



## **Council Meeting Agenda**

**Meeting to be held at**

**Port of Sale Business Centre**

**Foster Street, Sale**

**Tuesday 16 August 2016, commencing at 6pm**

**or join Wellington on the Web:  
[www.wellington.vic.gov.au](http://www.wellington.vic.gov.au)**

# ORDINARY MEETING OF COUNCIL – 16 AUGUST 2016

## AGENDA & TABLE OF CONTENTS

	ITEM	PAGE NUMBER
<b>A</b>	<b>PROCEDURAL</b>	6
A1	STATEMENT OF ACKNOWLEDGEMENT AND PRAYER	
A2	APOLOGIES	
A3	DECLARATION OF CONFLICT/S OF INTEREST	
A4	CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING	8
A5	BUSINESS ARISING FROM PREVIOUS MEETING/S	9
A6	ACCEPTANCE OF LATE ITEMS	10
A7	NOTICES OF MOTION	11
A8	RECEIVING OF PETITIONS OR JOINT LETTERS	
	Item A8(1) Outstanding Petitions	13
	Item A8 (2) Receipt of Petition: Removal of hand rail on gangway next to Mcloughlin's Beach boat ramp	14
	Item A8(3) Response to Petition: Planning Permit Application P2016/75	21
A9	INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS	37
A10	QUESTIONS ON NOTICE	38
A11	MAYOR'S REPORT	
	A11(1) MAYORS REPORT	40
<b>B</b>	<b>REPORT OF DELEGATES</b>	43
<b>C</b>	<b>OFFICERS' REPORT</b>	
	<b>C1 CHIEF EXECUTIVE OFFICER</b>	45
	ITEM C1.1 JULY 2016 PERFORMANCE REPORT	
	ITEM C1.2 CHIEF EXECUTIVE OFFICER'S REPORT	51
	ITEM C1.3 'ACT FOR THE FUTURE – DIRECTIONS FOR A NEW LOCAL GOVERNMENT ACT' SUBMISSION	53

	<b>C2 GENERAL MANAGER CORPORATE SERVICES</b>	
	ITEM C2.1 ASSEMBLY OF COUNCILLORS	98
	ITEM C2.2 REMUNERATION COMMITTEE MINUTES	104
	ITEM C2.3 INITIATE PROCESS TO RE-APPOINT THE CHIEF EXECUTIVE OFFICER	108
	<b>C3 GENERAL MANAGER DEVELOPMENT</b>	
	ITEM C3.1 JUNE 2016 PLANNING DECISIONS	111
	ITEM C3.2 ECONOMIC DEVELOPMENT STRATEGY 2016-22 AND ACTION PLAN 2016-18	120
	ITEM C3.3 BUILDING PERMITS REPORT APR – JUNE	229
	ITEM C3.4 NINETY MILE BEACH SUBDIVISIONS: COMPULSORY ACQUISITION OF LAND	234
	<b>C4 GENERAL MANAGER BUILT &amp; NATURAL ENVIRONMENT</b>	
	ITEM C4.1 SALE BOTANIC GARDENS MASTERPLAN AND LANDSCAPE CONCEPT PLAN	245
	<b>C5 GENERAL MANAGER COMMUNITY AND CULTURE</b>	
	ITEM C5.1 BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT MEMBERSHIP	252
	ITEM C5.2 BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT MINUTES	255
	ITEM C5.3 CAMERON SPORTING COMPLEX COMMITTEE OF MANAGEMENT MEMBERSHIP	264
	ITEM C5.4 SPORT AND RECREATION VICTORIA FUNDING PRIORITIES	267
<b>D</b>	<b>URGENT BUSINESS</b>	270
<b>E</b>	<b>FURTHER GALLERY AND CHAT ROOM COMMENTS</b>	270

<b>F</b>	<b>CONFIDENTIAL ATTACHMENTS</b>	
	ITEM F1.1 NINETY MILE BEACH SUBDIVISIONS – COMPULSORY ACQUISITION OF LAND (Refer to Item C3.4)	272
	ITEM F1.2 BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT MEMBERSHIP (Refer to Item C5.1)	273
	ITEM F1.3 CAMERON SPORTING COMPLEX COMMITTEE OF MANAGEMENT MEMBERSHIP (Refer to Item C5.3)	274
<b>G</b>	<b>IN CLOSED SESSION</b>	275
	ITEM G (1) CEO PERFORMANCE REVIEW AND KEY RESULT AREAS	276



## Council Meeting Information

*Members of the Public Gallery should note that the Council records and publishes Council meetings via Webcast to enhance the accessibility of Council meetings to the broader Wellington community. These recordings are also archived and may be published on Council's Website for viewing by the public or used for publicity or information purposes. At the appropriate times during the meeting, members of the gallery may address the Council at which time their image, comments or submissions will be recorded.*

*Members of the public who are not in attendance at the Council meeting but who wish to communicate with the Council via the webcasting chat room should lodge their questions or comments early in the meeting to ensure that their submissions can be dealt with at the end of the meeting.*

*Please could gallery visitors and Councillors ensure that mobile phones and other electronic devices are turned off or in silent mode for the duration of the meeting.*



## **A - PROCEDURAL**



### **STATEMENT OF ACKNOWLEDGEMENT**

***“We acknowledge the traditional custodians  
of this land the Gunaikurnai people,  
and pay respects to their elders past and present”***



### **PRAYER**

***“Almighty God, we ask your blessing upon the Wellington  
Shire Council, its Councillors, officers, staff and their families.  
We pray for your guidance in our decisions so that the  
true good of the Wellington Shire Council may result to  
the benefit of all residents and community groups.”***

***Amen***



## **A - PROCEDURAL**

### **A4 CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S**

**ITEM A4****ADOPTION OF MINUTES OF PREVIOUS MEETING/S**

ACTION OFFICER:

GENERAL MANAGER CORPORATE SERVICES

DATE:

16 AUGUST 2016

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**OBJECTIVE**

To adopt the minutes of the Ordinary Council Meeting of 2 August 2016 as tabled.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

*That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 2 August 2016 as tabled.*

**CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.





## **A - PROCEDURAL**

### **A5 BUSINESS ARISING FROM PREVIOUS MEETING/S**



## **A - PROCEDURAL**

### **A6 ACCEPTANCE OF LATE ITEMS**



## **A - PROCEDURAL**

### **A7 NOTICE/S OF MOTION**



## **A - PROCEDURAL**

### **A8 RECEIVING OF PETITIONS OR JOINT LETTERS**

**ITEM A8(1)****OUTSTANDING PETITIONS**

ACTION OFFICER

GOVERNANCE

DATE:

16 AUGUST 2016

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ITEM	FROM MEETING	COMMENTS	ACTION BY

**ITEM A8(2)****RECEIPT OF PETITION – REMOVAL OF HAND RAIL ON  
GANGWAY NEXT TO MCLOUGHLIN'S BEACH BOAT RAMP**

DIVISION:

BUILT &amp; NATURAL ENVIRONMENT

ACTION OFFICER:

GENERAL MANAGER BUILT &amp; NATURAL ENVIRONMENT

DATE:

16 AUGUST 2016

Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
		✓							

**OBJECTIVE**

To present Council with a petition in relation to the removal of the hand rail on South gangway next to McLoughlin's Beach boat ramp.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

*That Council receive the attached petition in relation to the removal of the hand rail on the gangway next to McLoughlin's Beach boat ramp.*

**BACKGROUND**

A petition containing 67 signatures has been received by Council.

A copy of the petition is attached for Council information.

**LEGISLATIVE IMPACT**

Section L6.59 of Wellington Shire Council Processes of Municipal Government (Meetings and Common Seal) Local Law No 1 provides for petitions and joint letters:

"A petition or joint letter presented to the Council must lay on the table for a period determined by the Council but not exceeding the next two Council Meetings. No motion, other than to receive the petition or joint letter may be accepted by the Chairperson, unless the Council unanimously agrees to deal with it earlier."

David Morcom CEO  
Wellington Shire Council



**Re; Petition to remove hand rail on the gangway next to boat ramp.**

Dear David,

Please accept this petition on behalf of boaters that use the boat ramp at McLoughlins Beach.

The basis of the petition is to inform the Wellington Shire Council, that there are many boaters that find the current design of the south gangway is causing serious safety issues and making it very difficult for boaters to launch and retrieve their boats to and from their trailers.

This proposal can be engineered as not to severely compromise the gangway's structural integrity. The abutments can be engineered so that compound loads on the abutment fixings will not be impacted on by boats bumping along the structure.

I hope the boaters have successfully stated the importance of this issue.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'J. Maxwell'.

John Maxwell

WELLINGTON  
SHIRE COUNCIL  
10 AUG 2016  
RECEIVED

# Petition

TO THE CEO DAVID MORCOM Wellington Shire Council

RE: REMOVE HANDRAIL ON SOUTH GANGWAY at MCCLOUGHLINS BEACH BOAT RAMP

We the under signed, as boat owners that use the boat ramp at McLoughlins Beach, support the request that the Wellington Shire Council removes the handrail on the south gangway and relocates the handrail under the gangway. (Refer to diagram)

- The handrail impedes boaters from fending their boats away from the gangway.
- The handrail impedes boaters from pushing their boats over towards their boat trailers.
- The handrail needs to be relocated under the gangway so that small boats don't find their way under the gangway causing a HIGH risk of injury to people or damage to boats.


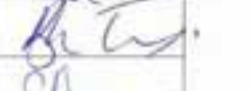

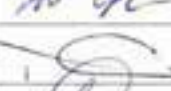

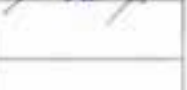

	Print Name	Print Address	Signature
1	John Maxwell		[Signature]
2	Aray Mackie		[Signature]
3	Wiz Calbow		[Signature]
4	Jess Hiskop		[Signature]
5	Vicky Blair		[Signature]
6	Dean Boynes		[Signature]
7	Phil Kelly		[Signature]
8	ANTHONY ELLI		[Signature]
9	John McKenzie		[Signature]
10	Bruc Shore		[Signature]
11	ANDREW ROSATO		[Signature]
12	ROB BRAZ		[Signature]



MCLOUGHLINS: start of the Ninety Mile Beach

	Print Name	Print Address	Signature
13	CAVINE MURIEL		
14	R. L. L. L.		
15	A. WOODOU		
16	D. Purves		
17	G. LAWRENCE		
18	L. CHAMMAN		
19	A. LIPMAN		
20	D. FAIRIE		
21	A. McLAREN		
22	C. GORRYON		
23	M. SPERNS		
24	DANIEL FROST		
25	Michael Allgood		
26	Kevin Kelly		
27	MARIE HENDERSON		
28	Bill Laurry		
29	TONY HIRIART		
30	KEN ARMSTEAD		
31	RON HERMENS		
32	CHRIS GOLDSBROUGH		
33	CLINT FOLZON		
34	CAVIN BYANA		
35	RYAN WARE		
36	RUSSELL DIPPEN		

MCCLOUGHLINS: start of the Ninety Mile Beach

	Print Name	Print Address	Signature
37	Ray Vardy		
38	John Ware		
39	TRAVIS TATNALL		
40	DAVE GOODERS		
41	GARY MILLS		
42	Domenic Palermo		
43	Paul Driskates		
44	DAVID FIFE		
45	Robin Dean		
46	Kaylene Evans		
47	FRED THOMPSON		
48	Andrew James		
49	Michael Muscarella		
50	Aiden Lawman		
51	Tony Cardillo		
52	RAY REED		
53	TAN BLUMQUIST		
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WELLINGTON  
SHIRE COUNCIL  
10 AUG 2016

RECEIVED




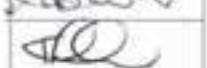


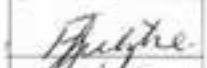
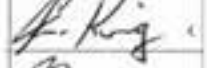


# Petition

TO THE CEO DAVID MORCOM Wellington Shire Council

RE: REMOVE HANDRAIL ON SOUTH GANGWAY at MCCLOUGHLINS BEACH BOAT RAMP

We the under signed, as boat owners that use the boat ramp at McLoughlins Beach, support the request that the Wellington Shire Council removes the handrail on the south gangway and relocates the handrail under the gangway. (Refer to diagram)

- The handrail impedes boaters from fending their boats away from the gangway.
- The handrail impedes boaters from pushing their boats over towards their boat trailers.
- The handrail needs to be relocated under the gangway so that small boats don't find their way under the gangway causing a HIGH risk of injury to people or damage to boats.

	Print Name	Print Address	Signature
1	TONY DELLAFORTUNA		
2	Joe Keenan		
3	Ben Barnes		
4	Jake Hardie		
5	Jeffrey		
6	Karen Flavel		
7	LON RATTNER		
8	David Thompson		
9	JIM TWOMEY		
10	F Zuehlke		
11	IAN KING		
12	SHANE NEOROWICZ		

MCLOUGHLINS: start of the Ninety Mile Beach

	Print Name	Print Address	Signature
13	PETER RUFF		Peter Ruff
14	TREVOR HOREY		Trevor Horey
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Page 1 of 5

**ITEM A8(3)****RESPONSE TO PETITION: PLANNING PERMIT APPLICATION P2016/75**

DIVISION: DEVELOPMENT  
ACTION OFFICER: MANAGER LAND USE PLANNING  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
				✓				✓	

**OBJECTIVE**

To consider and respond to a petition relating to Planning Permit Application P2016/75 (proposed installation of an on ground fuel storage tank with dispenser, Davis St, Heyfield).

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council advise the head petitioner that the petition received relating to Planning Permit Application P2016/75 will be treated as a formal objection and the issues of concern will be considered as part of the final assessment of the application.***

**BACKGROUND**

On 25 February 2016 Council received a planning permit application for the installation of a portable on ground fuel storage tank with dispenser on Industrial 3 Zoned (IN3Z) land in Davis St, Heyfield (refer to Figure 1 below).

*Figure 1: Aerial photograph and zoning plan (subject site is marked with a red circle)*







Following public notice of the planning permit application, twenty-two (22) objections have been received to date, principally raising concerns about road user safety from truck/vehicle access, environmental impacts and impact on residential amenity/town character. A planning consultation meeting was held on 13 July 2016, but the issues of concern were not able to be effectively mediated.

A petition relating to Planning Permit Application P2016/75 containing 227 signatures was submitted to Council on 27 July 2016 and formally received by Council at its meeting of 2 August 2016. The petition (refer to Attachment 1) states that:

*'We, the undersigned residents of Heyfield and surrounding environs, do hereby petition Wellington Shire to reconsider the approval of this business at this particular location. We do so in the interests of public safety and possible environmental impact. We stress that this location is highly inappropriate for anything other than residential access. The immediate (northbound) and crossover (southbound) access to this property of commercial trucking and non-residential vehicles, is entirely inappropriate with regards to its proximity to the roundabout.'*

A decision on the planning permit application is yet to be made. It is noted, however, that following referral of the planning permit application both the Environment Protection Authority (EPA) and VicRoads (the relevant road controlling authority) have not opposed the planning permit application, subject to conditions. It is also noted that the 'use' of land for a service station is 'as of right' under the IN3Z, meaning that matters such as hours of operation can not be controlled by Council if a planning permit is to ultimately be issued.

Despite the above, it is appropriate for the relevant planning issues to be carefully considered prior to a decision being made and for the petition to be treated as a further objection to the application. Regardless of what decision is eventually reached (approval with conditions or refusal to grant a planning permit), all parties (applicant and objectors) will have the opportunity to have the decision independently reviewed at the Victorian Civil and Administrative Tribunal (VCAT) if required.

## OPTIONS

Council has the following options:

1. That Council advise the head petitioner that the petition received relating to Planning Permit Application P2016/75 will be treated as a formal objection and the issues of concern will be considered as part of the final assessment of the application; or

2. That Council seek further information for consideration at a future Council meeting prior to responding to the head petitioner.

## **PROPOSAL**

That Council advise the head petitioner that the petition received relating to Planning Permit Application P2016/75 will be treated as a formal objection and the issues of concern will be considered as part of the final assessment of the application.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013–2017 Theme 5 Land Use Planning states the following strategic objective and related strategy:

### Strategic Objective

*“Appropriate and forward looking land use planning that incorporates sustainable growth and development.”*

### Strategy 5.2

*“Provide user friendly, accessible planning information and efficient planning processes.”*

This report supports the above Council Plan strategic objective and strategy.



Dear

**Re Planning Application P75/201  
(Lot 1 TP 122282T, Davis Street, Heyfield)**

Further to our group discussions with you on Wednesday 13 June, 2016, please find the enclosed petition signatures.

We understood from what you said at that meeting, that you would allow 2 weeks from the 13<sup>th</sup> June in which to receive additional expressions of concern from citizens regarding the above mentioned development.

You will note that there are 227 signatures from local citizens. I understand that some people were still enquiring about the petition after copies had been gathered up for presentation to you today.

There are people who have holiday homes and caravans at Glenmaggie and Coongulla and who come to this area on occasional weekends or over holiday periods, who have not had the opportunity to sign the petition having heard about it.

Once again, we wish express the concerns of many town and district citizens for the public safety of motorists, pedestrians and those who access the Apex Park, with a particular regard to children whose road awareness is not sufficiently developed.

We trust you will seriously consider our petition.

Regards



(for the Petitioners)

26<sup>th</sup> July, 2016



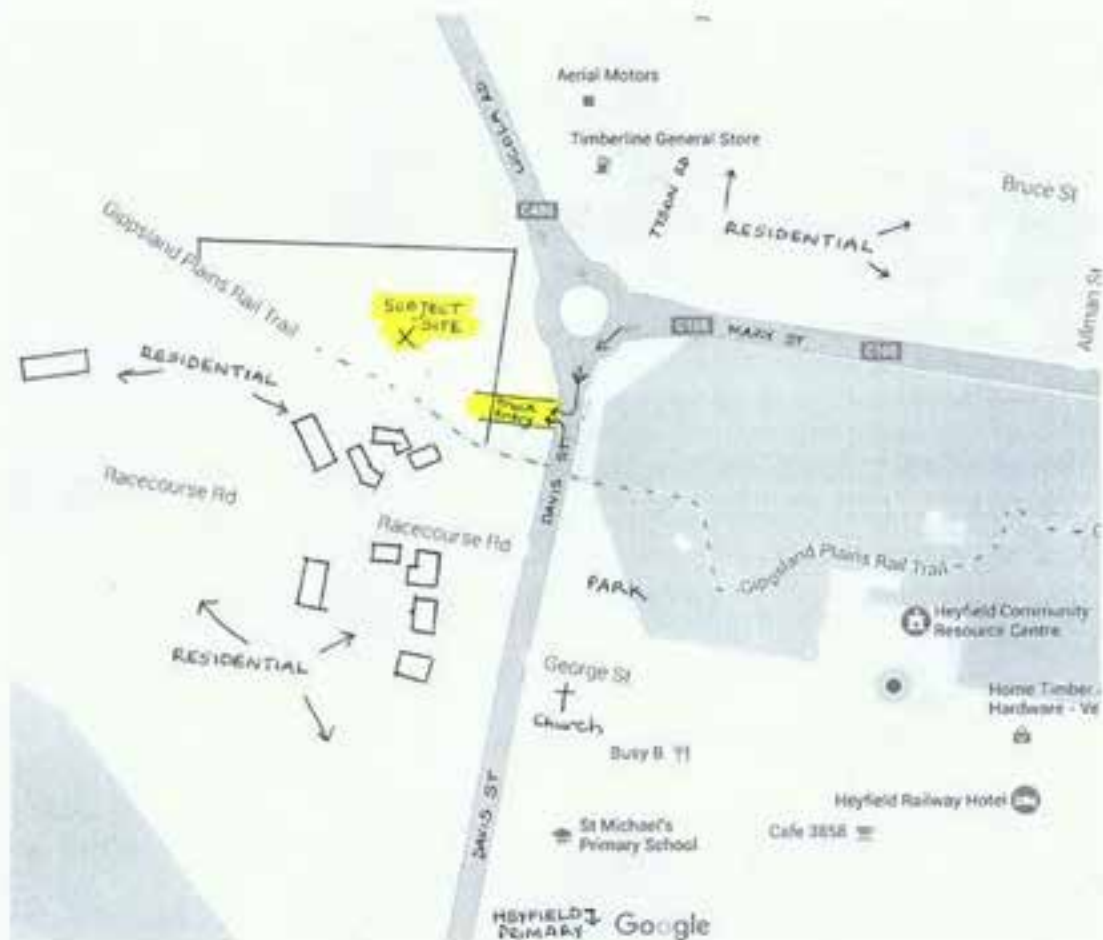
## PETITION

24 hr Truck Refueling Station (Unmanned)

PLANNING APPLICATION P75/201

(Lot 1 TP 122282T, Davis Street, Heyfield)

We, the undersigned residents of Heyfield and surrounding environs, do hereby petition Wellington Shire to reconsider the approval of this business at this particular location. We do so in the interests of public safety and possible environmental impact. We stress that this location is highly inappropriate for anything other than residential access. The immediate (northbound) and crossover (southbound) access to this property of commercial trucking and non-residential vehicles, is entirely inappropriate with regards to its proximity to the roundabout.



PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
Ally Akers		Ally Akers
Amy Semmens		Amy Semmens
Dean Semmens		Dean Semmens
CRAIG MUNSON		Craig Munson
Alan Robinson		Alan Robinson
Katlyn Robinson		Katlyn Robinson
Samantha Forte		Samantha Forte
Daniel Forte		Daniel Forte
Stace Curran		Stace Curran
Jeffrey Curran		Jeffrey Curran
Jess Anderson		Jess Anderson
BETH ANDERSON		Beth Anderson
Dawn Graham		Dawn Graham
Pip Kilken		Pip Kilken
Kathy Haseldine		Kathy Haseldine
Kylie Johnston		Kylie Johnston
Jade Maratti		Jade Maratti
Emma Mumford		Emma Mumford
JESS WRIGHT		Jess Wright
Kerry Flett		Kerry Flett
Amber Sha		Amber Sha
MATTHEW DAVENHIRE		Matthew Davenhire
JESS Robinson		Jess Robinson
Mel Clarke		Mel Clarke
Kathy Vernon		Kathy Vernon

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
RENEE POWNEY		Renee Powney
John Langshaw		John Langshaw
Kim Palmer		Kim Palmer
Mark Stevens		Mark Stevens
Lyn Can		Lyn Can
Shirley Conway		Shirley Conway
GREG WHITEHEAD		Greg Whitehead
Lucinda Kirby		Lucinda Kirby
Shane Peckley		Shane Peckley
Terri Peckley		Terri Peckley
Kay Ferguson		Kay Ferguson
Narelle Gordon		Narelle Gordon
Ananda Sweeney		Ananda Sweeney
S.J. Mahony		S.J. Mahony
Melissa Durand		Melissa Durand
Anne Baranowski		Anne Baranowski
Quinn Vane		Quinn Vane
Anika Goffrey		Anika Goffrey
Karen McMillan		Karen McMillan
Jess Cox		Jess Cox
Tameeka Vera		Tameeka Vera
Mary Smith		Mary Smith
Patricia McGee		Patricia McGee
Pat McGee		Pat McGee
Don FRANCIS		Don Francis

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

[illegible]

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
H. RICHARDSON		H. Richardson
Clyde Leroy		C. Leroy
E. ARTSO		E. Artso
S. CUNN		S. Cunn
Il. Graham		Il. Graham
L. Mahony		L. Mahony
M. CAZARON		M. Cazaron
S. Taylor		S. Taylor
LES POWELL		LES POWELL
mick PLATT		mick PLATT
PATRICIA BLEMMAN		P. Blleman
D. Wole		D. Wole
DAN DAVIES		D. Davies
Marg. Bochl.		M. Bochl.
Sue Astor		S. Astor
Sam Riley		S. Riley
Betty Warrup		B. Warrup
Zac Stames		Z. Stames
Janie Riley		J. Riley
Marg Reisinger		M. Reisinger
Robyn Higgins		R. Higgins
Judi Weatherley		J. Weatherley
Patsy Morris		P. Morris
Kim Marchesi		K. Marchesi
Jill Evans		J. Evans



PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
Kevin Coleman		[Signature]
Maureen Blissett		[Signature]
Maureen Blissett		[Signature]
HARRY COLEMAN		[Signature]
Amy Coleman		[Signature]
Alan Pardo		[Signature]
BERNARD COLEMAN		[Signature]
BONNIE COLEMAN		[Signature]
TANIA COLEMAN		[Signature]
Mark Coleman		[Signature]
Stephanie Coleman		[Signature]
MARY O'BRIEN		[Signature]
GREG MASON		[Signature]
MARITA MASON		[Signature]
DIANE DENNIS		[Signature]
HARVEY ROSS		[Signature]
JANE McCOLLICK		[Signature]
Jennie Gannon		[Signature]
Rosemary Dunne		[Signature]
ALAN HARRIS		[Signature]
Yvonne Savage		[Signature]
Bob Simpson		[Signature]
JULIE BRYCE		[Signature]
Jude Mares		[Signature]

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
A.R. Fogarty		A.R. Fogarty
P. BRANSDEN		P. Bransden
N. Bransden		N. Bransden
B. MARSH		B. Marsh
Jess Robinson		J. Robinson
Alan Robinson		A. Robinson
Graeme Lord		G. Lord
Linda Lord		L. Lord
Melanie <sup>Clarke</sup>		M. Clarke
Cameron Clarke		C. Clarke
BEN TREVORON		B. Trevoron
DENNIS PARSTE		D. Parstein
MAUREEN BEHA		M. Beha
Margaret Donahoe		M. Donahoe
Yana Stepien		Y. Stepien
Scott Stevens		S. Stevens
Adam Wake		A. Wake
Cherry Wake		C. Wake
Phyllis Manning		P. Manning
Dean Holding		D. Holding
SALLY KNEEBON		S. Kneebon
VIRGINIA HILL		V. Hill
STEPHEN HANES		S. Hanes
PAUL BRYER		P. Bryer

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
K. Burgess		K. Burgess
C Thatcher		C Thatcher
B Thatcher		B Thatcher
J Thatcher		J Thatcher
S. J. Birchall		S. J. Birchall
D Robertson		D Robertson
J. Gell		J. Gell
W. Rowley		W. Rowley
Kim Palmer		Kim Palmer
MIKE HANNAFORD.		Mike Hannaford
S. Hannaford		S. Hannaford
N. JAGIELKA		N. Jagielka
S. Willmott		S. Willmott
Jon Connell		Jon Connell
JEN ANDREWS		Jen Andrews
Helen Reid		Helen Reid
Debra Robinson		Debra Robinson
Rampit-Jessie		Rampit-Jessie
LINDA FRANCIS		Linda Francis
KEN FLINT		Ken Flint
NOREEN Holmes		Noreen Holmes
Joan Hall		Joan Hall
JOES SPUETTA		Joey Spuetta
Diane Sunderman		Diane Sunderman
GAUV. WHITEHEAD		Gauv. Whitehead



PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

[illegible]

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

[illegible]

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
Pam Darby		Pam Darby
Dennis Woodward		Dennis Wood
IEB STONE		IEB Stone
Gemma Edelich		Gemma Edelich
Harja Kech		Harja Kech
Brennan Hunt.		Brennan Hunt
ELVA ADAMS		Elva Adams
BILL ADAMS		Bill Adams
Pat Cox		Pat Cox
<del>STEVEN</del>		
Terry Demaree		Terry Demaree
Susan Page		Susan Page
Kade Marshall.		Kade Marshall
April Barry		April Barry
Graeme Barry		Graeme Barry
<del>MAIS STONE</del>		
Colleen Phillips		Colleen Phillips
Joan Jones.		Joan Jones
Linda Clark		Linda Clark
ANN SCOTT		Ann Scott
KEVIN HANSON		Kevin Hanson

PETITION TO WELLINGTON SHIRE re PLANNING APPLICATION P75/201

NAME	ADDRESS	SIGNATURE
Russell Haggard		Russell Haggard
Kylie McMillan		Kylie McMillan
Corinne Mork		Corinne Mork
Ann Pilchett		Ann Pilchett
Merryn Stevenson		Merryn Stevenson



## **A - PROCEDURAL**

### **A9 INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS**



## **A - PROCEDURAL**

### **A10 QUESTIONS ON NOTICE**



## **A - PROCEDURAL**

# **A11 MAYOR'S REPORT**

**ITEM A11****MAYOR'S REPORT**

OFFICER: COUNCILLOR McCUBBIN

DATE: 16 AUGUST 2016

**RECOMMENDATION*****That the Mayor's report be noted.***

29 July 2016 – 16 August 2016

20 July	Orchestra Victoria - On the mOVe Concert, Sale	Mayor attended.
21 July	Local Government Act Review Forum, Traralgon	Deputy Mayor Cr Wenger, Cr Crossley and Cr Hole attended.
21 July	An Esso Night at the Opera, Sale	Mayor, Cr Crossley, Cr Davine and Cr Duncan attended.
23 July	Annual Blores Hill Mountain Bike 3/6 Hour Enduro - Rd 4 Vic Endurance Series, Blores Hill	Cr Crossley attended.
23 July	Commemoration service for local people in the Battle of Fromelles, Pozieres and Romani during WW1, Sale	Deputy Mayor Cr Wenger attended.
24 July	Dargo Winter Festival, Dargo	Cr Hole attended.
26 July	Future of health care and service delivery, Morwell	Mayor attended.
27 July	Latrobe City Council Forum: Transition Plan, Churchill	Mayor attended.
27 July	Meeting with the Hon Luke Donellan MP, Minister for Ports, Sale	Deputy Mayor, Cr Wenger, Cr Crossley and Cr Duncan attended.
28 July	Heyfield - Celebrating our Streets, Heyfield	Cr Crossley and Cr Hole attended.
29 July	Gippsland Local Government Network (GLGN) meeting, Leongatha	Mayor, Deputy Mayor Cr Wenger and Cr Hole attended.
29 July	The Big Matrix exhibition - Opening	Cr Davine attended.



30 July	Sale to Sea Disability Kayak Challenge – Auction night, Maffra	Cr Crossley and Cr Duncan attended.
1 August	Opal Aged Care - National Tree Planting Day, Sale	Mayor attended.
2 August	Yarram Eisteddfod Official Opening, Yarram	Mayor attended.
3 August	Port Albert Maritime Museum AGM, Port Albert	Mayor attended.
3 August	Maffra & District Community Forum	Mayor attended
4 August	Maffra CWA 80th Birthday, Maffra	Cr Duncan attended.
4 August	Induction of the Reverend Janet Wallis - Rector - Parish of Maffra, Maffra	Cr Cleary attended.
5 August	2016 Graduation Ceremony for Correctional Officer Pre-Service Course, Fulham	Mayor attended.
8 August	Small Business Festival - Business Networking, Yarram	Deputy Mayor Cr Wenger attended.
8 August	Council Community Meeting – Monday Tucker	Mayor, Cr Hole and Cr Davine attended.
8 August	Rotary Club of Sale – Changeover Dinner	Mayor attended
9 August	Creating Value from Biomass Residues - Forum, Churchill	Deputy Mayor Cr Wenger attended.
9 August	GCCN Biohub Meeting, Churchill	Mayor attended
10 August	Bug Blitz and St Thomas Primary School - Sale Botanical Gardens. Sale	Mayor attended.
11 August	Municipal Association Victoria (MAV) Rural and Regional Forum, Melbourne	Mayor, Cr Hole
11 August	Gippstar Annual Awards Night	Mayor attended
12 August	Maffra Dramatic Society's Production of 'Annie', Maffra	Mayor, Cr Crossley, Cr Davine and Cr Hole attended.
13 August	Victoria SES East Region, 2016 Annual Awards Presentation, Cann River	Cr Cleary attended.

14 August      Victoria SES - East Region, 2016 Annual  
Awards Presentation, Leongatha

Mayor attended.

**COUNCILLOR DARREN McCUBBIN**  
MAYOR



## **B –REPORT**

# **DELEGATES**



## C1 - REPORT

# CHIEF EXECUTIVE OFFICER

**ITEM C1.1****JULY 2016 PERFORMANCE REPORT**

DIVISION: CHIEF EXECUTIVE OFFICER  
ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓	✓	✓	✓					

**OBJECTIVE**

For Council to receive and note the July 2016 Council Performance Report.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council receive and note the July 2016 Council Performance Report as attached.***

**BACKGROUND**

The July 2016 Council Performance Report comprises key highlights towards achievement of the 2013 -17 Council Plan together with an overview of Council finances including an Income Statement with commentary regarding any major variances, information on cash balances, the level of rates outstanding and a progress update on Council's Capital Works program.

**OPTIONS**

Following consideration of the attached July 2016 Performance Report, Council can resolve to either:

1. Receive and note the July 2016 Council Performance Report; or
2. Not receive and note the July 2016 Council Performance Report and seek further information for consideration at a later Council meeting.

**PROPOSAL**

That Council receive and note the attached July 2016 Council Performance Report.

**CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **FINANCIAL IMPACT**

Provision of a monthly financial report to the community facilitates accountability and transparency and ensures that Council and management are able to make informed decisions in a timely manner.

## **COMMUNICATION IMPACT**

The Council Plan communicates Council's strategic direction to the community. The Council Plan can also be used by Council to communicate its vision and direction to other tiers of government, organisations, government agencies and funding bodies.

## **LEGISLATIVE IMPACT**

There is no legislative requirement for provision of a monthly Council Performance report however, Council has determined that in the interests of accountability and transparency, this report will be provided to the community.

## **COUNCIL POLICY IMPACT**

The July 2016 Council Performance Report has been prepared in the context of existing Council policies.

## **COUNCIL PLAN IMPACT**

Objective 2.2 states that Council will:

*"Maintain processes and systems to ensure sound financial management"*

Objective 2.3 states that Council will:

*"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making".*

# **JULY PERFORMANCE REPORT**

## **JULY 2016 COUNCIL PLAN HIGHLIGHTS**

### ***Wellington Youth Art Prize***

105 people attended the Wellington Youth Art Prize held on Thursday 15 July at the Maffra Exhibition Space. 55 entries were received and three categories were awarded with Annalyse Stone taking out the 12-15 age group with a painting titled 'Pop Snap', Daisy Norfolk winning the 16-18 age category with her work 'Portrait of Primrose' and Marianna Hewson topping the 19-25 section with an abstract titled 'Landscape'.

### ***John Leslie Art Prize (JLAP)***

The Gallery received 426 entries for this year's JLAP, which is 10 more than in 2014. The selection panel of Anton Vardy – Director, Simon Gregg – Curator, Claire Marston – Chair of the Gippsland Art Gallery Advisory Group and Robbie Aitken - Advisory Group member selected 50 works for exhibition and judging. One finalist pulled out after selection as their agent had sold the painting. The judging will take place on 31 August with the \$20,000 non-acquisitive prize winner announced at a major exhibition opening event on Friday 2 September.

### ***Early Years Expo***

140 families attended the Early Years Expo which was held on 14 July. The Expo was run by Wellington Shire Council in collaboration with the Wellington Early Years Network. Presentations on the following topics were provided: No Jab No Play; Kinder readiness; Importance of 3.5 Months Maternal Child Health Assessments; and Kindergarten Enrolment Process / Choosing the right Kindergarten. Positive feedback was received from the sub-committee, community and Early Years providers. A valuable project for promoting and engaging with families as well as a successful partnership opportunity.

### ***FReeZA***

The partnership is progressing well with the new youth group, named 'Propeller'. Planning for the event is underway, with a great headline act already arranged for the upcoming youth concert.

### ***Gippsland Art Gallery Society Annual Dinner***

The Gippsland Art Gallery Society Inc. held their Annual Dinner on stage at the EBBWEC on Wednesday 13 July. Held each year in conjunction with the National Gallery of Victoria's Melbourne Winter Masterpieces exhibition. The guest speaker was Dr Ted Gott curator of Degas: A New Vision.

### ***SWIFT progress***

Final configuration work completed to support implementation of SWIFT Library Management System with "Go Live" date 27 July with press release, promotion and public education programs developed.

### ***Children's Expo***

Library was represented at the inaugural Children's Expo in an effort to reach out to new audiences and foster networks with other children services stakeholders. This has been a positive event with new members joining. Potential plan for 2017 Children's Expo would be supported by the library again with opportunities for improvement discussed in evaluation.

### ***An Esso Night at the Opera***

ExxonMobil, in conjunction with Opera Australia, Orchestra Victoria and Wellington Shire Council, presented a free concert 'An Esso Night at the Opera' on Thursday 21 July at the Esso BHP Billiton Wellington Entertainment Centre.

Over 300 people from the community gathered to enjoy the one-hour concert, which featured some of Australia's finest opera singers performing recognisable and well-loved arias from Puccini, Bizet, Verdi, Rossini and more.

### ***Jack and the Beanstalk – 6-9 July***

Jack and the Beanstalk, attended by 958 patrons, was an Entertainment Centre produced children's pantomime. There was a cast of 31 local children aged between 7 and 14, with two children assisting backstage. The program introduced a number of children to the performing arts and they learnt singing, acting, dancing and stage presence.

This production enabled the Entertainment Centre to introduce its first relaxed performance. Relaxed performances are specially adjusted live performances for children with autism, learning difficulties or are new to theatre. Our relaxed performance featured a narrator who guided the audience through the show, low level house lighting, omitting the sound effects and having the audience make the sound effects creating a more inclusive environment and a "chill out" space separate to the foyer for children who needed to take a break from the show.

### ***Healthy Lifestyles Updates***

Wellington Shire Council was successful in the Sport & Recreation Victoria (SRV) 'Project Proposal' stage for both the Baldwin Reserve Clubroom Development and Maffra Lawn Tennis Synthetic Courts Resurfacing projects. SRV has invited Council to proceed to the full application stage for both projects – with full applications to be submitted by 31 August 2016.

The Certificate of Occupancy for the Gordon Street Reserve Clubroom Redevelopment was issued on Wednesday 13 July; with the formal key handover occurring on Thursday 21 July, 2016. The Club held their first formal event in the new building on Saturday 23 July 2016.

The first round of the 2016/17 Community Assistance Grants Scheme closed on Monday July 18; with Council receiving 43 applications in total – comprising of 19 Events, 10 projects, and 14 facilities.

Wellington Shire Council invited Committees of Management to review the draft Community Facilities Framework and provide feedback. As of 29 July, one response has been received.

### ***Pool Heating Plant Upgrade***

New heat exchangers were installed and commissioned to heat the Toddler/Play pool and the Program pools at Aqua Energy. This was achieved with only three days' interruption to service and the majority of programs temporarily relocated to the 25 metre pool.

### ***Aqua Energy Member Newsletter***

A new look Aqua Energy member's newsletter was launched. This introduced the new Manager Leisure Services, provided notification of the three days of service changes, and gave an update on group fitness programming and indicative steps towards the anticipated upgrade of cardio equipment. Over 700 members received this via direct email with over 400 receiving a hard copy version. The 'new look' was achieved with the assistance of Communications team and is part of a planned 'rebadging' of Aqua Energy.

### ***Swim School Term 3 Re commencement***

Term 3 Swim School recommenced with 683 enrolments in week one. This is an increase of 130 enrolments from the same time in the previous year.

### ***LGPRF – Aquatic Facilities***

The Result Values for WSC Aquatic Facilities criteria for the 2015-16 year were:

- User satisfaction with aquatic facilities (optional) – 87%
- Health inspections of aquatic facilities – 1 (per facility)
- Reportable safety incidents at aquatic facilities – 0



- Cost of indoor aquatic facilities – \$5.16 (cost per visit)
- Cost of outdoor aquatic facilities - \$16.16 (cost per visit)
- Utilisation of aquatic facilities – 4.8 (visits per WSC resident)

### ***Emergency Management Updates***

Wellington Municipal Flood Emergency Plan Version 2.0 endorsed and to be published early August. This is the first fully multi-agency Flood Emergency Plan in the State. It will be submitted to Victoria State Emergency Service for adoption as State template.

The 2015-16 fire prevention season review has been completed, providing a statistical review of fire prevention across the Shire.

### ***Corporate Planning & Reporting***

New Corporate Planning & Reporting System 'PULSE' was launched as part of the new Performance & Accountability Framework. First reporting in the Corporate Planning & Reporting (CPR) module occurred on 29 July. Overall feedback has been positive so far.

### ***Information Services updates***

Major desktop upgrade to Microsoft Windows 10 across the organisation has commenced with completion due in September 2016. The new operating system will offer additional security and performance reliability for Council business systems.

Planning has commenced for the implementation of a new document and electronic records management system to facilitate Council's information management and governance requirements.

