

# Shepparton Health & Tertiary Education Precincts

## ACTION PLAN

FEBRUARY 2020



**LA TROBE**  
UNIVERSITY

Shepparton Campus

**VICTORIA**  
State  
Government

GREATER  
SHEPPARTON



**vpa**  
Victorian Planning Authority

# Aboriginal Acknowledgement

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We acknowledge the traditional owners of the land which now comprises Greater Shepparton, we pay respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

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## Acronyms

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

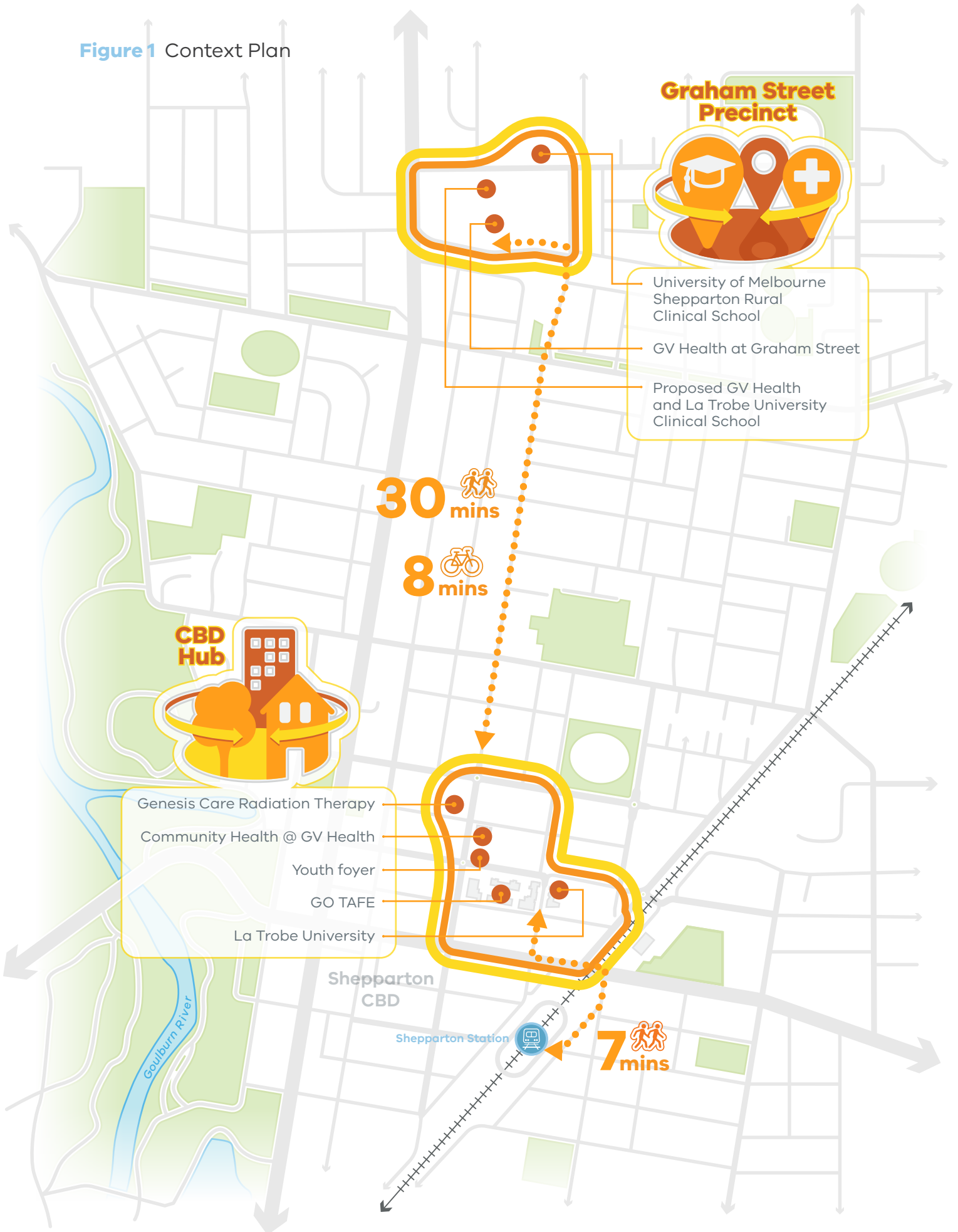
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Figure 1 Context Plan





