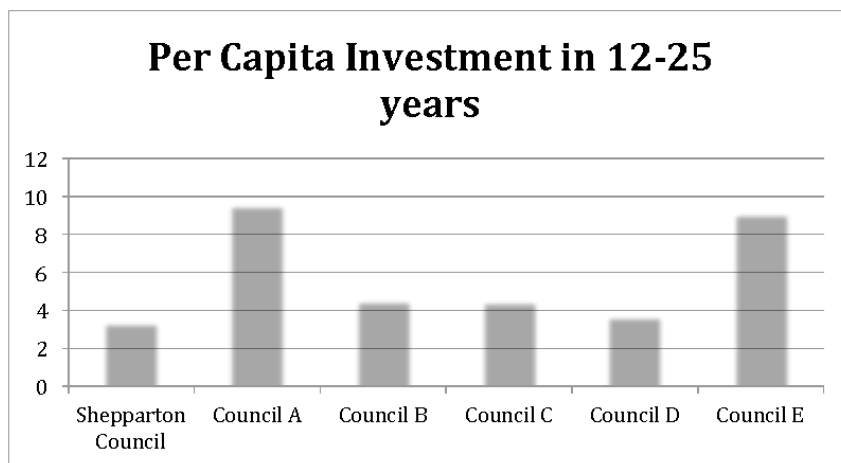
- There are major differences between rural and metropolitan councils, presumably reflecting differences in population size and budgets. Overall, as might be expected, rural councils have lower recurrent expenditure to support young people than metropolitan councils with their larger populations and budgets. All 34 councils (out of 79) that nominated recurrent annual expenditure levels in the lowest category, the nil to \$250,000 range, were rural councils.
- Like Greater Shepparton City Council, the majority of councils have multiple mechanisms to promote coordination and integration of services, with three-quarters or more of councils identifying three mechanisms: facilitating community connections, facilitating local service networks, and the existence of a strategic broad plan to support young people.
- Most Councils reported support for music/cultural events and education and training. A majority of councils also supported programs at recreational facilities, leadership programs, youth festivals (not music/cultural) and cultural programs/events.
- Most Councils, particularly those located in rural/regional areas, have moved away from direct service provision (case management focusing in particular on vulnerable youth) and were engaged in facilitation and building partnerships. Those who were still providing direct service tended to be in areas of very high need or in rural/regional areas beyond the geographical coverage of existing non-Council youth services.

In consulting with other similar rural and regional Councils for this review, it is very clear that Council contribution to the youth sector is variable and subject to a wide range of influences. However, a majority of Councils reported support for music and cultural events, education and training, leadership and recreation for young people. Many Councils had youth advisory committees or programs developed to meet specific needs, such as young mothers or LGBT support groups. Of note is the very high turnover of youth related Council staff, which can create challenges with continuity as well as impacting on the credibility of councils in the youth sector.

It is difficult to highlight an ideal model of youth service delivery in local government, with most delivering some variation on the same theme. A proposed model highlighted during consultation is a 'multi-agency youth space', an idea that has been discussed in Greater Shepparton for some years. This type of service is far more common in metropolitan councils than rural or regional councils, at least in part due to the budget constraints of non-metro councils. Most 'youth space' models seem to have quite a formal structure, often with a focus on providing activities or entertainment for young people. Perhaps the most interesting leading edge model is in Hobart, representing a huge investment in Hobart's 12-25 year olds. The Youth

Arts and Recreation Centre, or Youth ARC, is an institution among Hobart's young people and has undergone many changes in its 11-year history. The Centre caters for up to 225 people with a range of facilities including an art studio, art gallery, music studio, kitchen, versatile recreation space, a performance stage with a PA system and is available to a range of user groups and community partners. From all reports it is an extraordinarily successful model but one that has taken significant time and investment to realise. It is a model that would be well worth exploring further as it has a particular focus on facilitating youth involvement in music and the arts.

As a very simple benchmarking exercise, below is a representation of the per capita investment in youth expenditure across a small sample of regional/rural Victorian Councils. This is included with some trepidation with the proviso that it is only intended as a very simple comparison rather than any in-depth reflection of overall Council commitment. What is clear is that Greater Shepparton City Council sits firmly at the lower end of financial investment in youth services per capita.

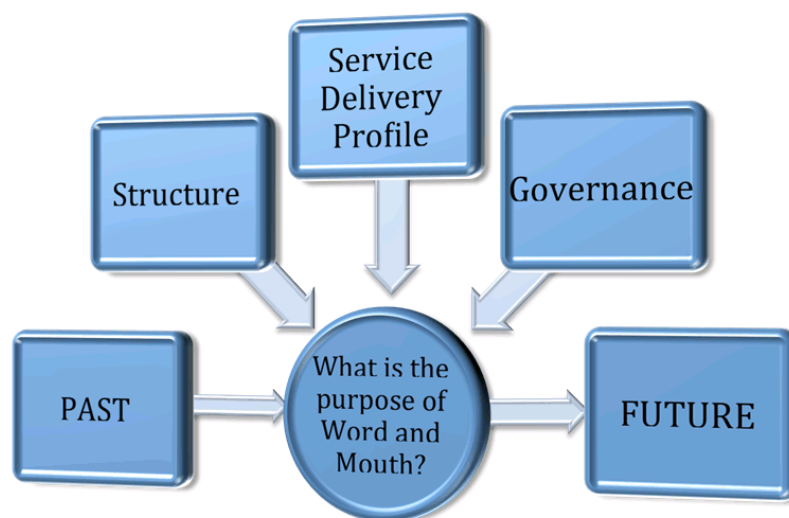




## Discussion of Key Issues and Themes

Consultation for this review identified themes around the key question of;

*What is the Purpose of Word and Mouth?*



The current mission statement suggests that;

'Word and Mouth will provide a voice for young people in Greater Shepparton to lead, engage, create and shape their communities'

Throughout the consultation, while there was little question as to the accuracy of this statement, the concerns expressed reflect *the extent* to which Word and Mouth is currently expressing this mission. Despite great commitment to Word and Mouth, for many it had "lost its dynamism", was "weighed down with issues of corporate governance" and had "lost its capacity to be a local voice for young people." The question of the ongoing value of Word and Mouth is a critical one and must be separated from complex challenges that have limited it in the past, including a small funding base and subsequent low staffing levels and in particular, ongoing governance issues.

While there is considerable data concerning outcomes for young people in Greater Shepparton, it is difficult to draw any direct links between provision of a service like Word and Mouth and better outcomes for youth. Ideally, there would be solid data that reflects the impact that Word and Mouth has had on the trajectory of young people's lives in Greater Shepparton. The reality is that even with a high level of investment in measuring outcomes, it would be difficult to directly attribute outcomes for young people (health, wellbeing, economic and lifestyle) to any specific Word and Mouth initiatives. Irrespective of this complexity, while there is a

wide range of reports generated by Word and Mouth over several years, there is very limited formal data collection that tells us *what* Word and Mouth has achieved, *who* has benefited and thus *why* it should continue to be supported. It is clear that data collection must be prioritised in order to quantify the results achieved by Word and Mouth, and demonstrate the value of further effort and investment by Council and Fairley (and other potential funding).

The other reality that must be acknowledged is that to set up the necessary systems required to monitor performance (against defined outcome measures) and report to stakeholders/funders is a corporate function that itself requires executive capacity and resource depth. These are both areas in which Word and Mouth has been limited in.

Overall, the interviews conducted for this review, both internally with Word and Mouth and externally with community partners, reflected a high level of satisfaction with Word and Mouth and recognition of its ongoing value, as well as suggestions for its future.

Looking at what Word and Mouth has achieved in relation to the aims at the time of separation from Greater Shepparton City Council is a mixed story. Despite some fairly significant barriers, it has achieved progress on its strategic objectives, although there is still much work to do.

A reflection on issues must acknowledge the difficult and drawn out departure of the previous Executive Officer in 2013. This created considerable stress for many of the staff and Board (*although interestingly there was little evidence of this in interviews with those outside of the organisation*). The reasons for this situation were complex and beyond the scope of this review but a few things stand out

- The young people involved had conducted themselves with great maturity and wisdom, drawing heavily on support from the older Board members.
- For many the situation had come with considerable stress but also great learning.
- The conflict that arose highlighted the need for improvement in a range of governance issues as well as highlighting some of the pressures created by the current structure.

Several key recommendations in this report are a result of this learning. All Board members, in particular, must be commended for staying engaged through the process. Managing in an environment of such destructive conflict has been challenging for many of the younger Board members, and it is understandable if some have assumed that the entire Word and Mouth model is fraught with problems.

On a positive note, while the consultation revealed much that was currently not working in Word and Mouth, there was agreement on several key strengths – the things that Word and Mouth either currently does well, or given the right circumstances, should do more of.

These were;

- Provide an opportunity for young people to participate in a youth led and youth governed organisation.
- Advocacy on important issues that impact on Shepparton's young people – this includes being a 'go to' organisation when local opinions are required.
- Foster and build relationships across the community, including between agencies, with schools and the wider community.
- Provide events that both enable skills based experience for young people to organise *and* provide entertainment for young people who participate.
- Provide social forums as a platform for youth voices to be heard on important issues such as government policy, social media, mental health etc.
- Offer opportunities to develop leadership skills, both for Board and Youth Committee members and those participating in Word and Mouth activities.

Some of the more distinct issue will be discussed under the separate themes of structure, service delivery profile and governance below.

**Structure of Word and Mouth**

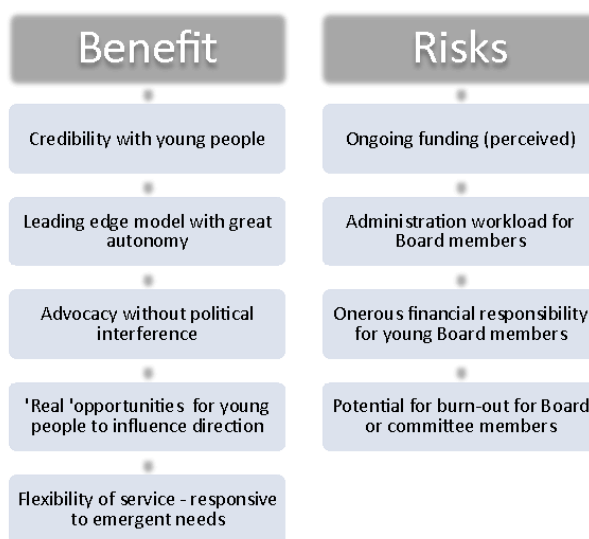
In seeking the most effective structure for Word and Mouth in the future, two clear alternative models emerged; that is

1. Remaining as an independent organisation governed by a Board; or
2. Merging, or being absorbed into Council operations.

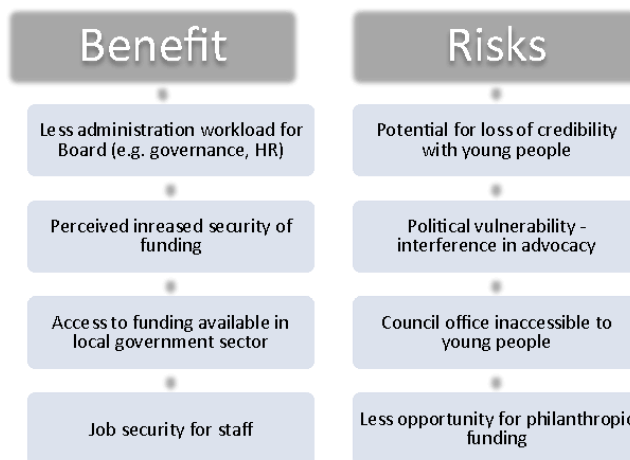
Other models were mentioned throughout the project (including being merged with other non-Council organisations) but these were not addressed in detail.

Each model examined has its own benefits and risks, represented below.

**Perceived benefits and risks of remaining an independent organisation led by a youth Board:**



**Perceived benefits and risks of merging with Council:**



In reviewing key documents and reports on Word and Mouth since it was first conceptualised in 2002, it is clear that each stage of its development has been accompanied by its own emergent challenges, both as an internal unit in Greater Shepparton City Council (2003-2009) and as an independent organisation (2009 to present). While there have been periods of relative calm, these have been interspersed with ongoing challenges, both big and small. This is a useful perspective to emphasize, particularly for those currently involved in Word and Mouth to remember. As one interviewee described, “there is the ideal picture of how we want things to be and then there is the shortfall that is the practice of everyday life.” While there is a temptation to attribute current issues to its independent structure, the longer-term perspective of some participants is valuable in recognising that many challenges existed before independence.

After consulting with participants in Word and Mouth (including Board, committee and staff members) it is clear that remaining independent is seen as an important philosophical position for a youth led organisation. Where opinions differed was at the point where philosophy meets real life; in particular the reality of being responsible for running all aspects of an autonomous organisation weighed unequally on different participants, depending on their role. Some had made the difficult decision to advocate for merging because being responsible for the business operations had simply become too much in their already busy lives. Others viewed independence as central to the identity of Word and Mouth and struggled to see how this identity could remain under the wing of another organisation.

Many of the issues concerning the independence of Word and Mouth relate to insecurity of funding. One of the early key performance indicators was ‘to identify and secure appropriate funds to meet organisational and event costs on an ongoing basis’ and this has clearly not been achieved. It was suggested during consultation for this review that limitations on current funding for Word and Mouth are due to it not being registered with deductible gift recipient status (DGR). With DGR status,

donors can claim a tax deduction on donations made to organisations that are endorsed as a DGR recipient. However, gaining DGR status is not simple or assured as eligibility is defined by tax law, with only certain types of organisations able to apply. It requires a lot more than just being able to prove not-for-profit status or worth to society. It does appear that DGR status was sought in 2013 but was unsuccessful. If Word and Mouth remains independent, DGR status is certainly worth pursuing. However, in 2013 Word and Mouth was granted a two year donation account by the Foundation for Rural and Regional Renewal (FRRR), which is a not-for-profit organisation that harnesses the power of collective investment between government, business and philanthropy to improve the lives of those living in rural, regional and remote Australia. As the only Australian organisation offering small, discretionary grants, FRRR is an important conduit for philanthropy to rural and regional communities. Through their DGR status, FRRR can also receive donations from non-charitable organisations and provide tax-deductible receipts; these funds are received into the FRRR Public Fund. So it does appear that there are structures in place to enable Word and Mouth to secure philanthropic funding, if an independent model is pursued.

A further structural change raised during consultation is the value of establishing a multi-use youth space in Greater Shepparton that would enable young people to access multiple services and meet together in a youth friendly space. As mentioned previously, Hobart's Youth Arts and Recreation Centre (Youth ARC) could be considered the Rolls Royce model of a youth space, and there is considerable scope for Word and Mouth being at the forefront of initiating a similar concept. It is likely that with the right mix of philanthropic and government seeding, a project of this nature could be realised in Shepparton. In the short term, a separate office space is vital for Word and Mouth operations. In the longer term, irrespective of whether Word and Mouth remains an independent organisation or merges, committing to a separate multi-use youth space could be the beginning of achieving a bigger dream.

However, if merging with another organisation is the preferred option, it is the consultants view that Greater Shepparton City Council is best placed to oversee and auspice Word and Mouth. If this path were to be pursued, it is also our strong view that it would be necessary to set up, through some means, an 'arms-length' structure that allows Word and Mouth to continue with a level of autonomy in relation to the day-to-day aspects of its program delivery. In other words, it should not just be integrated within the mainstream Council management and organisational structure to the exclusion of input and decision-making by the young people who are currently directly involved in Word and Mouth governance.

If this were to occur the Board that has governed the organisation for the past five years would be wound up. In its place an advisory committee could be formed to help guide Word and Mouth as a business unit in Council; one option could be the formation of a Section 86 Committee. Under Section 86 of the Local Government Act (1989) a Council may: 'By Instrument of Delegation, delegate any of its functions, duties or powers under this or any other Act to a Special Committee'. As with any Council business, records must be maintained as required by the Local Government Act, namely minutes of meetings and appropriate financial records. If this option

were chosen, Greater Shepparton City Council would delegate its authority under Section 86 of the Local Government Act.

A Section 86 committee has no legal responsibility and functions largely in an advisory capacity but would operate within the terms of its delegated authority. A Terms of Reference would be prepared to define the delegated authority and provide a degree of certainty regarding conduct of the committee and signal Councils good intention regarding recommendations made by the committee.

Considering the effectiveness of the current Youth Committee, it is also recommended that if Word and Mouth is merged into Council, every effort is made to retain the Youth Committee as an integral part of the Word and Mouth model. Current members of the Youth Committee could be formally invited to continue their service on the newly established Section 86 committee or operate as a separate Youth Committee under the Section 86 committee, ensuring a smooth transition from the old model to the new. The Word and Mouth project officer would continue to mentor and support the Youth Committee in its new form to facilitate this transition.

#### Service Delivery Profile

The consultation conducted for this review clearly indicates that Word and Mouth is seen as a unique organisation in Shepparton that has filled a vital space in the delivery of youth events. Word and Mouth is recognised for expertise in designing and delivering youth events, based on a strong partnership approach engendered by the Board, Youth Committee and the Word and Mouth project worker.

The question of what services Word and Mouth should be engaged in delivering is not a new question. It has been re-examined through its years of operation and it points to the difficult reality that youth work has a very small window of opportunity; just as young people are developing confidence and ready to step up into a Board or committee role with Word and Mouth, they are also having to make critical choices for their future, such as moving away from home for education or employment and considering what their adult life choices may entail. While the Freeza funding focuses on 12-25 years, it is really the years between 14-18 that are critical to Word and Mouth and it is the events that Word and Mouth offer that are attractive to this age group. It is thus the consultants opinion that the events stay as a key part of the Word and Mouth delivery mix for a number of reasons; it is a role that Word and Mouth is well skilled to provide, it provides entertainment for youth as well as a hook for further involvement and it enables key development opportunities for Youth Committee members and young people who volunteer from the wider community.

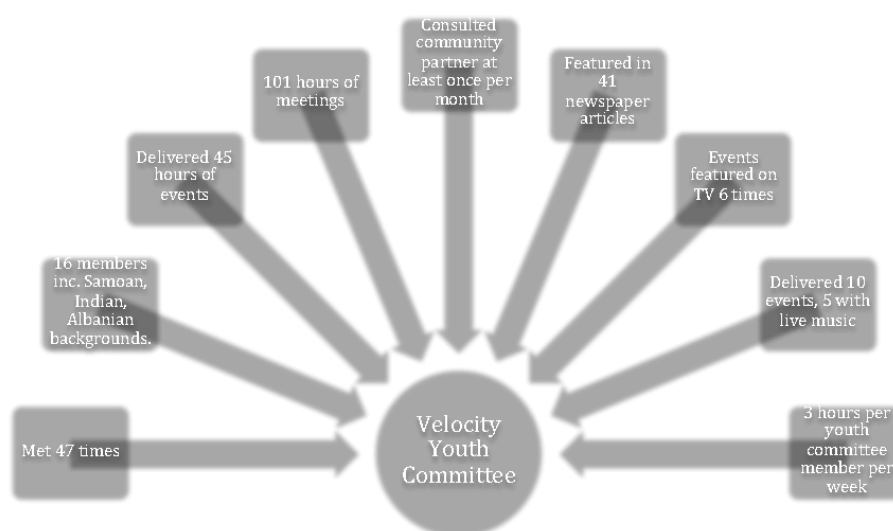
Events aside, where Word and Mouth is perceived to be 'failing to deliver' or not meeting its objectives is primarily in the areas of advocacy and leadership. Other concerns include lack of cultural diversity and limited reach with vulnerable youth.

#### Advocacy

The role of advocacy is one that has been central to Word and Mouth since its inception. Those involved in Word and Mouth's earlier existence (pre 2009) recall

the popular social forums to give a voice to young people, something that is currently limited to schools. While this idea is worth pursuing, it is also clear that there is current advocacy work being undertaken by Word and Mouth, but it is often under the radar, is perhaps not classified as high impact and importantly, is not being clearly reported on. While advocacy can be on a large stage, it also encompasses the many ways the youth committee represents the voice of youth in Greater Shepparton – from consulting on council signage, environmental sustainability, community consultations in small towns, discussions on a proposed skate park, discussing health concerns with GV Health – just a sample of the ways that the youth committee is advocating for youth in a practical and ongoing way.

Representation of work conducted in 2013 by the Velocity youth committee, clearly indicating a productive and effective group.



**Leadership**

Another main area of interest where Word and Mouth is perceived as lacking is in the area of leadership. Traditionally, leadership may often be seen as ‘doing courses’ or ‘training’. While this is important, it is only one part of the potential for developing leadership. There is a great opportunity for exploring ways that Word and Mouth can further facilitate personal leadership development for Board, youth committee and staff, rather than only focusing on leadership as an output in activities for youth (which would take much greater resourcing and expertise). Some local organisations in Greater Shepparton are already involved in delivering leadership training and it may be worth exploring how Word and Mouth can leverage opportunities for participation. At some time in the past the Fairley Leadership offered a young person from Word and Mouth a position in their leadership course; while there is no longer a relationship between Fairley Leadership and the Fairley Foundation there may still be opportunity to rebuild this partnership. Similarly, there are other leadership programs both locally (Building a New



Generation leadership program focused on refugee youth run by GMLLEN) as well as others in the wider northeast catchment (Mittagundi) that could be offered to interested youth on the Board, youth committee or volunteers with Word and Mouth. If funding was secured it would not be difficult to provide some leadership training to the Board, youth committee and staff.

As noted previously, the lack of focus on data collection in Word and Mouth activities makes it difficult to comment with any degree of accuracy on concerns about where Word and Mouth is failing, and highlights a clear need in the future. Data collection (both quantitative and qualitative) must be a priority for Word and Mouth in the future, regardless of the eventual form that Word and Mouth takes. Similarly, developing appropriate strategies for sharing this information with community partners, funding bodies and council is of vital importance.

Anecdotally, many stories have emerged of young people in vulnerable situations being inspired and sustained through their involvement in Word and Mouth, and taking leadership positions within the youth committee, leading to greater success in their personal and professional lives. Clearly there is a need for Word and Mouth to devise strategies to capture these stories and share them as it is unclear how much of this criticism is fair and how much is a reflection of outcome data not being monitored or appropriately shared. However, what is evident is that with the right resourcing and a clear direction, these gaps can be addressed.

It is worth pointing out that limited executive capacity and resourcing for staff is at the heart of many of these issues. Word and Mouth only has one project worker who is already delivering a suite of events as well as working with a youth committee, facilitating the broader role of the youth committee in advocacy work and making himself available to issues that arise in the lives of young people. Add to this the unsuccessful appointment of an Executive Officer in 2013 and it becomes obvious that there has been little space or time for the business development required.

Also of interest is that consultation revealed a sharp division in perceived failures of Word and Mouth. While there was general agreement among those involved in the running of Word and Mouth (Board, youth committee and staff) that advocacy and leadership were not being done well, external agencies were consistently positive in their appraisal of the things that Word and Mouth does well, and less clear on what the gaps may be.

### Governance

Word and Mouth currently operates with an 8 member Board of Committee, with 6 Youth Directors and 2 'Community' Directors, who contribute in an advisory capacity as 'mentors'. The Board meets once a fortnight for one and a half hours.

As well as overseeing Word and Mouth's governance, the Executive Board sets the direction of the organisation, develops and implements strategies, and ensures that young people and their interests are represented. The current Board composition is restricted by the Constitution that states that 'Word and Mouth is governed by a Board of Directors comprising of 10 Youth Directors aged between 18 and 30 years of age and two community representatives.'

The youth committee currently consists of 14 people under the age of 25 who meet once a week for 2 hours. The youth committee, currently called 'Amplify', are involved in the day to day activities and events organised by Word and Mouth, as well as acting as 'youth advocates' for a range of local projects that require a youth perspective.

While the collaborative nature of the Board is a positive aspect, a number of challenges have intensified since Word and Mouth became a legal entity in 2009, separate from Council. These include;

- Overwhelming focus on issues of governance.
- Little support for administration that was previously provided in Council, in particular HR and recruiting.
- Lack of organisational policy or procedures when first established and the ongoing attempts to 'catch up'.
- The disproportionately heavy workload that rests with the Chair.
- The relative youth and inexperience of the Board and heavy reliance on two 'mentors' to support them.
- Lack of DGR status that restricts access to some philanthropic funding.
- Tight funding arrangements that have left little room for organisational development.
- Staffing issues.
- Lack of resourcing to address issues of future funding.

These issues have resulted in a limited capacity of the Board to consider issues beyond the scope of ensuring good corporate governance, to the detriment of other responsibilities of operating a business. The difficult departure of the Executive Officer in late 2013 created an enormous amount of stress for Board and staff and apart from the ongoing events program managed by the project worker and the youth committee, all other work came to a halt for several months. Fortunately, as a separate entity the youth committee has been able to function effectively through this time due in part to the solid support provided by the Word and Mouth project worker.

While the purpose of Word and Mouth is clearly about young people, the contribution of the two 'older' members of the Board must also be acknowledged, as well as a handful of key 'elders' who have provided ongoing support since the

beginning. It is evident that while the organisation must be youth driven and youth focused, there is enormous potential for improving the support and involvement of 'elders' in the operations of the Board. Either widening the Board profile and/or establishing a 'Council of Elders' or similar model would enable the Board to seek prompt support and expertise from known supporters and pursue mentoring for specific individuals or skills. Consultation in the wider community revealed a significant network of Word and Mouth 'graduates'; those who had participated in activities in their younger years and were now pursuing careers in their adult lives. This represents an untapped resource for Word and Mouth at many levels, from Board participation through to funding opportunities.

A change in the Word and Mouth constitution may be required in order to widen the scope to appoint older, more experienced directors to the Board.

#### **Funding and Financial Sustainability**

The Word and Mouth Audit report of the financial statements for the year ended 30 June 2013 state that the financial statements have been prepared in accordance with accounting standards and present a true and fair representation of the company's financial position and performance.

At balance date 2013, the company had net assets of \$117,933, including a cash 'safety account' with a balance of \$45,757.

Word and Mouth has sufficient funds to continue operations in the short term. The balance of the safety account as at 30 June 2014 is \$59,319.14, with a further \$15,196.57 in the trading account. Since the departure of the Executive Officer, financial outgoings have reduced.

However, the future financial viability of Word and Mouth remains wholly dependent upon the ongoing support of its key funders (City of Greater Shepparton and the Fairley Foundation) from whom firm ongoing commitments are yet to be obtained. It is understood through discussions with the City of Greater Shepparton that it has made budgetary provision to continue support for Word and Mouth for at least the next 6 months (to 31 December 2014) hence, the financial situation and intentions of funders beyond that time needs to be resolved and committed within the next 4-6 months)

Since its inception Word and Mouth has been funded by Greater Shepparton City Council (\$100,000 plus in-kind support) and Fairley Foundation (\$50,000 p.a.), with smaller contributions from other parties. It also receives State Funding for the Freeza program. Despite its early agenda and aim to attain financial independence, this has not occurred and is unlikely to in the short term.

Word and Mouth generates limited income from attendance fees at events organised but this is insignificant. As an organisation targeting young people typically with limited independent financial resources, it is not considered appropriate (or realistic) for it to seek to cover any significant proportion of its total costs from event attendance fees. Word and Mouth attracts project sponsors for its events, actively collaborating with a range of community organisations for different programs and events.

As a result, Word and Mouth is an organisation that is dependent on external funding sources. It can only sustain itself financially in the future whilst it retains the confidence of the funding partners. To do this, it needs to satisfy and demonstrate to the funders that it is delivering value for money and/or operating according to the terms of the funding agreement. To this end, performance monitoring (according to key program delivery/outcomes measures) and reporting will be critical to maintaining the confidence of funders into the future.

Of more relevance, in terms of Word and Mouth finances, is the issue of its total resource capacity. As stated earlier, it appears (based on the desk-top analysis undertaken) that the absolute level of funding for services for young people in the City of Greater Shepparton is relatively low (measured in per capita terms) compared to other similar local government areas.

As stated, the autonomous organisational structure of Word and Mouth is innovative and, arguably, beneficial. But what goes with it is a certain base (or 'flagfall') cost structure that is required just for the organisation to exist and function, before it delivers a single program or event hour.

Hence, it is the consultant's view that, in the event that the current autonomous operating structure is continued, then the base corporate and organisational costs associated with this delivery structure need to be recognised and reflected in funding provided by the partners. Funding available for direct program delivery (over and above base corporate and governance costs) should at least be generally reflective of funding levels (per capita) directed to services for young people in similar local government areas.

It is the consultant's view that the level of commitment of the Greater Shepparton community generally to meeting the needs of its young people can be equated with the level of investment the community makes in responding to and serving those needs.

#### **Accountability and Reporting**

Ongoing accountability for expenditure and outcomes has occurred through quarterly reports submitted to both the Fairley Foundation and Council. Neither party has had Board representation and attendance has been sought by invitation only. While this has minimised any risk of undue influence, it has also created a lack of transparency and particularly in the case of Council, which is subject to community perception, a feeling of mistrust. It is the consultants' view that greater opportunity for involvement of Council or other partners in future would be of great benefit. While this can increase the risk of undue interference, it can also broaden the expertise on a Board and distribute the workload.

#### **Executive Officer-Board Relationship**

The other issue that is worth noting is the nature of the relationship between the Board and the Executive Officer of Word and Mouth. Successful organisations require a strong and trust-based working relationship to be established between the Board (led by the Chair) and the Executive Officer.

Including the most recent unsuccessful EO appointment, it is evident that there has often been a tension between the Board and the Executive Officer at Word and Mouth. This has impacted on the level of trust between parties and undermined the functionality of the organisation. Previously, the Executive Officer has only been invited to participate in Board meetings for a short time, leaving the Board to discuss many critical issues with limited input from the Executive Officer. As well as undermining the role of the Executive Officer, it means that issues that require some fact checking or follow up are often drawn out or delayed, while further advice is sought. It is our view that good governance requires the active participation of an executive officer in Board meetings and decision-making, only excluded on an exception basis.

### **Policy and Procedures**

As noted previously, the work required to develop appropriate policy and procedures for Word and Mouth has taken considerable time. The current Chair has done a great job developing a few key policy and procedure documents, some of which need to be reviewed, formalised and a formal induction process set in place for new Board members. As part of this, the Word and Mouth employment process needs to be reviewed, particularly in light of the previous unsuccessful appointment of the Executive Officer, and better supports put in place for Board members conducting HR process. It would be wise to ensure that future interviews be conducted with an 'elder' on the panel to enable an older and perhaps wiser perspective. In light of the size of the organisation it is also suggested that any potential candidates must meet with key Word and Mouth staff before being appointed, to minimise any immediate personality issues and enable critical key co-workers to have some input to decisions.

### **The Word and Mouth Model - Final Recommendations**

It is clear that while there are many models that could be viable for the future of Word and Mouth, there is one model that stands out. After consultation and review of all the data provided, it is the consultants' considered opinion that Word and Mouth should remain an autonomous organisation governed by a Board. While there is no intent to downplay the challenges and issues that have presented in recent times with the current model, it is unlikely that merging with another organisation (Council) would necessarily resolve these fundamental challenges that Word and Mouth currently faces. Nor it is clear that such a change (merger/integration) could be brought about without putting at risk much of the inherent benefits that flow from Word and Mouth being a separate and autonomous organisation.

The significant proviso in making this recommendation is that at current funding levels, Word and Mouth is not considered to be a financially viable organisation. As stated earlier, future funding should be established at a higher level to recognise and cover base administration and overheads of operating a business and to enable future service delivery based on a proper business plan.

If the only choice is to continue funding at current levels, then the viability of continuing to operate Word and Mouth as a separate entity is highly questionable. In

these circumstances, the best option may be (despite our philosophical preference for otherwise) to operate Word and Mouth as a semi-autonomous/ autonomous business unit within Greater Shepparton City Council through an appropriate deed of delegation (ie; section 186 committee). What is clear is that a significant funding commitment is required to support the ongoing activities of Word and Mouth, and help expand into the areas identified in this review.

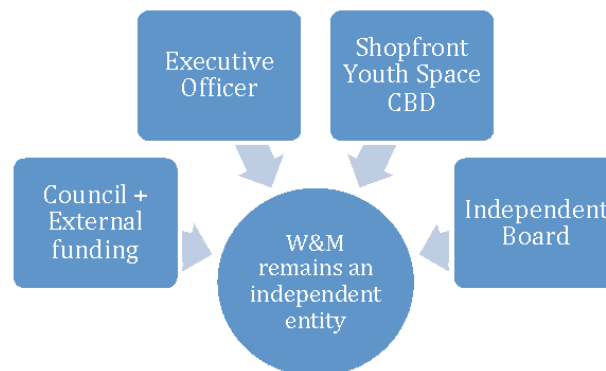
Two models are outlined in the following section, with a summary of recommendations relating to the three areas identified as key objectives in this review;

1. Governance;
2. Operational/Delivery Structure; and
3. Financial structure.

### Model 1: Continue as an Independent Organisation

Key components of this model, represented in the diagram below;

- Governed by Youth-led Board.
- Constitutional change to create greater flexibility in terms of Board membership and skills-based directors
- Led by an Executive Officer accountable to the Board.
- Shop-front location in Shepparton CBD to operate as a multi-use youth space.
- Word and Mouth staff co-locate in an office in the rear of the building and would manage bookings and coordinate events in the front space.
- Council continues to provide core funding for the next five years, with ongoing philanthropic funding contributing in the future.
- Resourced to a level that is reflective of Word and Mouth's status as an independent organisation/entity.



### Key Recommendations - Word and Mouth as independent organisation

#### Governance:

1. Amend the Constitution to enable a more balanced /flexible Board composition across different age-groups and reflective of skills and capabilities.
2. Consider the establishment of a 'Council of Elders' to ensure the Board has ongoing access to senior support and expertise. It is recommended that some of these elders may be previous participants or Board/committee members from Word and Mouth.
3. Develop a package to demonstrate benefits of Board membership and implement a program to attract new Board members, profiling the range of skills and attributes required.

4. Review the role and Position Description for the Executive Officer position underlining the requirement to attend Board meetings as a non-voting member.
5. Develop closer ties between Word and Mouth Board and its funding partners (ie; by periodically inviting key council staff and other funding partners to attend board meetings).
6. Develop a proactive program for key Board/Committee and staff members to investigate and visit leading edge 'youth space' models (including YouthARC) to inspire further thinking and help define strategic directions for Word and Mouth.

#### Operational/Delivery Structure:

7. Undertake a strategic/business planning process to define the scope of future Word and Mouth services and activities. The strategic/business plan should explore and address, within agreed and defined global funding constraints, the following potential services/activities:
  - 7.1. Establishment of a shopfront CBD office/retail space for the Word and Mouth team, combined with larger 'youth space' that can be utilised collaboratively by other services (ie; with Word and Mouth managing the use of this space).
  - 7.2. Continuation of a monthly events program and participation in Shepparton calendar of events as core business.
  - 7.3. A program of social forums or community conversations to provide a platform for youth perspectives on current issues e.g. politics, employment, education, and social media.
  - 7.4. Expanded work within secondary schools through facilitation of youth advocacy and issues forums.
  - 7.5. Build partnerships with other community organisations that are active in the leadership space to leverage opportunities for young people involved in Word and Mouth.

(NB: It is noted the scope and scale of activities and programs that Word and Mouth might consider involvement in is directly related to its resource capacity and organisational capability. In recognition of this fact, broad financial parameters need to be provided to guide such a strategic/business planning process. The strategic/business plan that results from such a process could then be considered by funders as part of their final decisions regarding future support and terms for future funding agreements.)

#### Financial Structure:

8. Enter immediate negotiations to secure short term funding from Greater Shepparton City Council and/or Fairley Foundation to ensure solvency.
9. Ensure that the Word and Mouth organisation has sufficient executive and organisational capacity and resources available to enable the establishment of a wider, more sustainable long-term funding base for Word and Mouth (ie; beyond Council and Fairley).



10. Reinforce/confirm the role of the Executive Officer as having key responsibility (as a core position KPI) for broadening the Word and Mouth funding base through philanthropic, community, corporate and other funding sources.
11. Establish a Board sub-committee to work with mentors, Council and local businesses and other identified elders to develop a long-term financial/funding plan.
12. Implement data collection process to monitor Word and Mouth activities in order to;
  - 12.1. demonstrate and measure return on investment for funders, the community and other stakeholders
  - 12.2. define and capture data on outcome measures to use as a tool for submissions and negotiations regarding funding
  - 12.3. build a higher profile of Word and Mouth in the wider community.

### Model 2: Merger/Integration with Greater Shepparton City Council

The alternative option is that Word and Mouth is integrated within/auspiced by Greater Shepparton City Council. This, in effect, exchanges a legally constituted Board (under the Corporations Act) for an advisory committee (e.g. such as a Section 86 Committee) and functioning as a business unit within council.

It would involve a wind-up of the current Word and Mouth Ltd. (ABN: 14 138 150 188) company, which is the existing legal entity. Under an integrated structure, Word and Mouth operations would be migrated to the Council-auspiced structure but it would not be a separate legal 'person' or entity as it currently is.

While this is not the preferred option of the consultant, it is seen as a reasonable and appropriate alternative in the case that adequate additional funding is not possible.

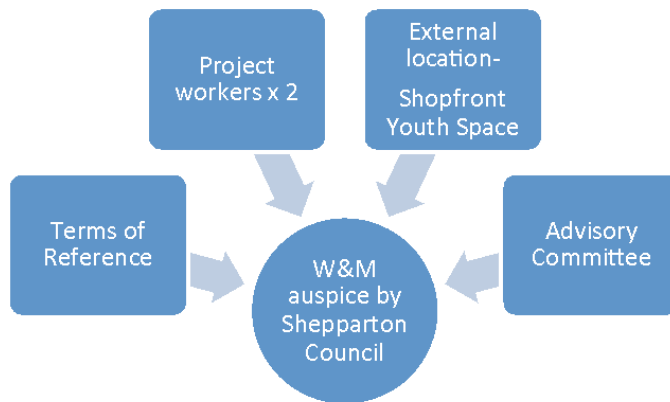
However, there is one critical recommendation if this model is pursued, and that is that Word and Mouth must operate from a separate location external to Council offices. It is the consultants' view that the Word and Mouth office must remain an accessible place for young people outside the Civic Centre complex and, preferably, in a main street/CBD location. The ability of Word and Mouth to present itself to its target group of young people would be seriously compromised if the service base were to be within the Council office. Similar to the previous model, it would ideally be located in a CBD shop front where there is the potential for it to function as a multi-use youth space. While the current location (opposite the civic centre) is appropriately understated and welcoming to young people, its size currently limits its potential uses and impacts on productivity of the small team.

As a business unit in council, there would no longer be a need for an Executive Officer and, if the Council integration model is pursued, it is recommended that an additional youth worker be appointed to assist with the priorities identified in this review.

The other significant change is that an advisory committee rather than a Board would oversee Word and Mouth. An advisory committee would not have the legal autonomy currently held by the Board but could operate in a similar way with a well-developed Terms of Reference. This would ensure the committee would continue to have influence and decision-making capacity, and minimise concerns of undue influence.

Many operational service/program scope components of this model are the same (or similar) as under the first option. Key components of this model;

- Advisory committee (e.g. Section 86 Committee) governed by Terms of Reference.
- Shop-front Youth Space managed by Word and Mouth staff (per previous model).
- Non-replacement of Executive Officer role.
- Appointment of two full time youth workers (including current project worker).



### Key Recommendations - Word and Mouth as a business unit of Greater Shepparton City Council (merged)

#### Governance:

1. Formation of a Word and Mouth Advisory Committee (section 86) with an appropriate Terms of Reference (either integrated with the current Youth Committee or potentially a separate Youth Committee reflecting the existing two forums if so desired).
2. Formally invite current members of the Word and Mouth Board and Youth Committee to become members of the Advisory Committee/Youth Committee.
3. Council to consider provision of funding for key Committee or Council staff members to visit leading edge 'youth space' models (including YouthARC) to inspire further thinking/inform strategic planning.

#### Operational/Delivery Structure:

4. Undertake a strategic/business planning process to define the scope of future Word and Mouth services and activities. The strategic/business plan should explore and address, within agreed and defined global funding constraints, the following potential services/activities:
  - 4.1. Establishment of a shop front CBD office/retail space for the Word and Mouth team, combined with larger 'youth space' that can be utilised collaboratively by other services (i.e. with Word and Mouth managing the use of this space).
  - 4.2. Continuation of a monthly events program and participation in Shepparton calendar of events as core business.
  - 4.3. A program of social forums or community conversations to provide a platform for youth perspectives on current issues e.g. politics, employment, education, social media.