### ***Passenger Train Services***

Council is contributing to Gippsland Local Government Network (GLGN) funding to engage consultants to report on Gippsland transport priorities. Council staff met with consultants on 22 July 2016 to provide them with an appreciation of issues facing Wellington Shire residents and visitors, particularly in relation to passenger train services.

### ***Positive development trends***

Recently released State Government planning data for the 2015/16 financial year shows that Council approved more than 500 planning permits/amendments with an estimated value of more than \$54 million. Council issued 96% of its decisions within 60 days, which is significantly higher than the Victorian rural average of 74%.

### ***Projects Updates***

The Port of Sale Cultural Hub construction tender closed and the tenders are currently being evaluated in preparation for Council to consider awarding a contract in August.

The recent wet weather has hampered efforts to complete several construction projects, however Cunninghame Street reconstruction has now been completed along with the Sale Transfer Station site rehabilitation.

The Gordon Street Recreational Reserve facility upgrade is now complete with the football club taking possession of the building.

### ***Built Environment Updates***

Public meetings have been held with property owners for 2 proposed street construction schemes being South and North of Dundas Street in Sale. Letters highlighting specific details of the works and costs have been sent with responses expected during August. Council reports to consider progressing schemes will be presented during September.

Three Black Spot Funding applications have been submitted to the Federal Government relating to high crash risk sites around Wellington Shire. Outcomes of applications will be released in 2017 with associated works to progress as part of the 2017-2018 capital works program.

### ***Citizenship Ceremony***

A Citizenship ceremony was held on Monday 11 July 2016 when a total of nine people, from five different countries, ranging from 8 to 76 years of age, became new Australian citizens.

With the Mayor officiating, all candidates took the pledge and were presented with their Australian Citizenship Certificates, gift and an Australian native plant. The ceremony was followed by an afternoon tea with traditional Australian fare, including lamingtons and Anzac biscuits.

**ITEM C1.2****CHIEF EXECUTIVE OFFICER'S REPORT**

OFFICER: CHIEF EXECUTIVE OFFICER

DATE: 16 AUGUST 2016

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**RECOMMENDATION*****That the Chief Executive Officer's Report be received.***

- 21 July                      Attended the Regional Development Australia (Gippsland) meeting, Traralgon.
- Attended the **Local Government Act Review Forum**, Traralgon, along with Cr Hole and Deputy Mayor Wenger.
- 22 July                      Met with Federation Training CEO, Jonathan Davis and staff member Mark Potter, Yallourn Campus, Newborough.
- 25 July                      Officially welcomed Year 8 Maffra Secondary College Students to their workplace visit of council.
- Met with **Member for Eastern Victoria, Ms Harriet Shing MLC**. In attendance was Mayor Darren McCubbin and Mr John Leslie OBE.
- 26 July                      Attended and presented at the MAV Community & Candidate Information Session 2016, Sale.
- 3 August                    Attended the Maffra & District Community Forum, Maffra
- 4 August                    Attended the **Regional Partnership Induction**, Convention Centre Melbourne
- Attending the **Regional Partnership Welcome Reception**, Parliament House Melbourne
- 8 August                    Meeting with Principle of Gippsland Grammar, David Baker.
- Attending as Guest Speaker for the Gippsland Grammar Commemoration Day, Sale
- Attending the Small Business Festival: Business Networking Event, Yarram.
- 10 August                   Meeting with RDV Representatives to discuss Gippsland Links Vantage Point Project, Sale

11 August

Attending the **MAV Rural & Regional Forum**, Melbourne

Attending the Small Business Festival: Digitally Prepare your Business Event,  
Maffra

**ITEM C1.3****ACT FOR THE FUTURE - DIRECTIONS FOR A NEW LOCAL GOVERNMENT ACT – SUBMISSION TO THE DIRECTIONS PAPER**

DIVISION: CHIEF EXECUTIVE OFFICE  
 ACTION OFFICER: CHIEF EXECUTIVE OFFICER  
 DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓	✓	✓	✓					

**OBJECTIVE**

To approve the submission, to the “Act for the Future” Directions Paper, as attached.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

*That:*

- 1. Council approve the submission template, to the “Act for the Future” Directions Paper as attached and;**
- 2. This submission be lodged with the Local Government Act Review Secretariat, prior to the close date of 16 September 2016.**

**BACKGROUND**

The review of the *Local Government Act 1989* was a major election commitment of the Victorian Government. The purpose of the review is to revise the current legislation governing local government in Victoria to create a more contemporary, accessible, plain English Act, that meets current and future needs of the community and local government sector.

The scope of the review will consider all aspects of the current *Local Government Act 1989* with a view to more accurately and consistently reflecting policy intent and improving clarity, including provisions setting out:

- objectives, roles, functions, and powers of councils;
- roles and responsibilities of councillors, mayors and council staff;
- directions about governance and administrative processes required to be followed by councils directed to ensuring all decision-making, actions and reporting is open and transparent, free from bias and improper considerations, and provides for community input;
- the system of electoral representation that provides fair and equitable representation;
- electoral arrangements that deliver a democratic, transparent and secure system of elections for local government resulting in high levels of participation;
- processes for the maintenance of efficient planning and reporting, and financial arrangements by councils that provide effective accountability to their communities;
- offences under the Act;
- the circumstances in, and the extent to which, the Victorian Government, through the Minister for Local Government, can guide, direct or intervene in council governance.

Submissions to the directions paper are being accepted until Friday 16 September 2016.

The review process will also involve extensive engagement with the local government sector and the broader Victorian community, through the release of papers and receipt of submissions, to ensure their views are incorporated into recommendations to the Minister for Local Government in respect to the new Act.

## **OPTIONS**

Following consideration of the attached submission, Council can resolve to either:

1. Approve the submission, to the “Act for the Future” Directions Paper as attached and that this submission be lodged with the Local Government Act Review Secretariat, prior to the close date of 16 September 2016 or;
2. Not approve the submission, as attached and request amendments to the document.

## **PROPOSAL**

Council approve the submission, to the “Act for the Future” Directions Paper as attached and that this submission be lodged with the Local Government Act Review Secretariat, prior to the close date of 16 September 2016.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013-17 Theme 2 Organisational states the following strategic objective and related strategy:

### Strategic Objective

*“An organisation that is responsive, flexible, honest, accountable and consistent.”*

### Strategy 2.3

*“Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making.”*

This report supports the above Council Plan strategic objective and strategy.

# Act for the Future - Directions for a new Local Government Act

## Submission Template

Name	
Suburb	
Age*	
Gender*	

*\*Please see the last page of this document for our terms and conditions around privacy of your information*

If you work in an organisation or council, please provide the following information:

Organisation or council name	Wellington Shire Council
Position	
Are you providing this submission on behalf of the organisation or council?	Organisation

### Key information about making a submission

---

#### Who can make a submission?

Anyone is able to make a submission to the Local Government Act review Directions Paper - whether you're responding yourself, or on behalf of a community group or local council.

#### How will submission be used?

All submission received will be considered and used to inform the next stages of the review.

#### Will submissions be made publicly available?

Written submissions (electronic and physical) will be made publicly available unless confidentiality is requested, and granted by the Local Government Act Review Advisory Committee, or if the committee determines the material should remain confidential. Submissions that are defamatory or offensive will not be published.

#### Can I provide a submission in another format?

It is strongly preferred for submissions to be made through the online form or by completing this form. However, if another format suits your needs or the requirements of your organisation you are welcome to use another format.

#### Do I have to respond to all of the questions in the template?

You're welcome to respond to as many, or as few, of the questions as you would like.

#### How do I make a submission?

Submissions can be made in three ways:

- ➔ **Online** via the online submission form, or by uploading your completed submission form
- ➔ **Email** your completed form to [local.government@delwp.vic.gov.au](mailto:local.government@delwp.vic.gov.au)
- ➔ **Post** your completed form to:  
Local Government Act Review Secretariat  
C/o Local Government Victoria,  
PO Box 500, Melbourne VIC 3002



## Chapter 2: Contemporary councils capable of meeting future challenges

### Direction 1 proposes to:

Require councils to take the following principles into account when performing their functions and exercising their powers:

- the need for transparency and accountability
- the need for deliberative community engagement processes
- the principles of sound financial management
- the economic, social and environmental sustainability of the municipality
- the potential to cooperate with other councils, tiers of government and organisations
- plans and policies about the municipality, region, state and nation
- the need for innovation and continuous improvement
- any other requirements under the Act or other state or federal legislation.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

The principles are clear and obvious, and should underpin the actions of all governments, local, state and federal. However it is disappointing that the government has sought to enshrine these principles in more compliance, more red tape and more regulation. There are around 47 new processes, plans, reports and functions that Councils must now undertake, while the proposal removes only 13 (refer attachment A to this submission).

### Direction 2 proposes to:

Provide that the role of a council is to:

- plan for and ensure the delivery of services, infrastructure and amenity for its municipality, informed by deliberative community engagement
- collaborate with other councils, tiers of government and organisations
- act as an advocate for its local community
- perform functions required under the Act and any other legislation.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Refer comments in Direction 1 above.

### Direction 3 proposes to:

Provide that councils have the powers described in the Act and in other legislation.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

**Direction 4 proposes to:**

Make the following reforms to the election of mayors:

- Elect all mayors for two-year terms
- Retain election of the mayor by their fellow councillors for most councils
- Provide the minister with power to approve the direct election of mayors for councils where:
  - the size of the council is sufficient to support the additional costs of direct election
  - the significance of the council in its own terms or in terms of the region in which it is situated supports a directly elected mayor
  - community consultation provides evidence of strong support for a directly elected mayor, recognising the additional costs to the community.
- Should the minister approve direct election of a mayor for a municipality, the City of Melbourne model will apply. This is that the mayor and deputy mayor are jointly elected by voters and councillors are elected at large to represent the entire municipality.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Currently, mayors may be elected for one or two year terms. Why change? If it is the will of 8 councillors that their colleague only be provided one year, that should also be considered. A Mayor who is voted in by his/her colleagues is more likely to adopt a 'collegiate' or consensual approach to issues rather than feel they have a personal mandate.

**Direction 5 proposes to:**

Expand the role of the mayor to include the following powers and responsibilities:

- to lead engagement with the community on the development, and the reporting to the community at least annually about the implementation, of the council plan
- to require the CEO to report to the council about the implementation of council decisions
- to appoint chairs of council committees and appoint councillors to external committees that seek council representation
- to support councillors—and promote their good behaviour—to understand the separation of responsibilities between the elected and administrative arms of the council
- to remove a councillor from a meeting if the councillor disrupts the meeting
- to mutually set council meeting agendas with the CEO
- to be informed by the CEO before the CEO undertakes any significant organisational restructuring that affects the council plan
- to lead and report to council on oversight of the CEO's performance
- to be a spokesperson for the council and represent it in conduct of public civic duties.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

This seems reasonable, and in the ordinary context of a good, healthy relationship between the CEO and Mayor (and councillors, for that matter) the irony is that this amendment would be unnecessary. Further to this, there also needs to be absolute clarity around the word 'consult' – what exactly does that mean? It is open to interpretation – it also infers that the Mayor can directly influence specific items that appear on the agenda before other councillors see them? Is that a good thing?

**Recommend** – Agree in principle, but more work needed – the proposal needs to be much clearer on what 'consulting' over the agenda entails.

**Direction 6 proposes to:**

Review the formula for setting mayoral allowances in light of the proposed expanded role of mayors.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Any proposed change must be first considered by councils and their respective communities.

**Direction 7 proposes to:**

Formalise the status of the Local Government Mayoral Advisory Panel (LGMAP) by making it a statutory advisory board to the minister under the Local Government Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 8 proposes to:**

Require all councils to appoint a deputy mayor elected in a manner consistent with the mayor. That is:

- where councillors elect their mayor, councillors elect the deputy mayor for the same two-year period
- where the mayor is directly elected, a deputy mayor is jointly elected with the mayor on the same ticket.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

This Council already adopts the practice of electing a Deputy Mayor for the same term as Mayor, and it has worked very well.

**Direction 9 proposes to:**

Consider deputy mayoral allowances in light of the expanded role of deputy mayors.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 10 proposes to:**

Require councillors to actively participate in engagement processes mandated by the Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

However support is qualified – all councillors adopt engagement differently – some prefer more formal engagement activities, others prefer more informal community interactions. Any prescription must be broad enough to take this into account.

**Direction 11 proposes to:**

Require councillors to recognise and support the role of the mayor specified in the Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 12 proposes to:**

Provide that councillors are entitled to all relevant entitlements consistent with other significant public offices (such as for disability support, maternity leave and childcare).

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 13 proposes to:**

Require the CEO to provide support to the mayor by:

- consulting the mayor when setting council agendas
- keeping the mayor informed about progress implementing significant council decisions, including reporting on implementation when asked to do so
- providing information the mayor requires to meet the responsibilities of the role
- informing the mayor before making significant organisation changes that affect the council plan
- supporting the mayor in their leadership role (such as by ensuring adequate council resources and access to staff for the proper conduct of council meetings and for civic engagements).

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

It is extraordinary, and perhaps unnecessary, that the government sees it as necessary to codify obvious behavioural outcomes between the Mayor and CEO in an Act change. Not surprisingly, the specific reference given in the *Act for the Future* paper relates to the Commission of Inquiry into Greater Geelong City Council.

**Direction 14 proposes to:**

Require all councils to have a CEO remuneration policy that broadly aligns with the Remuneration Principles of the Victorian Public Sector Commission's *Policy on Executive Remuneration for Public Entities in the Broader Public Sector*.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Wellington agrees with the need for a CEO remuneration policy, but has concerns about aligning it to the Victorian Public Sector Commission's policy on *Executive remuneration for Public Entities in the Broader public sector*. Councils should be encouraged to reference this document in their own policy, but they should be allowed to set their own salary levels – higher or lower – based on a range of factors including term of contract, experience of candidate, and so on. The Municipal Association of Victoria recently completed an audit of council CEO salaries to those in the state government, and generally found that Local Government CEO's were on lower salary bands. Further, if Councils have a policy on CEO remuneration and seeks independent advice, then there does not need to be any further prescription.

**Direction 15 proposes to:**

Require the audit and risk committee to monitor and report on a council's performance against the remuneration policy.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Positive change

**Direction 16 proposes to:**

Require the mayor to get independent advice in overseeing CEO recruitment, contractual arrangements and performance monitoring.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Wellington Shire already does this.

**Direction 17 proposes to:**

Remove detailed prescription about council decision-making processes from the Act.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

In removing prescription around consultation, meeting procedures etc, a new requirement is that councils will need to replace this with their own set of rules (so effectively replacing prescription with prescription!) that must be in accordance with high level principles in the Act. So will this ultimately lead to 79 Victorian Councils having 79 different approaches to meeting rules, consultation, notice of meetings etc.? We would suggest that one area where consistent prescription is needed is in council decision making processes. Decision making at Latrobe or Wellington should be the same as Port Philip or Shepparton. Replacing a set of state rules with a set of local rules will simply allow for a wide discrepancy of approaches – where is the gain? A better approach would be to provide flexibility in the existing rules.

**Direction 18 proposes to:**

Include high-level principles about council decision-making processes: namely, that they be open and accountable.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Wellington already has one of the highest (if not the highest) percentage of decisions made in open Council, at 98%.

**Direction 19 proposes to:**

Require councils to adopt rules about internal council processes that are consistent with the high-level principles in the Act.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Council is already subject to a significant amount of compliance and regulation, or as it is publicly known, 'red tape'. The Government should not respond to a small number of incidents in an even smaller number of councils by applying more rules to every council.

**Direction 20 proposes to:**

Include in the new Act that a council may determine that information is confidential if:

- it affects the security of the council, councillors or council staff
- it would prejudice enforcement of the law
- it would be privileged from production in legal proceedings
- it would involve unreasonable disclosure of a person's personal affairs
- it relates to trade secrets or would disadvantage a commercial undertaking.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 21 proposes to:**

Require a committee to which a council may delegate any of its powers to be known as a special committee and require it to include at least two members who are councillors.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Provides councils with more flexibility

**Direction 22 proposes to:**

Allow councils to establish administrative committees to manage halls and reserves, with limited delegated powers including limits on expenditure and procurement; and for councils to approve annually committee rules that specify the roles and obligations of administrative committee members.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Provides councils with more flexibility

**Direction 23 proposes to:**

Apply legislative provisions exclusively to special committees that have delegated council powers and to administrative committees (as described in the proposed direction above).

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

**Direction 24 proposes to:**

Remove from the Act provisions regulating assemblies of councillors, leaving councils to deal with issues of public transparency about these or any other advisory committees as part of the council's internal rules.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Red tape reduction!

**Direction 25 proposes to:**

Remove matters about employing council staff from the Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

**Direction 26 proposes to:**

Require the CEO to establish a workforce plan that describes the council's staffing structure including future needs; that the plan include a requirement that it can only be changed in consultation with staff; and that the plan be available to the mayor and to staff.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Imagine the backlash if the government mandated the need for statutory workforce plans on private employers of a similar size! CEO's operate in a changing environment and will have different approaches to managing workforce challenges – why mandate and codify even more plans and more prescription?

**Direction 27 proposes to:**

Require a council CEO to consult the staff if there is a major organisational restructure.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

We strongly oppose the need for staff consultation prior to organisational changes. Most (if not all) Enterprise Agreements include a section on staff consultation – there is absolutely no need to include this in the Local Government Act. Also, the proposal doesn't identify what a 'major' restructure is. Formal Consultation on restructures invariably hands significant power to unions to influence internal policy – look no further than current state events.

There is no evidence whatsoever presented by the state government to suggest that these 'reforms' will improve outcomes.

**Direction 28 proposes to:**

Require a community consultation process before making or varying a local law.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Wellington does this already – makes sense.

**Direction 29 proposes to:**

Include in the Act principles that local laws must meet and require that a council, after receiving advice from an appropriately qualified person, certify that the local law meets these principles.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

There are times with complex local laws where Council will need to receive independent (and more often than not quite expensive!) independent advice, and there are times when we will not, and can follow best practice or model local laws ie council meeting procedures. Why include more red tape when there is nothing to suggest that it is necessary?

**Direction 30 proposes to:**

Retain the power of the Governor in Council, on the recommendation of the minister, to revoke a local law that is inconsistent with the principles.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 31 proposes to:**

Note that model local laws may be issued as guidelines on various matters to achieve greater quality, consistency and scrutiny. These would be based on best-practice local laws.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

A logical improvement

**Direction 32 proposes to:**

Consult to determine the appropriate value of a penalty unit for local laws and whether the value should be indexed annually.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 33 proposes to:**

Remove the requirement to submit local laws to the minister.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil



## Chapter 3: Democratic and representative councils

### Direction 34 proposes to:

Extend the band (currently 5–12) for the number of councillors per council to 5–15 and provide the minister with the power to increase the number of councillors per council within this band after receiving advice of the VEC.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

### Direction 35 proposes to:

Include in Regulations a formula for determining councillor numbers and require that the VEC consistently apply it. Base the formula on the ratio of councillors to residents, mediated by the geographic scale of the local government area, loading councillor numbers by one, two or three for geographically vast local government areas.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

However the outcome to be used as a guide only. There will be instances and exceptions and Councils themselves must be allowed to make the case based on local conditions.

### Direction 36 proposes to:

Allow for one of two representative structures—unsubdivided or entirely uniform multi-member wards—to be applied in each municipality. (Option 1) or

Allow for one of three representative structures—unsubdivided, entirely uniform multi-member wards or entirely single-member wards—to be applied in each municipality. (Option 2)

Initially this would require the VEC to conduct representation reviews to arrive at new council structures for the first council elections after the Act is enacted.

**Do you support option 1?** ☐ Yes ☐ No

**Do you support option 2?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Option 2 provides more flexibility.

### Direction 37 proposes to:

Subject to fixing councillor numbers by formula and reducing the range of representative structures, conduct future electoral representation reviews by exception when the minister directs the VEC to conduct a review on the basis of:

- evidence of a marked increase in population in a municipality
- a request to the minister from a council or members of the community supported by evidence of the need for a review
- in response to a recommendation from the VEC
- on any grounds determined by the minister published in the government gazette.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

The VEC in the past 12 months have made some extraordinary decisions, Yarra Ranges Council being an example where Acting Premier Merlino only recently rejected their recommendation

and allowed the status quo to remain. There needs to be further review of the VEC to ensure their approach is both rational and evidence based.

**Direction 38 proposes to:**

Introduce partial preferential voting, consistent with Victorian Legislative Council elections, for multi-member wards and unsubdivided elections, such that the voter is only required to mark the ballot paper with the number of consecutive preferences for which there are vacancies to be filled.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Simplifies the voting process

**Direction 39 proposes to:**

Implement a countback method to fill casual vacancies between general elections by which all valid votes cast at the general election would be counted, not just those of the vacating councillor (excluding the votes that made up the quotas of the continuing councillors).

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

How would this be impacted by Direction 38?

**Direction 40 proposes to:**

Consolidate all electoral provisions in a schedule to the Act, arranged according to the model provided by the Electoral Act 2002; retain most provisions in the current electoral regulations; and retain procedural matters (such as prescribing forms and setting fees) in Regulations.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 41 proposes to:**

Make the entitlement to vote in a council election to be on the register of electors for the Victorian Legislative Assembly (the state roll) for an address in their municipality. Grandfather the voting entitlement of existing property-franchise voters in that municipality. Institute compulsory voting for all enrolled voters. **(Option 1)** or

Maintain the existing franchise but cease automatic enrolment of property owners and require these voters to apply to enrol for future council elections if they choose to do so. Institute compulsory voting for all enrolled voters. **(Option 2)**

**Do you support option 1?** ☐ Yes ☒ No

**Do you support option 2?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

This Council very much supports the existing structure – if people pay rates (non-resident property owners) then they have every right to have a say in how their taxes are spent.

**Direction 42 proposes to:**

Require the VEC to revise the candidate's nomination form to require candidates to explicitly state that no disqualification conditions apply to them.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 43 proposes to:**

Require a council CEO to complete a police check and a check of the Australian Securities & Investments Commission (ASIC) register of persons disqualified under the *Corporations Act 2001* for elected candidates within three months after the general election. **(Option 1)** or

Require each candidate to submit a completed ASIC and police check when nominating. **(Option 2)**

**Do you support option 1?** ☐ Yes ☒ No

**Do you support option 2?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

The onus should be on the candidate, not council staff.

**Direction 44 proposes to:**

Require adoption of a uniform voting method for council elections as determined by the minister after receiving advice from the VEC. Have the minister publish the method to be used in the government gazette 12 months before the general elections.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

## Chapter 4: Councils, communities and participatory democracy

### Direction 45 proposes to:

Include deliberative community engagement as a principle in the Act and include in the role of a councillor the requirement to participate in deliberative community engagement, leaving the method to be determined by each council.

Do you support this direction? ☐ Yes ☒ No

### What other comments would you make for this proposal?

This is akin to suggesting to a car manufacturer that one of their principles should be that the car should actually go! This key principle of working on behalf of the community, and engaging with them, is enshrined throughout the existing Act already – adding in further principles around ‘deliberative community engagement’ (and who knows what that actually means?) is unnecessary and pointless.

### Direction 46 proposes to:

Require a council to prepare a community consultation and engagement policy early in its term to inform the four-year council plan and ten-year community plan.

Do you support this direction? ☒ Yes ☐ No

### What other comments would you make for this proposal?

Wellington Shire already prepares such a document.

### Direction 47 proposes to:

Require a council to conduct a deliberative community engagement process to prepare its council plan and to demonstrate how the plan reflects the outcomes of the community engagement process.

Do you support this direction? ☐ Yes ☒ No

### What other comments would you make for this proposal?

This is already mandated and inferred in the existing Act, and we know of no examples of councils preparing a 4 year council plan without community input? Again, this is just more unnecessary bureaucratic overlay into the Act that will add no real value to process or outcomes.

### Direction 48 proposes to:

Include in regulations that an engagement strategy must ensure:

- the community informs the engagement process
- the community is given adequate information to participate
- the scope/remit of the consultation and areas subject to influence are clear
- those engaged are representative of the council's demographic profile.

Do you support this direction? ☒ Yes ☐ No

### What other comments would you make for this proposal?

The direction is of course supported, but where is the evidence that councils are not doing this? Where is the evidence that adding more definitions, prescription and regulation into an already ‘busy’ regulatory environment will actually improve outcomes?

### Direction 49 proposes to:

Require a council to complete its council plan by 31 December in the second year of its term, recognising the time required to conduct a deliberative community engagement process.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 50 proposes to:**

Require the mayor to report to the community each year about how the council plan has implemented the community's priorities as directed through the deliberative community engagement process.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Council already reports on a quarterly basis achievement of initiatives and outcomes through its performance reporting process. This is available from a multitude of sources. It is unnecessary duplication to require additional reporting. It simply will mean more compliance.

**Direction 51 proposes to:**

Require a council to publish on its website all documents and registers currently required to be kept on council premises and ensure this information is accessible to the public.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Once again, associated with this are increased costs around auditing and compliance. Clearly, the objective of complete transparency is one this Council holds very dearly, and all of these documents and registers are available at any time to any individual that seeks them. But the cost (particularly to smaller councils) of loading every single public document that falls into this category onto its webpage is significant.

**Direction 52 proposes to:**

Require a council to publish its CEO remuneration policy on its website.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 53 proposes to:**

Regulate for minimum standards and include in guidelines best-practice processes for ensuring transparency and accountability in council operations and administration, basing the guidelines on current Melbourne City Council practices.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Council wholeheartedly supports transparency in governance, as reflected by 98% of our council decisions being made in open council, the highest in the state. However we remain concerned that tokenism and 'overkill' by placing more prescription and compliance on councils will increase costs with minimal benefit to the community.

**Direction 54 proposes to:**

Include in the Act a definition of a customer complaint consistent with the Ombudsman's recommendation of as it an 'expression of dissatisfaction with the quality of an action taken, decision made or service provided by a council or its contractor or a delay or failure in providing a service, taking an action or making a decision by a council or its contractor, but with the addition that the customer has been directly affected by the action.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

A common approach would be beneficial.

**Direction 55 proposes to:**

Require a council to develop a policy about customer complaints that includes a process for dealing with customer complaints, and that the process contain an avenue for independent review that is clearly accessible to the public. Policy and statutory decisions of the council would not be subject to the complaints policy.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Wellington Shire Council does most of this already – this should be mandated.

## Chapter 5: Strong pobity in council performance

### Direction 56 proposes to:

Incorporate the current councillor conduct framework largely unamended in the Act, including:

- the definitions
- the principal requirements imposed on councils and councillors, relevant statutory officers, principal councillor conduct registrars
- the role and powers of the minister and ministerial monitors and the Chief Municipal Inspector (CMI).

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

### Direction 57 proposes to:

Include in Regulations all the processes specified in the current councillor conduct framework.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

### Direction 58 proposes to:

Extend the offence of release of confidential information to council staff who unlawfully disclose confidential information.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

There should be clear punitive outcomes for staff or councillors who deliberately and wilfully disclose confidential information.

### Direction 59 proposes to:

This will make councillors and council staff liable to criminal prosecution for more serious disclosures and liable to disciplinary action—councillors for serious misconduct through the councillor conduct panel process and council staff under their contract of employment—for less serious breaches.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Refer comments Direction 58.

### Direction 60 proposes to:

Provide that a conflict of interest exists where:

- the councillor or a person with whom they are closely associated stands to gain a benefit or suffer a loss depending on the outcome of the decision (a 'material conflict of interest') the councillor has, or could reasonably be taken to have, a conflict between their personal interests and the public interest that could result in a decision contrary to the public interest.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

However further discussion needs to take place with the sector to understand what this really means.

**Direction 61 proposes to:**

Make a breach of conflict of interest subject to disciplinary action for serious misconduct through a councillor conduct panel, at the discretion of the CMI. The maximum penalty a councillor conduct panel can impose for serious misconduct is six month suspension from office and loss of a councillor allowance for that period.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 62 proposes to:**

Retain the capacity to prosecute a person in court for a conflict-of-interest breach when it involves failure to disclose a 'material conflict-of-interest'. This is a criminal offence with a maximum fine of 120 penalty units and an associated disqualification from being a councillor for eight years.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 63 proposes to:**

Retain the current legislative provision on misuse of position.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 64 proposes to:**

Retain the current legislative provisions on improper direction, noting they will be supported by the further legislative measures to clarify the roles and responsibilities of councillors, mayors and CEOs set out in Chapter 2 of this paper.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 65 proposes to:**

Retain the current enforcement role, functions and powers of the CMI and the inspectorate.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil



## Chapter 6: Ministerial oversight of councils

### Direction 66 proposes to:

Include in the Act principles to apply to a proposal to create a new municipality, that:

- each new municipality shall be viable and sustainable in its own right
- the allocation of revenues and expenditures between municipalities being separated shall be equitable for the residents of each municipality
- the views of the communities affected by the restructuring shall be taken into consideration
- each new municipality shall have sufficient financial capacity to provide its community with a comprehensive range of municipal services and to undertake necessary infrastructure investment and renewal.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

### Direction 67 proposes to:

Other than the proposed direction above, retain the current provisions (in Part 10A) about altering external municipal boundaries.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

### Direction 68 proposes to:

Retain the power of the minister to:

- appoint a municipal monitor in a manner and with the role and powers as currently set out in the Act
- issue a governance direction to a council, noting that other powers of the minister to direct councils (such as the power to direct a council to submit financial statements under section 135) be included in this general power
- stand down a councillor as currently set out in the Act.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

### Direction 69 proposes to:

Empower the minister to recommend that a councillor be suspended by an order in council where the councillor is contributing to or causing serious governance failures at a council. This power to only be exercisable in exceptional circumstances in that:

- the councillor has caused or substantially contributed to a breach of the Act or Regulations by the council or to a failure by the council to deliver good government and
- a council (by resolution), a municipal monitor, the CMI, the Ombudsman or the Independent Broad-based Anti-corruption Commission have recommended that the minister suspend the councillor on these grounds and
- the council, the municipal monitor, the CMI, the Ombudsman or the Independent Broad-based Anti-corruption Commission have satisfied the minister that the councillor has been

provided with detailed reasons for the recommendation and was given an opportunity to respond to their recommendation and

- the minister is satisfied that if the councillor is not suspended that there is an unreasonable risk that the council will continue to breach the Act or continue to be unable to provide good government for its constituents.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

This power should only be used in the most extraordinary of circumstances.

**Direction 70 proposes to:**

Retain the provisions in the Act about the suspension and dismissal of a council in their current form, including the provisions allowing appointment of administrators.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 71 proposes to:**

Streamline the minister's power to conduct inquiries into councils into a single power to appoint commissions of inquiry consisting of one or more commissioners to inquire into and make recommendations to the minister about any matter as requested by the minister. This will include, but not be limited to:

- governance issues
- financial probity issues
- disputes between councils and between councils and other parties.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 72 proposes to:**

Retain the existing power to forbid a council from employing a new CEO or entering into a new contract with an existing CEO but amend the power to provide that it can only be exercised on the recommendation of a municipal monitor or the CMI.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 73 proposes to:**

Remove the power relating to senior officers from the new Act as all staff employment matters should be dealt with by relevant employment laws.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 74 proposes to:**

Bring all provisions (and all other elements) of the Fair Go Rates System into the new Act consistent with the legislative hierarchy in Chapter 10.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

It is ironic that the obvious principle that underpins a rate capping system are at odds with many of the principles of sound financial management and financial sustainability. This is particularly exacerbated by the government's unwillingness to have genuine and meaningful discussions with Councils around the fundamental and structural way services can be funded and delivered, particularly in rural and regional areas. Until such time that the government commits to working with the sector in resolving service provision challenges in regional areas, we cannot support codifying the FGRS into the Act.

**Direction 75 proposes to:**

Retain the general power for the minister to recommend regulations to give effect to the Act and empower the minister to relieve a council of requirements to follow processes set out in Regulations.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 76 proposes to:**

Empower the minister to issue non-regulatory guidelines on any matter under the Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 77 proposes to:**

Remove the requirement to request ministerial exemption from public tenders, as explained in Chapter 8.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 78 proposes to:**

Remove the power requiring a contract for a senior officer: all employment matters for council staff will now be subject to employment law.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 79 proposes to:**

Explore an alternative method for handling instances of a majority of councillors having a conflict of interest preventing them voting on a planning scheme amendment.

**Do you support this direction?** ☒ Yes    ☐ No

**What other comments would you make for this proposal?**

Nil

## Chapter 7: Integrated planning

### Direction 80 proposes to:

Include an integrated strategic planning and reporting framework in the Act that identifies the four-year council plan as a council's central strategic planning instrument, and also requires long-term (10 year) plans—being a community plan, financial plan and asset plan—and short-term (1 year) reporting documents—being the budget and annual report (containing all performance reporting).

Do you support this direction? ☐ Yes ☒ No

What other comments would you make for this proposal?

This is opposed for 2 primary reasons:-

1. The government now sets the rate cap on an annual basis which can practically be altered at the whim of the Minister of the day. Councils have absolutely no idea of what the government's long term strategy with rate capping will be, and how changes would transcend possible changes in government over a 10 year period (there could be two!). In this environment of uncertainty, it makes setting a 10 year plan more an exercise in crystal ball gazing than meaningful strategic planning.
2. The current Act already provides sufficient guidance and flexibility for councils to undertake strategic planning, and rightly establishes the 4 year council plan as council's central strategic document. The state government presents no evidence that further regulation, compliance and standardising will lead to better community outcomes, particularly in a rate constrained environment.

### Direction 81 proposes to:

Include in Regulations and guidelines details about the information a council will include in each plan.

Do you support this direction? ☐ Yes ☒ No

What other comments would you make for this proposal?

Refer comments in Direction 80 above.

### Direction 82 proposes to:

Require:

- a council to prepare and adopt a four-year council plan by 31 December of the second year after a general election
- preparation of the council plan to be informed by the deliberative community engagement process described in Chapter 4
- the council plan to include information about services, infrastructure and amenity priorities for the council term.

Do you support this direction? ☐ Yes ☒ No

What other comments would you make for this proposal?

Support first and third dot points, but not the second. We need to quickly point out that extensive and appropriate community consultation should underpin everything we do, particularly in preparing a council plan. However a cookie-cutter prescription of consultation within the Act is not the answer – consultation between large metro councils with 200,000 residents will look very very different from small rural shires with 4,000 people. It is not the state government's role to mandate what consultation looks like.

**Direction 83 proposes to:**

Remove the requirement to submit a copy of the council plan to the minister and replace it with a requirement to publish it on the council website and to have the mayor report annually to the community on the achievement of the council plan.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Agree with placing it on the website (this already happens) but again, we do not agree that it is the state government's role to determine how, or by whom, Council communicates. Other Councillors may wish to take an active role in this, likewise staff also have a role to play in communicating outcomes. Codifying what the state government thinks is 'best practice' is not necessarily the best way.

**Direction 84 proposes to:**

Require a council to prepare and adopt a rolling community plan of at least 10 years by 31 December of the second year after a general election to guide strategic planning and inform the preparation of the council plan. Require preparation of the community plan to be informed by the deliberative community engagement process that also underpins the council plan.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

This Council has a long term community vision (Wellington 2030) that currently 4,000 people (around 9% of our population) have responded to. This works for us, and works for our community, and presents a set of longer term community aspirations than merely 10 years. Why should we conform with the state's view that 10 years is the appropriate time scale for a community plan? And as per previous comments (eg Direction 82) we do not agree with an imposed cookie cutter process of 'deliberative community consultation'. Let us work out what is best with our community!

**Direction 85 proposes to:**

Set out in Regulations and guidelines what is to be included in the community plan, including a community vision statement.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

As per comments in Direction 84

**Direction 86 proposes to:**

Require all councils to prepare and adopt a rolling financial plan of at least ten years by 31 December of the second year after a general election, in accordance with the principles of sound financial management, and for council to review and approve this plan annually.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Refer comments in Direction 80.

**Direction 87 proposes to:**

Remove the requirement for a council to prepare a strategic resource plan.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

As we have rejected the need for an additional suite of plans proposed, we would support the retention of a strategic resource plan.

**Direction 88 proposes to:**

Require the financial plan to:

- guide financial planning and inform the council plan
- provide the community with prescribed information about the human resource and capital works assumptions and decision-making underlying financial forecasts
- be informed by the deliberative community engagement process.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Support first and second dot points, but not the third. As per previous comments about 'deliberative community engagement' - We need to quickly point out that extensive and appropriate community consultation should underpin everything we do, particularly in preparing a financial plan. However a cookie-cutter prescription of consultation within the Act is not the answer – consultation between large metro councils with 200,000 residents will look very, very different from small rural shires with 4,000 people. It is not the state government's role to mandate what appropriate consultation looks like.

**Direction 89 proposes to:**

Require all councils to prepare and adopt a rolling asset plan of at least ten years by 31 December of the second year after a general election, in accordance with the principles of sound financial management, and for a council to review and approve this plan annually. This plan will guide asset planning and inform the council plan.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Refer comments in Direction 80 and 86

**Direction 90 proposes to:**

Require the asset plan to include information about new assets, asset retirement, maintenance and renewal requirements for each class of infrastructure assets and to be informed by the deliberative community engagement process.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Our existing asset management plans do exactly this! However we oppose again because we disagree with the government's imposed approach to 'deliberative community consultation'.

**Direction 91 proposes to:**

Set out requirements for what is to be included in the financial and asset plans in Regulations and guidelines.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

This should be established externally and guided by auditors, as it may vary from year to year.

**Direction 92 proposes to:**

Require a council to prepare a budget annually and to review it mid-cycle at 31 December each year. Require the CEO to report the results and to explain material budget variations, including whether a revised budget is required, to council.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Council already does this.

**Direction 93 proposes to:**

Include in the Act a clearer definition of material variation in order to clarify when a revised council budget must be struck.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

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**Direction 94 proposes to:**

Remove the requirement to submit a copy of the adopted budget to the minister.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 95 proposes to:**

Require all councils to establish an audit and risk committee with an expanded oversight of:

- the integrated strategic planning and reporting framework and all associated documents
- financial management and sustainability
- financial and performance reporting
- risk management and fraud prevention
- internal and external audit
- compliance with council policies and legislation
- service reviews and continuous improvement
- collaborative arrangements
- the internal control environment.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

An increased and expanded role for audit (and risk) committees may lead to these positions requiring a level of remuneration that smaller councils cannot afford – this needs to be considered.

**Direction 96 proposes to:**

Require the audit and risk committee to include a majority of independent members and include councillors, but not council staff.

**Do you support this direction?** ☒ Yes ☐ No



**What other comments would you make for this proposal?**

Nil

**Direction 97 proposes to:**

Require the audit and risk committee to report to the council biannually and require each council to table the biannual audit and risk committee report at a council meeting.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 98 proposes to:**

Continue to require a council to include information in its annual report of operations about achievements against its council plan, community plan, financial plan, asset plan and budget.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 99 proposes to:**

Remove the requirement for a council to submit a copy of its annual report to the minister.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Insignificant matter

**Direction 100 proposes to:**

Require a council to present its annual report at an annual general meeting at which the mayor must report progress on implementing the council plan.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

We oppose this on 2 grounds:-

1. Why can't any report be presented at an Ordinary Council meeting? Why must this be done at a new, and additional, Annual General meeting?
2. The Annual Report is available and accessible online or in any of council's offices. Further, we deliver extensive consultation (through external media as well as council meetings and community meetings) regarding our performance - where is the evidence that an additional forum of the Mayor presenting at an AGM is a better way of spreading our message? This may be an appropriate tool in larger metro councils, but seems unnecessary in smaller, more connected communities.

**Direction 101 proposes to:**

Require that in developing its council plan, a council take account of relevant aspects of regional and state plans that affect the municipality.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

This section mentions 'collaboration' between levels of government, however council aligning its plans to state government plans is not collaboration! Where is the partnership? Where is the onus on the state to listen to local government and local communities? However regardless of that, any council that ignores state government policy in its own activities does so at its own peril! And how would this work with controversial matters, from same sex marriage to coal seam gas?

## Chapter 8: Sustainable finances for innovative and collaborative councils

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### Direction 102 proposes to:

Require a council to embed the principles of sound financial management in its council plan, community plan, financial plan and asset plan.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

This is already done (so is it necessary?)

### Direction 103 proposes to:

Include in the Act the following principles of sound financial management:

- manage financial risks prudently, having regard to economic circumstances
- align income and expenditure policies with strategic planning documents
- undertake responsible spending and investment for the benefit of the community to achieve financial, social and environmental sustainability over the long term
- provide value-for-money services and infrastructure which are accessible and responsive to the community's needs
- ensure that decisions are made and actions are taken having regard to their financial effects on future generations
- ensure full, accurate and timely disclosure of financial information about the council
- undertake regular stress testing and evaluation of financial risk management.