# 1 Executive Summary

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

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

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



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

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



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

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

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

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

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

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

## 2 Scope



### Shepparton CBD Health & Tertiary Education Hub (CBD Hub)

Community health services and tertiary education campuses

#### Health Services

##### Community Health @ GV Health (Corio Street)

**Current role:** Community Health services.

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

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

#### Supporting health service

GenesisCare Radiation Therapy Centre

#### Supporting education service

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



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

Acute health services and health related tertiary education schools

#### Health Services

##### GV Health at Graham Street

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

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

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

## Education Services

### GOTAFE (Fryers Street)

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

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

**Investment:** Currently no investment.

### La Trobe University (Fryers Street)

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

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

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

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

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

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

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

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

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

## Education Services

### University of Melbourne Shepparton Rural Clinical School (Graham Street)

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

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

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

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

**Current role:** this is a proposed facility.

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

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



### 3 What is the Health and Tertiary Education Precincts Action Plan?

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

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

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

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

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

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

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

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



## 4 Health and Tertiary Education: A vision

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

The vision is identified below:

### A better future by connecting

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

### A better future through innovation

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

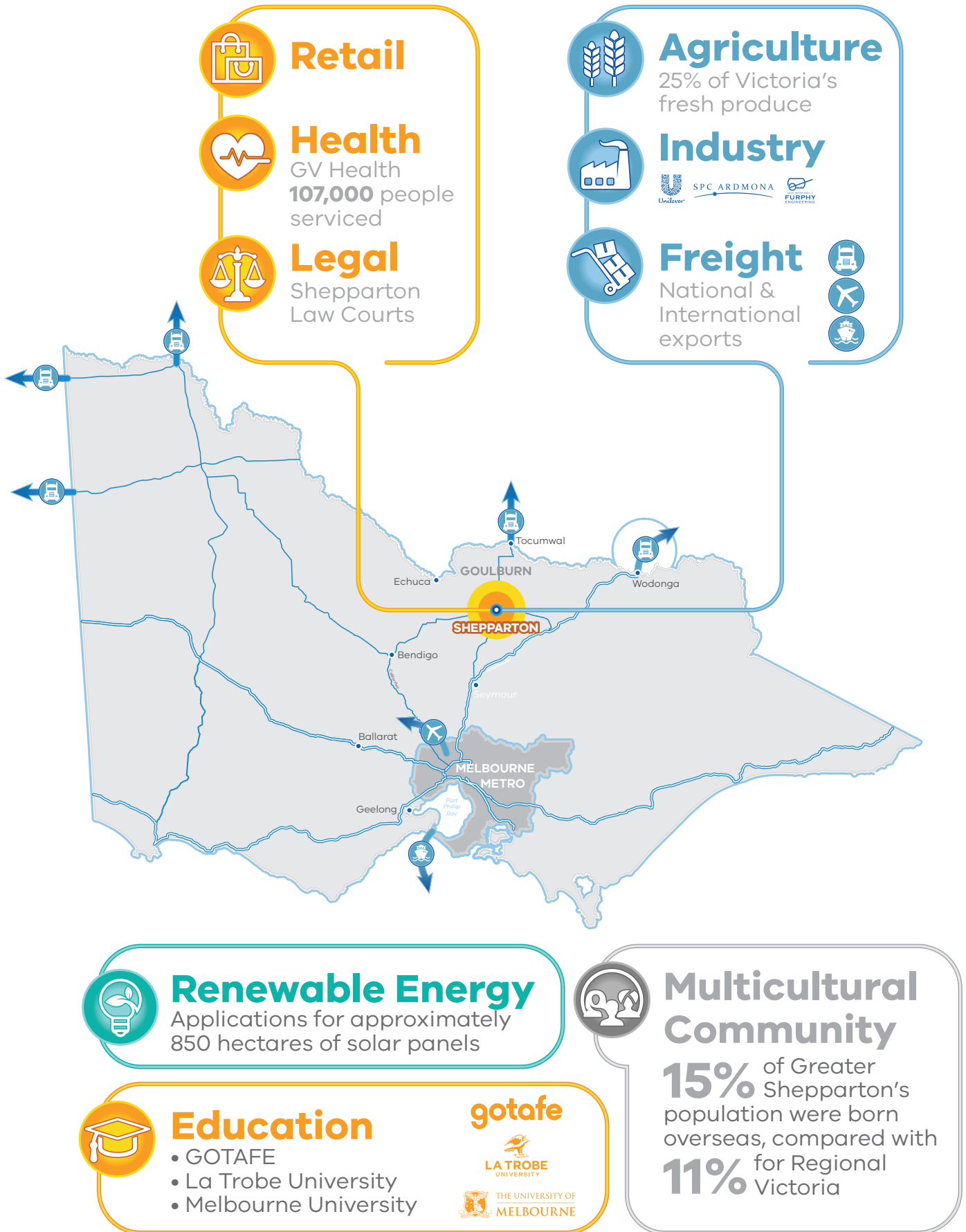
### A better future for the city

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



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

Figure 2 Shepparton as a regional service hub





## 5 Why invest in Health and Tertiary Education in Shepparton?

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

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

- is a service hub for the broader northern Victorian region
- is home to a number of existing health and education facilities
- is well connected with road and rail connections to Melbourne
- has the building blocks of a thriving health and education sector
- is identified as a major regional city and is forecast for significant population growth.
- has received Victorian Government investment in secondary education as a pathway to tertiary education as outlined in the Shepparton Education Plan.