- 4.4. Expanded work within secondary schools through facilitation of youth advocacy and issues forums.
- 4.5. Build partnerships with other community organisations that are active in the leadership space to leverage opportunities for young people involved in Word and Mouth.

### Financial Structure

5. Implement data collection process to monitor Word and Mouth activities in order to;
  - 5.1. demonstrate and measure return on investment for funders, the community and other stakeholders
  - 5.2. define and capture data on outcome measures to use as a tool for submissions and negotiations regarding funding
  - 5.3. build a higher profile of Word and Mouth in the wider community.
6. Council to explore funding and partnerships to develop youth space model for Greater Shepparton.

### Conclusion and Recommendations

It is recommended that:

- Word and Mouth continue as a separate and autonomous organisation to plan, manage and oversee services, programs and events for young people in Greater Shepparton.
- That the level of funding for Word and Mouth be increased to recognise the base/corporate and organisational costs that are implicit in operating as a separate entity.
- That irrespective of the adopted organisational and governance structure determined for Word and Mouth, funding for activities and services for young people be continued at least at current levels by the City of Greater Shepparton and the Fairley Foundation.
- That, in addition to funding identified above, Council identify opportunities to make available its corporate and organisational capacity and resources to assist Word and Mouth in the management and operation of the organisation.
- That in the event of additional funding /resources not being made available (as described above) to Word and Mouth, a structure and transition plan be developed to continue the Word and Mouth role and ethos through a semi-autonomous structure under the ownership and management of the City of Greater Shepparton. This would include the following:
  - commencement of proceedings for the winding up of the Word and Mouth company entity
  - transfer of the staffing, assets and resources of Word and Mouth to Greater Shepparton City Council

- integration of the existing operations of Word and Mouth within the Council organisation, with appropriate budgetary provisions
- a semi-autonomous Committee of Management /Advisory Committee be established by Council (under section 86 of the Local Government Act) with appropriately Terms of Reference and existing Board/committee members be invited to continue in an active role.

It is the consultants view that Word and Mouth would be best placed to remain as an independent organisation. However, this view is conditional on resource capacity. It is also clear that there are sound arguments for bringing it back under Council control/auspices.

What the discussions, and consequently the recommendations reveal, is that many of the challenges currently being experienced have a long history. While simply changing the Word and Mouth structure to be a business unit within Council may resolve some of the immediate issues, it is likely to create other challenges in its place. Similarly, our recommendations reflect the fact that whilst we place great value in autonomy, there is also a price. Without the funding, pursuit of the benefits of autonomy can prove elusive and, ultimately, counter-productive.

While Word and Mouth has excelled in building social capital amongst its target audience – young people - it has been far less successful in building capacity across the wider community, which has resulted in many lost opportunities.

Irrespective of the model chosen for future delivery, this is an area that can be addressed with a well-conceived strategic/business plan that recognises the resources that already exist in the Greater Shepparton community, and outlines strategies for development. It is our view that while Greater Shepparton has its share of challenges, it is also the beneficiary of a wide range of research and philanthropic interests and Word and Mouth is in a strong position to leverage support and funding to achieve its full potential.

## Resources

### End Notes

<sup>i</sup> Carter, Jan (2004) Young People Building Our Community: Young Shepparton 2002-2020 - Discussion and Development Plan. Prepared by Jan Carter for the Fairley Foundation, in association with the Greater Shepparton City Council and the Goulburn Murray Local Learning and Employment Network.

<sup>ii</sup> Word and Mouth Strategic Plan 2005-2008

<sup>iii</sup> Word and Mouth Strategic Plan 2005-2008

<sup>iv</sup> Alford, Katrina (2011) Shepparton: the needs and issues for philanthropy.

<sup>v</sup> Greater Shepparton Youth Strategy and Action Plan 2012 – 2015

<sup>vi</sup> (May 2011) Victorian Local Government Support for Children, Young People and Their Families Published by the Department of Education and Early Childhood Development and Municipal Association of Victoria.

### Key Documents

GerrardBown (2006) Word and Mouth Final Report

Goulburn Murray Local Learning and Employment Network. The Building a New Generation Youth Leadership Program 1 & 2 2012 – 2014

Goulburn Murray LLEN (2014) Supporting School to Work Transitions; A Shared Responsibility

Greater Shepparton Youth Strategy & Action Plan 2012-2015

Goulburn Valley Community Profile Goulburn Valley Primary Care Partnership March 2011

Hippisley, J. (2011) Issues for Shepparton 2011 - 2012 Social and Economic perspective.

Hudson, Rob (2011) Social Capital in Shepparton - Some of the Issues; A paper prepared for the Fairley, Pratt and Yulgilbar Foundations Brotherhood of St.Laurence.

Standish, A. and Stephenson, P. (2013) Right in the mix; Role of Victorian councils in the delivery of services to vulnerable young people. Report of the MAV/DEECD Partnership project.

Word and Mouth Strategic Plan 2013-2016

Word and Mouth Policy Manual 2013

Word and Mouth Board of Directors- Chairperson manual 2014 (Draft)



## Greater Shepparton City Council Word and Mouth Youth Advisory Committee

### TERMS OF REFERENCE

*Adopted by Resolution of Council on [ TBC]*

*For Review [TBC]*

#### 1. Purpose

The Greater Shepparton City Council Word and Mouth Youth Advisory Committee will provide informed advice to Council regarding the views and opinions of young people – aged between 12 and 28 years – within the City of Greater Shepparton.

#### 2. Definitions

**Council** refers to Greater Shepparton City Council.

**Committee** refers to the Greater Shepparton Youth Advisory Committee

#### 3. Role of the Greater Shepparton City Council Youth Advisory Committee

The Committee has been established

- To promote and engage young people as leaders and decision makers
- To provide opportunities for young people to be connected to their community and building the human capital of greater Shepparton
- To provide opportunities for youth personal development through leadership training and mentoring
- To encourage expression of opinion, cross cultural exchange and understanding
- To maintain collaborative partnerships with other youth groups, youth service providers, government agencies, funding bodies and secondary schools
- To support the operations of the Word & Mouth Council business unit
- To support the planning, implementation and evaluation of youth activities
- Monitor and review the Greater Shepparton Youth Action and Strategy Plan (YS&AP). Contribute to the ongoing development of successive YS&APs

#### 4. Committee Membership

The committee will consist of 20 members between the ages of 12 years and 28 years.

- Four members between the ages of 12 and 15 years
- Four members between the ages of 16 and 20 years
- Four members between the ages of 21 and 24 years
- Four members between the ages of 25 and 28 years

Two members outside this age group  
Individuals are invited to nominate or be nominated for the committee, which remains in place from July 1 to June 30 each year.

**5. Committee Meeting Procedure**

Meetings will be held .....

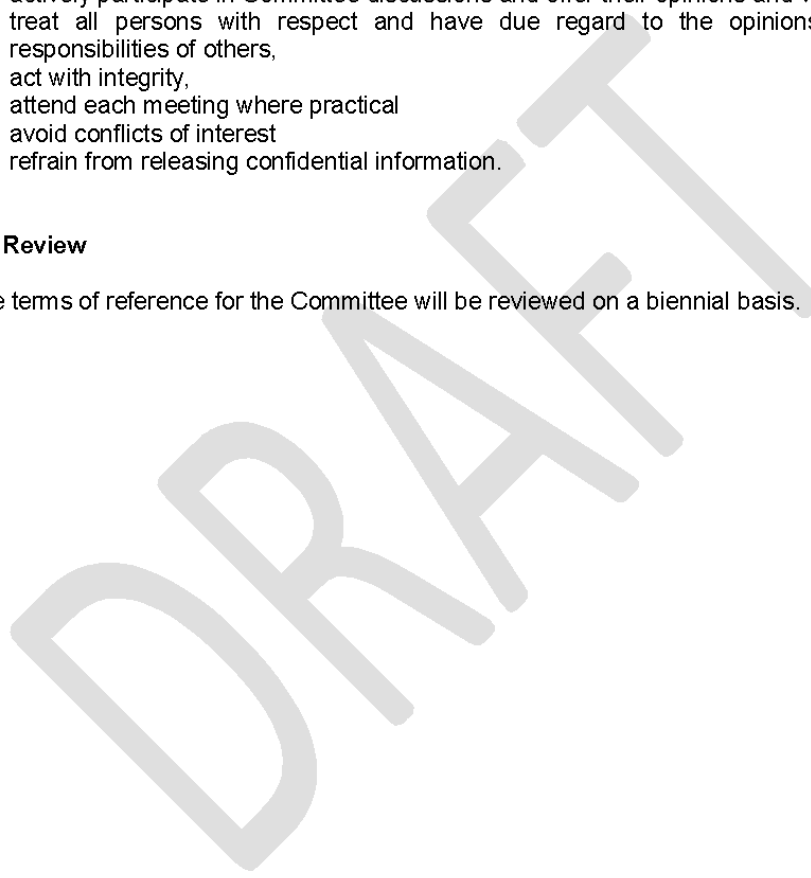
**6. Committee Conduct Principles**

Committee members are expected to:

- a. actively participate in Committee discussions and offer their opinions and views,
- b. treat all persons with respect and have due regard to the opinions, rights and responsibilities of others,
- c. act with integrity,
- d. attend each meeting where practical
- e. avoid conflicts of interest
- f. refrain from releasing confidential information.

**6. Review**

The terms of reference for the Committee will be reviewed on a biennial basis.





# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

**Agenda Item 7.1      May 2015 Monthly Financial Report**

**Attachment 1      May 2015 Monthly Financial Report..... 268**

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 MAY 2015**





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**GREATER SHEPPARTON CITY COUNCIL**  
**Summary for Monthly Finance Report – May 2015**

The May 2015 Financial Report provides a summary of the actual financial performance compared to budget for the first eleven months of the 2014/2015 financial year.

At the April ordinary Council meeting the March Quarter Budget Review was adopted which is used as the basis of the Budget in this report.

The actual year to date accounting surplus of \$12.27m is \$1.74m (16.5%) over the year to date budget.

**Income Statement**

- The underlying operating surplus is \$1.68m (34.8%) more than the year to date budget with operating revenue \$1.41m (1.3%) more than budget and operating expenditure \$266k (0.3%) less than budget.
- The favourable variance in operating revenue is largely due to the timing of the receipt of Victorian Grant Commission local roads grants \$757k and Waste Management Cosgrove Operations User Charges income \$194k.
- The favourable variance in operating expense is due to employee costs savings largely attributable to staff vacancies.

**Capital Works**

- Year to date capital expenditure of \$23.58m is \$466k (2.0%) over the budget. This is largely due to Shepparton Showgrounds Grassed Area \$600k and timing of works for Verney Road Reconstruction \$644k, partly offset by an underspend in Shepparton Senior Citizens' Centre Redevelopment \$158k and Furniture, Equipment & Computer purchases \$150k.
- Council has expended 74.6% of the capital works budget during the first eleven months of the year 2014/2015.

**Balance Sheet**

- Working capital (current assets less current liabilities) is \$34.62m as at 31 May 2015.

**Cash Flow**

- Net cash inflow from operating activities is \$2.06m more than budget. This is largely due to collection of rates, receipts of grants and contributions \$1.22m, increased income from Waste Management Cosgrove Operations User Charges \$194k and Saleyards Selling Fees \$154k.

**Investments**

- Total investments of \$36.60m is tracking \$3.17m less than the same time last year with an average interest rate of 2.90%.
- 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 2014. The rates fourth instalment was due end of May 2015.
- Rates debtors of \$6.53m is tracking \$30k more than the same time last year.

**Sundry Debtors**

- Sundry Debtors of \$1.77m is tracking \$221k more 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 May 2015

	2014/2015 March Quarter Budget \$	2014/2015 YTD Budget \$	2014/2015 YTD Actual \$	YTD Variance (Fav)/Unfav \$	YTD Variance (Fav)/Unfav %	Note
<b>Revenues from Operating Activities</b>						
Rates and Charges	63,973,786	63,840,797	63,833,094	7,703	0.0%	
Operating Grants and Contributions	24,601,899	22,350,578	23,200,083	(849,505)	(3.8%)	1
User Charges	15,957,281	13,881,650	15,195,078	(1,313,428)	(9.5%)	2
Statutory Fees	2,406,878	2,109,415	2,161,757	(52,342)	(2.5%)	
Parking Fees and Fines	1,940,000	1,646,599	717,690	928,909	56.4%	2
Rent	500,692	447,886	456,440	(8,554)	(1.9%)	
Interest	1,188,655	1,168,947	1,170,746	(1,799)	(0.2%)	
Other	777,788	692,222	815,521	(123,299)	(17.8%)	3
<b>Total Operating Revenue</b>	<b>111,346,979</b>	<b>106,138,094</b>	<b>107,550,410</b>	<b>(1,412,316)</b>	<b>(1.3%)</b>	
<b>Expenses from Operating Activities</b>						
Employee Costs	42,535,185	38,210,996	37,864,845	(346,151)	(0.9%)	
Materials and Consumables	33,429,911	26,069,499	26,742,826	673,328	2.6%	4
External Contracts	14,833,566	13,045,544	12,482,637	(562,907)	(4.3%)	4
Utilities	3,268,039	2,838,682	2,871,905	33,223	1.2%	
Borrowing Costs	1,125,875	591,565	591,564	(1)	(0.0%)	
Depreciation and Amortisation	22,539,596	20,563,496	20,500,214	(63,282)	(0.3%)	
<b>Total Operating Expenses</b>	<b>117,732,172</b>	<b>101,319,782</b>	<b>101,053,991</b>	<b>(265,790)</b>	<b>(0.3%)</b>	
<b>UNDERLYING OPERATING RESULT</b>	<b>(6,385,193)</b>	<b>4,818,313</b>	<b>6,496,419</b>	<b>(1,678,106)</b>	<b>(34.8%)</b>	
<b>Non-operating Income and Expenditure</b>						
Capital Grants and Contributions	4,234,775	2,599,929	2,966,545	(366,616)	(14.1%)	5
Contributed Assets	8,000,000	7,700,000	7,431,708	268,292	3.5%	
Proceeds from Sale of Assets	360,925	360,925	322,354	38,571	10.7%	
Written Down Value of Asset Disposals	(7,445,021)	(4,949,185)	(4,949,185)	(0)	(0.0%)	
<b>Total Non Operating Items</b>	<b>5,150,679</b>	<b>5,711,669</b>	<b>5,771,422</b>	<b>(59,753)</b>	<b>(1.0%)</b>	
<b>ACCOUNTING SURPLUS/(DEFICIT)</b>	<b>(1,234,514)</b>	<b>10,529,982</b>	<b>12,267,841</b>	<b>(1,737,859)</b>	<b>(16.5%)</b>	

Greater Shepparton City Council  
**Notes to the Income Statement**  
**for the period ended 31 May 2015**

**Notes**

1. Operating Grants and Contributions is \$850k more than budget. This is largely due to timing of the receipt of Victorian Grant Commission local roads grants income of \$757k.
2. User Charges is \$1.31m more than budget. This is largely due to Parking Meters fee income \$895k, Waste Management Cosgrove Operations User Charges \$194k and increased income in Saleyards Selling Fees \$154k. Parking Meters fee income was reclassified under User Charges. This was previously recorded under Parking Fees and Fines.
3. Revenue - Other is \$123k more than budget. This is largely due to SPC Ardmona KidsTown Income for work for the Dole program payment \$36k, income from temporary sales of water \$29k and income received for the Continuous Improvement program from Rural City of Wangaratta \$15k.
4. Materials and Consumables is \$673k more than budget. This is largely due to payment of Building Better Regional Cities Mooroopna West Growth Corridor (BBRC MWGC) Rebates \$520k, Information Services annual maintenance and licencing fees \$401k and Library Repairs and Maintenance \$365k. This has been partly offset by internal transaction for plant and fleet maintenance user charges of \$399k. Part of the annual maintenance and licencing fees will be transferred to a prepaid expense at the end of the financial year as they have been paid in advance. Library repairs and maintenance include additional works to staff toilets, air conditioner and lights and offset by underspent in External Contracts.
5. Capital Grants and Contributions is \$367k more than budget. This is largely due to Golf Drive Drainage developer contributions \$156k and Verney Rd Reconstruction \$134k. Verney Road Reconstruction relates to income received from Goulburn Valley Water, originally expected to receive in June.



Greater Shepparton City Council  
**Balance Sheet**  
as at May 2015

	June 2014 Actual \$	March Qtr Budget June 2015 \$	Budget May 2015 \$	Actual May 2015 \$	Variance (Fav)/Unfav \$	Variance (Fav)/Unfav %	Note
<b>Current Assets</b>							
Cash and Cash Equivalent	27,435,486	19,547,829	26,655,816	28,216,351	(1,560,535)	(5.9%)	1
Receivables	6,258,295	7,174,253	9,184,102	9,937,523	(753,421)	(8.2%)	2
Other Financial Assets	16,500,000	12,000,000	14,500,000	14,500,000	0	0.0%	
Inventories	106,323	110,000	143,750	111,704	32,046	22.3%	
<b>Total Current Assets</b>	<b>50,300,104</b>	<b>38,832,082</b>	<b>50,483,668</b>	<b>52,765,578</b>	<b>(2,281,910)</b>	<b>(4.5%)</b>	
<b>Current Liabilities</b>							
Payables	10,924,298	10,651,694	5,927,445	6,715,100	787,655	13.3%	3
Interest Bearing Liabilities	457,675	489,992	418,450	418,450	(0)	(0.0%)	
Trust Funds	2,095,126	2,051,000	2,374,652	2,387,191	12,539	0.5%	
Employee Benefits	8,648,527	8,895,000	8,628,030	8,628,030	(0)	(0.0%)	
<b>Total Current Liabilities</b>	<b>22,125,626</b>	<b>22,087,686</b>	<b>17,348,577</b>	<b>18,148,770</b>	<b>800,194</b>	<b>4.6%</b>	
<b>Net Current Assets</b>	<b>28,174,478</b>	<b>16,744,396</b>	<b>33,135,092</b>	<b>34,616,808</b>	<b>(1,481,716)</b>	<b>(4.5%)</b>	
<b>Non Current Assets</b>							
Investment in Associates	1,382,400	1,314,200	1,382,400	1,382,400	0	0.0%	
Infrastructure	826,866,943	839,680,952	835,351,831	835,607,975	(256,144)	(0.0%)	
Other	1,046,469	1,183,299	1,046,469	1,046,469	0	0.0%	
<b>Total Non Current Assets</b>	<b>829,295,812</b>	<b>842,178,451</b>	<b>837,780,700</b>	<b>838,036,844</b>	<b>(256,144)</b>	<b>(0.0%)</b>	
<b>Total Assets</b>	<b>879,595,916</b>	<b>831,010,533</b>	<b>838,264,368</b>	<b>890,802,422</b>	<b>(2,538,054)</b>	<b>(0.3%)</b>	
<b>Non Current Liabilities</b>							
Employee Benefits	926,896	992,000	926,896	926,896	0	0.0%	
Interest Bearing Liabilities	14,354,475	13,864,482	14,089,835	14,089,835	0	0.0%	
<b>Total Non Current Liabilities</b>	<b>15,281,371</b>	<b>14,856,482</b>	<b>15,016,731</b>	<b>15,016,731</b>	<b>0</b>	<b>0.0%</b>	
<b>Total Liabilities</b>	<b>37,406,997</b>	<b>36,944,168</b>	<b>32,365,308</b>	<b>33,165,502</b>	<b>800,194</b>	<b>2.5%</b>	
<b>Net Assets</b>	<b>842,188,919</b>	<b>844,066,365</b>	<b>855,899,061</b>	<b>857,636,920</b>	<b>(1,737,859)</b>	<b>(0.2%)</b>	
<b>Represented By</b>							
Accumulated Surplus	316,300,143	314,997,429	326,830,125	328,567,984	(1,737,859)	(0.5%)	
Reserves	525,888,776	529,068,936	529,068,936	529,068,936	0	0.0%	
<b>Total Equity</b>	<b>842,188,919</b>	<b>844,066,365</b>	<b>855,899,061</b>	<b>857,636,920</b>	<b>(1,737,859)</b>	<b>(0.2%)</b>	

Greater Shepparton City Council  
**Notes to the Balance Sheet**  
**for the period ended 31 May 2015**

**Balance Sheet**

- 1 Cash & Cash Equivalents balance is \$1.56m more than budget. This is mainly due to increased Grants & Contributions of \$1.22m. The balance of cash varies throughout the year and is difficult to predict.
- 2 Receivables is \$753k more than budget. Receivable relates to the accounts receivable by the Council. This includes rates debtors and other sundry debtors. This variance is primarily due to timing variances depending on when income is received.
- 3 Current Liabilities - Payables is \$788k more than budget. This is mainly due to timing of operational expenses. The budget assumes that all operational expenses are paid within 30 days from the date of the invoice.

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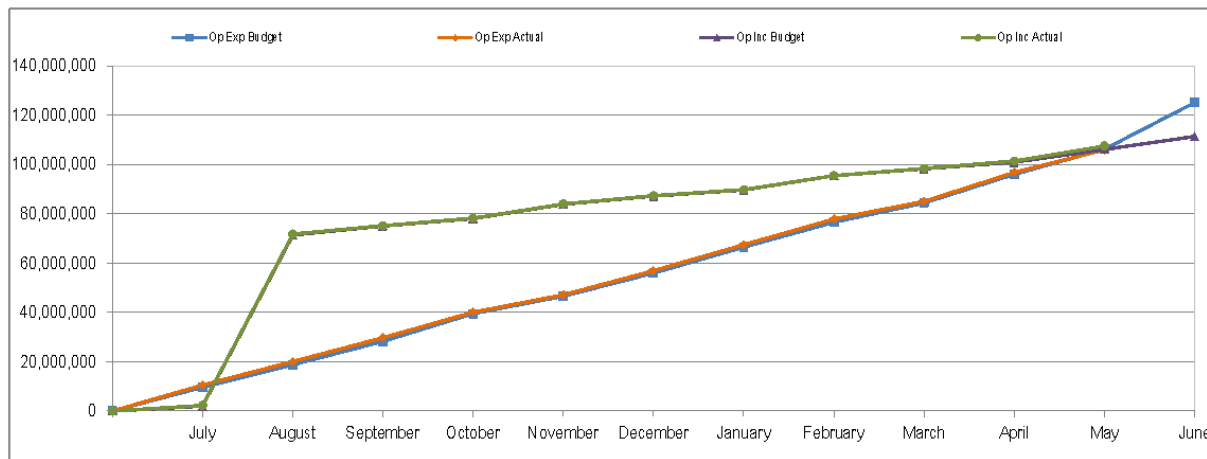
## Greater Shepparton City Council

## Cash Flow Statement

### as at May 2015

	2015 March Qtr Budget \$	2014/2015 YTD Budget \$	2014/2015 YTD Actual \$	Variance (Fav)/Unfav \$
<b><i>Cash flows from operating activities</i></b>				
Receipts from customers	87,306,847	80,426,973	80,247,103	179,870
Payments to suppliers	(96,918,648)	(85,674,182)	(84,647,427)	(1,026,755)
Net cash inflow(outflow) from customers(suppliers)	(9,611,801)	(5,247,209)	(4,400,324)	(846,885)
Interest received	1,228,563	1,168,947	1,170,746	(1,799)
Government receipts	26,465,195	23,339,060	24,109,764	(770,704)
Contributions	2,371,478	1,611,447	2,056,864	(445,417)
<b>Net cash inflow(outflow) from operating activities</b>	<b>20,453,435</b>	<b>20,872,245</b>	<b>22,937,050</b>	<b>(2,064,805)</b>
<b><i>Cash flows from investing activities</i></b>				
Net movement in other financial assets	4,500,000	2,000,000	2,000,000	0
Infrastructure, property, plant & equipment- proceeds	360,925	360,925	322,354	38,571
Infrastructure, property, plant & equipment- payments	(31,618,466)	(23,117,409)	(23,583,109)	465,700
<b>Net cash inflow(outflow) from investing activities</b>	<b>(26,757,541)</b>	<b>(20,756,484)</b>	<b>(21,260,755)</b>	<b>504,271</b>
<b><i>Cash flows from financing activities</i></b>				
Finance Cost	(1,125,875)	(591,565)	(591,565)	0
Repayment of interest-bearing loans and borrowings	(457,675)	(303,865)	(303,865)	0
<b>Net cash inflow(outflow) from financing activities</b>	<b>(1,583,550)</b>	<b>(895,430)</b>	<b>(895,430)</b>	<b>0</b>
<b>Net increase(decrease) in cash and equivalents</b>	<b>(7,887,656)</b>	<b>(779,669)</b>	<b>780,865</b>	<b>(1,560,534)</b>
Cash and equivalents at the beginning of the year	27,435,485	27,435,485	27,435,485	0
<b>Cash and equivalents at the end of the year</b>	<b>19,547,829</b>	<b>26,655,816</b>	<b>28,216,350</b>	<b>(1,560,534)</b>

Greater Shepparton City Council  
**Operating Budget vs Actual**  
 For the period ending May 2015



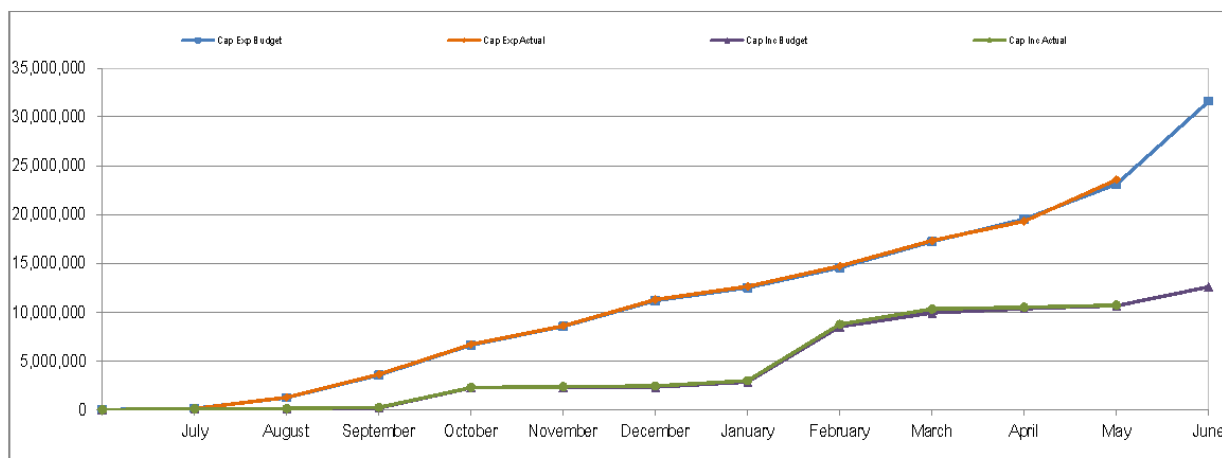
Directorate Responsible Department Account Type	Current Budget	2014-2015 YTD Budgets	2014-2015 YTD Actuals	2014-2015 YTD \$ Variance (Fav)/Unfav	2014-2015 YTD % Variance (Fav)/Unfav	Note
<b>Business</b>	<b>(60,470,589)</b>	<b>(61,254,704)</b>	<b>(61,701,814)</b>	<b>152,890</b>	<b>0.2%</b>	
<b>Business Director</b>	<b>182,109</b>	<b>151,795</b>	<b>151,140</b>	<b>(655)</b>	<b>(0%)</b>	
Operating Expense	182,109	151,795	151,140	(655)	(0%)	
<b>Citizen Services</b>	<b>627,582</b>	<b>385,235</b>	<b>276,396</b>	<b>(108,839)</b>	<b>(28%)</b>	
Operating Expense	3,223,434	2,581,935	2,549,163	(32,772)	(1%)	
Operating Income	(2,595,852)	(2,196,700)	(2,272,767)	(76,067)	(3%)	
<b>Finance and Rates</b>	<b>(64,463,217)</b>	<b>(65,103,774)</b>	<b>(65,233,840)</b>	<b>(130,066)</b>	<b>(0%)</b>	
Operating Expense	6,996,966	5,677,960	5,499,753	(178,207)	(3%)	
Operating Income	(7,146,013)	(7,078,173)	(7,073,593)	48,141	0.1%	
<b>Information Services</b>	<b>3,182,937</b>	<b>2,712,040</b>	<b>3,104,490</b>	<b>392,450</b>	<b>14.5%</b>	
Operating Expense	3,182,937	2,712,040	3,104,490	392,450	14.5%	1
<b>Community</b>	<b>10,450,007</b>	<b>9,220,004</b>	<b>8,933,320</b>	<b>(286,684)</b>	<b>(3%)</b>	
<b>Active Living</b>	<b>1,575,942</b>	<b>1,296,941</b>	<b>1,324,844</b>	<b>27,903</b>	<b>2.2%</b>	
Operating Expense	5,225,418	4,622,355	4,659,149	36,794	0.8%	
Operating Income	(3,649,476)	(3,325,414)	(3,334,305)	(8,891)	(0%)	
<b>Children &amp; Youth Services</b>	<b>2,025,965</b>	<b>1,770,585</b>	<b>1,698,631</b>	<b>(71,954)</b>	<b>(4%)</b>	
Operating Expense	9,522,477	8,566,657	8,487,528	(79,129)	(1%)	
Operating Income	(7,496,512)	(6,796,072)	(6,788,897)	7,175	0.1%	
<b>Community Director</b>	<b>1,962,094</b>	<b>1,912,485</b>	<b>1,920,227</b>	<b>7,742</b>	<b>0.4%</b>	
Operating Expense	2,110,650	2,061,041	2,068,783	7,742	0.4%	
Operating Income	(148,556)	(148,556)	(148,556)	0	0.0%	
<b>Neighbourhoods</b>	<b>2,473,988</b>	<b>2,019,700</b>	<b>1,773,245</b>	<b>(246,455)</b>	<b>(12%)</b>	
Operating Expense	6,726,307	5,893,364	5,656,015	(237,349)	(4%)	
Operating Income	(4,252,319)	(3,873,664)	(3,882,770)	(9,106)	(0%)	
<b>Performing Arts &amp; Conventions</b>	<b>984,871</b>	<b>852,934</b>	<b>837,717</b>	<b>(15,217)</b>	<b>(2%)</b>	
Operating Expense	1,777,071	1,532,343	1,512,974	(19,369)	(1%)	
Operating Income	(782,200)	(679,409)	(675,257)	4,152	0.6%	
<b>Shepparton Art Museum</b>	<b>1,417,147</b>	<b>1,367,359</b>	<b>1,378,656</b>	<b>11,297</b>	<b>0.8%</b>	
Operating Expense	1,844,820	1,746,627	1,769,274	22,647	1.3%	
Operating Income	(427,673)	(379,268)	(390,618)	(11,350)	(3%)	
<b>Infrastructure</b>	<b>49,210,896</b>	<b>41,534,039</b>	<b>40,665,429</b>	<b>(868,610)</b>	<b>(2%)</b>	
<b>Infrastructure Director</b>	<b>316,984</b>	<b>287,551</b>	<b>302,197</b>	<b>14,646</b>	<b>5.1%</b>	
Operating Expense	316,984	287,551	302,197	14,646	5.1%	

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
<b>Non Cash Items</b>	<b>29,984,617</b>	<b>25,512,681</b>	<b>25,449,398</b>	<b>(63,283)</b>	<b>(0%)</b>	
Operating Expense	29,984,617	25,512,681	25,449,398	(63,283)	(0%)	
<b>Parks, Sport &amp; Recreation</b>	<b>6,955,913</b>	<b>6,272,876</b>	<b>6,204,301</b>	<b>(68,575)</b>	<b>(1%)</b>	
Operating Expense	7,535,823	6,594,573	6,550,570	(44,003)	(1%)	
Operating Income	(579,910)	(321,697)	(346,268)	(24,571)	(8%)	
<b>Projects</b>	<b>7,771,344</b>	<b>5,775,016</b>	<b>6,356,813</b>	<b>581,797</b>	<b>10.1%</b>	
Operating Expense	8,275,215	6,239,722	6,732,681	492,959	7.9%	2
Operating Income	(503,871)	(464,706)	(375,868)	88,838	19.1%	
<b>Strategic Assets</b>	<b>202,302</b>	<b>174,441</b>	<b>(420,170)</b>	<b>(594,611)</b>	<b>(341%)</b>	
Operating Expense	7,110,253	6,503,633	6,527,862	24,229	0.4%	
Operating Income	(6,901,951)	(6,329,192)	(6,948,032)	(618,840)	(10%)	3
<b>Transport &amp; Road Reserves</b>	<b>3,973,736</b>	<b>3,511,474</b>	<b>2,772,839</b>	<b>(738,585)</b>	<b>(21%)</b>	
Operating Expense	7,880,230	6,718,394	6,738,005	19,611	0.3%	
Operating Income	(3,906,494)	(3,206,920)	(3,965,116)	(758,196)	(24%)	4
<b>Office of the CEO</b>	<b>9,396,731</b>	<b>8,011,813</b>	<b>7,929,533</b>	<b>(82,230)</b>	<b>(1%)</b>	
<b>Corporate Performance</b>	<b>3,664,909</b>	<b>3,024,161</b>	<b>2,950,999</b>	<b>(73,162)</b>	<b>(2%)</b>	
Operating Expense	3,921,785	3,238,976	3,198,350	(40,626)	(1%)	
Operating Income	(256,876)	(214,815)	(247,351)	(32,536)	(15%)	
<b>Marketing and Communications</b>	<b>1,861,599</b>	<b>1,588,846</b>	<b>1,446,262</b>	<b>(142,584)</b>	<b>(9%)</b>	
Operating Expense	1,861,399	1,588,846	1,446,462	(142,384)	(9%)	
Operating Income	200	0	(200)	(200)	0.0%	
<b>People Performance</b>	<b>3,870,273</b>	<b>3,398,806</b>	<b>3,532,322</b>	<b>133,516</b>	<b>3.9%</b>	
Operating Expense	3,884,001	3,412,534	3,546,718	134,184	3.9%	
Operating Income	(13,728)	(13,728)	(14,396)	(668)	(5%)	
<b>Sustainable Development</b>	<b>5,243,119</b>	<b>3,219,721</b>	<b>2,626,249</b>	<b>(593,472)</b>	<b>(18%)</b>	
<b>Building</b>	<b>53,100</b>	<b>66,796</b>	<b>69,130</b>	<b>2,334</b>	<b>3.6%</b>	
Operating Expense	729,100	670,814	666,584	(4,230)	(1%)	
Operating Income	(676,000)	(604,018)	(597,405)	6,613	1.1%	
<b>Environment</b>	<b>(8,262)</b>	<b>(1,049,267)</b>	<b>(1,439,673)</b>	<b>(410,406)</b>	<b>(39%)</b>	
Operating Expense	15,637,115	12,884,664	12,780,949	(103,715)	(1%)	
Operating Income	(15,645,377)	(13,933,931)	(14,240,622)	(306,691)	(2%)	5
<b>Investment Attraction</b>	<b>3,293,858</b>	<b>2,560,096</b>	<b>2,427,431</b>	<b>(132,615)</b>	<b>(5%)</b>	
Operating Expense	4,148,662	3,339,002	3,270,289	(68,713)	(2%)	
Operating Income	(854,804)	(778,906)	(842,808)	(63,902)	(8%)	
<b>Planning</b>	<b>1,603,923</b>	<b>1,372,465</b>	<b>1,317,164</b>	<b>(55,301)</b>	<b>(4%)</b>	
Operating Expense	2,065,423	1,750,012	1,717,469	(32,543)	(2%)	
Operating Income	(461,500)	(377,547)	(400,305)	(22,758)	(6%)	
<b>Sustainable Development Director</b>	<b>300,500</b>	<b>269,631</b>	<b>272,097</b>	<b>2,466</b>	<b>0.9%</b>	
Operating Expense	300,500	269,631	272,097	2,466	0.9%	
<b>Grand Total</b>	<b>13,830,214</b>	<b>130,873</b>	<b>(1,547,234)</b>	<b>(1,673,107)</b>	<b>(1232%)</b>	

#### Notes to Operating Budget v Actual

- Information Services operating expense is \$392k more than budget. This is largely due to annual maintenance and licencing fees \$401k. Part of the annual maintenance and licencing fees will be transferred to a prepaid expense at the end of the financial year as they have been paid in advance, some of which relates to next financial year.
- Projects operating expense is \$493k more than budget. This is largely due to payment of Building Better Regional Cities Mooroonpa West Growth Corridor (BBRC MWGC) Rebates \$520k. It is expected that all relevant stages will achieve Statement of Compliance prior to end of financial year and allow remaining lot sales to reach settlement.
- Strategic Assets operating income is \$619k more than budget. This is largely due to increase in Saleyards Selling Fees income \$154k and timing of Plant & Fleet Maintenance User Charges \$399k which is an internal transaction.
- Transport & Road Reserve operating income is \$758k more than budget. This is largely due to the timings for the receipt of Victorian Grant Commission local roads grants \$757k.
- Environment operating income is \$307k more than budget. This is largely due to timing of Waste Management Cosgrove Operations User Charges \$194k and increased user charges income from Shepparton Transfer Station Operations \$64k.

Greater Shepparton City Council  
**Capital Budget vs Actual**  
 period ended May 2015



Capital Works Area	2014/2015 March Qtr Budget	2014/2015 YTD Budget	2014/2015 YTD Actual	2014/2015 YTD Variance (Fav.)/Unfav.		
				Variance \$	Variance %	Note
Art Collection & Regalia	116,000	60,355	68,376	8,021	13.3%	
Bridges	170,000	65,053	38,949	(26,104)	(40.1%)	
Buildings	6,035,244	4,145,965	3,702,305	(443,660)	(10.7%)	1
Drainage	1,861,376	1,214,407	1,160,472	(53,935)	(4.4%)	
Footpaths & Cycleways	648,056	581,960	515,325	(66,635)	(11.5%)	
Furniture, Equipment & Computer	2,166,291	867,893	717,462	(150,431)	(17.3%)	2
Kerb & Channel	575,000	575,000	558,715	(16,285)	(2.8%)	
Land	73,835	44,375	26,559	(17,816)	(40.1%)	
Land Improvements	7,347,619	4,713,344	5,467,020	753,676	16.0%	3
Plant Machinery & Equipment	1,855,255	1,797,103	1,705,971	(91,132)	(5.1%)	
Roads	10,604,790	8,950,440	9,539,206	588,766	6.6%	4
Street Furniture	35,000	25,000	25,075	75	0.3%	
Trees	130,000	76,514	57,672	(18,842)	(24.6%)	
<b>Total Capital Works</b>	<b>31,618,466</b>	<b>23,117,409</b>	<b>23,583,109</b>	<b>465,700</b>	<b>2.0%</b>	

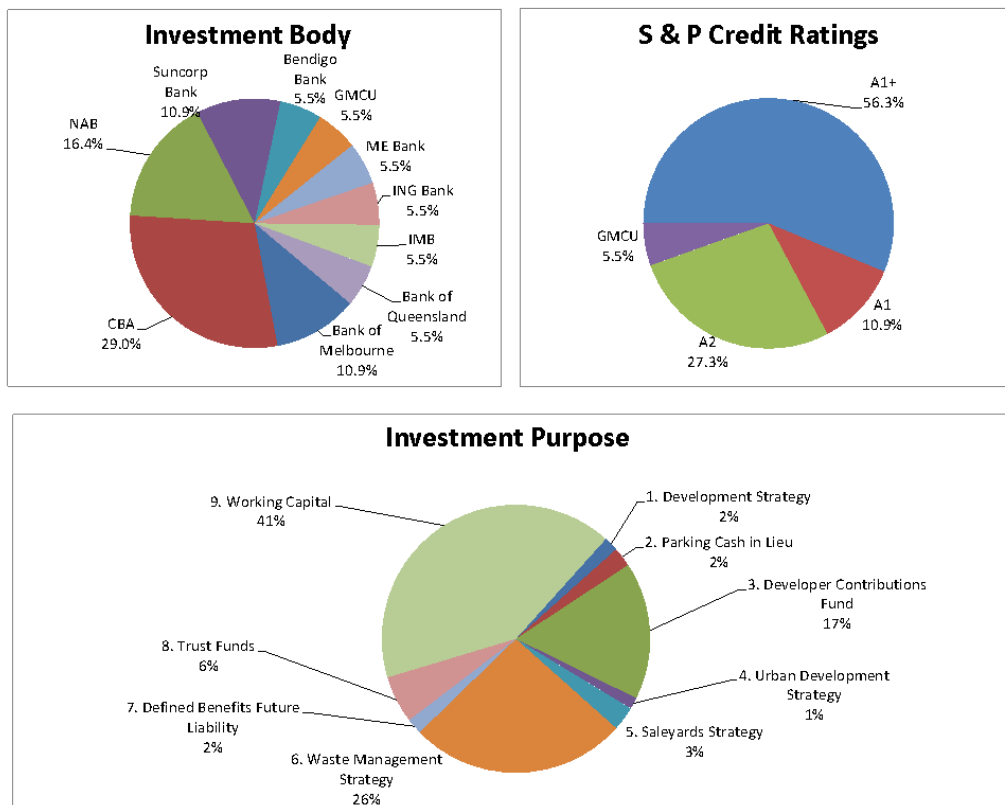
Capital Works Type	2014/2015 March Qtr Budget	2014/2015 YTD Budget	2014/2015 YTD Actual	2014/2015 YTD Variance (Fav.)/Unfav.		
				Variance \$	Variance %	Note
Renewal	18,128,804	15,075,497	15,183,621	108,124	0.7%	
Upgrade	3,619,752	2,348,723	1,840,889	(507,834)	(27.6%)	
New	9,869,910	5,693,189	6,558,598	865,409	13.2%	
<b>Total Capital Works</b>	<b>31,618,466</b>	<b>23,117,409</b>	<b>23,583,109</b>	<b>465,700</b>	<b>2.0%</b>	

**Notes to Capital Budget v Actual**

Capital Works areas have been reviewed and reclassified to comply with the new local government model financial reports.

