

AGENDA

Greater Shepparton City Council

COUNCIL MEETING

3:00PM, Tuesday 16 August 2022

Studio 1, Riverlinks Eastbank

COUNCILLORS

Cr Shane Sali (Mayor)

Cr Anthony Brophy (Deputy Mayor)

Cr Seema Abdullah

Cr Dinny Adem

Cr Geoffrey Dobson

Cr Greg James

Cr Kim O'Keeffe

Cr Sam Spinks

Cr Fern Summer

VISION

GREATER SHEPPARTON, GREATER FUTURE

A thriving economy in the foodbowl of Victoria with excellent lifestyles, innovative agriculture a diverse community and abundant opportunities

Values

Values reflect what we feel is important. Organisations may have core values that reflect what is important in the organisation. These values may be guiding principles of behaviour for all members in the organisation.

Respect first, always

We are attentive, listen to others and consider all points of view in our decision making.

Take ownership

We take pride in honouring our promises and exceeding expectations, and are transparent with and accountable for our actions.

Courageously lead

We lead with integrity, and stand up and stand by what is in the best interests of the Greater Shepparton community.

Working together

We work collaboratively to create higher quality outcomes that are more efficient, thoughtful, effective and responsive. We cannot accomplish all that we need to do without working together.

Continually innovate

We are open to new ideas and creatively seek solutions that encourage us to do our best for our community.

Start the celebration

As ambassadors for our people and place, we proudly celebrate the strengths and achievements of Council and the Greater Shepparton community.

**A G E N D A
FOR THE
COUNCIL MEETING
HELD ON
TUESDAY 16 AUGUST 2022 AT 3:00PM**

**CHAIR
CR SHANE SALI
MAYOR**

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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 (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Almost Certain (5) Would be expected to occur in most circumstances (daily/weekly)	LOW	MEDIUM	HIGH	EXTREME	EXTREME
Likely (4) Could probably occur in most circumstances (i.e. Monthly)	LOW	MEDIUM	MEDIUM	HIGH	EXTREME
Possible (3) Reasonable probability that it could occur (i.e. over 12 months)	LOW	LOW	MEDIUM	HIGH	HIGH
Unlikely (2) It is not expected to occur (i.e. 2-5 years)	LOW	LOW	LOW	MEDIUM	HIGH
Rare (1) May occur only in exceptional circumstances (i.e. within 10 years)	LOW	LOW	LOW	MEDIUM	HIGH

Extreme Intolerable – Immediate action is required to mitigate this risk to an acceptable level. Event/Project/Activity is not to proceed without authorisation

High Intolerable – Attention is needed to treat risk.

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

Low Tolerable – Managed by routine procedures

1 Welcome to Country

To be presented by Cr James on behalf of the Yorta Yorta Elders Council and the 16 family groups.

2 Acknowledgement

We, Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton, we pay our respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

3 Privacy Notice

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

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

4 Governance Principles

Council considers that the recommendations contained in this Agenda gives effect to the overarching governance principles stated in Section 9(2) of the *Local Government Act 2020*. These principles are as follows:

1. Council decisions are to be made and actions taken in accordance with the relevant law;
2. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
3. the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
4. the municipal community is to be engaged in strategic planning and strategic decision making;
5. innovation and continuous improvement is to be pursued;
6. collaboration with other Councils and Governments and statutory bodies is to be sought;
7. the ongoing financial viability of the Council is to be ensured;
8. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
9. the transparency of Council decisions, actions and information is to be ensured.

5 Apologies

Nil Received.

6 Declarations of Conflict of Interest

In accordance with section 130 (1)(a) of the Local Government Act 2020 Councillors are required to disclose any “conflict of interest” in respect of a matter to be considered at a Council Meeting.

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

7 Confirmation of Minutes of Previous Meetings

RECOMMENDATION

That the minutes of the 19 July 2022 Council Meeting as circulated, be confirmed.

8 Public Question Time

Nil Received.

9 Deputations and Petitions

Nil Received.

10 Community Directorate

10.1 LGBTIQA+ Advisory Committee Terms of Reference & Action Plan

Author Team Leader Diversity
 Approved by Director Community
 Purpose For Decision at a Council Meeting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council:

- 1. Adopt the amended Terms of Reference for the Greater Shepparton LGBTIQA+ Advisory Committee as attached.**
- 2. Appoint Councillor (insert name) as Councillor representative and Chair to the LGBTIQA+ Committee.**
- 3. Note the Greater Shepparton LGBTIQA+ Advisory Committee Action Plan 2022–2025 as attached.**

Executive Summary

The LGBTIQA+ Advisory Committee (the Committee) commenced in August 2021 to provide a platform for advocacy and representation for the LGBTIQA+ community and to support and inform future Greater Shepparton City Council (GSCC) directions relating to representation, decision making and inclusive practices across GSCC.

The Committee operate under the LGBTIQA+ Terms of Reference (ToR). The Committee have been operating under an interim ToR since August 2021. The ToR have been reviewed to ensure compliance with good sector practice and GSCC policies and procedures. The ToR is presented for adoption by Council.

The development of the inaugural LGBTIQA+ Action Plan 2022–2025 (the Plan) in partnership with the LGBTIQA+ Advisory Committee has been completed in response to

the action *'develop and implement the LGBTIQA+ Action Plan'* under the theme of *'Leave no one behind'* within the Greater Shepparton City Council Plan 2021-2025.

The Plan provides a framework for delivering on a range of strategies and actions and will be supported by an Annual Implementation Plan (AIP). Council Officers will support the Committee to achieve the Plan and will facilitate advancement of identified internal actions from the Plan. The Plan is presented to Council for noting.

Report Detail

The LGBTIQA+ Advisory Committee (the Committee) commenced in August 2021 to provide a platform for advocacy and representation for the LGBTIQA+ community and to support and inform future Greater Shepparton City Council (GSCC) directions relating to representation, decision making and inclusive practices across GSCC.

To achieve this the Committee, operate under the LGBTIQA+ Terms of Reference (ToR) and developed the inaugural LGBTIQA+ Action Plan 2022–2025 (the Plan).

Terms of Reference

A full review of the ToR was undertaken by Council Officers at the beginning of 2022 and was agreed to by the Committee in May 2022.

The ToR review was completed in line with good sector practice and the broader policy landscape and includes the addition of the Councillor Representative as Committee Chair.

The ToR will be reviewed in 2024.

2022 – 2025 Action Plan

The development of the inaugural LGBTIQA+ Action Plan 2022 – 2025 (the Plan) in partnership with the LGBTIQA+ Advisory Committee has been completed in response to the action *'develop and implement the LGBTIQA+ Action Plan'* under the theme of *'Leave no one behind'* within the Greater Shepparton City Council Plan 2021-2025.

The inaugural three-by-three action plan was developed to drive the activities of the Committee and was designed to be reviewed triennially to ensure actions remain relevant to Council and the wider community.

The Committee developed the Plan through a number of facilitated sessions with a consultant from the LGBTIQA+ sector. Council Officers supported the process and the Committee endorsed the Plan in May 2022. The Plan will be reviewed and updated in 2025.

The Plan operates under three key priority areas:

1. advice
2. celebration & advocacy
3. inclusion & connection.

The Plan utilised good practice examples of local action plans and ensured actions align with the Rainbow Resource for Victorian Councils, and the Victorian Government's LGBTIQ+ Strategy (2022-32).

The Plan provides a framework for delivering on a range of strategies and actions and will be supported by an Annual Implementation Plan (AIP) which will identify specific tasks and initiatives which respond to the Plan. Council Officers will support the Committee to achieve the Plan and will facilitate advancement of identified internal actions from the Plan.

Key tasks and initiatives of the Implementation Plan in 2022/23 will include:

- investigating the installation of a flag pole for the raising of the Rainbow Flag, and other visible and public demonstrations of pride
- increased awareness of and support for LGBTIQ+ cause days and events and the recognition/support of these days across Council owned facilities and programs
- investigation of formal partnership with Council and recognised local LGBTIQ+ support groups
- development of a recommendation report to improve GSCC inclusion practices
- discuss a review process for the Greater Shepparton Women's Award with the Greater Shepparton Women's Charter Advisory Committee
- development of an acronyms and cause days list for reference by the community.

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

- 1.1 Council to take an active leadership role for access and inclusion in our community.
- 1.4 Communities have resources and abilities to self-advocate.
- 1.6 Council provides customer service that meets the needs of the community.
- 1.9 Provide a high profile collaborative advocacy role.

SOCIAL RESPONSIBILITY and WELLBEING

We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.

- 2.4 Leave no one behind.
- 2.9 Community members are supported to achieve and sustain physical, emotional and creative wellbeing.

Risk Management

Risks associated with this advisory committee are low and are managed through operational decision making and recommendations to Council as required.

Policy Considerations

Officers identified the LGBTIQ+ Action Plan links to a number of internal and external strategic documents including the Council Plan, Municipal Health and Wellbeing Plan, Gender Equality Action Plan 2021-2025 and the State Government's Gender Equality Strategy and Action Plan 2021.

Financial Implications

Financial implications associated with this report include direct salary costs of \$26,860 (does not include the costs of management support) and costs of app. \$7,000 to support the implementation of activities, event and programs associated with the LGBTIQ+ Action Plan, noting the latter figure may increase depending on the actions contained in future AIPs.

Legal/Statutory Implications

Officers did not identify any legal or statutory implications associated with this report.

Environmental/Sustainability Impacts

Officers did not identify any environmental or sustainability impacts arising from this report.

Social Implications

The LGBTIQ+ Advisory Committee provides an avenue for greater engagement between Council and the LGBTIQ+ community members, strengthening Council's commitment in creating an inclusive environment for marginalised members of our community where their voice is valued and heard.

Economic Impacts

Officers did not identify any economic impacts associated with this report.

Consultation

Officers consulted with members of the Committee and 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

- Greater Shepparton Youth Strategy and Action Plan 2019 – 2023
- Greater Shepparton Gender Equality Strategy 2021-2025
- 5.3 - Young LGBQTI+ members of the community feel valued by GSCC
- Greater Shepparton Public Health Implementation Plan 2017 – 2021
- A12 – Develop local strategies to guide LGBTQI affirming prevention, early intervention and accessible health care services

Conclusion

The LGBTIQ+ Advisory Committee provides a platform for advocacy and representation for LGBTIQ+ communities. To ensure the sustainability of the Committee the LGBTIQ+ Terms of Reference were reviewed to align with good sector practice and the inaugural three-by-three Action Plan was developed to drive the activities of the Committee.

Attachments

1. LGBTIQ+ Advisory Committee Terms of Reference [**10.1.1** - 5 pages]
2. LGBTIQ+ Action Plan 2022 - 2025 [**10.1.2** - 1 page]

11 Corporate Services Directorate

11.1 Civic Recognition Policy

Author Manager Corporate Governance
 Approved by Director Corporate Services
 Purpose For Decision at a Council Meeting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council adopt the Civic Recognition Policy 37.POL5 as attached.