Do you support this direction? ☐ Yes ☒ No

What other comments would you make for this proposal?

We have answered 'no', but while we fully support these principles, is it necessary to include them given that the principles in the existing Act (Section 136) really infer exactly the same thing, just in different words? Our opposition therefore is not to the principles themselves, but the need to replace one set of principles with another.

### Direction 104 proposes to:

Remove the current best value provisions, as value for money is included in the new principles of sound financial management.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

**Direction 105 proposes to:**

Require a council at the start of the council term to develop and adopt a procurement policy that is consistent with the principles of sound financial management and require that all council procurement practices and contracts comply with this policy.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

The direction is obvious in regard to support, but is it necessary to mandate that councils must comply with a policy we have formally adopted? That seems a bit absurd, particularly as major areas of potential risk (procurement, payroll, accounts payable etc) are independently audited on at least an annual basis. Is there any regulation that compels the state government to comply with its own policy??

**Direction 106 proposes to:**

Specify in Regulations what must be included in a procurement policy, including when council will go to tender for the provision of goods and services (including thresholds), the process for going to tender and what collaborative arrangements have been explored to deliver value for money for the council.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Guidelines and best practice models work far better than tables and tables of prescription and 'red tape', that slow processes down.

**Direction 107 proposes to:**

Require the audit and risk committee to review compliance with the procurement policy and require a council to report in its annual report any non-compliance with its procurement policy.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil, though refer comments in Direction 95

**Direction 108 proposes to:**

Require a council to make its procurement policy available on its website.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 109 proposes to:**

Remove the requirement for an annual review of the procurement policy and the requirement to obtain ministerial exemptions for failure to go to tender in certain circumstances.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 110 proposes to:**

Provide councils with automatic access to state purchase contracts, whole-of-Victorian-Government contracts and the *Construction Suppliers Register* to save time, strengthen standards and improve efficiency.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

This makes sense, and will provide genuine value to council processes.

**Direction 111 proposes to:**

Require councils to develop and adopt an investment policy in accordance with the principles of sound financial management and require all council investment decisions to be made in accordance with that policy.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

We already have one in place.

**Direction 112 proposes to:**

Require the audit and risk committee to review compliance with the investment policy and require a council to report any non-compliance with its investment policy in its annual report.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil, though refer comments in Section 95.

**Direction 113 proposes to:**

Require a council to develop and adopt a debt policy in accordance with the principles of sound financial management and only enter into debt in accordance with that policy.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil, though again is it necessary to enshrine in law that we must comply with a policy that is independently audited?

**Direction 114 proposes to:**

Require the audit and risk committee to review compliance with the debt policy and require a council to report any non-compliance with its debt policy in its annual report.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil, though refer comments in Section 95.

**Direction 115 proposes to:**

Remove the overdraft provisions and remove the requirement for the minister to approve the repayment of an overdraft from its borrowings.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 116 proposes to:**

Require councils to expressly describe in their budgets any intention to sell, exchange or lease land. This will enable consultation with the community during the budget process.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

There are occasions when it is not in council or the community's interest to run a potential land transaction 'up the flagpole'. The price and terms Council receives can vary greatly if we signal our intent too soon – many private owners will naturally be opportunistic when it comes to dealing with Council. The existing provisions provide more than adequate opportunity for the community to be appropriately consulted at the appropriate time.

**Direction 117 proposes to:**

Remove the requirement for a council to allow a person to make a submission under the Act in relation to the sale, exchange or lease of land where the matter has been considered as part of the budget consultation.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Refer comments Direction 116

**Direction 118 proposes to:**

Remove from the Act the requirement for councils to have public liability and professional liability insurance. As a body corporate and organisation with a number of roles and responsibilities to the community and its staff, it is expected as a matter of course that councils take out appropriate insurance policies consistent with effective risk management as well as with the sound financial management principles in the Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

It is indeed a bizarre inconsistency that the State government 'trust' council enough to sort our own insurance out, but feel the need to legislate that we must not only have a procurement policy and debt policy (refer Directions 105 and 113), but that we must comply with it!

**Direction 119 proposes to:**

Remove the entrepreneurial powers in the Act and include revised powers to allow councils to participate in the formation and operation of an entity (such as a corporation, trust, partnership or other body) in collaboration with other councils, organisations or in their own right for the delivery of any activity consistent with the revised role of a council under the Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Strongly support – such flexibility is needed to allow councils to act more entrepreneurially, particularly in the content of shared services.

## Chapter 9: Fair rates and sustainable and efficient councils

### Direction 120 proposes to:

Require a council to prepare a revenue and rating strategy that:

- is for at least four years
- outlines its pricing policy for services
- outlines the amount it will raise through rates and charges
- outlines the rating structure it will use to allocate the rate burden to properties.

Do you support this direction? ☐ Yes ☒ No

What other comments would you make for this proposal?

The intention is sound, but financial plans and budgets are already mandated. Why simply alter that section of the Act to include details around revenue. Why the need for a completely separate strategy? And how do councils outline a strategy for rate revenue when this is controlled by the state government through its Far Go rates System?

### Direction 121 proposes to:

Require a council to align the strategy to its financial plan and to review and adopt it after each general revaluation of properties.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

### Direction 122 proposes to:

Define all land as rateable except for the following four categories of land that would be exempt:

- land of the Crown, public body or public trustee that is unoccupied or used exclusively for a public or municipal purpose (to be defined to mean to perform public functions for the common good)
- land vested or held in trust for any charitable not-for-profit organisation and used exclusively for a charitable purpose (to be defined to mean the relief of poverty, the advancement of education, the advancement of religion or for other purposes beneficial to the community and the environment)
- land vested or held in trust for any religious not-for-profit body and used exclusively as a residence of a minister of religion or place of worship or for the education to be a minister of religion
- land held in trust and used exclusively as a not-for-profit club for persons who performed service duties under the *Veterans Act 2005*. **(Option 1)** or

Include land subject to a lease, sublease, licence or sublicense that is used for the purposes in Option 1, provided the lease, sublease, licence or sublicense is for a nominal amount (that is, the lease or rental amount is very small compared with the actual market lease or rental amount: commonly called a peppercorn rent).

Make land rateable that is:

- owned by a for-profit organisation but leased to a charitable organisation
- used exclusively for mining purposes. **(Option 2)**

Do you support option 1? ☐ Yes ☐ No

Do you support option 2? ☒ Yes ☐ No

What other comments would you make for this proposal?

Council also is of the view that any land or property, regardless of use, that has licensed poker machines (threshold to be determined) should be rateable.

**Direction 123 proposes to:**

Retain the capacity for councils to grant rebates and concessions and apportion rates based on separate occupancies or activities.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 124 proposes to:**

Require councils to apply capital improved value as the single uniform valuation system for raising general rates. The City of Melbourne would be exempt from this provision.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 125 proposes to:**

Fix the municipal charge at a maximum of 10% of the total revenue from municipal rates and general rates in the financial year, divided equally among all rateable properties.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Given the intent of the paper is to provide more flexibility and options (particularly in the context of the Fair Go rates System) we oppose any prescription on how councils can structure their rates. This Direction is simply one of increased control and regulation.

**Direction 126 proposes to:**

Retain differential rates in their current form. Continue through ministerial guidelines to advise that farm land and retirement villages are appropriate for the purposes of levying differential rates at the discretion of councils.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 127 proposes to:**

Require councils to clearly specify how the use of differential rating contributes to the equitable and efficient conduct of council functions compared to the use of uniform rates (including specification of the objective of and justification for the level of each differential rate having regard to the principles of taxation, council plans and strategies and the effect on the community).

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil



**Direction 128 proposes to:**

Retain the requirement that the highest differential rate must be no more than four times the lowest differential rate.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 129 proposes to:**

Retain service rates and charges, renamed 'service charges' but remove their application to the provision of water supply and sewage services.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Strongly oppose – Wellington Shire Council has a legacy sewerage scheme (Boisdale Common effluent) that we use a municipal charge on. We would be happy to SUPPORT this Direction if the Government mandated that all legacy common effluent schemes must be transferred to water corporations, in our case Gippsland Water.

**Direction 130 proposes to:**

As part of these changes, provide the minister with the power to prescribe the setting of other service charges in Regulations.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Refer comments Direction 129

**Direction 131 proposes to:**

Retain special rates and charges, but provide clearer guidance in the Act about the purpose of special rates and charges, and about the criteria councils should use when declaring them and determining the benefit ratio.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 132 proposes to:**

Allow councils to offer ratepayers the ability to pay by lump sum or more frequent instalments on a date or dates determined by a council, provided all ratepayers have the option to pay in four quarterly instalments. Penalty interest when it is charged is to be charged on any late payment from the respective instalment due date.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 133 proposes to:**

Allow a council to use rebates and concessions to support the achievement of their council plan's strategic objectives, provided that the purpose is consistent with their role

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 134 proposes to:**

Clarify in the Act that, where a ratepayer successfully challenges the rateability of land, a refund of rates may only be backdated to the date of most recent ownership.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 135 proposes to:**

Establish a uniform process and timeline for people wanting a review or to appeal a rates or charges decision.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 136 proposes to:**

Incorporate the municipal council rating provisions in the *Cultural and Recreational Lands Act 1963* in the Local Government Act. Require in the Act that councils disclose the rates that are struck for cultural and recreational lands.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 137 proposes to:**

Incorporate the municipal council rating provisions in the *Electricity Industry Act 2000* in the Act.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

## Chapter 10: A rational legislative hierarchy

### Direction 138 proposes to:

Create a systematic legislative hierarchy comprising new principle-based provisions in the Act and new Regulations setting out the processes required to meet the obligations set out in the Act, and with the capacity for the minister to issue ongoing non-statutory sector guidance as required about any aspect of the Act.

Do you support this direction? ☐ Yes ☒ No

What other comments would you make for this proposal?

More detail is needed, and consultation with the sector. The Directions contained within this paper – Act for The Future – indicate the government's appetite to significantly increase prescription and regulations as a risk averse approach to controlling some councils, but with no regard to how smaller councils can resource the increased amount of administration.

### Direction 139 proposes to:

Include an overarching statement of the Act's objectives, intended outcomes and a plan of the remaining provisions in the Act.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Support

### Direction 140 proposes to:

Include high-level statements to frame the structure, language and content of the remainder of the Act, including new sections setting out the roles and functions and powers of councils.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

### Direction 141 proposes to:

Include a general power for the minister to make Regulations setting out the requirements councils must meet when exercising their powers or discharging their responsibilities under the Act (for example, requirements about the conduct of elections and mandated obligations under the councillor code of conduct framework). Include in this power capacity for other relevant subordinate legislation (such as legislative instruments like ministerial orders and governor-in-council orders) with the subordinate legislation only relating to matters permitted by the Act.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

### Direction 142 proposes to:

Empower the minister to release a council from the processes set out in Regulations if the council can show it is successfully discharging its obligations under the Act using different processes.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

**Direction 143 proposes to:**

Include a general power for the minister to make guidelines to supplement Regulations on any issue related to the Act (such as best-practice versions of documents councils must adopt like councillor codes of conduct, budget documents, meeting procedures and councillor briefing processes). The presumption would be that, by adopting these best-practice documents, a council would comply with the Act and Regulations.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

More conversation needs to be had with the sector. The release of this paper suggests that the government is intent on a 'cookie cutter' approach in that what is applicable in large metro councils is equally applicable in small rural and regional councils, and this is not always the case! More dialogue with the sector needs to be had before the Minister is given even more license to dispense new regulations based on what the government believes to be 'best practice'.

**Direction 144 proposes to:**

Empower the minister through the ministerial directions power to require a council to adopt these best-practice policies and procedures where there have been governance failures.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Refer comments in Direction 143 – and what defines 'Governance failures'? An audit of noncompliance? One complaint from a rate payer?

**Direction 145 proposes to:**

Require councils to take the following principles into account when performing their functions and exercising their powers:

- the need for transparency and accountability
- the need for deliberative community engagement
- the principles of sound financial management
- the economic, social and environmental sustainability of the municipality
- the potential for cooperation with other councils, tiers of government or other organisations
- plans and policies in relation to the municipality, region, state and nation

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

These existing principles are already enshrined throughout the existing Act. This is bringing nothing new to the table.

**Direction 146 proposes to:**

Retain the current power of the minister to intervene where a council does not comply with the obligations set out in the Act or regulations by imposing a municipal monitor or by issuing a ministerial governance direction.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 147 proposes to:**

Include a general power for the minister to make Regulations setting out the detailed requirements of councils when exercising their powers or discharging their responsibilities under the Act (such as requirements about the conduct of elections and mandated obligations under the councillor code of conduct framework). Include in this power other relevant subordinate legislation.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 148 proposes to:**

Empower the minister to release a council from the processes set out in Regulations if the council can show it is successfully discharging its obligations under the Act using different processes.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Nil

**Direction 149 proposes to:**

Provide guidance to the sector in relation to governance, compliance and best practice. This guidance will be in the form of guidelines and formal and informal advice to the sector.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Governments have been doing this for decades – it has always been in everyone's interests for state governments to work in partnership with councils on best practice. This is not new??

**Direction 150 proposes to:**

Create best-practice versions of essential documents that councils are required to adopt. Adoption of these best-practice documents will constitute compliance.

**Do you support this direction?** ☒ Yes ☐ No

**What other comments would you make for this proposal?**

Refer comments Direction 149

**Direction 151 proposes to:**

The minister will have a power under the new Act to require the council to adopt best-practice policies and procedures as part of a governance order where governance issues have been identified.

**Do you support this direction?** ☐ Yes ☒ No

**What other comments would you make for this proposal?**

Refer comments in Direction 143 and 144 – and what defines 'Governance issues'? An audit of noncompliance? One complaint from a rate payer?

**Direction 152 proposes to:**

Incorporate relevant portions of Part 9, Division 2 and schedules 10 and 11 of the current Act into the *Road Management Act 2004* (or other relevant legislation), to better consolidate the legislation dealing with road management.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

**Direction 153 proposes to:**

Clarify the role of councils in local drainage, waterways and flood management. Consult about whether these are included in the new Act or in the *Water Act 1989*.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

To be done in consultation with the sector, not unilaterally

**Direction 154 proposes to:**

List all Acts that impose obligations on councils in a schedule in the new Act, to be updated as new legislation is enacted.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

**Direction 155 proposes to:**

Repeal the *City of Greater Geelong Act 1993* and include relevant provisions in the new Act.

Do you support this direction? ☐ Yes ☐ No

What other comments would you make for this proposal?

N/A

**Direction 156 proposes to:**

Retain the *City of Melbourne Act 1993* as a separate Act with the City of Melbourne retaining its distinct electoral provisions. Consider ways to modernise the Act and remove redundant or outdated provisions.

Do you support this direction? ☐ Yes ☐ No

What other comments would you make for this proposal?

N/A

**Direction 157 proposes to:**

Consider matters relating to the *Municipal Associations Act 1907* independently of this directions paper in consultation with the Municipal Association of Victoria.

Do you support this direction? ☒ Yes ☐ No

What other comments would you make for this proposal?

Nil

## Attachment A

The following tables those changes highlighted in **Act for the Future – Directions for a New Local Government Act**. The page references are from the discussion paper.

New administrative requirements	Administrative requirements removed
A new annual meeting and report to the community on delivery of the annual plan (p 37)	
A new CEO report to council on implementation of council decisions (p11)	
Formally consider deputy mayoral allowances (p 42)	
CEO to inform the Mayor before making organisational structure changes (p 43)	
Have a formal CEO Remuneration Policy (p 44)	
Audit and Risk Management Committee to report on performance against the policy (p44)	
Requirement of the mayor to seek independent advice on CEO matters (p 44)	
Councils must adopt their own rules and prescription about decision making processes, given their removal from the Act (p 44)	Remove rules and prescription about decision making processes from the Act (p 44)
Conform to a new set of principles in the Act that Councils be open and accountable	
CEO must establish a workforce plan (p47)	Remove provisions regarding assembly of councillors (p46)
CEO must consult staff in organisational restructures (p47)	Remove matters about employing staff from the Act (p47)
Require a community consultation prior to making or varying a local law (p 48)	
Councils to require advice from a qualified person about suitability of local laws (p48)	
Requirement of councils to formally consider appropriateness and indexation of penalty units in respect of local laws (p 48)	Remove requirement for Councils to submit a local law to the Minister (p 48)
	Potentially remove the need to maintain a separate council voters roll (p 57)
Potentially require a CEO to complete ASIC and Police checks on all election candidates (p58)	
Derive a formal method to involve councillors in deliberative community engagement (p61)	
Formally require councils to prepare a community consultation and engagement policy (p61)	

Require councils to conduct a deliberate community engagement process in preparing its council plan and demonstrating compliance to the community engagement process (p 61)	
Require the Mayor to formally report to the community each year about the council Plan (p 61)	
Require Council to publish documents on its website (p 64)	
Require a council to publish its CEO remuneration policy on its website (p 64)	
Regulate minimum standards and include in best practice processes for all councils to comply with (p 64)	
Require councils to have a formal policy about customer complaints ( p 65)	Remove the powers of senior officers in the Act as all staff matters are to be dealt with by relevant employment laws (p 77 and 78)
Bring all provisions of the fair go rates system into the Act (p77)	Remove requirement to request ministerial exemption from public tenders (p78)
Include an integrated strategic planning and reporting framework and comply with new regulations about what must be included (p82)	
Council plan to include services about services, infrastructure and amenity priorities (p 83)	
Council must publish its plan on its website (p83)	Council does not have to submit its plan to the Minister (p83)
Council must have a rolling 10 year community plan and comply with regulations set in the Act (p 83)	
Councils must have a rolling 10 year financial plan (p 84)	Councils no longer need to prepare a strategic resource plan (p 84)
Councils must have a 10 year rolling asset plan (p 84)	
Requirement of the Asset plan to include a range of info (p 84)	
Require councils to review budgets mid cycle ( p 85)	Remove requirement to submit a copy of the budget to the Minister (p85)
Increase and expand the role of the audit and risk committee (87)	
Require the audit and risk committee to report to council biannually (p 87)	
Council to present its annual report at an AGM ( p 87)	Council no longer required to submit its annual report to the Minister (p 87)
Require Councils to take into account regional and state plans in developing its council plan ((p 88)	
A range of prescriptive requirements (x 7) around financial management ( p 90)	Removal of best practice provisions (p91)
A range of prescriptions (x 4) for procurement (p 91)	
Require councils to develop and adopt an investment policy (p 92)	



Require Audit and Risk Committee to review compliance with the investment policy (p 92)	
Require council to develop a debt policy ( p 92)	
Require Audit and Risk Committee to review compliance with the debt policy (p 92)	Remove requirement for Minister to review and approve overdraft provisions (p 92)
Requirement to include in budgets intention to sell, lease or exchange land (p 93)	
Require Councils to prepare a Revenue and rating Strategy and align it to its financial plan (p 96)	
Require councils to clearly specify how differential rating contributes to equitable and efficient conduct of council functions (p 99)	
Councils to receive guidance in relation to governance, compliance and best practice (Note – state got guidelines are politically seen as regulations to be complied with (p 111)	
Regulate the role of Councils in drainage, waterways and flood management (p 122)	
Total - 47	Total - 13



## C2 - REPORT

# GENERAL MANAGER CORPORATE SERVICES

**ITEM C2.1****ASSEMBLY OF COUNCILLORS**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
		✓		✓					

**OBJECTIVE**

To report on all assembly of Councillor records received during the period 26 July 2016 to 9 August 2016.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council note and receive the attached Assembly of Councillors records received during the period 26 July 2016 to 9 August 2016.***

**BACKGROUND**

Section 80A of the *Local Government Act 1989* requires a written record be kept of all assemblies of Councillors, stating the names of all Councillors and Council staff attending, the matters considered and any conflict of interest disclosures made by a Councillor. These records must be reported, as soon as practicable, at an ordinary meeting of the Council and recorded in the minutes.

Below is a summary of all assembly of Councillors records received during the period 26 July 2016 to 9 August 2016.

Assembly of Councillors summary of reports received during the period 26 July 2016 to 9 August 2016		
Date	Matters considered	Councillors and officers in attendance
1 August 2016	Art Acquisitions	Councillor Davine, Anton Vardy, Director, Simon Gregg, Curator
2 August 2016	Councillors' Diary Meeting	Councillor Crossley, Councillor McCubbin, Councillor Rossetti, Councillor Cleary, Councillor Wenger, Councillor Davine, Councillor Hole, David Morcom, Chief Executive Officer, Chris Hastie, General Manager Built & Natural Environment, John Websdale, General Manager Development, Leah Schuback, Acting Mayoral & Councillor Support Officer

## Assembly of Councillors summary of reports received during the period 26 July 2016 to 9 August 2016

Date	Matters considered	Councillors and officers in attendance
2 August 2016	Wellington Regional Tourism MOU C84 Wurruk Rezoning Request Herritage Study Stage 2 – Key Findings and Recommendations Act for the Future – Directions for a New Local Government Act	Councillor Crossley, Councillor McCubbin, Councillor Rossetti, Councillor Cleary, Councillor Wenger, Councillor Davine, Councillor Hole, Councillor Duncan (Items 2-4) David Morcom, Chief Executive Officer, Chris Hastie, General Manager Built & Natural Environment, John Websdale, General Manager Development, Arthur Skipitaris, General Manager Corporate Services, Paul Johnson, Acting General Manager Community & Culture, Sharyn Bolitho, Manager Economic Development (Item 1), Josh Clydesdale, Manager Land Use Planning (Items 2 & 3), Barry Hearsey, Coordinator Strategic Planning (Items 2 & 3), Sabine Provily, Strategic Planner (Item 2)

### OPTIONS

Council has the following options:

1. Note and receive the attached assembly of Councillors records; or
2. Not receive the attached assembly of Councillors records and seek further information for consideration at a future Council meeting.

### PROPOSAL

That Council note and receive the attached assembly of Councillors records received during the period 26 July 2016 to 9 August 2016.

### CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

### LEGISLATIVE IMPACT

The reporting of written records of assemblies of Councillors to the Council in the prescribed format complies with Section 80A of the *Local Government Act 1989*.

## COUNCIL PLAN IMPACT

The Council Plan 2013-17 Theme 2 Organisational states the following strategic objective and related strategy:

Strategic Objective

*"An organisation that is responsive, flexible, honest, accountable and consistent."*

Strategy 2.3

*"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making."*

This report supports the above Council Plan strategic objective and strategy.

## ASSEMBLY OF COUNCILLORS

### 1. DATE OF MEETING: 1 August 2016

#### Gippsland Art Gallery Advisory Group

### 2. ATTENDEES (list only names of Councillors and/or staff):

(A meeting of an advisory committee of the Council where at least one Councillor is present; or a planned or scheduled meeting of at least half of the Councillors and 1 staff member)

#### Councillors

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Crossley		✓	Cr McCubbin		✓
Cr Rossetti		✓	Cr Mclvor		✓
Cr Cleary		✓	Cr Wenger		✓
Cr Davine	✓		Cr Hole		✓
Cr Duncan		✓			✓

#### Officers In Attendance

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO		✓	G Butler, GML		✓
V Ebsworth AGMG		✓	J Websdale , GMD		✓
C Hastie, GMB&NE		✓	Sharon Houlihan		✓

#### Others in attendance (list names and item in attendance for)

Name	Item No.	Name	Item No.
Claire Marston - Chair		Simon Gregg - Curator	1
Anton Vardy – Gallery Director	1		
Clive Murray White			
Brian Cantwell			
Brian Castles			

### 3. Matters/Items considered at the meeting (list):

- |                     |     |
|---------------------|-----|
| 1. Art Acquisitions | 2.  |
| 3.                  | 4.  |
| 5.                  | 6.  |
| 7.                  | 8.  |
| 9.                  | 10. |

### 4. Conflict of Interest disclosures made by Councillors:

(The Councillor must leave the meeting whilst the matter is being considered)

**Include Councillor Name and Item number:**

No Conflict of Interests declared.

## ASSEMBLY OF COUNCILLORS

**1. DATE OF MEETING:** 2 August 2016

**2. ATTENDEES:** (list only names of Councillors and/or staff)

(A meeting of an advisory committee of the Council where at least one Councillor is present; or a planned or scheduled meeting of at least half of the Councillors and one staff member)

**Councillors:**

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Crossley	✓		Cr McCubbin	✓	
Cr Rossetti	✓		Cr Mclvor		✓
Cr Cleary	✓		Cr Wenger	✓	
Cr Davine	✓		Cr Hole	✓	
Cr Duncan		✓			

**Officers In Attendance:**

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO	✓		G Butler, Acting CEO		✓
C Hastie, GMB&NE	✓		J Websdale , GMD	✓	
A Skipitaris, GMCS		✓			

**Others in attendance: (list names and item in attendance for)**

Name	Item No.	Name	Item No.
Leah Schuback	1		

**3. Matters/Items considered at the meeting (list):**

11. Councillors' Diary Meeting

13.

15.

17.

19.

12.

14.

16.

18.

20.

**4. Conflict of Interest disclosures made by Councillors:**

## ASSEMBLY OF COUNCILLORS

**1. DATE OF MEETING:** 2 August 2016

**2. ATTENDEES: (list only names of Councillors and/or staff)**

(A meeting of an advisory committee of the Council where at least one Councillor is present; or a planned or scheduled meeting of at least half of the Councillors and one staff member)

**Councillors:**

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Crossley	✓		Cr McCubbin	✓	
Cr Rossetti	✓		Cr McIvor		✓
Cr Cleary	✓		Cr Wenger	✓	
Cr Davine	✓		Cr Hole	✓	
Cr Duncan ( <i>item 2 - 4</i> )	✓				

**Officers in Attendance:**

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO	✓		G Butler, GMCC		✓
A Skipitaris, GMCS	✓		John Websdale GMD	✓	
C Hastie, GMBNE	✓		Paul Johnson ( <i>act. GMCC</i> )	✓	

**Others in attendance: (list names and item in attendance for)**

Name	Item No.
John Websdale, Sharyn Bolitho	1
Josh Clydesdale, Barry Hearsey, Sabine Provily	2
Josh Clydesdale, Barry Hearsey, Lorraine Huddle (Heritage Intelligence P/L)	3
David Morcom	4

**3. Matters / Items considered at the meeting (list):**

1. Wellington Regional Tourism MOU
2. C84 Wurruk Rezoning Request
3. Heritage Study Stage 2 – Key Findings and Recommendations
4. Act for the Future – Directions for a New Local Government Act

**4. Conflict of Interest disclosures made by Councillors:**



**ITEM C2.2****REMUNERATION COMMITTEE MINUTES**

DIVISION: CORPORATE SERVICES  
ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
			✓	✓					

**OBJECTIVE**

To note and receive the minutes and endorse the actions of the Remuneration Committee meeting held on 19 July 2016.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That:***

- 1. Council note and receive the minutes from the Remuneration Committee meeting held on 19 July 2016 as attached; and***
- 2. Council endorse the actions from the Remuneration Committee meeting held on 19 July 2016 as detailed in the attached minutes.***

**OPTIONS**

Council has the following options:

- To note and receive the minutes from the Remuneration Committee meeting held on 19 July 2016 and endorse the actions from the meeting; or
- To not note and receive the minutes from the Remuneration Committee meeting held on 19 July 2016 or endorse the actions from the meeting and seek further information for consideration at a future Council meeting.

**PROPOSAL**

It is proposed that:

- Council note and receive the minutes from the Remuneration Committee meeting held on 19 July 2016 as attached; and
- Council endorse the actions from the Remuneration Committee meeting held on 19 July 2016 as detailed in the attached minutes.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **COUNCIL POLICY IMPACT**

The Remuneration Committee reviews Councillor entitlements, expenses, reimbursements and gifts and ensures alignment with Council policy direction and governance in relation to Councillor benefits.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013–17 Theme 2 Organisational states the following strategic objective and related strategy:

### Strategic Objective

*“An organisation that is responsive, flexible, honest, accountable and consistent.”*

### Strategy 2.3

*“Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making.”*

This report supports the above Council Plan strategic objective and strategy.

**Tuesday 19 July 2016 – 10am Barkly River Room**

### MINUTES

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**PRESENT** Councillor Malcolm Hole (Chair)  
Councillor Carolyn Crossley  
Councillor Peter Cleary  
Glenys Butler (Acting Chief Executive Officer)  
Arthur Skipitaris (General Manager Corporate Services)

**APOLOGIES:** David Morcom (Chief Executive Officer)

**DECLARATION OF CONFLICTS OF INTEREST:**

No Conflicts of Interest were declared.

**MINUTES OF PREVIOUS MEETING:**

The minutes of the previous meeting on 19 April 2016 were accepted.

**1. Councillor Costs and Reimbursements**

Councillor Costs and Reimbursements spreadsheets were reviewed, discussed and accepted.

- Interim Councillor Expense Summary Report as at 11 July 2016 (Attachment 1)

**2. Commencement of Enterprise Bargaining Agreement negotiations**

The powerpoint presentation prepared for the upcoming Staff Information Sessions regarding the Enterprise Agreement was presented to the Committee for information.

**3. MAV Chief Executive Officer Remuneration Report**

The MAV Chief Executive Officer Remuneration Report June 2016 was noted by the Committee.

**4. General Business**

Nil

**The meeting closed at 10.40am.**

**Attachments:**

1. Interim Councillor Expense Summary Report as at 11 July 2016 (Attachment 1)

## Attachment 1 - Councillor Expense Summary Report as at 11 July 2016

Wellington Shire Council						
Councillors						
01100. Councillors Master Account						
Activity Details						
Interim Councillor Expenses and Reimbursements - Period 1 July 2015 to 30 June 2016 as at 11/07/2016						
	YTD Actuals (incl oncosts)	2015/ 16 Forecast	Commitments	Left to spend/ receive after commitments	2015/ 16 Adopted Budget	2015/ 16 Adjusted Budget
Councillor and Mayoral Allowances	340,297	347,375	-	7,078	359,225	359,225
Other Councillor expenses	32,388	37,736	207	5,141	44,400	44,400
Grand Total	372,685	385,111	207	12,219	403,625	403,625

**ITEM C2.3****INITIATE PROCESS TO RE-APPOINT THE CHIEF EXECUTIVE OFFICER**

DIVISION: CORPORATE SERVICES  
ACTION OFFICER: GENERAL MANGER CORPORATE SERVICES  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

**OBJECTIVE**

Council to initiate the process to re-appoint David Morcom as Council's Chief Executive Officer.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION*****That:***

- 1. In accordance with section 94(4) of the Local Government Act 1989, Council place a public notice in the Gippsland Times on 23 August 2016, the Yarram Standard on 24 August 2016 and on the Council's Website on 23 August 2016, to advise that at the Ordinary Meeting of Wellington Shire Council scheduled for Tuesday 6 September 2016, a motion will be put that, if passed, would result in the re-appointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised.***
- 2. Council's re-appointment of Mr David Morcom as Council's Chief Executive Officer, is to be subject to the satisfactory negotiation of a contract.***

**BACKGROUND**

As the CEO's contract expires in less than 6 months from the date of this meeting, section 94(4) of the *Local Government Act 1989* enables a Council to place a public notice in a newspaper circulating in the municipal district of the Council, to advise that at the Ordinary Meeting of the Wellington Shire Council scheduled for Tuesday 6 September 2016, a motion will be put that, if passed, would result in the re-appointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised.

The resolution must be passed in the 6 months immediately before the Chief Executive Officer's contract is due to expire.

## OPTIONS

Council has the following options:

1. To place a public notice in the Gippsland Times on the 23 August 2016, the Yarram Standard on 24 August 2016 and on the Council's Website on 23 August 2016, that at the Ordinary Meeting of the Wellington Shire Council scheduled for Tuesday 6 September 2016, a motion will be put that, if passed, would result in the reappointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised, in accordance with section 94(4) of the *Local Government Act 1989*; or
2. To advertise the Chief Executive Officer position.

## PROPOSAL

That Council initiate the process to re-appoint the Council's Chief Executive Officer. On that basis and in accordance with section 94(4) of the *Local Government Act 1989*, Council is to place a public notice in the Gippsland Times on 23 August 2016, the Yarram Standard on 24 August 2016 and on the Council's Website on 23 August 2016, that at the Ordinary Meeting of the Wellington Shire Council scheduled for Tuesday 6 September 2016, a motion will be put that, if passed, would result in the re-appointment of Mr David Morcom as Council's Chief Executive Officer without the position being advertised.

Re-appointment of Mr David Morcom as Council's Chief Executive Officer, is to be subject to the satisfactory negotiation of a contract.

## CONFLICT OF INTEREST

The Chief Executive Officer has a Conflict of Interest and will excuse himself from the meeting for this item.

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## LEGISLATIVE IMPACT

In accordance with S94 of the *Local Government Act 1989*, in the 6 months immediately before the Chief Executive Officer's contract is due to expire, the Council may pass a resolution to reappoint that person as its Chief Executive Officer; and at least 14 days before the resolution is passed, public notice must be given, of the intention to put the resolution; and the public notice must contain a statement that the passing of the resolution would result in the reappointment of the Chief Executive Officer without the position being advertised.



## C3 - REPORT

# GENERAL MANAGER DEVELOPMENT

**ITEM C3.1****JUNE 2016 PLANNING DECISIONS**

DIVISION: DEVELOPMENT  
ACTION OFFICER: MANAGER LAND USE PLANNING  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
	✓	✓	✓	✓			✓		

**OBJECTIVE**

To provide a report to Council on recent planning permit trends and planning decisions, made under delegation by Statutory Planners during the month of June 2016, for information.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council note the report on recent Planning Permit trends and Planning Application determinations between 1 June and 30 June 2016.***

**BACKGROUND**

Statutory Planners have delegated authority under the *Planning and Environment Act 1987* to make planning decisions in accordance with the *Planning and Environment Act 1987* and the Wellington Planning Scheme, including the issue of: planning permits, amended permits, extensions of time, refusal of planning permits and notices of decision to grant a planning permit.

A copy of planning permit decisions made between 1 June and 30 June 2016 is included in Attachment 1.

Attachment 2 provides an overview of recent planning permit trends including decisions made, efficiency of decision making and the estimated value of approved development (derived from monthly planning permit activity reporting data).

**OPTIONS**

Council may choose to note this report, alternatively, Council may choose to seek further information and refer this report to another meeting.

**PROPOSAL**

That Council note the report of recent planning permit trends and planning application determinations between 1 June and 30 June 2016.



## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

## **COMMUNICATION IMPACT**

The monthly report communicates information about planning trends and determinations including the issue of planning permits, amended permits, refusal of planning permits, and notices of decision to grant a planning permit.

## **LEGISLATIVE IMPACT**

All planning decisions have been processed and issued in accordance with the *Planning and Environment Act 1987* and the Wellington Planning Scheme.

## **COUNCIL POLICY IMPACT**

All planning decisions have been issued after due consideration of relevant Council policy, including Council's Heritage Policy, and the requirements of the State and Local Planning Policy Framework in the Wellington Planning Scheme.

## **COUNCIL PLAN**

The Council Plan 2013–2017 Theme 5 Land Use Planning states the following strategic objective and related strategy:

### Strategic Objective

*"Appropriate and forward looking land use planning that incorporates sustainable growth and development."*

### Strategy 5.2

*"Provide user friendly, accessible planning information and efficient planning processes."*

This report supports the above Council Plan strategic objective and strategy.

## **ENVIRONMENTAL IMPACT**

Planning decisions are made in accordance with the relevant environmental standards to ensure that environmental impacts are minimised.