- Buildings is \$444k under budget mainly due to Shepparton Senior Citizens' Centre Redevelopment \$158k, Saleyards Cattle Yard Extension \$59k, Ferrari Park Public Toilet \$37k and building renewal expenses \$37k. Shepparton Senior Citizens' Centre Redevelopment is currently underway and due for completion in early 2015/16.
- Furniture, Equipment & Computer is \$150k under budget mainly due to timing of renewal expenditure on capital tech purchases \$191k.
- Land Improvements is \$754k over budget mainly due to Shepparton Showgrounds Grassed Area \$600k and timing of Cosgrove 2 Cell 4 Sideliner expenses \$268k.
- Roads is \$689k over budget mainly due to timing of payment for Verney Rand Reconstruction \$644k.

Greater Shepparton City Council  
**Investments Summary**  
 as at 31 May 2015



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. Trust Funds	2,087,404
9. Working Capital	15,129,556
	<b>36,604,114</b>

**Funds Held Notes**

Investments from 1 to 8 are as per the balances as at 30.06.2014.

\*\* 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.

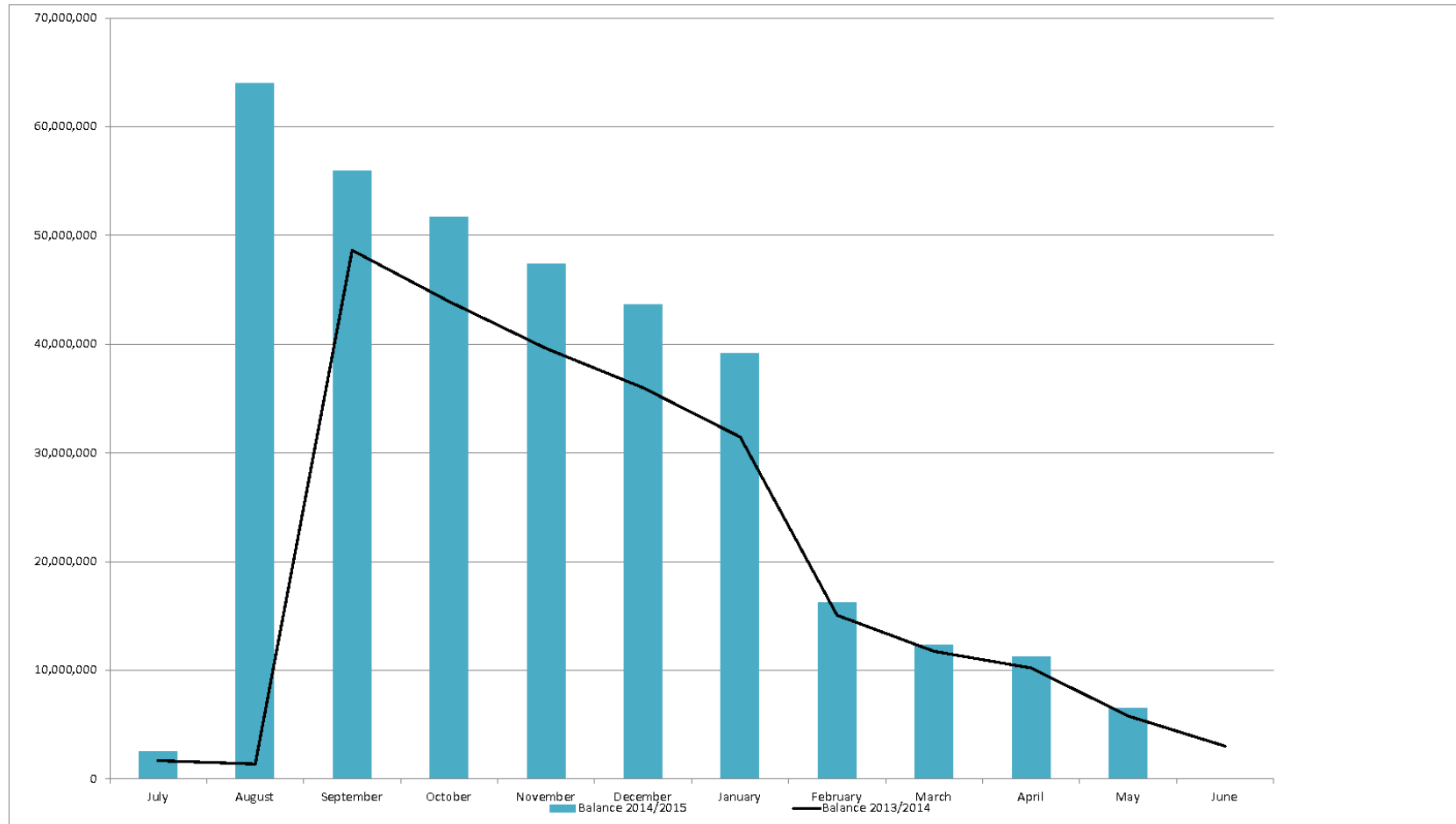
\*\* Investment 7 is in accordance with the Council's Strategic Resource Plan 2014/2015 -2017/2018.

\*\* Investment 8 is funds identified and held by council in trust and therefore unavailable for use by Council.

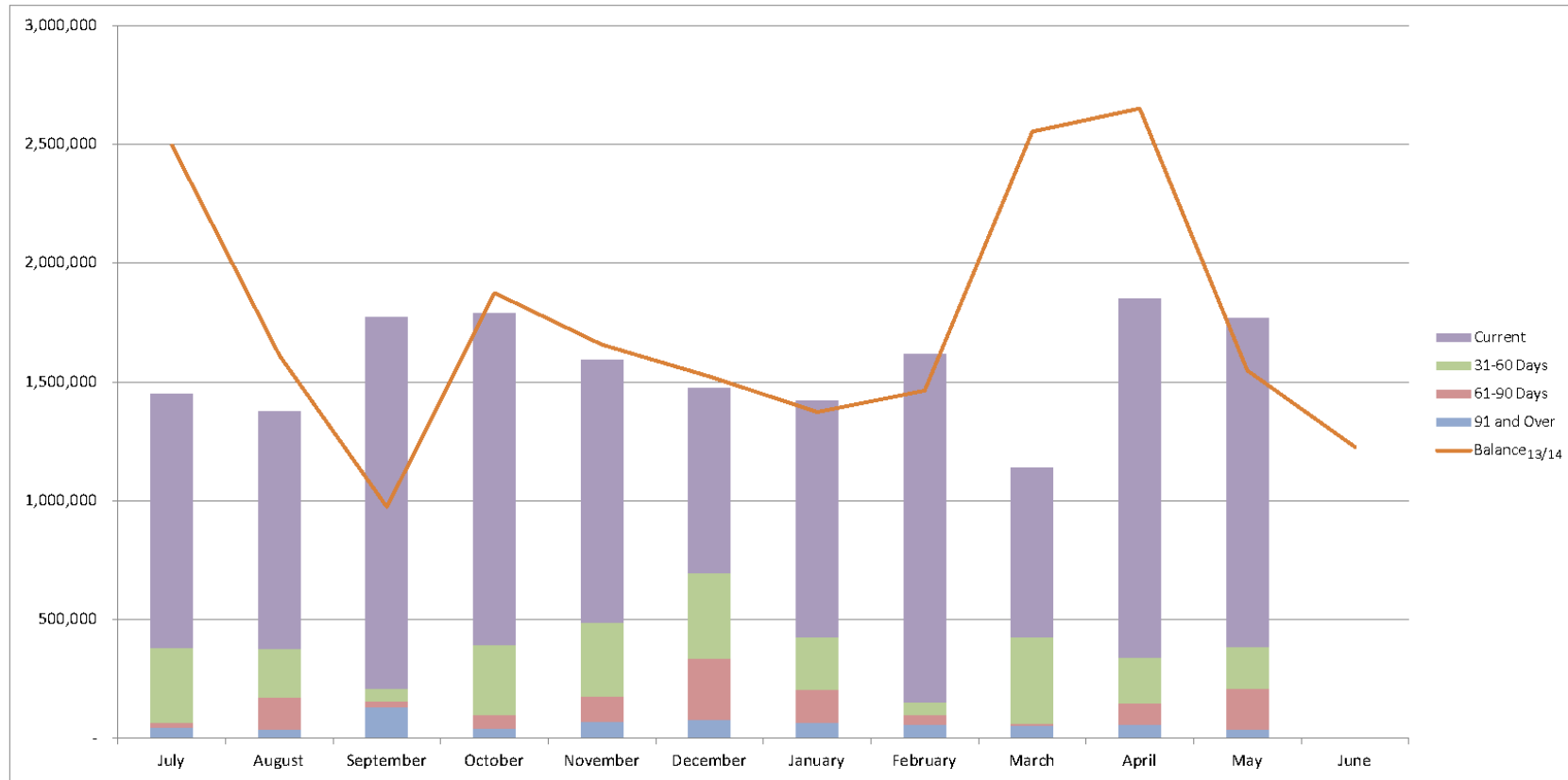
\*\* Investment 9 is funds held to cover previously committed operating and capital expenditure for the remainder of the financial year, and includes reserve amounts held at 30 June 2014.



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



Greater Shepparton City Council  
**Sundry Debtors**  
 as at 31 May 2015



**COUNCILLORS EXPENSE REPORTMAY 2015**

<b>Month of May 2015</b>	<b>Cr Dinny Adem</b>	<b>Cr Jenny Houlihan</b>	<b>Cr Les Oroszvary</b>	<b>Cr Dennis Patterson</b>	<b>Cr Michael Polan</b>	<b>Cr Kevin Ryan</b>	<b>Cr Fern Summer</b>	<b>TOTAL</b>
Councillor Allowance	2,119	2,119	2,119	6,555	2,119	2,119	2,119	<b>19,266</b>
Vehicle	-	-	-	1,372	-	-	-	<b>1,372</b>
Telephone Rent	68	55	92	68	95	82	55	<b>515</b>
Telephone Usage	102	183	105	285	132	156	215	<b>1,176</b>
Internet Connection	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-	-
Other	1,163	(10)	-	35	68	-	191	<b>1,447</b>
<b>Shared Councillor Expense:</b>								
Catering								<b>320</b>
Other								<b>735</b>
<b>TOTAL</b>	<b>3,451</b>	<b>2,346</b>	<b>2,315</b>	<b>8,315</b>	<b>2,414</b>	<b>2,356</b>	<b>2,579</b>	<b>24,831</b>

<b>Councillor Expense Year to Date</b>	<b>Cr Dinny Adem</b>	<b>Cr Jenny Houlihan</b>	<b>Cr Les Oroszvary</b>	<b>Cr Dennis Patterson</b>	<b>Cr Michael Polan</b>	<b>Cr Kevin Ryan</b>	<b>Cr Fern Summer</b>	<b>TOTAL</b>
Councillor Allowance	23,943	42,278	23,393	52,633	23,393	23,393	23,393	<b>212,427</b>
Vehicle	-	6,860	-	8,232	-	-	-	<b>15,091</b>
Telephone Rent	268	300	215	268	418	449	273	<b>2,191</b>
Telephone Usage	305	898	713	934	837	1,029	1,526	<b>6,242</b>
Internet Connection	-	-	-	-	-	-	-	-
Travel	1,846	1,084	-	160	-	-	108	<b>3,198</b>
Training	-	-	-	-	-	-	-	-
Other	3,336	958	-	662	1,846	25	720	<b>7,547</b>
<b>Shared Councillor Expense:</b>								
Catering								<b>13,885</b>
Other								<b>8,312</b>
<b>TOTAL</b>	<b>29,699</b>	<b>52,377</b>	<b>24,321</b>	<b>62,888</b>	<b>26,494</b>	<b>24,897</b>	<b>26,020</b>	<b>268,892</b>

# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

<b>Agenda Item 8.1</b>	<b>Establishment of a Shepparton Showgrounds Advisory Committee and Terms of Reference</b>	
<b>Attachment 1</b>	<b>Terms of Reference Shepparton Showgrounds Advisory Committee.....</b>	<b>287</b>



## SHEPPARTON SHOWGROUNDS ADVISORY COMMITTEE

### TERMS OF REFERENCE

*Adopted by Resolution of Council on [17 June 2015]*

*For Review [June 2017]*

#### **1. Purpose**

The Shepparton Showgrounds Advisory Committee (Committee) will make recommendations to Council on their procedures, rules, conditions of use, future strategic planning and proposed capital works which are necessary for the proper management of Shepparton Showgrounds (Facility), and any specific issues which may arise from time to time.

#### **2. Role of the Shepparton Showgrounds Advisory Committee**

This is a Special Purpose Committee, convened by Council to:

- 2.1 Maximise the sustainable use of the Facility, in a way that is sensitive to the environment, neighbouring residents and local businesses
- 2.2 Support an ongoing Agricultural Show
- 2.3 Provide open and covered venues which will attract multi-purpose usage
- 2.4 Make recommendations to Council for continued development of the strategic master plan
- 2.5 Create a positive visual, social and cultural amenity for Greater Shepparton
- 2.6 Encourage public interest and maximise the involvement and participation of the community in the development and use of the facility
- 2.7 Provide recommendation to Council on procedures, rules and conditions of use and act consistently with the objectives of the Committee
- 2.8 Suggest solutions to resolve conflicts between facility users as required.
- 2.9 Advise Council on:
  - 2.9.1 Funding priorities
  - 2.9.2 Infrastructure and capital works
  - 2.9.3 Maintenance

- 2.9.4 Appropriate level of facilitates
- 2.9.5 Grant opportunities
- 2.10 Convene or cause to be convened such meetings, forums, seminars or other activities as may be deemed of value by the Committee to meet or assist in meeting its objectives;
- 2.11 Liaise with the Council and its staff to ensure continuing cooperation and coordination of the Facility;
- 2.12 Not commit, or permit to be committed, any act which will render the operation of any of the Council's insurance policies invalid;
- 2.13 Publicise and promote interest in the Facility;
- 2.14 Maintain confidentiality of all matters discussed in camera or noted as confidential.
- 2.15 Council will consult with the Committee on matters relating to the facility prior to the commencement of any new capital works.
- 2.16 Any work undertaken by the Committee members will only be done after gaining approval from Council.

### 3. Committee Membership

- 3.1 The Committee shall comprise of between 5 and 10 members representative of the Greater Shepparton community including two representatives from the Shepparton Agricultural Society and up to two councillors, appointed by resolution of the Council.
- 3.2 Community members will be appointed for a period of two years (but may be removed by the Council at any time). Removal of a committee member may result from any of the following reasons:
  - A committee member is absent for three consecutive meetings without the committee's approval
  - A committee member becomes bankrupt
  - A committee member is convicted of a serious offence, or
  - A committee member becomes incapable of performing committee duties (for example chronic illness).
  - A member of the Committee shall be eligible for re-election or re-nomination at the expiration of his or her period of office.
- 3.3 The Council will call for applications to fill vacant community positions by way of notice in the public notice section of the Shepparton News before appointing community representatives to the Committee.
- 3.4 All application will be carefully considered based on relevant skills and experience before appointment is made by way of a formal resolution of the Council.

Casual vacancies arising during a committee's term of appointment can be filled without the need to advertise. Such appointments will only be for the

remaining period of the current term of the committee and will still require formal appointment via a resolution from Council. Person(s) wishing to nominate a Committee member are required to submit an application form for Council's consideration.

- 3.5 Members shall be selected in order to achieve the following mix of skills and experience:
- Organising and conducting the annual Shepparton Agricultural Show in conjunction with Council.
  - Coordinating livestock and other major events
  - Seeking tourism opportunities
  - Venue marketing and promotion
  - Event planning and management
  - Building and grounds management
  - Business management and strategic planning
  - Working with general public and business community

#### 4. Committee Meeting Procedure

- 4.1 The Chairperson and Deputy Chairperson will be elected by the Committee for the duration of a one year term.
- 4.2 If the Chairperson is not present at a Committee meeting, the Deputy Chairperson must preside. Where the Chairperson and Deputy Chairperson are both absent the Committee must appoint a member as Chairperson for that meeting.
- 4.3 The Committee must hold a minimum of four meetings per year, with meeting dates to be determined by the Committee.
- 4.4 The minute taker shall give reasonable notice of all meetings by distributing a notice of the meeting to all members at least seven clear days prior to the meeting.
- 4.5 The Committee is not required to comply with Council's Local Law No. 2 – Processes of Local Government (Meetings and Common Seal).
- 4.6 The quorum at any Committee meeting shall be a majority of Committee members.
- 4.7 The Chairperson shall take the chair at all meetings at which he or she is present. In the Chairperson's absence, the members present may appoint another member to chair the meeting.
- 4.8 Minutes shall be kept of the proceedings at all meetings. After confirmation of the minutes, they must be signed and certified by the chairperson of the meeting at which they are confirmed. Copies of minutes must be forwarded to Council within 14 days of a meeting.
- 4.9 Council will provide the Committee with administrative support through staff members in the Investment Attraction Department.

4.10 All members of the Committee must comply with the Local Government Act 1989 with respect to any Conflicts of Interest. All Committee meeting Agendas must contain an item for consideration of the Conflicts of Interest.

4.11 Any decision of the Committee which the Committee does not have delegated power to implement cannot be implemented until approved by Council.

## **5. Committee Conduct Principles**

Committee members are expected to:

- 5.1 actively participate in Committee discussions and offer their opinions and views,
- 5.2 treat all persons with respect and have due regard to the opinions, rights and responsibilities of others,
- 5.3 act with integrity,
- 5.4 attend each meeting where practical
- 5.5 avoid conflicts of interest.
- 5.6 refrain from releasing confidential information.

## **6. Absence from Meetings**

A Committee member absent from three (3) consecutive Committee meetings without approval of the Committee shall forfeit his/her place on the Committee.

## **7. Resignation from the Committee**

Any member of the Committee may, by notice in writing addressed to the Committee Chairperson resign his/her office as a member.

## **8. Notification of Vacancies**

The Committee shall notify the Manager Investment Attraction promptly of any vacancy occurring in its membership.. The Committee shall submit to the Manager Investment Attraction within 28 days the name of any person considered by the Committee to be suitable for appointment to fill the vacancy. All newly appointed members must participate in a committee induction process as soon as possible following their appointment to the Committee so that they can comply with the proper conduct of meetings.

## **9. Assemblies of Councillors**

An Assembly of Councillors occurs at any meeting of an advisory committee of the Council, if at least one Councillor is present. Following each Committee meeting, a Record of Assembly of Councillors must be completed stating:

- the names of all Councillors and members of Council staff in attendance
- the matters considered
- any conflicts of interest disclosures made by a Councillor attending, and
- whether the Councillor who has disclosed the conflict of interest leaves the assembly.

The Record of Assembly of Councillors must be submitted to Council in accordance with the *Assembly of Councillors* within seven days of the date of the committee meeting so that it can be included in the next available Ordinary Council Meeting agenda.



Should no recommendations be put forward by the Committee, an Expression of Interest will be published as a public notice in the Shepparton News.

#### **10. Review**

The terms of reference for the Shepparton Showgrounds Advisory Group will be reviewed within the first two initial meetings of its formal establishment and on a biennial basis prior to recruitment of community members thereafter.

# **ATTACHMENT TO AGENDA ITEM**

Ordinary Meeting

16 June 2015

<b>Agenda Item 8.2</b>	<b>Unilever Masterplan and Planning Scheme Amendment (C170) - Consideration of Panel Report and Adoption of Amendment</b>	
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**Planning and Environment Act 1987**  
**GREATER SHEPPARTON PLANNING SCHEME**  
**Notice of Preparation of Amendment**  
**Amendment C170**

Greater Shepparton City Council has prepared Amendment C170 to the Greater Shepparton Planning Scheme.

The amendment applies to land referred to as 55 Park Street, Tatura, which is developed by Unilever Australasia Pty Ltd.

The amendment proposes to implement the findings of the *Greater Shepparton Planning Scheme Strategic Review of Tatura Industrial Land, June 2011*, particularly in relation to the Unilever site in Tatura.

You may inspect the amendment, any documents that support the amendment and the explanatory report about the amendment, free of charge, at the following locations:

- during office hours, at the office of the planning authority, Greater Shepparton City Council, 90 Welsford Street, Shepparton.
- at the Department of Transport, Planning and Local Infrastructure website [www.dtpli.vic.gov.au/publicinspection](http://www.dtpli.vic.gov.au/publicinspection).
- at the Greater Shepparton City Council website [www.greatershepparton.vic.gov.au](http://www.greatershepparton.vic.gov.au).

Any person who may be affected by the amendment may make a submission to the planning authority. Submissions must be made in writing giving the submitter's name and contact address, clearly stating the grounds on which the Amendment is supported or opposed and indicating what changes (if any) the submitter wishes to make.

Name and contact details of submitters are required for Council to consider submissions and to notify such persons of the opportunity to attend Council meetings and any public hearing held to consider submissions. In accordance with the Planning and Environment Act 1987, Council must make available for inspection a copy of any submissions made.

The closing date for submissions is Monday, 17 November 2014. A submission must be sent to the Greater Shepparton City Council, Locked Bag 1000, SHEPPARTON VIC 3632.

**Colin Kalms**  
**MANAGER PLANNING**

Planning and Environment Act 1987

## GREATER SHEPPARTON PLANNING SCHEME

### PROPOSED AMENDMENT C170

#### EXPLANATORY REPORT

#### Who is the planning authority?

This amendment has been prepared by Greater Shepparton City Council, which is the planning authority for this amendment.

The amendment has been made at the request of Greater Shepparton City Council.

#### Land affected by the amendment

The amendment applies to land referred to as 55 Park Street, Tatura, which is developed by Unilever Australasia Pty Ltd (Unilever). The site has an overall area of approximately 10.14ha and is generally bounded by William Street to the north, a bicycle track and existing drainage easement to the east and southeast, the Echuca – Melbourne Railway Line to the south, and Park Street to the west (see *Figure 1 - Unilever land (extract from proposed zone map)*).



Figure 1 - Unilever land (extract from proposed zone map)

The subject site is situated amongst established industrial and residential land, with industrial uses normally taking the form of self-storage, sheet metal and related light manufacturing uses.

The site is currently within the Industrial 1 Zone and is partially affected by the Land Subject to Inundation Overlay and the Floodway Overlay.

### **What the amendment does**

The amendment implements the findings of the *Greater Shepparton Planning Scheme Strategic Review of Tatura Industrial Land, June 2011*, particularly in relation to the Unilever site in Tatura.

Specifically, the amendment:

- Amends Clause 21.08 General Implementation by inserting changes to the General Implementation of Zones and Overlays – Economic Development;
- Rezones the Unilever land to the Special Use Zone;
- Amends Planning Scheme Map No. 7;
- Inserts a new Schedule to the Special Use Zone (SUZ11) at Clause 37.01 Special Use Zone; and
- Amends Clause 81.01 Incorporated Documents to include the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* as an incorporated document.

### **Strategic assessment of the amendment**

#### **Why is the amendment required?**

Greater Shepparton City Council completed a *Strategic Review of Tatura Industrial Land, June 2011* (the Strategic Review), specifically for the major industrial sites being:

- Tatura Abattoirs Pty Ltd;
- Tatura Milk Industries Pty Ltd; and
- Unilever Australasia Pty Ltd.

Council implemented the findings of the Strategic Review in relation to the Tatura Milk Industries Pty Ltd (TMI) site into the Greater Shepparton Planning Scheme via Amendment C151 in 2012.

Council is now seeking to implement (as appropriate) the recommendations into the planning scheme as they apply to the Unilever site. The Strategic Review included:

- Consideration of all relevant strategic planning issues;
- An analysis of the relevance of the existing Municipal Strategic Statement (MSS) and local policies;
- A commentary on the adequacy of existing zones, overlays and schedules (as appropriate) for the three sites;
- An analysis of options for alternative zones, overlays and schedules to reflect the Master Plan and other adopted strategic work; and
- Provision of a suite of modified (draft) planning controls for the three sites.

The Strategic Review supports the continued growth and development of Unilever on the existing site. It recommends the application of the Special Use Zone to the site, which is linked to a site master plan that improves the efficiency of the plant and provides the opportunity for its expansion.

The application of the Special Use Zone will assist in safeguarding the Unilever manufacturing facility by providing a streamlined planning approval process and safeguard against inappropriate development that could impinge on surrounding residential properties.

#### **How does the amendment implement the objectives of planning in Victoria?**

In accordance with Section 4 of the *Planning and Environment Act 1987*, the amendment helps to implement objectives a, c, f and g of Planning in Victoria by:

- Protecting and enhancing the existing Unilever manufacturing site for regional employment opportunities by providing a planning mechanism to facilitate future expansion.
- Ensuring that the future planning of the Unilever site is undertaken in a co-ordinated and logical manner through the preparation of a site specific master plan.
- Minimising off-site impacts through the inclusion of appropriate requirements within the Special Use Zone (SUZ) to assess the impact of future expansion plans on the amenity of the surrounding residential areas as part of the planning assessment process.

The proposed amendment will implement the objectives of planning in Victoria by ensuring the use and development of the Unilever site is co-ordinated and logical, while minimising potential impacts on the amenity of surrounding residential areas. This will provide certainty for the industry and for residents regarding the future of the site.

#### **How does the amendment address any environmental, social and economic effects?**

The amendment will provide positive social and economic benefits for Tatura, Greater Shepparton, and the wider region by assisting with safeguarding the Unilever site against inappropriate development. The amendment will facilitate economic development by setting out a master plan and tailored planning controls within the planning scheme to provide certainty for the future expansion of the manufacturing operation.

#### Traffic

A Traffic Impact Assessment Report (TIAR) has been completed in support of the amendment. The report focuses on issues concerning traffic volumes, the surrounding road network, car parking, emergency vehicle access and potential future freight arrangements. The TIAR found that there are no transport related concerns associated with the future capital development plan for Unilever. This conclusion is based on the intention that traffic flows and vehicle counts are likely to decrease as the efficiency of the existing operation is improved. The TIAR found that the impact on the surrounding road network will be acceptable because of an overall reduction in heavy vehicle movements to and from the site. This is due to a more efficient loading and unloading and warehousing arrangement.

#### Vegetation/Landscaping

There is an established stand of trees, shrubs, plants and bushes along the northern edge of the subject site with environmental, ecological and aesthetical value and, as such, would

normally be sought to be retained. The removal of this vegetation is likely to be necessary to facilitate the consolidation and continued expansion of the existing plant.

The vegetation is not remnant and was planted as part of the original Rosella food manufacturing site during the 1950s. The potential loss of this vegetation will be compensated by the planting of perimeter landscaping strips along the north, east and west boundaries. Unilever has anticipated that this will be planted as soon as possible and before the removal of the existing vegetation occurs. A landscaping plan will be required by Council. This plan will describe the vegetation species to be planted, number of trees, planting formations, earth mounding, surface treatments and the method of preparing, draining, watering and maintaining the landscaped areas.

#### Amenity

The future expansion of the Unilever manufacturing facility will result in an increase in activity on the site and within the wider area. Potential amenity impacts mainly relate to noise, traffic and visual impact issues. The issue of traffic is discussed in the traffic section, above.

The issue of noise and appropriate mitigating and ameliorative factors has been considered by the *Environmental Noise Assessment Report* (Acoustic Report), completed by AECOM in March 2014.

The Acoustic Report recommends the provision of acoustic treatments to the north, east and west boundaries of the site. These will control the noise impacts on surrounding residential properties and ensure that noise levels comply with current noise regulations (*Noise from Industry in Regional Victoria* (NIRV)). The main source of noise emissions will be truck movements within the site, with the plant and factory being a relatively minimal contributor to noise emissions to the surrounding area.

The report recommends the installation of a five to seven metre high noise wall to a portion of the eastern boundary of the site and a five metre high noise wall to the north-western corner of the site.

The issue of potential visual impact caused by building mass and bulk has been considered. In addition to landscaping measures, building setbacks and heights have also been given careful consideration. The more sensitive interfaces, where the land directly abuts residential areas to the east and west, will be regulated by maximum future building heights included within the master plan.

#### **Does the amendment address relevant bushfire risk?**

The amendment meets the objectives and gives effect to the strategies regarding risk to life as a priority, property, community infrastructure and the natural environment from bushfire in the State Planning Policy Framework (Clause 13.05-1 Bushfire Planning Strategies and Principles). The site is not exposed to extreme bushfire hazard and is located within the settlement boundary for Tatura.

The amendment is consistent with the Local Planning Policy Framework objectives and strategies that apply to bushfire risk. No local policy for bushfire risk management is required to support the amendment as bushfire mitigation measures can be readily implemented and the risk can be reduced to an acceptable level.

The subject land is not within an area that has been highlighted as being at significant risk of bushfire. During the preparation of the amendment, the Country Fire Authority, as a relevant referral authority, was consulted and offered no objection to the amendment.

**Does the amendment comply with the requirements of any Minister's Direction applicable to the amendment?**

The amendment complies with Direction No. 11, *Strategic Assessment of Amendments*, under Section 12 of the *Planning and Environment Act 1987* (the Act).

The amendment is also consistent with the Ministerial Direction on the *Form and Content of Planning Schemes* under Section 7(5) of the Act.

**How does the amendment support or implement the State Planning Policy Framework and any adopted State policy?**

The proposed amendment supports the *Hume Regional Growth Plan*. The objective of *Clause 11.10-1 (A diversified economy)* is 'to develop a more diverse regional economy while managing and enhancing key regional economic assets'. Proposed Amendment C170 implements this clause by supporting the continued growth and development of Unilever on the existing site. The proposed amendment will assist in safeguarding the Unilever manufacturing facility by providing a streamlined planning approval process to allow ongoing development of an important employment asset in the Hume region.

The amendment also supports and implements the State Planning Policy Framework and adopted State Policy as follows:

- The amendment supports sustainable regional economic development and the creation of resilient regional communities through the protection and expansion of a regional employment asset for the Greater Shepparton region, consistent with Clause 11.05 Regional Development.
- The amendment is accompanied by an *Environmental Noise Assessment (AECOM, 24 February 2013)*. The report recommends a number of acoustic treatments to ensure that the amenity of surrounding residential neighbourhoods is not unreasonably reduced by noise emissions associated with the expansion of the Unilever manufacturing facility. This is in accordance with Clause 13.04-1 Noise Abatement.
- The amendment assists in implementing the objective of protecting and carefully planning existing industrial areas to, where possible, facilitate further industrial development. This is in accordance with Clause 17.02-1 Industrial Land Development.
- The amendment is accompanied by a *Traffic Impact Assessment (AECOM, 21 February 2014)*. This assessment demonstrates that access will be provided to the Unilever site in accordance with forecast demand, taking advantage of all available modes of transport. This will minimise adverse impacts on existing transport networks and the amenity of surrounding areas, in accordance with Clause 18.01-1 Land Use and Transport Planning.
- The *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* protects future rail freight opportunities associated with the adjoining Echuca-Toolamba railway line, should this be considered appropriate at some time in the future. The master plan is consistent with the principles outlined in the *National Freight Strategy (2013)* and *Victoria – The Freight State: The Victorian Freight and Logistics Plan (2013)*, including



the Principal Freight Network (Rail) identified in the Plan's Long Term Regional Freight Network Vision.

**How does the amendment support or implement the Local Planning Policy Framework, and specifically the Municipal Strategic Statement?**

The amendment supports and implements the Local Planning Policy Framework as follows:

- The amendment seeks to implement the Tatura Framework Plan at Clause 21.04 Settlement which seeks to 'Review zoning of major industry and potential overlays to surrounding residential land' in relation to the Unilever site. The application proposes site specific planning controls for the Unilever site. It is noted that Council will be reviewing the planning controls impacting surrounding residential land in the future.
- The amendment meets the objectives and strategies of Clause 21.06 Economic Development:
  - The amendment will continue to protect the existing industrial base in the urban area of Tatura and protect existing industries and facilitate their expansion by implementing a site specific planning control that acknowledges the future industrial expansion plans for the Unilever site.
  - The amendment will implement the findings of the *Strategic Review of Tatura Industrial Land (2011)* through the application of the Special Use Zone and associated master plan to the Unilever site.
  - The Strategic Work Program at Clause 21.06-7 includes to 'investigate the rezoning of the Unilever site in Tatura to a Special Use Zone subject to the satisfactory completion of a site Master Plan'.
- The amendment is accompanied by a *Traffic Impact Assessment (AECOM, 21 February 2014)* that address the transport impacts of the amendment in accordance with Clause 21.07-1 Transport. A Traffic Management Plan is required as such time as buildings and works are proposed on the site under Clause 3.0 of Schedule 10 of the Special Use Zone.
- Clause 3.0 of Schedule 10 of the Special Use Zone requires the preparation of a Stormwater Management Plan as and when buildings and works are proposed on the site in accordance with Clause 21.07-3 Urban Stormwater Management.

**Does the amendment make proper use of the Victoria Planning Provisions?**

The use of the Special Use Zone (SUZ) is consistent with the recommendations prepared for the Unilever site within the *Strategic Review of Tatura Industrial Land (2011)*.

The Special Use Zone (SUZ) is an appropriate zoning control on the basis that a site specific master plan has been prepared to facilitate the future use and development of the land. The *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* will be incorporated into the planning scheme and will provide certainty for the future expansion of the site for manufacturing.

The current zone (Industrial 1 Zone) requires multiple planning permit applications for development of the Unilever site. The Special Use Zone will assist in safeguarding Unilever by providing a streamlined planning approval process and safeguard against inappropriate development that could impinge on surrounding residential properties. The Special Use Zone is supported by the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*, which has been prepared specifically for the subject site.

**How does the amendment address the views of any relevant agency?**

A number of agencies have been notified and provided input into the amendment including Regional Development Victoria, Department of Transport, Planning and Local Infrastructure, VicRoads, Environment Protection Authority, Country Fire Authority, Public Transport Victoria, Powercor, Goulburn Murray Water, Goulburn Valley Water, Yorta Yorta Nation Aboriginal Corporation and APA Group. No objection to the amendment by the relevant agencies has been received.

All relevant referral authorities will be notified with a copy of the amendment documentation during the formal exhibition process and will be offered an opportunity to comment on the proposed planning scheme amendment.

**Does the amendment address relevant requirements of the Transport Integration Act 2010?**

The amendment addresses the requirements of the *Transport Integration Act 2010*. In particular, the relevant Transport System Objectives (Division 2, Part 2) as follows:

- The amendment will contribute to economic prosperity on the basis that the planning controls will provide certainty for future investment plans on the site. The transport network will assist in providing efficient and effective access to the site; in particular transportation of raw and finished goods will be undertaken via William Street and Ross Street (Tatura-Murchison Road) south of William Street within close proximity of the site, which is a B-double approved route. The amendment will facilitate a streamlined and more efficient transportation system for the site, including direct transportation from the site to Unilever's distribution centre in Melbourne.
- The Unilever site is a strategic industrial site within Tatura, and the amendment will support the integration of transport and land use by guaranteeing local access to employment. This will reduce the overall need to travel and thereby improving mobility within the local community.
- The amendment will actively support safety and health and wellbeing associated with transportation. The *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* proposes to retain the dedicated pedestrian and cycling access point to the site adjoining the vehicle entry on Park Street. Dedicated heavy vehicle access points to the site will minimise conflict and improve safety between each transport mode accessing the site and broader transport movements in surrounding streets.

The amendment is supported by a *Traffic Impact Assessment (Aecom, 21 February 2014)* including an assessment of the amendment against *National Land Freight Strategy (2013)* and *Victoria – The Freight State: The Victorian Freight and Logistics Plan (2013)*. The *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* protects future rail freight opportunities associated with the adjoining railway line, should this be considered appropriate at some time in the future.

**Resource and administrative costs**

- **What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?**

The amendment will have a positive impact on the resource and administrative costs of the responsible authority. It will provide an improved basis for decision making associated with the Unilever site which will be an administrative benefit in administering the Planning Scheme. In particular the site specific controls provide for a streamlined planning process associated with the expansion of the site by limiting the number of triggers for planning permits associated with future works and exempting applications from notice and review where generally in accordance with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.

#### **Where you may inspect this Amendment**

The amendment is available for public inspection, free of charge, during office hours at the Greater Shepparton City Council Offices, 90 Welsford Street, Shepparton.

The amendment can also be inspected free of charge at:

- The Department of Transport, Planning, and Local Infrastructure website at <http://www.dpced.vic.gov.au/planning/publicinspection>; and
- The Greater Shepparton City Council website at [www.greatershepparton.com.au](http://www.greatershepparton.com.au).

#### **Submissions**

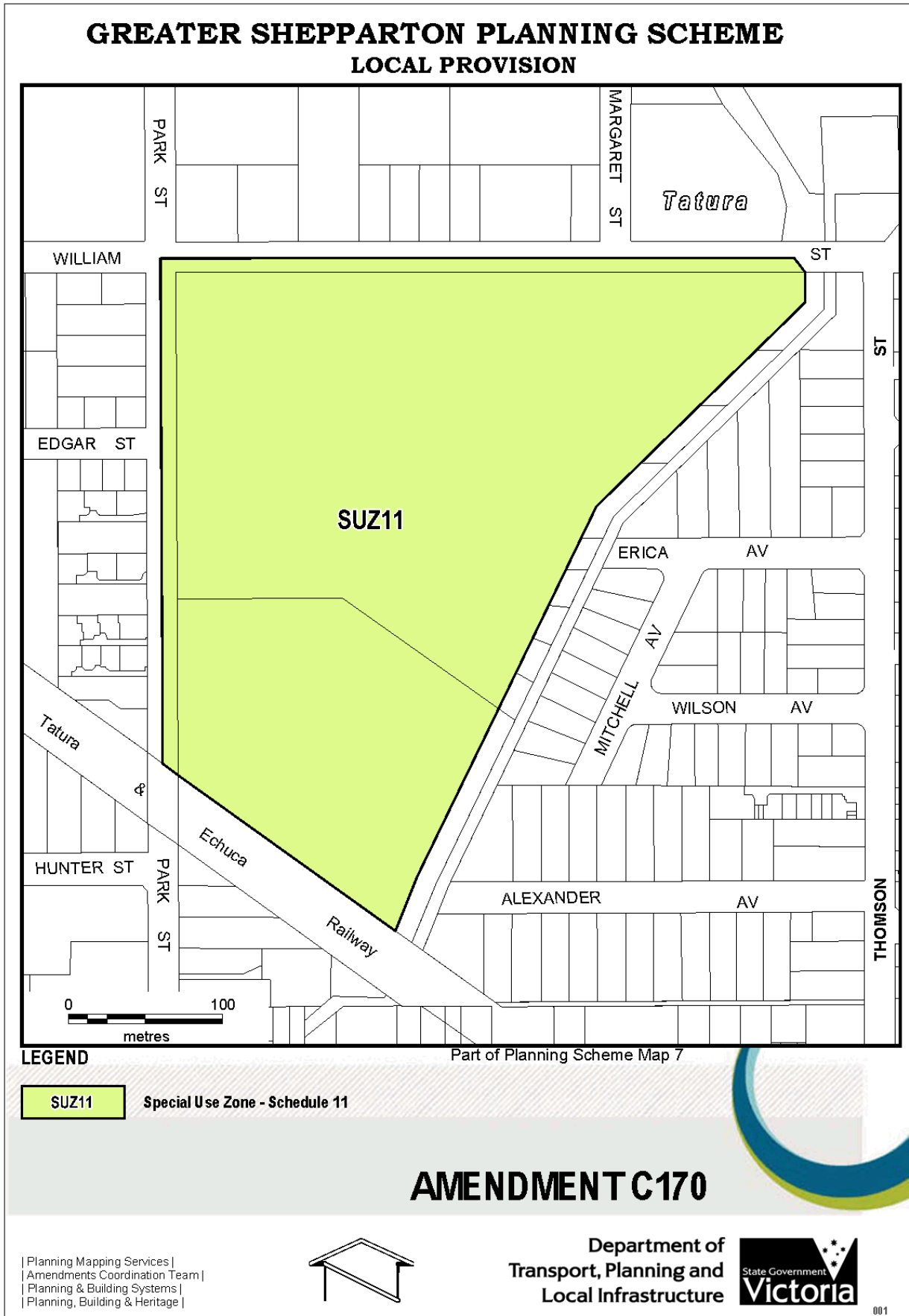
Any person who may be affected by the amendment may make a submission to the planning authority. Submissions about the amendment must be received by Monday, 17 November 2014.