Executive Summary

This Policy provides guidance on the circumstances and ways in which Council appropriately recognises the milestones and achievements of its community.

A scheduled review of this policy has been undertaken to ensure it reflects current practices and continues to meet community needs going forward.

The key change resulting from this review has been the introduction of the application process for considering memorial plaques.

Report Detail

The current Civic Recognition Policy is limited to the recognition of Milestone Achievements by Greater Shepparton Community members.

On occasions, Council receives letters from community members requesting permission to place memorial plaques on Council assets (primarily gardens) to recognise the achievements or service of a community member. Requests of this nature, are currently considered on a case – by – case basis and are not covered by Council Policy.

The recognition of outstanding community service is pertinent for region identity and pride. The revised Civic Recognition Policy aims to identify the types of civic recognition available, and outlines the criteria for how such an honour could be awarded.

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.1 Council to take an active leadership role for access and inclusion in our community.

1.8 Good governance and sustainable financial management.

SOCIAL RESPONSIBILITY and WELLBEING

We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.

2.5 Recognise First Nations history and advance reconciliation.

Risk Management

The process for community recognition has many risks, particularly with regard to the bestowing of higher honours. Significant background checks must be undertaken prior to the nomination of prospective recipients.

Risks	Likelihood	Consequence	Rating	Mitigation Action
Inappropriate or inconsistent recognition given	Possible	Major	High	Criteria must be strictly observed will all applications carefully considered

Policy Considerations

The Civic Recognition Policy has been amended and compliments the Sports Hall of Fame Nomination Policy.

Financial Implications

There are no direct financial implications pertaining to the implementation of this Policy, if adopted by Council.

Legal/Statutory Implications

There are no legal implications pertaining to this report or Policy.

Environmental/Sustainability Impacts

While there are no environmental implications to this report, if adopted by Council, environmental impacts will need to be considered prior to the placing of memorial plaques.

Social Implications

There are a number of potential social implications associated with this Policy. Civic recognition can have both positive and negative considerations. A process will be undertaken to ensure sound decisions are made with all relevant information available.

Economic Impacts

There are no economic impacts associated with this report or Policy.

Consultation

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*.

Conclusion

The revised policy has broadened the scope to include the various types of requests which Council receives from its community members. It is recommended that the Policy be adopted to ensure all requests are assessed consistently.

Attachments

1. Civic Recognition Policy [11.1.1 - 4 pages]

11.2 Exercise of Delegations Policy

Author Team Leader Governance
 Approved by Director Corporate Services
 Purpose For Decision at a Council Meeting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council adopt the Exercise of Delegations Policy 37.POL2 as attached.

Executive Summary

The Exercise of Delegations Policy has been reviewed following the adoption of the Procurement Policy in December 2021.

The key recommended changes to this Policy are:

- Update to new policy format
- References and terminology with reference to the Local Government Act 1989 have been updated to reflect Local Government Act 2020
- Removal of the table of financial delegation limits as these are contained in the S5 and S7 Instruments of Delegations.
- Removal of the contract variations attachment as the delegated authorisation for contract variations is included in the Procurement Policy adopted in December 2021.

Report Detail

Delegations are a critical Governance tool of the Council. Most Council decisions are not made at Council meetings and the effective functioning of the Council would not be possible if they were. Instead, most decision-making power is allocated by formal delegations.

It is important that the Council maintains appropriate policies and guidelines under which delegation are to be exercised. This ensures individuals and committees are making decisions within the powers and functions delegated to them.

The review of this policy has been undertaken following the adoption of the Procurement Policy in December 2021. The changes which have been made to the Exercise of Delegations Policy are summarised below:

- Document updated into a new policy format
- Changes arising from implementation of the *Local Government Act 2020*:

- Terminology updated from Section 86 / Special Committees, to Delegated Committees and Community Asset Committees
- Changes to committee structures and purpose
- References to *Local Government Act 1989* updated to reflect *Local Government Act 2020*
- Internal Audit Recommendation:
 - Additional clarification provided on the responsibility of delegates, and current Council practices in managing a potential breach to delegations.
- Removal of the table of financial delegation limits as these are contained in the S5 and S7 Instruments of Delegations.
- Removal of the contract variations attachment as the delegated authorisation for contract variations is included in the Procurement Policy adopted in December 2021.

The review and adoption of this amended policy aims to ensure that decisions made under delegation will continue to be exercised in a transparent manner, in accordance with the limitations set by Council.

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.3 Council services will be realistic and delivered in an efficient and effective manner with the aim of continuously looking for delivery that matches our ever-changing environment.

1.8 Good governance and sustainable financial management.

Risk Management

The adoption of this revised policy intends to raise awareness of Council's expectations of delegates, and minimises the risk of decisions being made outside of a delegate's authority.

Policy Considerations

This Policy is consistent with the current Instruments of Delegation and Council's Procurement Policy.

Financial Implications

There are no financial implications associated with this Policy.

Legal/Statutory Implications

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

Environmental/Sustainability Impacts

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

Social Implications

There are no social implications associated with this Policy.

Economic Impacts

There are no economic impacts associated with this Policy.

Consultation

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

- This policy and the associated delegations facilitate achievement of all objectives outlined in the Council Plan.

Conclusion

It is recommended that the revised Exercise of Delegations Policy be adopted.

Attachments

1. Exercise of Delegations Policy [11.2.1 - 6 pages]

11.3 July 2022 Monthly Financial Report

Author	Acting Team Leader – Financial Reporting
Approved by	Director Corporate Services
Purpose	For Information

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council receive and note the July 2022 Monthly Financial Report as attached.

Executive Summary

The report presents the Council's actual financial performance compared to the budget for the one month ended 31 July 2022.

Report Detail

The 2022/2023 Budget was adopted at the Ordinary Council Meeting held 21 June 2022.

The 2022/2023 Budget provided for an accounting surplus of \$29.50 million with revenue of \$178.83 million and expenditure of \$149.33 million. The 2022/2023 Budget also provided for capital works of \$62.60 million.

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

The July 2022 Monthly Financial Report incorporates the following sections which are presented for Council's consideration:

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

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.8 Good governance and sustainable financial management.

Risk Management

There are no risks identified in providing this financial report.

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications arising from this proposal.

Legal/Statutory Implications

Section 101 of the *Local Government Act 2020* provides that Council maintains a budgeting and reporting framework that is consistent with the principles of sound financial management. In addition, Section 97 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 Council at a Council meeting which is open to the public. This report satisfies that requirement.

Environmental/Sustainability Impacts

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

Social Implications

There are no social implications associated with this report.

Economic Impacts

There are no economic implications associated with this report.

Consultation

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

Strategic Links

There are no direct links to the *Greater Shepparton 2030 Strategy*.

Conclusion

The report presents Council's actual financial performance compared to the budget for the month ending 31 July 2022.

Attachments

1. July 2022 - GSCC Council Report - Monthly Financial Statements [11.3.1 - 8 pages]

11.4 Contracts Awarded Under Delegation - July 2022

Author Team Leader – Contracts and Procurement
 Approved by Director Corporate Services
 Purpose For Noting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council:

1. note the contracts awarded under delegation pursuant to a formal tender or quotation process for the reporting period; and
2. note the requests for tenders advertised but not yet awarded.

Report

To inform the Council of the status of request for tenders that have been awarded under delegation during the period 1 July 2022 to 31 July 2022, and those that have been publicly advertised but are yet to be awarded as at 1 August 2022. The report does not include all purchasing activities, only procurement which requires a detailed quotation or a formal tender process.

Contracts Awarded under Delegated Authority by the Chief Executive Officer or Director

Contract No.	Project Name	Details	Value inclusive of GST	Awarded to
2252	Installation of Tree Bud Lighting in Shepparton and Tatura	Lump Sum Contract for the Installation of Tree Bud Lighting in Shepparton and Tatura	\$281,204	Watters Electrical Pty Ltd
2263	Provision of Heritage Advisory Services 2022-2024	Contract for the Provision of Heritage Advisory Services 2022-2024	\$105,156.48	Heritage Concepts Pty Ltd

Contract No.	Project Name	Details	Value inclusive of GST	Awarded to
2247	Preparation of a Traffic Impact Assessment – Industrial Growth Corridors	Lump Sum Contract for the Preparation of a Traffic Impact Assessment – Industrial Growth Corridors	\$141,438.00	Traffix Group Pty Ltd

Requests for Tenders advertised but not yet awarded

Contract No.	Contract Name	Contract detail, including terms and provisions for extensions	Status
2251	SAM Precinct Works – Nature Playground & BBQ Shelter	Lump Sum Contract for SAM Precinct Works – Nature Playground & BBQ Shelter	Tender currently under evaluation
2250	Provision of Tree Maintenance Services and Tree Planting Services – Panel of Suppliers	Schedule of Rates Contract for the Provision of Tree Maintenance Services and Tree Planting Services – Panel of Suppliers	Tender currently under evaluation
2262	Welsford Street Stage 4 Upgrade - Fryers Street Intersection Shepparton	Lump Sum Contract for the Construction of Welsford Street Stage 4 Upgrade - Fryers Street Intersection Shepparton	Tender scheduled to close on 10 August 2022
2258	Construction of Wheeler Street and New Dookie Road, Shepparton, Intersection Upgrade	Lump Sum Contract for the Construction of Wheeler Street and New Dookie Road, Shepparton, Intersection Upgrade	Tender scheduled to close on 17 August 2022

- No tenders were received in relation to Contract 2240 – Tallygaroopna Children’s Centre Upgrade and this will be re-tendered at a later date.
- The tender process for Contract 2172 – Provision of Cleaning Services for SAM Building has now been abandoned.

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

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

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

In accordance with Section 108 of the Local Government Act 2020, Council has adopted its new Procurement Policy establishing the value at which Council must invite a tender or seek an expression of interest.

Conclusion

It is important that decisions and actions taken under delegation be properly documented and transparent in nature. The report details the contracts awarded under delegated authority of the Council during the period 1 July 2022 to 31 July 2022.

Attachments

Nil

11.5 Instrument of Delegation to the Chief Executive Officer - S5

Author Team Leader Governance
 Approved by Director Corporate Services
 Purpose For Decision at a Council Meeting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council, in the exercise of the power conferred by S11(1)(b) of the *Local Government Act 2020* (the Act) resolves that:

- 1. there be delegated to the person holding the position, acting in or performing the duties of Chief Executive Officer the powers, duties and functions set out in the *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument as attached;**
- 2. the instrument comes into force immediately the common seal of Council is affixed to the instrument;**
- 3. on the coming into force of the instrument, all previous delegations to the Chief Executive Officer are revoked; and**
- 4. the duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**

Executive Summary

Delegations are a critical governance tool of the Council. Most Council decisions are not made at Council meetings and the effective functioning of the Council would not be possible if they were. Instead, most decision-making power is allocated by formal delegations.