**PLANNING APPLICATION DETERMINATIONS  
BETWEEN 1/06/2016 AND 30/06/2016**

<b>Application No/Year</b>	<b>Date Received</b>	<b>Property Title &amp; Address</b>	<b>Proposal</b>	<b>Status</b>
225-2/2010	8/06/2016	Assessment No. 37523 PTL: 2 PS: 91766 3/41-43 ELGIN ST SALE	Four lot subdivision/development of a dwelling.	Permit Issued by Delegate of Resp/Auth 20/06/2016
45-4/2014	10/05/2016	Assessment No. 27508 PCA: 5 SEC: 25 66 MARKET ST SALE	Subdivision of the land into two lots.	Permit Issued by Delegate of Resp/Auth 15/06/2016
307-2/2014	17/05/2016	Assessment No. 389734 LOT: 1 TP: 830055G 29 WHARF ST PORT ALBERT	Use & development of the land/dwelling & outbuilding/access to RZ1.	Permit Issued by Delegate of Resp/Auth 6/06/2016
412-2/2014	17/05/2016	Assessment No. 370890 LOT: D PS: 620973 374 DAWSON ST SALE	Subdivision of the land into 40 industrial lots.	Permit Issued by Delegate of Resp/Auth 30/06/2016
99-2/2015	1/06/2016	Assessment No. 410555 LOT: 1 TP: 675944K 42 STATION ST YARRAM	Use and development of the land/abrasive blast cleaning business.	Permit Issued by Delegate of Resp/Auth 10/06/2016
239-3/2015	10/05/2016	Assessment No. 435636 LOT: 2 PS: 705877Y 110-112 FIREBRACE RD HEYFIELD	Use and development of land for bus depot & reduction in car parking.	Permit Issued by Delegate of Resp/Auth 30/06/2016
288-4/2015	17/06/2016	Assessment No. 435263 LOT: A PS: 745384X 28 SURKITT BLVD SALE	Development of a residential aged care facility.	Permit Issued by Delegate of Resp/Auth 29/06/2016
380-1/2015	11/11/2015	Assessment No. 39057 LOT: 1 PS: 202975 24 GOULD ST WURRUK	Development of two dwellings on the lot and two lot subdivision.	Permit Issued by Delegate of Resp/Auth 2/06/2016
409-2/2015	5/05/2016	Assessment No. 240226 LOT: 402 PS: 50201 88 SANCTUARY RD LOCH SPORT	Buildings/works associated with additions and alterations to dwelling.	Permit Issued by Delegate of Resp/Auth 1/06/2016
56-1/2016	18/02/2016	Assessment No. 42192 LOT: 1 TP: 404799H 38-40 MACALISTER ST SALE	Buildings/works for alterations to existing place of assembly.	Permit Issued by Delegate of Resp/Auth 21/06/2016
69-1/2016	3/03/2016	Assessment No. 434506 LOT: 2 PS: 743736 MAFFRA-BRIAGOLONG RI BUSHY PARK	Two lot re-subdivision (boundary realignment).	Permit Issued by Delegate of Resp/Auth 30/06/2016

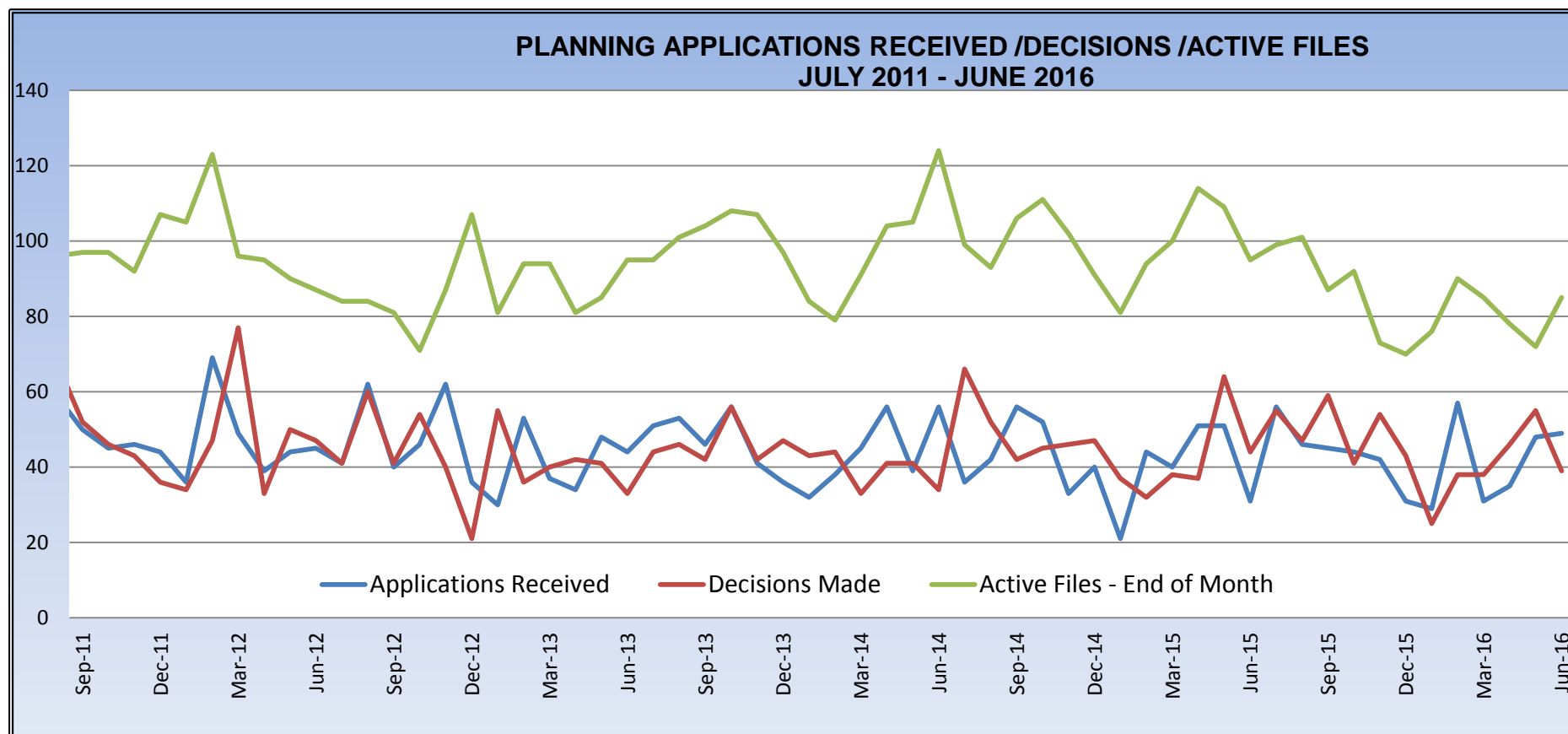
Application No/Year	Date Received	Property Title & Address	Proposal	Status
71-1/2016	8/03/2016	Assessment No. 366583 CA: 125B 552 HEYFIELD-UPPER MAFI TIDAMBA WEST	Resubdivision of the 2 existing lots to excise an existing dwelling.	Permit Issued by Delegate of Resp/Auth 15/06/2016
78-2/2016	10/06/2016	Assessment No. 13284 LOT: 1 TP: 548792S 139 REEVE ST SALE	Development of 3 dwellings and 3 lot subdivision.	Permit Issued by Delegate of Resp/Auth 16/06/2016
81-1/2016	16/03/2016	Assessment No. 96198 LOT: 2 PS: 203536R 133 NEWTON DVE STRAITFORD	Buildings and works associated with extensions to existing dwelling.	Permit Issued by Delegate of Resp/Auth 24/06/2016
92-1/2016	24/03/2016	Assessment No. 237479 LOT: 1692 PS: 58872 275 NATIONAL PARK RD LOCH SPORT	Buildings and works associated with construction of an outbuilding.	NOD issued by Delegate of Respon/Auth 27/06/2016
98-1/2016	5/04/2016	Assessment No. 26203 LOT: 1 TP: 117824F 132 LANSDOWNE ST SALE	Two lot subdivision of the land.	Permit Issued by Delegate of Resp/Auth 17/06/2016
121-1/2016	27/04/2016	Assessment No. 98970 CA: 7 SEC: A UPPER DARGO RD DARGO	Re subdivision of two existing lots into two new lots.	Permit Issued by Delegate of Resp/Auth 30/06/2016
123-1/2016	29/04/2016	Assessment No. 204958 LOT: 9 PS: 704991G 18 SMITHS LANE ROSEDALE	Buildings and works associated with extension to an existing dwelling.	Permit Issued by Delegate of Resp/Auth 10/06/2016
129-1/2016	3/05/2016	Assessment No. 328948 LOT: 3 PS: 401594G 492 RIVERVIEW RD HEYFIELD	Buildings/ works associated with construction of covered stockyards.	Permit Issued by Delegate of Resp/Auth 21/06/2016
130-1/2016	3/05/2016	Assessment No. 49254 LOT: 2 PS: 747760 15A THOMSON ST SALE	Re subdivision of two lots to create two new lots.	Permit Issued by Delegate of Resp/Auth 15/06/2016
135-1/2016	10/05/2016	Assessment No. 316562 PTL: 1 PS: 33595 37-47 COMMERCIAL RD HEYFIELD	Buildings and works associated with construction of a car port.	Permit Issued by Delegate of Resp/Auth 3/06/2016
136-1/2016	13/05/2016	Assessment No. 275685 LOT: 1 TP: 210086D 13 DAVID ST MANN'S BEACH	Buildings and works associated with construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 28/06/2016
138-1/2016	13/05/2016	Assessment No. 73882 CA: 3 SEC: 48 20 CARTER ST STRAITFORD	Staged subdivision of the land into 28 lots/removal of native veg.	Permit Issued by Delegate of Resp/Auth 30/06/2016



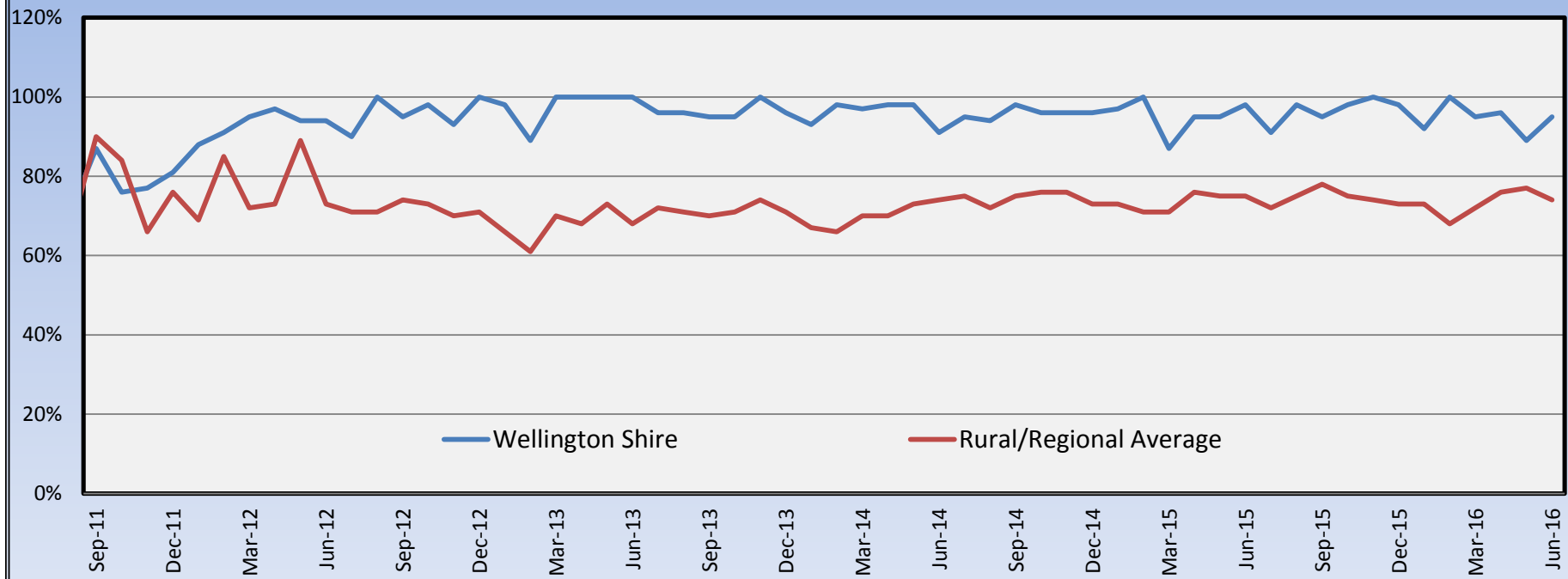
Application No/Year	Date Received	Property Title & Address	Proposal	Status
141-1/2016	13/05/2016	Assessment No. 403865 LOT: 3 PS: 531370D 1/12 BAY ST PORT ALBERT	Subdivision of the land into two lots.	Permit Issued by Delegate of Resp/Auth 10/06/2016
142-1/2016	17/05/2016	Assessment No. 269860 CA: 34 SEC: C GIFFARD WEST RD GIFFARD	Two lot subdivision to excise an existing dwelling.	Permit Issued by Delegate of Resp/Auth 17/06/2016
144-1/2016	17/05/2016	Assessment No. 303800 CA: 3 SEC: 35 24 DUKE ST MAFFRA	Change to hours on existing liquor licence.	Permit Issued by Delegate of Resp/Auth 20/06/2016
146-1/2016	18/05/2016	Assessment No. 277459 LOT: 1 TP: 435551W 17 NELSON ST PORT ALBERT	Buildings and works associated with construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 27/06/2016
147-1/2016	18/05/2016	Assessment No. 278788 LOT: 1 TP: 209071A 7 VICTORIA ST PORT ALBERT	Buildings/works associated with extension & renovation to dwelling.	Permit Issued by Delegate of Resp/Auth 2/06/2016
148-1/2016	20/05/2016	Assessment No. 229237 LOT: 1065 PS: 55692 9 DAVIES ST LOCH SPORT	Buildings and works associated with development of a single dwelling.	Permit Issued by Delegate of Resp/Auth 6/06/2016
152-1/2016	23/05/2016	Assessment No. 266726 LOT: 1 PS: 201145T 1 POGUES RD CARRAJUNG SOUTH	Buildings and works associated with development of outbuildings.	Permit Issued by Delegate of Resp/Auth 30/06/2016
153-1/2016	23/05/2016	Assessment No. 62083 LOT: 2 PS: 424848W 150 RAYMOND ST SALE	Buildings and works associated with extension to existing store.	Permit Issued by Delegate of Resp/Auth 6/06/2016
155-1/2016	25/05/2016	Assessment No. 230847 LOT: 2385 PS: 70941 1 GEOFFREY AVE LOCH SPORT	Buildings and works associated with construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 15/06/2016
160-1/2016	27/05/2016	Assessment No. 229088 LOT: 1046 PS: 55692 47 DAVIES ST LOCH SPORT	Buildings and works associated with development of a dwelling.	Permit Issued by Delegate of Resp/Auth 28/06/2016
162-1/2016	1/06/2016	Assessment No. 258814 LOT: 1153 PS: 40160 3 THIRTIETH ST PARADISE BEACH	Buildings and works associated with extension to existing dwelling.	Permit Issued by Delegate of Resp/Auth 9/06/2016
163-1/2016	1/06/2016	Assessment No. 433417 LOT: 1 PS: 616523H 404 AERODROME RD SALE	Buildings and works associated with construction of a patio.	No Permit Required 3/06/2016

Application No/Year	Date Received	Property Title & Address	Proposal	Status
166-1/2016	3/06/2016	Assessment No. 239004 LOT: 2329 PS: 70941 33 PELICAN ST LOCH SPORT	Buildings and works associated with alterations to existing carport.	Permit Issued by Delegate of Resp/Auth 9/06/2016

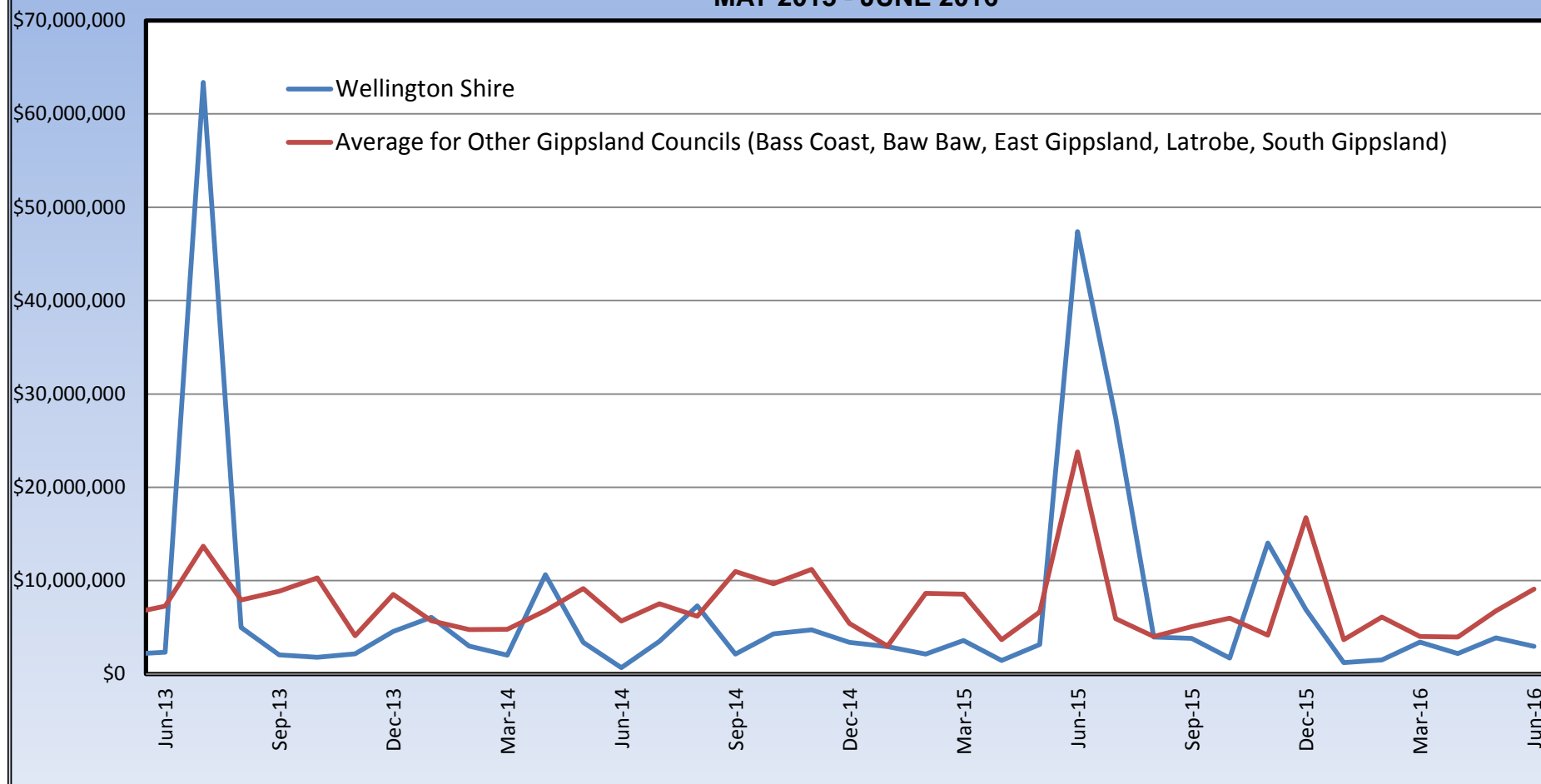
**Total No of Decisions Made: 36**



# DECISIONS ISSUED WITHIN 60 DAYS JULY 2011 - JUNE 2016



# ESTIMATED VALUE OF WORKS MAY 2013 - JUNE 2016





**ITEM C3.2****ECONOMIC DEVELOPMENT STRATEGY 2016-22 AND ACTION PLAN 2016-18**

DIVISION: DEVELOPMENT  
ACTION OFFICER: MANAGER ECONOMIC DEVELOPMENT  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓			✓				✓	

**OBJECTIVE**

To seek Council's adoption of the Economic Development Strategy 2016-22 and Action Plan 2016-18.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council adopt the Economic Development Strategy 2016-22 and Action Plan 2016-18 as provided at attachments three and four.***

**BACKGROUND****Draft Economic Development Strategy and Action Plan**

Wellington Shire Council engaged consultants "Geografia" to develop a new Economic Development Strategy and Action Plan, thereby replacing the current Economic Development Strategy 2011-15. After reviewing existing data and documentation, Geografia engaged with 22 key business stakeholders on a one-on-one basis and then conducted community workshops in December 2015. External stakeholders included members of Wellington Regional Tourism, businesses from a range of sectors across the Shire, and representatives of education and training organisations. An internal Council workshop was also conducted at this time.

Based on the feedback received from this initial consultation, Geografia prepared an Issues and Opportunities Paper (attachment 1). Findings from the research and consultation focused on five broad themes: economic diversity; amenity and infrastructure; skills and education; branding and marketing; and governance. These themes then formed strategic objectives for the Draft Economic Development Strategy 2016-22 (the Strategy).

A Draft two-year Action Plan 2016-18 (Action Plan) was also prepared as a set of tasks to implement the Strategy over the first two years. Council also engaged Geografia to undertake a street-based land use audit of commercial and industrial activity in Sale, Maffra and Yarram. This data will be reviewed every two years as part of the Action Plan.

Within the Draft Strategy, challenges and opportunities that had been identified included:

1. **Connecting** - Improving the links between places, products and people.
2. **Diversifying** - Value adding to the major anchor industries.
3. **Digital Economy** - Driving growth with the Digital Economy.
4. **Living** - Leveraging from Wellington's enviable liveability.
5. **Skilling** - Improving the workforce skills profile.
6. **Investing** – Facilitating investment in enabling infrastructure.
7. **Promoting** - Revealing Wellington's secrets to a wider audience of investors and visitors.

A Steering Group, comprising of Councillor Crossley, General Manager Development, Economic Development Business Unit, and representatives from the Committee for Wellington and Wellington Regional Tourism, reviewed work by Geografia after each stage of the project, including Issues and Opportunities Paper and the draft Strategy and Action Plan. Geografia also provided Councillors with a briefing on the development of the draft Strategy and Action Plan at a Council workshop on 3 May 2016 and feedback from that workshop has been incorporated into the attached documents.

### **Public Exhibition**

Council endorsed the draft Strategy and Action Plan on 17 May 2016 to proceed for a period of public exhibition which closed on 27 June 2016. As part of this process, Council also sent copies of the draft documents to participants in the earlier workshops as well as key business and tourism stakeholders. Council received 12 submissions as part of the exhibition period, some providing quite lengthy input.

The 12 submissions received were generally supportive, with no major negative feedback. A summary of the comments provided in each submission is provided in attachment 2. Copies of individual submissions have been provided to Councillors in their library. The summary provides an outline of issues or references made in each submission and details actions taken in response. A number of these comments supported the priorities of the Draft Economic Development Strategy and Action Plan or suggested areas that could be strengthened. A number of comments were operational in nature and not considered appropriate for a strategic document. These comments will be actions through alternative processes.

### **Adoption of Economic Development Strategy and Action Plan**

The attached Economic Development Strategy 2016-22 and Action Plan 2016-18 has been amended to reflect responses outlined in the submission summary, as well as other minor amendments identified during the review period. These documents will provide Council with an important tool to guide and develop the economy over the next six years.

The objectives and actions reflect Wellington's distinctive economic strengths, particularly economic diversity and liveability. The Strategy also reflects the three broad roles that Council has within economic development: control; influence and monitor. The Strategy establishes a vision, and this vision will be enabled through the two year action plan that will be reviewed and updated in 2018 and then again in 2020.

### **OPTIONS**

1. That Council adopt the Economic Development Strategy 2016-22 and Action Plan 2016-18;  
or
2. That Council not adopt the Economic Development Strategy 2016-22 and Action Plan 2016-18 and seek further information.

## **PROPOSAL**

That Council adopt the Economic Development Strategy 2016-22 and Action Plan 2016-18 (refer to attachment 3 and 4).

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **FINANCIAL IMPACT**

The development of the Strategy and Action Plan were funded in Council's 2015/16 operating budget.

## **COMMUNICATION IMPACT**

Should Council adopt the Strategy and Action Plan, those members of the community who have made submissions, or have been previously engaged with or shown an interest in the process, will be directly notified. The Council website will also be updated accordingly.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013-17 – Theme 6: Economy contains the following strategic objective and related strategy:

### Strategic Objective

*Supported business growth and employment, lifestyle opportunities and a vibrant tourism sector.*

### Strategy 6.1

*Support business growth to align with the competitive strengths of the region.*

### Strategy 6.2

*Encourage infrastructure planning and delivery to support economic growth.*

### Strategy 6.3

*Attract new investment, lifestyle growth and visitors by developing and supporting Wellington Shire's regional identity.*

## CONSULTATION IMPACT

During the project the following community consultation took place:

November-December 2015	One-on-one Interviews with 22 key business stakeholders
9 December 2015	External Stakeholder workshop session with stakeholders including members of Wellington Regional Tourism, businesses from a range of sectors across the Shire, and representatives of education and training organisations.
	Internal Council workshop session with representatives from across relevant Council business units.
18 May-27 June 2016	Period of Public Exhibition

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

ATTACHMENT 1

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
1	Helen Hoppner	Gippsland Plains Rail Trail (GPRT) Committee	Funding is needed to support completion of Thompson River bridge at Cowwarr for GPRT. Could this be reflected in Economic Development Strategy (EDS).	Strategy recognises the value of rail trails to local communities. Council provided significant support to complete Gippsland Plains Rail Trail. Action 16 reflects the priority to now focus on Great Southern Rail Trail extension to provide a continuous trail between Yarram and Leongatha, as well as extending Tarra Trail to Port Albert.
2a	Alex Arbuthnot	Individual	Supportive comments throughout document.	General comments noted.
2b			Vision and Objectives on p9, too far in.	Executive Summary has been updated to ensure the Strategy's vision statement has greater visibility.
2c			Performance Indicators need clear outcome objectives and targets.	No changes have been made to KPIs. The intent of stated KPIs was to establish appropriate benchmarks, particularly in relation to Gippsland trends, and maintain or increase percentage rather than set specific values. Realistic targets may be considered as part of progress report of Strategy at Action 33.
2d			Too many actions. Suggest adding column 'outcomes'.	Actions will be grouped as part of Council's annual business plan for reporting purposes. Outcomes will be documented as part of progress report of Strategy at Action 33 and development of Action Plan 2018-20.
2e			Support Port of Sale redevelopment. Consider building height for potential future developments.	No changes have been made given that this level of detail not generally referenced in a strategic document.

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
3a	Kellie Willis	Wellington Regional Tourism	Additional dot point in Executive Summary (About Wellington), on unique physical attributes.	Support general statement in Executive Summary to reflect intent of main document. Executive Summary has been updated after final review.
3b			Additional dot point in Executive Summary (Challenges and Opportunities) highlighting opportunities for growing visitor numbers through effective marketing, promotion and development of infrastructure	Executive Summary has been updated to reflect opportunities to promote the region to grow visitor numbers and population growth.
3c			Reference to WRT Strategic Plan and MOU re WRTs future role.	No changes have been made given no other local external document has been referenced in the Strategy.
4	Dr Steb Fisher	Grand Strzelecki Track	Grand Strzelecki Track (GST) network and event/visitor potential.	No changes have been made given Strategy already refers to niche markets and nature based tourism in Strzelecki Ranges and leveraging from natural attractions in Tarra Bulga National Park. Action 40 also discusses events promoting Wellington's natural assets.
5	Kaye Hogben	Loch Sport Community Representative Group	Attracting Retired persons to region. Not all retired persons are on pensions and some have considerable incomes, next Census?	No changes have been made given the Strategy references the link between visitors and liveability/residents including semi retirees. The Strategy also focuses on Gippsland Lakes as a tourism asset. Actions 8, 15 and 21 also support this area.

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
6a	Anna Larkin	Personal	Greater reference to climate change. Impact on businesses.	Strategy has been updated to include reference to climate change as an industry opportunity and reference made in Gippsland Regional Plan, under Diversifying and Supporting the Other Major Industries. Comment on climate change already included p26 in context of water security.
6b			Include renewable energy in Section 2 – Diversifying. Encourage more businesses that supply renewable energy options.	Strategy has been updated to include recognition by Gippsland Regional Plan of the need to position Gippsland as a future leader in new, low emissions energy technologies including renewables, under Diversifying and Supporting the Other Major Industries.
6c			Include renewable energy in Section 5 – Skilling. Improve training options for newer industries such as renewable energy.	No changes have been made to Strategy as there is no current market driver to this training in Wellington Shire. Opportunities may flow out of Latrobe Valley economic transition away from coal-fired power generation.
6d			Latrobe Valley funding. Wellington opportunity to leverage off this.	Noted. Wellington already participates in forums in this regard.
7a	Terry Robinson	Destination Gippsland	Page 7 increasing visitor numbers. Think this should tie in to broader tourism objective to include more detail than increasing visitor numbers. Destination Gippsland identifies the need for increasing overnight stays, expenditure, length of stay, geographic and seasonal dispersal and increasing visitor satisfaction.	No changes have been made to the Strategy as this is a reference to key themes stated within the Gippsland Regional Plan.

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
7b			Page 11. Add 'visitor numbers' to the selected Economic Indicators list?	No changes have been made after discussion with Destination Gippsland. This section is to provide a picture of general economic position comparing mainly census data (2006-2011). There is no readily available figure that shows overall increase or decrease in Visitor Numbers.
7c			Page 12 - Jobs by industry I recognise the standard categories REMPPLAN puts industry and employment numbers into however I always prefer a combined total for the 'Visitor Economy' that adds a percentage of the Retail sector to Accommodation and Food to give it a more accurate (and higher) figure	REMPPLAN has separate figure that provides tourism as separate industry. This change has been reflected in the Strategy.
7d			Page 17 - There could be an added reference to Agritourism (wineries, farm gate, farm tours, markets, festivals, local produce in cafes.....)	Strategy has been updated to reflect <u>agri</u> -tourism growth, under Diversifying – New Opportunities in Agribusiness section. This also aligns with Action 42 on food provenance and branding.
7e			Page 21 - last dot point could include Gippsland Tourism Smart Connections project which continues to improve the real time booking capability and overall use of technology in the visitor economy	Strategy updated to expand reference to supporting the overall use of technology to improve business and visitor economy outcomes.
7f			Page 23 – 25. Agree with the tourism focus and ask whether there is an opportunity to identify examples of specific projects or actions that will occur.	No changes to Strategy made as Actions 15, 16, 20, 21, 28, 29 and 30 specifically address this issue.



SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
7g			Page 27 – Land audits. Could it include special use zones or other tourism/accommodation friendly developments?	No changes to Strategy made as the Land activity audits referenced have been completed for 2015, in relation to commercial and industrial land use in Sale, Maffra and Yarram. Action 35 also refers.
7h			P28 Promoting Wellington's Secrets. How will the tourism brand 'Inspired by Gippsland' relate, if at all, to other investment areas?	No changes to Strategy made as work currently underway on tourism brand has yet to be finalised. Action 41 refers.
7i			P29 In the Tourism areas shaded on the map it should show Tarra Bulga National Park or Yarram. Also would consider adding Sale as a Tourism hub as it is a key driver of the Visitor Economy (accommodation, hospitality, business travel, events...)	Strategy has been updated to show both Tarra Bulga National Park and Yarram as tourism areas. Sale will be highlighted as key economic hub, rather than specifically related to any activity.
7j			P33 Table 4: Branding Performance Indicators (VIC and website) not necessarily brand measures. Could this be expanded to include some marketing research such as tracking destination awareness, brand perception, performance of Inspired by Gippsland (we can assist with this if it is an important measure).	No changes have been made to performance indicators. Intent was to keep performance indicators simple to facilitate sustainable collection from existing sources. Tourism Brand work has not yet been finalised. Changes to indicators would be considered as part of progress report of Strategy at Action 33 and development of Action Plan 2018-20.
7k			Action Plan: p1 Action 4. RV market needs some research and policy backing to understand pros/cons, yield and competition issues.	Noted. Actions 4 and 20 have also been cross referenced.

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
7l			Interested in how each action and priority was determined. Are they based on a return on investment, research or through key stakeholder input?	Actions and priorities were based on a combination of all three.
8a	Garry Stephens	Tarra Territory Tourism	Specific roads mentioned as tourism links. Tourism and interpretative signage for Tarra Bulga NP.	Supports comments made in Strategy in relation to importance of tourist roads such as Grand Ridge Road. No changes have been made in relation to comments on other roads as operational issues that would not normally be referred to in Strategy. Action 9 refers to advocacy to seal circular touring routes.
8b			Tarra Valley needs to be reflected as tourism asset on fig 9, p29.	Strategy has been updated to show both Tarra Bulga National Park and Yarram as tourism areas. Sale will be highlighted as key economic hub, rather than specifically related to any activity.
8c			Transport - Melbourne, Traralgon and Sale bus connections to Yarram.	No changes have been made as improvements to public transport are highlighted throughout the Strategy. Reference to individual services and opportunities are operational issues that would not normally be referred to in Strategy.
8d			Tourism links to visitors to Wilsons Prom and Philip Island.	No changes have been made as partnering with stakeholders such as Destination Gippsland, Tourism Victoria and Wellington Regional tourism are already mentioned. Noted.
8e			Ensure tourism assets in nearby Shires such as Agnes Falls Reserve are not neglected.	Noted. Council already works with South Gippsland Shire and work such as extension of Great Southern Rail Trail will support this.
8f			High Speed Broadband	No changes made as the digital economy and High Speed Broadband already a major focus of the Strategy. This supports Council position.

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
8g			Need for Marketing Strategy and high end accommodation.	No changes made as Strategy already refers to the need for a marketing plan. Actions 8, 41, 42, and 43 support this reference.
8h			Great Southern Rail Trail extension needs to be top infrastructure priority. Notes Councils budget plans.	No changes to Strategy as comments support Council priority and Action 16.
8i			Grand Strzelecki Track does not feature in EDS. Brings significant bushwalking visitation.	No changes have been made given Strategy already refers to niche markets and nature based tourism in Strzelecki Ranges and leveraging from natural attractions in Tarra Bulga National Park. Action 40 also discusses events promoting Wellington's natural assets.
8j			RV Strategy – Shire needs to be recognised as place that welcomes RV. Needs to be complimentary to operation of caravan parks. List provided of things to consider for RV Strategy.	No changes as reference supports Strategy and Actions 4 and 20. List noted and will be reviewed as part of actions.
8k			Boating facilities at Port Albert – discussed work by PAPA with Gippsland Ports to provide more wharfage space. Needs to be more consultation with Port Albert about boat ramp at peak times. Needs to be considered in EDS.	No changes made to Strategy as already covered generally with fishing as niche market. Work already undertaken as part of Council's Boating Facilities Plan. Port Albert area also highlighted as tourism asset on p29, fig 9.
8l			Sustainable Fishery in Corner Inlet	No changes to Strategy made as already mentions fishing as niche market. The importance of food and fibre to the region, as well as agri-tourism, are also referred to as part of Diversifying – New Opportunities in Agribusiness.

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
9a	Peter Hamilton	Yarram and District Traders and Tourism Association	Transport - Melbourne, Traralgon and Sale bus connections to Yarram.	No changes have been made as improvements to public transport are highlighted throughout the Strategy. Reference to individual services and opportunities are operational issues that would not normally be referred to in Strategy.
9b			High Speed Broadband and mobile phone blackspots. Support new business efforts.	No changes made as the digital economy and High Speed Broadband already a major focus of the Strategy. This supports Council position.
9c			310 Commercial Road Yarram not fully utilised. Consider for business incubator for small digital businesses.	Noted. No changes required as operational issues that would not normally be referred to in Strategy.
9d			Parkside Aerodrome	Noted. No changes required as operational issues that would not normally be referred to in Strategy.
9f			EDS should examine development of additional industrial and residential land.	No changes required in Strategy as surplus of residential land and adequate industrial land already in place.
9g			Links to Latrobe Valley and Highland Highway. Timber and tourism road. Additional passing lanes.	No changes have been made as improvements to public transport are highlighted throughout the Strategy. Reference to individual services and opportunities are operational issues that would not normally be referred to in Strategy.
9h			Lists and supports various other references.	Noted.
10	William Brennan	Gippsland MTB Inc	Victorian Trails Strategy 2014-24. Mountain Biking in Wellington Shire has grown and WSC has been supportive. Now seek additional work on Council land for shelters, tables/seating, toilets, skills area.	Noted. No changes made to Strategy as cycling events specifically mentioned already. Action 40 refers to Event Calendar.

SUBMISSIONS TO WELLINGTON SHIRE COUNCIL  
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22  
DRAFT ACTION PLAN 2016-18

NUMBER	CORRESPONDENT	SUBMISSION	ISSUE/REFERENCE	RESPONSE
11	Simon Webster	Sale Field & Game <u>Assoc</u>	Sale Branch is now the largest in Australia and studies conclude hunting is a significant economic driver. Harness the opportunity to capitalise on this large recreation sector in the years ahead. Also shooting as sport and conservation work on Gippsland Lakes.	Noted. No changes made to Strategy as hunting specifically mentioned as niche market and a greater focus on nature based tourism around the Gippsland Lakes and wetlands and Alpine National Parks. Action 40 refers to Events Calendar.
12	Gippsland Accessible Tourism partnership		Make reference to Gippsland Accessible Tourism Plan 2016-19 and actions.	No changes have been made given no other local external document has been referenced in the Strategy. Strategy already notes that people with disabilities and their carers represent a niche market to be considered. Action 15 specifically refers to opportunities to introduce accessible boardwalks and improved connections.



# Economic Development Strategy Action Plan 2016-2018

## Wellington Economic Development Strategy Year 1 & 2 Action Plan

Strategic Objective	Action	Role	Stakeholders	Rationale
Economic Diversity	1. Develop a Digital Strategy to address all aspects of digital economy opportunities.	Control and Influence	Council, local businesses, residents	There are significant economic opportunities for new and existing businesses and operations in relation to the digital economy. This includes Council service provision. A prioritised strategy will ensure resources are allocated appropriately.
	2. Seek funding to develop a strategy that focuses on the potential economic and social benefits from aviation related activities at RAAF Base East Sale and population increases, particularly with expansion as a result of Defence Project AIR 5428.	Control and Influence	Council, local businesses, RAAF	Stakeholders have already demonstrated a willingness to help maximise the benefits to Wellington from the Base. Further potential from both social and economic opportunities will have flow on effects to broader community.
	3. Continue to investigate the options for developing aviation related activity at the West Sale Airport.	Control and Influence	Council, local businesses, current users	West Sale represents a significant asset that has yet to reach its potential.
	4. Continue to investigate the emerging opportunities in the 'silver economy.' This includes support for the RV market in Wellington. Refer Action 20.	Control and influence	Council, local businesses	Already recognised as an emerging opportunity in Gippsland, Wellington can leverage from its existing quality of life to encourage investment in aged care, recreation and other services to older residents. It extends to attracting (ideally repeat) visitation from the 'grey nomads'.
	5. Continue to investigate the potential for biomass and other renewable energy production in Wellington, including for servicing Council's own energy needs.	Control and influence	Council, local businesses	The timber industry is already considering energy self-sufficiency through biomass energy generation. To keep ahead of the requirement to shift to renewable energy and improve Wellington's reputation as a clean, green environment, all forms of practical renewable energy should be investigated. Council can showcase the potential by being a leader in consuming renewable energy.
	6. Continue to support opportunities to expand the capacity of SORF to service Victoria's soil and organic recycling needs.	Control and Influence	Council, Gippsland Water	The SORF is already a major regional facility, creating a local competitive advantage. Market growth in envirotech sectors such as this is expected to be strong.

Strategic Objective	Action	Role	Stakeholders	Rationale
Economic Diversity	7. Work with partner member, Invest Gippsland, and other stakeholders, including Regional Development Victoria to identify opportunities for, and ways to support growth in additional activity in food and fibre. In the first instance, consult with local industry and peak bodies to identify priority actions.	Control and Influence	Council, Invest Gippsland, RDV, producers	There are recognised market opportunities and potential in Wellington for, amongst other sectors, poultry, dairy, niche markets such as horticulture and timber products. These need further investigation in order to prepare a priority list for action.
	8. Encourage the establishment of higher end, environmentally sustainable accommodation in outstanding locations close to existing villages (with particular focus on the Gippsland Lakes area). Upmarket cabins could also form part of the mix in camp sites managed by Parks Victoria.	Influence	Council, WRT, Parks Victoria, Destination Gippsland	Lack of high end or iconic accommodation is recognised as a gap in Wellington's offer. Operators may need assistance securing staff and infrastructure.
	9. Advocate for the sealing of tourist roads to create circular touring routes from Melbourne.	Influence	Council, WRT, Destination Gippsland, tourism operators	The generation of increased visitor traffic through the municipality will induce investment, as well as improving access for local communities.
	10. Prepare a program of events to launch the Port of Sale redevelopment.	Control	Council, WRT, Destination Gippsland, tourism operators	As with many Wellington assets, the Port of Sale needs more market awareness. There are opportunities in arts and culture to fit with the Port of Sale cultural hub and also local food and produce. An events calendar including the new Port of Sale would have a State-wide as well as regional draw. This could be a test for employment of a dedicated Events Promotion Officer with a brief to organise hallmark and major events and to maximise the economic value of events in Wellington. Events should also promote Wellington's natural assets and other features in alignment with local branding efforts and the objectives of the GRPP and Wellington 2030.



Strategic Objective	Action	Role	Stakeholders	Rationale
	11. Continue to work with the agricultural community via the Agricultural Industry Group and update Council's Position Paper through direct surveying or community consultation.	Control, Influence and Monitor	Council; Food and Fibre Group, Agricultural Industry Group, agricultural enterprises	Agricultural opportunities and challenges are dynamic and require regular monitoring. The sector is critical to Wellington's wellbeing and there are significant opportunities across food and fibre.
Amenity and Infrastructure	12. Work with VLine, PTV and local stakeholders to identify options for, and then advocate for improvements and changes to the schedule for the passenger train service to Sale and Bairnsdale and connections to Traralgon.	Influence	Council, residents	Short-haul train services to regional Victoria have a strong and positive impact on population growth and business investment. It will also help address the poor connectivity to services in Traralgon and provide more services and better connection into Melbourne for Wellington residents.
	13. Work with local Business and Tourism Associations and invite Renew Australia to discuss opportunities for small business development in main streets of Sale, Maffra, Heyfield, Yarram, Stratford and Rosedale.	Influence	Council, local businesses and tourism associations, Renew Australia	These towns add to both the infrastructure support for local economic activity and the residential amenity that can attract and retain new residents and other investors. May also raise awareness of Wellington as somewhere looking to encourage entrepreneurialism.
	14. Continue to identify opportunities for improving access to HSB in Wellington both for residential amenity and for business support.	Control and influence	Council, local businesses	HSB is increasingly an essential infrastructure asset for all growth industry sectors. There are examples of local governments working with NBN Co to support an accelerated rollout of HSB.
	15. Identify opportunities for introducing accessible boardwalks (similar to those around Lake Guthridge and Sale Common) elsewhere in Wellington and improve connections for whole of Gippsland Lakes.	Control and Influence	Council, WRT, Destination Gippsland, tourism operators, Parks Victoria, East Gippsland Shire Council, Wellington Access, Inclusion Group	This will improve amenity for disabled and elderly residents, encourage visitor stopovers leveraging from local the natural assets of the region and target the niche tourism market of people with disabilities and their carers.

Strategic Objective	Action	Role	Stakeholders	Rationale
Amenity and Infrastructure	16. Work with partners to extend the Great Southern Rail Trail from Welshpool (South Gippsland) to Alberton.	Control and Influence	Council, WRT, Destination Gippsland, tourism operators, South Gippsland Shire Council, Parks Victoria, Great Southern Rail Trail C'tee, DELWP	The Great Southern Rail Trail has proved popular with visitors and regional residents and has already stimulated investment in new hospitality enterprises in villages such as Cowwarr. The extension would provide a continuous trail between Yarram and Leongatha which could be marketed beyond the region.
	17. Consider roll out of public Wi-Fi in key meeting places around Wellington.	Control	Council, local businesses	Wi-Fi is becoming more available and expected. It can be relatively low cost to install Wi-Fi equipment for localised areas. It may help create meeting places that are important for social capital building in local business communities.
	18. Continue to advocate for the infrastructure priorities in the Gippsland Regional Plan.	Influence	Council, local businesses	The GRP represents a shared vision for Gippsland and has identified the key investments necessary to stimulate growth and development in Wellington. Funding is yet to be secured for some elements.
	19. Prepare an industrial land strategy for West Sale and Wurruk.	Control	Council, local businesses	While adequate in aggregate terms, there is insufficient industrial land of the right size, location and level of service provision to support industry need. It is important that any policy to address this is based on a holistic assessment of supply and demand and a long-term strategy.
	20. Prepare an RV Strategy for Wellington Shire. Refer Action 4.	Control	Council, WRT, local businesses	This will provide a document that articulates Council's policy and information on provision of amenity and infrastructure for growing RV market and support to local commercial caravan parks and tourism operators.
	21. Ensure the roll out of key boating infrastructure is continued, focusing on priorities such as pump-out and refuelling facilities at Loch Sport.	Influence	Council, Gippsland Ports, local businesses	The Gippsland Lakes are a key part of Wellington's tourist and residential amenity. More facilities are needed both to attract more use and manage the impact on the sensitive natural environment.