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

### Health and tertiary education facts



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

Source – ABS Census, 2016

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

### 5.1 Aboriginal and Torres Strait Islander Community

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



### 5.2 Health needs of an ageing population

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

### 5.3 Tertiary education

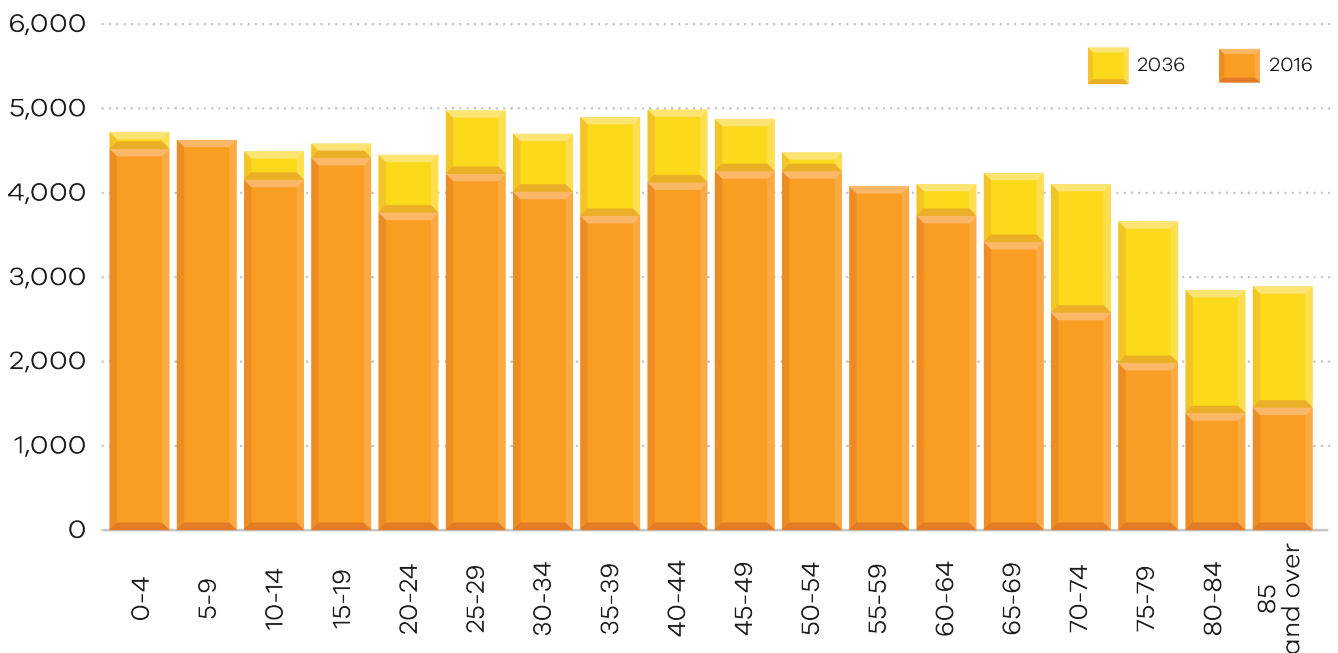
**Figure 3** identifies the 25 – 40 year age group as likely to experience a higher share of the city’s projected population growth. A comprehensive tertiary education sector will help drive this age group to continue to grow and encourage the to remain in Shepparton for education and employment opportunities.