The most important delegation issued by the Council is to the Chief Executive Officer (CEO). This delegation allows the CEO to then sub-delegate powers, duties and functions to Council officers, to allow them to make the day-to-day decisions necessary to provide responsive and high-quality services to the community.

Report Detail

The previous Instrument of Delegation from the Council to the CEO was authorised by resolution at the Council Meeting on 21 June 2022.

This current review has been prompted by an audit report undertaken by Council's Internal Auditors, which has identified a transaction which it views to be in breach of Council's Instrument of Delegation.

The transaction in question, relates to the transfer of funds collected under the Fire Services Property Levy, where Council is acting as the collection agency on behalf of the Commissioner of State Revenue. This transaction was approved by Council's CEO for the amount of \$2,072,071 which exceeds the financial delegation of expenditure which Council is, by or under legislation required to make, which is currently limited to \$2,000,000.

In response to the audit finding, Council has sought legal advice relating to whether this authorisation to transfer funds constituted 'expenditure' as described in delegation S5.

Section 11(5) of the *Local Government Act 2020* makes reference to the phrase 'make any expenditure' which can be interpreted as broad and, arguably, broad enough to capture amounts paid in fulfilment of a statutory duty, such as those paid under the Fire Services Property Levy.

Council's legal advice indicates that, although the matter is not beyond doubt, the authorisation likely constituted expenditure, and on that basis, it is accepted that the CEO exceeded his delegated authority in this instance.

To ensure that the CEO and other officers act in accordance with this advice in connection with future transfers of this nature, Council has prompted a review of its Instruments of Delegation and will introduce amendments to avoid similar issues from arising in future.

As the State Government Fire Services Property Levy increases at a rate to be determined by the State Government, it is anticipated that the Levy will keep increasing and therefore the S5 Delegation needs to be amended to ensure efficient administration of this State Government Levy collection service.

The key outcome resulting from the review of this instrument is the introduction of a new condition which provides separation of discretionary versus non-discretionary expenditure, setting different financial limits for each. More specifically, the new condition proposes to extend the financial delegation of the CEO to authorise transactions of up to \$4,000,000 where the payment is non-discretionary and required in the fulfilment of a statutory duty.

This will enable the CEO to carry out statutory obligations such as the transfer of funds for the Fire Services Property Levy, without risk of breaching delegations or causing delay to the transfer of funds by seeking a Council resolution.

Recognising that this discovery will impact many Victorian Councils, Council intends to advocate through its representative State bodies and request the Minister for Local Government to consider amending and clarifying the term 'expenditure' in the *Local Government Act 2020*, to prevent any future unintended consequences such as this.

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places

that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.3 Council services will be realistic and delivered in an efficient and effective manner with the aim of continuously looking for delivery that matches our ever-changing environment.

1.6 Council provides customer service that meets the needs of the community.

1.8 Good governance and sustainable financial management.

Risk Management

The proposed changes to the Instrument of Delegation have been implemented to aid clarity and minimise risk of any future technical breaches.

Policy Considerations

This instrument of delegation is reviewed and implemented in accordance with the Exercise of Delegations policy.

Financial Implications

There are no significant direct financial implications arising from the *Instrument of Delegation to the Chief Executive Officer*.

Legal/Statutory Implications

Whilst a technical breach has likely occurred, Legal advice confirms that the validity of the transaction would not be impacted and steps have been taken to ensure similar issues do not arise in future.

Environmental/Sustainability Impacts

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

Social Implications

There are no social implications associated with this report.

Economic Impacts

There are no economic impacts associated with this report.

Consultation

Consultation has occurred with a number of other Councils, and future advocacy is planned to ensure clarity and guidance is provided to the sector on this matter.

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

Strategic Links

Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

Conclusion

It is recommended that the revised Instrument of Delegation to the Chief Executive Officer be adopted to enable Council to meet its legislative obligations in a timely and efficient manner.

Attachments

1. AMENDED S5 Instrument of delegation Council to Chief Executive Office [11.5.1 - 4 pages]

11.6 Councillor Appointment - Greater Shepparton Aerodrome Advisory Committee

Author Team Leader Governance
 Approved by Director Corporate Services
 Purpose For Decision by Council

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council appoint Cr Adem to the Greater Shepparton Aerodrome Advisory Committee, effective from 17 August 2022.

Executive Summary

As part of the Council's community consultation, communication and advocacy role, Councillors and officers are represented on various community organisations and government agency groups, as well as purpose groups appointed by the Council.

Following Cr Priestly's recent resignation from Council, a vacancy in Councillor representation on the Greater Shepparton Aerodrome Advisory Committee (the Committee) has occurred. This report seeks to fill this position by appointing Cr Adem to the Committee.

Report Detail

Councillor Representation on committees is currently reviewed on an annual basis, following the election of the Mayor.

At times, vacancies may occur throughout the year which can prompt a need to review committee appointments earlier than scheduled.

Such a need has arisen, following the resignation of Cr Priestly on 3 June 2022, who was the appointed Councillor representative on the Committee.

Cr Adem was elected to Council via a countback held on 6 July 2022, and is recommended for appointment to the Committee to serve the remainder of the current term, which will be due for next review following the Mayoral election in November this year.

Council Plan / Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.8 Good governance and sustainable financial management.

Risk Management

There are no identified risks associated with the appointment of Councillor representation on the Committee.

Policy Considerations

There are no conflicts with existing council policies.

Financial Implications

The only financial implications associated with this proposal are the expenses associated with Councillor attendance at meetings and functions. All such expenses have budgetary provision.

Legal / Statutory Implications

There are no legal or statutory implications associated with this proposal.

Environmental / Sustainability Impacts

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

Social Implications

There are no social implications arising from this proposal.

Economic Impacts

There are no economic impacts arising from this proposal.

Consultation

Councillors have been consulted in relation to this proposal.

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

Strategic Links

Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

Conclusion

It is recommended that Cr Adem be appointed to the Committee as per the recommendation.

Attachments

Nil

11.7 Microsoft License Contract Renewal

Author Acting Director Corporate Services
 Approved by Director Corporate Services
 Purpose For Decision by Council

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council authorise the CEO to enter into a three year licensing contract with Microsoft valued at an estimated total value of \$1,347,351 (ex GST).

Executive Summary

The GSCC Microsoft license contract is due to be renewed on 31st August 2022. The new license proposal is for a period of three years and would enable the organisation to have access to a broader range of Microsoft office and security tools, including the full Office 365 application suite, providing better support for hybrid working.

The Office 365 suite of applications is a standard operating environment in modern corporations and councils. It is recommended that GSCC upgrade its license model to facilitate a modern and efficient work environment for all users.

Report Detail

The current license model is not meeting the needs of the organisation as it has limited access to the suite of Office 365 applications, commonly used by most corporations. For example; Sharepoint for organisation information sharing; OneNote for digital note taking; OneDrive for document sharing and collaboration; a range of security and device management tools, such as; Intune for device management and Azure Multi Factor Authentication. Utilisation of these tools will improve the organisations security posture and enable ICT to adopt a suite of integrated solutions for ease of management, improved alert mechanisms and control of end point devices.

An initial assessment of Microsoft applications by ICT has determined the potential to transition 6 existing software platforms to a comparable Microsoft solution. For example; Mimecast, email archive and management; Maas360, Optus device management tool; Horizon, virtual desktop interface. Assessment would need to be undertaken to ensure the Microsoft products provide equitable service outcomes. However it is estimated that replacing these 6 platforms with a Microsoft solution, could recoup in excess of \$100,000 per annum.

The current license model consists of a predominant base license at Office Enterprise level 1 – which is an Enterprise level license in the “office” skew, but does not include security modules or apps like those listed above or Office 365 suite. The Enterprise suite of licenses increases sequentially from E1, to E3 then E5. It is recommended to meet the needs of organisation now and into the future, GSCC should select a mid-range license - M365 E3 which will provide the required breadth of Office, security, mobility and windows apps.

ICT have spent several weeks meeting with the Microsoft account manager and specialist Local Government Support team to work through and determine the license option that best meets our organisation needs. Considerable time has been dedicated to aligning the needs of users with a license profile that effectively meet their needs, at the best price. Four user profiles have been developed: Power Users, Knowledge Workers, Low Need Knowledge Workers and Field Workers to arrive at a license model that will ensure staff have the modules that they need, waste is minimised and best value obtained. The diversity of each license type is quite complex, and has required considerable consultation to arrive at a model that will meet user’s requirements.

The previous contract locked in a special price for 535 x E3 Licenses providing a discount of 17.6% (\$3,573 pa) which is the bulk of the new license model. The overall cost for all Microsoft licenses is \$449,117 per annum, total cost for the contract term is \$1,347,351 (ex gst).

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

- 1.6 Council provides customer service that meets the needs of the community.
- 1.8 Good governance and sustainable financial management.

VIBRANT and DIVERSE ECONOMY

We will drive the visitor economy by growing visitor experiences and major events that provide employment and other opportunities to the community. Our economic development will focus on establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries.

- 3.6 Attract people to live, work, study and remain in our region.

INFRASTRUCTURE and TECHNOLOGY

We will focus on the planning of our region’s requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community.

- 4.1 Council will implement the Universal Design Principles as a key tool in all our infrastructure and technology projects.
- 4.2 Council to provide customer self-service portal.
- 4.7 Create a smart city.

ENVIRONMENT and CLIMATE EMERGENCY

We will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health and create a region that mitigates and adapts to climate change.

- 5.2 Council will focus on emission reductions committing to a Zero Emissions 2030 Target.

Risk Management

The contract for Microsoft facilitates access to the necessary basic business tools that GSCC requires to operate. Microsoft provides licenses for applications that are the core working mechanisms of our organisation without them we would have critical failure in being able to perform our day to day tasks.

Risks	Likelihood	Consequence	Rating	Mitigation Action
Unable to perform basic business operations eg: send and receive email	Possible	Major	High	Renew Microsoft license
Unable to mitigate cyber security risks adequately	Possible	Moderate	Medium	Upgrade MS license
Other strategic/legislative objectives may not be able to be achieved: Customer portal, Audit & Risk, OVIC, PDSP.	Possible	Moderate	Medium	Upgrade MS license
Cyber risk increase	Likely	Extreme	Extreme	Upgrade MS license, implement security modules

Policy Considerations

Relevant Policies, procedures and strategies will need to be reviewed to ensure processes, and application details are aligned as systems change/evolve.

ICT System Standards and Conventions

Use of Information & Communication Technology Systems

IT Strategy 2019-2023

Financial Implications

The current ICT operational budget has expected annual expense allocated to Microsoft licenses of \$299,000. If this contract renewal is agreed to, a short fall of \$150,117 per annum will need to be factored into the Operational budget at Quarter 1. The total contract cost over three years is \$1,347,351 (ex gst).