Strategic Objective	Action	Role	Stakeholders	Rationale
Leadership and Governance	22. Continue to work with all major regional stakeholders in identifying, prioritising and implementing economic development opportunities, including those identified in this document, the Regional Growth Plan and Wellington 2030.	Influence and Monitor	Council, regional stakeholders	There are a range of bodies already working towards improving economic outcomes in Gippsland and Wellington. This includes other parts of Council, the Business and Tourism Associations, Destination Gippsland, Regional Development Victoria, neighbouring councils and other bodies. Relationships are currently productive but will always need to be monitored and maintained.
	23. Continue to ensure communication channels with local businesses are effective, including with major employers. This may include the establishment of multi-industry/enterprise business networks, regular forums and other opportunities for collaboration.	Control	Council, local businesses	Council and staff have developed a good reputation for being available to local business operators. It is essential to maintain this and continue to find ways to improve how information is shared.
	24. Develop and implement an advocacy and communication template that can be used to support Wellington Shire Council's major infrastructure projects.	Control	Council	Strong, clear messages articulated in a template form will ensure strength in advocacy communications with State and Federal Governments.
	25. Establish a formal inter-Council project team to assist with major projects on an 'as required' basis.	Control	Council, other Gippsland Councils	Major projects generally have an impact across multiple areas of Council jurisdiction. These impacts are often large scale and with peak periods (e.g. construction phases) that represent both opportunities and challenges.
	26. Continue to advocate to State and Federal Government to address telecommunication blackspots in Wellington, with a focus on those that will help stimulate economic development activity.	Influence	Council, local businesses	Although there is a strong case for removing telecommunication blackspots for reasons of equity, quality of life and safety, for the purposes of this Strategy, the focus is on addressing those that impede economic activity, including in or near the region's national parks.
	27. Consider facilitating a regional food and fibre business forum to provide information to councils on emerging opportunities and needs.	Control and Influence	Regional councils via Invest Gippsland, local businesses	The Future Industries Fund will be a critical, but highly competitive, funding source. Cooperation and input from the agribusiness sector will help to identify opportunities for growth and raise awareness in State and Federal arenas of the investment potential in the region.

Strategic Objective	Action	Role	Stakeholders	Rationale
	28. Continue the implementation of the new Visitor Information Centre improvements	Control	Council, WRT	The new VIC format is more forward looking and will improve the effectiveness of visitor services in Wellington.
Leadership and Governance	29. Work with WRT to ensure its governance structures support broader input from the tourism community.	Influence	Council, WRT, tourism operators	Enabling a more diverse membership base would encourage greater business support and ideas.
	30. Consider revising the responsibilities for tourism development to best reflect stakeholder expertise and resources.	Influence	Council, WRT	It is important to ensure cost effectiveness of all activity and remove as much duplication as possible.
	31. Continue liaising with the respective Business & Tourism Associations.	Control and Influence	Council, BTAs	As the key representative stakeholders in the Shire, the BTAs are important bodies for sharing information and concerns, particularly as they relate to SMEs and specific parts of the Shire.
	32. Continue to work with local Indigenous stakeholders on developing economic opportunities	Control	Council, GLaWAC, local stakeholders	There are opportunities, particularly, but not exclusively, in cultural tourism that warrant collaboration.
	33. In early 2018, prepare a progress report on the implementation of the Strategy.	Control	Council	To identify achievements to date, work still to be done and the actions necessary to continue the development process for years 3-4 of the Strategy and beyond.
	34. Continue to monitor economic indicators, such as working age population replenishment rates; new business start-ups; business longevity; and commercial/industrial vacancy rates.	Monitor	Council	While it is very difficult to measure the direct relationship between performance indicators and economic development interventions, it is useful to have appropriate benchmarks that are regularly monitored to assist in identifying emerging trends.

Strategic Objective	Action	Role	Stakeholders	Rationale
	35. Run a biennial industrial and commercial land use audit of Sale, Maffra and Yarram, to document and compare, over time, new businesses or emerging issues, such as building vacancies.	Control	Council	Keeping accurate and up-to-date accounts of business activity ensures Council and its stakeholders get early indicators of emerging business clusters or building/land vacancies. This can replace using anecdotal evidence for industry strengths and weaknesses.
	36. Continue to ensure the Council's Wood Encouragement Policy is applied.	Control	Council	Council undertakes a significant amount of construction and fit out in its buildings and can use this to showcase the products of an important local industry. It will also help to create a brand for Wellington in the style of local buildings.
Skills and Education	37. Work with Federation Training, and other relevant stakeholders, to identify the specific needs for new in-town facilities in Sale.	Influence	Council, Federation Training, industry sectors (e.g. oil and gas, manufacturing).	Engagement will need to consider potential changes to learning systems and local industry demand.
	38. Prepare a 'skills barometer' to commence monitoring the skills gaps in the Shire, to identify potential changes in industry demand.	Control, Influence then Monitor	Council, businesses	This will assist any local training providers to respond to rapidly emerging industry needs and skills shortfalls.
	39. Work with local businesses to review the potential need or feasibility of a local 'experimental' business accelerator in Sale.	Control	Council and willing participants	While there is no significant shortage of commercial premises available for start-ups and SMEs, an accelerator can be a relatively affordable investment in identifying new businesses that can be assisted with often challenging start-up costs. Assistance with business development skills can form part of this when done in partnership with training providers.
Branding	40. Manage an Events Calendar	Control	Council, WRT, Destination Gippsland, tourism operators	An events calendar (including the new Port of Sale) would have a State-wide as well as regional draw with a brief to organise hallmark and major events and to maximise the economic value of events in Wellington. Events should also promote Wellington's natural assets and other features in alignment with local branding efforts and the objectives of the GRP and Wellington 2030.

Strategic Objective	Action	Role	Stakeholders	Rationale
	41. Prepare a marketing strategy for Wellington that presents a clear message about Wellington and a consistent brand that highlights local assets. It must encompass the entire economy.	Control and Influence	Council, local businesses, WRT, Destination Gippsland	There is a need for a strategic and consistent approach to branding Wellington: for tourism, residents, and new business investors; and to showcase the contribution of Wellington's economy to the State (including to the State and Commonwealth Government).
Branding	42. If aligned with the marketing strategy, promote the 'clean, green' environment in Wellington and consider the opportunities for 'local provenance' as part of the new Wellington brand.	Control	Council, local businesses, WRT, Destination Gippsland	Clean, green and local are all highly desirable assets, particularly in relation to food and wine production, but also liveability. It can complement Wellington's natural landscape, as well as some of its industry innovations (e.g. the efficiency improvements in the Macalister Irrigation District and the Radial Timber project).
	43. If aligned with the marketing strategy, prepare a business investment prospectus that highlights the key economic indicators and opportunities in the Shire.	Control	Council	As part of raising awareness, and if aligned with the marketing strategy, a concise, evidence-based prospectus is an ideal format for providing information to prospective business investors. Both an online and hard copy version should be prepared.
	44. Continue to promote the opportunities arising from the MID to prospective investors	Control	Council, Invest Gippsland, RDV, existing producers, industry peak bodies	Given the ongoing investment in the MID, Council has a role in helping to promote it as a valuable asset underpinning land productivity in the region.
	45. Promote the Council's economic development team within Council and across the Shire.	Control	Council	As the primary (but not only) Council team for economic development, there is value in raising the team's profile to local businesses, as well as beyond. This will ensure potential investors can easily find who is available to assist in planning for local business investment.



# Economic Development Strategy 2016-2022

# EXECUTIVE SUMMARY

Wellington Shire Council has a far-sighted vision for the Shire's economy. This vision is encapsulated in Wellington 2030 Strategic Vision and complements the Gippsland Regional Plan. This Economic Development Strategy (the 'Strategy') will guide the Shire in helping to grow and develop the economy over the next six years.

In the preparation of this Strategy, the following Vision Statement has been developed:

*To ensure a diverse and sustainable economy by connecting our people and businesses to one another and to markets; by strengthening existing industries; and by ensuring Wellington is well-placed to take advantage of new opportunities.*

## About Wellington

- Relative to other parts of rural Victoria, Wellington's economy is strong and diverse in well-established major industries including agribusiness, defence, oil and gas, public administration and health.
- These industries combined employ around 60% of the workforce and form the basis of Wellington's robust and stable economy.
- These industries produce considerable flow-on benefits to the rest of the economy.
- In terms of liveability and amenity, Wellington is well placed. This is a critically important strength for Wellington as demand for urban amenity (e.g. health services, public transport and arts) in rural Victoria continues to grow.

## Challenges and Opportunities

- There are expanding domestic and international markets for food and fibre including innovation in food processing; scope to expand into new economy activities leveraging from the NBN; further growth in manufacturing; and promise in the growing number of visitors to the Shire.
- Liveability, education and quality local amenities are also valuable assets in attracting and retaining the essential skilled labour required to sustain the oil and gas industry. As many stakeholders have said, once people move to Wellington, they appreciate the quality of life here. Amenity and connectivity, therefore, play important roles in Wellington's economic prospects.
- A common theme to the strategic objectives and recommended actions is better connectivity. That is, improved road and rail links; high speed broadband; connecting ideas between businesses; and connecting the messages about Wellington to a larger audience.
- The development of clear messages, branding and marketing strategies that promote visiting, living and investing in Wellington Shire will provide opportunities to grow visitor numbers and population growth.



## About the Strategy

The Strategy is made up of three, two-year phases, each with a unique Action Plan that emphasises particular themes. (Figure A).

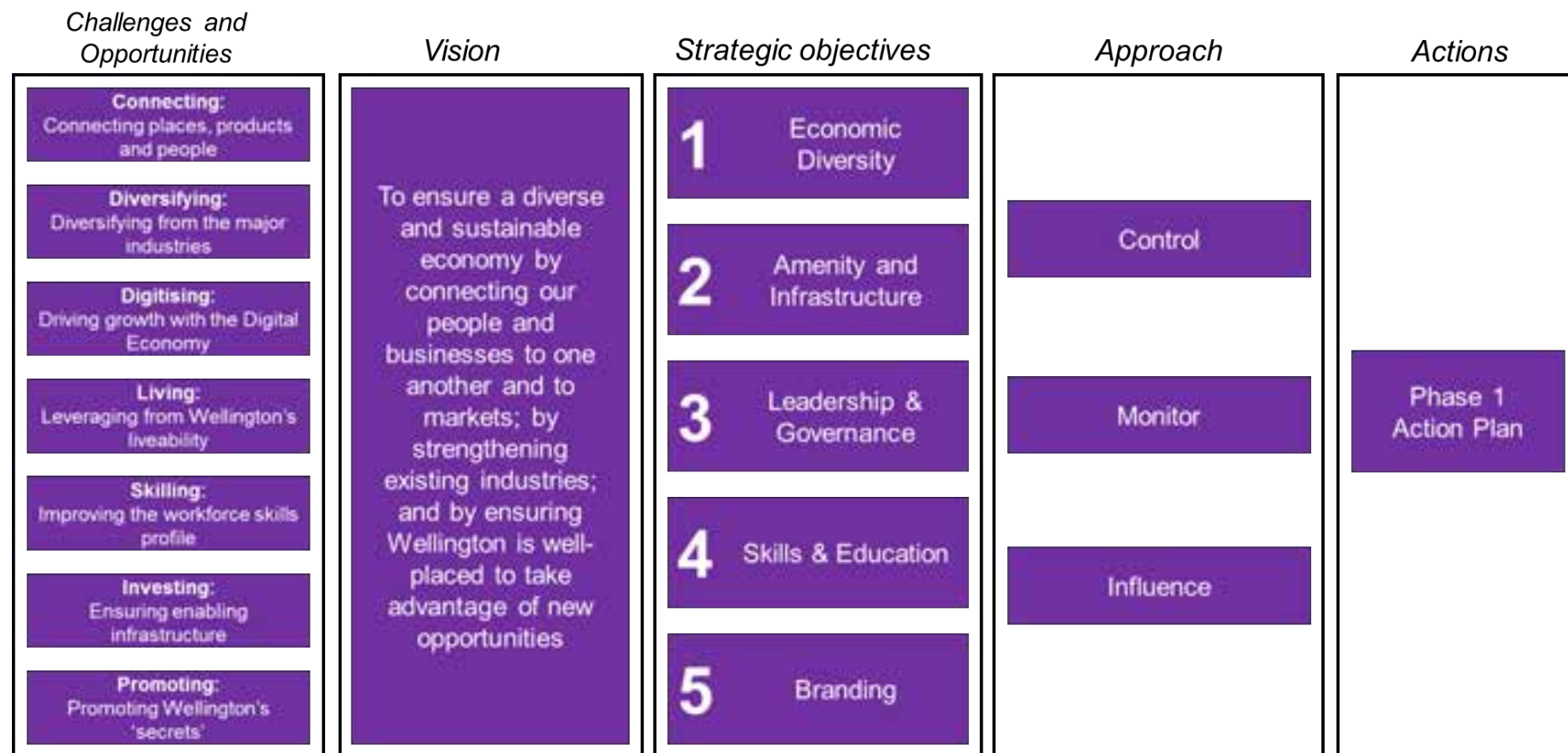
### Figure A The Phases of the Strategy

Phase 1 of the Strategy outlines 44 actions across five strategic objectives: economic diversity, amenity and infrastructure, leadership and governance, skills and education and branding. The objectives and actions reflect Wellington's distinctive economic strengths, particularly economic diversity and liveability (Figure B).

### Figure B The Five Strategic Objectives

The strategic objectives synthesise all of the priority concerns and interests that the business community, the Council and the evidence have pointed to. Figure C describes the pathway from the challenges and opportunities to the Action Plan.

**Figure C From Challenges and Opportunities to the Action Plan**



# Contents

BACKGROUND .....	5
Introduction .....	5
Local Economic Development and the Role of Local Government .....	5
Building on Earlier Work .....	6
THE VISION AND STRATEGIC OBJECTIVES.....	9
The Vision.....	9
The Strategic Objectives.....	10
ABOUT WELLINGTON .....	11
A Stable and Robust Economy .....	11
A Liveable Municipality .....	14
THE CHALLENGES AND OPPORTUNITIES .....	14
1. Connecting - Improving the Links Between Places, Products and People ..	16
2. Diversifying - Value Adding to the Major Industries.....	16
3. Digital Economy – Driving Growth with the Digital Economy .....	20
4. Living – Leveraging from Wellington’s Envidable Liveability .....	21
5. Skilling - Improving the Workforce Skills Profile .....	25
6. Investing – Facilitating Investment in Infrastructure .....	26
7. Promoting – Revealing Wellington’s Secrets.....	28
Summary .....	29
ACTION PLAN .....	30
Beyond Year 2.....	30
Performance Indicators.....	31

# BACKGROUND

## Introduction

The Wellington Shire Council's Economic Development Strategy (the 'Strategy') sets out the key issues, strategic objectives, and action plan that are Council's roadmap to ensuring Wellington's economy stays strong, continues to diversify and is aligned with the aspirations of the Shire's people and businesses.

When compared with other parts of rural Victoria, Wellington has significant advantages. It has well-established, stable, export-orientated and increasingly diverse industries. Much of the economic stability has come from strong primary industries (agribusiness, oil and gas). In turn these have provided important opportunities in secondary sectors such as manufacturing and food processing. Along with growth in existing industries such as defence and health, new investment, innovation and technology is helping to diversify and further strengthen the economy.

However, the global economy is changing rapidly and competition is fierce. The Shire recognises the risks in taking a 'business as usual' approach and has prepared a Strategy that emphasises, in equal measure, leadership, adaptability and a clear strategic direction.

## Local Economic Development and the Role of Local Government

*The purpose of local economic development is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation.*

*The World Bank*

Given the rapid change in our economy, it is now well understood that all three levels of government must contribute to ensuring our economies are resilient. In fact, Victorian local governments are national leaders in local economic planning and, in Victoria, economic development strategies are important local government policy documents.

A 'strategy' represents a commitment to a long-term pathway and goal. It is defined by a vision, shared by all stakeholders; composed of a set of strategic objectives; and enabled through a short-term action plan with a clear time frame.

An economic development strategy cannot be a rigid rule book. It must be responsive to change; emphasise collaboration; encourage some experimentation; and, mostly importantly, it must match the capabilities of the Council and its stakeholders.

Nor is an economic development strategy an investment prospectus. It is a guide for helping to shape the economy and, as such it must recognise both the strengths and the weaknesses of the economy. Actions can then be outlined that will play to the strengths and address the weaknesses.

This Strategy embodies these principles. It has a six-year timeline, with a two-year action plan that starts Wellington on a pathway towards its economic vision.

## Council can Control, Influence or Monitor

Local economic development is a partnership and there are varying degrees of responsibility for Councils. In Wellington's case, the Council has acknowledged three broad roles:

***CONTROL: Where Council has direct control on the result. For example, a council grants program.***

***INFLUENCE: Where Council can influence the result, but other external factors also have an impact. For example, advocating to State Government for infrastructure funding.***

***MONITOR: Where Council has no influence on the result, but by monitoring, can assist in future planning. For example, collecting and analysing employment data.***

The action plan identifies each action according to these three roles.

## Building on Earlier Work

This Strategy is informed by earlier work, particularly the two key documents: Wellington 2030 Strategic Vision; and the Gippsland Regional Plan (GRP). Both of these outline economic visions, objectives and, in the case of the GRP, a set of actions.

## Wellington 2030 Strategic Vision

Wellington 2030 Strategic Vision outlines nine visions for Wellington for the natural environment; transport and roads; population; development; wellbeing and safety; culture; liveability; the Council; and the economy. The economic vision is that, by 2030:

***Wellington has a diverse and sustainable economy. Existing industries have been supported and strengthened and we have actively sought and developed new business opportunities. Our economy generates wealth that remains in the Shire and provides employment for our people.***

This will be achieved by focusing on specific industries, assets and approaches, including:

- Advocating for **water supply** security;
- Marketing Wellington as a **lifestyle and tourism** destination;
- Attract and retain a skilled workforce through good access to **higher and vocational education**;
- Encouraging the expansion of **export industries**;
- Supporting future **RAAF Base** expansion;
- Encouraging the growth of **retail**;

- Supporting long-term initiatives for the **Indigenous community**;
- Planning and advocating for supporting **infrastructure**, including telecommunications, land, tourism facilities and reticulated gas; and
- Attracting new businesses including **higher education providers, enterprises adding value to natural resources, aeronautics and tourism.**

This Strategy adapts Wellington 2030's economic vision and reflects similar priorities.

## The Gippsland Regional Plan

The Gippsland Regional Plan (GRP) is based on four strategic themes (Table 1).

**Table 1 The Key Themes of the GRP**

Theme	Key Relevant Steps
<b>Economic Prosperity</b> Gippsland's natural resources should be the basis upon which employment and exports are increased	-Identifying and prioritising key <b>infrastructure needs</b> -Leveraging from <b>existing assets</b> -Increasing <b>food production and value adding</b> -Increasing <b>visitor numbers</b> -Developing the <b>region's workforce</b> -Improving <b>industry/research partnerships</b> to foster innovation -Gaining <b>policy support</b> for the region's key industries -Supporting <b>place-based approaches</b> to diversifying and transitioning the economy
<b>Education and community wellbeing</b> Raising educational attainment by identifying and addressing barriers to tertiary participation.	-Developing business cases for <b>improvements to hospital facilities</b> -Undertaking joint <b>health workforce planning</b> - <b>Integrating health service delivery</b> across the region -Supporting improved access to <b>opportunities for Indigenous people</b> -Improving <b>key arts facilities</b>
<b>Natural Environment Stewardship</b> Sustainable development of natural and built environment	-Researching the <b>implications of the forecast growth and change</b> in the population and employment -Attracting increased <b>investment in public parks</b> -Exploring economic development opportunities at <b>waste and resource recovery operations</b>
<b>Connectivity</b> Improvements to road and rail for goods and people	-Improving the capacity of <b>rail connectivity</b> to Melbourne -Improving <b>access to ports</b>

As with the Wellington 2030 Strategic Vision, this Strategy reflects many of the objectives, priorities and issues in the GRP, particularly in relation to infrastructure, value-adding and connectivity.

## **What does this Strategy cover?**

The Wellington Shire Council's Economic Development Strategy contains:

1. A vision for economic development drawing on past work, consultation with the business community and the analysis of data and trends.
2. A summary of the strategic objectives that will be the economic development priorities.
3. An outline of the current status of Wellington's economy.
4. A summary of the primary economic challenges and opportunities that have shaped the strategic objectives.
5. A two-year action plan to kick start economic development activity.
6. A set of performance measures to monitor progress of the Shire's economy.

## **About the Strategy**

- The Strategy has been informed by consultation with our local business community and other key stakeholders.
- The Strategy builds on the Shire's major industries; liveability; and economic diversity.
- The Strategy is designed to be adaptable and dynamic, adjusted over time as conditions change.
- The Strategy will guide collaborative efforts between the Council and its partners in business; with training providers, tourism operators, industry peak bodies and other stakeholders.
- The Action Plan will be implemented over the next two years and in 2018, it will be reviewed and a new set of priorities will be outlined. In turn this will be revisited in 2020.



# THE VISION AND STRATEGIC OBJECTIVES

## The Vision

Wellington's business community reaffirmed many of the priorities found in Wellington 2030 and the GRP, adding further detail and new ideas. In Figure 1 we have combined the key words from Wellington 2030, the GRP, and the work behind this Strategy to highlight the terms and phrases that are uppermost in the minds of stakeholders. These are the challenges and opportunities that form the economic priorities for Wellington.

*Figure 1 Key Issues and Opportunities*



If we examine these key words, we find that they are linked by the concept of connectivity. That is connecting suppliers to markets, people to training, business operators to one another and the wider world to a greater awareness of Wellington. Connectivity needs channels, including roads, rail, high speed broadband (HSB), business networks and marketing.



The vision for economic development identified from these priority challenges and opportunities is:

*To ensure a diverse and sustainable economy by connecting our people and businesses to one another and to markets; by strengthening existing industries; and by ensuring Wellington is well-placed to take advantage of new opportunities.*

## The Strategic Objectives

We have identified five strategic objectives, as outlined in Figure 2, each responding to priority challenges and opportunities.

Figure 2 The Strategic Objectives<sup>1</sup>



<sup>1</sup> As with all economies, Wellington's industries are integrated, sharing labour pools, infrastructure and communication channels. Consequently, the strategic objectives are intentionally not industry specific.

# ABOUT WELLINGTON

## A Stable and Robust Economy

There is an underlying stability to Wellington's economy. We can see this in some of the positive economic indicators. For example, unemployment has been relatively steady and low over the last decade and the number of residents with a university education has been steadily increasing.

Figure 3 shows measures of economic health in Wellington. The arrows indicate direction of change over the most recent periods for which we have reliable information. Taken together they reveal a relatively stable economy that is integrating more closely with its neighbours.

Figure 3 Selected Economic Indicators

Estimated resident population	42,220 ↑	Wellington's population has been modestly and steadily climbing for the last decade. Population growth is a strong indicator of economic health.
Number of resident workers	19,900 ↑	The total resident workforce has been increasing. Amongst other things, this reflects the fact that there are now more people living in Wellington who work in Latrobe.
Gross Regional Product (GRP)	\$2.35b ↓	Adjusted for inflation, in 2014, Wellington's GRP was \$2.35b. It has been trending down slightly over the last few years.
Employment diversity	0.915 ↑	The diversity of employment across industries in Wellington is high by rural standards and, between 2006 and 2011, it increased.
Working age residents (%)	64.5% ↓	Between 2006 and 2011, the proportion of residents who are working age declined. However, relative to most other rural councils, it is still high and a sign of economic strength.
Unemployment rate (%)	5.6% ↑	While unemployment has trended up over the last three years, it is still at the lower end of the range for the Gippsland Region and for rural Victoria.
Number of jobs in Wellington	14,277 ↓	Between 2006 and 2011 the total number of jobs in Wellington declined slightly.
University educated (%)	19.1% ↑	The proportion of working residents with a university qualification is at the lower end of the Gippsland range, but it has been increasing.
Employment self-sufficiency	82% <sup>1</sup> ↓	Between 2006 and 2011 employment self-sufficiency declined slightly. Wellington residents are now increasingly likely to work in other parts of Gippsland.

### Employment self-containment

0.74<sup>2</sup> ↓

Employment self-containment also declined slightly. In some respects, this reflects the liveability of Wellington as people working in Latrobe choose to live in Wellington.

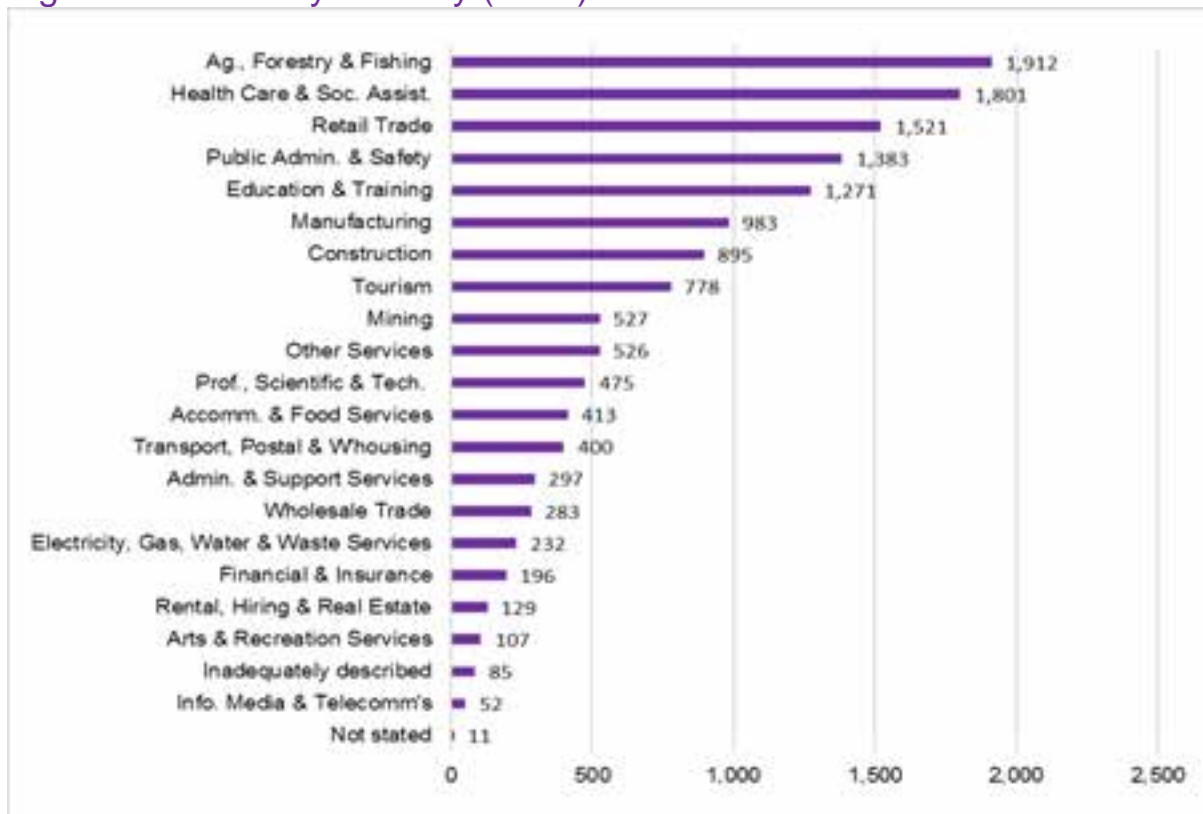
1. The proportion of working residents who work in Wellington.
2. The ratio of local jobs to local workers. That is, for every worker there are 0.74 jobs.

## Wellington has Both Diversity and Specialisation

Wellington's economy is stable because of 'specialised diversity'. Unlike many other parts of rural Victoria, the Shire does not rely on just one industry sector for its economic security. Its benefits from specialisation in agribusiness, defence, oil and gas, public administration and health, which, together employ around 60% of the workforce (Figure 4).

Some are focused on servicing markets outside of the Shire (e.g. agriculture, oil and gas, the RAAF Base and the prison – part of the public administration and safety sector). Others primarily service the local market (e.g. health, education and retail).

Figure 4 Jobs by Industry (2011)



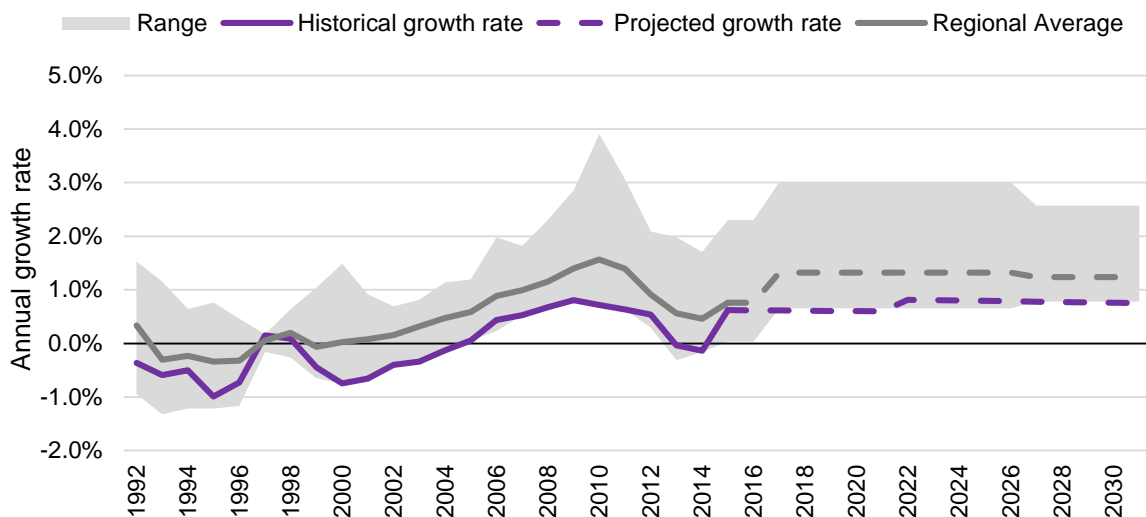
Source: ABS, 2011

Notwithstanding the stability, there are still some challenges. For example:

- Some of Wellington's major industries are quite mature and therefore not expected to contribute to job growth in a significant way.

- The level of commuting<sup>2</sup> shows that there is relatively high economic integration within the region. This integration strengthens the local economy by creating bigger labour pools to draw from and consumer markets to sell into. However, it comes at the cost of lower employment self-containment and self-sufficiency (Figure 3).
- The number of university educated residents is steadily growing, but, from a low base, with the number of young graduates lower than for the rest of rural Victoria.
- The proportion of working age residents is higher than for the rest of rural Victoria, but, overall, population growth is low. In fact, according to the State Government forecasts, it is at the lower end of the expected range for Gippsland (Figure 5).

**Figure 5 Wellington's Historical and Projected Population Growth**



*Wellington's population growth rate is in purple and the regional average in grey. The grey band is the expected range for Gippsland. Historically and into the future, Wellington's growth rate is at the lower end of the rates for Gippsland municipalities. This suggests Wellington could realistically increase its rate, at least to the Gippsland average. This assumption has been used to calculate a target population for Wellington (see Table 3). Source: ABS, 2014; Victoria in Future, 2015*

Actions taken by Council and other stakeholders can influence growth in major industries as well as the liveability of the municipality and, in doing so, generate a higher population growth rate. For example, Wellington's growth is expected to spike in 2018/19 as activity at the RAAF Base East Sale ramps up. Council has influenced and advocated for this expansion over a number of years.

<sup>2</sup> At the last Census, 74% of Wellington's working residents were employed in Wellington Shire. The Gippsland regional average was 73%. Approximately 1,000 residents travelled to Latrobe for work (~7% of the Wellington workforce).

## A Liveable Municipality

As the indicators suggest, another key feature of Wellington's economy is the growing number of people who are choosing to live in Wellington and commute to other parts of Gippsland for work (primarily Latrobe). This has been increasing and is because of the increasing levels of liveability and amenity that Wellington has to offer. This is a critically important strength for Wellington as demand for urban amenity (e.g. health services, public transport and arts) in rural Victoria continues to grow.

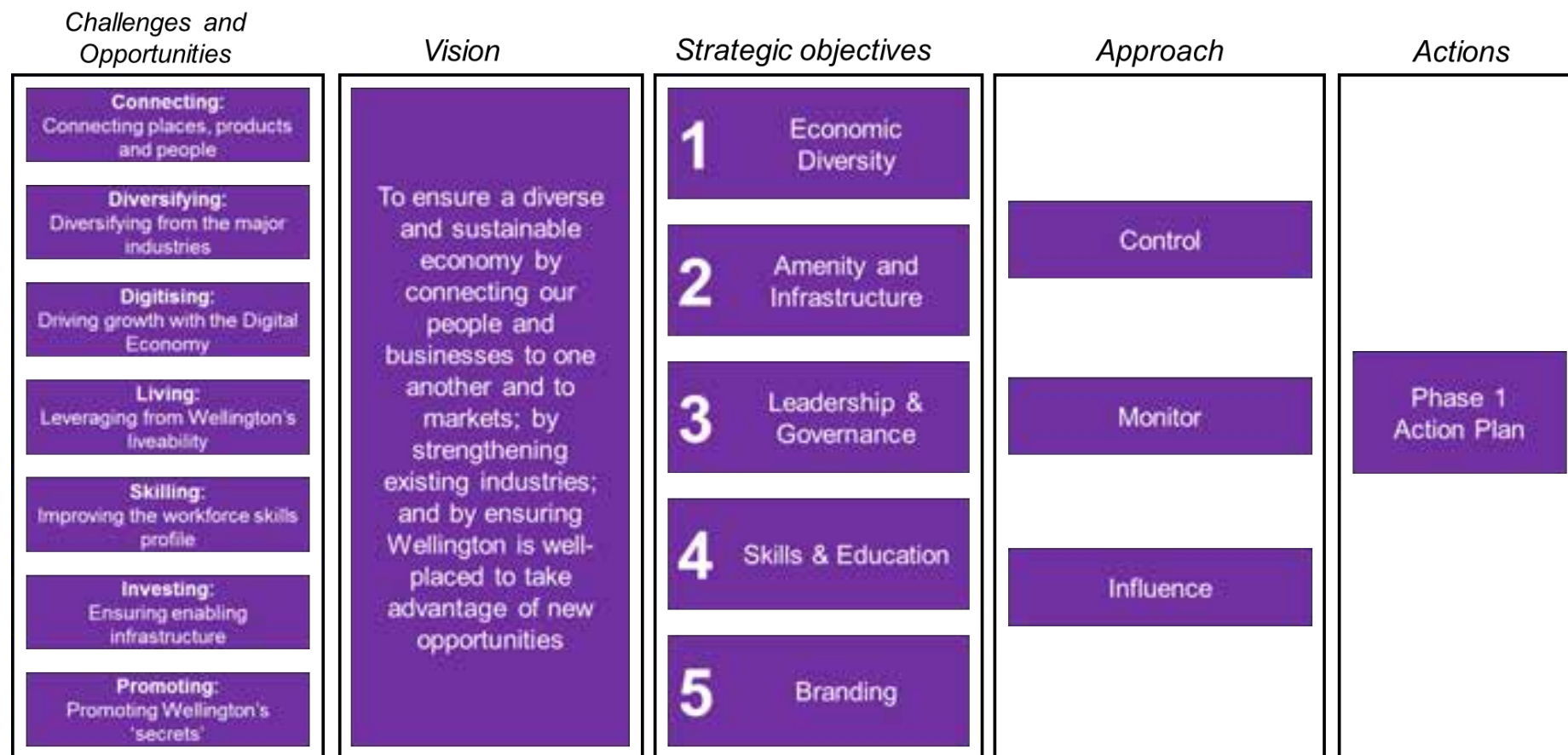
## THE CHALLENGES AND OPPORTUNITIES

Investigating the key challenges and opportunities helps us to formulate our vision for Wellington's economy. In turn, this pinpoints the strategic objectives and the specific actions that will help us achieve our vision (Figure 6).

These challenges and opportunities cover seven distinctive themes:

1. **Connecting** - Improving the links between places, products and people.
2. **Diversifying** - Value adding to the major anchor industries.
3. **Digital Economy** - Driving growth with the Digital Economy.
4. **Living** - Leveraging from Wellington's enviable liveability.
5. **Skilling** - Improving the workforce skills profile.
6. **Investing** – Facilitating investment in enabling infrastructure.
7. **Promoting** - Revealing Wellington's secrets to a wider audience of investors and visitors.

Figure 6 From Challenges and Opportunities to the Action Plan



## 1. Connecting - Improving the Links Between Places, Products and People

Connectivity is a key challenge for all economies. This means everything from better transport links moving products to market (including the mooted Port of Hastings), to connecting businesses with High Speed Broadband (HSB).

Our consultation found that better passenger rail services is a priority for local stakeholders and we know that improving passenger rail can have a big impact on regional population growth. In fact, analysis of data from around rural Victoria shows that the introduction of improved passenger rail is a major trigger for population growth.

The link between rail services and growth is even stronger when we just look at short-haul services<sup>3</sup>. Between 2005 and 2012, passenger numbers on short-haul services in Victoria increased two and a half times more than on long-haul services. Furthermore, the benefits experience a positive feedback effect: short-haul services attract more residents to towns along the lines, which, in turn, increases passenger numbers.

More passenger rail services between Sale and Traralgon (and, therefore, Melbourne) will make it easier for people to commute for work, business, recreation and service access.

More information is needed about who is travelling, where and why. Nonetheless, it is clear that better passenger rail is an important complement to the road connectivity improvements already underway.

## 2. Diversifying - Value Adding to the Major Industries

Wellington's major industries are well-established. In some cases, they are quite mature, low growth sectors. But this underplays their significance as the flow-on benefits into the rest of the economy are considerable.

Figure 7 compares the local strength and estimated growth potential of the major industry sectors and subsectors in Wellington. The major employers are in bold. They are the foundation of the Shire's economy and, therefore, critical to its resilience and future development. Building on local major industries like this represents an expansion of the economy into new activities and has been described as 'specialised diversity'.

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<sup>3</sup> Long-haul refers to low scheduling (e.g. one to three services/day). Short-haul is regular services designed to facilitate work, education or other regular commuting. So, for example, the Melbourne-Traralgon line is short-haul, but Melbourne-Sale/Bairnsdale is long-haul.



**Figure 7 Key Sectors, Growth Potential and Local Strength**



## New Opportunities in Agribusiness

Agriculture has the largest physical presence in the Shire and generates a total output close to \$5 billion. In dairy alone, it is currently worth around \$820 million in farm, manufacturing and export value; approximately 6% of the national total. Over 10% (2,113) of Wellington's workforce is employed in this sector; second only to health care and social assistance (2,230). The Shire also has 52% of Gippsland's private timber plantations and three timber mills.

Wellington's large agribusiness sector creates service demand across the economy: everything from machinery to training. Growth in agribusiness may not always result in a high number of new jobs in the industry, but it creates many more elsewhere in the economy, making it one of the most important sectors in Wellington. Key points to note are:

- World agribusiness commodity demand is growing, which is why food and fibre are at the centre of the State Government's economic policy focus.
- In Wellington, market prospects are particularly good in high quality dairy, horticulture and food processing. Underpinning this is Southern Rural Water's Macalister Irrigation District. This is the largest irrigation system in Southern Victoria with 1,000 customers and over 650km of channels. Council continues to advocate for further modernisation as part of Southern Rural Water's MID2030 project, which will stimulate major expansion of dairy and vegetable growing.
- After a period of intense international competition (e.g. from the entry of Vietnam and Thailand), the demand for timber products is expected to rebound in both international and domestic markets.
- Wellington continues to experience growth in agri-tourism sectors such as local produce and wineries, including farm gate opportunities, and these offer further potential.

Working with local industry, Council has already embarked on efforts to identify and support the expansion and diversification of agribusiness activity. This includes looking into productivity improvements through infrastructure investment and innovation; new niche



markets, including agribusiness training; and new sectors (e.g. horticulture). In timber, the emphasis is on greater efficiency in milling, the potential use of biomass to become more energy efficient, and expanding both domestic and international markets.

All of these opportunities rely on better connectivity to suppliers and markets. Given the size of agribusiness and its importance across the region, the recently established Invest Gippsland group, led by Regional Development Australia, is the ideal forum through which to continue support for the sector.