A submission must be sent to: Greater Shepparton City Council, Locked Bag 1000, Shepparton VIC 3632.

#### **Panel hearing dates**

In accordance with clause 4(2) of Ministerial Direction No.15 the following panel hearing dates have been set for this amendment:

- directions hearing: week starting 23 February 2015
- panel hearing: week starting 16 March 2015



## GREATER SHEPPARTON PLANNING SCHEME

## 21.08

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C121 C170**GENERAL IMPLEMENTATION****Applying Zones and Overlays - Settlement**

- Apply the Residential 1 Zone to established residential areas.
- Apply the Residential 1 Zone to residential land in growth corridors.
- Apply the Farming Zone to the 'growth' and 'consolidation' (FZ1) areas; and 'niche' (FZ2) areas in accordance with the Rural Regional Land Use Strategy (RRLUS).
- Apply the Low Density Residential Zone and the Rural Living Zone to rural residential areas as nominated on the structure plans or identified in a comprehensive Residential Land Supply and Housing Strategy.
- Apply the Farming Zone to proposed long term urban growth areas.
- Apply the Development Plan Overlay to the growth areas to ensure co-ordinated development.
- Apply the Design and Development Overlays (Schedules DDO3, DDO4, DDO5, DDO6, and DDO7) to the five designated precincts in the "Urban Design Framework – Shepparton North and South Business Areas" to provide design guidelines and directions for the future developments in the precincts.
- Apply the Environmental Audit Overlay to guide the transformation of former intensive agricultural land to residential.
- Apply Development Plan Overlays for areas of new growth to guide road design and access and to guide preparation of Stormwater Management Plan.
- Apply the Development Contributions Plan Overlay to new growth areas to ensure that new physical and social infrastructure is adequately funded in a timely manner.

**Applying Zones and Overlays - Environment**

- Apply the Public Use Zones, PPRZ and PCRZ to public land and open space areas containing significant flora and fauna habitats.
- Apply the Significant Landscape Overlay to areas with significant landscapes.
- Apply the Vegetation Protection Overlay over roadsides and lineal reserves containing significant vegetation.
- Apply the Environmental Significance Overlay over waterways, wetlands and other areas of identified significance including Ramsar wetlands.
- Apply the Heritage Overlay to sites and areas of cultural heritage significance.
- Use the Schedule to the Farming Zone to require the preparation of Whole Farm Plans.
- Apply the Urban Floodway Zone to active floodplain areas with high hazards and strictly control use.
- Apply the Floodway Overlay to land that has significant risk of flooding in active floodplain areas with high hazards.
- Apply the Land Subject to Inundation Overlay to both urban and rural land subject to 1 in 100 year flooding.
- Apply the Special Building Overlay to land in urban areas that are subject to flows from urban drainage systems.
- Apply the Salinity Management Overlay to recharge areas.

## GREATER SHEPPARTON PLANNING SCHEME

**Applying Zones and Overlays - Economic Development**

- Apply the Farming Zone to the 'growth' and 'consolidation' (FZ1) areas and 'niche' (FZ2) areas to implement the Rural Regional Land Use Strategy (RRLUS).
- Apply the Rural Conservation Zone to rural land with identified environmental significance.
- Apply the Business 1 Zone to the primary retailing centres.
- Use the Schedule to the Business 1 Zone to identify floor space limits for the expansion of the Shepparton Marketplace shopping centres and future neighbourhood.
- Apply the Businesses 2 Zone to the office and business areas around the central CBD of Shepparton.
- Apply an appropriate zone to areas within the Shepparton and Mooroopna CBDs to encourage a mix of urban activities.
- Apply the Special Use Zone to the Goulburn Valley Freight Logistics centre.
- Apply the Industrial Zone to established industrial areas.
- Apply the Farming Zone on land designated for long term industrial use.
- Apply Design and Development Overlays to main roads and precincts within Shepparton/Mooroopna CBD to improve urban design, landscaping and to control advertising.
- Apply the Development Plan Overlay or similar tool to provide for protection and future growth of existing large-scale industries in Tatura.
- Apply the Special Use Zone (Schedule 9) to the Tatura Milk Industries site.
- [Apply the Special Use Zone \(Schedule 11\) to the Unilever site in Tatura.](#)

**Applying Zones and Overlays - Infrastructure**

- Apply the Road Zone Category 1 to the declared Main road network.
- Apply the Public Acquisition Overlay to land to be acquired for the bypass and for road widening purposes.
- Apply the Public Use Zone to the current site of the Shepparton Aerodrome.
- Apply Development Plan Overlays for areas of new growth to guide road design and access and to guide preparation of Stormwater Management Plan.
- Apply the Development Contributions Plan Overlay to new growth areas to ensure infrastructure is adequately funded in a timely manner.
- Apply the Environmental Significance Overlay to identify the required buffer distances around all the Goulburn Valley Water wastewater management facilities to ensure their protection from the encroachment of unsuitable uses.

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**SCHEDULE 11 TO THE SPECIAL USE ZONE**

Shown on the planning scheme map as **SUZ11**.

**UNILEVER MANUFACTURING SITE, 55 PARK STREET, TATURA**

**Purpose**

To promote the use and development of the land consistent with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.

To provide for the use and development of the land by Unilever for the manufacture of food and other products in a manner which minimises the impact on the amenity of surrounding areas.

To provide safe and efficient vehicle ingress to and egress from the land.

1.0  
C170

**Table of uses**

**Section 1 - Permit not required**

Use	Condition
Home occupation	
Industry	
Informal outdoor recreation	
Minor utility installation	
Railway	
Tramway	
Warehouse	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01.

**Section 2 - Permit required**

Use	Condition
Agriculture (other than Intensive animal husbandry)	
Caretaker's house	
Leisure and recreation (other than Informal outdoor recreation, Major sports and recreation facility, and Motor racing track)	
Manufacturing sales	
Place of assembly	
Shop (other than Adult sex bookshop)	The floor area must not exceed 200 square metres.
Utility installation (other than Minor utility installation)	
Any other use not in Section 1 or 3	

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## Section 3 - Prohibited

## Use

Accommodation (other than Caretaker's house)  
 Adult sex bookshop  
 Brothel  
 Cinema based entertainment facility  
 Hospital  
 Intensive animal husbandry  
 Major sports and recreation facility  
 Motor racing track  
 Retail premises (other than Manufacturing sales and Shop)

## 2.0

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 C170

## Use of land

## Application requirements

An application to use land must be accompanied by the following information, as appropriate:

- The purpose of the use and the types of activities which will be carried out.
- The likely effects, if any, on adjoining land, including noise levels, air-borne emissions, emissions to land and water, traffic, the hours of delivery and dispatch of goods and materials, the hours of operation, light spill, overshadowing and glare.
- The means of maintaining land not required for immediate use.

An application to use land for an industry or warehouse must also be accompanied by the following information:

- The type and quantity of goods to be stored, processed or produced.
- Whether a Works Approval or Waste Discharge Licence is required from the Environment Protection Authority.
- Whether a notification under the Occupational Health and Safety (Major Hazard Facilities) Regulations 2000 is required, a licence under the Dangerous Goods Act 1985 is required, or a fire protection quantity under the Dangerous Goods (Storage and Handling) Regulations 2000 is exceeded.

## 3.0

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## Buildings and works

## Permit requirement

A permit is not required to construct or carry out:

- A building or works generally in accordance with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.
- A building or works which rearrange, alter or renew plant if the area or height of the plant is not increased.

A building or works generally in accordance with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* must be constructed or carried out in accordance with the following plans, as appropriate, prepared to the satisfaction of the responsible authority:

- A **Design Plan** drawn to scale showing:
  - The boundaries and dimensions of the site.
  - Adjoining roads.
  - The location, height and purpose of buildings and works on adjoining land.
  - Ground levels.
  - The layout of existing and proposed buildings and works.
  - Driveways, vehicle parking areas and loading and unloading areas.



## GREATER SHEPPARTON PLANNING SCHEME

- Proposed landscaping areas.
- External storage and waste treatment areas.
- Elevations, including the colour and materials of all buildings and works.
- A **Stormwater Management Plan** specifying details of how stormwater runoff will be conveyed into the drainage network.
- A **Construction Management Plan** specifying the measures proposed to ensure that construction activity has minimal impact on surrounding areas.
- A **Fencing Plan** showing details of boundary fences, including the height, location, design and materials of the fences.
- A **Landscaping Plan** describing the vegetation species to be planted, the number of trees, planting formations, earth mounding, surface treatments and the method of preparing, draining, watering and maintaining the landscaping areas.
- A **Traffic Management Plan** providing details on:
  - Heavy, Light, and Emergency Vehicle, pedestrian and bicycle access points at the property boundaries.
  - The location and treatment of circulation areas, driveways and other accessways within and abutting the site.
  - The location, layout and treatment of all vehicle and bicycle parking areas and loading and unloading areas within and abutting the site.
- An **Environmental Management Plan (EMP)** showing the measures proposed to satisfy all relevant environmental requirements to minimise impact on surrounding areas, including noise attenuation and air emission reduction. The EMP must include all monitoring, auditing, reporting and mitigation measures that are relevant to the use and development of the land.
- A **Utility Services Plan** detailing the existing and proposed connections to utility infrastructure and relevant utility requirements.
- A **Staging Plan** identifying the sequence and timing of development and the obligations on the land owner to implement the landscaping and acoustic treatment requirements of the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.
- A **Cultural Heritage Management Plan, or Cultural Heritage Management Plan Due Diligence Report**, as specified and approved by the relevant registered aboriginal party.

Before any of the above plans are approved for a building or works, the land owner must advise the responsible authority whether a Works Approval or Waste Discharge Licence is required from the Environment Protection Authority.

Except with the written consent of the responsible authority, the following must be constructed or carried out either before the use of an approved building or works or within 24 months of the approval of Amendment C170 (whichever is the sooner).

- Landscaping in accordance with the Landscaping Plan.
- Boundary fences in accordance with the Fencing Plan.
- Circulation areas, driveways and other accessways in accordance with the Traffic Management Plan.
- Drainage of the buildings or works in accordance with the Stormwater Management Plan.

#### 4.0 Noise Limits

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C170

For the purposes of noise, the applicable limits for Industrial 1 zoned land apply to the site.

#### 5.0 Car parking

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C170

The number of car spaces to be provided on the land for an industry for the manufacture of food or related products or an associated warehouse must be to the satisfaction of the responsible authority, having regard to an assessment of the anticipated car parking demand.

## GREATER SHEPPARTON PLANNING SCHEME

**6.0 Exemption from notice and review**

*C170* An application under any provision of this scheme which is generally in accordance with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act.

**7.0 Decision guidelines**

*C170* Before deciding on an application to use or subdivide land, construct a building or construct or carry out works or the approval of a plan prepared in accordance with the requirements of Clause 3.0 of this schedule, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:

- The *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.
- The views of the Environment Protection Authority on the Stormwater Management Plan, the Environmental Management Plan, the Noise Reduction Plan, the Air Emissions Reduction Plan and the Staging Plan.
- The effect that existing uses may have on the proposed use.
- The interface with adjoining areas, especially the relationship with residential areas.
- The interface with the streetscape, including the location of access points at the property boundaries and the landscaping of land adjoining a road.
- The design and elevation treatment of buildings and their appurtenances.
- The illumination of buildings and their immediate spaces.
- The interim use of those parts of the land not required for the proposed use.
- The drainage of the land.
- The availability of and connection to services.
- The effect of traffic to be generated on roads.
- Provision for vehicle and bicycle parking.
- Provision for the loading and unloading of vehicles.
- Provision for vehicles providing for supplies, waste removal and emergency services.
- The storage of rubbish and materials for recycling.
- The provision of solar access.

**8.0 Maintenance**

*C170* All buildings and works must be maintained in good order and appearance to the satisfaction of the responsible authority.

**9.0 Advertising signs**

*C170* Advertising sign requirements are at Clause 52.05. This zone is in Category 2.

## GREATER SHEPPARTON PLANNING SCHEME

14-12-  
2013  
GC4C170

## SCHEDULE TO CLAUSE 81.01

Name of document	Introduced by:
Australian Standard AS2021-2000, Acoustics – Aircraft Noise Intrusion – Building Siting and Construction, Standards Australia International Ltd, 2000	VC11
Dhurringile Prison Extension, Incorporated Document, December, 2013	GC4
Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire, August 2010	C138
Goulburn Murray Water Connections and Modernisation Project Incorporated Document, Moira and Greater Shepparton Planning Schemes, June 2012	C166
Goulburn-Murray Water Native Vegetation Code of Practice, February 2011	C161
Greater Shepparton Floodplain Development Plan – Precinct of Mosquito Depression, October 2006	C32
Greater Shepparton Floodplain Development Plan –Precinct of Broken River, October 2006	C32
Greater Shepparton Floodplain Development Plan –Precinct of Broken Creek, October 2006	C32
Greater Shepparton Floodplain Development Plan –Precinct of Goulburn River, October 2006	C32
Greater Shepparton Floodplain Development Plan –Precinct of Honeysuckle and Seven Creeks, October 2006	C32
Greater Shepparton Floodplain Development Plan –Precinct of Lower Goulburn, October 2006	C32
Greater Shepparton Heritage Incorporated Plan, May 2013	C110
Greater Shepparton Planning Scheme Tatura Milk Industries Master Plan 2012	C151
<u>Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014</u>	<u>C170</u>
Lake Mokoan Decommissioning Project Planning Scheme Incorporated Document	C113
Mooroopna West Growth Corridor Development Contribution Plan, January 2013	C160
Shepparton North and South Growth Corridors, Development Contribution Plans – December 2002 (updated October 2003)	C11



**Greater Shepparton City Council**  
**Greater Shepparton Planning Scheme**

**Unilever Tatura Master Plan 2014**

**Incorporated Document**



## 1 Introduction

This document is an Incorporated Document in the Schedule to Clause 81.01 of the Greater Shepparton Planning Scheme.

The land identified in this Incorporated Document may be used, developed and subdivided in accordance with the specific controls contained in this document.

If there is any inconsistency between the specific controls in this document and the general provisions of the Greater Shepparton Planning Scheme, the specific controls in this document will prevail.

## 2 The Land

The subject land can be identified as 55 Park Street, Tatura, bounded by William Street to the north, Park Street to the west, the railway corridor to the south and a reserve to the east.

## 3 Purpose

- To provide for the use and development of the land by Unilever for the manufacture of food and other products in a manner which minimises the impact on the amenity of surrounding areas.
- To provide safe and efficient vehicle ingress to and egress from the land.

## 4 What does this master plan provide for?

### 4.1 Use

Use of the land must be in accordance with Schedule 10 to the Special Use Zone.

### 4.2 Development

Development of the land must be in accordance with Schedule 10 to the Special Use Zone.

### 4.3 Setbacks

Buildings must maintain a minimum setback from road boundaries as follows:

- William Street – 0 metres.
- Park Street – 27 metres.

### 4.4 Landscaping

Development must provide for a landscape treatment in accordance with the following:

- Park Street – 9 metre minimum landscape setback where not obstructed by existing buildings.
- William Street – 5 metre minimum landscape setback where not obstructed by the potential new building in Precinct C.
- Reserve – 5 metre minimum landscape setback.



#### 4.5 Building Heights

Buildings and works should not exceed the following heights in the precincts specified on the attached maps and in accordance with the following:

Precinct A	10 metres
Precinct B	15 metres within 97 metres of Park Street, otherwise 23 metres
Precinct C	15 metres
Precinct D	10 metres

The above building heights do not include air conditioning plants, exhaust stacks, lift overruns, parapets or service and maintenance equipment provided that it constitutes no more than 10% of the total height of the building.



Figure 1 Unilever Tatura Master Plan 2014

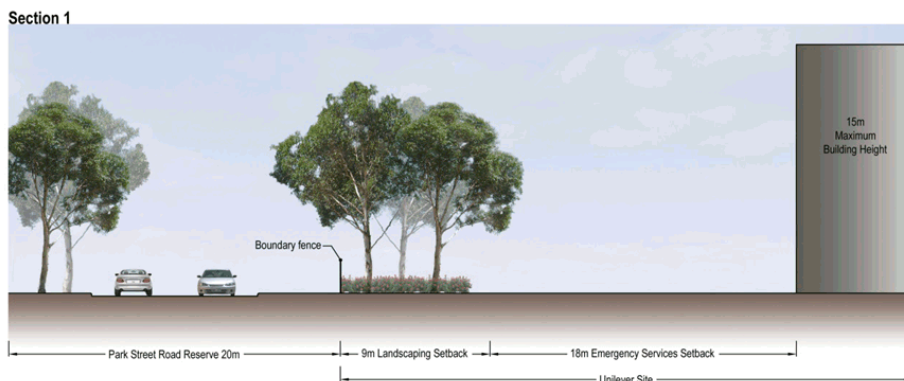


Figure 2 Cross Section 1 – Precinct B (Park Street)

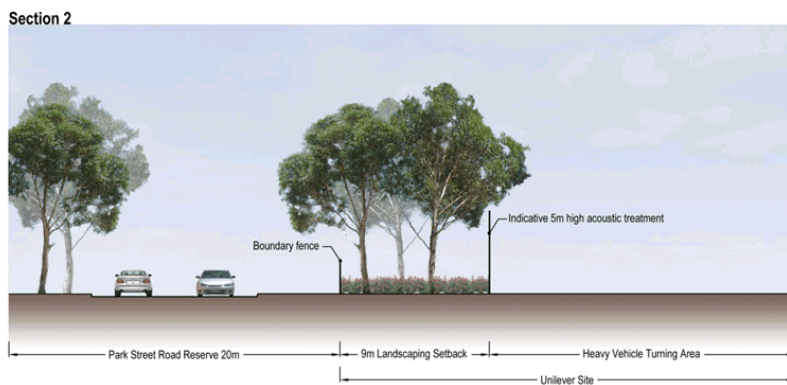


Figure 3 Cross Section 2 – Precinct B (Park Street)

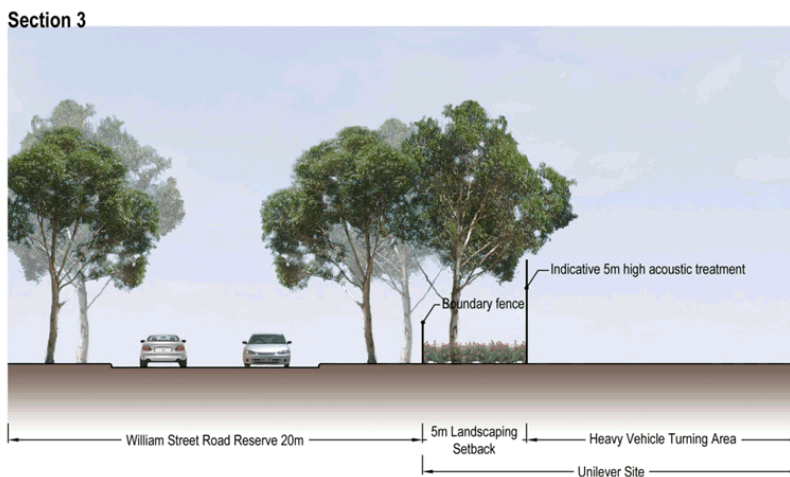


Figure 4 Cross Section 3 – Precinct C (William Street)



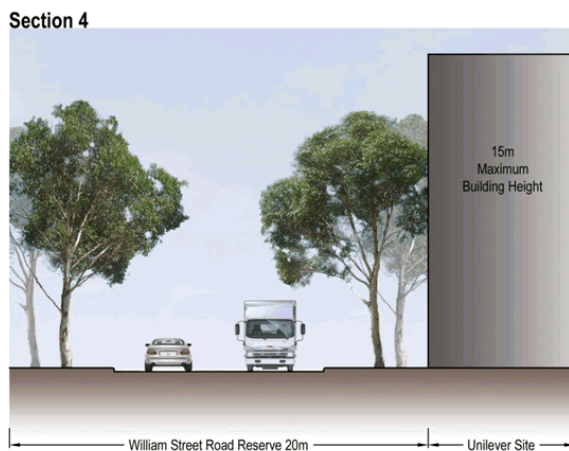


Figure 5 Cross Section 4 – Precinct C (William Street)

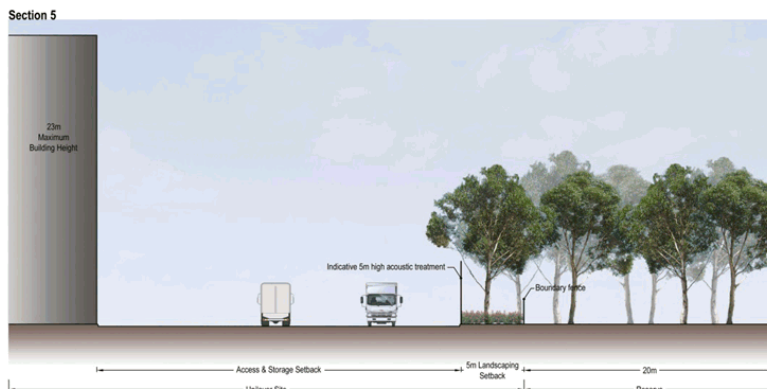


Figure 6 Cross Section 5 – Precinct B (Reserve)

*Planning and Environment Act 1987***GREATER SHEPPARTON PLANNING SCHEME****AMENDMENT C170****INSTRUCTION SHEET**

The planning authority for this amendment is the Greater Shepparton City Council.

The Greater Shepparton Planning Scheme is amended as follows:

**Planning Scheme Maps**

The Planning Scheme Maps are amended by a total of one attached map.

**Zoning Maps**

1. Planning Scheme Map No. 7 is amended in the manner shown on the attached map marked "Greater Shepparton Planning Scheme, Amendment C170".

**Planning Scheme Ordinance**

The Planning Scheme Ordinance is amended as follows:

2. In Local Planning Policy Framework – replace Clause 21.08 with a new Clause 21.08 in the form of the attached document. The changes are as follows:
  - Applying Zones and Overlays – Economic Development has been amended to include the following line:
    - Apply the Special Use Zone (Schedule 11) to the Unilever site in Tatura.
3. In Zones – following Clause 37.01, insert a new Schedule 11 in the form of the attached document.
4. In Incorporated Documents – Clause 81.01, replace the Schedule with the new Schedule in the form of the attached document.

End of document

ATTACHMENT 2 – BACKGROUND REPORTS

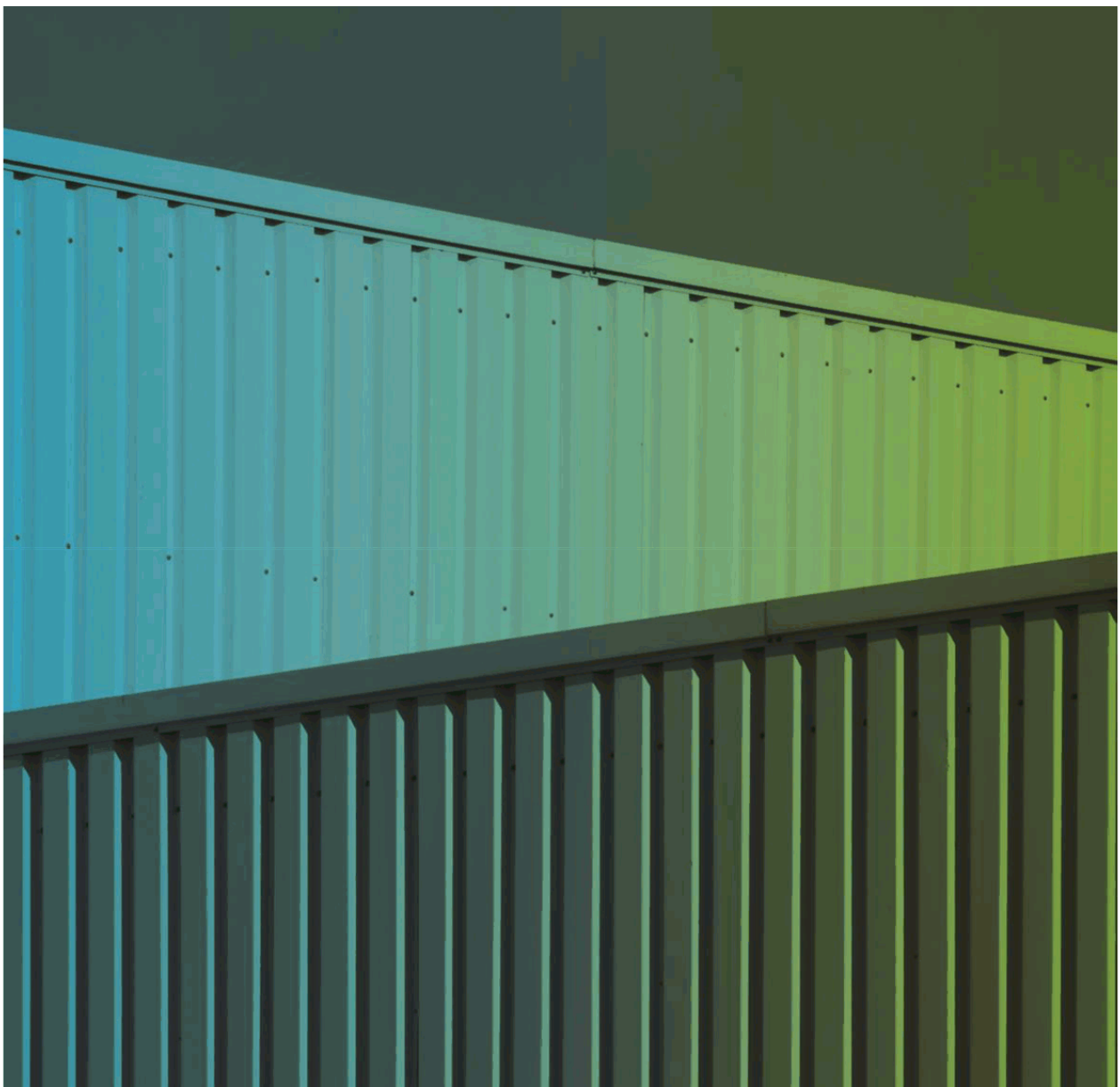
1. Environmental Noise Assessment (AECOM 2014)
2. Traffic Impact Assessment (AECOM 2014)



Unilever  
17-Mar-2014  
Doc No. 60312586 - Unilever Tatura  
Acoustic Assessment

# Environmental Noise Assessment

Unilever Tatura



AECOM

Environmental Noise Assessment

## Environmental Noise Assessment

**Unilever Tatura****Client: Unilever**

ABN: N/A

**Prepared by**

**AECOM Australia Pty Ltd**  
Level 9, 8 Exhibition Street, Melbourne VIC 3000, Australia  
T +61 3 9653 1234 F +61 3 9654 7117 www.aecom.com  
ABN20 093 846 925

**17-Mar-2014**

Job No.: 60312596

AECOM in Australia and New Zealand is certified to the latest version of ISO9001, ISO14001, AS/NZS4801 and OHSAS18001.

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Environmental Noise Assessment

### Quality Information

Document Environmental Noise Assessment



Ref 60312596

Date 17-Mar-2014

Prepared by David Peoples

Reviewed by Andrew Mitchell

#### Revision History

Revision	Revision Date	Details	Authorised	
			Name/Position	Signature
0	24-Feb-2014	Initial Issue	Andrew Mitchell Principal Acoustic Engineer	
1	17-Mar-2014	Updated in response to stakeholder comments	Andrew Mitchell Principal Acoustic Engineer	

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Environmental Noise Assessment

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Environmental Noise Assessment

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## Executive Summary

AECOM was commissioned to undertake an assessment of the noise emissions from Unilever's Tatura site to the nearby residential areas in relation to the proposed redevelopment and expansion of their processing facilities, and also in relation to a proposed amendment to the planning scheme which would result in the rezoning of the site to Special Use Zone (SUZ).

The 10-year master plan for the Tatura site includes:

- Redevelopment and expansion of their processing facilities
- A new finished goods warehouse
- A new miscellaneous processing/warehouse building
- Redevelopment and expansion of associated services buildings
- Other associated site works

Noise criteria that apply to noise emissions from the Unilever site are specified by the Victorian EPA Guidelines *Noise from Industry in Regional Victoria (NIRV)*.

A computer noise model of the site and surrounds was developed, which incorporated noise level information that was measured on site as part of an assessment by Marshall Day Acoustics in June 2013.

The noise model was used to predict the noise emissions from the redeveloped site, taking into account the noise emissions from stationary noise-emitting plant items on site that will be retained, and proposed future truck movements within the site.

The noise modelling indicates that:

- The noise emissions towards the residential area to the east of the site will increase, and that the noise levels will potentially exceed the NIRV recommended noise limits that apply during the Day, Evening and Night periods.
- The noise emissions towards the residential area near the north-western corner of the site will increase, and that the recommended noise limits will potentially exceed the Night period noise limit.

Further noise modelling was undertaken to investigate noise mitigation measures to reduce the future noise emission levels to the east and west of the site.

The main source of noise emissions from the site will be truck movements within the site, with stationary plant items being relatively minimal contributors to the noise emissions to the surrounding areas. Therefore, the following noise attenuation measures are recommended:

- A 5 to 7-metre noise wall to a portion of the eastern boundary of the site, and
- A 5-metre high noise wall to the north-western corner of the site.

The proposed planning scheme amendment has the potential to result in lower noise limits applying to the Unilever site. In order to retain the existing noise limits if the site is rezoned as Special Use Zone, it is recommended that Unilever requests that the planning scheme amendment includes a link to the IN1Z noise limits, making reference to the currently-allowed use of the land. Council could also consider reviewing the planning controls that affect the land surrounding the Unilever site, to further address acoustic implications in the future, for example, to limit the number of new dwellings around the Unilever site.



## 1.0 Introduction

AECOM was commissioned to undertake an assessment of the noise emissions from Unilever's Tatura site to the nearby residential areas in relation to the proposed redevelopment and expansion of their processing facilities, and also in relation to a proposed amendment to the planning scheme which would result in the rezoning of the site to Special Use Zone (SUZ).

Previously, an acoustic assessment of Unilever Tatura was undertaken by Marshall Day Acoustics. The Marshall Day assessment included nomination of noise limits in accordance with the Victorian EPA Guideline *Noise from Industry in Regional Victoria (NIRV)*, noise measurements at the nearest residential areas, and an assessment of the measured noise levels in accordance with the SEPP N-1 procedures.

The acoustic assessment presented in this report includes acoustic modelling of the future noise emissions from the Unilever facility to the nearest noise-sensitive receivers following the redevelopment and expansion of the site under the current Master Plan, using the Marshall Day assessment as a basis. This report also presents recommended measures to reduce the noise emissions to the nearby residential area, and commentary in relation to a proposed amendment to the planning scheme that applies to the Unilever site.

Nomenclature used throughout the report is described in Appendix 1.

## 2.0 Project Details

The following sections outline the details of the project site.

### 2.1 Site Description

Figure 1, below, presents an aerial photograph of Unilever Tatura and surrounds. Figure 2 presents the existing land use zoning of the Unilever site and surrounds.

Unilever is bounded by Park Street to the west, William Street to the north, a railway reservation to the south, and a reserve to the east.

The zoning of the site is Industrial 1 (IN1Z), and the site is surrounded by Industrial 1 to the north, Residential 1 (R1Z) to the west, Public Use – Transport (PUZ4) to the south, and Public Use – Local Government (PUZ6) to the east.

The nearest noise-sensitive receivers are residences situated in the Residential 1 Zones to the west, south and east. There are also two residences located to the north of the Unilever site, situated on land zoned Industrial 1. The nearest of these residences to the site is 53 William Street, as indicated on Figure 2.

The nearest Residential-zoned land to the north is approximately 170 metres to the north of the northern boundary of the Unilever site.



Figure 1 – Aerial Photograph of Unilever Site and Surroundings (Source: Google Earth)

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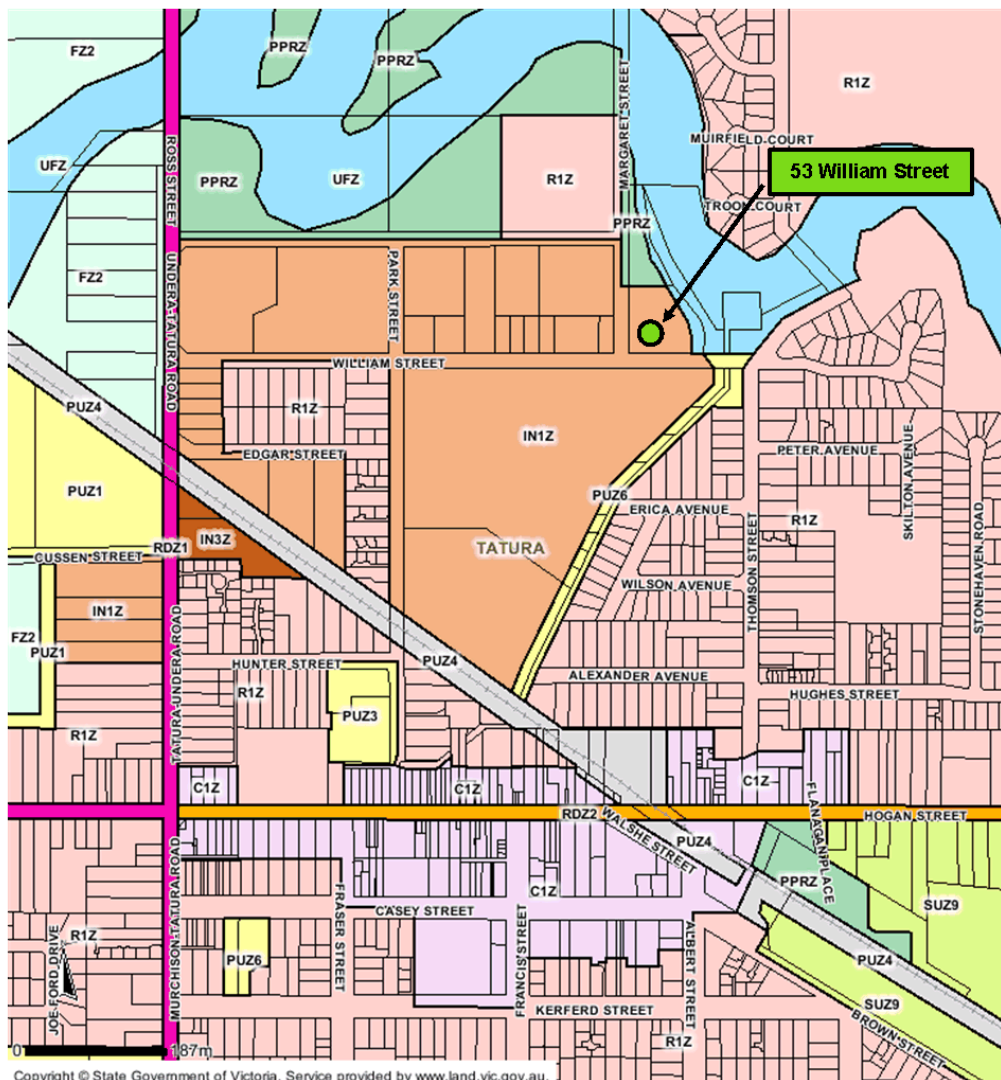


Figure 2 – Land Use Zoning of Unilever Site and Surroundings

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### 3.0 Project Criteria

In rural areas, the EPA Guideline 'Noise from Industry in Regional Victoria' (NIRV) applies to noise emissions from commercial, industrial and trade premises.

NIRV recommends noise criteria for the assessment of noise from commercial, industrial and trade premises with respect to noise impacts on noise sensitive receivers. The NIRV noise criteria do not apply to the noise from non-commercial vehicles or emergency alarms such as sirens.

Under NIRV, noise from the source under consideration is measured so as to determine its impact over a continuous 30-minute period. Adjustments to the measured noise level are applied to account for the effects of duration, tonality, intermittency and impulsiveness. The resultant noise level is called the Effective Noise Level.

It should be noted that NIRV is non-statutory guideline; the NIRV noise limits are therefore only legally binding when applied through statutory instruments such as a planning permit or notice.

#### 3.1 NIRV Time Periods

Under NIRV, recommended maximum noise levels are established for the three periods; Day, Evening and Night. The following time period classifications are defined by NIRV:

Table 1 – SEPP N-1 Time Period Classifications

NIRV Time Period	Time
Day	7am to 6pm Weekdays 7am to 1pm Saturdays
Evening	6pm to 10pm Weekdays 1pm to 10pm Saturdays 7am to 10pm Sundays and Public Holidays
Night	10pm to 7am All days

#### 3.2 Zone Levels

NIRV prescribes different 'zone levels' depending on the zoning of the land at the noise-emitting premises, and at the noise sensitive receivers, to provide a basis for the resultant recommended noise levels.

Table 1 of NIRV is used in conjunction with the planning scheme for the subject site to determine the applicable zone levels.

Referring to the planning scheme, the Unilever site is zoned Industrial 1. The nearest residences to the west, south and east of the site are located in Residential 1 Zone (LDRZ), and the nearest residences to the north, on Margaret Street, are in Industrial 1 Zone.

The zone levels applicable at the nearest residences to the Unilever site are presented in Table 2 below.

Table 2 – Zone Levels

Location	Zone Levels (dB(A))		
	Day	Evening	Night
Residences to the west, south and east	53	48	43
Residences in Margaret Street	58	53	48

#### 3.3 Distance Adjustment

NIRV states that distance adjustments are to be made to the zone levels where the noise-emitting premises and the noise sensitive receivers are not within the same zone classification. The distance adjustment is based on the distance between the receiver and the boundary of the zone in which the noise emitting premises is located.

The adjustment to the Zone Levels for distance is a subtraction of one decibel for every 100 metres from the receiver to the boundary of the land use zone in which the noise emitter is located.

In this instance the nearest noise sensitive receivers and the facility are in the same zone type, and are less than 100 metres from the boundary of the zone of the Unilever site, and therefore no distance adjustment is applicable.

### 3.4 Background Level Check and Adjustment

In accordance with NIRV, background noise monitoring may be conducted if the noise sensitive area is deemed to be a 'background-relevant area'. NIRV defines a background relevant area to be:

*'...a noise-sensitive area where background noise levels may be higher than usual for a rural area. This includes areas where freeway or highway traffic is a significant audible background noise source. It also includes coastal areas, where representative background levels are elevated by surf.'*

The area surrounding the Unilever is not considered a background-relevant area, as the volume of traffic present on the nearby roads would not be adequate to significantly affect the  $L_{A90}$  background noise level, which is defined as the noise level that is exceeded 90% of the time.

### 3.5 Recommended Maximum Noise Levels

The NIRV recommended maximum noise levels are therefore the zone levels, and are as shown in the following Table.

Table 3 –Recommended Maximum Noise Levels

Location	NIRV Recommended Maximum Noise Levels (dB(A))		
	Day	Evening	Night
Residences to the west, south and east	53	48	43
Residences in Margaret Street	58	53	48

## 4.0 Acoustic Modelling

A computer noise model of the Unilever site and surrounds was developed to predict the noise emissions from the site following the proposed expansion of the plant. A model of the existing Unilever plant and operations was developed initially to depict the existing noise emissions and thus to establish a baseline for comparison with the predicted future noise emissions. To predict the future noise emissions, model of the existing plant was then modified to reflect the future site proposed under the Master Plan.