	Approved Budget Estimate for this proposal ¹ \$	This Proposal GST Exclusive \$	Variance to Approved Budget Estimate \$	This Proposal GST Inclusive ² \$
Revenue	0	0	0	0
Expense	299,000	449,117	150,117	494,028
Net Total	299,000	449,117	150,117	494,028

¹ Budgets are GST exclusive

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

Legal/Statutory Implications

There are some legislated requirements from OVIC in relation to the Protective Data Security Plan whereby Microsoft security modules will enable these requirements to be met once implemented. These modules are mostly available at the Enterprise E3 level license. It is recommended by the Australian Cyber Security centre that Local Government organisations obtain a level 1 alignment with Essential 8 cyber security. The E3 license will include the applications required to meet this recommendation.

Environmental/Sustainability Impacts

Greater utilisation of Office 365 tools such as Sharepoint, One Drive and One Note reduces the organisations reliance on paper and printed documents in general. True collaboration and document sharing in a secure environment that can be monitored and managed to ensure data breaches are minimised will be available with this license upgrade.

Social Implications

The potential for improved efficiency of work processes will be available with the implementation of apps that are currently not accessible at the current license level.

Economic Impacts

Direct negative impact to internal operational budgets in the short term. Consolidation of existing platforms and better utilisation of Microsoft modules over time will provide budget relief by reducing the non-Microsoft products being implemented and licensed. Future solutions to business need may be offered through other Microsoft applications, such as “MS Bookings” for statutory planning bookings and won’t require additional spend.

Consultation

Significant consultation has occurred between Microsoft and ICT to determine the license model that offers the best value for the organisation.

The following internal departments have been consulted: procurement and finance.

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

Strategic Links

a) Greater Shepparton 2030 Strategy

- Council Plan

b) Other strategic links

- ICT Strategy

Conclusion

ICT recommend that Council support the upgrade and renewal of the Microsoft license agreement for a three year term.

Attachments

1. Microsoft Final Enterprise QUOTE 01082022 [11.7.1 - 2 pages]
Microsoft Final Quote

12 Sustainable Development Directorate

12.1 Destination Branding Project Report

Author	Acting Manager Economic Development
Approved by	Director Sustainable Development
Purpose	For Decision by Executive Presentation - External Attendee

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council adopt the new destination brand name ‘Shepparton and Goulburn Valley’ and the destination brand manual as attached.

Executive Summary

Prior to the pandemic, Greater Shepparton was a fast-growing visitor destination, with a visitor increase of five hundred thousand (500,000) from 2013 to a total of 1.3 million visitors in 2019.

COVID-19 has significantly impacted the visitor economy industry, with the events sector bearing the brunt of impact and taking the longest to recover. Council’s visitor economy program has long had a strong ‘Major Events’ focus, however in order for the local visitor economy to become more resilient and sustainable in providing long lasting economic benefits to the region, events need to be balanced with other more permanent home-grown tourism products and experiences.

Greater Shepparton has recently benefited from investment in significant infrastructure projects to grow the local visitor economy, including the recently opened Shepparton Art Museum (SAM) and the Museum of Vehicle Evolution (MOVE). Leveraging the region’s investment in these key assets for the wider visitor economy is critical for the region to see return on their investment.

Our current destination brand ‘Many Great Things’ took a product-based approach to the region’s identity, however current tourism brand positioning focuses on a holistic visitor experience, including motivating emotional factors that connect audiences to a region and characteristics of these audience groups which regions leverage through brand messaging.

To encourage post-covid recovery of the visitor economy and for Greater Shepparton to successfully market the region in the competitive visitor market the region needs to present a uniquely different and authentically local visitor proposition.

Council officers have undergone a thorough review of the region's destination brand in collaboration with local visitor economy industry representatives and now provide the new destination brand name 'Shepparton and Goulburn Valley' and the Destination Brand Manual for adoption by Council.

Report Detail

Background

The Economic Development, Tourism & Major Events Strategy 2017-2021 outlined a number of key strategic issues for the visitor economy including the following:

- Improving awareness and positive perceptions of Greater Shepparton and its villages in key markets
- Support and encourage investment in compelling tourism product
- Leverage from the major investment in SAM to provide complementary experiences and product
- Ensure a coordinated and consistent approach to marketing and branding
- Regional tourism positioning.

To complement the Economic Development, Tourism and Major Events Strategy in 2019 Council invested in a tourism research project, in partnership with the local visitor economy industry. Initially the research project aimed to identify and analyse data and information that would ultimately inform a marketing plan to competitively position Greater Shepparton within the tourism market.

However, as the project progressed the aim of the project was further refined, with project outcomes producing a series of prioritised recommendations supported by industry. These included an opportunity to reimagine the destination via establishing a clear and articulate brand, in partnership with industry, and in doing so educating and motivating businesses within the region to further understand their role in the tourism sector and ultimately, to grow the contribution of visitors to the local economy.

Having a clearly defined brand, accepted by industry and distinctive to other Regional Victorian tourism brands is especially important for Greater Shepparton and for the region and Council to find its place in the tourism landscape and own it. This is especially critical to maximise the benefits to the local visitor economy from the significant investment in key visitor attractions such as the Shepparton Art Museum (SAM) and the Museum of Vehicle Evolution (MOVE), who are both seeing significant visitation from outside the region of between 40% and 70% in their first year of operating.

Clearly articulated in the tourism research project was the need for the destination brand project to be undertaken in partnership with industry. To facilitate this in a fair and equitable manner the project was advertised externally through a tender process, with an industry representative included on the selection panel. As a result, Cupla a Melbourne based strategic brand, marketing and design agency were successful in winning the project.

The current Shepparton, 'Many Great Things' destination brand identity, adopted in 2016 was underpinned by 10 key areas, representing the product strengths of the region, the icons of each combined to create the brand logo. Whilst this approach spoke to the diversity of product available in Greater Shepparton, the branding took a jack-of-all-trades approach to the brand identity, being everything to everyone with no clear stand out drawcard for visiting the region.

The current 'Many Great Things' brand identity is limiting because:

- While we have a range of good –and growing- food, nature and culture products, focusing on them individually puts us in direct competition with other regions who have a stronger and more established offer, in each of these areas.
- We are heavily invested in great events, and we do this well – but this is a resource-heavy brand proposition; and one that any other region could chase us on if they wished.
- We need a region-focussed destination brand that balances Shepparton and the wider region.







We mapped our current destination brand with our competitors' brands...



Industry engagement

The following outlines the process that we undertook, working with industry to develop a new brand.

How we got here

1.	 <p>2 x team kick-off sessions with Greater Shepparton and Tourism Greater Shepparton representatives</p>	4.	 <p>3 x stakeholder consultation sessions with tourism operators, Greater Shepparton representatives and other tourism/destination specialists in the region</p>
2.	 <p>'Many Great Things' and 'Great Things Happen Here' brand and communications review, local competitor audience and global best practice review</p>	5.	 <p>Online community/visitor survey with 94 respondents to develop messaging</p>
3.	 <p>Group interviews with Tourism Greater Shepparton, Greater Shepparton Executive Team and Greater Shepparton Councillors; as well as one-to-ones with representatives from Visit Victoria and Murray Regional Tourism Board</p>	6.	 <p>Online 'big qual' research with 300+ recruited participants to test names and creative execution</p>

Refined through consultation and engagement with industry, the following outlines in high level detail our proposed new brand foundations on a page.

OUR BRAND-ON-A-PAGE
Here are our brand foundations on one page, acting as both an inspiration and a checklist for all our Shepparton & Goulburn Valley activities.

OUR BRAND ESSENCE
KALEIDOSCOPIIC CONNECTIONS
Sharing the magic of diversity · Creating connections · Being wholehearted

OUR BRAND VALUES
OUR BRAND ATTRIBUTES
First Nations communities, culture and stories - Evolving cultural offers and events - Multicultural community life - Local produce and food artisans - Flourishing, accessible, seasonal environment - Connection of historically and culturally significant townships.

OUR BRAND BENEFITS
Be surprised, delighted and enriched by a kaleidoscopic destination of community, culture and character, connecting you to a richer, more colourful story and experience of regional Victoria.

OUR BRAND PERSONALITY
Entrepreneurial · Refreshing · Spirited · Sociable

OUR SIGNATURE PILLARS

<p>PILLAR 1 THE MOST CULTURALLY DIVERSE & INSPIRING REGION</p> <p>This is our history and evolving present day, bringing us diverse cultural offerings from galleries, museums, culturally and historically significant landmarks to cafes and restaurants, music, food festivals, educational programs and centres, cultural tours, and community events. Brought to life by nourishing natural surrounds, we are a place where people come to thrive and share their experiences, knowledge, and traditions.</p>	<p>PILLAR 2 A REGION OF UNIQUE, CONNECTED TOWNSHIPS</p> <p>Our towns reveal nuance in our larger regional story, connected by the Goulburn river and its stories of living on the land and immigration. From war history, protected reserves, trucking, agriculture industry, immigration, and Indigenous significance – each town tells a different part of the story about how our landscape has nourished communities throughout time, and still does today.</p>	<p>PILLAR 3 FUN & FESTIVITY ALL YEAR ROUND</p> <p>Our beautiful, accessible natural environment has always brought people together to connect and share their gifts and resources, all year round. Experience it in our events calendar, offering an exciting and stimulating range of different activities and experiences that brings people from all over together to share sport, food, music, and art. We're a place that loves to celebrate and bring colour into the everyday in a refreshing natural setting.</p>
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SUPPORTING ATTRIBUTES
The river, heart of our beautiful, natural landscape - Great seasonal weather all year round - Accessible outdoor activity for all - Fun activities for all budgets and groups - A well-serviced city centre with connection to other great places in our region - A relaxed and welcoming atmosphere - Growing food and beverage offer

OUR EMOTIONAL BENEFITS
We make people feel intrigued, enriched and connected.

Choosing a name

Choosing a name that truly represented the region presented a significant challenge in the process of collaboration with industry. The challenge of representing the region and best positioning in the visitor landscape, whilst remaining in alignment with the 'Greater Shepparton' umbrella brand created a specific point of conjecture, with a selection of industry interested in moving away from 'Shepparton' as the lead for the destination. After much discussion and based on the professional recommendation by Cupla it was decided that any naming concepts put forward needed to include 'Shepparton'.

Following this decision Cupla presented two creative concepts, our brand story and signatures as well as five potential destination names for testing through the Big Qual research project to further inform the development of the brand.