## **Leveraging from Pilot Training at RAAF East Sale**

The RAAF Base East Sale is about to undergo a major expansion of pilot training programs. It is expected to reach its (currently planned) full operational status by 2019; bringing at least 30 new Defence Force personnel and around 90 additional civilian staff to the region.

This activity will generate flow-on benefits to local service providers in construction, administration and other services such as IT. Additionally, the co-location of all initial aviation training may become an attractor to other aviation training and business opportunities.

To capitalise on this advantage, we can:

1. Find opportunities for complementary business activity, starting with research into the type of economic activity that can leverage from a major Defence presence.
2. Ensure Wellington continues to be seen as a desirable place to live and work for all new staff and their families. At a minimum, this will help maintain low staff turnover rates. Maintaining and enhancing the local quality of life, particularly in and around Sale, will need to form part of this effort, as will helping the partners of new staff find local employment opportunities.
3. Council has already started these efforts. For example, growth and development opportunities at West Sale Airport has been the subject of detailed analysis.

The main enterprises and entities involved with the RAAF have already shown their willingness to assist and these will be important partnerships to help leverage from the planned expansion.

## **Oil and Gas – A Mature Industry**

Oil and gas extraction and processing directly employs around 350 people in Wellington at Exxon Mobil, which produces about 70% of Victoria's gas supply from the Longford plant. At least for the next few decades the sector will provide a large and stable number of secure, well-paid jobs.

As the recent land use activity audit found, while the industry is mature and unlikely to expand much further, it has supported the creation of a significant number of supply chain enterprises in the Shire, particularly engineering, manufacturing and logistics firms; at a scale rarely found in rural Australia. This cluster is concentrated in Wurruk.

The key to supporting this industry is continuing to ensure that local quality of life attracts and retains workers to the region and reduces labour turnover rates.

## **Diverse and Secure Government Services Employment**

One sector that often goes unacknowledged when taking stock of local economic strengths is public administration. At the last Census there were over 900 people working in this sector (not including Defence). This includes local, State and Commonwealth government agencies, as well as Fulham Correctional Centre. This sector has several distinct advantages including stable employment.

Fulham is a major employer in Wellington (some 304 full time equivalent jobs). From time to time this complement can rapidly increase or decrease, although the long-term expectation is for steady, incremental growth. The challenge for this industry is turnover. While well-paid and with substantial career prospects, Fulham is competing for skilled labour in a market that extends to metropolitan Melbourne. The priority, then, is to find ways to help attract local people into the sector by working with Fulham, local training providers, schools and other stakeholders.

## **Supporting the Other Major Industries**

There are other industry opportunities, particularly in health, manufacturing and professional services, sectors that have very positive growth prospects and in which Wellington already has some advantages. For example:

1. Like most of regional Victoria, the ageing population is now being seen as an economic opportunity, rather than a service demand problem. Given the quality of life for which Wellington is justifiably proud, the growth in the number of older residents is likely to accelerate, which will increase demand for aged care and health and recreation services.
2. The Soil and Organic Recycling Facility in Dutson Downs is an excellent example of a new industry with substantial growth potential. The facility is run by Gippsland Water and is expected to handle a growing share of Victoria's organic waste. Growth in this industry has been recognised in the GRP as another major industry opportunity for Gippsland and fits well with the idea of Wellington as a clean and green region.
3. The impact of climate change has the potential to negatively impact some sectors of the economy, while providing opportunities in others. Council has a leadership role in the transition. A collaborative approach between local, State and Federal government agencies to prepare climate change mitigation and adaption plans has been recognised in the GRP, as is the need to position Gippsland as a future leader in new, low emissions energy technologies including renewables.

In view of the diverse profile and prospects for these major industries, the Strategy needs to take a tailor-made approach to each. Where industries are dominated by one employer, this can be as simple as having regular, open and direct communication. With other industries, there may be a range of individuals and enterprises with a mix of views. This lends itself to industry forums, committees and other ways to ensure ideas and concerns are rapidly shared and addressed.

### 3. Digital Economy - Driving Growth with the Digital Economy

High Speed Broadband (HSB) is called the 'fourth utility'; as essential, now, to day-to-day economic activity as electricity, gas and water. Its importance reflects that more and more of our economic activity, and economic growth, is part of what we call the digital economy.

In 2013, Wellington Shire Council and other Gippsland councils began work on a Digital Engagement Strategy. Workshops were run with business and community. These included practical subjects such as social media and the use of cloud computing and VOIP<sup>4</sup> to reduce communication costs.

In addition to this, Council recently delivered social media and other business workshops promoting the use of online tools, and a Business Newsletter and visits by the Economic Development team advising businesses on the benefits of the imminent NBN.

Council also established a NBN Liaison team to work with NBN Co to encourage and facilitate its roll out (particularly fixed wireless) in the areas surrounding the major towns. The emphasis from the Council team has been on ubiquity, reliability and speed.

NBN Co has now commenced planning for 'Mixed Mode' or 'Fibre to the Node' in Sale, Stratford, Maffra and Heyfield and is working with Council to obtain advice on the placement of those nodes. Planning for Yarram, Rosedale and Loch Sport will commence in 2017.

#### The NBN, First Movers Advantage and SMEs

There is a significant 'first-movers' advantage to new technology. This means that, those enterprises and regions that ensure HSB is widely available and broadly adopted are more likely to benefit *and* those benefits are likely to be greater, as the market advantage could translate into ongoing dominance. In simple terms, not only is access to HSB essential, but *early* access is critical to being competitive and, therefore to encouraging more local investment.

This is especially relevant to Wellington. Small and medium enterprises (SMEs) make up most of Wellington's economy. They employ more people, grow at a faster rate and are able, and prepared, to innovate and experiment more than larger firms. That means that, assuming they are able to, they are most likely to embrace HSB; benefit more from rapid take up of HSB; and therefore, benefit more from programs designed to support this.

Council can continue to drive this transition by:

- Continuing to advocate for faster and more comprehensive NBN rollout, through direct discussions with NBN Co and by demonstrating the economic, social and other benefits of it to the municipality and to potential investors.
- Leading by example, through use of VOIP for video conferencing, demonstrating significant cost saving through clever use of technology and improving Council web based services in line with available technology; and

<sup>4</sup> Voice Over Internet Protocol.

- Partnering with Business and Tourism Associations and other entities (e.g. TAFEs) to roll out demonstration schemes, or supporting programs, collaborative websites to share information, and to sponsor digital literacy programs that support overall use of technology to improve business and visitor economy outcomes.

## 4. Living – Leveraging from Wellington’s Enviably Liveability

While Wellington depends heavily on its very ‘pragmatic industries’ (dairy, agribusiness, defence, oil and gas), there is potential to expand and diversify its tourism sector as well. In turn this improves liveability in Wellington, which will help attract and retain new residents.

### Who is Visiting Us?

Over 800,000 visitors to Wellington spend \$103 million per year on accommodation, food and drink, transport, shopping, tours and other activities. A typical visitor to Wellington will:

- Be a day visitor (over 60% of visitors are domestic day visitors);
- Be frugal (average spend is low compared to elsewhere in the region) not least because they are staying with family and friends but because there are few commercial attractions on which to spend money.
- Spend more if staying in paid accommodation (over 60% of all expenditure is from domestic overnight visitors); and
- Be visiting friends and family or coming for business (almost half are visiting for these reasons, compared with only one third in East Gippsland for example).

This suggests room to grow. For example, while international tourists may not be a major part of Wellington’s current visitor market strength, evidence from elsewhere clearly indicate growing interest in nature based activities and this *is* one of Wellington’s strengths. In fact, Wellington can offer a diversity of natural landscapes to enjoy, from coasts, to wetlands and mountain forests. Moreover, improving recreational amenity, accommodation, food and activities helps to improve local lifestyle and residential amenity, which is critical to population growth.

### Amenity and Population Growth

Stakeholders are almost unanimous that once people move to Wellington, they want to stay. This is because of the quality of life. The connection between this and population growth is very clear. Improving accommodation, hospitality, recreation facilities and supporting services helps attract visitors (particularly repeat visitors) but also benefits residents across the different market segments, from young working families to semi-retirees and the elderly. Figure 8 is a simple illustration of the links between liveability and investment.

Figure 8 The Connection Between Amenity and Economy

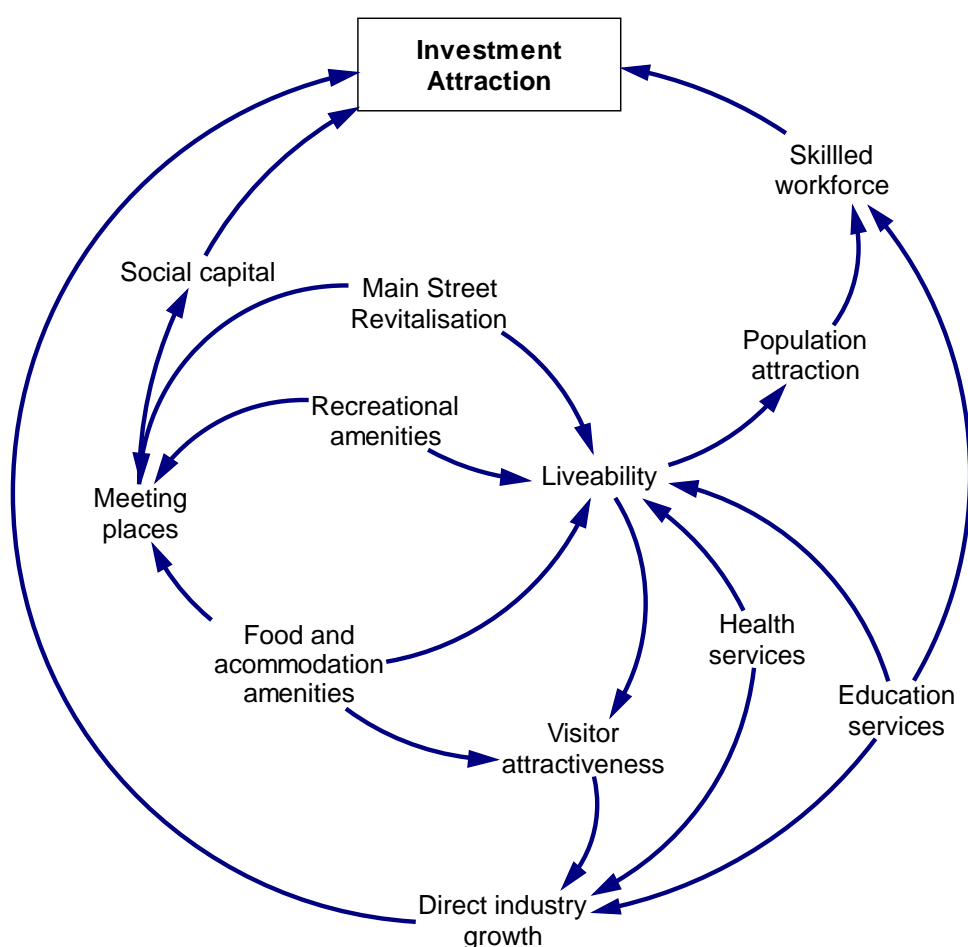


Figure 8 shows just some of the links between amenity improvements, increased tourism numbers, residential population growth and business investment.

Population growth can be stimulated by strategic investment in residential amenity (as well as in economic infrastructure). Key towns to consider for residential amenity improvements are:

- Rosedale (because of proximity to the growing employment hub of Traralgon);
- Stratford (already being considered as an attractive, lifestyle oriented small town residential alternative to Sale);
- Yarram, Heyfield and Maffra (each at the centre of evolving industries); and
- Sale itself (the main town that will benefit greatly from, amongst other things, the Defence investment).

Investment in main street renewal, urban infrastructure like public Wi-Fi, health care, in-town educational and recreational facilities (e.g. around Port of Sale) all helps to attract visitors and new residents.

We also know that high amenity in our town centres (e.g. a diverse, affordable mix of housing, good recreational and hospitality services and HSB) is critical to attract the SME

sector which, as we know, account for most of the jobs, jobs growth and innovation in Australia.

## **Leveraging from the Natural Attractions**

Natural attractions in Wellington are important offerings for visitors, particularly given Wellington is the gateway to the western end of the Gippsland Lakes. Prominent features include Lakes Wellington and Victoria, the surrounding RAMSAR wetlands, Gippsland Lakes Coastal Park, Lakes National Park, Tarra Bulga and the Alpine National Parks and Ninety Mile Beach. They showcase a diversity of landscapes, but they do not yet match the iconic 'must-see' status of other parts of Victoria such as the Great Ocean Road. Nor have they been emphasised in State tourism promotion. There are also few high end accommodation options in the Shire to service them.

Given the proximity of campsites and small towns, there is potential for investment in higher end accommodation adjacent to these attractions (e.g. upmarket cabins in the Parks); and for building on the value of rail trails, by, for example, extending the Great Southern Rail Trail from Welshpool to Alberton to connect with the Tarra Trail, creating a continuous trail between Yarram and Leongatha.

In addition to natural landscapes, there are the tourist roads such as Grand Ridge Road and the Dargo and Licola Roads (albeit with notable unsealed sections). The Princes Highway is also a key Sydney-Melbourne route and, being two and a half hours from Melbourne, Sale is an ideal lunch stop and makes the Port of Sale redevelopment a great opportunity. In combination, there is substantial opportunity to create tourism routes linking attractions in and out of the Shire.

## **Finding and Developing Niche Markets**

The tourism focus in Wellington leverages from a number of niche markets – fishing, boating, hunting, 4WDing. A greater focus is also required on nature based tourism around the Gippsland Lakes and wetlands, Strzelecki Ranges and Alpine National Parks. Developing these markets can be incremental, starting with local patronage, to build a product and brand.

People with disabilities and their carers are a further niche market to be considered. Destination Gippsland estimates it could be as much as 20% of the total visitor market to Gippsland. The accessible boardwalks and walking tracks of Lake Guthridge and Sale Common could be replicated elsewhere and, with investment in specialised accommodation, could be explicitly marketed.

The Campervan Motorhome Club of Australia (CMCA) has recently endorsed four towns of Yarram, Sale, Heyfield and Rosedale with RV friendly status due to their ability to meet certain essential criteria outlined by the CMCA. These essential criteria include resources such as free overnight parking and accessible free dump points.

The RV market is growing and Council should maximise the benefits of this through a co-operative and strategic approach with local businesses and the community. This means investment in local infrastructure such as additional signage, long vehicle parking and overnight stays in both free/low cost sites and caravan parks. By adopting a Shire-wide approach, support can also be given to local commercial caravan parks and tourist operators to adequately satisfy the needs of the growing RV, caravan and camping market.

Subject to resource constraints, there is considerable support from the tourism industry to further develop events activity, focusing on those in which Wellington can be competitive. Expanding local capacity to secure State or National events in areas such as equestrian, cycling, swimming and hockey will attract visitors and growth potential for other non-sport related niche events should continue to be investigated.



## Servicing the Local Community

The local community generates a significant share of visitation to Wellington: through business travel to local enterprises; trips by visitors to local events; and visits from friends and relatives. The export drivers – farming, oil and gas, food manufacturing, the RAAF and regional services – are the mainstay of the accommodation sector, keeping hotels and motels full during the week. Growth events that attract visitors from outside Gippsland will also benefit the local accommodation sector, particularly those over a weekend.

A well-considered program of events to launch the Port of Sale redevelopment will help to raise awareness and could form part of an ongoing events calendar that has a State-wide as well as local and regional draw. In contrast to the natural landscape, the emphasis here could be on arts and culture to fit with the Port of Sale cultural hub but it could also encourage local food and produce, which is a growing events market in itself.

## Partnering with Stakeholders

There are a range of stakeholders who work with Council to develop the tourism market in Wellington: including Wellington Regional Tourism (WRT), Destination Gippsland, Parks Victoria, local businesses and the Visitor Information Centres at Sale, Maffra and Yarram. The change to the VIC network (new management and premises in Sale) presents an opportunity to reconsider how some of these governance structures and responsibilities are arranged. For example:

- It is essential that there is a diverse and involved tourism business community working with the Shire on product development, branding and marketing; and
- The three principle roles of tourism development (marketing and promotion; industry stakeholder development; and investment attraction) can be more clearly allocated to ensure resources and expertise are deployed efficiently.

## 5. Skilling - Improving the Workforce Skills Profile

As the digital, mostly service-based, economy has grown in importance, so too has the importance of human capital. This is a measure of the total stock of knowledge, creativity and attitudes of people applied to generating economic value. Its value depends on both the total number of people, and also their level of skill.

The key for Wellington is to continue working on raising the skill base of the resident workforce, both by attracting and retaining skilled workers, and by ensuring existing residents have the best possible access to education and training.

It is a complex issue and there are several factors to consider:

1. As our economies centralise, professional workers are proving increasingly difficult to attract to regional Australia. This needs to be addressed through higher salaries, better conditions and other incentives, much of which is beyond the capacity of the Shire to influence, or the SMEs that make up most of Wellington's economy, to fund.

The good news is that while rural Victoria can sometimes find it difficult to attract staff, the quality of life in Wellington can make that task a little easier.

2. Notwithstanding the local quality of life, retaining skilled staff is always going to be a challenge. Because it is a smaller labour market, as people climb the career ladder they are often compelled to relocate to larger centres. Also, the spouses can struggle to find local work, putting pressure on the decision to leave.
3. The quality and reputation of primary and secondary schooling in Wellington is second to none. What has been consistently recognised is that under-investment in Wellington for many years has left the tertiary sector with little in the way of resources to deliver 21<sup>st</sup> Century quality education and training.
4. Training programs are prohibitively expensive for most of Wellington's SMEs. This has led to a shortage of workplace training options, and a smaller pool of highly skilled business people. Government can help to maximise jobs growth in the SME sector through the collaborative design of business incubators, networks, accelerators and training.
5. Most industry sectors are calling for increasingly diverse skills, particularly the faster growing service industries, such as health, education, professional services and advanced manufacturing.

## **Poor Training Access is Lowering the Participation Rate**

In Wellington, the challenge of attracting and retaining skilled staff is compounded by two factors that make it difficult to source people from within the community:

1. The Shire's resident workforce has a lower than regional average proportion with Year 12 completion or higher education qualifications. Although these measures are improving, it suggests there is a need for easier access to training and education.
2. While it is true that more and more training and education is going online, there are still many types of training (particularly vocational) that need to be delivered either in the workplace or in tailor-made facilities. It is fair to say that Wellington's existing post-school education and training facilities are not of a sufficiently high standard to do this well. Nor are they conveniently located to ensure they are accessible for either transport disadvantaged students looking for their first qualification, or time poor workers looking to maintain their professional skills.

There is some evidence this lack of access is affecting post-compulsory participation rates. The number of Wellington students applying for and being offered university places is typical for rural Victoria. However, this is not translating into enough university or TAFE qualifications, with graduate proportions at the lower end of the regional range.

## **The Solution Will be a Mix of Strategies**

Continuously improving Wellington's skilled workforce base will require a mix of solutions.

Work already completed by the Shire and its partners, including in State Government, has identified a catalytic investment that will transform the delivery of education and training in



Wellington. This revolves around the consolidation of TAFE operations at a central location in Sale. The effort to secure commitment from all partners and funding will be one of the ongoing actions of this Strategy.

In addition to this catalyst there are other actions that will help to improve access to tertiary level education and training:

- Continuing to experiment with incentives to attract professional workers into Wellington;
- Identifying ways to increase access to online and workplace training in the Shire; and
- Improving public transport links to larger urban centres where education and training facilities can offer more services.

## 6. Investing – Facilitating Investment in Infrastructure

As well as delivering quality of life, infrastructure is also critical to economic activity. Examples of State significant assets and projects already improving conditions in Wellington are:

- The Macalister Irrigation District (MID) 2030 project has already delivered a substantial upgrade to one of Australia's most important irrigation infrastructure assets. It continues to increase agricultural output and investment, particularly in dairy, but increasingly in intensive horticulture. There is still some way to go to expand the system to its fullest potential, and given the likely impact of climate change on water security, the MID, and the region is an important agricultural asset.
- The duplication of the Princes Highway is making the journey to Traralgon and Melbourne safer and faster, improving connectivity for business travellers, freight and visitors. Better passenger rail services will further improve this connectivity.
- The Port of Sale redevelopment will deliver an exceptional asset for the people of Wellington: for tourism, recreation, residential options and, potentially, education. It could become an iconic destination for people passing through, or visiting Wellington.
- The Sale Alternate road route is important for Gippsland, but comes with the challenge of minimising any negative consequences for Sale itself.

As many stakeholders have noted, there is still a lot to do. The GRP investigated and prioritised regional infrastructure needs for Gippsland's economy and these attest to the importance of connectivity and regional cooperation. The road duplication, further MID investment, addressing the passenger rail shortcomings, ensuring HSB is more widely available and developing West Sale Airport are all important, potentially catalytic investments.

Finally, replacing strategic transport infrastructure is an opportunity to prepare for growth. Ensuring these efforts to improve the enabling infrastructure are effective, warrants a close

collaborative relationship between local, State and Commonwealth infrastructure planners, the business community and regional neighbours.

## Commercial and Industrial Land Audits

Council has recently embarked on a valuable long-term project to map out industrial land use in Sale, Maffra and Yarram. The purpose of the activity audit (first carried out in 2015) is to monitor emerging and declining industries, and changes in the distribution and quantity of vacant land and buildings.

The audit, along with earlier analysis of industrial land has shown there is enough industrial land in the Shire to meet foreseeable demand. However, it is not all ideally located to be attractive to business; nor is it all necessarily made up of the right lot sizes, or well serviced, especially when it comes to HSB.

In response Council is about to commence the '*West Sale and Wurruk Industrial Land Supply Strategy*'. Its objective is to facilitate the release of land (currently identified in the '*Sale, Wurruk and Longford Structure Plan*'), to provide for a more diverse range of lot sizes that are both strategically well located and adequately serviced. This will help the Shire to become a leader in the strategic provision of land for business, which is, after all, one of the primary responsibilities of local government.

As Council continues to monitor land use (through biennial audits) we will build up a picture of land use change, identify newly emerging industries, and improve the capacity to measure the gap between the supply of retail, commercial and industrial land and the expected demand for it.

## 7. Promoting – Revealing Wellington's Secrets

It is clear that the people and businesses of Wellington have many things to be proud of. It is also clear that too few others know about Wellington and what it has to offer. This is a relatively simple issue and warrants a marketing plan that considers everything from what the name 'Wellington' denotes, to the make-up and location of the target market segments.

There are regions and locations throughout Wellington that are characterised or dominated by particular economic activities (Figure 9). These lend themselves to developing clear messages, branding and marketing strategies that promote visiting, living and/or investing in Wellington Shire.

Wellington has a lot to offer from affordable country and coastal lifestyles, urban town hubs, tourism and population attraction and investment opportunities, all within two to three hours of Melbourne.

However, this is not just about tourism or population attraction. It is also about ensuring investors know about the opportunities in:

- The Macalister Irrigation District and the dairy and horticulture sector;
- The RAAF Base East Sale, West Sale and associated aviation related activities;

- The Longford Plant and the manufacturing sector that has evolved from it in Wurruk;
- The timber plantations near Heyfield and Yarram; and
- The tourism assets spread across the Shire offering diverse investment potential.

As Figure 9 shows, almost all of Wellington accommodates one or more important economic assets.

### Figure 9 Wellington Economic Regions and Assets

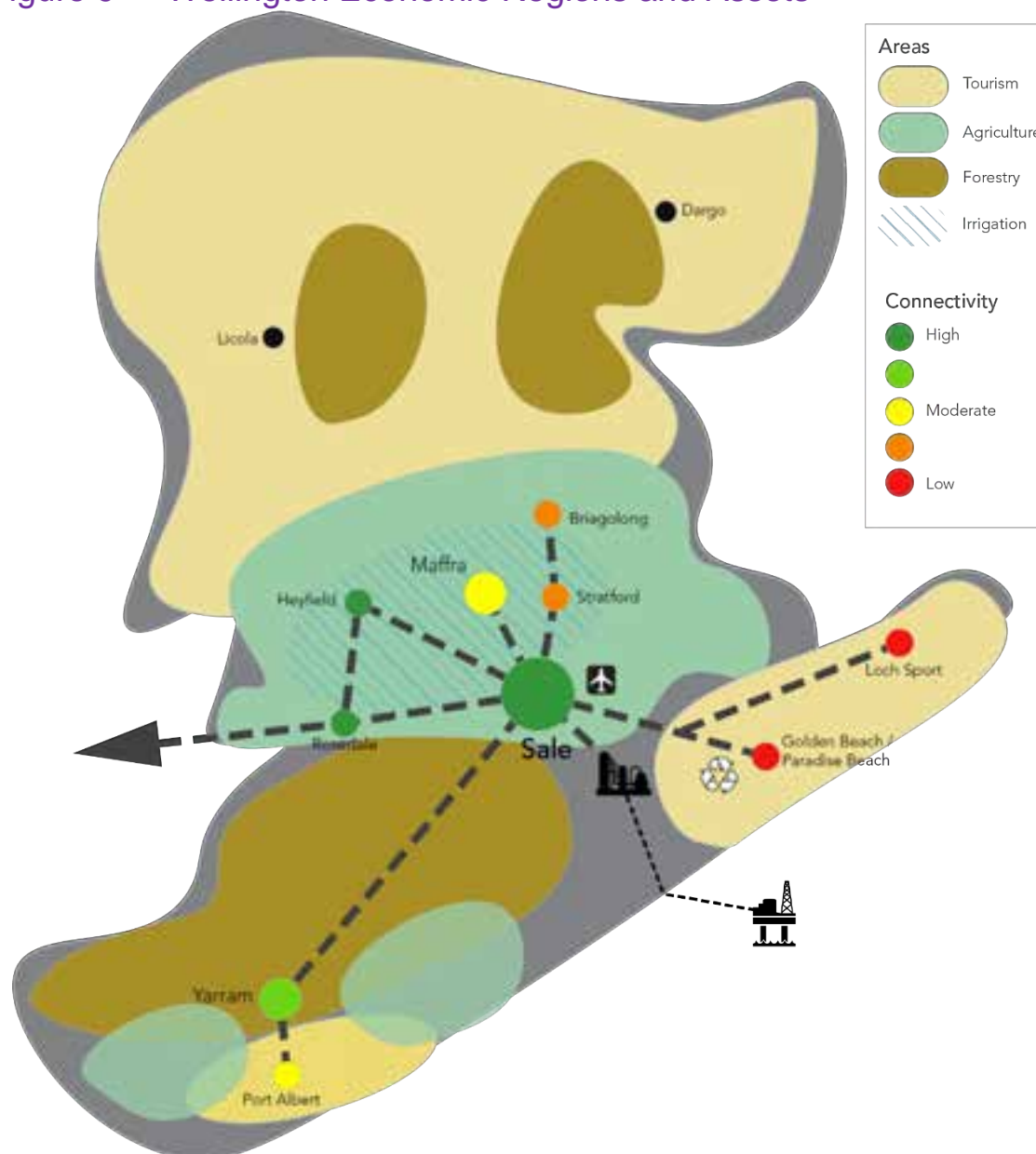


Figure 9 is a stylised representation of the key economic areas and assets in Wellington. Activities in each region are not exclusive, but generally dominate the area. The towns are colour coded according to their connectivity to employment hubs, health and education services, with Sale the economic hub for the region. (see [www.geografia.com.au/victowns.index.html](http://www.geografia.com.au/victowns.index.html)).

## Summary

These seven themes capture the priority issues and concerns about Wellington's economy. Along with the recommendations of Wellington 2030 and the GRP, they point to five strategic objectives that are the basis for the Strategy and a set of actions for the next two years.

# ACTION PLAN

The Action Plan (accompanying document) is the 'working part' of the Strategy. It is the set of tasks that the Economic Development Team will implement, in collaboration with other parts of Council and its stakeholders, over the next two years.

## Beyond Year 2

In 2018, a progress report on the Strategy should be prepared to:

1. Consider what major macro-economic and demographic trends have emerged that are influencing the Shire's economy. This demands regular and ongoing monitoring.
2. In light of this, reflect on whether the strategic objectives are still the priority issues.
3. Work with stakeholders to prepare a Year 3-4 Action Plan in light of the findings from points 1 and 2.

## Performance Indicators

Economies are complex. This makes it a challenge to draw a direct link between any specific action and a change in a part of the economy, such as the rate of job growth. What we can do, though, is to identify and then monitor two different types of indicator.

1. Indicators that reveal the overall health and direction of the economy. These include total jobs, population growth and the unemployment rate. They cannot necessarily be attributed to a particular action, but if they are heading in a good direction, then we can assume the Strategy is working well.
2. Indicators that may be more resource intensive to collect, but can provide a closer measure of success. This includes the number of new businesses starting up, the commercial and industrial land vacancy rate and the number of new attendees at business forums or other events.

To provide a way to measure the effect of the Strategy, we have identified indicators that fall into each of these categories (see Tables 3 and 4). They have been selected to ensure they:

- Provide a good overview of how the economy is tracking, ideally against other similar municipalities;
- Do not become too much of a resource drain to collect and analyse;
- Are relatively straightforward to interpret; and
- Can be tracked over time.

In Table 3, where possible, target values are identified (e.g. a rate of change or an absolute figure). These are taken from analysis of regional growth rates and the assumption that Wellington can match, or exceed the Gippsland average. In some instances, target values cannot be identified. In these cases, it is the direction of change that is important to monitor (e.g. total number of jobs stabilising or growing).

In Table 4, the second category of indicators can be directly linked to the strategic objectives. Benchmark numbers and rates of change for these indicators have been established, and should be reviewed in Phase 2 of the Strategy, in line with any new actions.

**Table 3 Overall Economic Health Indicators**

<b>Overall Economic Health Indicator</b>	<b>Latest Value</b>	<b>Responsibility Level</b>	<b>Source</b>	<b>2018 Target Value/Direction</b>
Total number of jobs	<b>14,192</b> 15.88% Gippsland workforce	Influence	REMPPLAN Economic Profile Aug 2015	Maintain or increase % relative to Gippsland workforce
Number of businesses	3,889	Influence	ABS Data by Region LGA June 2013	Maintain or increase number of businesses
Estimated resident population	41, 965	Influence	REMPPLAN Economic Profile 2015 (ABS data - March each year)	Maintain or increase % relative to Gippsland population
Gross Regional Product	\$2.32b	Monitor	REMPPLAN Economic Profile Aug 2015	Maintain or increase % relative to Gippsland GRP
Unemployment rate	5.6%	Influence	REMPPLAN Economic Profile Aug 2015	Maintain % lower than Gippsland unemployment rate

**Table 4 Specific Performance Measures**

<b>Strategic Objective</b>	<b>Performance Indicator</b>	<b>Responsibility Level</b>	<b>Source</b>	<b>2018 Benchmark Target Value/Direction</b>
Economic diversity	Visitor numbers by type, duration	Influence	Destination Gippsland	Maintain or increase % relative to Gippsland
	Vacant industrial and commercial land use in Sale, Maffra and Yarram	Influence	Biennial Review of land audits	Decrease % vacant lot numbers
Amenity and infrastructure	Access to Internet at Home	Monitor	Census	Increase from 68%
	Value Building Approvals – Residential	Influence	Economic Profile/ABS	Maintain or increase % change relative to Gippsland
	Value Building Approvals – Non-Residential	Influence	Economic Profile/ABS	Maintain or increase % change relative to Gippsland
Leadership and governance	Number of direct business engagement activities	Control	Council internal database	TBD
	Number of sponsored or facilitated business workshops or events	Control	Council internal database	Minimum of 15 annually
	Number of attendees at sponsored or facilitated business workshops or events	Influence	Internal database	Minimum of 1000 annually
Skills and education	Proportion of residents with post school qualifications (may be further specified)	Influence	ABS Regional Data	Maintain or increase relative to Gippsland average



Strategic Objective	Performance Indicator	Responsibility Level	Source	2018 Benchmark Target Value/Direction
Branding	Sale VIC Visitation Rates	Influence	Internal Reporting	Increase from previous annual rates
	Tourism Wellington website visitation numbers	Influence	Website analytics	Increase over previous annual rates



# Wellington Economic Development Strategy

Issues and Opportunities

Prepared for  
Wellington Shire Council  
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## Executive Summary

### An export-oriented, relatively stable economy

- Five industries account for around 60% of employment in Wellington. These are primarily stable, export-oriented sectors that provide the foundation for the Shire's economy.
- As a consequence of their presence, Wellington's population and economy have been relatively stable over the last few decades.

### Economic diversity, technology and growth

- Wellington's economy is already more diverse than the rest of regional Victoria and ideally suited to 'specialised diversity', an economic structure that builds on local competitive advantages (i.e. the core export-oriented sectors).
- Domestic and international markets for food and fibre are growing. Innovation in the high value agribusiness sector focuses on continual improvements in energy and production, and is an exciting field of opportunity for Wellington.
- Technology (particularly if enabled through High Speed Broadband) may help to build Wellington's specialised diversity.
- Growth in secondary sectors such as manufacturing and food processing, has the biggest knock-on effect for the region's economy, and is best encouraged by supporting the expansion of the primary sectors (e.g. agriculture and mining).
- Visitor numbers are increasing, though only a minority are genuine 'tourists'. A renewed campaign by Tourism Victoria will provide Destination Gippsland with an opportunity to consider how to best promote Wellington Shire.
- Liveability and quality local amenities are valuable assets in attracting and retaining the essential skilled labour required to sustain the oil and gas industry, and every industry competing for skilled workers (e.g. new Defence personnel and maintenance contractors required for new aviation training programs at RAAF Base East Sale).

### Governance

- Council has fostered a good working relationship with the business community.
- However, there is room for improvement providing channels for formal and informal communication with businesses, ensuring this input is regularly refreshed and is penetrating a good cross-section of the business community.

### Skills and education

- Demand for professionals is growing and putting pressure on limited provisions for formal and informal training in the region.
- Higher wages in some sectors such as oil and gas help to attract skilled workers, however, this can create challenging competition for other lower paid sectors.
- Unemployment rates, including youth unemployment is lower in Wellington than in other parts of the region.



- Wellington has relatively good access to tertiary training through private RTOs, campuses in Latrobe, and increasingly online delivery. These options rely on improved access to HSB and public transport networks.
- Supporting business develop their skills base (e.g. collaborative projects and business incubators) is an effective area for Council intervention.

#### Amenity, infrastructure and opportunity

- For liveability and amenity (e.g. health services, primary and secondary schools and recreation), Wellington is punching above its weight.
- Demand for urban amenity in rural towns is still growing. When resources are limited, enhancing the level of amenity in one urban centre makes sound economic sense. However, this can only be effective if public transport connectivity (i.e. passenger trains schedules that align in business and education needs) in the region is improved.
- There are at least 40ha of vacant industrial and commercial land in the towns of Sale, Maffra and Yarram, potentially suitable for development.
- High Speed Broadband is essential to drive the technological innovation gathering momentum in the region, and access to HSB can be improved by working with business and NBN Co.

#### The brand: what's in a name?

- Stakeholders agreed that outside awareness of Wellington's tourism, lifestyle and investment opportunities needs to be promoted more clearly and more consistently.
- Council may benefit from preparing a branding and marketing strategy in collaboration with local business and the broader community, which clearly identifies the messages and brand that best represents Wellington.

#### Connectivity

- The underlying theme that links all of the issues and opportunities is connectivity: specifically connecting residents and businesses:
  - to other parts of the State through better transport connections;
  - to the global economy and better services through High Speed Broadband;
  - to markets through better branding and marketing;
  - to other businesses and investors through better information flows; and
  - to Council through forums for collaboration.

#### Opportunities for action

In Section 3, a number of potential opportunities for action and intervention have been identified, under the themes of economic diversity; governance; skills and education; amenity and infrastructure; and branding.

These are intended to inform thinking and stimulate discussion as Council deliberates the draft EDS.





Contents	Page
1.0 Introduction .....	1
1.1 Defining the challenges for the Shire .....	1
1.2 Methodology to date .....	4
1.3 Next steps .....	4
2.0 Issues and Opportunities .....	5
2.1 An export-oriented, relatively stable economy .....	5
2.2 Economic diversity, technology and growth .....	7
2.3 Amenity, infrastructure and opportunity .....	22
2.4 Governance .....	29
2.5 Skills and education .....	31
2.6 The brand: what's in a name? .....	36
3.0 Opportunities for Action .....	37
3.1 Opportunities for action .....	37
4.0 References .....	41
Appendix – Summary of Consultation .....	42
1.0 Consultation .....	42
2.0 Economic modelling .....	46

Tables	Page
Table 1 Summary of Key Problems .....	3
Table 2 Vacant Industrial Land and Buildings (Sale, Maffra, Yarram) .....	26
Table 3 Opportunities for Action .....	38



## Figures

## Page

Figure 1	Investment Logic Map (Wellington EDS) .....	2
Figure 2	Prioritisation of Problems & Themes .....	3
Figure 3	Wellington's Economy – Headline Indicators .....	5
Figure 4	Historical and Projected Population Growth Rate (1992-2031) .....	6
Figure 5	Population by Age Group, 2011, 2031 .....	7
Figure 6	Comparative Working Age Population (2011-2031) .....	7
Figure 7	Comparative Herfindahl Index .....	8
Figure 8	Local Jobs by Industry by Employment (Wellington, 2011) .....	9
Figure 9	Tourism Industry Growth Trends (Australia, '97-'14) .....	9
Figure 10	Long-term Agribusiness Output and Employment (Australia, '54-'11) .....	10
Figure 11	Economic Impact of Major Sectors .....	11
Figure 12	Agriculture, Forestry and Fishing Job Trajectory (2011-2031) .....	12
Figure 13	Wellington Tourism Visitations (2013) .....	13
Figure 14	Visitor Spending Per Visit/Night (Gippsland, 2013) .....	14
Figure 15	Reason for Visiting Gippsland (domestic overnight visitors, 2013) .....	15
Figure 16	Oil and Gas Supply Chain Enterprises .....	18
Figure 17	Mapping Potential Growth Industries .....	21
Figure 18	Key Sectors, Growth Potential and Local Strength .....	22
Figure 19	Comparative Amenity and Connectivity Scores .....	23
Figure 20	Healthcare and Social Assistance Job Trajectory (2011-2031) .....	25
Figure 21	Location of Vacant Industrial Land (Sale, Yarram, Maffra) .....	27
Figure 22	Commute Patterns, Wellington Workers (2011) .....	29
Figure 23	Local Jobs with Local Workers by Industry (Wellington, 2011) .....	30
Figure 24	Post Compulsory School Pathway .....	33
Figure 25	Quarterly Internet Vacancy Index, Gippsland (2010-2015) .....	34



## 1.0 Introduction

This report summarises the findings of background research and consultation undertaken as part of the preparation of the Wellington Economic Development Strategy (EDS). It is intended to inform the thinking of, and contributions from, the Shire's Council and staff as they consider the draft EDS. However, as it summarises the results of research undertaken by Geografia, it does not explicitly reflect the views of either Councillors or staff.

### 1.1 Defining the challenges for the Shire

The Wellington EDS project will prepare a six-year strategy for the Shire to support and strengthen the Shire's economy. A two-year action plan will form part of the first stage of the EDS, with two subsequent two-year plans to be developed by the Shire at a later stage.

As with every EDS, the primary objective is to provide a framework for the Shire to effectively support an increase in job numbers, economic activity and population growth.

The project commenced with a two-hour 'problem definition workshop'. This workshop clarified the Council's perspective on:

- The priority-ordered, major issues that were impacting on the Shire's economy, and specifically, those issues in which the Shire could have an active managing role;
- The benefits to the Shire of addressing these issues; and
- The broad strategic responses necessary to realise the benefits.

An 'Investment Logic Map' (ILM) was prepared following the workshop. The ILM defined three core problems; three major benefits; and five strategic responses (Figure 1). The core problems relate to economic diversity; skills and education; and branding. The ILM is the starting point for determining the EDS's primary objectives, with both problems and strategic responses used to guide further consultation and analysis. Business community interviews drew out a further seven problems. All 10 were prioritised in subsequent workshops (Table 1 and visualised in Figure 2<sup>1</sup>). These have been aggregated into five

<sup>1</sup> A two-hour, independently facilitated, structured workshop that forms part of the Victorian Department of Treasury and Finance's investment management standard. The workshop produces a clear description of the underlying issues that have instigated the project. It also outlines the benefits to the Shire of addressing these issues, as well as the overall strategic responses necessary to do so. The workshop is an explicit effort to avoid immediately acting on pre-determined solutions or strategies. It is a format well suited for commencing a strategic project that is a collaboration between council and consultants.