This section outlines the methodology that was used to undertake acoustic computer modelling to predict the future noise emissions following the implementation of the proposed Master Plan. This section details the modelling software that was used, and lists the assumptions and parameters used in the modelling.

### 4.1 Noise Modelling Software

SEPP N-1 Effective Noise Levels due to the proposed operations were predicted using 'SoundPLAN' environmental noise modelling software, version 7.3. This software is capable of accurately predicting environmental noise levels and mapping the results. SoundPLAN is used extensively worldwide, and takes a standards-based approach to modelling.

The modelling was undertaken using the ISO 9613- 2:1996 prediction method, which is widely accepted as an environmental noise prediction method.

### 4.2 Noise Modelling Parameters

The following sections outline the parameters that were put into the acoustic model of the existing and future site.

#### 4.2.1 Site Features and Noise Sources

##### Existing Unilever Noise Emissions

A computer noise model of the Unilever site and surrounds was developed to predict the noise emissions from the site following the proposed expansion of the plant. A model of the existing Unilever plant and operations was

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Environmental Noise Assessment

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developed initially to depict the existing noise emissions and thus to establish a baseline for comparison with the predicted future noise emissions.

For the model of the existing site and surrounds, general spatial and layout information was based on an aerial photograph of the Unilever site. The heights of buildings on the existing site were based on our observations while on site.

The two earth mounds on the north side of the plant were entered into the noise model. The mounds were modelled as being 4 metres in height.

Noise level data for existing stationary noise sources at the site, such as mechanical plant items, was measured during our site visit.

The Sound Power Levels for each stationary noise-emitting item observed on site was calculated based on the measured Sound Pressure Level due to each. The determined Sound Power Levels are presented below.

Table 4 – Sound Power Levels for Stationary Items on Site

Noise Source	Sound Power Level (dB(A))
Dust Extraction Unit (x2)	93
Pump	70
Compressor	80
Air Handling Unit (x2)	95
Boiler Plant	88
Gas Valves	73

Additional noise level information presented in Marshall Day Acoustics Report *Unilever Tatura Plant Noise Survey Report No. Rp 001 2013184ML*, dated 26 June 2013 was used to 'calibrate' the noise model. The Marshall Day Report presents the measured EPA 'Effective Noise Level' (the noise level that is assessed in relation to the noise limits) at the intersection of Margaret and Williams Streets, near the north-eastern corner of the Unilever site.

The Report presents the Effective Noise Levels at this location for:

- The noise contributions from general Unilever plant noise with some influence from the ambient noise (such as distant traffic), and
- The noise contributions from truck movements on site, comprising five trucks entering or exiting the site in a half-hour during the Day and Evening periods, and two trucks entering or leaving the site in a half-hour during the Night period.

The Effective Noise Levels at the Margaret and Williams Streets intersection reference location due to the contributions from general plant noise, truck movements, and the resultant overall Effective Noise Levels, as presented in the Marshall Day Report, are as follows:

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Table 5 – Current Effective Noise Levels at the intersection of Margaret and Williams Streets (from Marshall Day Acoustics Report dated 26 June 2013)

Period	Noise Source	Effective Noise Level (dB(A))
Day	Ambient noise and plant noise	45
	Truck movements within site	52
	<b>Total</b>	<b>53</b>
Evening	Ambient noise and plant noise	41
	Truck movements within site	52
	<b>Total</b>	<b>52</b>
Night	Ambient noise and plant noise	41
	Truck movements within site	48
	<b>Total</b>	<b>49</b>

The noise model of the existing Unilever plant was calibrated to achieve the Effective Noise Levels presented above, at the location of the intersection of Margaret and Williams Streets, as taken from the Marshall Day assessment.

The resultant Sound Power Levels per metre of travel for the trucks for the Day/Evening, and Night periods are presented below.

Table 6 – Sound Power Levels for Truck Movements within the Unilever Site

Noise Source	Sound Power Level (dB(A))
Truck Noise Emission per metre – Day and Evening Periods (5 trucks per half hour)	73
Truck Noise Emission per metre – Night (2 trucks per half hour)	69

Note, the EPA assessment procedure includes noise from commercial vehicle movements within the site, but not on public roads. Therefore, the noise model and resulting assessment only includes noise emissions from truck while they are within the boundaries of the Unilever site.

#### Future Unilever Noise Emissions

Using the model of the existing Unilever facility as a basis, a model of the proposed future upgraded plant was developed.

Building layouts for the future plant were taken from drawing *10 YR CAPITAL DEVELOPMENT PLANT PLANNING PERMIT PLANNING PERMIT APPLICATION SITE PLAN*, dated 6 August 2012 (see Appendix 2). Truck routes within the site were based on information from the truck swept path analysis for the indicative future site layout.

The mound at the north-western corner of the site was removed, and the planned truck manoeuvring area at the north-western corner was entered into the model.

Stationary noise sources from the existing site were transferred into the model of the future site, i.e. the noise emissions from the stationary sources were modelling as being the same in the future as per the current noise emissions.

The same truck noise level per metre of travel were entered into the model for the future scenario as per the existing scenario, as the trucks will be nominally the same in terms of noise emission. This approach takes account of increased noise emission where the trucks travel a greater distance within the site, and is therefore considered to be an acceptable method of modelling the truck noise levels.

The western wall of the proposed Finished Goods Transitional Warehouse loading dock was modelled as a solid wall.

#### 4.2.2 Meteorological Conditions

Meteorological conditions can have an effect on sound propagation from a source to a receiver. However, given the relatively short distances involved between the dominant sources and the receivers at the Unilever site, the effects of different meteorological conditions on the noise levels at the potentially most-affected residences would be negligible. As such, assessment of specific meteorological conditions was not included in the modelling.

### 4.3 Predicted Noise Levels

Noise contour maps depicting the noise emissions from the existing and proposed future Unilever operations for each period, Day, Evening and Night, are presented in Appendix 3.

The noise modelling results indicate that the noise sensitive areas that receive the highest noise levels due to Unilever's existing operations are:

- 53 William Street, to the north-east of the plant
- The residential area to the west of the plant on Park Street, near the northern end of the Unilever site, nominally represented by 26 Park Street
- The residential area to the east of the plant, nominally represented by 1 Erica Street

The noise prediction for the future operations indicate that the truck noise dominates the noise emissions to the areas surrounding the plant.

The following tables present the modelled Unilever noise levels in the three directions for which the noise emission levels are the highest. An assessment location which represents nominally the highest noise levels in each direction has been selected. The presented noise levels are the calculated and predicted Effective Noise Levels, and can therefore be compared directly with the applicable noise limits for each period.

Table 7 – Modelling Results – Existing Operation

Location	Applicable NIRV Noise Limit, dB(A)	Calculated Effective Noise Level, dB(A)	Complies?
<b>Residences to North East - 53 William Street</b>			
Day	58	47	Yes
Evening	53	46	Yes
Night	48	43	Yes
<b>Residences to West – 26 Park Street</b>			
Day	53	48	Yes
Evening	48	48	Yes
Night	43	44	No
<b>Residences to East – 1 Erica Avenue</b>			
Day	53	51	Yes
Evening	48	50	No
Night	43	47	No

Based on the results of the noise modelling presented above, there is currently a minor non-compliance with the Night period noise limit at residences to the west of the plant on Park Street, and non-compliances of up to 4 dB(A) in the residential area to the east of the plant.

While noise from stationary plant items on site contribute to the noise emissions, the Effective Noise Levels at the residential locations are generally dominated by noise from the truck movements on site.



Table 8 – Modelling Results – Future Operation

Location	Applicable NIRV Noise Limit, dB(A)	Calculated Effective Noise Level, dB(A)	Complies?
<b>Residences to North East - 53 William Street</b>			
Day	58	47	Yes
Evening	53	46	Yes
Night	48	43	Yes
<b>Residences to West – 26 Park Street</b>			
Day	53	49	Yes
Evening	48	49	Yes
Night	43	46	No
<b>Residences to East – 1 Erica Avenue</b>			
Day	53	54	No
Evening	48	54	No
Night	43	50	No

For the proposed upgraded site it is predicted that:

- The noise emissions to the north of the site will reduce due to acoustic shielding provided by the proposed New Process / Warehouse Building
- The noise emissions to the east of the plant will increase due to the longer route that trucks will travel along the eastern boundary of the site
- There will be non-compliances with the noise criteria at a number of residences to the east of the plant for all three periods, Day, Evening and Night
- There will be non-compliances with the Night period noise criteria at the residences on Park Street, to the west of the plant, due to the removal of the existing earth mound and the planned use of the north-western corner of the site for truck manoeuvring.
- The noise emissions to the areas surrounding the plant will be dominated by the noise due to trucks on the site, with some contribution from stationary plant items, as per the current noise emissions

## 5.0 Noise Mitigation

Noise barrier options have been investigated to determine indicative noise mitigation measures to reduce the noise levels to the nearby noise-sensitive receivers. A more detailed study should be undertaken when the layout, construction, and operational details of the proposed upgrades have been further developed.

As the noise emissions to the residential areas surrounding the plant are dominated by the noise emissions from truck movements on site, measures to reduce the truck noise levels will be required to enable reductions in the Effective Noise Levels in the surrounding noise sensitive areas.

### 5.1 Noise Wall to Eastern Boundary of the Site

One option to reduce the truck noise emissions to the residential area to the east of the site would be to construct a noise wall along the eastern boundary of the site. The approximate alignment of the wall that would be required is indicated on the attached layout of the proposed future site (Figure 7 in Appendix 3).

To be acoustically effective, the noise wall would need to be at least 1 metre higher than the tips of the truck exhausts. Based on a truck exhaust tip height of 4 metres, the noise wall would need to be at least 5 metres high to result in a significant noise reduction in the residential area.

Reducing the noise emissions from some of the stationary plant items, such as the air handling units, using small localised screens, may also assist in achieving compliance with the criteria, however, the truck noise must be mitigated to enable a significant reduction in the noise emissions to the residential area.

Further noise modelling was undertaken to investigate the likely effectiveness of a noise barrier to the east of the site, for the Night period operations, which is the critical period for the Unilever site in terms of compliance with the EPA noise limits. The modelling indicates that:

- A 5 metre high noise wall will reduce the noise emissions to the east by 4 dB(A), resulting in an Effective Noise Level of 46 dB(A), which will be 3 dB(A) in excess of the Night-time noise limit, and 1 dB(A) lower than the current Unilever noise levels in the area, and
- A 6 metre high noise wall will reduce the noise emissions by 6 dB(A), resulting in an Effective Noise Level of 44 dB(A), which will be 1 dB(A) in excess of the Night-time noise limit, and 3 dB(A) lower than the current Unilever noise levels in the area.
- A 7 metre high noise wall will reduce the noise emissions by 7 dB(A), resulting in an Effective Noise Level of 43 dB(A), which will be compliant with the Night-time noise limit.

It is recommended that consideration be given to the fact that the additional 1-dB(A) benefit of a 7-metre noise wall compared with a 6-metre wall would not likely be noticeable, noting the cost and practicality considerations associated with constructing a 7-metre high wall.

The noise modelling undertaken as part of this assessment is based typical operations at the Unilever facility. The predicted 1-dB(A) difference in noise level associated with the 1-metre change in noise wall height is relatively minor compared with the likely variation in noise emission from the site over time, due to:

- Variations in the actual number of truck movements on site at any particular time
- The way in which the trucks are driven, e.g. heavy acceleration versus light acceleration
- Some trucks generating higher noise levels than others
- Other activities occurring on the Unilever site which are not representative of 'typical' operations

On this basis, it is recommended that consideration be given to constructing a 5 to 6-metre high noise wall to the eastern boundary of the site, subject to approval from the relevant authorities in respect of the issue of compliance with the EPA noise levels.

## 5.2 Noise Wall to North-Western Corner of the Site

Noise modelling was undertaken to investigate the likely effectiveness of a noise barrier at the north-western corner of the site, to reduce noise impacts to the northwest residences due to the future Night period operations. The results indicate that:

- A 4 metre high noise wall will result in Effective Noise Levels in the residential area of 44 dB(A), which will be equivalent to the current Unilever noise levels, which will be 1 dB(A) in excess of the Night-time noise limit, and
- A 5 metre high noise wall will result in Effective Noise Levels in the residential area of 42 dB(A), which will be compliant with the 43-dB(A) Night-time noise limit.

Therefore, it is recommended that a 5 metre noise wall be constructed to the north-western corner of the Unilever site.

A noise level contour map illustrating the predicted noise levels with a 5-metre high noise barrier to the north-western corner of the site, and a 6-metre high noise barrier to the eastern boundary of the site, is presented in Appendix 3.

## 6.0 Proposed Planning Scheme Amendment

Under a proposed planning scheme amendment, the land on which the Unilever site is situated may be rezoned from IN1Z to Special Use Zone.

In relation to the determination of noise limits based on land use zoning, NIRV states the following:

*The Special Use Zone defaults to the equivalent of Industrial 3. This default would only be used in cases where the zone provides for general commercial or industrial uses.*

*These classifications should be varied if it is justifiable to do so, considering the uses allowed and the zone purposes. For example, where the purpose of an SUZ is for agriculture, the zone could be assigned the Table 1 noise emitter values of the Farming Zone (FZ).*

Therefore, if the current IN1Z zoning is rezoned Special Use Zone as part of the planning scheme amendment, the default noise limits in accordance with NIRV would be 2 to 3 dB(A) lower than the existing limits. This would be undesirable for Unilever as compliance with lower limits may be impractical or require onerous / unreasonable noise mitigation measures to be implemented to achieve the limits.

In order to retain the existing noise limits if the site is rezoned as Special Use Zone, it is recommended that Unilever requests that the planning scheme amendment includes a link to the IN1Z noise limits. Justification should also be provided for adopting the IN1Z noise limits, making reference to the currently-allowed use of the land.

Council could also consider reviewing the planning controls that affect land surrounding the Unilever site to further address acoustic implications in the future, for example, to limit the number of new dwellings around the Unilever site.

## 7.0 Summary

AECOM has reviewed the proposed upgrade to the Unilever Tatura facility, and the proposed planning scheme amendment in relation to Unilever's compliance with the applicable EPA noise criteria.

It is predicted that the proposed upgrade to the Unilever site will result in reduced noise emissions to the north of the site, and increased noise emissions to the residential area to the east of the site, and to the west of the site.

The main source of noise emissions from the site will be truck movements within the site. Therefore, the following noise mitigation measures are recommended:

- A 5 to 7-metre noise wall to a portion of the eastern boundary of the site, and
- A 5-metre high noise wall to the north-western corner of the site.

The planning scheme amendment has the potential to result in lower noise limits applying to the Unilever site. In order to retain the existing noise limits if the site is rezoned as Special Use Zone, it is recommended that Unilever requests that the planning scheme amendment includes a link to the IN1Z noise limits. Council could also consider reviewing the planning controls that affect the land surrounding the Unilever site to further address acoustic implications in the future, for example, to limit the number of new dwellings around the Unilever site.

## Appendix 1 – Nomenclature

dB(A)	A-weighted Decibels. The 'A' weighting adjusts the frequency spectrum to better reflect the subjective loudness perceived by the human ear.
L <sub>A90</sub>	The value of 'A'-weighted Sound Pressure Level which is exceeded for 90 percent of the time during a given measurement period. L <sub>A90</sub> Sound Pressure Levels are typically used to represent background noise levels. [Unit: dB(A)]
L <sub>Aeq</sub>	A-weighted Equivalent Continuous Sound Pressure Level. This is the constant Sound Pressure Level over a given time period which is equivalent in sound energy to the time-varying Sound Pressure Level measured over the same time period. This is commonly referred to as the average noise level. [Unit: dB(A)]
Sound Pressure Level	Twenty times the logarithm to the base ten of the ratio of the root mean square sound pressure at a point in a sound field, to the reference sound pressure; where sound pressure is defined as the alternating component of the pressure (Pa) at the point, and the reference sound pressure is $2 \times 10^{-5}$ Pa. Unit: Decibels
Effective Noise Level	The level of noise emitted from a commercial, industrial or trade premises and adjusted if appropriate for character and duration

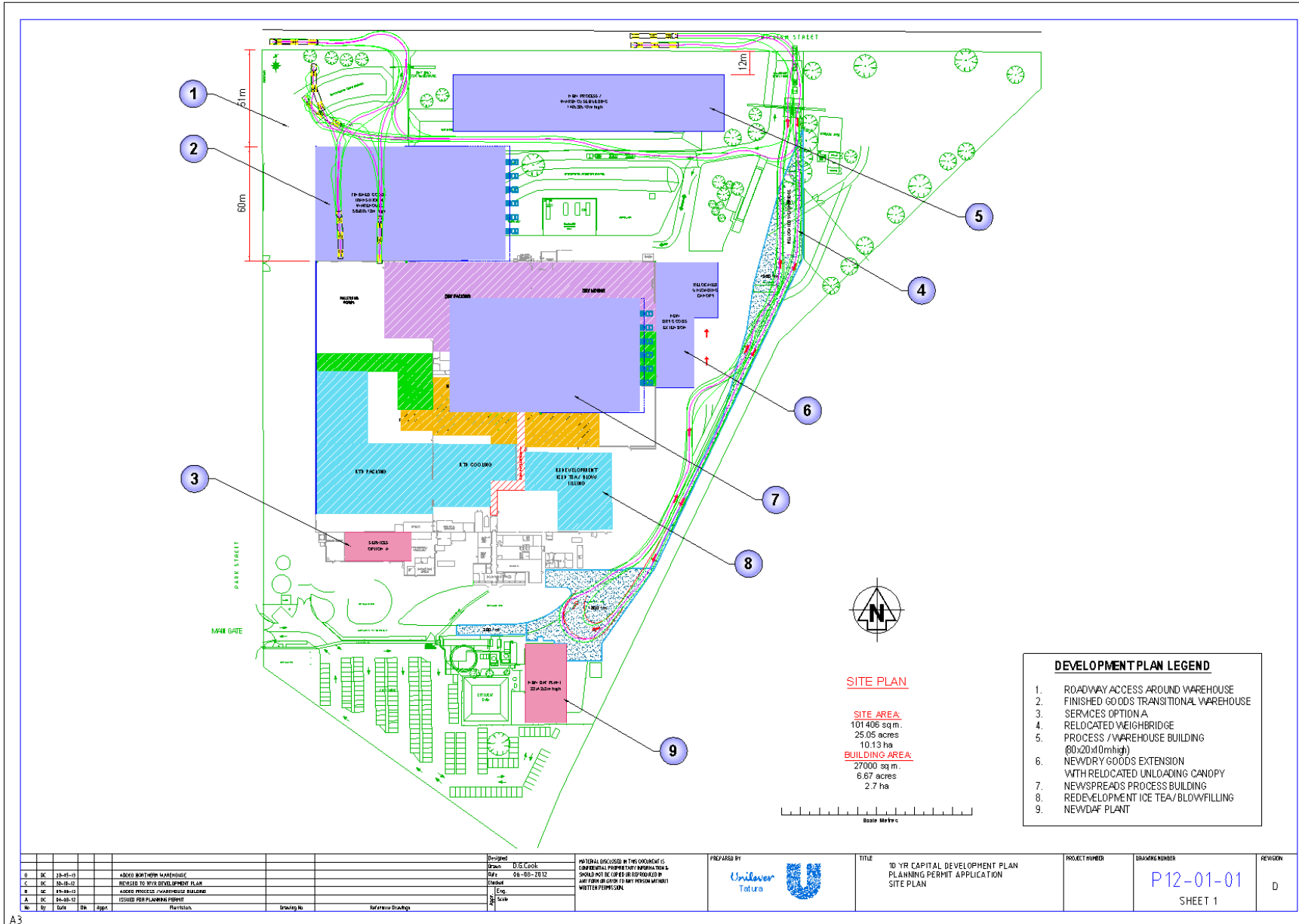
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## Appendix 2 – Proposed Future Unilever Site

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Revision 1 – 17-Mar-2014  
Prepared for – Unilever – ABN: N/A



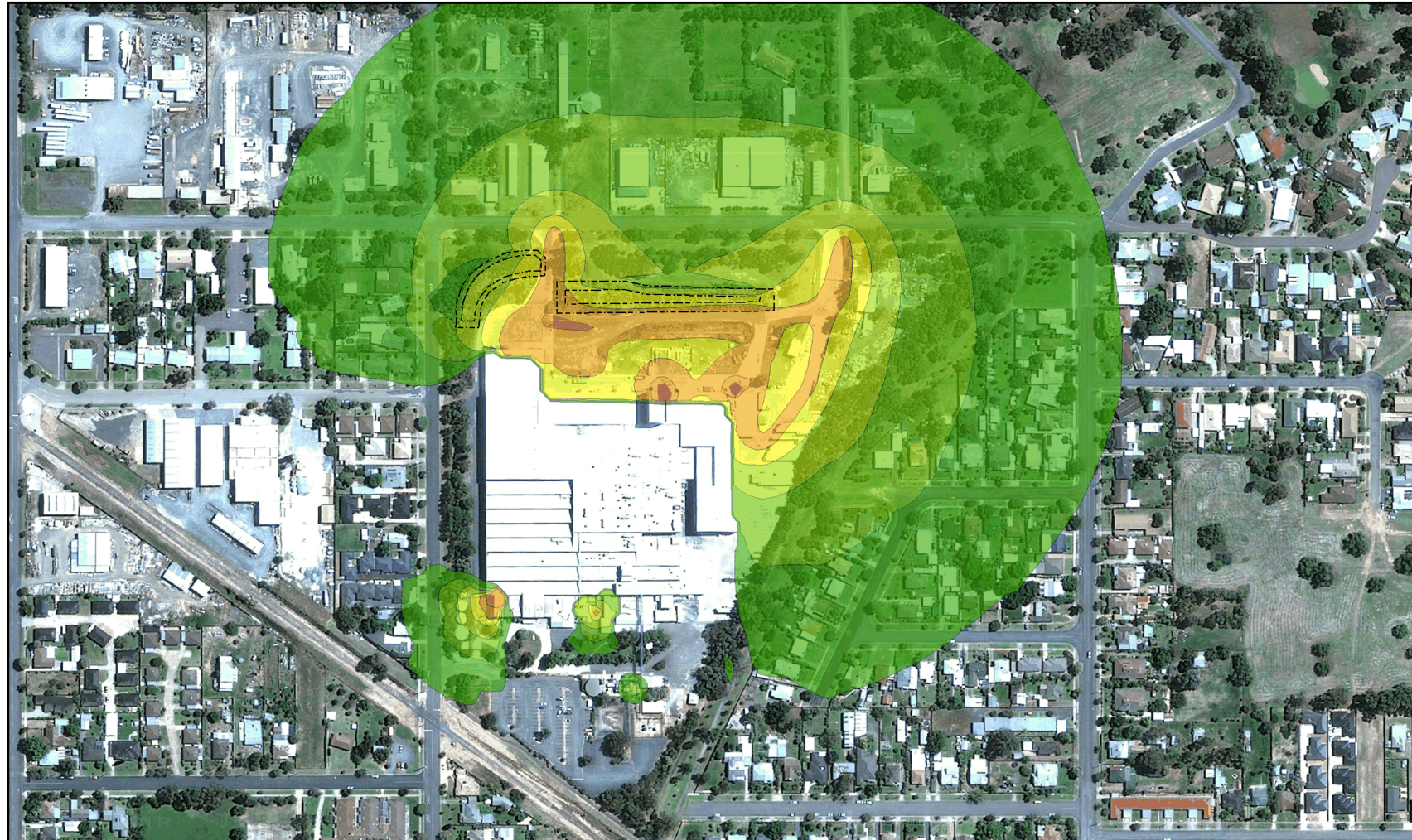
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## Appendix 3 – Noise Contour Maps

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Revision 1 – 17-Mar-2014  
Prepared for – Unilever – ABN: N/A



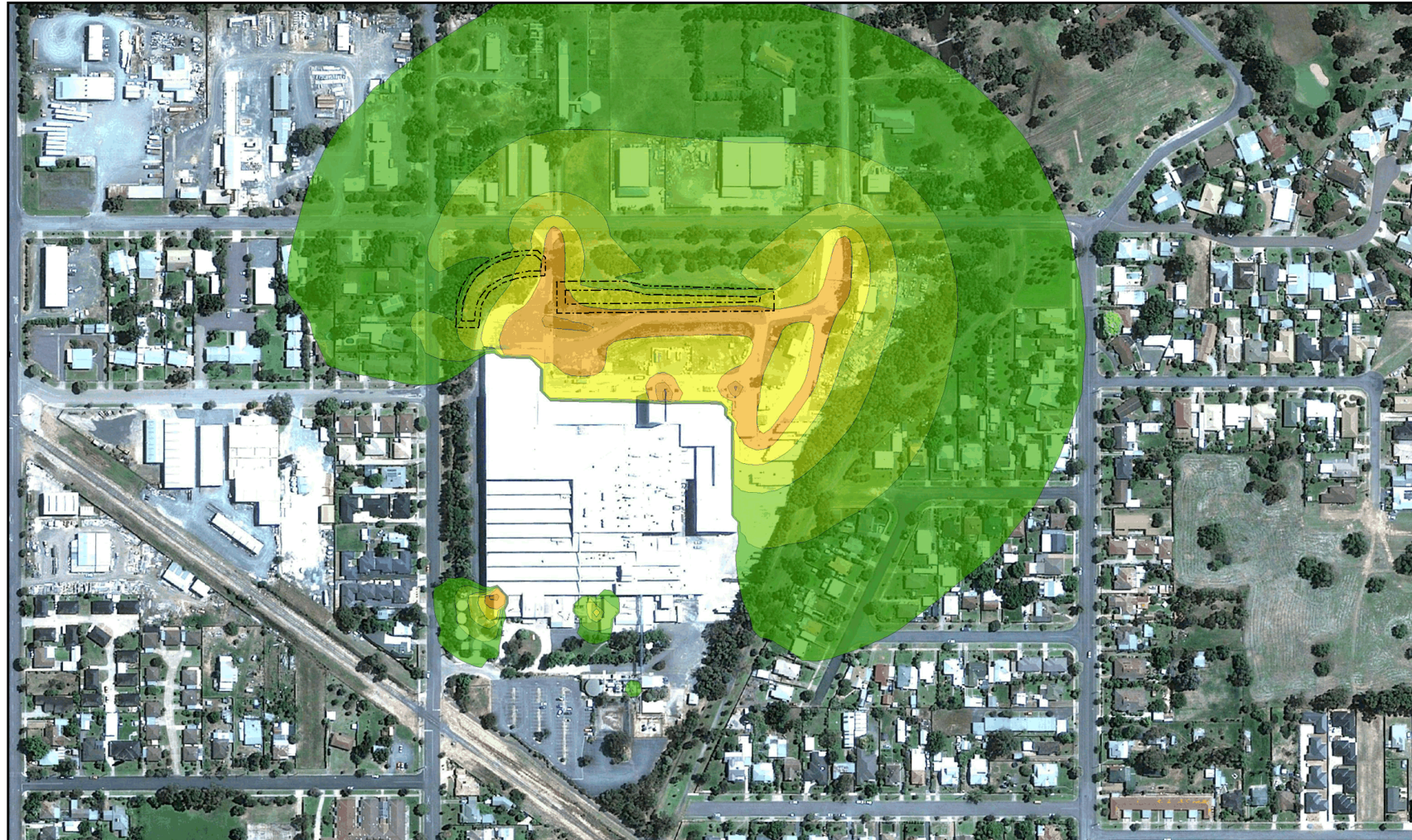
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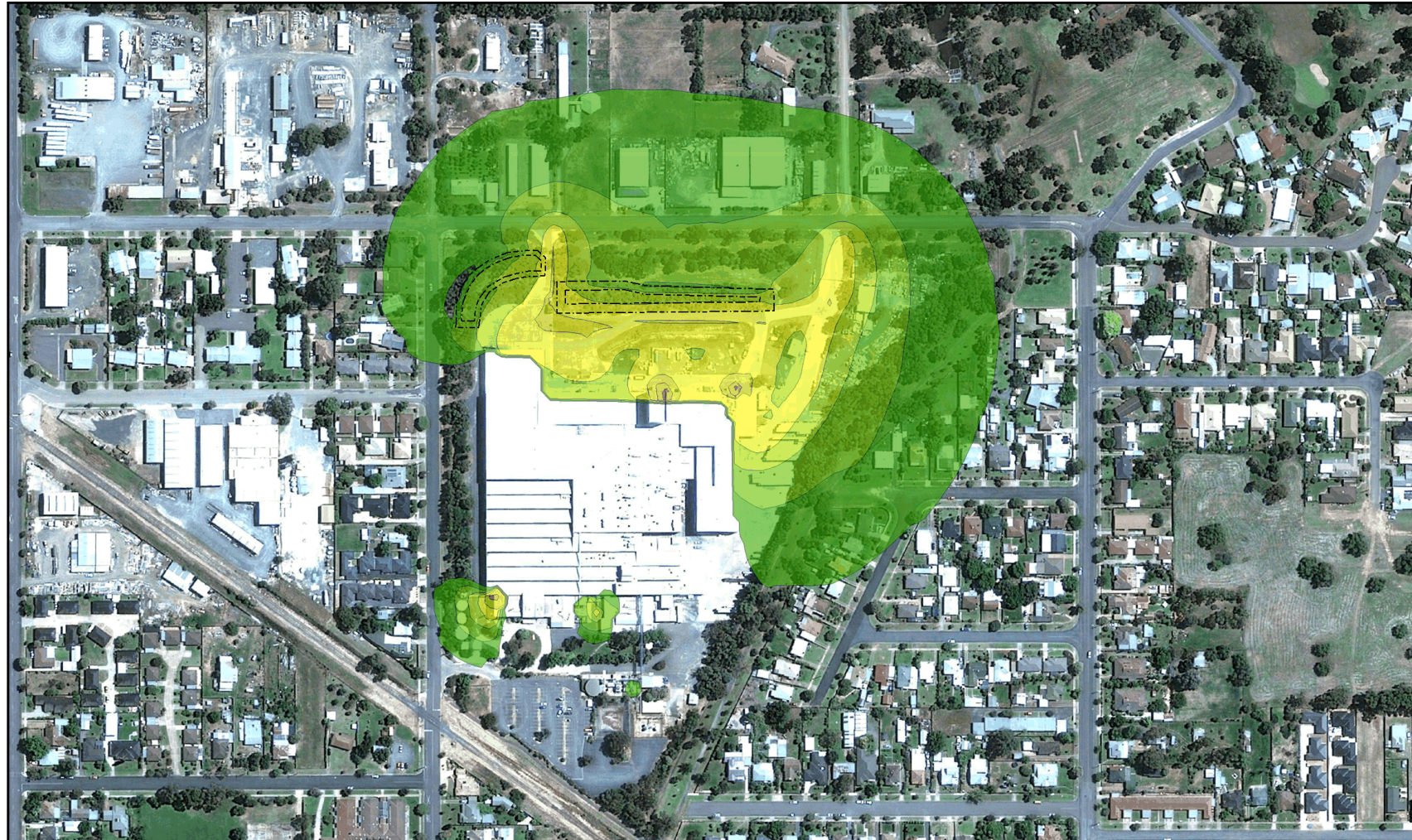


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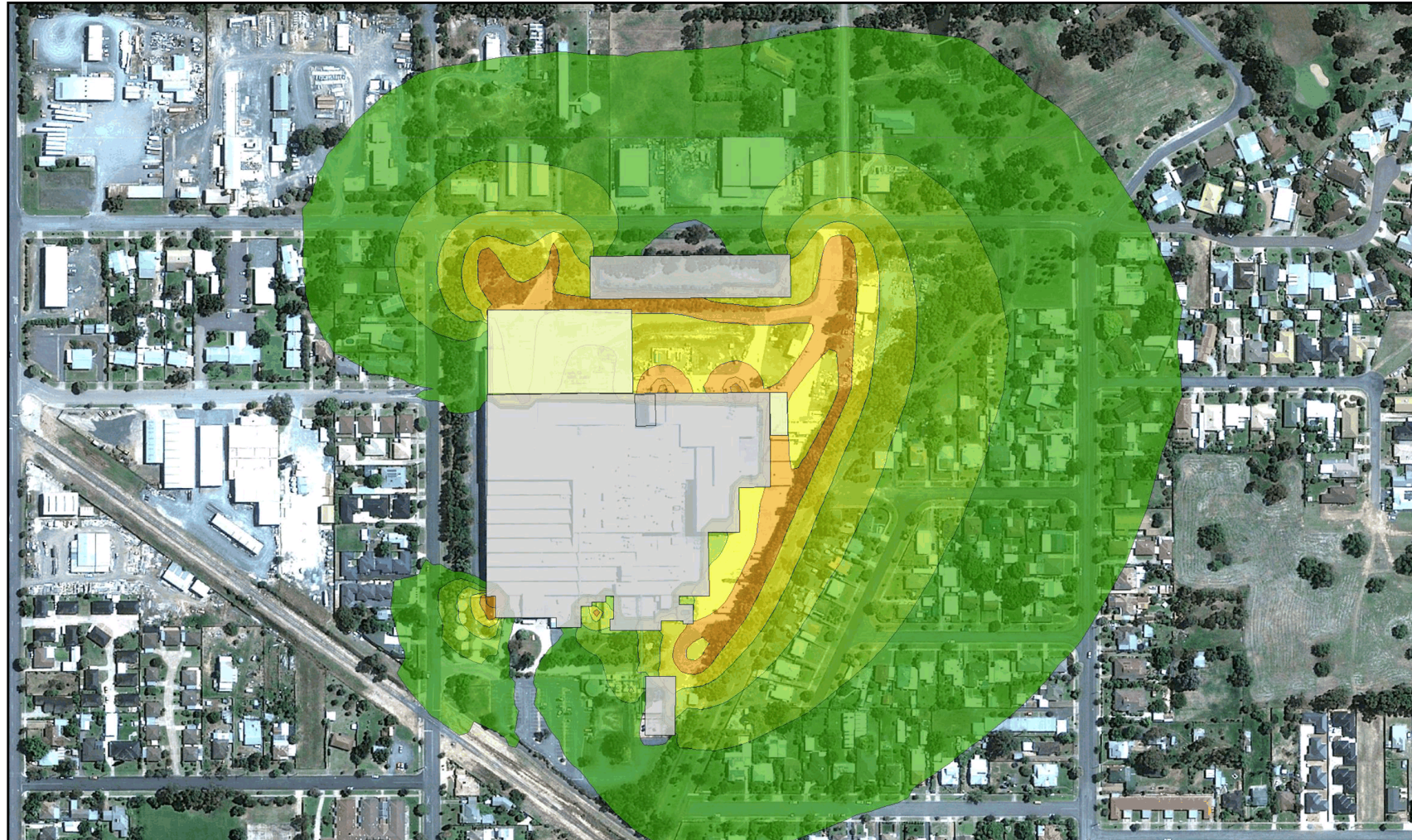


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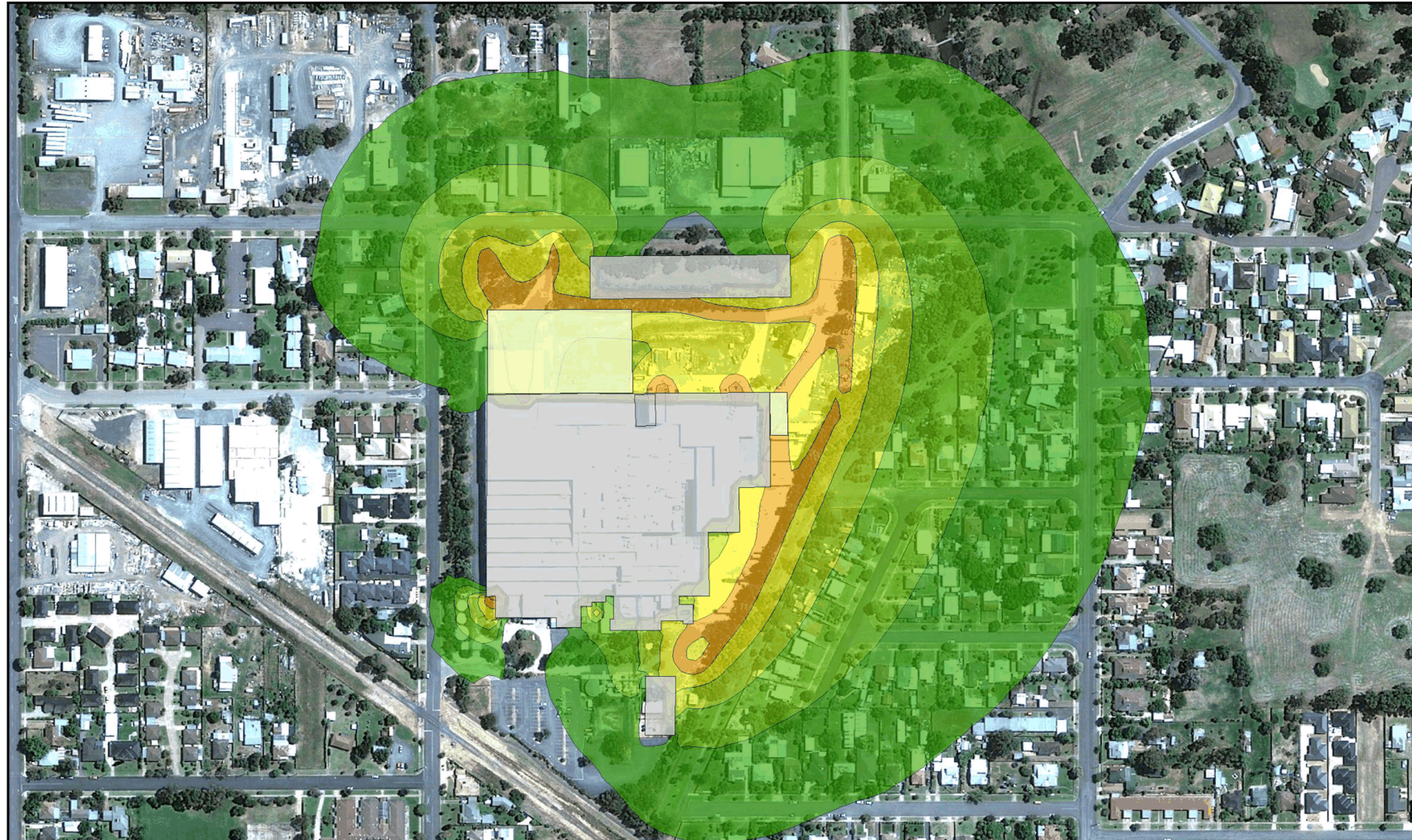
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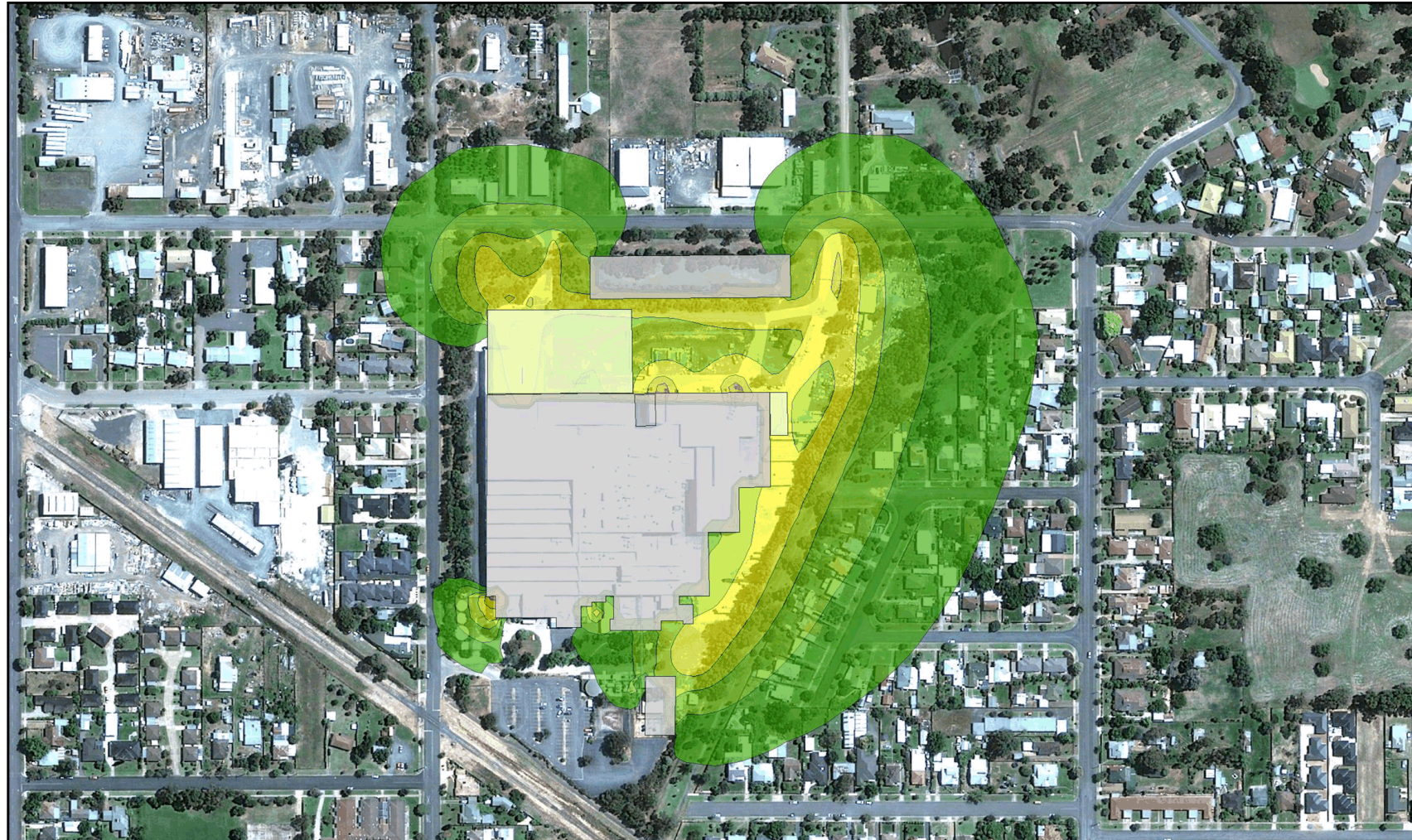