Potential names considered by research included:

- Greater Shepparton region
- Visit Shepparton
- Explore Greater Shepparton
- Shepparton and Surrounds
- Shepparton and Goulburn Valley

Research feedback articulated by over 500 respondents from right across Victoria included the following key points:

- The region is instinctively known as 'Regional' or 'Shepparton', but is also referred to by many names 'Northern Victoria'; 'regional'; 'Goulburn Valley'.
- The region carries an array of perceptions that speaks to broader tensions, 'rich in history'; 'bountiful'; 'outdated'; 'uninspired'.

- Two distinct favourite name options were identified - 'Shepparton & Goulburn Valley' and 'Greater Shepparton Region'
- Shepparton & Goulburn Valley was the most-liked name option, regardless of respondent's familiarity with the region.
- 'Shepparton & Goulburn Valley' uniquely conjures a boundless and emotive response.
- Crucially, 'Shepparton & Goulburn Valley' is seen to proudly represent locals whilst also attracting tourists.

As a result of the feedback from this research, the brand identity 'Shepparton & Goulburn Valley' was chosen as the preferred brand name.

'Shepparton & Goulburn Valley' successfully addresses regional tensions at play and speaks to desired travel experiences. The name is seen to desirably lean into the historic agricultural connection and liveliness that elevates the regions appeal.

Both 'Shepparton' and 'Goulburn Valley' play an equally important role in promoting the regions. Highlighting 'Shepparton' within the name is seen as integral to create a distinct understanding of the region's location and history, whilst 'Goulburn Valley' elevates Shepparton as the main town and vividly speaks to the vast offering of the region.

The proposed brand logos:



We mapped our future destination brand with our competitors' brands...



Outcomes of the Big Qual research project and name testing, including feedback on other naming suggestions has been presented back to industry. The attached brand manual has been reviewed and endorsed by industry following the opportunity to provide additional feedback. This has seen industry and Council officers work past the previous impasse regarding naming options to now be united in support for the new destination brand name and concepts.

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.2 Council to work with stakeholders to support leadership within our multicultural communities.

1.9 Provide a high-profile collaborative advocacy role.

SOCIAL RESPONSIBILITY and WELLBEING

We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.

2.5 Recognise First Nations history and advance reconciliation.

2.6 Welcome and embrace multicultural communities and their cultures.

VIBRANT and DIVERSE ECONOMY

We will drive the visitor economy by growing visitor experiences and major events that provide employment and other opportunities to the community. Our economic development will focus on establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries.

3.5 Encourage and facilitate investment and expansion.

3.9 Expand Greater Shepparton's visitor economy.

INFRASTRUCTURE and TECHNOLOGY

We will focus on the planning of our region's requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community.

4.6 Engage with historical societies and museums to develop a plan that ensures their sustainability.

Risk Management

The following outlines some key considerations around risk management for this project.

- Utilising external agency to deliver as opposed to someone familiar with region and current branding (time taken to familiarise themselves with the region and additional costs for travel). This was mitigated by having a industry representative involved in the appointment process and then subsequently appointing a highly successful and experienced brand specialist who has delivered multiple destination brand projects for larger tourism regions i.e. High Country.
- Undertake minor refresh of current brand, risks the region falling behind others in brand positioning and appeal as a visitor destination. Limitations of product-based marketing and costs of continuing to use a strong events calendar as the pillar of regions visitor economy especially in light of covid impacts. This was mitigated by taking a more holistic approach to the regions 'visitor experience', including motivating factors and emotive connections.
- Industry do not endorse the brand – disconnect between council and industry/stakeholders. Mitigated through active involvement by stakeholders in workshops and other avenues for input, working past points of conjecture and being

transparent in the decision-making process to get a unified final outcome.

Policy Considerations

There are no conflicts with current Council policy in relation to this report.

Financial Implications

Contract 2085 was awarded to Cupla Pty Ltd to undertake the Destination Brand Development through a competitive process. The contract was awarded for the value of \$50,300 excluding GST (\$55,330 including GST).

Roll out of the new destination brand will be done within existing adopted visitor economy advertising and marketing budget.

Legal/Statutory Implications

No legal / statutory implications applicable to this report.

Environmental/Sustainability Impacts

Council has declared a Climate Emergency and adopted a Climate Emergency Action Plan, to address the causes and impacts of climate change and transition to a zero-emission future.

Council's run/supported programs are encouraged to consider environmental and sustainable outcomes and minimise carbon emissions i.e. by using recycled products, reducing or eliminating waste, using local products, or using renewable energy.

The new destination brand is primarily a digital brand, with predominantly digitally based assets requiring updating following the adoption of the new destination brand name. This includes digital assets such as websites, social media platforms and marketing assets.

The strategy for brand roll-out developed in partnership between the Economic Development team, Engagement and Communications team and industry, will consider environmental implications in applying the brand to physical assets, and it is proposed that physical assets are rebranded as part of the regular maintenance and renewal programs.

In anticipation of this new brand current stocks of physical assets such as branded brochures have been actively managed, with small print runs topping up stocks, minimising wastage of excess old stock. This has included the postponement of the review of the Official Visitors Guide for Greater Shepparton until the adoption of the new brand name and logos.

Social Implications

Consultation for this review has taken place across a diverse range of businesses within the visitor economy. Representatives from accommodation providers, hospitality venues, attractions, arts, culture and events participated in workshops to ensuring that branding is genuinely representative of the diversity of our local tourism industry.

Greater representation of our small-town communities through the creation of a wider 'Goulburn Valley' visitor experience, highlights the considerable visitor experiences located outside of Shepparton. Leveraging the signature brand pillar 'A region of connected townships' greater value and appreciation is made for the contribution of our small-town communities make to the visitor economy.

By celebrating our regions diversity as a strength of the region, this supports businesses that may otherwise be seen as at a disadvantage – including First Nations led and

multicultural/CALD owned businesses. Increasing the value of these businesses within our municipality and encouraging the establishment of new businesses. This creates a more connected and cohesive industry that represents the full diversity of Greater Shepparton, and provides equal opportunity for local business to find their place within the visitor economy.

Economic Impacts

The reimagined destination brand aims to drive economic output of the visitor economy beyond the 2019/pre-covid levels. Growing our regions profile as a visitor destination by leveraging key Council investment in projects such as the Shepparton Art Museum, Museum of Vehicle Evolution, Australian Botanic Gardens, Yahna Gurtji Shared Path Network and impressive major events calendar and additional investment in future complementary projects, such as the Goulburn Valley farm-gate trail and Fish Hatchery.

The ability to package key attractions with other existing and emerging local product encourages lengthening of visitor stays, converts day-trippers to overnight stays and strengthens the call-to-action of visitor economy marketing plans.

In addition, a visitor economy that appropriately reflects the diversity of the local community will open avenues for a wider diversity of businesses to recognise that they contribute to the visitor economy, and encourage new business developments.

Consultation

The destination rebrand project was undertaken in collaboration with industry with numerous touch-points with stakeholders and industry built into the project plan.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	To ensure stakeholders understand why the project is being undertaken and are kept updated on project.	Multiple touch points with industry and council stakeholders to keep all parties abreast of the projects progress.
Consult	A diversity of stakeholders will be included as part of the project, and the project team will explore a variety of avenues to gain information and input	Utilising a variety of methods for consultation: online surveys, targeted research, group workshops, one on ones with business owners and interviews with stakeholder groups.
Involve	Stakeholders will be actively involved in the development of brand concepts and ideas.	Active workshops with participation from industry representatives, including recruiting participants outside of the local tourism association.
Collaborate	Feedback from stakeholders will be actively incorporated into the brand.	Input from industry is incorporated into the brand foundations – words used in branding have come from industry participants.
Empower	Transparency of research outcomes and agreement on decisions made. Rationale is clearly articulated.	Outcomes or research, presented back to industry for partnership in decision-making. Final brand endorsed by industry.

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

Strategic Links

a) Greater Shepparton 2030 Strategy

The Greater Shepparton 2030 Strategy provides a vision for the future development and investment of the municipality. Through the shared review and repositioning of the destination brand in partnership with industry and community, Council is in a better position to achieve these objectives. The new brand clearly reaffirms the Council's commitment to shared vision for community and industry as it continues to evolve in the tourism space.

c) Other strategic links

- Greater Shepparton Economic Development, Tourism & Major Events Strategy 2017-2021
- River Connect Strategic Plan
- Kidstown Strategic Plan
- Reconciliation Action Plan

Conclusion

Council has the opportunity to refresh the destination brand identity ensuring Council is best positioned to leverage their significant investment in key local visitor economy projects, and create a more resilient and sustainable visitor economy.

The proposed brand, developed in partnership with industry, identifies our visitor experiences as unique to our region. The brand proposed for adoption balances the wants of key visitor audiences with uniquely local tourism experiences and provides clear guidance for prioritising future investment in the region's visitor economy.

Council officers recommend the new destination brand name Shepparton and Goulburn Valley and the attached Destination Brand Manual is endorsed by Council.

Attachments

1. Shepparton and Goulburn Valley final Brand Manual [12.1.1 - 65 pages]

12.2 Draft RiverConnect Strategic Plan 2023 - 2028 for Community Consultation

Author Manager Environment
 Approved by Director Sustainable Development
 Purpose For Decision by Council

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council release the Draft RiverConnect Strategic Plan 2023 – 2028 for community consultation for a period of six weeks, commencing on 22 August 2022 and concluding on 30 September 2022 as attached.

Executive Summary

RiverConnect began in 2005 and has grown to become a celebrated community and government partnership program of eighteen members. The project is co-funded by Council and the Goulburn Broken Catchment Management Authority (GB CMA), resourcing two staff under the auspice of Council.

The current RiverConnect Strategic Plan 2017-2022 has been reviewed and a Draft Strategic Plan 2023-2028 has been developed in consultation with all partners.

To ensure community support, the ultimate success of the RiverConnect program, and in line with best practice, the Draft Strategic Plan now requires broad community input through an extensive community consultation process.

Officers recommend that Council endorse the Draft Strategic Plan so that community input can be sought.

Report Detail

Commencing in 2005, RiverConnect is a wide reaching community government partnership program under the auspice of Council with Goulburn Broken Catchment Management Authority, Parks Victoria, Yorta Yorta Nation Aboriginal Corporation, Rumbalara Aboriginal Co-operative, Greater Shepp Young Champions, Goulburn Valley Environment Group, Goulburn Murray Landcare Network, Goulburn Valley Water, Department of Environment, Land, Water and Planning, the Department of Education and Training and five community representatives.

The RiverConnect program is staffed by a Project Officer and an Education Officer, auspiced by Council, who implement the Strategic Plan under the direction of the

Implementation Advisory Committee (IAC). Officers work is also informed and supported by specialised Working Groups including the Communications Working Group and the Land Management Working Group.

The previous 2017-2022 Strategic Plan aimed to nurture the community's respect for, use and love of the rivers and wetlands by increasing access to, awareness of, participation in, and care of the river environment and its cultural heritage. It enabled a co-ordinated approach to enhancing the environmental, cultural, recreational and economic value of the rivers, ensuring that the available funds achieved the greatest possible benefit.