<sup>2</sup> Note, problem 11 (see Appendix) received no ranking and is excluded from Figure 2.

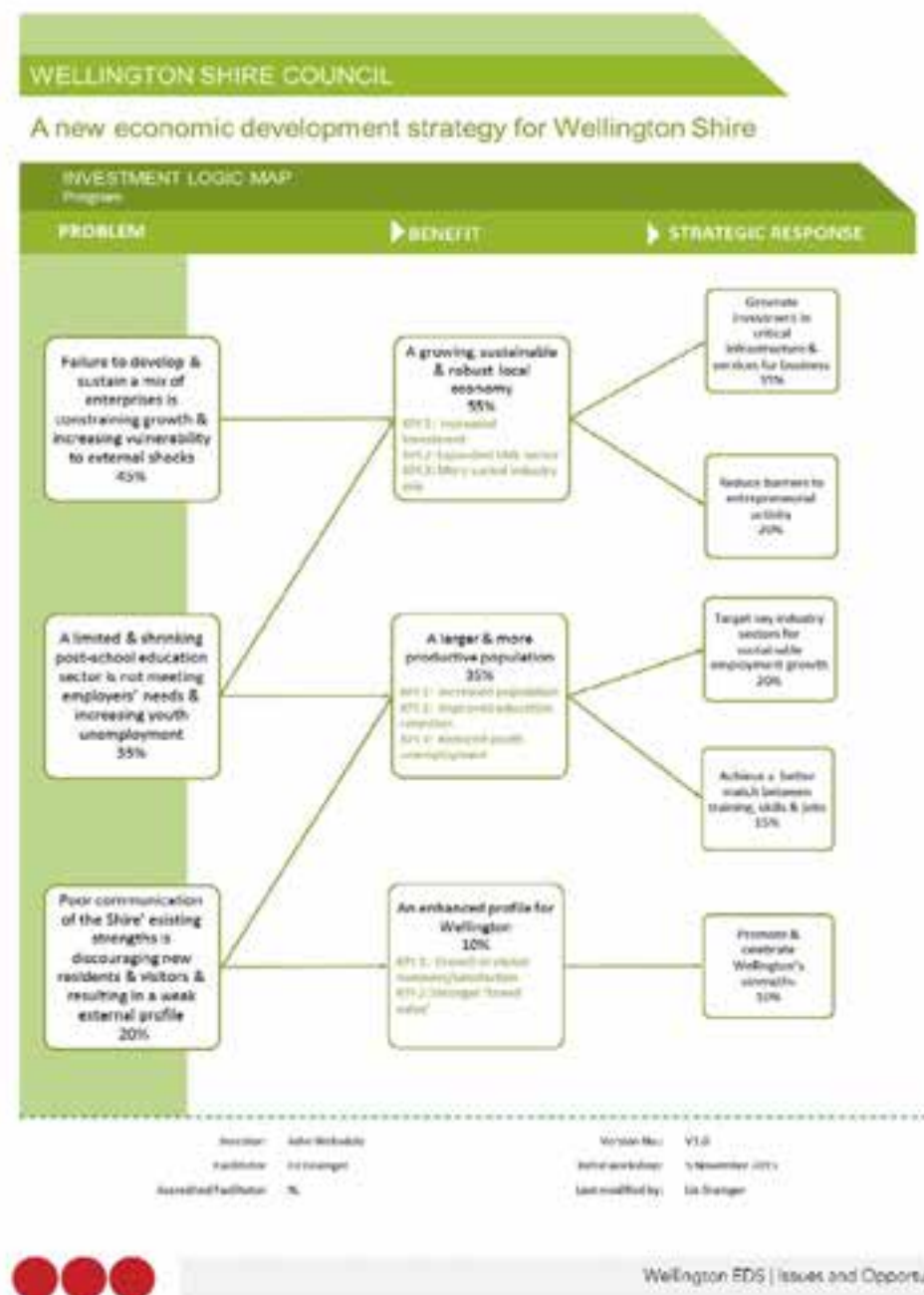




themes: economic diversity; branding and marketing; skills and education; amenity and infrastructure; and governance.

Following the consultation, data analysis, economic modelling and a literature review, these themes form the framework for discussion in Section 2.

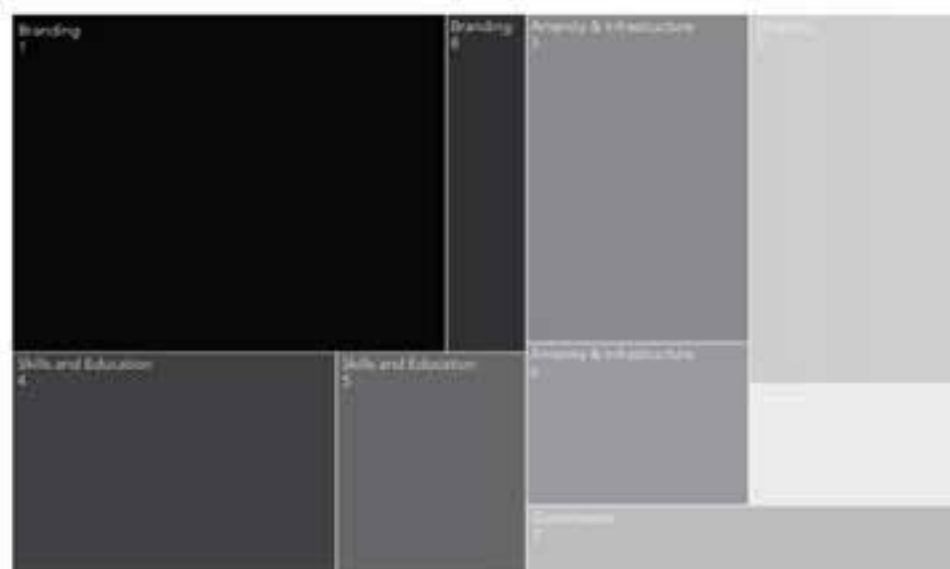
Figure 1 Investment Logic Map (Wellington EDS)



**Table 1 Summary of Key Problems**

Priority Problem	Summary Comment	Theme
1. Not aggressively promoting Wellington as an ideal place to host events means Wellington misses out	<ul style="list-style-type: none"> <li>Major concern with the 'brand' of Wellington</li> </ul>	Branding & Marketing
2. Failure to develop and sustain a mix of enterprises is constraining growth and increasing vulnerability to external shocks	<ul style="list-style-type: none"> <li>Highest priority in ILM</li> <li>Contrary view economic diversity is high</li> </ul>	Economic diversity
3. Train service frequency and timing is not aligned to business, education and other needs	<ul style="list-style-type: none"> <li>Council's role to lobby to change and increase schedule</li> </ul>	Amenity & Infrastructure
4. A limited and shrinking post-school education sector is not meeting employers' needs & increasing youth unemployment	<ul style="list-style-type: none"> <li>Second priority in ILM</li> </ul>	Skills & Education
5. Limited career opportunities can result in skills shortages	<ul style="list-style-type: none"> <li>No comment</li> </ul>	Skills & Education
6. Lack of reliable and fast internet is increasingly a problem and limiting growth in business and new households	<ul style="list-style-type: none"> <li>NBN essential for new businesses and retaining existing businesses</li> </ul>	Amenity & Infrastructure
7. Poor communication of the Shire's existing strengths is discouraging new residents & visitors & resulting in a weak external profile	<ul style="list-style-type: none"> <li>Third priority in ILM</li> </ul>	Branding & Marketing
8. Tight labour market in some skills (and highly variable wages) constrains output	<ul style="list-style-type: none"> <li>Symptom, not cause</li> </ul>	Economic diversity
9. A need for active business groups to work effectively with Council to stimulate investment and growth in the region and provide input to strategic infrastructure planning	<ul style="list-style-type: none"> <li>Establish an ED advisory group</li> <li>Ensure diverse input to Council forums</li> </ul>	Governance
10. Very low vacancy rates for rental accommodation discourages people from moving to Wellington	<ul style="list-style-type: none"> <li>Considered temporary due to Longford development</li> </ul>	Economic diversity

**Figure 2 Prioritisation of Problems & Themes**



These problems are used as the starting point for the analysis summarised in Section 2. Additional issues that came up during discussions and research are also considered. Potential solutions are introduced in Section 3. The analysis revealed an underlying theme that brings these issues together, that of connectivity.

## 1.2 Methodology to date

The key steps so far in the Wellington EDS project are:

1. A problem definition workshop to identify the core issues from a Council perspective.
2. A review of existing data and literature.
3. A street-based land use audit of commercial and industrial activity in Sale, Maffra and Yarram.
4. 22, one-on-one and small group discussions with the business community and key Council staff to further examine and identify core issues.
5. A business community and then Council staff workshop to examine the core problems and work towards strategic and tactical solutions.
6. Composition of a Vector Auto Regressive econometric model of the region to examine the strength of each major sector of the economy.
7. Composition of a dynamic systems based model to derive employment growth scenarios based on major project investments.
8. Preparation of this issues and opportunities background report.

## 1.3 Next steps

This report reflects the views of the consultant team based on background research, modelling and consultation. It is designed to stimulate the thinking and contribution of ideas from the Steering Committee. This input will then be used to prepare a draft and then final EDS, comprising a six-year strategy and two-year action plan.



## 2.0 Issues and Opportunities

Findings from the background research and consultation focused on five broad issues or themes: economic diversity; amenity and infrastructure; skills and education; branding and marketing; and governance. These are summarised here, together with the opportunities that have been proposed or outlined. The section commences with a brief overview of some key elements of Wellington's economy.

### 2.1 An export-oriented, relatively stable economy

Key indicators for Wellington's economy are summarised in Figure 3. They reflect both the weaknesses and emerging strengths of Wellington's economy.

Figure 3 Wellington's Economy – Headline Indicators

GRP \$2.421b ↓	Total Jobs 14,277 ↓	Total Workers 19,900 ↑
Most Jobs 1,919 ↓ Ag., Forestry, Fishing	Most Workers 2,230 ↑ Health & Social	Population 42,220 ↑
Propn. Working Age 64.5% ↓	Employment Diversity 0.915 ↑	Unemployment 4.6% ↓
University Education 19.1% ↑	Employment Self-Sufficiency <sup>1</sup> 82% ↓	Employment Self-Containment <sup>2</sup> 0.74 ↓

Source: ABS, 2011, 2014, 2015; DoE, 2015; REMPLAN, 2015

1. The proportion of working residents who work in Wellington, currently at 82%.

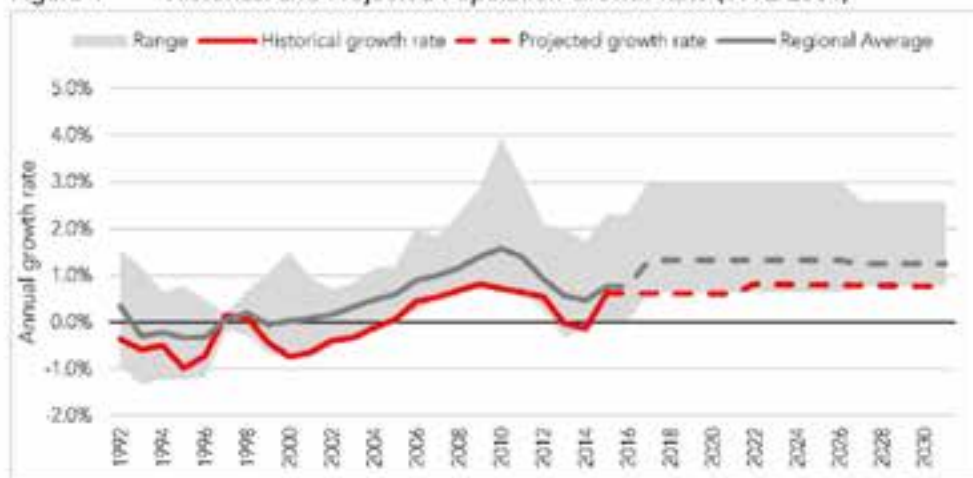
2. The ratio of local jobs to local workers. That is, for every local worker there are 0.74 jobs.

Key points are:



1. There are five major industry sectors that account for up to 60% of local jobs. They are predominantly geared towards producing goods and services for markets outside of the Shire<sup>1</sup>. The sectors are: oil and gas extraction (mining); agriculture and forestry; some association manufacturing; tourism; and public administration (specifically, defence). These are the foundation of Wellington's 'export-oriented' character.
2. Although more recent data is likely to reflect a change in trajectory, the total number of local jobs declined between 2006 and 2011, as did employment self-containment and employment self-sufficiency. At the same time, the total number of local workers increased. These contrasting trends show how the Shire's economy has become more integrated with the rest of Gippsland. That is, more Wellington residents are commuting to work outside the Shire.
3. Around 20% of Wellington's workforce has a university qualification. While this is about average for Gippsland, the Shire also has a lower than expected share of young university graduates when compared with the rest of rural Victoria (RCV, 2015).
4. Although it has stabilised in recent years, the population growth rate is low (Figure 4). Over the last 15 years the greatest growth in population has been among retirees. Although the working age population is increasing in absolute numbers (Figure 5), it has declined as a share of the total population. Nonetheless, it is still higher than for the rest of Gippsland and statistically significantly higher than in the rest of rural Victoria (Figure 6).

**Figure 4 Historical and Projected Population Growth Rate (1992-2031)**



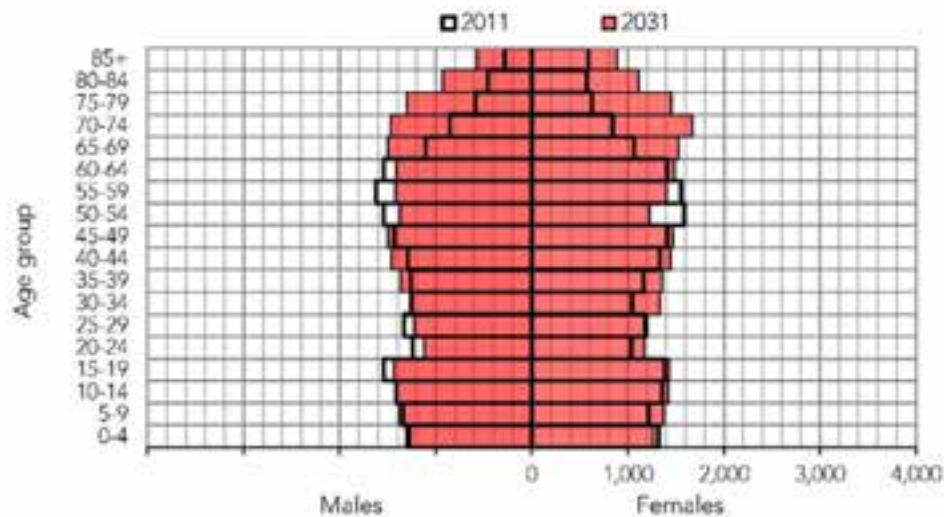
The historical and projected population growth rate for Wellington (red) is compared with the average for Gippsland (grey), as well as the total range for all municipalities in the region (grey shading). Along with Latrobe, Wellington's growth is at the lower end of the expected trajectory. Source: ABS, 2015, VIF, 2015

<sup>1</sup> This is an indicative calculation based on Location Quotients for the 2011 3-digit, ANZSIC industry of employment count.



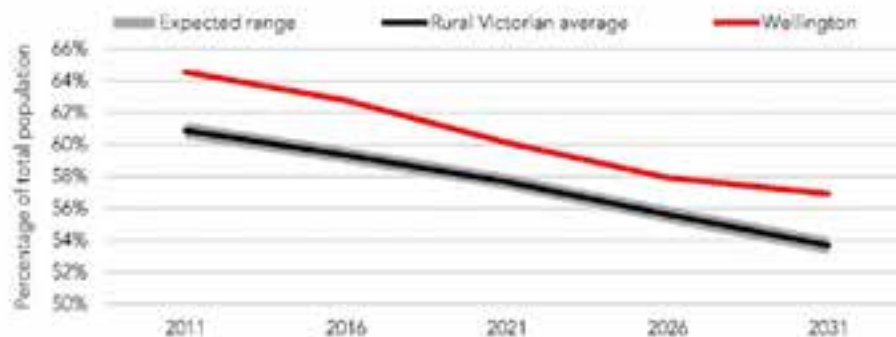


Figure 5 Population by Age Group, 2011, 2031



Source: VF, 2015

Figure 6 Comparative Working Age Population (2011-2031)



Source: VF, 2015

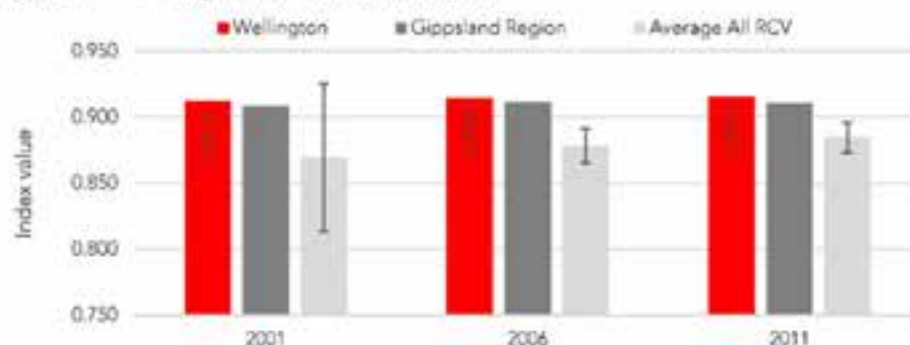
## 2.2 Economic diversity, technology and growth

Research on economic resilience concludes that 'specialised diversity' is the optimum objective. That is, having a diverse economic base, but with a focus on localised specialisation. With its key export-oriented industries, Wellington already has the foundation to achieve this. In fact, the Shire is in an enviable position with respect to the rest of rural



Victoria in having several large, stable export-oriented sectors that form its foundation. The Shire's economy is already economically diverse and slowly becoming more so (Figure 7).

**Figure 7 Comparative Herfindahl Index**



This index is a measure of employment diversity across industries. Higher values indicate greater diversity. The vertical lines are the confidence band for rural councils, showing that Wellington is statistically significantly more diverse than the rural council average. Source: ABS, 2011

The key, then, is to build on this through a combination of support for the core industries, and finding opportunities to expand on this advantage.

Rural and regional EDSs often focus on agribusiness, tourism, occasionally mining (oil and gas) and in a few regions (including Wellington) public service industries such as defence. These are often the key 'export-oriented' employment generating industries. There are clear benefits to this, as rural Victoria has some obvious competitive advantages with respect to this activity. These industries are also usually complemented by health, education and construction as the major population servicing sectors in the larger regional centres.

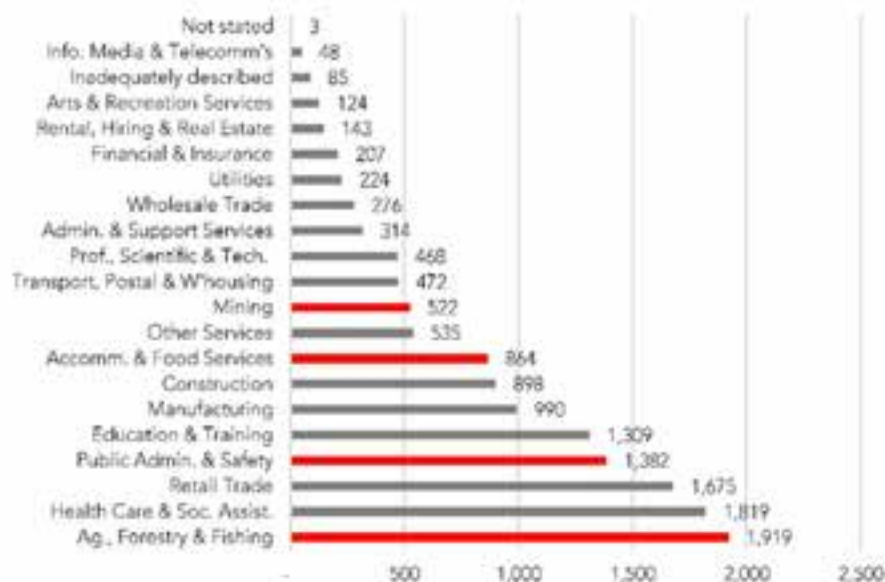
"We are currently achieving with 40 staff what we used to do with 65."  
Construction industry CEO

In Wellington, the export-oriented sectors account for over one quarter of all jobs (Figure 8), although this under-represents their importance. Manufacturing, transport and wholesale trading, in particular, form part of the supply chain for agribusiness operations and the oil and gas sector and, so, agribusiness and mining are also anchors for the Shire's economy.

These traditional rural sectors are very important to Wellington's and Australia's exports (as is discussed below). However, as Figure 9 and Figure 10 show, industries like tourism and agribusiness are increasingly labour extensive. That is, they employ fewer people per dollar of output and are unlikely to be a significant source of future job growth.

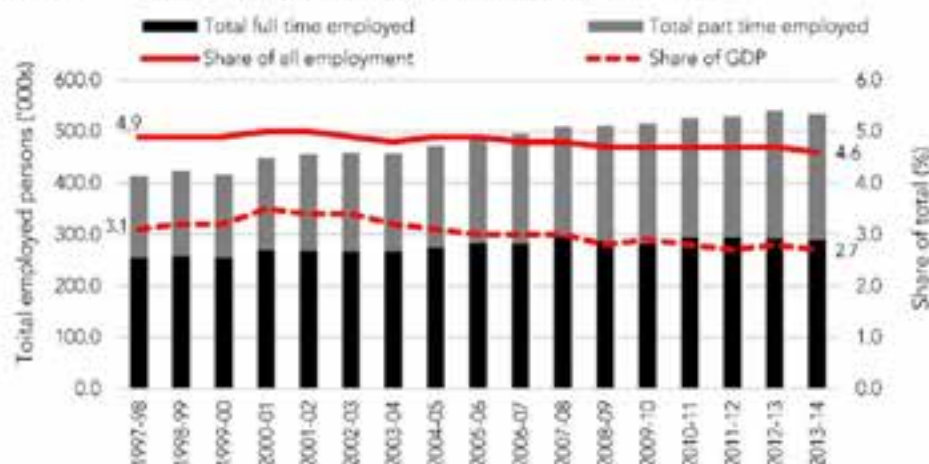


Figure 8 Local Jobs by Industry by Employment (Wellington, 2011)



Source: ABS, 2006, 2011

Figure 9 Tourism Industry Growth Trends (Australia, '97-'14)

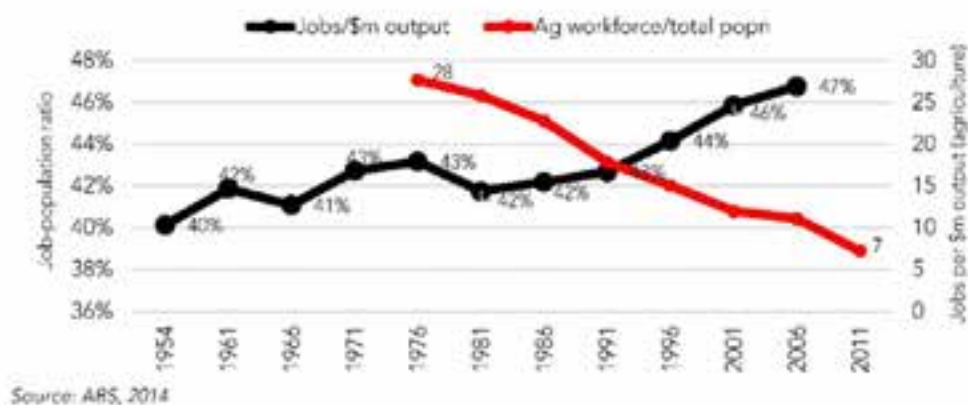


This shows total growth in direct tourism employment in Australia over the 17 years to 2013-14. Employment has increased by almost 122,000, with 71% of this growth in part-time work. During the same period, tourism's share of national GDP declined from 3.1% to 2.7% and of total employment from 4.9% to 4.6%. Source: ABS, 2014





Figure 10 Long-term Agribusiness Output and Employment (Australia, '54-'11)



Source: ABS, 2014

### Food and fibre: Wellington's foundation sector

As the Shire has already documented, agriculture has the largest physical presence in the Shire and generates a total output close to \$5 billion in Wellington. In dairy alone, it is currently worth around \$820 million in farm, manufacturing and export value; approximately 6% of the nation's. Over 10% (2,113) of Wellington's workforce is employed in this sector; second only to health care and social assistance (2,230). The Shire also has 52% of Gippsland's private timber plantations (WSC, 2015) and three timber mills.

Agribusiness will continue to be a critical part of the Shire's economy. Market prospects in dairy, horticulture and food processing are good and the Shire is well positioned to take advantage of this. Additionally, after challenging international competition (e.g. from the entry of Vietnam and Thailand) and a downturn in residential construction demand, the timber industry is expected to modestly rebound in both international and domestic markets (IBISWorld, 2015). The broad opportunities are summarised below.

#### New and emerging opportunities

All of the agribusiness interviewees for this project acknowledged the limited direct employment prospects for the sector. However, both the interviewees and the Agriculture Position Paper pointed to the economic opportunities in the form of productivity improvements; new niche markets, including training; and new sectors (including chicken meat, canola oil, goats and horticulture). There is no question that there is a growing market for these products (primarily in Asia) and, should it proceed, the Port of Hastings project will increase the efficiency with which goods are delivered from Gippsland to market.

"I want to optimise labour costs, rather than change labour numbers."  
Dairy Industry CEO

#### Showcasing technological innovation



Wellington EDS | Issues and Opportunities | 10

The innovations in agribusiness and forestry (e.g. automated tractors, the use of GPS to track livestock, soil/water sensors and high tech milling machinery) create an opportunity for Wellington. As the Shire is a high value agribusiness region, it is an obvious setting for trialling and showcasing innovation in agribusiness and/or delivery of advanced skills programs. For example, workshop participants suggested an agricultural science precinct; leveraging from green technology, possibly in partnership with Federation University.

In addition, a major timber sawmill operator sees great opportunity for further investment to, amongst other things, upgrade equipment. Innovation in this space focuses on greater efficiency in timber use and the use of biomass to generate sufficient energy to run the milling process (Hopkins, 2015). The focus here is on servicing growing domestic and international markets and the two key challenges are firstly to attract and retain sufficiently skilled staff through improved local amenity; and secondly to ensure ubiquitous high speed broadband (HSB).

#### Downstream effects

Modelling undertaken for this project<sup>6</sup> confirmed that, in the short to medium-term, an increase in employment in the secondary sector<sup>7</sup> delivers the greatest impact on the region's economy. However, it is important to note that this is largely because of the presence of the primary sector (agribusiness), which stimulates demand for, amongst other things, food processing. The tertiary sector (i.e. the service sector), which is less well developed, has a much lower multiplier effect and, consequently, has room for improvement (Figure 11).

Figure 11 Economic Impact of Major Sectors

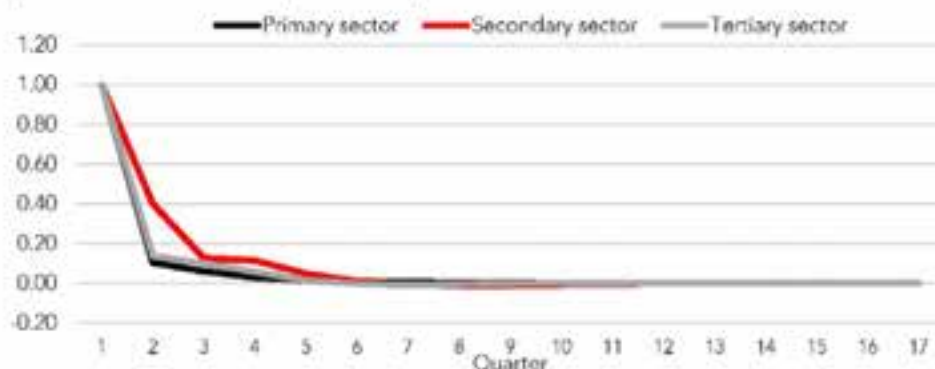


Figure 11 shows the effect of an increase in one job in each major sector on the rest of the economy over 17 quarters (~4 years). The secondary sector (which includes manufacturing and is in red) has the greatest job impact. Source: Geografia, 2015

Two conclusions can be drawn from this:

<sup>6</sup> As well as highlighting the benefits of the secondary sector, the model (see Appendix) confirmed the point derived from an analysis of commuting patterns over time that Wellington forms part of an increasingly integrated regional economy.

<sup>7</sup> Made up of manufacturing, wholesale trade transport, postal and warehousing, and utilities.



1. Immediate benefits can be derived from helping to drive growth in the secondary sectors, primarily by supporting and encouraging, particularly agribusiness expansion leveraging from improvements to the Macalister Irrigation District and the growing concern of water security throughout Victoria.
2. There is likely to be significant, untapped potential in the service sector, which could grow over time. However, this is largely driven by population growth.

However, the sector is not without its challenges. According to the Shire's 2014 Agriculture Position Paper (WSC, 2014):

- The ageing workforce and lack of succession planning mean the industry may struggle to find a sufficient number of new entrants;
- The industry needs business and financial management skills development; and
- Financial concerns, including low commodity prices, as well as uncertain climatic conditions are key problems and a disincentive to new entrants.

In addition to this, as outlined above, there is a large, and now long-term automation trend in agricultural production. The net result of both automation and new opportunity is likely to be overall modest, or even negligible, employment growth (Figure 12<sup>a</sup>).

**Figure 12 Agriculture, Forestry and Fishing Job Trajectory (2011-2031)**

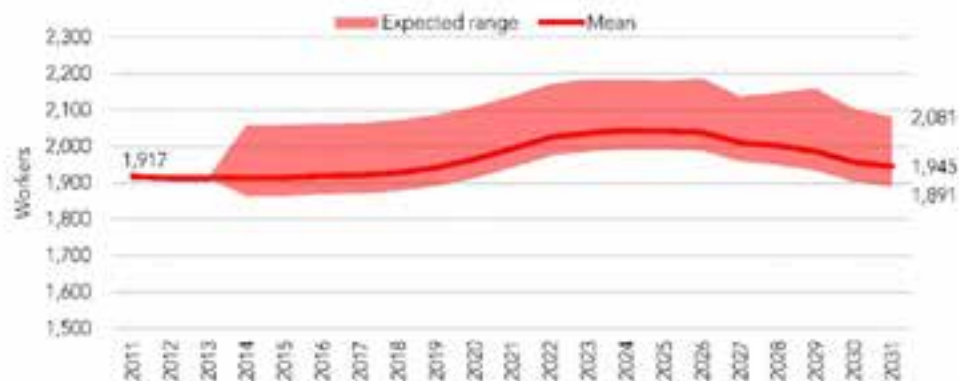


Figure 12 is from a scenario model compiled for this project. It assumes regional growth projections from the Department of Employment defines the underlying rate of growth by industry sector. In addition, unique major project investments are included (see Appendix for a list of these). The red shading indicates the level of uncertainty around the projections. Source: Geografia, 2015a

<sup>a</sup> This does not include food processing, which is part of the manufacturing sector (see [www.geografia.com.au/atlas](http://www.geografia.com.au/atlas) for an example of this), as well as the DoE employment projections for the region.



While the Agriculture Position Paper made it clear farmers see significant growth and diversification potential in Wellington, it does depend on:

- Better access to business-related and other training;
- Effective road infrastructure that connects producers to markets;
- Research into natural resource management;
- Sufficient HSB coverage to support innovation; and
- Efficient information dissemination so that potential investors know where and when to invest, and, equally importantly, supply chain operators are aware of emerging opportunities.

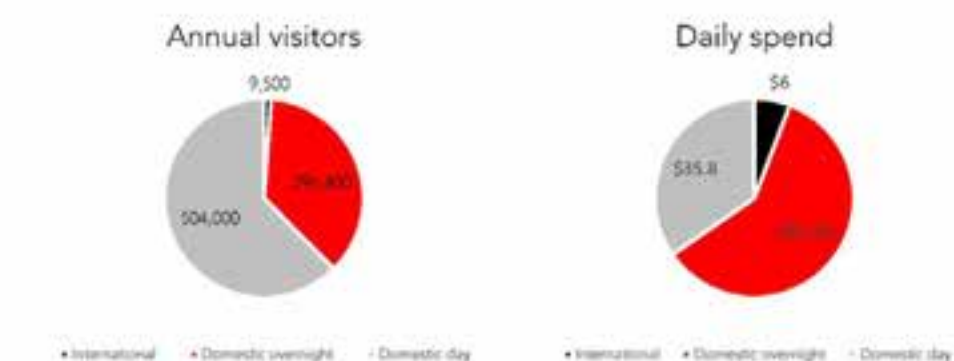
Effectively addressing all of these issues will require resources beyond that of the Shire. This point is taken up further in this report (under 'Governance').

### ***A small but steadily growing, domestically focused tourism sector***

Wellington's tourism market is primarily domestic (Figure 13) and, unlike the rest of the region, the numbers have been consistently growing over the last five or more years. Key facts (TRA, 2015) are:

- An increase from around 277,000 in 2010 to 320,000 domestic overnight visitors in 2014;
- Total visitor nights increasing from 630,000 to 983,000. That is, from 22% (2010) to 24% (2014) of total domestic overnight visitors to eastern Victoria; and
- In 2013 Wellington had 808,000 visitors, who spent approximately \$103 million on accommodation, food and drink, transport, shopping and tours, etc.

Figure 13 Wellington Tourism Visitations (2013)



Source: TRA, 2015



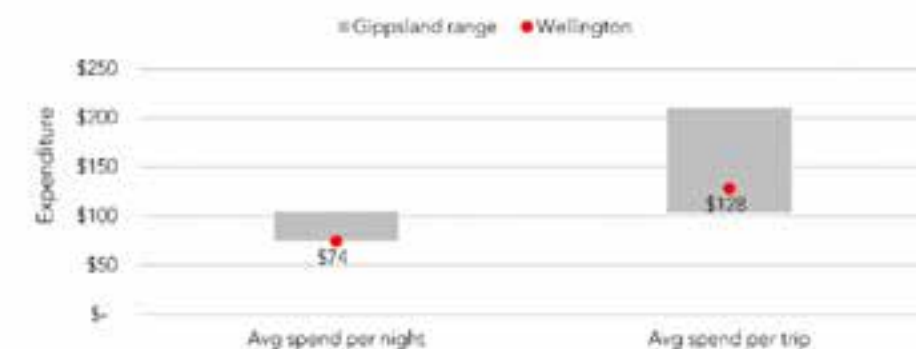


As shown in Figure 13, day visitors (mainly from adjacent municipalities and Melbourne) comprised the largest group of visitors (62%). However, domestic overnight visitors contributed the largest share of visitor spending (60% of the total).

By contrast, Wellington hosts a much smaller share of total international visitors to the region, and this has remained relatively static over this period (around 16% of the total to the region).

Additionally, compared with other municipalities in Gippsland, Wellington has a low rate of spending per trip and very low spending per night (Figure 14).

**Figure 14 Visitor Spending Per Visit/Night (Gippsland, 2013)**



Average spend per night is statistically significantly lower than in the rest of Gippsland. Source: TRA, 2015

The reasons for the relatively low spending per night include:

- A low proportion of overnight visitors stay in commercial accommodation; many stay with friends and relatives or take advantage of free camping;
- There are few commercial attractions such as tours, theme or wildlife parks, or tourism retail destinations; and
- There are few, if any, high end or iconic commercial accommodation houses.

A higher than average (for the region) proportion of people visit Wellington for other purposes – mainly business and education (Figure 15).



Figure 15 Reason for Visiting Gippsland (domestic overnight visitors, 2013)



When considering purpose of visit for Wellington visitors, the proportions sit just below average for holidays (52% compared with 53%) and visiting friends and relations (34% compared with 34.3%). A slightly higher proportion visit for other reasons (15% compared with 12.5%). 'Other' includes for business purposes. Source: TRA, 2013

In summary, then, visitor numbers are steadily growing. Domestic day trippers are most common, spending little, and often in Wellington for business or other purposes.

The natural landscape still has untapped potential, for want of more accommodation choice and greater market awareness. In respect to this, the key considerations include: the Sydney to Melbourne coastal route (including popular holiday destinations in East Gippsland); the context of the entire regional market; and ensuring the needs of the local communities are met.

"I have noticed a growing number of Chinese independent travellers. They are attracted because of the Quest brand name."  
Accommodation franchisee

### The natural landscape

Wellington does have a range of iconic natural landscapes; from Ninety Mile Beach, to the Gippsland Lakes and the Great Dividing Range. These provide opportunities for increasing the number of holiday and business visitors and for increasing their local spending. To date, none of the natural environment attractions has achieved iconic must-see status amongst Victorians. Nor have they been championed by Parks Victoria or Tourism Victoria as destinations to be promoted nationally or internationally<sup>1</sup>.

Several villages and settlements, which cater for visitors to the natural attractions (including Dargo, Licola, Loch Sport and Port Albert), have a good range of visitor accommodation and a range of tours – 4WD, fishing, kayaking etc. However, with a few exceptions (e.g. Tom's Cap Vineyard Retreat in Willung South), accommodation is relatively basic.

<sup>1</sup> The arguable exception is the Gippsland Lakes. However, the East Gippsland portion is generally the focus.



Wellington has several significant tourist roads that are used by visitors to access key natural attractions during the warmer months of the year. These include the Grand Ridge Road through the Strzelecki Ranges (shared with other municipalities) and the Dargo and Licola Roads which cross the Great Dividing Range to the north. Large sections of these roads are unsealed which deters many tourists.

#### ***The Sydney Melbourne Coastal Route***

Many visitors travel through Wellington to far eastern Victoria (e.g. Mallacoota) or on to Southern NSW and Sydney. Sale is an important node on this route, providing the traveller to Melbourne with the choice of continuing on the Princes Highway or detouring south to Wilsons Promontory and the coast. At 2.5 to 3 hours from Melbourne, Sale is a convenient lunch-stop but, unlike Lakes Entrance, is not an overnight stop for most people on the route.

Nevertheless, Sale has extensive accommodation – mainly geared to midweek business needs – and the redevelopment of the Port of Sale as a cultural hub promises to create an attraction that will encourage more people to stop on their way through. In turn, this may increase the number of people who detour off the Highway to visit the smaller towns such as Maffra and Heyfield and to take part in local recreational opportunities (fishing, hiking, biking etc); and sample the growing number of regional produce outlets – wineries, dairies etc.

#### ***The regional market***

Destination Gippsland is the regional tourism organisation for Gippsland, providing strategic planning and leadership for the industry, particularly through co-operative marketing in which businesses pay to participate. Key priorities for the organisation are:

- Brand marketing, including promotion of Gippsland at trade fairs, the camping and caravan show and domestic and international marketing in conjunction with Tourism Victoria and Tourism Australia;
- Industry development, providing training and mentoring for tourism operators; and
- Tourism investment, providing advocacy and strategic planning.

Destination Gippsland is the lead agency for the regional Tourism Strategic Direction 2013–2018 (Destination Gippsland, 2013) which contains a series of objectives that aim to grow overnight visitation to the region and the length of stay, increase visitor expenditure, improve the geographic spread of visitors and improve visitor satisfaction. They identify the following challenges:

- Improving the breadth and depth of tourism infrastructure, products and events matched to market demand;
- Strengthening local tourism organisations to deliver visitor servicing;
- Strategic planning to achieve sustainable development; and
- Improving the community's understanding of the value of tourism.



The plan recognises the Port of Sale redevelopment as a priority project for central Gippsland and Destination Gippsland is hoping to capitalise on a renewed intrastate marketing campaign by Tourism Victoria. This should provide Wellington and other parts of the region with an opportunity to acquaint the Melbourne market with local attractions.

#### ***Servicing the local community***

The local community generates a significant share of the visitation to the municipality through business travel to local enterprises, trips by visitors to local events and visits by friends and relatives. In fact, the strong and diverse local economy is the mainstay of the accommodation sector in Sale, keeping hotels and motels full during the week. Local events tend to be aimed at niche markets (equestrian, cycling and racing events, for example). Developing more events, particularly smaller scale ones that will be attractive to residents, can both increase the local amenity, and, over time, build the visitor market.