### 5.4 Net internal migration

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

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

**Figure 3** Greater Shepparton population by age cohort 2016 – 2036





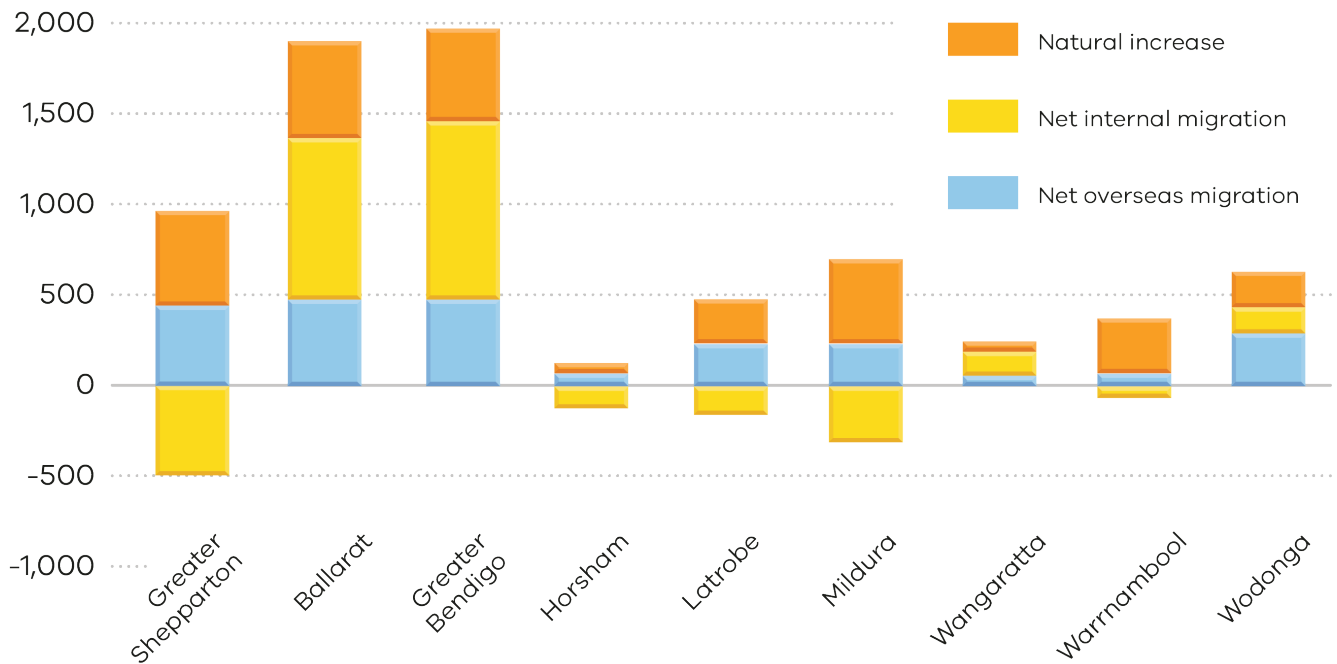
**Case study:**

**Bendigo Hospital**

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



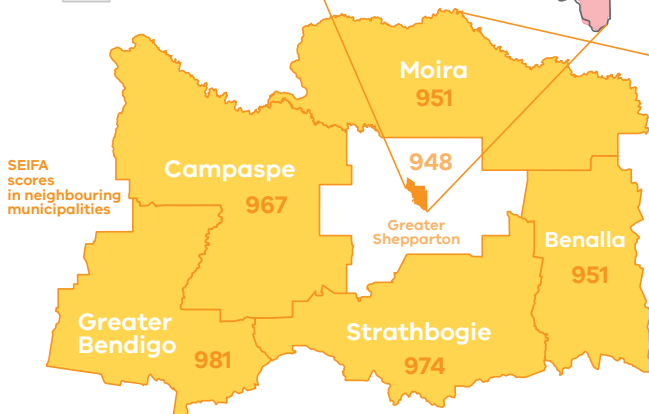
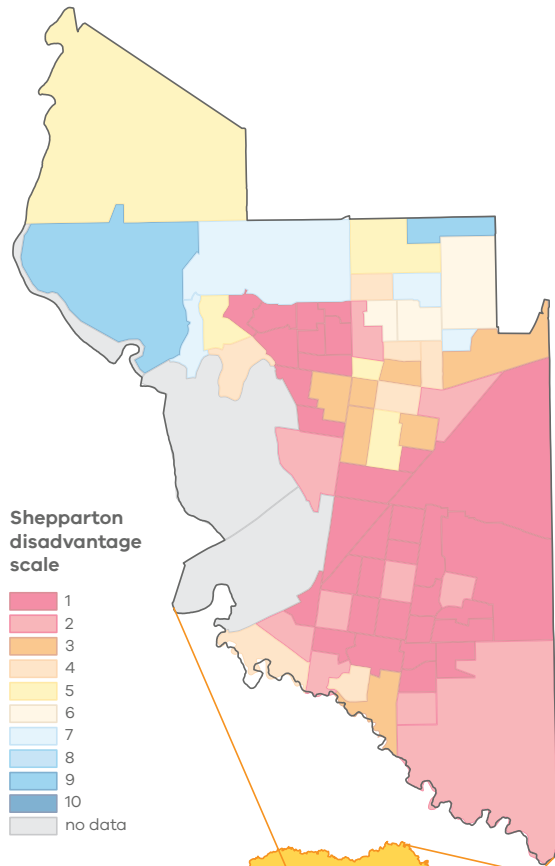
**Figure 4** Victorian regional cities components of population change 2016