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Building	L <sub>Aeq</sub> Noise Level, dB(A)	58 to <63	63 to <68	68 to <73	73+										
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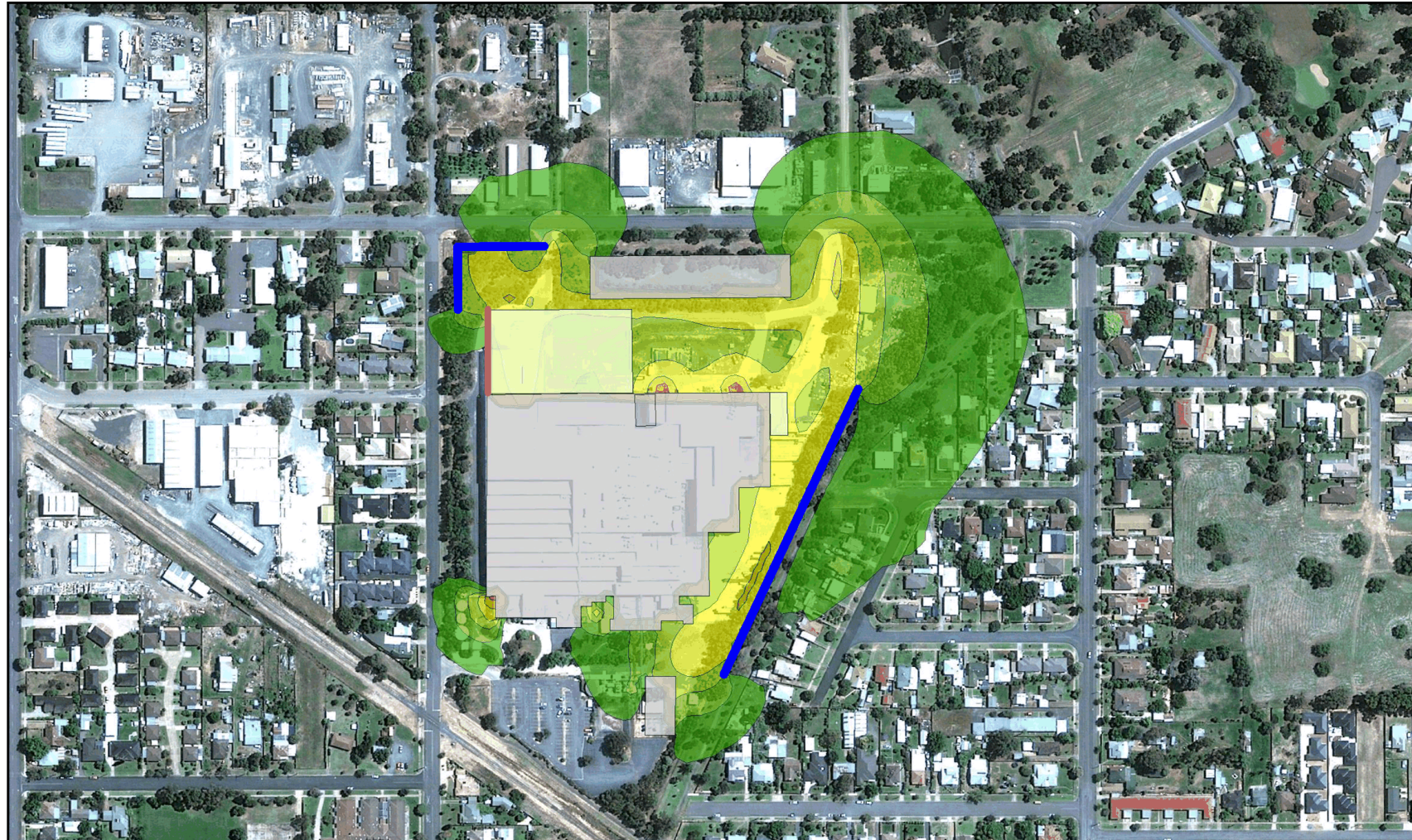


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Unilever Planning Scheme Amendment  
Unilever Australia  
19-Mar-2014  
Doc No. 165spa

**DRAFT**

# Traffic Impact Assessment

Unilever 55 Park Street, Tatura



AECOM

Unilever Planning Scheme Amendment  
Traffic Impact Assessment**DRAFT**

## Traffic Impact Assessment

Unilever 55 Park Street, Tatura

Client: Unilever Australia

### Prepared by

**AECOM Australia Pty Ltd**  
Level 9, 8 Exhibition Street, Melbourne VIC 3000, Australia  
T +61 3 9653 1234 F +61 3 9654 7117 www.aecom.com  
ABN 20 093 846 925

19-Mar-2014

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Revision C – 19-Mar-2014  
Prepared for – Unilever Australia – ABN: 66 004 050 828



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Unilever Planning Scheme Amendment  
Traffic Impact Assessment**DRAFT****Quality Information**

Document Traffic Impact Assessment




Ref 60312596

Date 19-Mar-2014

Prepared by Adrian Koorn

Reviewed by Agatha Yii

## Revision History

Revision	Revision Date	Details	Authorised	
			Name/Position	Signature
A	24-Jan-2014	Draft Report	Christian Bode Associate Director	
B	21-Feb-2014	Draft Report	Christian Bode Associate Director	
C	19-Mar-2014	Final Report	Christian Bode Associate Director	

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Unilever Planning Scheme Amendment  
Traffic Impact Assessment**DRAFT****Table of Contents**

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Traffic Impact Assessment

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## DRAFT

### 1.0 Introduction

AECOM has been engaged by Unilever Australia to prepare a traffic impact assessment (TIA) for the proposed development of its existing facility at 55 Park Street, Tatura. This assessment will provide inputs into the development of a master plan for the site.

#### 1.1 Background

Greater Shepparton City Council prepared and adopted a Strategic Review of Tatura Industrial Land in July 2011 for three major industrial sites within the municipality – Tatura Abattoirs, Tatura Milk Industries and Unilever Industries. The review sought to determine the adequacy of existing planning zones, overlays and schedules to safeguard their future needs.

Council has recently implemented key recommendations from the review into the Greater Shepparton Planning Scheme in relation to Tatura Milk Industries. The council is now seeking to implement key recommendations in relation to Unilever Australia.

The review supports the continued growth and development of Unilever Australia on its existing site but makes a number of recommendations to facilitate future needs. The review states that the Council should give consideration to including all of the Unilever land within a Special Use Zone linked to a Master Plan.

A 10 year capital development plan has been prepared for the site by Unilever (shown in Appendix A). The master plan and the site master plan will build on this plan in consultation with relevant agencies.

#### 1.2 Scope

The purpose of this traffic impact assessment is to provide:

- Assessment of the existing transport conditions including site access arrangements.
- Review and provide advice with regards to the internal circulation of vehicles.
- Assessment of the proposed car parking, with regards to provision, design and location.
- Assessment of the likely traffic demand generated by the development proposed at the subject site.
- Review any local intersections that require assessment with the likely traffic demand.
- Review of local and regional policies and legislation.

#### 1.3 Report Structure

This report is presented as follows:

- Section 2.0: Existing Conditions
- Section 3.0: Proposed Development
- Section 4.0: Traffic Generation and Impacts
- Section 5.0: Conclusions and final recommendations

#### 1.4 Reference Documents

The following sources and documents have been consulted in the preparation of this assessment:

- Relevant sections of Greater Shepparton Planning Scheme
- Greater Shepparton Planning Scheme Strategic Review of Tatura Industrial Land (June 2011)
- AS/NZS 2890.1:2004 Parking Facilities: Part 1 – Off-street car parking
- AS/NZS 2890.2:2002 Parking Facilities: Part 2 – Off-street commercial vehicle facilities
- Victoria – The Freight State: The Victorian Freight and Logistics Plan (August 2013)
- National Land Freight Strategy (2013)
- Public Transport Guidelines for Land Use and Development

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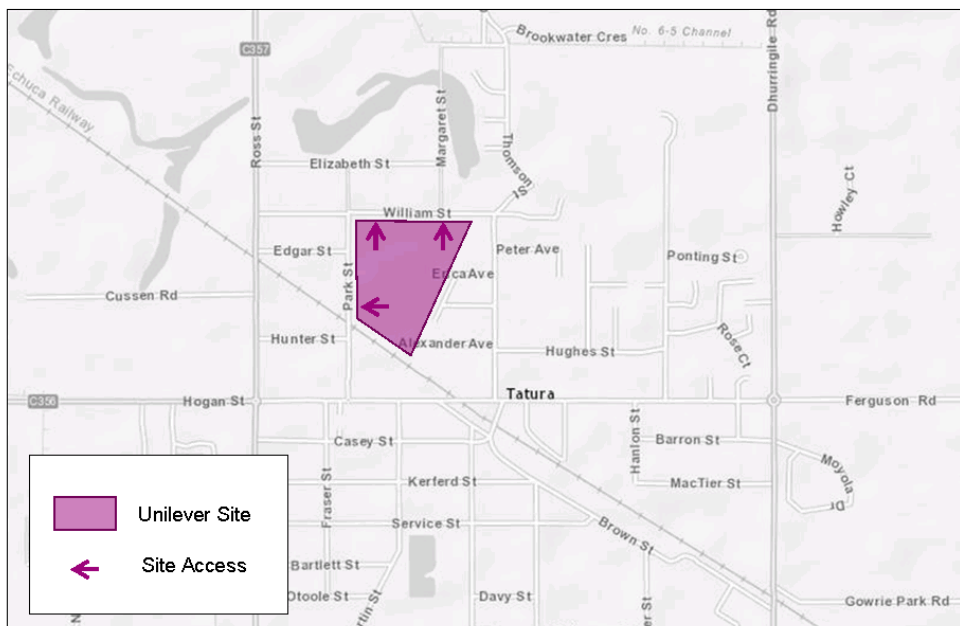
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**2.0 Existing Conditions**

An inspection of the site and its surrounding area was completed on Tuesday 10 December 2013.

The subject site is located in Tatura as shown in Figure 1. The site is bounded by William Street to the north, Park Street to the west, the Echuca to Toolamba railway line to the south, and a public park to the east.

Figure 1 Site Location



There are three main access points to the site. Two along William Street serve only for delivery vehicles to and from the site. Another access on Park Street is used by staff and visitor to the car parking area on site.

The site is currently zoned as *Industrial 1*. The properties to the north of the site are also zoned as *Industrial 1*, with all other surrounding properties zoned as *Residential 1*.

**2.1 Site Operations**

The site currently operates 24 hours a day from Monday to Friday. The structure of each shift is summarised in Table 1.

Table 1 Existing Shift Details

Shift	Time	Peak Staff Numbers
Night Shift	11:00 PM to 07:00 AM	40
Day Shift	07:00 AM to 03:00 PM	110
Afternoon Shift	03:00 PM to 11:00 PM	43

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Under existing logistics operations, product is transported from the site on semi-trailers from the site accesses on William Street to Kyabram via the following route:

- William Street;
- Ross Street / Tatura-Undera Road; and
- Midland Highway.

Each of these roads is a VicRoads approved B-Double and Higher Mass Limit Truck route. At Kyabram, product is consolidated and transported to the Unilever site in Knoxfield via B-Double truck.

Freight movements to and from the site are provided in Table 2 and are based on Unilever records for the previous calendar year.

Table 2 Existing Freight Movements

Purpose	Inbound / year	Outbound / year	Vehicle Type
Shuttle trucks to Kyabram	3,500	3,500	semi-trailer
Deliveries	3,300	3,300	semi-trailer

## 2.2 Road Network

### 2.2.1 William Street

William Street is classified as a local road and is under the management and care of Greater Shepparton City Council. It provides a single lane in each direction and provides access to the northern boundary of the site and connectivity to Ross Street. The speed limit on this section of William Street is 50 km/h.

There are two access points to the site on William Street, one directly opposite Margaret Street and another one approximately 75 metres east of Park Street. These access points are used by heavy vehicles transporting freight to and from the site. William Street is an approved B-Double and Higher Mass Limit Truck route.

Parking is unrestricted along both sides of William Street. William Street in the vicinity of the site is shown in Plate 1 and Plate 2.

The most recent traffic data available was collected on 22 February 2011 by Council. The daily volumes on William Street were 638 vehicles westbound and 672 vehicles eastbound over a 24 hour period, with the peak occurring from 6:00am until 7:00am and from 4:00pm until 5:00pm. Heavy vehicles accounted for 14.7% of total traffic.

Plate 1 William Street facing Eastbound towards Thoms on Street



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Plate 2 William Street facing Westbound towards Park Street



**2.2.2 Park Street**

Park Street is classified as a local road and is under the management and care of Greater Shepparton City Council. It provides a single lane in each direction. The speed limit on this section of Park Street is 50 km/h.

There are two access points to the site on Park Street. The access approximately 30 metres north of the railway line is the access for all site staff and visitors. Heavy vehicles are not permitted to use this access. There is another access located opposite Edgar St which is an emergency access. Park Street is an approved B-Double and Higher Mass Limit Truck route.

Parking is unrestricted along both sides of Park Street. Park Street in the vicinity of the site is shown in Plate 3 and Plate 4. There is a level crossing on Park Street with the Echuca to Toolamba railway line which runs to the south of the site.

Plate 3 Park Street facing Northbound towards William Street



Plate 4 Park Street facing Southbound towards Echuca-Toolamba Railway Line



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**DRAFT****2.2.3 Ross Street (Tatura-Undera Road)**

Ross Street (also known as Tatura-Undera Road) is an arterial road under the management and care of VicRoads. It provides a single lane in each direction and provides connectivity between William Street and the Midlands Highway to the north of the site. The speed limit on this section of Ross Street ranges from 80 km/h to 100 km/h.

The most recent traffic data available from VicRoads was collected in 2011. Average daily volumes on this section of road during this period were 2,000 vehicles northbound and 2,100 southbound, with heavy vehicles accounting for 13.5% of total traffic (approximately 284 per day).

**2.3 Parking**

Parking is provided on-site for all staff and visitors to Unilever. There are approximately 175 spaces provided, which are located to the south of the site and accessed via Park Street. Site inspections indicate that all parking related to the Unilever is accommodated within the on-site car park. There are low numbers of vehicles parking on William Street and Park Street as shown in Plate 1 to Plate 4.

Unilever estimates that 90% of staff drive to work and that peak parking demand occurs during the changeover of shifts when both arriving and departing employees occupy spaces. An empirical assessment of parking demand is shown in Table 4. The results show that peak parking demand occurs around 3:00pm and that demand is accommodated within the existing parking supply at all times throughout the day.

Table 3 Existing Parking Demand (Empirical Assessment)

Shift Change Over	Time	Staff on Site	Parking Demand	Parking Supply
Night to Day	7:00am	150	135	175
Day to Afternoon	3:00pm	153	138	175
Afternoon to Night	11:00pm	83	75	175

**2.4 Public Transport**

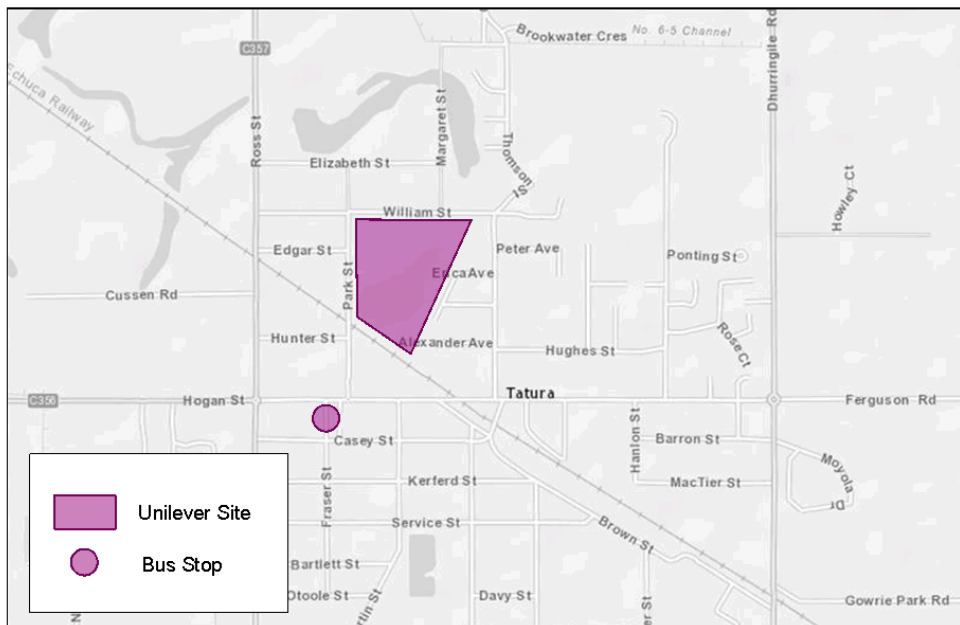
There is a single bus stop in Tatura, located on Fraser Street approximately 400 metres from the Unilever site, shown in Figure 2. The stop is serviced by three regional services, which are combination of coaches and trains:

- Griffith to Melbourne via Shepparton
- Barmah to Melbourne via Shepparton & Heathcote
- Echuca/Moama to Melbourne via Shepparton

Each of these services runs only a few services through Tatura each day. As a result, public transport is not considered a viable form of transport for workers to and from the Unilever site.

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Figure 2 Tatura Public Transport Services



**2.5 Cycling**

Bicycle access to the site is provided via the Park Street access point. Bicycle lockers are provided alongside the secure pedestrian turnstile access to the processing and administration area. On-site change room and shower facilities are provided for staff.

**2.6 Pedestrians**

Pedestrian access to the site is provided on Park Street, alongside the vehicle access. From this point pedestrians pass through the staff car park before entering the processing and administration area through a secure pedestrian turnstile.

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**DRAFT****3.0 Proposed Development**

The proposed development of the Unilever site is detailed in the 10 year capital development plan (shown in Appendix A). The development will be contained to the existing site boundary and involves the following:

- Redevelopment and expansion of processing facilities;
- New finished goods warehouse;
- New miscellaneous processing / warehouse building;
- Redevelopment and expansion of associated services buildings; and
- Other associated site works.

**3.1 Site Operations**

The existing shift structure will remain in place, with an expected increase of 35 employees per day (20 on day shift and 15 on afternoon shift). The proposed structure of each shift is summarised in Table 4.

Table 4 Existing Shift Details

Shift	Time	Peak Staff Numbers
Night Shift	11:00pm to 07:00am	40
Day Shift	07:00am to 03:00pm	130
Afternoon Shift	03:00pm to 11:00pm	58

A revised logistics operation will also be implemented under the development plan. The use of Kyabram for consolidating product will be removed from the supply chain. The product will be transported on B-double trucks from the site accesses on William Street directly to Knoxfield via the following route:

- William Street;
- Ross Street / Tatura-Murchison Road; and
- Goulburn Valley Highway.

Each of these roads is a VicRoads approved B-Double and Higher Mass Limit Truck route. Swept path analysis (Appendix B) shows that existing accesses on Williams Road and the internal road network can accommodate the vehicles up to 25m long (B-double).

Expected freight movements to and from the site are provided in Table 5 and are based on projections provided by Unilever. The addition of a blow fill facilities on-site will result in the reduction of 500 delivery loads per annum. Although the volume of product transported from the site will increase by 25,000 tonne per annum, the number of shuttle movements will be reduced by employing B-double trucks in the place of semi-trailers. It is assumed that the average load of the B-double trucks will be 40 tonnes.

Table 5 Existing and Proposed Freight Movements

Existing Conditions			
Purpose	Inbound / year	Outbound / year	Vehicle Type
Shuttle trucks to Kyabram	3,500	3,500	semi-trailer
Deliveries	3,300	3,300	semi-trailer
Proposed Development			
Purpose	Inbound / year	Outbound / year	Vehicle Type
Shuttle trucks direct to Knoxfield	2,375	2,375	B-double
Deliveries	2,800	2,800	semi-trailer

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### **3.2 Road Network**

The development plan does not include any proposals to change the road network surrounding the Unilever site.

### **3.3 Car Parking**

The development plan does not include any proposals to change the car parking supply or design.

### **3.4 Public Transport**

The development plan does not include any proposals to change public transport infrastructure or services.

### **3.5 Cycling**

The development plan does not include any proposals to change cycle parking provision or infrastructure. This existing site access and parking locations will remain.

### **3.6 Pedestrians**

The development plan does not include any proposals to change pedestrian infrastructure. The existing site and building access points for pedestrians will remain.

**DRAFT****4.0 Traffic Generation and Impacts**

The following section discusses the traffic generated by the proposed development plan and its wider impacts from a transport perspective.

**4.1 Traffic Volumes**

There will be a reduction in freight related vehicle movements to and from the Unilever Site. Total freight movements will reduce from an average of 26 round trips to 20 round trips per day with the introduction of B-double vehicles to the logistics operation.

The increase in staff numbers at the site will result in an increase in traffic volumes on Park Street where vehicles access the site. Staff related traffic movements on Park Street are expected to increase from 174 round trips to 205 round trips per day. This increase is considered minimal and is expected to have a negligible impact on the operation of Park Street.

**4.2 Road Network**

There will be a total reduction in traffic volumes using the road network surrounding the site. The changes in logistics operation will see heavy vehicles removed from Ross Street (Tatura-Undera Road) north of William Street and redirected south along Ross St (Tatura-Murchison Road).

Swept path analysis of B-double vehicles at the Ross Street and William Street intersection, shows that the right turn from Ross Street into William Street can be accommodated. The left turn from Ross Street into William Street however requires the vehicle to cross into the opposing lane. Considering the relatively low traffic volumes at this intersection and the fact that this intersection currently operates as a B-double approved route, this manoeuvre is considered acceptable.

As each of the roads in the proposed route is B-Double approved, and there is a total reduction in freight movements on the network, there are no requirements for this intersection be upgraded or altered.

**4.3 Car Parking**

There will be an increase in the size of the workforce which will increase demand for car parking spaces at the Unilever site. Peak parking demand occurs during the changeover of shifts when both arriving and departing employees occupy spaces. An empirical assessment based on the increase in employee numbers and Unilever's estimate that 90% of employees drive to the site is summarised in Table 6. The results show that peak demand is expected to occur at 3:00pm, during the changeover from day to afternoon shift, however this peak can be accommodated with the existing parking supply of 175 spaces.

Table 6 Expected Parking Demand (Empirical Assessment)

Shift Change Over	Time	Staff on Site	Parking Demand	Parking Supply
Night to Day	7:00am	170	153	175
Day to Afternoon	3:00pm	188	169	175
Afternoon to Night	11:00pm	98	88	175

The Greater Shepparton City Council planning scheme provides guidance on the provision of parking spaces in Clause 52.06. For industrial land uses, it requires the provision of 2.9 spaces for each 100 square metres of net floor area. The development plan will result in an increase of total active floor area of approximately 6,400 square metres, which under the planning scheme will require a 186 space increase in parking supply to a total of 361 spaces. This increase in parking demand is considered unrealistic and as a result it is recommended that the empirical assessment be adopted as a true representation of expected parking demand.

There is scope to increase supply in the future by reclaiming the effluent dam located next to the existing car park or utilising the miscellaneous / storage area in the north-east corner of the site. These measures are not however included in the development plan.

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**DRAFT****4.4 Emergency Vehicle Access**

The country fire authority (CFA) provided guidance on emergency vehicle access requirements for the proposed development plan. Under their classification as a "Large Isolated Building" in the Building Code of Australia, both the processing and administration building and the potential new processing / warehouse building have the following vehicle access road requirements:

- i) Must be capable of providing continuous access for emergency vehicles to enable travel in a forward direction from a public road
- ii) Must have a minimum unobstructed width of six metres, with no part of the access more than 18 metres from the building. No part of the access can be built upon or used for any purpose other than vehicular or pedestrian movement.
- iii) Must provide reasonable pedestrian access from the vehicular access to the building;
- iv) Must have a load bearing capacity and unobstructed height to the permit operation and passage of fire brigade vehicles.
- v) Must be wholly within the allotment except that a public road complying with items i, ii, iii and iv may serve as the vehicular access or part thereof.

These conditions are satisfied around the perimeter of the processing and administration building. Plate 5 shows the existing emergency access on the western boundary of the building, which will remain unchanged under the development plan. These conditions are also satisfied around the perimeter of the potential new processing / warehouse building, by using Williams Street as the access for its northern boundary.

Plate 5 Existing Emergency Vehicle Access (Western Boundary)

**4.5 Potential Future Freight Arrangements**

The two documents which provide strategic direction for the freight task in Victoria and around the country are the *National Land Freight Strategy (2013)* and *Victoria – The Freight State: The Victorian Freight and Logistics Plan (2013)*.

The *National Land Freight Strategy (2013)* is a partnership between Commonwealth, State, Territory and local governments and industry to deliver a streamlined, integrated and multimodal transport and logistics system, capable of efficiently moving freight throughout Australia. *Victoria – The Freight State: The Victorian Freight and Logistics Plan (2013)* outlines the Victorian Government's long-term strategy to improve freight efficiency, grow productivity and better connect Victoria businesses with their markets, whether local, national or international. Tatura and the Unilever site adjoin the Echuca-Toolamba rail line which is included in the Principal Freight Network (Rail) identified in the plan's long term regional freight network vision.

Both of these documents highlight the importance of rail freight in the overall network, which is significant for the Unilever site since the reopening on the Echuca to Toolamba railway line in October 2013. Although the development proposal does not include the use of this railway line to transport goods, the opportunity for a future

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connection has not been precluded. This has been achieved by maintaining car parking on the southern boundary, which could be replaced by rail freight infrastructure in the future.

The reduction in total freight movements aligns with the strategic documents in “moving more with less” and promoting efficient regional freight movement. These documents also promote the consideration of High Productivity Freight Vehicles (HPFV) for moving freight more efficiently. The Midland Highway is not a current HPFV route and the Unilever site accesses and internal road could not accommodate such vehicles. There are no plans to adopt HPFV vehicles under the development plan. If such a plan was proposed, it is recommended that this traffic impact assessment be revisited.

## 5.0 Conclusion

Based on this traffic impact assessment there are no transport related concerns with regard to the 10 year capital development plan for the Unilever site at 55 Park Street Tatura. This conclusion is based on the following:

- There will be a reduction in vehicle movements to and from the site in comparison with existing conditions. As a result, the development will have a positive impact on the operation of the surrounding road network. The reduction in vehicle movements is due to changes in on-site operation, logistics arrangements and the types of vehicle used to transport product from the site.
- The expected increase in car parking demand can be accommodated by the existing car parking supply. The development plan does not preclude an expansion of car parking supply should demand increase with further development of the site.
- The development plan satisfies all emergency access road requirements.
- The development plan does not preclude the use of the Echuca to Toolamba railway line for transporting product into the future. Although this option is not part of the development plan, maintaining this as a future option is consistent with the strategic freight plans currently in place at both a national and state level.

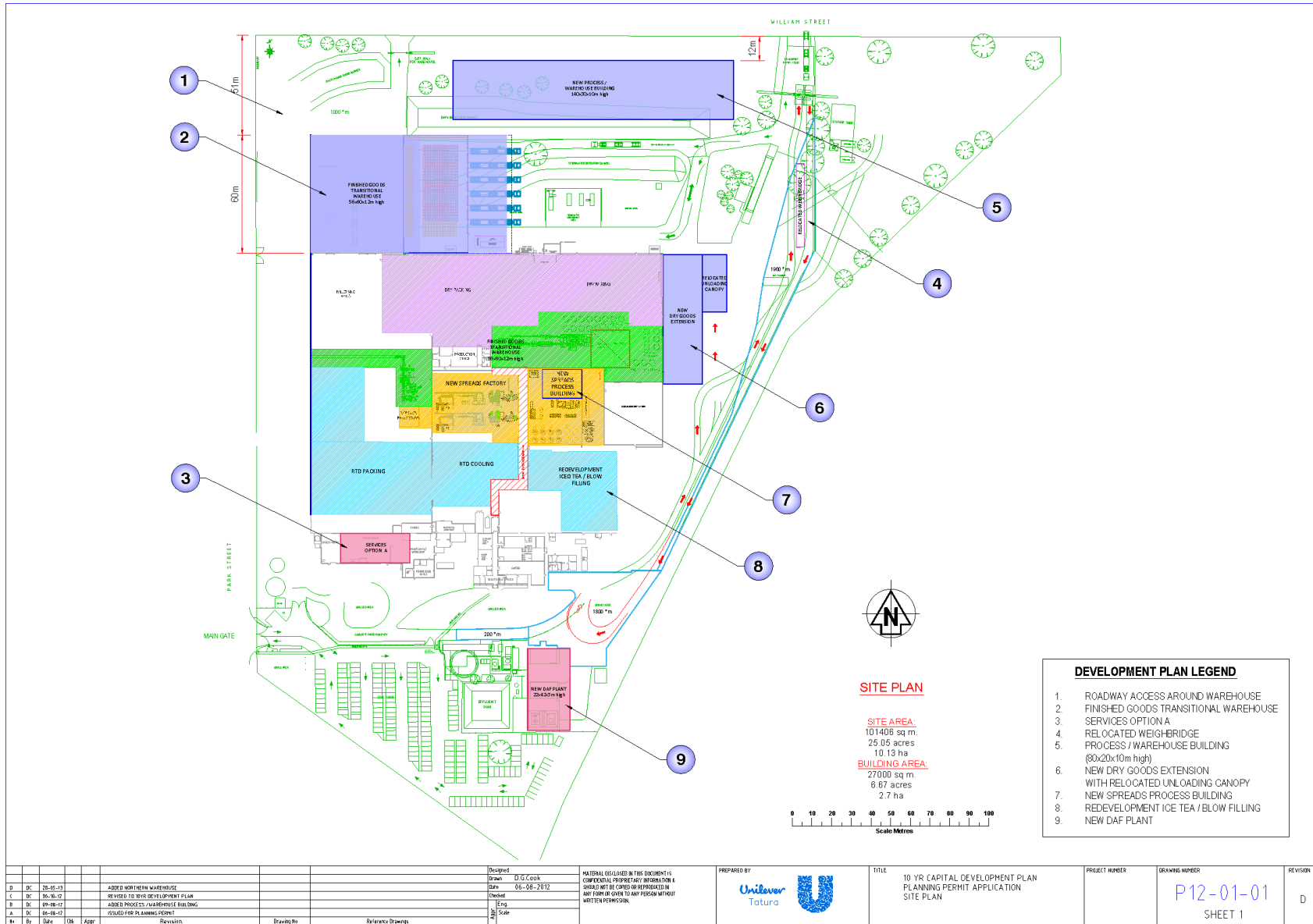
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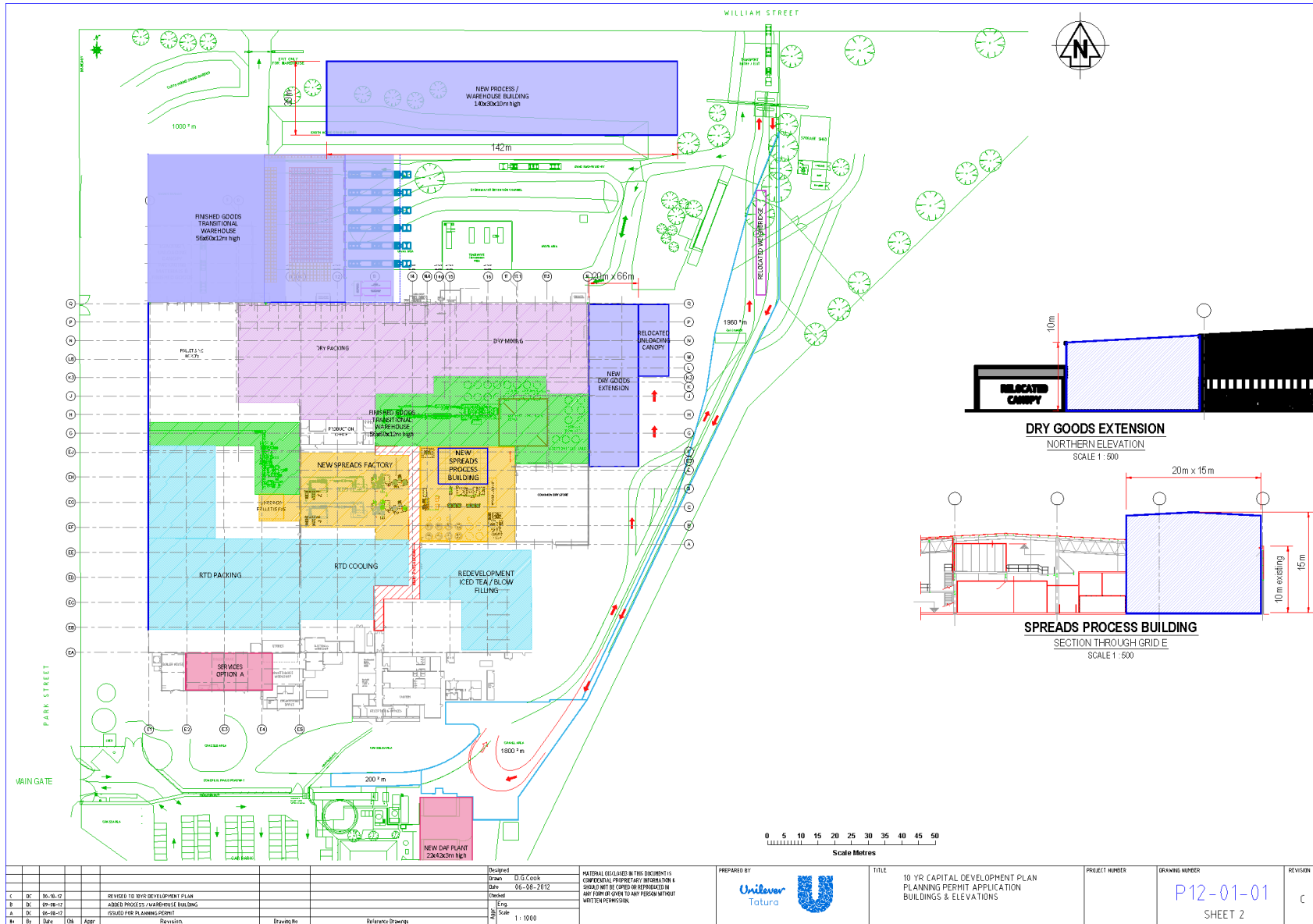
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Appendix A

# 10 Year Capital Development Plan





#	By	Date	OK	Appr	Revision	Drawn/By	Reference Drawings
C	DC	30-10-17			REVISED TO THIS DEVELOPMENT PLAN		
B	DC	09-08-17			ADDED PROCESS WAREHOUSE BUILDING		
A	DC	06-08-17			PROLOG FOR SLAMMING SCHEM		

Designed: DJ O'Cook  
 Date: 05-08-2012  
 Checked: [Signature]  
 Scale: 1:1000

PREPARED BY  

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TITLE  
 10 YR CAPITAL DEVELOPMENT PLAN  
 PLANNING PERMIT APPLICATION  
 BUILDINGS & ELEVATIONS

PROJECT NUMBER

DRAWING NUMBER  
**P12-01-01**  
 SHEET 2

REVISION  
 C



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Unilever Planning Scheme Amendment  
Traffic Impact Assessment

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Appendix B

# Swept Path Analysis



**Amendment C170 (Unilever)  
Submissions Recorder**

Trim: M14/64757

Sub No.	Title	First Name	Last Name	Organisation	Address	Suburb	P. Code	State	Content of Submission	Trim Link	Date Submission received
1	Mr	Paul	Kerrins	Goulburn Valley Water	PO Box 185	SHEPPARTON	3632	VIC	No objection	2014/79300	23 October 2014
2	Mr	Guy	Tierney	Goulburn Broken Catchment Management Authority	PO Box 1752	SHEPPARTON	3632	VIC	No objection	2014/79465	23 October 2014
3	Mr	Trevor	Downie	Trevaskis Engineering P/L	PO Box 195	TATURA	3616	VIC	No objection	2014/79600	24 October 2014
4	Mr	Stuart	Redman	VicRoads - Benalla	PO Box 135	BENALLA	3672	VIC	No objection	2014/79732	24 October 2014
5	Mr	Fergal	Grahame	Environment Protection Authority - Victoria	PO Box 1007	WANGARATTA	3676	VIC	No objection	2014/82238	10 November 2014
6	Mr	Neil	Repacholi	Goulburn-Murray Water	40 Casey Street	TATURA	3616	VIC	No objection	2014/82679	12 November 2014
7	Mr	Terry	Court		PO Box 454	TATURA	3616	VIC	Objection: - removal of native vegetation - noise limits - proposed building locations - light spill - traffic impacts - staging of works	2014/83272	17 November 2014
8		Kelly	Edwards	Department of Environment & Primary Industries	PO Box 879	SEYMOUR	3660	VIC	No objection	2014/86229	2 December 2014

**Amendment C170 (Unilever)  
Submissions Recorder**

Trim: M14/64757

Date Acknowledgement letter sent
14-Jan-14
14-Jan-14
14-Jan-14
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14-Jan-14

*Planning and Environment Act 1987*

**Panel Report**

**Greater Shepparton Planning Scheme Amendment C170**

**Unilever, Tatura**



**4 May 2015**

*Planning and Environment Act 1987*

Panel Report pursuant to Section 25 of the Act

Greater Shepparton Planning Scheme Amendment C170

Unilever, Tatura

4 May 2015

A handwritten signature in black ink, appearing to read "Lester Townsend". The signature is written in a cursive, slightly slanted style.