RiverConnect has had many successes through implementation of this plan and some notable achievements include:

- Successful awarding of \$610,740 in Federal and \$500,000 State Government funding for shared path network upgrades.
- Upgrades of community spaces including formalisation of the Stuart Reserve Labyrinth and installation of the Reedy Swamp outdoor classroom.
- Continued support for Traditional Owner story-telling and knowledge sharing through Flats Walk tours.
- Increased awareness of and participation in the river environment through collaborative events focused on education, art and culture, recreation and wellbeing, as well as hands-on planting, rubbish removal, weeding and nest-box building.
- Swift adaptation to COVID-19 implications to create engaging online resources; and
- Engagement with over 40 partners, not including an additional 45 individual early learning, primary, secondary, tertiary and alternative education institutions.

The Strategic Plan review process began with a survey of the current IAC representatives to ascertain what level of review was required for the new Strategic Plan. Key themes were collated, and further discussions regarding these were held with IAC members and relevant stakeholders. A consultant was engaged to assist with this process. The Draft Strategic Plan has been authored by Council officers.

When considering development of this new Strategic Plan, the IAC felt much of the previous framework of the plan was still relevant, and alongside some minor changes and an update of actions, the third Strategic Plan should build on the existing priorities for action whilst reflecting the new issues that have emerged and the lessons learnt over the previous 10 years.

In the 5 years since the last strategy was prepared, a number of key changes occurred in relation to the RiverConnect area and its communities:

- **Traditional Owners**
 - Increasing recognition of the importance, benefit and legislated roles of Traditional Owner's knowledge, decision making and role in Caring for Country.
- **COVID-19**
 - An increased awareness and appreciation of the natural environment for recreational, health and wellbeing benefits.
- **Climate Change**
 - Acceptance of a changing climate and the need to prepare for a hotter climate with greater weather extremes.
- **Facility upgrades**
 - Improvement in the facilities available across the RiverConnect area, including expansion to the Yanha Gurtji Shared Path Network and development of the Shepparton Art Museum building.
- **Outdoor socialisation**

- Growing proportion of the population who choose to meet and socialise with extended family and friends outside of their homes.
- **Understanding of water flow variability**
 - Increased variability of water flows down the Goulburn River to enhance the environment but also to transfer water to horticultural developments downstream.
- **Population growth**
 - Residential expansion to the South and North of Shepparton and to the West of Mooroopna.
- **Secondary school merger**
 - Combination of the Shepparton and Mooroopna government schools into one campus in Shepparton.

These changes were identified through recent discussions with the IAC and stakeholders lead to the development of the following specific focus areas for the next 5 years:

- **Engage the Community**
 - Provide broad ways for the community to enjoy, understand and care for the river environment and its cultural heritage.
- **Inspire the Education Sector**
 - Facilitate opportunities for teachers and students to learn from, and about the river environment and culture.
- **Improve Health and Wellbeing**
 - Improve the mental and physical state of the community through the enjoyment and connection with the river environment.
- **Enhance Accessibility and Care of the River Environment**
 - Ensure the river environment can be accessed and enjoyed by us now and by future generations.
- **Showcase the River Environment**
 - Creatively share the potential of our river environment.
- **Nurture Partnerships and Good Governance**
 - Support partner efforts and relationships to collectively care for the river environment.

RiverConnect has come a long way to addressing barriers in an environment with evolving complexities, and together, its partners have an ongoing commitment to further enhancing the value of our rivers.

Through the public consultation period, all RiverConnect partners will invite the community to provide their feedback on the Draft Strategic Plan 2023 - 2028. By collectively sharing consistent messaging and using a wide range of communication styles, we will enable a greater reach. We will engage meaningfully by holding events, outreaching to groups via existing activities and meetings, and invite all with a stake in the river environment to be a part of the future of RiverConnect. Please attached Campaign Plan for consultation activities.

The Draft Strategic Plan is now ready for release for community engagement with the aim of testing the approach applied to date, and identifying any gaps and actions the community would like to include.

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.1 Council to take an active leadership role for access and inclusion in our community.

1.2 Council to work with stakeholders to support leadership within our multicultural communities.

1.3 Council services will be realistic and delivered in an efficient and effective manner with the aim of continuously looking for delivery that matches our ever-changing environment.

1.6 Council provides customer service that meets the needs of the community.

1.7 Youth leadership is fostered, encouraged and embraced.

1.8 Good governance and sustainable financial management.

1.9 Provide a high-profile collaborative advocacy role.

SOCIAL RESPONSIBILITY and WELLBEING

We will support the mental and physical health and wellbeing of all in our community, ensuring universal access to information, services, housing, healthcare and learning opportunities.

2.4 Leave no one behind.

2.5 Recognise First Nations history and advance reconciliation.

2.6 Welcome and embrace multicultural communities and their cultures.

2.9 Community members are supported to achieve and sustain physical, emotional and creative wellbeing.

VIBRANT and DIVERSE ECONOMY

We will drive the visitor economy by growing visitor experiences and major events that provide employment and other opportunities to the community. Our economic development will focus on establishing a strong, adaptive, sustainable and thriving region supported by agriculture and a diverse range of industries.

3.5 Encourage and facilitate investment and expansion.

3.7 Expanded educational opportunities.

3.8 Maximise utilisation and investment return on Council assets.

3.9 Expand Greater Shepparton's visitor economy.

3.11 Enhancing water security in our region.

INFRASTRUCTURE and TECHNOLOGY

We will focus on the planning of our region's requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community.

4.6 Engage with historical societies and museums to develop a plan that ensures their sustainability.

4.9 Reliable, efficient, affordable and accessible transport.

4.11 Develop and improve Community and recreation facilities.

ENVIRONMENT and CLIMATE EMERGENCY

We will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health and create a region that mitigates and adapts to climate change.

5.1 Council endeavours to make the natural environment accessible to all, regardless of age and abilities.

5.4 Council commits to improving biodiversity and the natural environment within Greater Shepparton.

5.5 Council commits to working with our community to deliver climate safe future.

5.6 Reduce carbon emissions in our community.

5.7 Conserve and improve biodiversity and our natural environment, and protect and improve river health.

Risk Management

There is a high-risk rating for negative community feedback process which has been mitigated by ensuring adherence to best practice consultation processes.

Risks	Likelihood	Consequence	Rating	Mitigation Action
Negative community feedback for Strategic Plan and/or consultation process	3	4	High	Ensure extensive opportunities for community members to provide input by a variety of methods/mediums; address all feedback/concerns in a timely manner; communicate effectively/appropriately
Budget over-spend on consultation	3	2	Low	Ensure remain within budgeted amount, risk low as minimal spend required.

Policy Considerations

Above recommendation does not conflict with any of Council's existing policies.

Financial Implications

Financial implications of undertaking community consultation are minor and has been budgeted for within the RiverConnect operational budget.

The estimated cost of the consultation is approved in the 2022/23 operational budget.

	Approved Budget Estimate for this proposal ¹ \$	This Proposal GST Exclusive \$	Variance to Approved Budget Estimate \$	This Proposal GST Inclusive ² \$
Revenue	650	500	0	650
Expense	1,300	1,000	0	1,300
Net Total	650	500	0	650

¹ Budgets are GST exclusive

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

Legal/Statutory Implications

The Draft RiverConnect Strategic Plan 2023 - 2028 conforms to the *Local Government Act 2020* and other relevant information.

Environmental/Sustainability Impacts

Strong community support and feedback to the Strategic Plan offers the opportunity for people to engage with the natural environment in order to develop a connection with, and seek to protect and conserve, the natural environment. Actions within the plan may have environmental impacts, for example, improving access points or implementing the Shared

Paths Masterplan stages, and these will be assessed appropriately on a case-by-case basis. It is anticipated that through engaging the community in the Strategic Plan and river environs more broadly environmental/sustainability outcomes will be positively impacted, rather than negatively.

Social Implications

Active and engaged communities are healthy communities. Offering the Strategic Plan for consultation engages the community in not only the plan but also the river and environment more generally, connecting the community and providing an opportunity to achieve tangible outcomes. The consultation period itself will include attending pre-existing scheduled events or meetings, and offer new opportunities for people to come together over common interests. We will continue to build the capacity of community committees and groups through direct consultation. Many of the actions contained within the plan encourage community connectedness; this is anticipated to have positive social outcomes. This plan also draws on recent learnings from COVID related lockdowns, of the benefits of spending time in nature for mental health, the importance of maintaining natural spaces, and the need to create spaces and opportunities for people to spend time in these spaces. Should a decision be made not to enable the community to provide feedback into the plan this could have negative social implications associated with disempowered communities.

Economic Impacts

The community consultation period for the Strategic Plan itself is not expected to have any economic impacts, but the accurate gathering of information and support can inform the Plan's actions and direction. These actions are anticipated to have positive economic impacts including attracting funding regionally, improving tourism outcomes, improving health outcomes, and improving river quality for a range of economic benefits related to environmental services.

Consultation

Consultation to this stage of the draft development is detailed below. Please see attached consultation plan for details on the proposed community consultation aiming for strong community input and support for the Strategic Plan and the RiverConnect program more generally.

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Inform	We will keep you informed.	Social Media, Media releases, Email, Meetings, Newsletter
Consult	We will provide opportunities for you to provide your feedback.	Shaping Greater Shepp survey, Meetings, Events
	We will keep you informed, listen to and acknowledge your feedback on how public input influenced the decision.	Collate and share What You Said document from public consultation feedback
Involve	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	Share What you Said document, Workshops

Level of public participation	Promises to the public/stakeholders	Examples of techniques to use
Collaborate	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	Committee (IAC and Working Groups), Workshops.

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

Strategic Links

a) Greater Shepparton 2030 Strategy

- Community Life – recreation and open space, safe and accessible environments.
 - “Enhance social connectedness, physical and mental health and well-being, education and participatory opportunities in order to improve liveability and provide a greater range of community services.”
 - Environment – Natural Resources, Culture and Heritage
 - “Conservation and enhancement of significant natural environments and cultural heritage”.
 - Economic Development – Tourism, promote the natural features of Greater Shepparton, support new tourist-based enterprises to achieve an increase in bed stays and visits to the municipality.
 - Infrastructure – Integrated transport strategy, pedestrian amenity

b) Other strategic links

- Greater Shepparton City Council Community Engagement Policy
- Shepparton and Mooroopna 2050 – Regional City Growth Plan
- Our Climate Safe Future – Climate Emergency Action Plan 2030
- 2030 Net Zero Emission Plan
- Greater Shepparton Environmental Sustainability Strategy 2014-2030
- Urban Forest Strategy 2017-2027
- Waste and Resource Management Strategy 2013-2023
- Greater Shepparton Cycling Strategy 2013-2017 (review planned for 2023)
- Youth Strategy 2019-2023
- Universal Access and Inclusion Plan 2022-2026
- Heritage Strategy 2019
- Public Health and Wellbeing Plan 2018-2028
- Small town and neighbourhood Community Plans (such as the Mooroopna Community Plan)

Conclusion

RiverConnect has achieved positive results since its inception, with considerable outcomes achieved from the 2017-2022 Strategic Plan.