### 5.5 Index of Relative Socio-Economic Disadvantage (SEIFA)

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



#### SEIFA

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



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

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

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

## 5.6 Inadequate Investment in Health

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

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

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

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

Note: High Risk, Medium Risk, Low Risk

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

## 5.7 Infrastructure Priorities for the Regions

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

## 5.8 Workforce for healthcare services

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

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

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

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

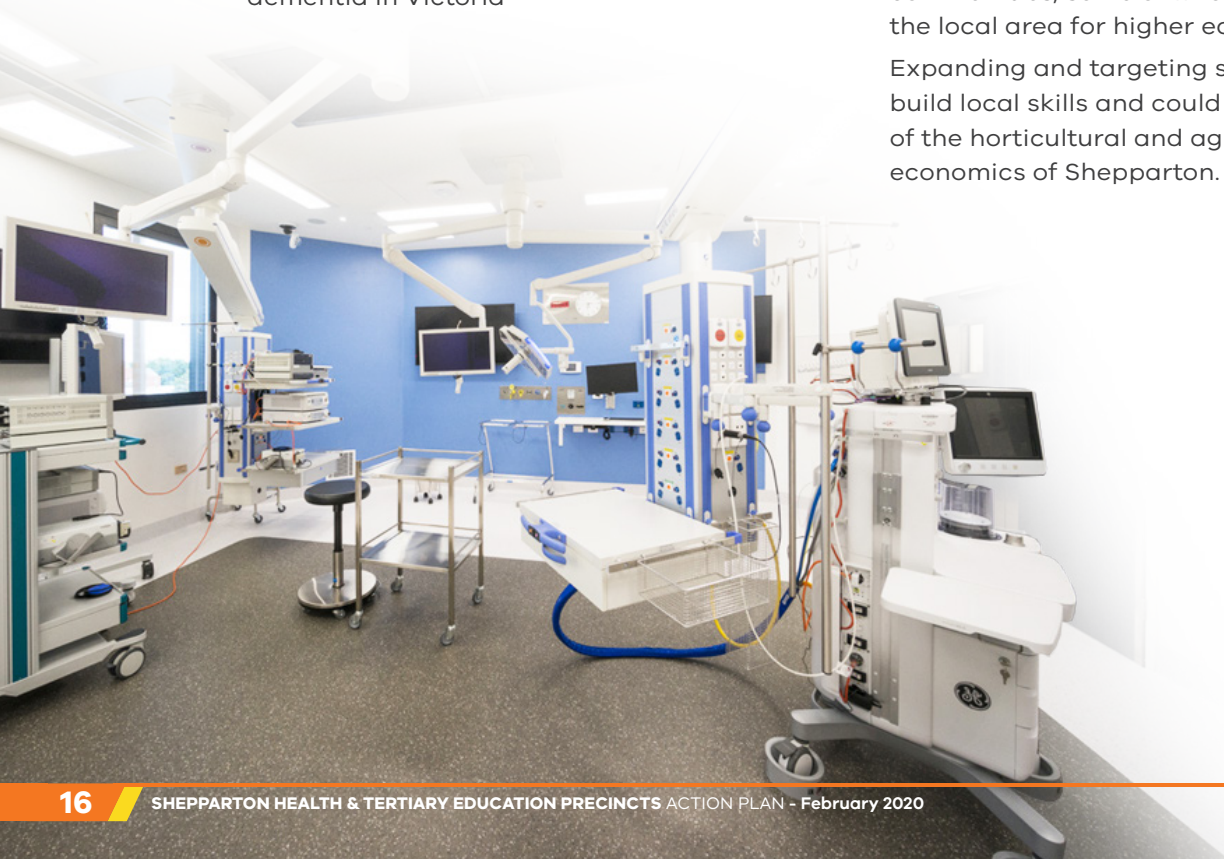
## 5.9 Migrant community

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

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

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

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







**Case study:**

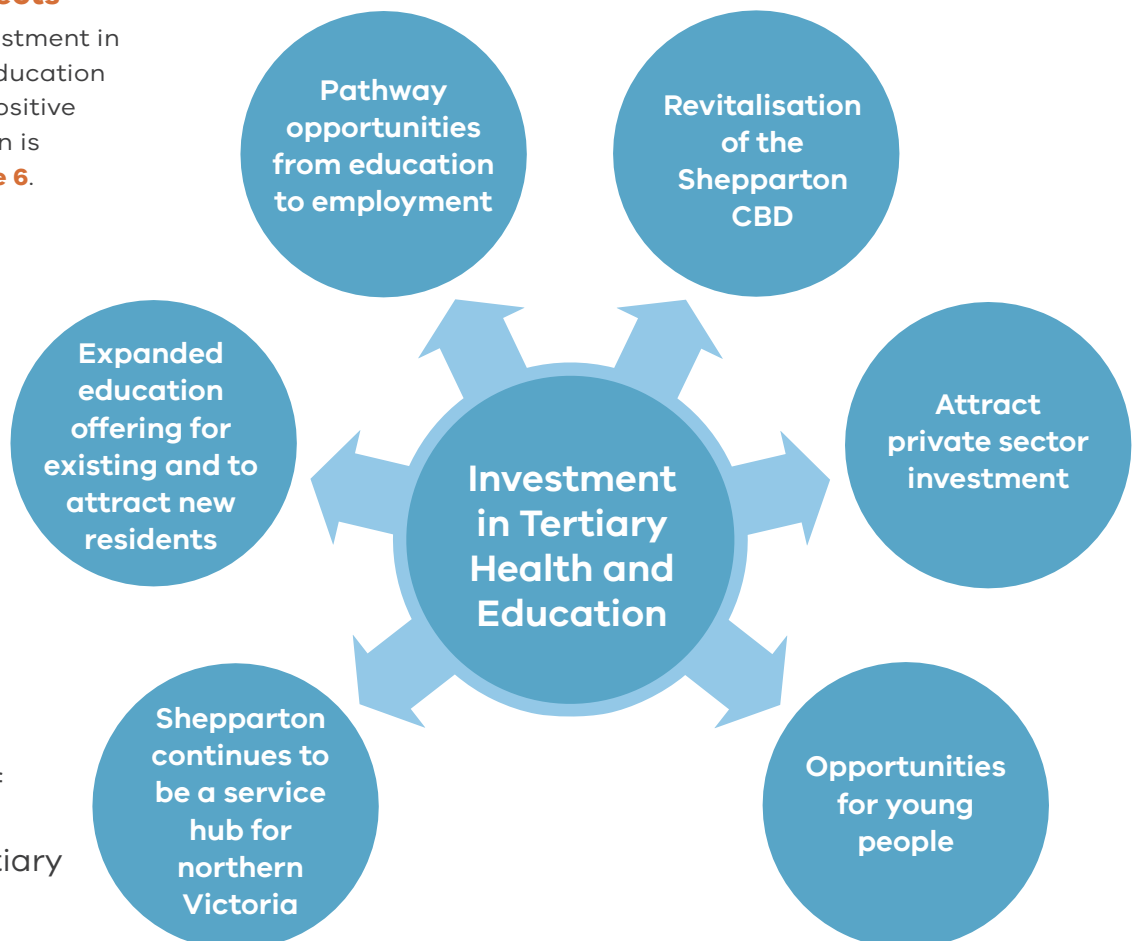
**La Trobe University’s Regional Economic Contributions**

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

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

**5.10 Flow on effects**

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



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

## 6 Key outcomes and priority actions

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

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

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

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

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



### ILM workshop issue mapping

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

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

#### KEY



timing



lead



support

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



Within  
3 mths



Council



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

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

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

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

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



### Case study:

#### Seymour Revitalisation Initiative

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

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





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



1-5 yrs



Council



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

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

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

The Business Case should also consider funding for research partnerships to develop a sustainable local workforce.