Lester Townsend

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## List of Abbreviations

C1Z	Commercial 1 Zone
CFA	Country Fire Authority
DBI	Department of Business and Innovation (former)
DELWP	Department of Environment, Land, Water & Planning
DEPI	Department of Environment and Primary Industries (former)
DTPLI	Department of Transport, Planning and Local Infrastructure (former)
EPA	Environment Protection Authority
FO	Floodway Overlay
FZ	Farming Zone
GRZ	General Residential Zone
IN1Z	Industrial 1 Zone
LDRZ	Low Density Residential Zone
LPPF	Local Planning Policy Framework
LSIO	Land Subject to Inundation Overlay
MSS	Municipal Strategic Statement
NIRV	Noise from Industry in Rural Victoria regulations
NRZ	Neighbourhood Residential Zone
PE Act	<i>Planning and Environment Act 1987</i>
PUZ	Public Use Zone
RDV	Regional Development Victoria (former)
SPPF	State Planning Policy Framework
SUZ	Special Use Zone
SUZ11	Special Use Zone Schedule 11
TIAR	Traffic Impact Assessment Report
TMI	Tatura Milk Industries
UFZ	Urban Floodway Zone
VPP	Victoria Planning Provisions



## Overview

Amendment Summary	
<b>The Amendment</b>	Greater Shepparton Planning Scheme Amendment C170
<b>Common Name</b>	Unilever, Tatura
<b>Subject Site</b>	Unilever factory, 55 Park Street, Tatura
<b>Planning Authority</b>	Greater Shepparton
<b>Authorisation</b>	DTPLI confirmed on 22 September 2014 that Council may prepare the Amendment without authorisation
<b>Exhibition</b>	17 October to 17 November 2014
<b>Submissions</b>	<p>Ten submissions were received.</p> <p>Eight submissions were either supportive or did not object to the Amendment:</p> <ul style="list-style-type: none"> <li>- Goulburn Valley Water</li> <li>- Goulburn Broken Catchment Management Authority</li> <li>- VicRoads</li> <li>- EPA Victoria</li> <li>- Goulburn-Murray Water</li> <li>- Department of Environment and Primary Industries</li> <li>- Trevaskis Engineering P/L</li> <li>- Department of Economic Development, Jobs, Transport and Resources</li> </ul> <p>Two submission raising objections to the Amendment were received:</p> <ul style="list-style-type: none"> <li>- Terry Court</li> <li>- Greg Smith</li> </ul>
Panel Process	
<b>The Panel</b>	Lester Townsend
<b>Directions Hearing</b>	No Directions Hearing was held
<b>Panel Hearing</b>	23 April 2015, Shepparton
<b>Site Inspections</b>	Unaccompanied, 23 April 2015
<b>Appearances</b>	<ul style="list-style-type: none"> <li>• Greater Shepparton Council represented by James Lofting of HWL Ebsworth Lawyers</li> <li>• Unilever represented by Daryl Warren and Noel Ruedin</li> <li>• Terry Court</li> </ul>
<b>Date of this Report</b>	4 May 2015

## Executive summary

Greater Shepparton's Municipal Strategic Statement makes it clear that the manufacturing industry (including around Tatura) is strongly supported and that it needs protection for the long-term economic benefit of the Tatura and Greater Shepparton.

The Unilever facility is an important local employer whose future in Tatura is actively encouraged by State and local government and by the industry and other stakeholders.

The Amendment will introduce controls that will allow Unilever to respond in a timely manner to emerging trends and challenges. The Special Use Zone will provide certainty for surrounding residents of the likely use mix and the location of future buildings on the site. There is a danger, however, that it will 'lock in' outcomes where more flexibility to achieve better outcomes could be delivered.

Based on the reasons set out in this Report, I recommend:

**Greater Shepparton Planning Scheme Amendment C170 be adopted as exhibited subject to the following changes:**

1. In the Special Use Zone Schedule 11 amend the seventh dot point under the requirement for the Design Plan to read:
  - a) Proposed landscaping area showing existing landscaping to be removed and new areas to be created.
2. In the *Unilever Master Plan*, in Figure 4, in the cross-sections text, after the words 'landscaping setback' add the word '(minimum)'.
3. In the *Unilever Master Plan* amend Clause 4.3 to read:
  - a) Buildings must achieve a setback from road boundaries of at least:
    - William Street – 0 metres
    - Park Street – 27 metres
4. In the *Unilever Master Plan*, in Figure 1, in the legend, after the entry for 'Acoustic treatment' add the words '(acoustic fences may also be constructed at other locations)'.

# 1 Introduction

## 1.1 Overview

The Amendment relates to the land at 55 Park Street, Tatura, which is used and developed by Unilever Australasia Pty Ltd (Unilever) for manufacturing purposes and is a significant economic contributor to Tatura, Greater Shepparton, the region and Victoria.

The Amendment seeks to implement the findings of the *Greater Shepparton Planning Scheme Strategic Review of Tatura Industrial Land*, June 2011 (*Tatura Industrial Review*) in relation to the subject land.

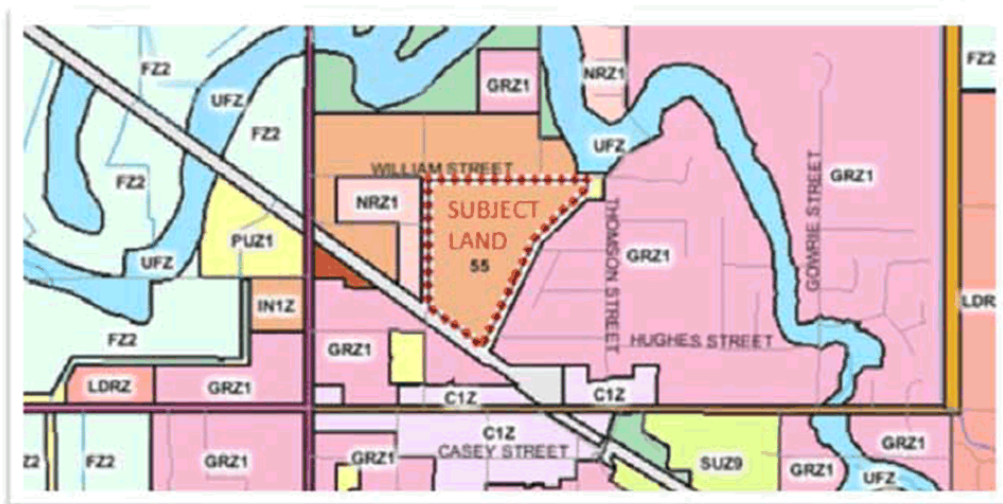
## 1.2 Subject land and surrounds

### (i) Location and zoning of the subject land

Tatura is a small town in the Goulburn Valley region and is located 18 west of Shepparton. The subject land is located to the northwest of Tatura and is zoned Industrial 1 Zone (IN1Z). It is partly affected by a Land Subject to Inundation Overlay (LSIO) and Floodway Overlay (FO) on its eastern side.

There is extensive native vegetation on the subject land, but this vegetation is not remnant having been planted as part of the original Rosella food manufacturing operation which was established on the land in the 1950s and then subsequently as a requirement of previous planning approvals.

Figure 1: Subject land and surrounding zoning



**(ii) Existing use**

The Unilever Tatura Food Processing facility has an existing total floor area of approximately 16,000m<sup>2</sup>, and consists of preparation and processing components, packaging and dispatch areas, engineering and related services as well as administration and amenities areas.

Operations on the land 'value-add' to existing food stuffs. Manufactured foods include wet pasta sauces, cook in sauces and ice tea, under brand names such as Continental, Chicken Tonight, Bertolli, Raguletto and Lipton.

The facility employs about 170 full time staff with an additional 50 casual staff. Unilever operates three 8 hours shifts a day, with the staff spread across these three shifts. The plant currently operates about 200 days a year. Deliveries to and from the site are generally limited to between the hours of 6am and 6pm. Approximately 45 truck movements occur to and from the site on a daily basis, with heavy vehicle access via a secure entrance point in William Street. Staff vehicle access is from Park Street and there are about 115 existing on-site car spaces.

The subject land has an extensive planning history with a number of permits issued over the past decade.

**1.3 Background to the proposal**

In July 2011 Council adopted the *Tatura Industrial Review*. The *Tatura Industrial Review* focused on three major industrial sites in Tatura and undertook a strategic review of the planning provisions that might be applied to:

- Tatura Abattoirs Pty Ltd
- Tatura Milk Industries Pty Ltd
- Unilever Australasia Pty Ltd (the subject land).

The *Tatura Industrial Review* was prepared with the assistance of Regional Development Victoria (RDV) and the Department of Business and Innovation (DBI).

Council implemented the findings of the *Tatura Industrial Review* in relation to the Tatura Milk Industries Pty Ltd (TMI) site by Amendment C151 to the Scheme in 2012.

The *Tatura Industrial Review* included:

- consideration of all relevant strategic planning issues
- an analysis of the relevance of the existing Municipal Strategic Statement (MSS) and local policies
- a commentary on the adequacy of existing zones, overlays and schedules (as appropriate) on the three sites
- an analysis of options for alternative zones, overlays and schedules
- recommendations on modified zones, overlays and schedules
- provision of a suite of modified (draft) planning controls for the three sites.

When considering expansion opportunities the *Tatura Industrial Review* at Section 6 notes:

*Tatura clearly has a number of advantages over other similarly sized towns in regional Victoria.*

*The presence of three food related industries gives the town a 'critical mass' in terms of being able to attract employees and their families. This has long term implications for the growth of the town and the provision of adequate commercial, community, education and housing opportunities.*

## **1.4 The Amendment**

### **(i) What the Amendment does**

The Amendment seeks to implement the recommendations and outcomes of the *Tatura Industrial Review* in relation to the subject land, by:

- rezoning the subject land to the Special Use Zone (SUZ) with a new Schedule 11 to the zone that refers to the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014 (Unilever Master Plan)*
- incorporating the *Unilever Master Plan* under clause 81.01
- amending Clause 21.08 – General Implementation to note that application of the Special Use Zone the subject land.

### **(ii) Unilever Master Plan**

The *Unilever Master Plan* seeks to provide for the use and development of the land in a manner which minimises the impact on the amenity of the surrounding area. It sets out in detail the nature of the future development of the subject land.

The northern portion of the subject land is earmarked for further development on the boundary of William Street and to the north of the existing buildings.

The central area of the subject land is also earmarked for development.

In particular the *Unilever Master Plan* defines setbacks, building heights and landscaping requirements and provides cross sections of the key interfaces.

The *Unilever Master Plan* provides:

- a zero setback to William Street and a 27 metre setback to Park Street
- a minimum of a 5 metre landscape setback is required where possible on William Street
- building heights in the four different precinct range from 10 metres to 15 metres.

## **1.5 Issues dealt with in this Report**

A number of agencies were notified and provided input into the Amendment during its preparation including Regional Development Victoria, Department of Transport, Planning and Local Infrastructure, VicRoads, Environment Protection Authority, Country Fire Authority, Public Transport Victoria, Powercor, Goulburn Murray Water, Goulburn Valley Water, Yorta Yorta Nation Aboriginal Corporation and APA Group.

All relevant agencies and authorities were notified of the Amendment during the exhibition period and did not object to the Amendment.

Ten submissions were received in relation to the Amendment (including one late submission). Generally submissions from the Referral Authorities did not raise any particular issues with the Amendment.

Trevaskis Engineering P/L lodged a submission in support of the Amendment and noted a number of advantages that would flow from the Amendment and proposal in general. The submission made reference to the *Tatura Industrial Review*, and noted that:

*The application of the Special Use Zone will ensure that industry in Tatura has the opportunity to continue grow, creating employment and opportunities for suppliers without destroying the amenity of the area. As an engineering company in this area, we welcome the economic and social benefits that any future expansion would bring to Tatura and surrounding area.*

Two submissions were received from landowners in the township objecting to elements of the Amendment. One is from Mr Terry Court and a second was received by Council four days before the Hearing from Mr Greg Smith.

These submissions have raised issues in relation to the removal of native vegetation, noise emissions, the location of the proposed 'new process / warehouse building', light spill, traffic impact and staging of works.

I have considered all written submissions, as well as submissions presented to me during the Hearing. In addressing the issues raised in those submissions, I have been assisted by the information provided to me as well as my observations from inspections of the site and its surrounds.

This report deals with the issues under the following headings:

- Strategic justification
  - Strategic assessment of the Amendment
  - Use of Special Use Zone
- Issues
  - Visual and landscape impacts
  - Proposed building on northern boundary (William Street)
  - Noise
  - Traffic Impacts.

## 2 Strategic justification

### 2.1 Strategic assessment of the Amendment

Council submitted that:

*In accordance with Section 4 of the PE Act, the Amendment helps to implement objectives (a), (c), (f) and (g) of Planning in Victoria by:*

- *protecting and enhancing the existing Unilever manufacturing site for regional employment opportunities by providing a planning mechanism to facilitate future expansion;*
- *ensuring that the future planning of the subject land is undertaken in a co-ordinated and logical manner through the preparation of a site specific master plan; and*
- *minimising off-site impacts through the inclusion of appropriate requirements within the SUZ to assess the impact of future expansion plans on the amenity of the surrounding residential areas as part of the planning assessment process.*

The proposed Amendment supports the Hume Regional Growth Plan. The objective of Clause 11.10-1 (A diversified economy) is:

*To develop a more diverse regional economy while managing and enhancing key regional economic assets.*

The Amendment implements this clause by supporting the continued growth and development of Unilever on the subject land. The Amendment will assist in safeguarding the Unilever manufacturing facility by providing a streamlined planning approval process to allow ongoing development of an important employment asset in the Hume region.

The Amendment also supports and implements the SPPF:

- The Amendment supports sustainable regional economic development and the creation of resilient regional communities through the protection and expansion of a regional employment asset for the Greater Shepparton region, consistent with Clause 11.05 Regional Development.
- The Amendment is accompanied by a noise assessment report which recommends a number of acoustic treatments to ensure that the amenity of surrounding residential neighbourhoods is not unreasonably affected by noise emissions associated with the expansion of the Unilever manufacturing facility, in accordance with Clause 13.04-1 Noise Abatement.
- The Amendment assists in implementing the objective of protecting and carefully planning existing industrial areas to, where possible, facilitate further industrial development. This is in accordance with Clause 17.02-1 Industrial Land Development.
- The Amendment is accompanied by a Traffic Impact Assessment Report which demonstrates that access will be provided to the subject land in accordance with forecast demand, taking advantage of all available modes of transport. This will minimise adverse impacts on existing transport networks and the amenity of

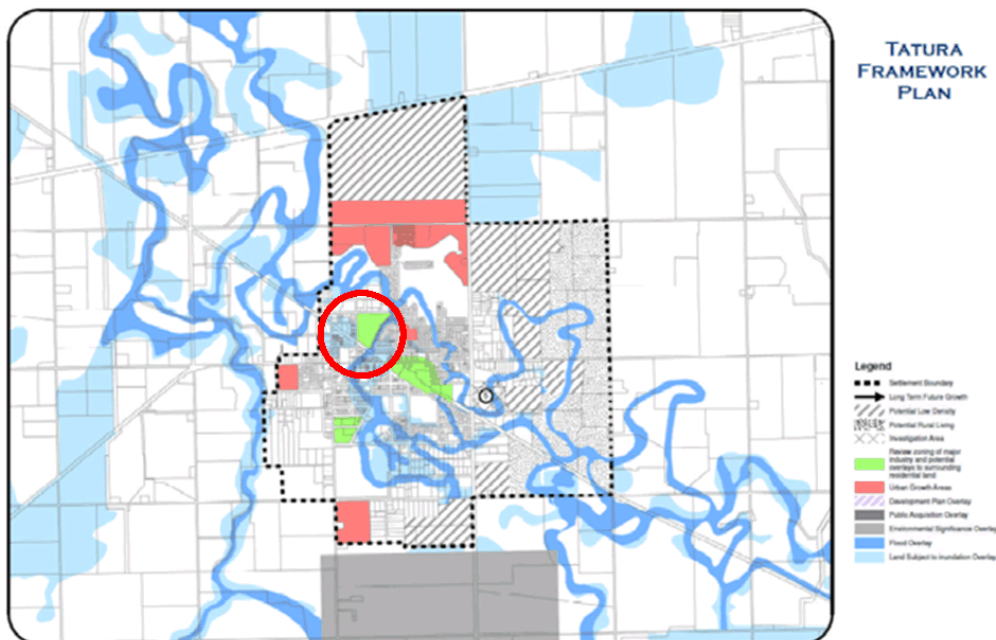
surrounding areas, in accordance with Clause 18.01-1 Land Use and Transport Planning.

- The *Unilever Master Plan* will protect future rail freight opportunities associated with the adjoining Echuca-Toolamba railway line, should this be considered appropriate at some time in the future. The *Unilever Master Plan* is consistent with the principles outlined in the *National Freight Strategy (2013)* and *Victoria – The Freight State: The Victorian Freight and Logistics Plan (2013)*, including the Principal Freight Network (Rail) identified in the Plan's Long Term Regional Freight Network Vision.

#### Local Planning Policy Framework (LPPF)

The MSS (at Clause 21.04) contains a Town Framework Plan for Tatura. This is shown in Figure 2.

Figure 2: Tatura Framework Plan from MSS with subject land identified



This Framework Plan highlights the three major industrial sites in Tatura and indicates that the zones and overlays applying to these sites and surrounding residential land require review.

The MSS (at Clause 21.06) contains strategic directions for industry noting that the manufacturing sector is an important component of the local economy and is closely linked to the agricultural sector through many national and international food processing and packaging companies.



Clause 21.06 acknowledges the long association between the food related manufacturing industry and the town of Tatura and notes the significant employment opportunities that these industries provide.

Relevant objectives at Clause 21.06-4 'Manufacturing and Freight' include:

*To sustain a growing and diverse industrial base*

*To protect the existing industrial base in the urban areas of Shepparton, Mooroopna and Tatura.*

Related strategies include:

- consolidate existing major industrial zones within the new urban growth boundaries
- protect existing industries and facilitate their expansion
- support new industries in established industrial zones, with access to infrastructure and constructed roads
- support food related industries and value adding opportunities
- encourage new value adding industries to locate in existing serviced industrial areas
- protect the supply of future industrial land from encroachment of non-industrial uses
- allow limited light industry in the townships if it relates to local agricultural production and subject to servicing and environmental constraints
- encourage industrial developments that incorporate high quality architectural design elements, create visual interest and incorporate landscaping and/or urban art
- ensure that land within 10 metres of the frontage of an industrial site (other than land required for car parking and access) is developed for landscaping.

The Amendment is also consistent with Council's strategic work program at Clause 21.06-7 which identifies the following strategic work:

- investigate the rezoning of the Unilever site in Tatura to a SUZ subject to the satisfactory completion of a site master plan
- investigate application of noise attenuation controls surrounding industrial sites in Tatura.

I conclude that there is clearly strong policy support for the Amendment.

## **2.2 Use of Special Use Zone**

The subject land is within the Industrial 1 Zone (IN1Z). According to Council the provisions of the IN1Z are not ideal for the subject land which is large and used for one purpose, as any further development, as the use of the land evolves, would require multiple planning approvals.

The Amendment proposes to apply the Special Use Zone – Schedule 11 'Unilever Manufacturing Site, 55 Park Street, Tatura'. The proposed Schedule has the purpose of promoting the use and development of the subject land consistent with the *Unilever Master Plan* and:

*To provide for the use and development of the land by Unilever for the manufacture of food and other products in a manner which minimises the impact on the amenity of surrounding areas.*

It was submitted that a tailored zone for the subject land linked to a Master Plan (consistent with the recommendations of the *Tatura Industrial Review* and Amendment C151) will provide certainty for Council, the company, residents and the community as to the long term development of the Unilever site.

A permit is not required to construct or carry out a building or works that are generally in accordance with the incorporated *Unilever Master Plan*.

SUZ11 requires that buildings and works must be carried out in accordance with plans prepared to the satisfaction of Council. These plans include:

- a Design Plan
- a Landscaping Plan
- a Traffic Management Plan
- an Environmental Management Plan.

Any landscaping required by the Landscaping Plan must be provided either before the use of the approved building or works or within 24 months of the approval of the Amendment (whichever is the sooner).

The SUZ11 sets out the relevant decision guidelines which include:

- the *Unilever Master Plan*
- the interface with adjoining areas, especially residential areas
- the interface with the streetscape
- the design and elevation treatment of buildings.

Once applied the SUZ will provide that any future use or development of the subject land that is 'generally in accordance with' the approved master plan will not require a planning permit and will not be subject to the notice and review requirements of the IN1Z. This will expedite the planning process and allow Unilever Australasia to quickly respond to changes in the global food market and compete with other regions for production opportunities.

Any future use or development of the subject land that is not 'generally in accordance with' the approved master plan will require a planning scheme amendment or a planning permit, and would necessarily require public notice and include review rights. Such an outcome provides certainty for residents and the community.

Council submitted that the SUZ11 will allow for the expansion of Unilever facility within a flexible but more certain planning control regime that will remove the need for numerous planning permits for minor works and allow for works that might otherwise be prohibited within the existing planning controls.

In relation to the Tatura Milk Industries Site Pty Ltd (TMI) the *Tatura Industrial Review* recommended the use of a SUZ to implement the objectives of the TMI Master Plan. These recommendations have already been implemented by way of Amendment C151 to the Scheme.

In August 2012 the Panel which considered the application of a SUZ to the TMI site by Amendment C151 considered the suitability of the SUZ:

*The Panel has reviewed the proposed zoning of the TMI land and considers this approach and the associated Master Plan will form an effective planning control that allows for the continued development of the TMI site whilst providing a level of certainty and protection to the neighbouring residential communities.*

I conclude that the Special Use Zone is an appropriate zoning control for the subject land on the basis that a site specific master plan has been prepared to facilitate the future use and development. The *Unilever Master Plan* will be incorporated into the Scheme and will provide certainty for the future expansion of the subject land for manufacturing.

## 3 Issues

### 3.1 Visual and landscape impacts

#### 3.1.1 Removal of vegetation and landscaping

##### What is the issue

There is an established stand of trees, shrubs, plants and bushes along the northern edge of the subject land with environmental, ecological and aesthetic value and this stand would normally be sought to be retained. The removal of this vegetation is likely to be necessary to facilitate the consolidation and continued expansion of the existing plant.

##### What the controls require

The SUZ requires:

*A Design Plan drawn to scale showing:*

- *The boundaries and dimensions of the site.*
- *Adjoining roads.*
- *The location, height and purpose of buildings and works on adjoining land.*
- *Ground levels.*
- *The layout of existing and proposed buildings and works.*
- *Driveways, vehicle parking areas and loading and unloading areas.*
- *Proposed landscaping areas.*
- *External storage and waste treatment areas.*
- *Elevations, including the colour and materials of all buildings and works.*

A landscape plan is required under the SUZ controls. That plan will describe the vegetation species to be planted, number of trees, planting formations, earth mounding, surface treatments and the method of preparing, draining, watering and maintaining the landscaped areas.

##### Submissions

Mr Court submitted that there should be a flora and fauna assessment carried out. Council entertained this as an option in an attempt to resolve issues without a Panel hearing. Mr Court also submitted that the landscape setbacks shown in the *Unilever Master Plan* should be notated as minimum setbacks.

Department of Environment and Primary Industries commented on the removal of vegetation from the subject land and noted:

*From the information supplied it appears that the vegetation on the site is planted. This is evident from the past aerial photos and the way the vegetation is planted in rows. There would be no threatened species implications from the removal of this vegetation.*

*The Department of Environment & Primary Industries have no concerns with the changes to the planning scheme that will allow for the removal of this planted vegetation for the expansion of this site.*

The vegetation is not remnant and was planted as part of the original Rosella food manufacturing operations during the 1950s and then subsequently as a requirement of planning permits. The potential loss of this vegetation will be compensated by the planting of perimeter landscaping strips along the north, east and west boundaries. Council advised that Unilever has indicated that these landscaping areas would be planted before the removal of the existing vegetation occurs.

#### Discussion and recommendation

The loss of the vegetation on the site would be unfortunate, but needs to be balanced against the positive aspects of the continued operation of the plant. The vegetation is all planted and it is not remnant. If the choice has to be made between retention of the vegetation and an investment in the plant then the vegetation would, under current policy settings, be removed.

The issue is not whether vegetation protection should stop development, but whether development could be more sensitive to the vegetation on the site.

Cross sections in the *Unilever Master Plan* show the proposed landscape treatments along various interfaces. These seem to have been drawn without regard for the existing vegetation and might be able to be refined to preserve existing vegetation.

I do not have sufficient information to know for sure whether the vegetation needs to be removed to facilitate investment in the plant.

The SUZ calls for the Design Plan to that shows, among other things, proposed landscaping areas. This plan could also show existing vegetation to be removed. This will at least allow the existing vegetation to be factored into future decision making. A separate landscaping plan shows the detail of new planting. I do not think that there is a need for a fauna assessment. While the vegetation will support some local species it is not remnant habitat.

There is some merit in making it clear that the landscape setbacks are a minimum.

I recommend:

1. In the Special Use Zone Schedule 11 amend the seventh dot point under the requirement for the Design Plan to read "*Proposed landscaping area showing existing landscaping to be removed and new areas to be created.*"
2. In the *Unilever Master Plan*, in Figure 4, in the cross-sections text, after the words 'landscaping setback' add the word '(minimum)'.

### 3.1.2 Visual Impacts

#### What is the issue

Concerns regarding the visual impact that may be caused by increased building mass and bulk on the subject land are proposed to be addressed by increased landscaping measures (including along William Street), increased building setbacks and decreased building heights.

#### What the controls require

The SUZ calls for the Design Plan to show 'Elevations, including the colour and materials of all buildings and works'.

#### Submissions

Council submitted that particular attention has been given to the subject land's more sensitive interfaces, adjacent to residential areas to the east and west.

The *Unilever Master Plan* includes specific 'precincts and maximum future building heights' and landscaping requirements to improve visual amenity in these areas.

Council's submitted that the current proposal was similar to the approved amendment for TMI, noting that the subject land does not adjoin residential properties or residentially zoned land to the north where the new building is proposed to be located.

#### Discussion and conclusion

The of visual impact will be determined by future screening, by the design detail of the building and by maintenance, particularly response to graffiti.

The Panel for the TMI site considered built form issues in detail, in particular screening, noise and air emissions. The consideration of issues regarding the height of built form fronting residential streets and landscaping treatments is relevant to the Amendment.

TMI proposed a building with a 10 to 12 m high concrete wall on the boundary of its site. The Panel stated that it was 'satisfied that in the medium term the "concrete wall" look can be softened but this will take some time to manifest as the landscaping matures'.

Importantly the Panel formed the view that amenity concerns and expectations should be considered in the context of the strategic objectives for the site:

*Considering these issues, the Panel is satisfied that the balance falls in favour of the proposals in the Master Plan. Specifically, the negative urban design impact of the 'concrete walls' is balanced by the longer term prospects for visual improvement via landscaping; the improvements in general amenity that can be expected due to reduction in noise and fugitive dust emissions and the need to allow for the orderly expansion of a major industry.*

I hold out more hope that the 'concrete walls' of any new building could be detailed to be attractive in and of themselves, but otherwise I adopt the views of the TMI panel on this issue.

I conclude that any negative visual impacts can be balanced by detailed design of the finish of the wall and longer term screening.

### 3.2 Proposed building on northern boundary (William Street)

#### What is the issue

One of the key issues raised was in relation to the impact of new works on existing vegetation in the road reserve in Williams Street.

#### What the controls allow

The *Unilever Master Plan* allows buildings without a setback along part of the Williams Street frontage. The *Unilever Master Plan* says:

*Buildings must maintain a minimum setback from road boundaries as follows:*

- *William Street – 0 metres*
- *Park Street – 27 metres*

Figure 1 in the *Unilever Master Plan* shows 'Potential new buildings (indicative only)'.

#### Submissions

Mr Court submitted that the northern most building should be setback from the property boundary to ensure the health of the existing trees in the road reserve. His submission was that constructing a building on the boundary line would adversely impact on the health of existing trees. I accept this as a general proposition, though actual impacts would require an assessment by an arborist based on actual construction details.

Council explained that the setback from the William Street boundary has been the subject of discussions with the Country Fire Authority (CFA) and Council's Municipal Building Surveyor.

Both the CFA and Council's Municipal Building Surveyor provided written comment on the Amendment (3 February and 13 February respectively). These comments gave consideration to the siting of the building having regard to emergency access and firefighting requirements.

Council submitted:

*Increasing the setback of the proposed building from the northern boundary has an impact on the construction materials for the new building and imposes more onerous fire protection and sprinkler system requirements. In this respect it is noted that if it is not possible to fight a fire in the building from the street, the CFA would require a vehicular access route around the building. Moving the proposed building to the south to accommodate such an access way has the undesirable effect of requiring that the new building cannot be less than 18 metres from another building without a special sprinkler system.*

Council said that such changes would not be achievable on the subject land while allowing for the continued growth and longevity of Unilever on the subject land, and the retention of the onsite water treatment and retention system.

#### Discussion and recommendation

Any development proposal should consider the retention of the trees in the road reserve, but until detailed design and construction issues are resolved it will not be known what the

practical or cost implications of such retention are. The *Unilever Master Plan* should provide the flexibility to setback the building, but I am reluctant to mandate such a setback without knowing the full implications of such a decision.

There was some discussion at the Hearing on what changes might be required to the *Unilever Master Plan* to ensure flexibility. I think it is clear that the *Unilever Master Plan* intends to provide flexibility on setbacks and building footprints, but think the wording in Clause 4.3 could be improved slightly.

I recommend:

3. In the *Unilever Master Plan* amend Clause 4.3 to read:
  - a) Buildings must achieve a setback from road boundaries of at least:
    - William Street – 0 metres
    - Park Street – 27 metres

### 3.3 Noise

#### What is the issue

Concern was expressed about noise from the site. It was submitted that some noise 'emanating from faulty equipment on the roof' was not audible adjacent to the building but could be heard further away. Concern was also expressed that acoustic walls should be extended.

#### What the controls require

The facilities on the subject land are governed by the *Noise from Industry in Rural Victoria provisions* (NIRV).

Figure 1 of the *Unilever Master Plan* shows acoustic treatments in some locations along some boundaries:

- a 5 to 7 metre high noise wall to a portion of the eastern boundary of the site
- a 5 metre high noise wall to the north-western corner of the site.

#### Submissions

Council submitted that and noise emissions from the subject land are minimal. The issue of noise and appropriate mitigating and ameliorative factors has been considered by the Environmental Noise Assessment report (Noise Assessment Report), submitted in support of the Amendment.

The Noise Assessment Report recommends the provision of acoustic treatments to the north, east and west boundaries of the subject land.

These measures are necessary to control the potential for noise impacts on surrounding residential properties and to ensure that noise levels comply with current noise regulations (NIRV).

The main source of noise emissions will be truck movements within the subject land, with the plant and factory being a relatively minimal contributor to noise emissions to the surrounding area.



As a consequence of the rezoning proposed by the Amendment, lower noise limits will apply to the subject land. The noise limits required by the SUZ are the same as those required by the Industrial 3 Zone, which are lower than those required by the IN1Z (the current zoning of the subject land). To ensure the higher noise limits of the IN1Z continue to apply to the subject land under the proposed SUZ, the Schedule to the SUZ includes a requirement that the subject land meet the noise limits of the IN1Z (SUZ11 - Clause 4.0).

#### Discussion and recommendation

The buildings to be built to the subject land's boundary are designed with no external activity to the street to enclose noise emitting processes and machinery. The building would also act as a noise barrier, in effect replacing any mounding that may be required to be removed to construct the building. The Noise Assessment Report notes that the location of this building would actually reduce the noise to residential properties to the north from the subject land, as compared with the existing mounds and vegetation.

I am not convinced that additional noise treatments will be required to achieve compliance with noise standards, but nothing in the *Unilever Master Plan* should prevent additional noise treatments if they are warranted.

I accept that the current standards for noise should remain in place and it is appropriate to include a requirement that the subject land meet the noise limits of the IN1Z.

I recommend:

4. In the *Unilever Master Plan*, in Figure 1, in the legend, after the entry for 'Acoustic treatment' add the words '(acoustic fences may also be constructed at other locations)'.

### 3.4 Traffic Impacts

#### What is the issue

Concerns were expressed over traffic issues.

#### What the controls require

The SUZ requires a:

*A Traffic Management Plan providing details on:*

- *Heavy, Light, and Emergency Vehicle, pedestrian and bicycle access points at the property boundaries.*
- *The location and treatment of circulation areas, driveways and other accessways within and abutting the site.*
- *The location, layout and treatment of all vehicle and bicycle parking areas and loading and unloading areas within and abutting the site.*

#### Submissions

The Amendment is supported by a Traffic Impact Assessment Report (TIAR) which includes an assessment of the Amendment against *National Land Freight Strategy (2013)* and *Victoria – The Freight State: The Victorian Freight and Logistics Plan (2013)*. The TIAR focused on issues concerning traffic volumes, the surrounding road network, car parking, emergency

vehicle access and potential future freight arrangements. The *Unilever Master Plan* protects future rail freight opportunities associated with the adjoining railway line, should this be considered appropriate at some time in the future.

#### **Discussion and conclusion**

I accept the TIAR conclusion that there are no transport related concerns associated with the future development planned on the subject land. This conclusion is based on the likelihood that traffic flows and vehicle counts are likely to decrease as the efficiency of the existing operation is improved and because there will be more efficient loading, unloading, warehousing and production operations.

The TIAR also concludes that:

- there will be a reduction in vehicle movements to and from the subject land by comparison to existing conditions
- the expected increase in car parking demand can be accommodated by the existing car parking supply
- the development plan satisfies all emergency access road requirements
- the *Unilever Master Plan* does not preclude the use of the Echuca-Toolamba railway line for transporting product in the future.

I conclude that there are no transport related concerns associated with the planned development that cannot be managed by way of the Traffic Management Plan.

GREATER SHEPPARTON PLANNING SCHEME

C170

**SCHEDULE 11 TO THE SPECIAL USE ZONE**

Shown on the planning scheme map as **SUZ11**.

**UNILEVER MANUFACTURING SITE, 55 PARK STREET, TATURA**

**Purpose**

To promote the use and development of the land consistent with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.

To provide for the use and development of the land by Unilever for the manufacture of food and other products in a manner which minimises the impact on the amenity of surrounding areas.

To provide safe and efficient vehicle ingress to and egress from the land.

1.0  
C170

**Table of uses**

**Section 1 - Permit not required**

Use	Condition
Home occupation	
Industry	
Informal outdoor recreation	
Minor utility installation	
Railway	
Tramway	
Warehouse	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01.

**Section 2 - Permit required**

Use	Condition
Agriculture (other than Intensive animal husbandry)	
Caretaker's house	
Leisure and recreation (other than Informal outdoor recreation, Major sports and recreation facility, and Motor racing track)	
Manufacturing sales	
Place of assembly	
Shop (other than Adult sex bookshop)	The floor area must not exceed 200 square metres.
Utility installation (other than Minor utility installation)	
Any other use not in Section 1 or 3	

## GREATER SHEPPARTON PLANNING SCHEME

**Section 3 - Prohibited****Use**

**Accommodation (other than Caretaker's house)**  
**Adult sex bookshop**  
**Brothel**  
**Cinema based entertainment facility**  
**Hospital**  
**Intensive animal husbandry**  
**Major sports and recreation facility**  
**Motor racing track**  
**Retail premises (other than Manufacturing sales and Shop)**

**2.0**

~~1.1.1.1~~  
 C170

**Use of land****Application requirements**

An application to use land must be accompanied by the following information, as appropriate:

- The purpose of the use and the types of activities which will be carried out.
- The likely effects, if any, on adjoining land, including noise levels, air-borne emissions, emissions to land and water, traffic, the hours of delivery and dispatch of goods and materials, the hours of operation, light spill, overshadowing and glare.
- The means of maintaining land not required for immediate use.

An application to use land for an industry or warehouse must also be accompanied by the following information:

- The type and quantity of goods to be stored, processed or produced.
- Whether a Works Approval or Waste Discharge Licence is required from the Environment Protection Authority.
- Whether a notification under the Occupational Health and Safety (Major Hazard Facilities) Regulations 2000 is required, a licence under the Dangerous Goods Act 1985 is required, or a fire protection quantity under the Dangerous Goods (Storage and Handling) Regulations 2000 is exceeded.

**3.0**

~~1.1.1.1~~  
 C170

**Buildings and works****Permit requirement**

A permit is not required to construct or carry out:

- A building or works generally in accordance with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.
- A building or works which rearrange, alter or renew plant if the area or height of the plant is not increased.

A building or works generally in accordance with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* must be constructed or carried out in accordance with the following plans, as appropriate, prepared to the satisfaction of the responsible authority:

- A **Design Plan** drawn to scale showing:
  - The boundaries and dimensions of the site.
  - Adjoining roads.
  - The location, height and purpose of buildings and works on adjoining land.
  - Ground levels.
  - The layout of existing and proposed buildings and works.
  - Driveways, vehicle parking areas and loading and unloading areas.

## GREATER SHEPPARTON PLANNING SCHEME

- Proposed landscaping areas [showing existing landscaping to be removed and new areas to be created](#).
- External storage and waste treatment areas.
- Elevations, including the colour and materials of all buildings and works.
- A **Stormwater Management Plan** specifying details of how stormwater runoff will be conveyed into the drainage network.
- A **Construction Management Plan** specifying the measures proposed to ensure that construction activity has minimal impact on surrounding areas.
- A **Fencing Plan** showing details of boundary fences, including the height, location, design and materials of the fences.
- A **Landscaping Plan** describing the vegetation species to be planted, the number of trees, planting formations, earth mounding, surface treatments and the method of preparing, draining, watering and maintaining the landscaping areas.
- A **Traffic Management Plan** providing details on:
  - Heavy, Light, and Emergency Vehicle, pedestrian and bicycle access points at the property boundaries.
  - The location and treatment of circulation areas, driveways and other accessways within and abutting the site.
  - The location, layout and treatment of all vehicle and bicycle parking areas and loading and unloading areas within and abutting the site.
- An **Environmental Management Plan (EMP)** showing the measures proposed to satisfy all relevant environmental requirements to minimise impact on surrounding areas, including noise attenuation and air emission reduction. The EMP must include all monitoring, auditing, reporting and mitigation measures that are relevant to the use and development of the land.
- A **Utility Services Plan** detailing the existing and proposed connections to utility infrastructure and relevant utility requirements.
- A **Staging Plan** identifying the sequence and timing of development and the obligations on the land owner to implement the landscaping and acoustic treatment requirements of the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.
- A **Cultural Heritage Management Plan**, or **Cultural Heritage Management Plan Due Diligence Report**, as specified and approved by the relevant registered aboriginal party.

Before any of the above plans are approved for a building or works, the land owner must advise the responsible authority whether a Works Approval or Waste Discharge Licence is required from the Environment Protection Authority.

Except with the written consent of the responsible authority, the following must be constructed or carried out either before the use of an approved building or works or within 24 months of the approval of Amendment C170 (whichever is the sooner).

- Landscaping in accordance with the Landscaping Plan.
- Boundary fences in accordance with the Fencing Plan.
- Circulation areas, driveways and other accessways in accordance with the Traffic Management Plan.
- Drainage of the buildings or works in accordance with the Stormwater Management Plan.

**4.0**

C170

**Noise Limits**

For the purposes of noise, the applicable limits for Industrial 1 zoned land apply to the site.

**5.0**

C170

**Car parking**

The number of car spaces to be provided on the land for an industry for the manufacture of food or related products or an associated warehouse must be to the satisfaction of the responsible authority, having regard to an assessment of the anticipated car parking demand.

## GREATER SHEPPARTON PLANNING SCHEME

**6.0 Exemption from notice and review**

*C170* An application under any provision of this scheme which is generally in accordance with the *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014* is exempt from the notice requirements of Section 52(1)(a), (b) and (d), the decision requirements of Section 64(1), (2) and (3) and the review rights of Section 82(1) of the Act.

**7.0 Decision guidelines**

*C170* Before deciding on an application to use or subdivide land, construct a building or construct or carry out works or the approval of a plan prepared in accordance with the requirements of Clause 3.0 of this schedule, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:

- The *Greater Shepparton Planning Scheme Unilever Tatura Master Plan 2014*.
- The views of the Environment Protection Authority on the Stormwater Management Plan, the Environmental Management Plan, the Noise Reduction Plan, the Air Emissions Reduction Plan and the Staging Plan.
- The effect that existing uses may have on the proposed use.
- The interface with adjoining areas, especially the relationship with residential areas.
- The interface with the streetscape, including the location of access points at the property boundaries and the landscaping of land adjoining a road.
- The design and elevation treatment of buildings and their appurtenances.
- The illumination of buildings and their immediate spaces.
- The interim use of those parts of the land not required for the proposed use.
- The drainage of the land.
- The availability of and connection to services.
- The effect of traffic to be generated on roads.
- Provision for vehicle and bicycle parking.
- Provision for the loading and unloading of vehicles.
- Provision for vehicles providing for supplies, waste removal and emergency services.
- The storage of rubbish and materials for recycling.
- The provision of solar access.

**8.0 Maintenance**

*C170* All buildings and works must be maintained in good order and appearance to the satisfaction of the responsible authority.