The 2023-2028 Draft Strategic Plan has been developed by involving and collaborating with agency and targeted community stakeholder groups with a direct involvement with RiverConnect and/or the river environment.

As an agency and community partnership program it is important to ensure the Strategic Plan also accurately represents broader community aspirations for the RiverConnect program. The Draft Strategic Plan is now ready for the community to consider. Thorough

community consultation, as detailed in the attached campaign plan, will encourage strong community support for the Draft Strategic Plan and the RiverConnect program.

Attachments

1. River Connect Strategic Plan 23-28 - DRAFT [12.2.1 - 48 pages]

13 Infrastructure Directorate

13.1 Dissolving of the Sir Murray Bouchier Memorial Advisory Committee

Author Team Leader - Parks, Sport and Recreation
 Approved by Director Infrastructure
 Purpose For Decision at a Council Meeting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council:

- 1. formally acknowledge the contribution and dedication of past and current committee members to the establishment of the Battle of Beersheba memorial; and**
- 2. formally dissolve the Sir Murray Bouchier Memorial Advisory Committee.**

Executive Summary

On 18 June 2013 the Sir Murray Bouchier Memorial Working Group became the Sir Murray Bouchier Memorial Advisory Committee (“Advisory Committee”), the role of the Advisory Committee was to:

1. act as an Advisory Committee of Council in relation to the design and location for the establishment of a memorial to Sir Murray Bouchier
2. assist the Council in identifying and pursuing external funding opportunities to assist with the establishment of the memorial.

As the Advisory Committee has now successfully fulfilled its role, the Advisory Committee is no longer required to continue and in line with good governance, should be formally dissolved.

Report Detail

A working group consisting of representatives from the Returned and Services League (RSL), Council and community members was established in 2010 to explore the possibility of establishing a suitable memorial for Sir Murray Bouchier. In 2013 the Advisory Committee was established to assist with the design and location determination for the

memorial of Sir Murray Bouchier, along with identifying and pursuing external funding opportunities.

In 2013 an expressions of interest process was undertaken to receive designs as a first stage in the project. Submissions received were evaluated by the working group and shortlisted artists were to produce a maquette of their design for evaluation.

There were four shortlisted artists who were successful and commissioned to provide maquettes. Each artist was given \$2,500 towards the cost of producing the maquette for public consultation. The late Paul Smits' design was successful and he was awarded \$5,000.

Progression of the project beyond this stage was dependent on the capacity of the Advisory Committee to raise the level of funding required to meet the estimated cost of construction of the successful design.

In 2019 a Federal Government grant was obtained in the sum of \$170,000 and a commitment from the RSL and a donor was also made to go towards the total project cost. The project was then in a position to come to fruition after a number of years in the pipeline.

In April 2022, the statue of a horse and rider depicting the Battle of Beersheba and local soldier, farmer and politician, Sir Murray Bouchier, was unveiled at Queens Gardens.



Council recognises the substantial contribution that all committee members, past and present, have made over a number of years towards this project, the community members include:

- Jeanette Powell
- The Late Peter McPhee
- Peter Martin
- Robert Wilkie
- Rodney Davidson
- John Harrington
- Darren Linton

- Russell Parker
- Marshall Richards
- The Bouchier family

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.4 Communities have resources and abilities to self-advocate.

1.8 Good governance and sustainable financial management.

Risk Management

There are no risks identified as a result of the recommendation.

Policy Considerations

There are no conflicts with existing Council policies.

Financial Implications

There are no financial implications as a result of the recommendation.

Legal/Statutory Implications

There are no legal or statutory implications as a result of the recommendation.

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts as a result of the recommendation.

Social Implications

There are no social implications identified as a result of the recommendation.

Economic Impacts

There are no economic impacts identified as a result of the recommendation.

Consultation

The current members of the Advisory Committee are aware that the role of the Advisory Committee has now been fulfilled and that it should be formally dissolved.

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

Strategic Links

Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

Conclusion

Council recognises the substantial contribution that all committee members, past and present, have made in obtaining successful funding, providing advice and seeing out the erection of the Battle of Beersheba statue.

In line with good governance, it is recommended that the Advisory Committee be formally dissolved.

Attachments

Nil

13.2 Our Sporting Future Funding Round 3 2021/2022

Author Acting Executive Assistant - Infrastructure
 Approved by Director Infrastructure
 Purpose Information Only

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the *Local Government Act 2020* officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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.

RECOMMENDATION

That the Council note the successful applicants awarded funding under delegated authority for Round Three of the 2021/2022 Our Sporting Future Funding Program as follows;

Our Sporting Future – Sports Aid

Club	Project	Grant Amount Awarded (GST free)
Tallygaroopna Football Netball Club	Junior Football Program Jumpers	\$4,975.00

Our Sporting Future – Women & Girls

Club	Project	Grant Amount Awarded (GST free)
Shepparton Swimming Club	Advanced Coaching and Development Coaching Courses	\$2,461.00
TOTAL		\$7,436.00

Executive Summary

The Our Sporting Future Grant Program has been established to assist community organisations with the implementation of small to medium sized facility development, women and girls sport development and youth aged participation in sport projects throughout the Greater Shepparton municipality.

The Our Sporting Future Grants – Round Three opened for applications on 7 April 2022 and closed on 2 May 2022, with a total of two applications received. Council allocated \$160,000 in the 2021/2022 financial year with \$7,436 allocated in Round Three.

Greater Shepparton City Council received two applications in total for the Our Sporting Future Funding, Round Three 2021/2022;

- Sports Aid Category – one application
- Women & Girls Category – one application

The applications were assessed in accordance with the Our Sporting Future Funding Program Guidelines and budget available. Applications recommended for funding are listed in the report detail below. No applications in this round were unsuccessful.

Report Detail

The Our Sporting Future Grant Program has been established to assist community organisations with the implementation of small to medium sized facility development, women and girls sport development and youth aged participation in sport projects throughout the Greater Shepparton municipality.

The types of projects that may be funded under Our Sporting Future include;

- Sports surface development
- OHS and public safety improvements
- Lighting upgrades
- Pavilion upgrades
- Shade for participants
- Disability access
- Participation projects
- Leadership, development or accreditation courses
- High level skills training courses
- Purchase of equipment to aid participation

The program also assists with development programs for new and developing sporting organisations throughout Greater Shepparton. Projects such as coaching development courses for Shepparton Masters Swimming Club as well as purchase of equipment for Shepp Feathers Incorporated (Badminton) have benefited from the Our Sporting Future Funding across the Sports Aid and Women and Girls categories.

An additional third round was run in 2021/2022 to allocate remaining funds.

The additional third round ran under the Our Sporting Future funding program provided three categories for funding;

- **Sports Aid** – funding between \$500 and \$5,000 (without matching contributions) for special sports projects that provide support to new and developing sporting organisations, for special access and participation projects, or for planning initiatives that address the future sport and recreation needs of the club/organisation.
- **Women and Girls** – will provide funding towards programs that increase opportunities for women and girls in sport clubs for development programs or training between \$500 and \$10,000 (without matching contributions).
- **Youth Participation** – will provide funding towards initiatives that increase participation in sport for teams/sport between sixteen and eighteen years of age where significant decrease in participation has occurred over the previous 1-3 years, for between \$500 and \$5,000 (without matching contributions).

A cross department assessment team was established to participate in the assessment of applications. A member of ValleySport – Goulburn Valley Sports Assembly is also included as a member of the assessment panel ongoing.

The assessment panel consists of the following members:

- Healthy Communities Officer - Active Living
- Sports Events Officer - Events
- ValleySport Executive Officer - ValleySport

The Our Sporting Future Funding Program is available for all sporting/recreational groups within the municipality. The additional round was advertised through social media and via relevant email distribution lists. In addition, Council held two online grants information sessions to promote Council's Community Grants Programs. The program is also promoted on Council's external website with testimonials from previous recipients of funding. ValleySport, the Goulburn Valley's regional sports assembly, actively advertise the funding program through their network of known local community sport and recreation groups.

The Our Sporting Future Funding Program has an acquittal process at the completion of the project. An electronic funding acquittal form is received including supporting documentation of invoices and photographs of installation or completion. A Council Officer also undertakes a site visit where relevant.

Details of each project

Tallygaroopna Football Netball Club

Funding Category		Sports Aid	
Project		Junior Football Program Jumpers	
Short description		Following the establishment of a junior football program (Under 9's, Under 11's and Under 13's), the club would like to purchase three sets of junior football jumpers for the newly established junior football program at Tallygaroopna Football Netball Club.	
Who will benefit from the project?		The club saw a decline in junior membership due to the pandemic. In an effort to funnel future participation in their Under 18's and Senior sides the club has established this junior program. The Tallygaroopna Football Netball Club has partnered with Congupna Football Netball Club and are affiliated with the Goulburn Murray Junior League. The establishment of this program will support approximately 60 junior members.	
Total project cost	\$4,975	Organisation Cash	\$0
Requested Council contribution	\$4,975	Organisation In Kind	\$0

Shepparton Swimming Club

Funding Category		Women and Girls	
Project		Advanced Coaching and Development Coaching Courses	
Short description		To provide the opportunity for one main coach to become an Advanced Swimming Coach. Allowing her to identify individual swimmers needs and plan and implement suitable training programs. Additionally, three coaches will attend a Development Coaches training program.	
Who will benefit from the project?		By increasing the skills and qualifications of local coaches the club is able to continue to support its members and ensures a succession plan is in place. Membership within the club ranges from age 10 through to 18.	

Total project cost	\$2,461	Organisation Cash	\$0
Requested Council contribution	\$2,461	Organisation In Kind	\$0

Council Plan/Key Strategic Activity

COMMUNITY LEADERSHIP

We will prioritise leadership in the community to celebrate our cultures, people and places that makes Greater Shepparton a unique, vibrant, diverse and liveable region.

1.1 Council to take an active leadership role for access and inclusion in our community.

INFRASTRUCTURE and TECHNOLOGY

We will focus on the planning of our region's requirements to enable delivery of technology and infrastructure to meet the current and future needs of the community.

4.11 Develop and improve Community and recreation facilities.

Risk Management

There are no moderate or major risks associated with this recommendation.

Policy Considerations

There are no conflicts with existing Council policy. Consideration has been given to the Grants Distribution Policy 43.POL1.

Financial Implications

	2021/2022 Approved Budget	Funds previously committed in 2021/2022	Funds requested in this round \$	Balance remaining from budget allocation \$
Our Sporting Future	\$160,000	\$137,338	\$7,436	\$15,226

¹ No budgets include GST for projects from this round. All funded projects are exclusive of GST.