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

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

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





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



1-5 yrs



Council



La Trobe University, GOTAFE, GV Health and DoT

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

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

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

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

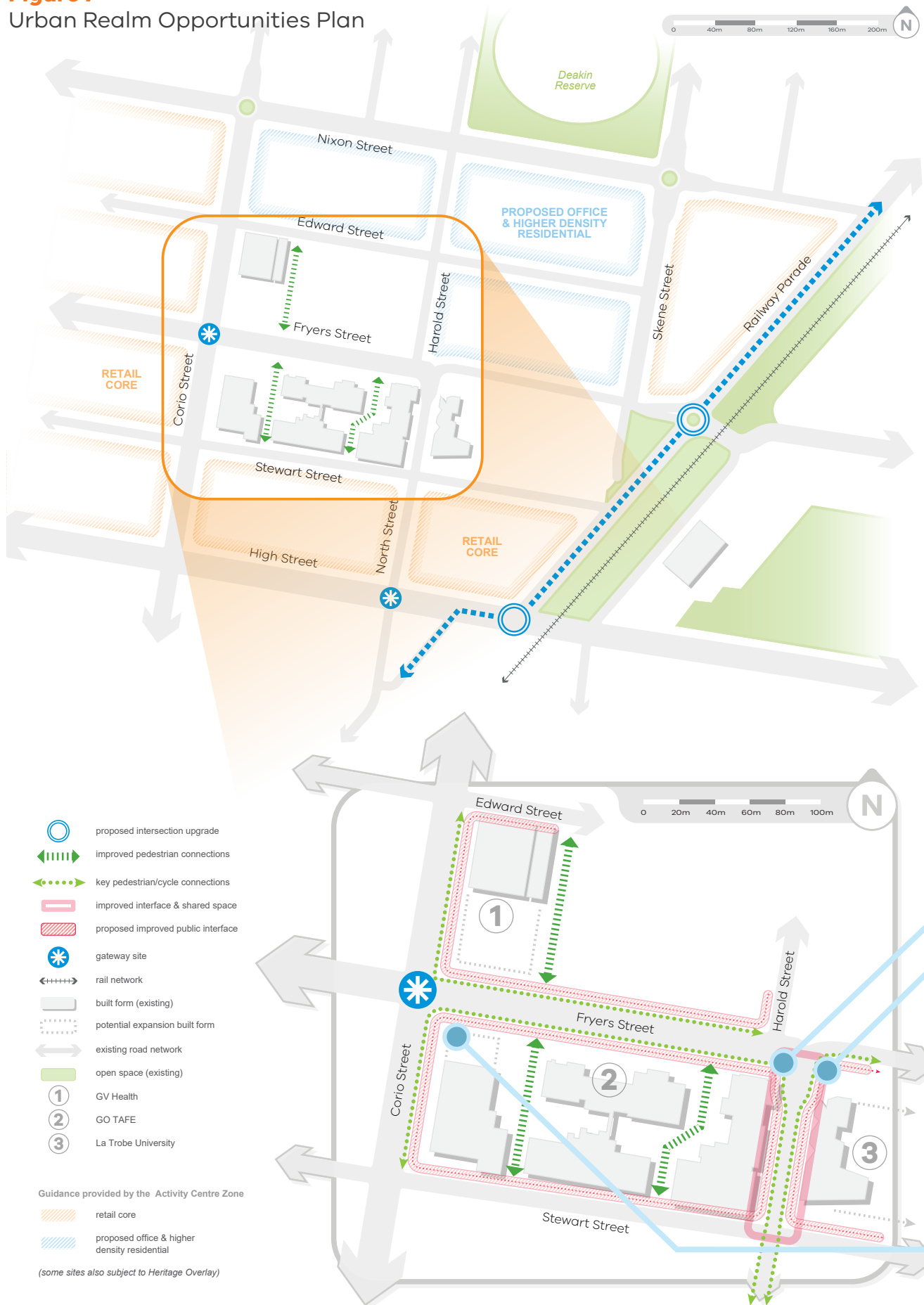
station to be a welcoming destination that is well integrated with, and accessible to, the Shepparton CBD. A key piece of infrastructure required to deliver this vision is a pedestrian overpass to allow access to the Shepparton Railway Station from Hoskin Street. This will facilitate a direct pedestrian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

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

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



**Figure 7**  
Urban Realm Opportunities Plan



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



1-5 yrs



Council

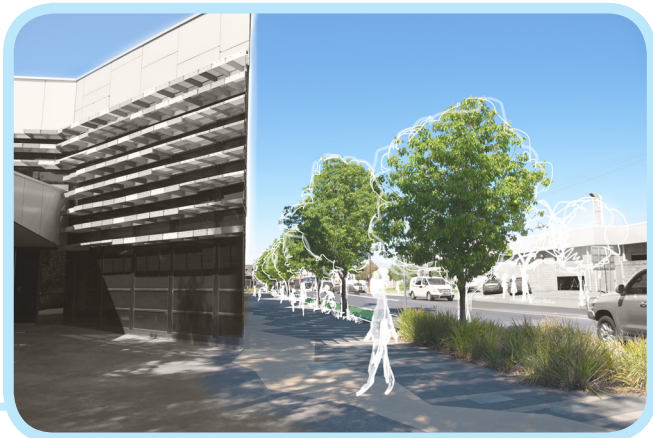


La Trobe University, GOTAFE and GV Health



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

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



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



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

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

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



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



1-5 yrs



GV Health and La Trobe University



GOTAFE and Council

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

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

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

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





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

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

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

The University of Melbourne Department of rural health Rumbalara Aboriginal co-operative and local disability and support services will be key stakeholders.