**9.0 Advertising signs**

*C170* Advertising sign requirements are at Clause 52.05. This zone is in Category 2.



**Greater Shepparton City Council**  
**Greater Shepparton Planning Scheme**

**Unilever Tatura Master Plan 2014**

**Incorporated Document**



## 1 Introduction

This document is an Incorporated Document in the Schedule to Clause 81.01 of the Greater Shepparton Planning Scheme.

The land identified in this Incorporated Document may be used, developed and subdivided in accordance with the specific controls contained in this document.

If there is any inconsistency between the specific controls in this document and the general provisions of the Greater Shepparton Planning Scheme, the specific controls in this document will prevail.

## 2 The Land

The subject land can be identified as 55 Park Street, Tatura, bounded by William Street to the north, Park Street to the west, the railway corridor to the south and a reserve to the east.

## 3 Purpose

- To provide for the use and development of the land by Unilever for the manufacture of food and other products in a manner which minimises the impact on the amenity of surrounding areas.
- To provide safe and efficient vehicle ingress to and egress from the land.

## 4 What does this master plan provide for?

### 4.1 Use

Use of the land must be in accordance with Schedule 10 to the Special Use Zone.

### 4.2 Development

Development of the land must be in accordance with Schedule 10 to the Special Use Zone.

### 4.3 Setbacks

Buildings must ~~maintain~~ ~~achieve~~ a ~~minimum~~ setback from road boundaries ~~as follows~~ of at least:

- William Street – 0 metres.
- Park Street – 27 metres.

### 4.4 Landscaping

Development must provide for a landscape treatment in accordance with the following:

- Park Street – 9 metre minimum landscape setback where not obstructed by existing buildings.
- William Street – 5 metre minimum landscape setback where not obstructed by the potential new building in Precinct C.
- Reserve – 5 metre minimum landscape setback.





#### 4.5 Building Heights

Buildings and works should not exceed the following heights in the precincts specified on the attached maps and in accordance with the following:

Precinct A	10 metres
Precinct B	15 metres within 97 metres of Park Street, otherwise 23 metres
Precinct C	15 metres
Precinct D	10 metres

The above building heights do not include air conditioning plants, exhaust stacks, lift overruns, parapets or service and maintenance equipment provided that it constitutes no more than 10% of the total height of the building.



Figure 1 Unilever Tatura Master Plan 2014

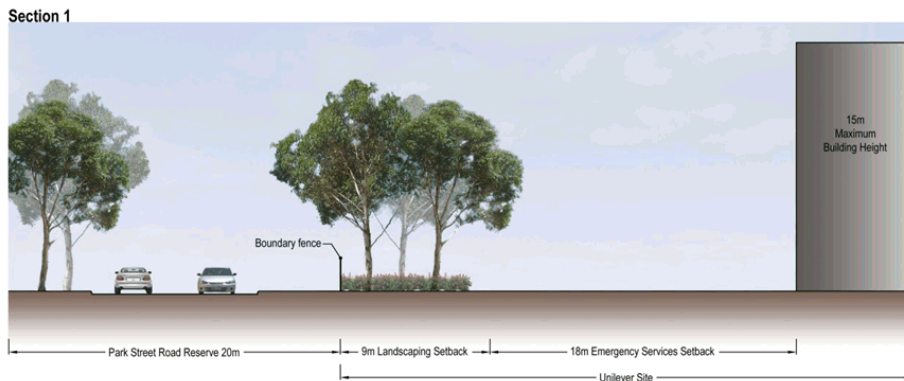
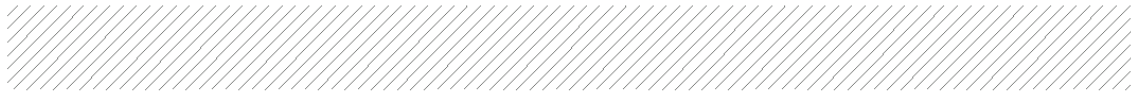


Figure 2 Cross Section 1 – Precinct B (Park Street)

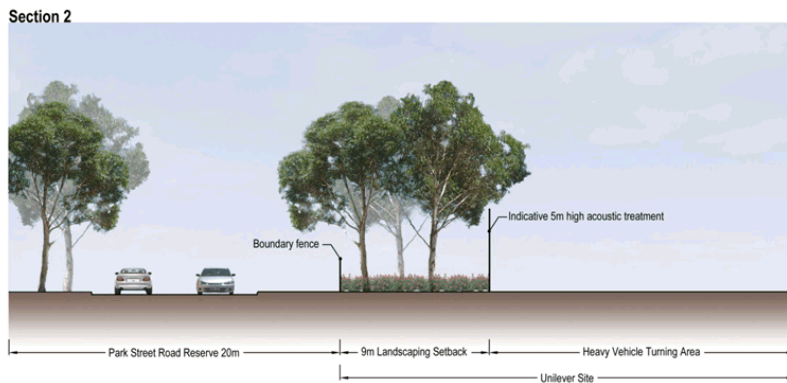


Figure 3 Cross Section 2 – Precinct B (Park Street)

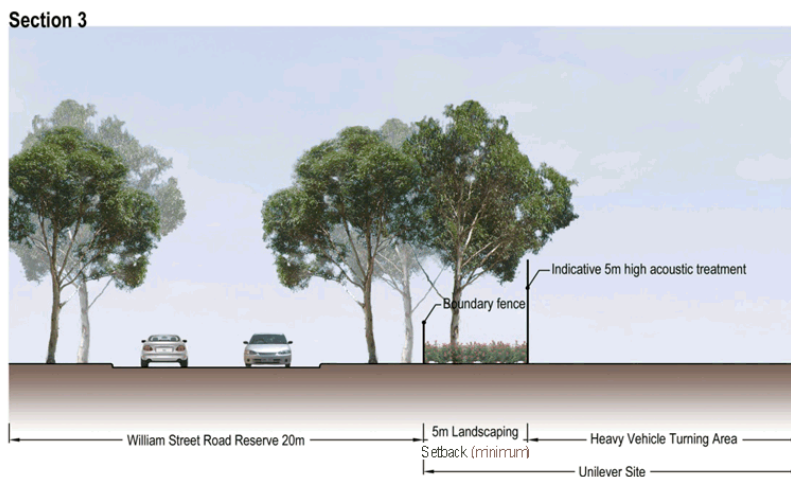


Figure 4 Cross Section 3 – Precinct C (William Street)

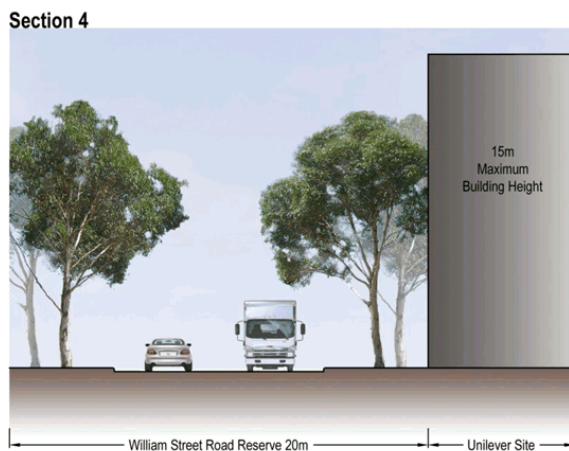


Figure 5 Cross Section 4 – Precinct C (William Street)

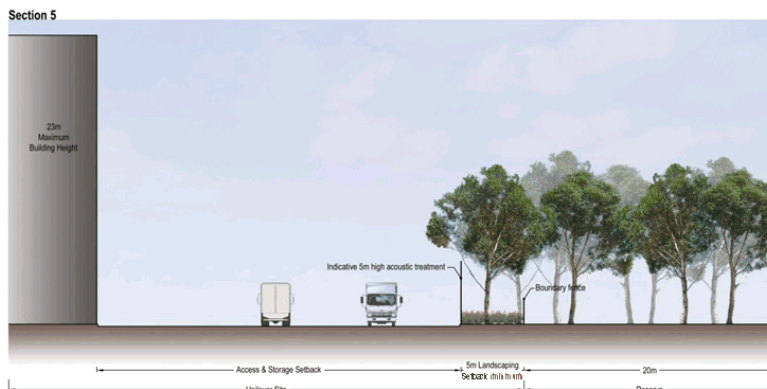


Figure 6 Cross Section 5 – Precinct B (Reserve)

# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**16 June 2015**

**Agenda Item 8.3      Adoption of Amendment C178 to the Greater Shepparton Planning Scheme**

**Attachment 1      1. Exhibited Documentation ..... 400**

# ATTACHMENT 1 - EXHIBITED DOCUMENTATION

## Planning and Environment Act 1987

### GREATER SHEPPARTON PLANNING SCHEME

#### Notice of Preparation of Amendment

#### Amendment C178

The Greater Shepparton City Council has prepared Amendment C178 to the Greater Shepparton Planning Scheme.

The land affected by the amendment is land within the Rural Living Zone to the east of the Goulburn Valley Highway along the south side of Mitchell Road and along both sides of Archer Road in Kialla.

The amendment proposes to amend the Schedule to the Rural Living Zone to reduce the minimum lot size for subdivision and the minimum lot size for which no planning permit is required to use the land for a dwelling to 2 hectares for the amendment area.

You may inspect the Amendment, any documents that support the Amendment and the Explanatory Report about the Amendment, free of charge, at the following locations:

- during office hours, at the office of the planning authority, Greater Shepparton City Council, 90 Welsford Street, Shepparton.
- at the Greater Shepparton City Council website [www.greatershepparton.com.au](http://www.greatershepparton.com.au).
- at the Department of Environment, Land, Water and Planning website [www.dtpli.vic.gov.au/publicinspection](http://www.dtpli.vic.gov.au/publicinspection).

Any person who may be affected by the amendment may make a submission to the planning authority. Submissions must be made in writing giving the submitter's name and contact address, clearly stating the grounds on which the Amendment is supported or opposed and indicating what changes (if any) the submitter wishes to make.

Name and contact details of submitters are required for Council to consider submissions and to notify such persons of the opportunity to attend Council meetings and any public hearing held to consider submissions. In accordance with the Planning and Environment Act 1987, Council must make available for inspection a copy of any submissions made.

The closing date for submissions is **Monday, 20 April 2015**. A submission must be sent to Greater Shepparton City Council, Locked Bag 1000, Shepparton 3632.

The following panel hearing dates have been set for this amendment:

- directions hearing: week commencing 1 June 2015
- panel hearing: week commencing 29 June 2015

**Colin Kalms**  
**MANAGER PLANNING**

*Planning and Environment Act 1987*

## GREATER SHEPPARTON PLANNING SCHEME

### PROPOSED AMENDMENT C178

#### EXPLANATORY REPORT

#### Who is the planning authority?

This amendment has been prepared by Greater Shepparton City Council, which is the planning authority for this amendment.

The Amendment has been made at the request of Chris Smith & Associates Pty Ltd on behalf of landowners S & JT Cauchi.

#### Land affected by the Amendment

The amendment applies to 33 parcels of land, being:

ADDRESS OF LAND	PARCEL/LOT NO.
130 Mitchell Road, Kialla	Lots 1-4 on LP120009
160 Mitchell Road, Kialla	Lot 1 on PS504355
Part of 170 Mitchell Road, Kialla	Part of Lot 3 on PS504355
210, 220, 224, 232, 234 and 244 Mitchell Road, Kialla	Lots 1-6 on LP96148
280 Mitchell Road, Kialla	Lot 1 and RES1 on LP341837
290 Mitchell Road, Kialla	Lot 1 on LP145326
860, 870, 880, 890, 900, 910, 920, 930, 940, 950, 960 and 966 Archer Road, Kialla	Lots 7-18 on LP96148
865 Archer Road, Kialla	Lot 1 on LP200514
875, 885, 895 and 915 Archer Road, Kialla	Lots 2-5 on LP341837
925 Archer Road, Kialla	Lots 1 & 2 on PS706003

The amendment site includes all land within the Rural Living Zone to the east of the Goulburn Valley Highway along the south side of Mitchell Road and along both sides of Archer Road in Kialla (see *Figure 1 – Existing Zone Map*).

The amendment site is approximately 90 hectares in total with an average lot size of approximately 2.7 hectares. These lots are the result of an historical subdivision, which has created a distinct rural living character in this area. Most of the lots have been developed for rural living purposes with minimal agricultural use.

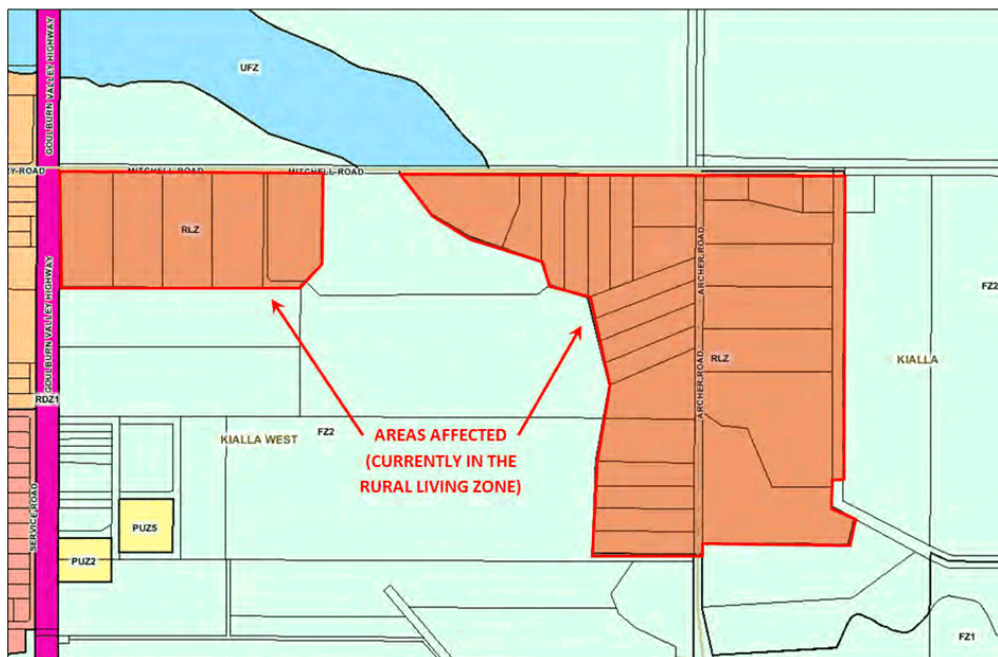
The majority of the lots within the amendment site are less than 4 hectares in area. They have lot sizes ranging from approximately 1.6 to 3.9 hectares. These lots have very limited potential for subdivision and have been developed for rural living purposes.

Two parcels of land at 925 Archer Road, Kialla are approximately 8 hectares in size. The southern-most lot is highly flood affected and has no potential for subdivision. The northern lot is not affected by the Floodway Overlay and is of a sufficient size to accommodate further subdivision.

Land at 130 and 160 Mitchell Road, Kialla consists of five lots – each lot is marginally greater than 4 hectares in size. These lots are not affected by the Floodway Overlay and have some minor subdivision potential.

The amendment site is currently within the Rural Living Zone. The Schedule to the Rural Living Zone currently prohibits subdivision below 8 hectares in this area. Lots on the west side of Archer Road, Kialla and the southern lot of 925 Archer Road, Kialla are largely affected by the Floodway Overlay. The balance of the land is within the Land Subject to Inundation Overlay. Land in the vicinity of the Seven Creeks is designated as an area of Aboriginal cultural heritage sensitivity.

Figure 1 – Existing Zone Map



### What the amendment does

The amendment seeks to amend the Schedule to the Rural Living Zone to reduce the minimum lot size for subdivision and the minimum lot size for which no planning permit is required to use the land for a dwelling to 2 hectares for the amendment area.

Specifically, the amendment seeks to amend the Schedule to the Rural Living Zone at Clause 35.03 in the following manner:

- Insert a new condition to allow land within the amendment site to have a minimum lot size of 2 hectares.
- Insert a new condition to allow land within the amendment site to be used for a dwelling if the lot is at least 2 hectares in size.

### Strategic assessment of the Amendment

#### Why is the Amendment required?

The amendment is required to allow subdivision within the amendment site to create lots with a minimum area of 2 hectares. This will better reflect the existing subdivision pattern in the amendment area.

Amendment VC103, which came into effect on 5 September 2013, amended the provisions of the Rural Living Zone in Victoria. Amendment VC103 allowed Councils to consider reducing the minimum lot size for subdivision to 2 hectares (previously 8 hectares). However, it had only a minor effect in Greater Shepparton as the requirement for a minimum lot size of 8 hectares for “all other land” in the zone remains within the Schedule to the Rural Living Zone.



Greater Shepparton City Council is now considering amending the minimum lot size for subdivision of rural living land on a precinct-by-precinct basis. Council is not considering stand-alone amendments for individual properties in the Rural Living Zone as this approach is inefficient and can result in undesirable planning outcomes. A holistic approach is preferred by Council to implement the recommendations of the *Greater Shepparton Housing Strategy 2011* in a way that considers net community benefit.

The proposed amendment will provide opportunity for further subdivision of land for larger lots within the amendment area. In particular, the lots at 925 Archer Road, 130 Mitchell Road and 160 Mitchell Road, Kialla may be subdivided into lots that are consistent with the established character of this rural living precinct. Subdivision within this area will be subject to further planning approval.

The proposed planning scheme amendment will implement the Kialla and Shepparton South Framework Plan at Clause 21.04 (Settlement) of the Greater Shepparton Planning Scheme. The land at 925 Archer Road, Kialla is designated for 'potential rural living' and is located within the Settlement Boundary in this Framework Plan.

The character of the area is already rural living in nature, with an average lot size of approximately 2.7 hectares. The proposed planning scheme amendment will allow 925 Archer Road, Kialla to be subdivided in a way that complements the rural living character of the area.

#### **How does the Amendment implement the objectives of planning in Victoria?**

The amendment implements objectives a, c, f and g of Section 4(1) of the *Planning and Environment Act 1987*.

The proposed planning scheme amendment implements these objectives of planning in Victoria by facilitating orderly, coordinated development in an area designated for rural residential development. The proposal seeks to balance the interests of the community through the provision of rural residential land to meet the needs of a growing municipality. It also seeks to ensure a pleasant living environment that compliments the existing neighbourhood character of the area is created.

#### **How does the Amendment address any environmental, social and economic effects?**

##### Environmental

The amendment site was settled and cleared for agricultural purposes many decades ago. It was then further developed for rural living purposes between c. 1960s and 1980s. Typically these lots now contain a house, sheds, yards, driveway, etc. set in large gardens. Accordingly, much of the land has been highly modified from its original, agricultural use.

The precinct does not currently have reticulated sewer and it is unlikely to be provided for in any future subdivision. All existing houses and any future houses rely on on-site effluent disposal (septic tank). Given the limited opportunity for further development within the amendment site and the minimum lot size of 2 hectares, lots should be able to safely and sustainably contain and treat waste water on-site. A land capability assessment will be required as part of any future application for a septic system and building permit.

Any additional environmental impacts will be considered at the planning permit stage of any future application for subdivision or development of land.

There are no adverse environmental impacts associated with the amendment

##### Social

Parts of the amendment site are considered to be in areas of Aboriginal cultural heritage sensitivity. The preparation of a Cultural Heritage Management Plan (CHMP) is mandatory prior to the issue of a planning permit for a high impact activity.

A small portion of the land at 925 Archer Road is within an area of Aboriginal cultural heritage sensitivity. This planning scheme amendment will allow a permit application for a four-lot subdivision (which is a high impact activity under the *Aboriginal Heritage Act 2006*). Based on this, the landholder has had a Due Diligence Heritage Assessment carried out by

Benchmark Heritage Pty Ltd. The assessment included a ground survey that was also attended by two representatives of the Yorta Yorta Nation Aboriginal Corporation (YYNAC).

The assessment concluded that *“the property meets the criteria for significant ground disturbance”* and *“the YYNAC agreed with this assessment and considered that no further archaeological assessment is required.”* There will be no adverse impacts to aboriginal cultural heritage associated with the amendment or the future development of the land.

A small portion of land at 130 and 160 Mitchell Road, Kialla is also within an area of Aboriginal cultural heritage sensitivity. The five lots at 130 and 160 Mitchell Road, Kialla have some potential for subdivision into two lots of 2 hectares each. Although a two lot subdivision is not a high impact activity – therefore a CHMP is not mandatory - individual landholders may undertake a voluntary CHMP, if desired, when a planning permit is sought for subdivision of the land.

Any additional social impacts will be considered at the planning permit stage of any future application for subdivision or development of land.

There are no adverse social impacts associated with the amendment.

#### Economic

The amendment facilitates subdivision within the Rural Living Zone, which will increase housing opportunity and choice in the municipality. Thus, it makes efficient use of land and utilities services. This should generate positive economic outcomes for the region.

Any additional economic impacts will be considered at the planning permit stage of any future application for subdivision or development of land.

There are no adverse economic impacts associated with the amendment.

#### **Does the Amendment address relevant bushfire risk?**

The amendment has been assessed to determine whether it will cause any increase to the risk to life (as a priority), property, community infrastructure or the natural environment from bushfire.

The amendment site is not included within the Bushfire Management Overlay. However, it is within a rural setting that is designated as a Bushfire Prone Area under the Building Code of Australia. To this end, a Bushfire Attach Level (BAL) will need to be determined and incorporated into the design of any new dwelling.

The only land with further development potential within the amendment comprises open, irrigated paddocks. Any future lot would be easily capable of accommodating a dwelling with a defendable space that will achieve an acceptable BAL.

In addition, the Country Fire Authority will be provided with opportunity to comment on this proposal during the formal exhibition process associated with this planning scheme amendment.

#### **Does the Amendment comply with the requirements of any Minister’s Direction applicable to the amendment?**

The amendment has been prepared in accordance with Ministerial Direction No. 11 – *Strategic Assessment of Amendments*.

The amendment (including the amendment documentation and the proposed planning controls) is consistent with the Ministerial Direction on the Form and Content of Planning Schemes under section 7(5) of the Act.

#### **How does the Amendment support or implement the State Planning Policy Framework and any adopted State policy?**

The amendment supports Clauses 11.02-1 *Supply of urban land* and 11.05-1 *Regional settlement networks* by ensuring a sufficient supply of land, so as to promote sustainable growth and development in regional Victoria.

The amendment supports the principles included at Clause 16 *Housing* by providing for housing that contributes to diversity. It implements the Strategies for rural residential development at Clause 16.02-1 by facilitating further development in an existing settlement where physical services exist and where there is little potential for conflicts with or encroachment into intensive agricultural land uses.

**How does the Amendment support or implement the Local Planning Policy Framework, and specifically the Municipal Strategic Statement?**

Clause 21.04 *Settlement* of the Greater Shepparton Planning Scheme sets out the projected growth and strategies for housing, as per the findings of the *Greater Shepparton Housing Strategy 2011 (GSHS)*. The Kialla and Shepparton South Growth Management Plan within the GSHS identifies the amendment site as being within the settlement boundary for Kialla and Shepparton South, and the land at 925 Archer Road as “*Potential Rural Living, 0-5 years.*”

The objective of Clause 21.04-3 *Rural residential* includes “*to provide land for rural residential purposes, without impacting on the long-term growth potential of urban centres or productive agricultural land*”. The amendment implements the strategies within Clause 21.04-3 as it is in a location that is identified on the *Framework Plan* as being within the settlement boundary and the larger lot (925 Archer Road, Kialla) is within an area designated for ‘potential rural living’.

**Does the Amendment make proper use of the Victoria Planning Provisions?**

The amendment does not include any rezoning of land. It amends the Schedule to the Rural Living Zone to bring it into line with recent State wide reforms to the rural zones, which were introduced by Amendment VC103 and came into effect in September 2013.

Amendment VC103 gave effect to the government’s commitments to reform the rural zones to respect the rights of farmers while providing greater flexibility. It amended the Rural Living Zone to permit subdivision with a minimum lot area of 2ha; however, it has had no immediate effect in Greater Shepparton as the Schedule to the Rural Living Zone continues to specify a minimum lot area of 8 hectares for “all other land”. This proposed planning scheme amendment aims to rectify this situation by allowing land within the amendment site to be subdivided in line with the reformed zone.

**How does the Amendment address the views of any relevant agency?**

Floodplain management advice has been sought from the Goulburn Broken Catchment Management Authority (GBCMA) in relation to a potential four-lot subdivision of land at 925 Archer Road, which would become possible if/when this amendment is approved. The floodplain manager has advised that the GBCMA does not object to the proposal.

Formal consideration from other relevant authorities will be sought as part of the amendment process.

**Does the Amendment address relevant requirements of the Transport Integration Act 2010?**

The purpose of the *Transport Integration Act 2010* is to create a new framework for the provision of an integrated and sustainable transport system in Victoria. The vision statement recognises the aspirations of Victorians for an integrated and sustainable transport system that contributes to an inclusive, prosperous and environmentally responsible State.

The objectives of the *Transport Integration Act 2010* relate to social and economic inclusion, economic prosperity, environmental sustainability, integration of transport and land use, efficiency, coordination and reliability, and safety and health and wellbeing.

Given the rural living outcomes intended by this amendment, any future development will result in a negligible detrimental impact regarding traffic on the surrounding road network. The amendment will not have any significant impact on the transport system, as defined by Section 3 of the *Transport Integration Act 2010*.

The Minister has not prepared any statements of policy principles under Section 22 of the *Transport Integration Act 2010*, therefore no such statements are applicable to this amendment.

The amendment will not have a significant impact on the transport system, considering the very limited development opportunity it creates and the established road network within, and to and from the precinct.

#### Resource and administrative costs

- **What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?**

There will be no costs incurred by the responsible authority. Amendment costs will be met by the proponent of this amendment. This includes any costs associated with an Independent Planning Panel, if required.

#### Where you may inspect this Amendment

The Amendment is available for public inspection, free of charge, during office hours at the following places:

Greater Shepparton City Council  
90 Welsford Street  
SHEPPARTON

The amendment can also be inspected free of charge at:

- the Department of Environment, Land, Water and Planning website at [www.dtpli.vic.gov.au/publicinspection](http://www.dtpli.vic.gov.au/publicinspection); and
- the Greater Shepparton City Council website at [www.greatershepparton.com.au](http://www.greatershepparton.com.au).

#### Submissions

Any person who may be affected by the Amendment may make a submission to the planning authority. Submissions about the Amendment must be received by **Monday, 20 April 2015**.

A submission must be sent to:

Greater Shepparton City Council  
Locked Bag 1000  
SHEPPARTON VIC 3632

#### Panel hearing dates

In accordance with clause 4(2) of Ministerial Direction No.15 the following panel hearing dates have been set for this amendment:

- directions hearing: week commencing 1 June 2015
- panel hearing: week commencing 29 June 2015

GREATER SHEPPARTON PLANNING SCHEME

05/06/2014  
C140  
Proposed  
C178

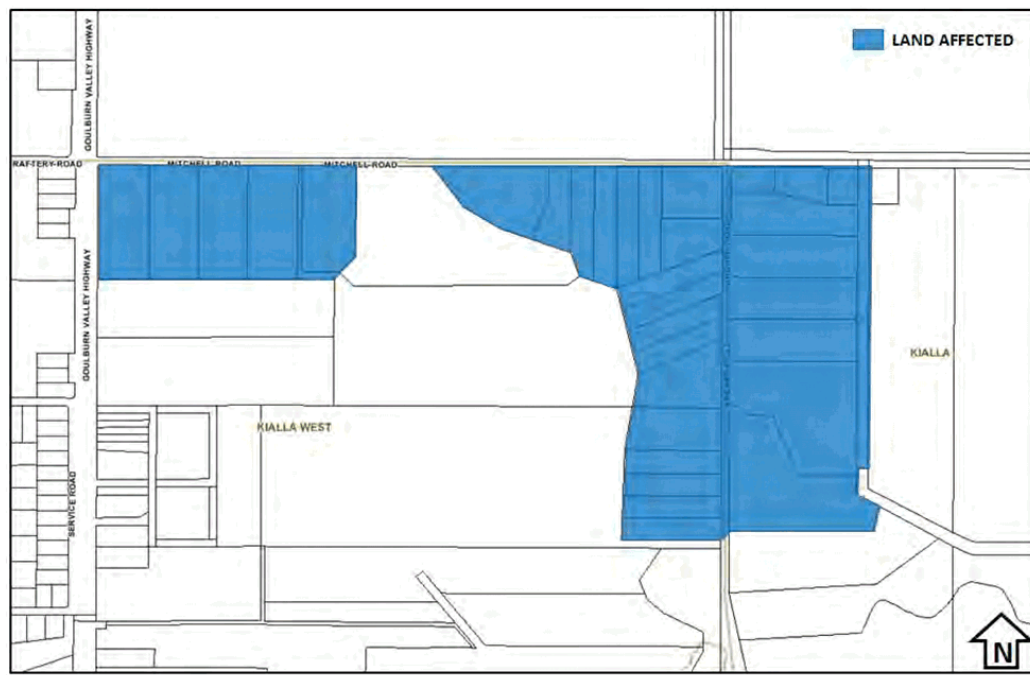
**SCHEDULE TO THE RURAL LIVING ZONE**

Shown on the planning scheme map as **RLZ**

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares).	CA 224 Parish of Murchison North, River Road, Old Toolamba	Must be in accordance with the proposed plan of subdivision prepared by Land Management Surveys (Shepparton) Pty Ltd, reference 3419 version 3.
	4 and 5 Waterbird Court, Kialla	2.5 hectares
	<a href="#">Land affected as indicated on Map 1 of this Schedule</a>	2 hectares
	All other land	8 hectares
Minimum area for which no permit is required to use land for a dwelling (hectares).	<a href="#">Land affected as indicated on Map 1 of this Schedule</a>	2 hectares
	All other land	4 hectares
Maximum floor area for which no permit is required to alter or extend an existing dwelling (square metres).	None specified	
Maximum floor area for which no permit is required to construct an out-building associated with an existing dwelling (square metres)	None specified	
Maximum floor area for which no permit is required to alter or extend an existing building used for agriculture (square metres)	None specified	
Minimum setback from a road (metres).	None specified	
Minimum setback from a boundary (metres).	None specified	
Minimum setback from a dwelling not in the same ownership (metres).	None specified	
<b>Permit requirement for earthworks</b>		
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land	
Earthworks which increase the discharge of saline groundwater.	All land this zone	

GREATER SHEPPARTON PLANNING SCHEME

Map 1 – Mitchell & Archer Roads, Kialla



*Planning and Environment Act 1987*

**GREATER SHEPPARTON PLANNING SCHEME**

**AMENDMENT C178**

**INSTRUCTION SHEET**

The planning authority for this amendment is the Greater Shepparton City Council.

The Greater Shepparton Planning Scheme is amended as follows:

**Planning Scheme Ordinance**

The Planning Scheme Ordinance is amended as follows:

1. In Overlays – Clause 35.03, replace the Schedule with a new Schedule in the form of the attached document.

End of document

# **ATTACHMENT TO AGENDA ITEM**

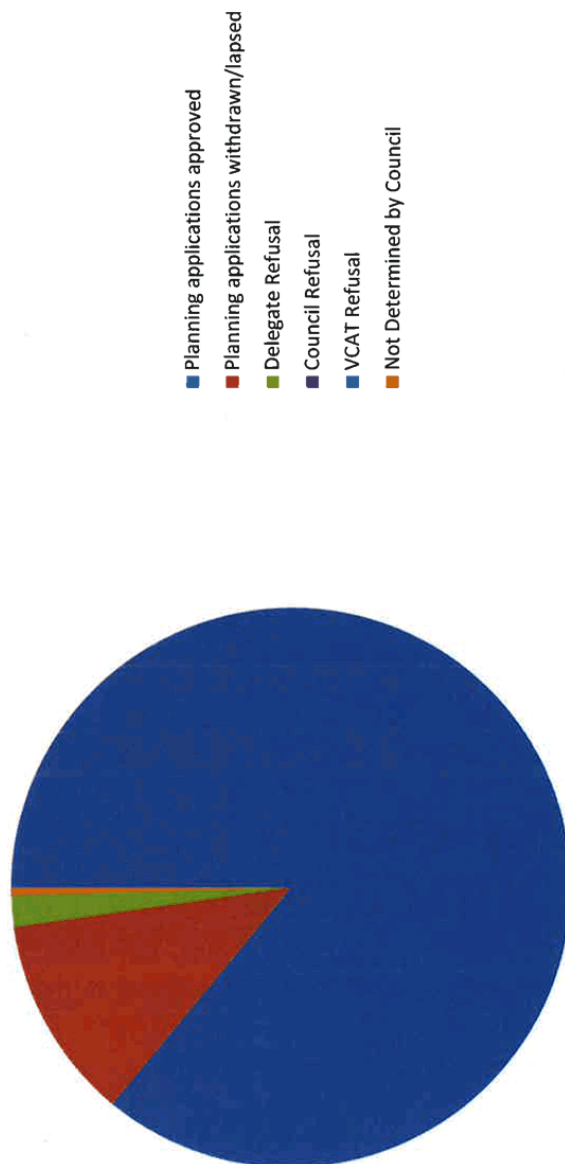
**Ordinary Meeting**

**16 June 2015**

<b>Agenda Item 8.4</b>	<b>Statutory Planning Update (October 2014 to March 2015)</b>	
<b>Attachment 1</b>	<b>Pie Chart - Planning Applications Decided.....</b>	<b>411</b>
<b>Attachment 2</b>	<b>Planning Permit Activity Reporting .....</b>	<b>413</b>



**Planning Permit Applications Decided  
1 October 2014 - 31 March 2015**





### Planning Permit Activity Monthly Report

Select Year/Month: 2015 March

To print this page, click [here](#).

#### Greater Shepparton City Council - March 2015

The following is a summary of the planning permit activity for which the [Greater Shepparton City Council](#) was the Responsible Authority.

The figures shown below are correct as at the **generated date** of this Report. The hyperlinked figures will search for the relevant **current data** in the Planning Permit Activity Reporting System (PPARS) and can only be accessed by registered Council users.

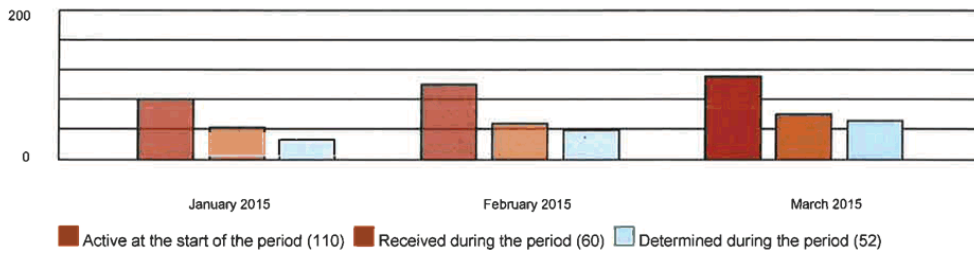
Click on the ● icon for further information about how these figures are calculated.

For further information about any of these figures, please contact the relevant [Responsible Authority](#).

#### Application activity

	This Month	Last Month	% Change	Financial Year to Date	Same Time Last Financial Year	Rural Average
<b>Total applications received</b>	<a href="#">60</a>	<a href="#">48</a>	25%	<a href="#">373</a>	<a href="#">280</a>	28
New permit applications	<a href="#">48</a> [80%]	<a href="#">46</a> [96%]	4%	<a href="#">320</a> [86%]	<a href="#">234</a> [84%]	24
Amended permit applications	<a href="#">12</a> [20%]	<a href="#">2</a> [4%]	500%	<a href="#">53</a> [14%]	<a href="#">46</a> [16%]	4
Combined applications	<a href="#">0</a>	<a href="#">0</a>	NA	<a href="#">0</a>	<a href="#">0</a>	0
<b>Total responsible authority outcomes</b>	<a href="#">52</a>	<a href="#">38</a>	37%	<a href="#">340</a>	<a href="#">289</a>	27
Notices of Decision to issue permit (includes amended permits)	<a href="#">43</a> [83%]	<a href="#">31</a> [82%]	39%	<a href="#">302</a> [89%]	<a href="#">251</a> [87%]	24
Refusal	<a href="#">1</a> [2%]	<a href="#">0</a>	NA	<a href="#">4</a> [1%]	<a href="#">3</a> [1%]	1
Withdrawn, not required, lapsed	<a href="#">8</a> [15%]	<a href="#">7</a> [18%]	14%	<a href="#">34</a> [10%]	<a href="#">35</a> [12%]	3

#### Applications received and decided



<http://pparsreporting.dpcd.vic.gov.au/PPARSReporting/monthly.jsp?ra=28&date=3-2...> 27/04/2015

## Planning Permit Activity in Victoria Online

Page 2 of 3

## Performance figures

	This Month	Last Month	Financial Year to Date	Rural Average	RC Average
<b>Applications with:</b>					
Public notice	<a href="#">35</a>	<a href="#">21</a>	<a href="#">197</a>	18	23
Further information	<a href="#">11</a>	<a href="#">10</a>	<a href="#">78</a>	18	16
Referrals	<a href="#">22</a>	<a href="#">17</a>	<a href="#">149</a>	20	19
Submissions	<a href="#">3</a>	<a href="#">0</a>	<a href="#">19</a>	27	5
<b>Financial</b>					
Total value of fees for applications received	\$23,361	\$23,559	\$156,444	\$11,727	\$26,908
Average fee per application received	\$389	\$491	\$419	\$420	\$462
Total estimated cost of works for permits issued	\$6,106,284	\$4,879,410	\$81,204,413	\$4,798,387	\$9,486,522
Average cost of works per permit issued	\$142,007	\$157,400	\$268,889	\$204,187	\$208,954
<b>Processing times</b>					
Average gross days to Responsible Authority determination	67	63	71	95	81
Median processing days to Responsible Authority determination	49	56	51	61	53
Completed within sixty days	73%	79%	72%	71%	71%

## Reviews at the Victorian Civil and Administrative Tribunal

Currently under review: [1](#)

	This Month	Last Month	% Change	Financial Year to Date	Same Time Last Financial Year
<b>Total determinations</b>	<a href="#">0</a>	<a href="#">1</a>	NA	<a href="#">2</a>	<a href="#">3</a>
<b>Processing times</b>					
Average gross days to determination	0	197	NA	172	199
Median processing days to determination	0	197	NA	172	120

<http://pparsreporting.dpcd.vic.gov.au/PPARSReporting/monthly.jsp?ra=28&date=3-2...> 27/04/2015

## Outcomes for Permits Issued

### Application categories for permits issued

Note that permits may have more than one category.

	This Month	Last Month	Financial Year to Date	Same Time Last Financial Year
Change or extension of use	9	5	57	15
Alterations to a building, structure or dwelling	2	1	16	11
Extension to an existing dwelling or structure associated with a dwelling	0	0	16	19
Extension to an existing building or structure (other than a dwelling)	5	5	24	22
One of more new buildings	4	4	69	53
Single dwelling	4	3	21	18
Multi-dwelling	2	0	9	6
Other buildings and works (including septic tanks, dams, earthworks)	7	5	34	20
Demolition	0	0	0	1
Native vegetation removal	1	1	8	5
Other vegetation removal	0	0	0	1
Consolidation	0	0	0	0
Subdivision of land	8	4	37	44
Subdivision of buildings	0	1	1	0
Subdivision - Change to easement and/or restrictions	4	0	7	5
Subdivision - Removal of covenant	0	0	1	1
Subdivision - Realignment of boundary	1	2	6	3
Liquor license	2	0	6	4
Signage	1	3	18	21
Telecommunications facility	1	0	2	1
Other	1	2	21	9

### Dwellings

The net number of additional dwellings approved is 13.

### Change of Land Use

The following table displays the proposed land uses for issued permits (new and combined) where there was a change in land use.

	This Month	Last Month	Financial Year to Date	Same Time Last Financial Year
Agriculture	0	0	0	1
Food and drink premises	0	0	1	4
Industry and warehouse	0	1	4	6
Leisure and recreation	1	1	4	6
Office	0	0	6	10
Place of assembly	0	0	4	0
Residential / Accommodation	7	2	27	24
Retail premises	0	0	8	6
Vacant	0	0	0	1
Child care	0	0	0	0
Education centre	0	0	2	0
Mineral extraction	0	0	0	0
Pleasure boat facility	0	0	0	0
Transport terminal	0	0	0	0
Utility installation	1	0	1	3
Mixed use	1	0	7	7
Other	0	1	2	3

For further information or to provide feedback, please contact the PPARS Administrator  
Version 1.0- Generated 17-Apr-2015