Legal/Statutory Implications

All project applicants must comply with planning, building and health legislative and statutory requirements prior to commencement of projects and/or release of the Council's funds.

Environmental/Sustainability Impacts

There are no environmental/sustainability impacts from these projects.

Social Implications

These projects will support ongoing community participation in sporting activity.

Economic Impacts

There is expected to be minor regional economic stimulus arising from the purchase of uniforms.

Consultation

The grant program was promoted through social media and Council Officer email distribution lists. In addition, Council held two online grants information sessions to promote all Council grants. The program is also promoted on Council's external website with testimonials from previous recipients of funding.

Council Officers are available to support organisations applying for funding by discussing their projects to ensure they meet the objectives of the program and the guidelines prior to submission.

Officers believe appropriate consultation has occurred.

Strategic Links

a) Greater Shepparton 2030 Strategy

- These proposals support the community and infrastructure objectives of the Greater Shepparton 2030 strategy. Direction 2 – Community Life

b) Other strategic links

- Council Plan 2021-2025

Conclusion

Round Three of the 2021/2022 Our Sporting Future Program received a total of two applications as detailed above. All applications for this round have been assessed and awarded funding under delegated authority in accordance with Council's Grants Distribution Policy.

Attachments

Nil

14 Confidential Management Reports

14.1 Designation of Confidentiality of Information - Reports

RECOMMENDATION

That pursuant to section 66(1) of the Local Government Act 2020, resolve that the Council meeting be closed to members of the public for consideration of the following confidential item:

- Deed of Appointment of a Syndic – Maclsaac Road, Mooroopna

15 Documents for Signing and Sealing

Nil Received.

16 Councillor Reports

16.1 Councillor Activities

16.1.1 Councillor Activities - July 2022

Author Executive Assistant to the Mayor and Councillors
 Approved by Chief Executive Officer
 Purpose For Noting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the Local Government Act 2020 officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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

RECOMMENDATION

That the Council receive and note the summary of the Councillor's Community Interactions and Informal Meetings of Councillors.

Councillor's Community Interaction and Briefing Program

From 1 July 2022 to 31 July 2022, some or all of the Councillors have been involved in the following activities:

- NAIDOC Week 2022 - "Get Up, Stand Up & Show Up" | Flag Raising Ceremony – Rumbalara Cooperative
- Heritage Advisory Committee Meeting
- NAIDOC Week 2022 - "Get Up, Stand Up & Show Up" | Elders Luncheon
- NAIDOC Week 2022 | Meet the Artists Exhibition
- Saleyards Advisory Committee meeting
- Victorian Electoral Commission Countback - Extraordinary Vacancy
- Parking Reference Group Meeting
- Victorian Chamber of Commerce - Shepparton Policy & Advocacy Roundtable
- Development Hearing Panel
- Squash International Presentations
- Affordable Housing Reference Group Meeting
- National Broadband Network (NBN) Local | Business Connectivity Senior Leader Round Table Discussion
- Murchison Historical Society and Murchison RSL - Exhibition of Art
- Shepparton Uniting Church & Uniting VicTas Northern - Service of Celebration
- Monash Business School - Study Tour
- Neighbourhood Houses | Networking and Morning Tea
- 26 January Community Stakeholder Group

- Murray Darling Association | Board Meeting
- Verney Road School - State Budget Funding Celebration - Treasurer of Victoria
- Favorite | Glasshouse Opening – Tatura
- Councillors and Trustees of the Fairley Foundation - Morning Tea
- Regional Cities Victoria (RCV) Mayors Meeting
- Information Session for the Italian Community - Consul General of Italy
- Hockey Victoria Premier League
- Furphy Literary Awards Ceremony
- Furphy Literary Ceremony - Junior and Youth Category Awards
- 1st Kialla Scout Group - King Queen's Scout Awards
- Australian Botanic Gardens Shepparton Advisory Committee meeting
- Councillors Tatura Visit
- Shepparton Central Rotary Club
- Murray Darling Association - Region 2 Meeting
- Development Hearing Panel
- Basketball Victoria and Greater Shepparton Basketball Association
- Regional Cities Victoria (RCV) - Minister meeting
- Launch - The Flamingo Project Mentorship Program
- Mooroopna Football Netball Club - Top Cat & Sponsors Luncheon
- National Tree Day – Mooroopna

In accordance with section 106 of Council's Governance Rules a summary of the matters discussed at the Informal Meetings of Councillors, are attached.

Attachments

1. Heritage Advisory Committee Meeting - 7 March 2022 [**16.1.1.1** - 1 page]
2. Heritage Advisory Committee Meeting - 4 April 2022 [**16.1.1.2** - 1 page]
3. Heritage Advisory Committee Meeting - 2 May 2022 [**16.1.1.3** - 1 page]
4. Goulburn Valley Highway Action Group Meeting - 3 July 2020 [**16.1.1.4** - 1 page]
5. Goulburn Valley Highway Action Group Meeting - 11 March 2022 [**16.1.1.5** - 1 page]
6. Goulburn Valley Highway Action Group Meeting - 9 May 2022 [**16.1.1.6** - 1 page]
7. Goulburn Valley Highway Action Group Meeting - 10 June 2022 [**16.1.1.7** - 2 pages]
8. Councillor Briefing Session - 5 July 2022 [**16.1.1.8** - 1 page]
9. Councillor Briefing Session - 12 July 2022 [**16.1.1.9** - 2 pages]
10. CEO and Councillors Catch Up - 12 July 2022 [**16.1.1.10** - 1 page]
11. Saleyards Advisory Committee Meeting - 6 July 2022 [**16.1.1.11** - 1 page]
12. CEO and Councillors Catch Up - 19 July 2022 [**16.1.1.12** - 1 page]
13. Affordable Housing Reference Group - 13 September 2021 [**16.1.1.13** - 1 page]
14. Affordable Housing Reference Group - 13 December 2021 [**16.1.1.14** - 1 page]
15. Affordable Housing Reference Group - 31 January 2022 [**16.1.1.15** - 1 page]
16. Affordable Housing Reference Group - 7 April 2022 [**16.1.1.16** - 1 page]
17. Affordable Housing Reference Group/Planning Day - 16 May 2022 [**16.1.1.17** - 1 page]
18. Affordable Housing Reference Group - 11 July 2022 [**16.1.1.18** - 2 pages]
19. Development Hearings Panel - 29 July 2022 [**16.1.1.19** - 1 page]
20. Heritage Advisory Committee - 1 August 2022 [**16.1.1.20** - 1 page]

16.1.2 Hort Connections

Author Cr Shane Sali
 Approved by Chief Executive Officer
 Purpose For Noting

Disclosures of Conflict of Interest in Relation to this Report

Under section 130 of the Local Government Act 2020 officers, delegates and persons engaged under a contract providing advice to Council must disclose any conflicts of interests.

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

RECOMMENDATION

That the Council receive and note Cr Shane Sali's Report – Hort Connections

Report Detail

The conference theme – 'Growing together' – symbolised the industry adaption and growth post-pandemic in the Australasian region. The entire event focused on how and where the horticulture world can connect and grow the industry.

All areas of horticulture were recognised and celebrated at the conference, bringing together members from right across the vegetable, fruit and floral sectors. Hort Connections highlighted and displayed exciting new possibilities for industry such as technological, financial, and labour solutions or environmentally sustainable options that are now available on the Australian market and beyond.

Day one commenced with a tour of the Brisbane Montague Markets. Spread out across 77 hectares the space includes storage, pick up and drop off and most importantly the sales floor. I joined over 60 people on the tour learning about how the Queensland buying market differs from the Victorian market and how our growers can access the market from Victoria.

An interesting part of the tour was hearing about the flood damage that occurred in 2011 and how the learnings and experience from 2011 assisted the agricultural industry to adapt and react faster to this year's flooding.

The market sits within a low spot surrounded by two creeks and the main river. When the 2011 flood went through it significantly destroyed the site and the market was unable to open for a lengthy period of time. This had a massive impact on supply, as well the employment of those within the Brisbane Market.

They realised that flood events may increase in the future, and the management team have put together infrastructure that allows them to unplug important pieces of equipment to avoid water damage. This means as the waters rises, then resides the management team simply plug back in access boom gates and other controlling measures to support the market's operations. In the past they needed 24/7 security and traffic controllers to support their business, it was unviable, so a much more sustainable business model is in place to

ensure that when a flood event occurs again, the down time is minimal, which means minimal financial loss and a more stable supply of products.

Part 2 of the morning saw attendees on a retail tour which included a flagship Woolworths Store tour. The presentation was something I haven't seen before in a traditional supermarket, the shelves were jam packed with top quality produce. The staff morale seemed high which allows major companies to flourish in a very competitive market.

The tour then headed to Harris Farm Markets. They have 27 grocery stores in Queensland and NSW showcasing only top quality produce across all things you can imagine from fresh produce to long life goods such as flour and pasta. They run a successful family operation that applies the people first principle. I had the opportunity to speak with the owner David Harris, he has been in business over 50 years and is still actively involved in the daily running of the business. It was evident to me that David's passion has been the key to the success of the business.

Day 2 and 3 attendees entered the tradeshow with over 200 exhibitions showcasing everything to do with Agriculture. This provided a great opportunity for attendees to network and build a better understanding of new technologies and products.

Greater Shepparton had multiple representatives across Greater Shepparton City Council, Goulburn-Murray Water, Committee for Greater Shepparton, NAB Shepparton, CommBank Shepparton, Visy and many growers from the region. Attendees listened to information sessions and demonstrations on new and emerging technologies, innovation and industry development.

Although the Ag industry is facing multiple challenges from labour force, floods and increasing prices on the essentials like fuel and fertiliser; The atmosphere was positive with everyone pushing in the same direction.

Greater Shepparton needs to continue to invest in our biggest industries. A collective approach is needed now more than ever to boost horticulture into the next level whereby Australian fresh produce is a sought after product like Australian Beef and the work the Meat Livestock Australia have done in creating an industry wide brand lifting export and domestic prices.

On the last night was the gala dinner, it was a proud moment at the start of the event when the Greater Shepparton Great Things Happen Here video was showcased in front of 2000+ attendees from across Australia. This video showcases our region better than anything I've seen and people in the room gave it their full attention. This was a room full of big business owners and managers, Federal Ministers and delegates, the short film made it very easy for me, as a representative of Greater Shepparton, to engage in conversation and discuss opportunities available in our region.

Genuine interest in education and investment opportunities came from the event and our Economic Development team are pursuing these opportunities.

Attachments

Nil

16.2 Council Committee Reports

Nil Received.

16.3 Notice of Motion, Amendment or Rescission

Nil Received.

17 Urgent Business not Included on the Agenda

Nil Received.

18 Close of Meeting