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



## References

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GOTAFE Annual Report, 2018

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

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

## Appendix 1 – Stakeholders

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Regional Roads Victoria

Public Transport Victoria

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

Department of Health and Human Services (DHHS)

Department of Jobs, Precincts and Regions (DJPR)

Department of Treasury and Finance (DTF)

Department of Premier and Cabinet (DPC)

Greater Shepparton Secondary College

Department of Education and Training (DET)

Regional Development Victoria (RDV)

GenesisCare

Lighthouse Project

Committee for Greater Shepparton

Shepparton Chamber of Commerce and Industry

Beyond Housing

Berry Street Housing

Victorian School Building Authority

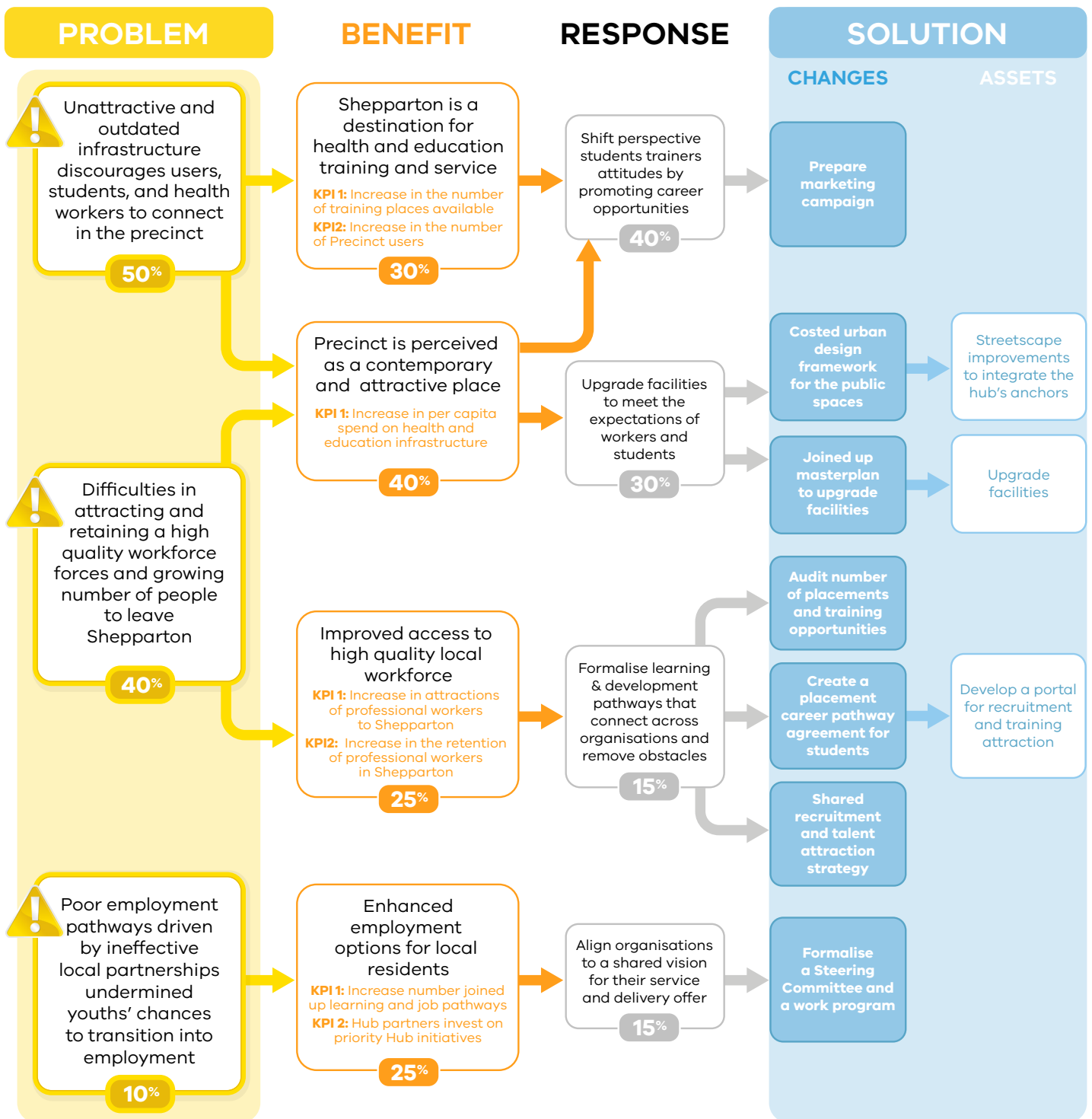


# Appendix 2 – Investment Logic Map

## Growing Shepparton as a health and education destination

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

### INVESTMENT LOGIC MAP - Initiative



Note: Greater Shepparton City Council has a copy of the endorsed Investment Logic Map in the approved Department of Treasury and Finance format.