"We need more events. Start with smaller ones for locals and grow."  
workshop participant

In light of the current trends and challenges, Council's role in influencing this sector should aim to achieve two key objectives:

1. Ensure that visitors are well-served and have a positive experience of their time in Wellington, since this encourages repeat business and good word of mouth promotion as well as fulfilling a social obligation.
2. Maximise the contribution of tourism to the sustainable economic development of the municipality, particularly through events, which has the added benefit of raising awareness of the Shire (see Section 2.6).

This may include supporting the development of higher end accommodation; sealing of tourist roads; further rail trail development, building the events calendar and so forth.

#### ***Oil and gas: large and stable, with important flow-on benefits***

Oil and gas extraction and processing is a significant part of Wellington's economy, with approximately 350 people employed by Exxon in this activity and around 70% of Victoria's gas supply coming from the Longford plant.

There is a broad recognition that, at some point, it will no longer be economically feasible to extract gas and oil from Bass Strait. Comments from the major regional operator, Exxon, suggest a steady presence in the municipality for the next few decades to the foreseeable future, but no substantial employment growth.

The exception to this is occasional construction spikes as equipment is replaced or upgraded. In fact, a very major infrastructure investment program is currently underway. This is designed to upgrade the current processing capability at Longford, effectively 'future-proofing' the plant for the next few decades.





Four factors in particular are worth noting in relation to the presence of the oil and gas sector:

1. As with other parts of Australia (albeit at a smaller scale), high wages in the sector can distort the local labour market and crowd out other economic activity. Effectively, some other local employers can struggle to compete for skilled labour in related industries (e.g. engineering and construction). However, given that Wellington's oil and gas presence is relatively stable (i.e. not subject to major boom-bust cycles), this distortion is somewhat subdued.
2. The high wages also mean reduced labour turnover. In turn, this increases labour productivity. This is essential in a sector with relatively tight margins.
3. Following on from point 2, quality of life in Wellington is considered a valuable asset for both attracting and retaining staff in the industry.
4. Figure 16 shows that, as with agribusiness, the oil and gas sector is single-handedly responsible for a significant presence of supply chain enterprises in the Shire, particularly engineering, manufacturing and logistics firms.

"Compared with similarly sized towns like Horsham, Sale punches above its weight in liveability."  
Oil and Gas industry representative

Figure 16 Oil and Gas Supply Chain Enterprises



The enterprise audit identified a relatively high number of engineering, manufacturing and logistics firms in Sale, which predominantly (but not all exclusively) service the oil and gas industry. Source: Wellington land use audit, 2015



### ***Defence: large, stable and with growth potential***

The RAAF Base East Sale is about to undergo a major expansion with new pilot training programs relocating from Tamworth (the Air 5428 training contract). It is expected to reach full operation (as currently defined) by 2019, bringing at least 30 new Defence Force personnel and around 90 additional civilian staff to the region.

"[Council] Keep doing what they're doing and make it a liveable city."  
Defence Contractor

Although the more technical maintenance and materials will be sourced from elsewhere, the major contractors suggest there will be direct benefits through the use of local service providers (e.g. scaffolders, engine repairs, administrations, consumables, IT and so forth). Additionally, there is the opportunity (and certainly the capacity) to attract more pilot training programs from elsewhere.

The key challenge for the sector is to ensure low staff turnover rates. In this respect, the quality of life is considered a significant asset, particularly in Sale and Stratford. However, maintaining this relies on improving the public transport access (i.e. the train to Traralgon) and also improving how Wellington promotes its quality of life.

Many of the 90 new staff required to operate and train at the base will bring with them partners and families. Arguably one of the most important factors in keeping turnover rates low is to ensure that the partners of base personnel are able to find opportunities to meet their own career ambitions. The younger partners of RAAF personnel may not have gained much experience in their chosen fields, however, this is the kind of group that may well have entrepreneurial motivations, one which could be worth trying to actively engage in any business incubator or skills training programs.

In addition to the RAAF presence in Wellington, West Sale Airport has been the subject of analysis by Council with respect to growth and development opportunities. The current focus is on addressing tenure issues and forming a governance structure to start considering new investment/development opportunities.

### ***Summary***

While all of Wellington's major export-oriented industries (with the exception of Defence) expect modest employment growth, this underplays the importance of their impact on Gross Regional Product and broader economic activity in the Shire. They are, effectively, the foundation of the Shire's economy and, therefore, critical to its resilience and future development.

By taking into account the concept of specialised diversification, we can identify further growth opportunities for Wellington. Figure 17 shows where the current local industry



strengths are and recent and projected growth<sup>8</sup> industries in the top right quadrant are those that have and are expected to grow rapidly and in which Wellington already has a competitive advantage. These are summarised in Figure 18.

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<sup>8</sup> The growth rates are a weighted average of recent historical growth and projected growth to 2019.



The chart identifies high/low growth industries which have a strong or weak presence in Wellington. The bubble size shows the current size of the industry by total employment in Wellington. Source: ABS, 2006, 2011; ECL, 2015.

Figure 18 Key Sectors, Growth Potential and Local Strength



Finally, while tight labour and rental accommodation markets were raised as concerns, in rural Australia it is an economic truth that these are largely a consequence of low economic growth, rather than a cause. In the specific case of Wellington, while there has been a recent shortage of rental accommodation, this has been put down to temporary construction activity spikes (from the Longford plant). Similarly, tightness in the labour market is, as one stakeholder said 'symptomatic of larger problems'. It will also be addressed when the job market grows offering more opportunity and, most importantly, when those opportunities, along with Wellington's quality of life, are well-promoted.

## 2.3 Amenity, infrastructure and opportunity

Amenity and infrastructure are both fundamental economic enablers. Basic infrastructure such as serviced industrial land, reticulated water and gas and an efficient road network are critical. Amenity assets (recreation facilities, attractive main streets, health care and so forth) are also essential for attracting and retaining new residents and investors. The latter is particularly important for areas that can be a residential base for workers elsewhere.

In Wellington stakeholders were most concerned about, or interested in:

- The lack of recognition of Wellington's current amenity levels;
- Public transport access (specifically more and better timed train services to Traralgon). This service connects residents to important services (and jobs) in Traralgon and beyond; and
- The availability of high speed broadband (HSB), particularly as it becomes increasingly important for business transactions and service delivery.





In addition to these priority issues, it was recognised that there was both a need and opportunity to improve aged care services. A summary of these and related issues is provided below.

### ***Wellington has, but does not promote, good amenity***

Most stakeholders interviewed for this study claimed that the Shire generally and Sale, in particular, offers a relatively high level of amenity compared to rural Victorian towns of a similar size. Moreover, towns like Stratford and Rosedale also offer affordable housing, including rural living, but still with good access to goods and services.

"Amenity issues are fine.  
Health services, education,  
recreation: all good."  
Defence industry contractor

The RCV population attraction and retention toolkit broadly confirms this. For example, the overall amenity and connectivity index value for Sale and, to a lesser extent, Maffra, rates them high relative to other towns in the region (Figure 19). This is due to the presence of a hospital, passenger rail service and a selection of secondary schools (reduced somewhat by the lack of tertiary options).

**Figure 19** Comparative Amenity and Connectivity Scores



This map plots the Victorian amenity and connectivity scores. Red indicates low values and green, high. It is a comparative measure based on relative proximity to services such as public transport, schools, hospitals and major retail, entertainment and employment hubs. Source: [www.geografia.com.au/victowns/index.html](http://www.geografia.com.au/victowns/index.html), 2015



## ***The importance of urban amenity***

The matter of connectivity described above speaks to a dominant trend in Australia: that of the growing expectation for access to urban amenity (from health and education, to hospitality and recreation).

"Priority Number 1 = the alignment of the train timetable and links to buses."  
Workshop participant

This emphasis on urban amenity may be seen to be 'Sale-centric'. However, as is common in rural Australia, Sale accounts for a large and growing share of the total population (currently around 34%). This is a result of strongly influential and interacting factors, including:

- Population ageing (and the subsequent retirement into urban areas);
- Agriculture sector automation (depopulating the rural areas);
- Increasing residential preference for urban amenities;
- The increasing significance of service employment (which benefits from agglomerating into larger centres);
- Limited budgets constraining government investment, and
- General commercial imperatives driving private investment to where the market is most easily reached.

This is being addressed in three ways:

1. By improving transport connectivity. It is no surprise, then, that more and better aligned passenger train services to and from Sale (along with bus links to other towns), was the most regularly cited priority concern amongst interviewees and workshop participants. Better rail transport will also create a development opportunity around the Sale Train Station.
2. Technological developments that are delivering more services electronically, particularly in education, but increasingly in health, legal and accounting services and even the arts.
3. Agglomeration of service provision into larger urban centres.

In summary, if resources are constrained, there is more economic sense in enhancing the level of amenity in a larger town in order to benefit the entire municipality.

## ***Economic opportunities through amenity improvements***

Wellington's population has climbed from around 39,000 in 2001 to 41,400 in 2011. VIF2015 projects a similar future trajectory of 0.7-0.8% per annum over the next 20 years. Along with Latrobe City, this is at the lower end of the region's expected growth rate range (Figure 4).

It is important to note, however, that, when compared with all other inland rural municipalities, Wellington's growth is above the expected range for rural councils and it still



results in another 6,000 or so new residents over the next 20 years. Moreover, the VIF forecasts are based on models that do not consider:

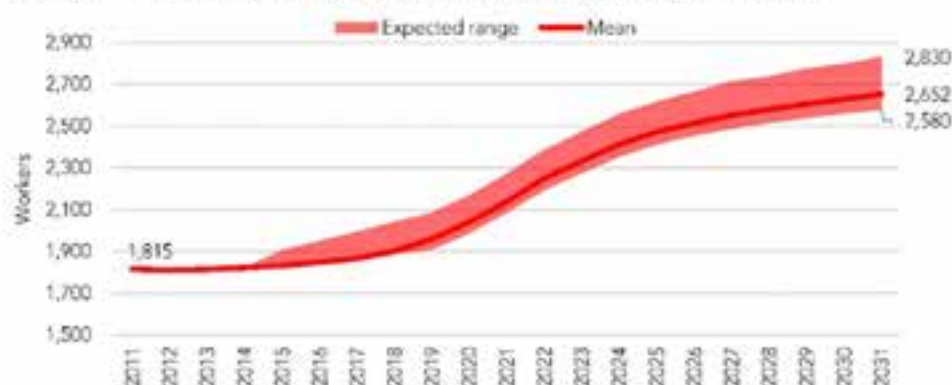
- The effect that major economic projects may have on local population growth; or
- Larger socio-demographic shocks, such as an increase in urban-rural migration as a result of better transport connectivity (such as has occurred post the introduction of better train services to Bendigo and Ballarat).

Consequently, it is likely that Wellington could experience a higher growth rate than is projected and this could be encouraged through a strategic focus on amenity attributes that are attractive to prospective new residents, including people working in Latrobe. The Port of Sale redevelopment is a good example of an attribute that could become a valued community space. Moreover, it has the potential to be an iconic destination for Sydney-Melbourne travellers.

"The ageing population will continue to increase demand."  
health care sector representative

Whether this occurs or not, in all likelihood the number of older residents in Wellington will increase and there are economic opportunities to be derived from this, particularly in health services and aged care (Figure 20). The plan to undertake region-wide health workforce planning will help to ensure key skill shortages do not impede this (RDA, 2015).

**Figure 20 Healthcare and Social Assistance Job Trajectory (2011-2031)**



This shows a potential trajectory for job growth in the health sector: both from population driven growth and major project investment in retirement living. Source: Geografia, 2015a

The idea of improved amenity for older residents is an economic opportunity which is increasingly recognised for rural towns. Notably, Destination Gippsland also identify





disability access as an important asset to drive growth in the tourism market. This is a clear example of how improved local amenity can benefit both residents and visitors (particularly those seeking passive, nature-based recreation such as boardwalks).

As with the expected influx of new families to RAAF Base East Sale, if health, or any part of the advanced service sector is to be considered a growth sector, one of the important considerations is 'partner employment'; a concern throughout rural Australia and one that can only really be addressed through solid growth throughout the economy (which increases job opportunities).

### **An adequate land supply**

On the matter of industrial land, the commercial/industrial audit identified vacant industrial land in Sale, Maffra and Yarram, as well as some vacant buildings (Table 2). Not including under-used land, there are at least 40ha in the three towns suitable for industrial use (Figure 21). The primary concern is, therefore, whether the land is suitable for development (e.g. well-priced, well-serviced, with a mix of lot size choice and no difficult ownership issues).

"Industrial land supply was tight, but is much better now with some recent releases."  
Real estate industry CEO

**Table 2 Vacant Industrial Land and Buildings (Sale, Maffra, Yarram)**

Town	Location	Vacant Land		Vacant Building	
		Hectares	Lots	Lots	Buildings
Maffra		10.05	4	2	2
Sale	Precinct 1: West	2.76	11		
	Precinct 2: North	6	6	1	1
	Precinct 3: Middle	1.17	2	1	1
	Precinct 4: South	0.47	1	3	11
	Precinct 5:	12.46	13	6	6
Subtotal		22.86	33	11	19
Yarram	Precinct 1: North	0.73	1		
	Precinct 2: Centre	6.07	4	2	2
Subtotal		6.8	5	28	44
<b>TOTAL</b>		<b>39.71</b>	<b>42</b>	<b>41</b>	<b>65</b>

Source: Wellington land use audit, Geografia, 2015



Figure 21 Location of Vacant Industrial Land (Sale, Yarram, Maffra)



Sale



Yarram



Maffra

Source: Wellington commercial and industrial audit, Geografia, 2015



### ***The need for reliable and fast broadband***

The sixth most cited overall problem and the second most significant infrastructure issue was the need for access HSB for businesses and householders. Research conducted on the economic benefits of HSB (Geografia, 2014) found that:

"NBN is essential for business."  
Tourism industry operator

- The future benefit of HSB is often under-estimated by enterprises. This is because there is little experience or awareness of the opportunities that are unlocked and/or the imminent expectation from clients or suppliers that HSB will be an essential part of future business transactions;
- There is a lag between take-up and the economic benefits. This is because of the time required to change equipment and practices; and
- HSB reduces distance transaction costs, allowing more enterprises to interact globally and locate themselves preferentially, and giving households access to better and more diverse services.

The key implications are that there is a first movers' advantage to ensuring HSB is widely available and affordable; and there is often a need to work with businesses to help them become HSB-ready. If the Shire is to encourage technological innovation in its export sectors, then ubiquitous HSB will be even more important. While the current NBN rollout plan offers little for Wellington, its relatively flat landscape means it does not suffer from telecommunications blackspots to the same extent as other parts of Gippsland. There are opportunities to work with businesses and NBN Co to improve access to HSB (e.g. through Wi-Fi hotspots) in the Shire.

### ***Summary***

In summary, then, while amenity and infrastructure in Wellington is good by rural Victorian standards, there are some key areas warranting further attention. These include (in no particular order):

- A limited pool of funds to address infrastructure needs. Council staff suggested a 'whole-of-Shire' infrastructure review to identify the key gaps and prioritise connectivity in basic infrastructure. This could be guided by an industry advisory group;
- The lack of awareness of the level of amenity and quality of life amongst prospective new investors (households and businesses). Section 2.6 discusses this;
- The need to ensure HSB is gradually delivered across the Shire. Developing a digital strategy (as some rural shires are starting to do) may help to identify opportunities for business development and improvement;
- Tackling the passenger train schedule to ensure it aligns with business, education and other commuter needs.



## 2.4 Governance

As defined in Table 1, the issue of governance emerged. There were three dimensions to this: 1) the recognition of the importance of taking a regional perspective; 2) the need for a diversity of business voices to contribute to strategic decision-making; and 3) the need to ensure this includes the opportunity to provide input to infrastructure planning.

### *Wellington as part of a region*

The econometric analysis revealed that Wellington is part of a highly connected, region-wide economy. Economic shocks in neighbouring municipalities are positively correlated with shocks in Wellington's economy (that is, an employment increase in a neighbouring LGA, results in an increase in Wellington).

*"Align the Shire for regional thinking."*  
Construction Industry CEO

For example, the increase in economic activity in Latrobe City, particularly Traralgon, has generated both negative and positive effects in Wellington. Firstly, employment counts from the 2006 and 2011 Census show retail, in particular, may have declined due to competition from Traralgon. At the same time, there has been an increase in the number of Wellington-based retail workers commuting to Latrobe. In 2011 around 7% of resident workers travelled to Latrobe for work (Figure 22). This may speak to the liveability and affordability of towns including Rosedale and Sale and is an economic advantage for Wellington.

Figure 22 Commute Patterns, Wellington Workers (2011)



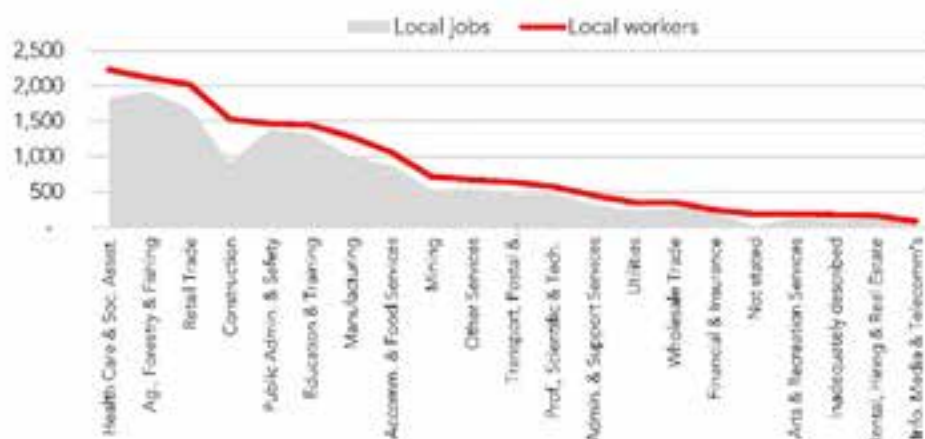
Source: ABS, 2011





Wellington's amenity is also corroborated in the proportion of jobs to workers by industry (Figure 23). This demonstrates that some, primarily Latrobe, workers, prefer living in Wellington and commuting. In turn, this stresses the importance of ensuring the Shire maintains high levels of liveability through amenity to discourage an outward migration towards job hubs. In this context, Rosedale is particularly important.

Figure 23 Local Jobs with Local Workers by Industry (Wellington, 2011)



Source: ABS, 2011

One of the findings of this study has been that the pre-eminence of Sale within Wellington itself is a competitive advantage. This governance focus on Sale provides certainty to business operators relative to the neighbouring municipality of Latrobe City.

Finally, the potential for a food and fibre partnership agreement between the Gippsland councils and RDA will put the region in a good position to competitively bid for some of the Future Industries Fund.

### More voices, more ideas

According to stakeholders, Council already has a good and growing relationship with the business community. One of the suggested areas for improvement was in ensuring the avenues for both formal and informal input were accessible, regularly refreshed and that they access a good cross-section of the business community. By continuing to improve the connections between the business community and Council, information and ideas are shared in a more timely and efficient manner.

*"More businesses are needed to broaden the representation and improve the reach."*  
Regional Development Victoria



For example, the Shire is very active in supporting the tourism sector (including through a Tourism Officer; funding for an information centre; events; owning/managing venues and infrastructure; and land use planning). Council also provides funding to Wellington Regional Tourism (WRT), an organisation of tourism businesses which has greatly benefited from a productive relationship between its executive officer and Council's tourism officer. Changes in 2016 (to management, structure, location and personnel) presents an opportunity to refresh this structure.

The fact that a RDV-LGA collaboration to support growth, particularly in food and fibre, is already being developed, is a very positive move. It will allow the Shire to more fully embrace a regional perspective and draw on a wide range of ideas.

Key to the success of any forum, network or communication system, is the opportunity for business operators to regularly feed in information about basic infrastructure issues. In conversations with the agribusiness sector, for example, farmers consistently emphasised the important role Council has in managing fire break maintenance, weed control, culverts and road condition, particularly adjacent to intensive agribusiness operations generating high volume road freight traffic (Geografia, 2013, 2015b). It was noted that forums providing opportunities to express concerns and work on solutions and priorities need ongoing support and must be regularly refreshed.

## 2.5 Skills and education

Availability of suitably skilled staff is a complex issue in Wellington. Stakeholder views are often contradictory and include:

- Not being able to find appropriately skilled staff;
- Not being able to retain staff; for example, due to the partners of skilled entrant employees new to the region not finding suitable work locally;
- The low number of medium to large enterprises means business skills are limited;
- The need for access to professional development to maintain and update skills is constrained by lack of local training opportunities; and
- Poor awareness of the quality of life in Wellington making it difficult to attract skilled workers from elsewhere in the first place, but once they arrive, they tend to stay.

"It is easier to recruit in Melbourne and spousal opportunities are not great. But good wages and conditions make it easier."  
*Defence industry contractor*

In addition, some operators (e.g. Fulham Correctional Centre) have unique problems such as retaining staff in what can be a stressful work environment; and many others face difficulty in competing with the higher paid wages offered in Melbourne or in the oil and gas sector.

The data on the skills and education profile of the resident base suggest Wellington sits at the lower end of Year 12 completion rates for Gippsland students (31%, compared with



32.5% for the Gippsland average) and at the lower end of the expected range for post-compulsory educational attainment (19.1% with a university qualification compared with 21% for the regional average and 55.9% compared with 57% for TAFE qualifications). Figure 24 summarises the data defining this pathway.





Figure 24 Post Compulsory School Pathway



In this chart the proportion of the relevant populations are plotted for Wellington (red dots) with the range for all Otago and Dunedin schools (grey bars). It shows that, although Wellington students complete Year 12 at a reasonable rate and then go on to apply for university, to date, this has yet to translate into a particularly high proportion of university-qualified residents. Source: ABS, 2011; VTAC, 2015



The lack of formal and even informal training opportunities has consequences for the local economy and employers. While opinions vary on whether there are broad ranging skills shortages in Wellington, evidence does indicate a growth in demand for professionals across Gippsland (Figure 25). More generally, the region also faces shortages in key skills, much like the rest of Australia (e.g. early childhood teachers and health care workers).

Figure 25 Quarterly Internet Vacancy Index, Gippsland (2010-2015)



The chart shows the indexed quarterly count of Internet-based job ads for Gippsland. Of all occupations, professionals was the only one to consistently climb over this period. Source: LMIP, 2015

### Investment in education facilities

One of the arguments put forward by stakeholders is that the lack of a local university, or sufficiently resourced TAFE campus impedes the pathway to tertiary qualifications for young people. The consequence of this is higher youth unemployment rates. However, at the last Census, youth unemployment for Wellington (15-19 year olds) was lower than the Gippsland and State average (ABS, 2011). Overall unemployment has also tracked lower than the rest of the region for the last decade or more (DoE, 2015).

"Excellent high schools in Wellington, but it ends there."  
RTO CEO

Another concern is that the lack of local facilities limits access for older workers seeking to maintain their skill base, something that is increasingly important. Moreover, with a poor public transport service, travelling to facilities in neighbouring Latrobe is difficult and discourages participation.



Solutions put forward include lobbying for the establishment of a town centre campus in Sale. This would focus on locally relevant training and education delivery. There is no doubt, also, that a well-staffed education facility in Wellington will bring in new jobs and residents and attract some local residents to enrol in courses.

There are significant challenges to securing public investment in a physical campus presence in the Shire, including:

- The Shire's relatively low population growth rate;
- The current public finance climate;
- The benefit of agglomeration economies that make small satellite campuses financially inefficient; and
- The relatively good access Wellington has to tertiary training through other means, including private RTOs and campuses in Latrobe.

Moreover, as more research is starting to demonstrate, education and training is one of the professional sectors experiencing a rapid shift to online delivery (Susskind et al, 2015). While there is clear evidence that proximity to university campuses increases participation by local residents (e.g. Geografia, 2014), the growing familiarity with, and capability of, online education and training is likely to reduce this causal relationship, particularly for courses that require little vocational activity. More people will be enrolled remotely, with perhaps practical training delivered in the workplace. As this unfolds, the probability of securing substantial public funds to both develop and then operate more university or TAFE campuses in rural towns will decline.

By contrast, improving accessibility to existing neighbouring campuses (in Latrobe), or through other mechanisms, such as online courses (which will require better HSB), or workplace learning, may be a more cost effective solution. It could address the issue of connecting residents and employers to education and training.

In summary, the cost of providing and running new tertiary education facilities will demand a significant commitment to compiling the evidence that it is warranted. This is made more difficult by the degree of uncertainty around whether the core issues it is intended to address are, in fact, serious problems in the Shire (or at least, more serious than in other parts of rural Victoria). With that in mind, there is a case for more primary research into local skills gaps, their consequences, and optimum solutions.

### ***Incubating small business: reducing barriers to entrepreneurialism***

An alternative to securing a major new education facility, is the concept of smaller-scale training activity as part of a broader business development plan.

"there is a lack of collaborative projects and incubators in the region."  
LLEN EO

As most of the Shire's economy is made up of micro enterprises (i.e. 1-5 people), the business development skill base is considered to be low.



That is, capability in seeking and securing new markets; preparing business plans and tenders; funding essential infrastructure (such as HSB connections); and supporting the professional development of staff.

Supporting small, local business is a more typical, and generally successful area for Council intervention. For example, Council-led business skills development workshops (e.g. helping to write tenders), buy local procurement policies, grants; main street renewal activities (such as those successfully deployed by Renew Australia in Newcastle); and even business incubators or accelerators.

## 2.6 The brand: what's in a name?

Although the priority concern for most stakeholders, the issue of market awareness of Wellington is relatively simple. The main concern is the lack of awareness of Wellington. This relates not just to what the Shire offers in the way of tourism, but also its lifestyle qualities; its 'clean, green' assets; what it contributes to the State's economy; and the investment opportunities.

"Change the name. Nobody knows where Wellington is."  
workshop participant

All of this suggests some form of marketing plan is necessary. Moreover, it is not clear that the name 'Wellington' should be part of this. It was reported as having little traction with anyone and more than one stakeholder made the case for changing it. While it may not be a cost effective exercise to do this formally, there are examples of regions that have used alternative names to showcase and market themselves (e.g. the Lakes District, the Peninsula, the Otways, Greater Hamilton and the Sapphire Coast).

"Promote the clean, green environment and change the misperception that Sale and Wellington are about coal power."  
Timber industry CEO

As stakeholders also noted, the key to success of any branding is first to clearly identify the message, or theme which best represents Wellington, and then to deliver a consistent message over a period of time to build the profile. This suggests Council may benefit from preparing a branding and marketing strategy in collaboration with the community.

"Identify the brand for the region and stick with it."  
workshop participant



## 3.0 Opportunities for Action

The themes for Wellington Shire to address are: economic diversity, amenity and infrastructure; governance; skills and education; and branding. There are also a range of potential intervention points, some of which have been suggested by stakeholders. These are a mix of lobbying, facilitation, information provision and governance. These ideas are introduced here.

### 3.1 Opportunities for action

Table 3 summarises the opportunities for action and the rationale behind these. These are not proposed as a draft action plan, but ideas for further consideration.

#### *Connectivity*

There is an underlying theme that links all of the issues and opportunities; that of connectivity. That is, connecting residents and businesses:

- to other parts of the State through better transport connections;
- to the global economy and better services through High Speed Broadband;
- to markets through better branding and marketing;
- to other businesses and investors through better information flows; and
- to Council through forums for collaboration.





**Table 3 Opportunities for Action**

Theme	Opportunity	Rationale
Economic diversity	Include an action to regularly (and statistically reliably) gauge the sentiment of the agricultural community. This could be done as part of a broader business sentiment survey and through the Food and Fibre group to be established.	As was noted during the preparation of the Agricultural Position Paper, the views of agricultural producers were only captured at one point in time during which several key issues dominated including low rainfall. This project added to the information base through a small selection of interviews, also at one point in time.
	The establishment of higher end, environmentally sustainable accommodation in outstanding locations close to existing villages. Unmarked cabins could also form part of the mix in camp sites managed by Parks Victoria.	Lack of high end or iconic accommodation is recognised as a gap in Wellington's offer. Operators may need assistance securing staff and infrastructure.
	Sealing of tourist roads to create circular touring routes from Melbourne.	The generation of increased visitor traffic through the municipality will induce investment (as with the Tintambie Hotels), as well as improving access for local communities.
	Tie the need for more events into a program of events to launch the Port of Sale redevelopment. There are opportunities in arts and culture to fit with the Port of Sale cultural hub but also local food and produce.	An events calendar including the new Port of Sale would have a State-wide as well as regional draw. This could be a test for employment of a dedicated Events Promotion Officer with a brief to organise hallmark and major events and to maximise the economic value of events in Wellington.
	The extension of the Great Southern Rail Trail from Webbwood (on South Gippsland Street) to Alberton (in Wellington) to connect with the Tams Trail would provide a continuous trail between Yarram and Geelong which could be marketed beyond the region.	The Gippsland Rail Trail has proved popular with visitors and regional residents and has already stimulated investment in new hospitality enterprises in villages such as Cowan.
Amenity and infrastructure	The poorly graded train service to Traralgon should be addressed.	This was consistently the primary concern of almost all stakeholders. There is also very clear documented evidence that the introduction of regular (i.e. short haul) train services to regional Victoria has had a strong impact on population growth.
	Frontise the Port of Sale redevelopment, including the outdoor spaces and the ancillary buildings.	This will address the gap in iconic visitor destinations and increase visitor numbers and overnight stays. It can also become a valuable community amenity asset that is attractive to prospective new residents.



Wellington ID4 (Issues and Opportunities) | 38

Theme	Opportunity	Rationale
Governance	Consider how accessible boardwalks (similar to those around Lake Gurdigee and Sale Common) could be replicated elsewhere.	This has a dual benefit in improving amenity for disabled and elderly residents and targeting the niche tourist market of people with disabilities and their carsers.
	Consider how to improve access to HSL in Wellington both for residential amenity and for business support.	First mover advantage in the use of new technology is a key driver of innovation and business growth. There are examples of local governments working with NBN Co to support an accelerated rollout of HSL.
	The proposed Partnership Delivery Agreement for food and fibre should provide a good framework for both developing regional awareness and cooperation, as well as local industry opportunities. Given the business community's interest in contributing to ideas generation, a business forum may also be warranted.	The Future Industries Fund could provide a valuable source of investment to drive food and fibre growth. It is likely to be very contested and, consequently, an effective regional representative is needed. To ensure Wellington maximises its own benefit, contributions to this and other decision-making processes should be enabled through some form of business advisory group or forum.
	The local tourism sector would likely benefit from having a vigorous and involved tourism business community with representatives from all over the Shire through more competition for places on the board of the WRT and voting by all members. Alternatively, board seats could be reserved for delegates from the various local business and tourism organisations. Council funding for the organisation could be tied to these kinds of changes.	The changes to the WRT and VIC provides an opportunity to adjust the organisation for tourism development in the Shire. It would encourage more businesses to join.
	In relation to responsibilities of marketing and promotion, industry stakeholder development, and investment attraction (its three principal tourism roles), Council should be principally responsible for investment attraction and brand promotion (website etc), and WRT should be responsible for industry development and campaign marketing.	Whilst there will be some overlap, the roles outlined here are those most suited to each organisation.



Wellington ID4 (Issues and Opportunities) | 39

Theme	Opportunity	Rationale
Skills and education	Identify achievable economic indicator targets, such as working age population, replenishment rates, new business start-ups, business longevity and commercial/industrial vacancy rates.	While it is very difficult to measure the direct relationship between performance indicators and economic development interventions, the BCI toolkit has shown how to compare rural shires against appropriate benchmark, which are useful to monitor change.
	A 'skills barometer' could be prepared to start documenting any gaps in the skills profile of the community and the consequences of this to the State's economy.	To date there has been no clear evidence compiled that quantifies and demonstrates how a lack of new education facilities in Wellington has impeded economic growth.
	A small business incubator (or even accelerator) may be justified and could be the focus of business skills training programs.	Incubators and accelerators where entrepreneurial activity is allowed to thrive (and fail) has a good track record in helping business start-ups.
	Consider inviting Renew Australia to meet and discuss opportunities for small business development in main streets of Rosedale, Stratford, Selk, Maffra and Yarram.	This could raise awareness of Wellington as somewhere looking to encourage entrepreneurship.
Branding	Developing a consistent brand for Wellington that addresses the current shortcomings in awareness.	There is a need for a strategic and consistent approach to branding Wellington for tourism, residents, and new business investors, and to showcase the contribution of Wellington's economy to the State (including to the State and Commonwealth Government).
	Promote the 'clean, green' environment in Wellington as part of the brand.	This is a highly desirable asset, particularly in relation to food and wine production, but also liveability. It can complement Wellington's natural landscape, as well as some of its industry innovations (e.g. the efficiency improvements in the Murrumbidgee Irrigation District and the Radial Timber project).





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## Appendix – Summary of Consultation

### 1.0 Consultation

Consultation was undertaken through one-on-one meetings and stakeholder workshops. While interview notes remain confidential, some comments have been used in the body of the report. Additionally, a summary of the contributions from the business workshop is provided below.

#### *Business Community Workshop – core problems and solutions*

##### **Priority Problem 1 – Not aggressively promoting Wellington as an ideal place to host events means Wellington misses out**

Initial priority votes:



Final priority votes:



- **Challenges**
  - When is it appropriate to use the Shire brand? You sell the villages and the 'hero' attractions
  - Accessibility is a problem. Need more trains.
- **Strategies & Governance**
  - Use and own the phrase 'Central Gippsland'. Lose Wellington for promotional purposes.
  - Change the name. Nobody knows the name 'Wellington'; you don't go on holiday to a shire (you go to a place).
  - Align marketing strategy with EDS. Budget needs to be defined and possibly increased.
  - Be ready for tourists.
  - Smaller events, not larger, should be the priority. Gradually go to larger events.
  - Remove roadblocks. Don't tell us what we can't do, tell us what we need to do to do it
  - Commit resources to make it happen
  - Have a review process to analyse faults and change
- **Opportunities**
  - more domestic tourists and need to keep them here longer.
  - It is a good stopover, 2 hours from Melbourne;
  - Can we cater to major international events?
  - Approach local sporting clubs/programs to attract regional junior tournaments. Touch rugby, netball, moto-X at Newry. Mountainbike at Blanes (?) Hill. Need industry commitment to support this, including better opening times to service visitors and entrepreneurial training and support.
  - Need to attract business to build family friendly attractions to keep people here longer
  - Create/facilitate events aligned to region's strengths and target market's interests and passions.

##### **Priority Problem 2 – Lack of economic diversity is limiting growth and increasing vulnerability to economic shocks**

Initial priority votes:



Final priority votes:



- **Challenges**
  - Smaller industry is being dominated by larger. We have a vulnerable service sector
- **Strategies & Governance**
  - Council to move from being a regulator to being a facilitator
  - Council/councillors could foster business confidence by understanding the gaps better (work with peak bodies and industry groups)



- o Understand specific needs or barriers for business support a broader group and support pathways for entrepreneurs;
  - o Focus on what young people want
  - o Increase water security through Federal and State funding.
  - o Council's role is to facilitate an entrepreneurial environment in which local business takes ownership and starts investing
- **Opportunities**
  - o We already have a diverse economy. What we lack is medium sized enterprises 100-150 FTEs
  - o Promote and build diversity within the healthcare sector;
  - o There is a perception that diversity does exist within Wellington
  - o Need to be able to pre-book bike spots on the rail trail
  - o Promote the area as a health care base.
  - o Attract aged care by promoting the area

### Priority Problem 3 - Train service frequency and timing is not aligned to business, education and other needs

Initial priority votes: 

Final priority votes: 

- **Challenges**
  - o Priority Number 1 – alignment of train services and link to buses
  - o Bike access on buses and train
  - o Bus connection from Yarram to Sale
- **Strategies & Governance**
  - o Wi-Fi on the train!
  - o Shire needs to continue to lobby for realignment of train timetable
  - o Clarify our needs and then lobby the case through our key stakeholders, which is everybody (12 months). Council needs to lead this by continuing to lobby for realignment
  - o Lobby for push bikes on trains and buses
  - o Not catering for people with a disability on buses. Buses direct to Sale as well as outlying areas to link with train services
- **Opportunities**
  - o A shuttle service (bus or train) to Traralgon would be easy for PTV to implement.
  - o Yarram, Heyfield and Maffra need to be part of the transport plan. Network needs to connect up the towns
  - o Develop around the train station
- **Research**
  - o Who is travelling? We need to understand the commuter routes.
  - o Better transport would facilitate/alleviate the partner employment options

### Priority Problem 4 - Limited and shrinking post-school education is not meeting employer needs and increasing youth unemployment

Initial priority votes: 

Final priority votes: 

- **Challenges**
  - o NBN essential
  - o Need university in Wellington
  - o Need better teachers who understand the market and what is required.
  - o Stop the "fly-by-night" RTOs. Build a stronger education sector from our base with Fed University
  - o Thin markets – classes are only attracting 5-6 students. Need 20, one option is to go online and provide remote training
- **Strategy & Governance**



- It is a very Australian idea that people should go to university close to home. It is not necessarily ideal.
  - Training needs to focus on year 2030 to cater for new and changing workplaces.
  - Education talking to business so its market driven
  - Council needs to lobby government
  - A regional training calendar in collaboration with industry.
  - Courses need to be market driven – timber, oil/gas, aeronautics, agribusiness, tourism, prison
  - An education taskforce to interrogate local industry: 'what do they need?
  - How to harness existing skills training within the region?
  - It is a complex problem that requires a fresh approach from employers, business with Shire leading (12-24 months)
- **Opportunities**
  - Call the Gippsland Regional Training Calendar, the Central Gippsland Training Calendar to link the needs of various organisations
  - Access to mentoring services
  - Better transport to TAFE
  - Not just keeping our local students, but attracting outside ones

#### Priority Problem 5 - Limited career opportunities can result in skills shortages

Initial priority votes:



Final priority votes



- **Challenges**
  - No comment
- **Strategy & Governance**
  - No comment
- **Opportunities**
  - No comment

#### Priority Problem 6 - Lack of reliable and fast internet is increasingly a problem and limiting growth in business and new households

Initial priority votes:



Final priority votes



- **Opportunities**
  - NBN essential for new business

#### Priority Problem 7 - Poor communication of the Shire's strengths is discouraging new residents and visitors

Initial priority votes:



Final priority votes



- **Opportunities –**
  - more events; Think small attract national bodies through grassroots, state and local organisations – ASAP
- **Research**
  - Identify our assets, our 'essential selling points'. That is who are we? Community and business to do this
- **Strategy & Governance**
  - Create an EDS aligned marketing strategy, defining the region and the places; collaborate with business, community, GPs, Council, agencies over 12-24 months



Wellington EDS | Issues and Opportunities | 44

**Priority Problem 8 - Tight labour market in some skills (and highly variable wages) constrains output**

Initial priority votes: 

Final priority votes: 

- **Challenges**
  - Symptomatic of other problems; mining, oil and gas pay wages the rest of the economy can't compete with
- **Opportunities**
  - Inward migration of older residents creates jobs. And then families follow
  - Fix marketing, public transport and training, then people will move here and the labour market will ease

**Priority Problem 9 - There is a need for active business groups to work effectively with Council to stimulate investment and growth in the region**

Initial priority votes: 

Final priority votes: 

- **Strategies & Governance**
  - Need a steering group (CPW, WRT, SBTA, LGAs, LBTAa)
  - Establish an ED Advisory Committee
  - Support for town and region-wide organisations
  - Collaboration rather than competing

**Priority Problem 10 - Very low vacancy rates for rental accommodation discourages people from moving to Wellington**

Initial priority votes: no dots

Final priority votes: no dots

- **Challenges**
  - Lack of international investment. Need to attract a major accommodation investment.
  - Planning zones for investment
- **Opportunities**
  - Rezone Sale and Rosedale and improve access to infrastructure to attract new residential development investors

**Priority Problem 11 - Reliable mechanism is needed for business input to strategic infrastructure planning**

Initial priority votes: 

Final priority votes: no dots

- **Challenges**
  - Shire's bureaucracy seems to be counter-intuitive to working collaboratively with industry
- **Strategies & Governance**
  - WRT has a model that works reasonably well for providing strategic industry input to Shire





- o Improve strategic thinking in senior government by broadening the input to include different business groups/entrepreneurs. This will address 'stagnant thinking'.
- o Get fresh thinking by addressing internal succession of employment in local government; have a vision in Council for innovation (maybe a digital strategy?)
- o Council should hire industry specialists into senior positions. Currently only existing LGA staff get recruited. This stifles thinking.

## 2.0 Economic modelling

For the purposes of this analysis, the REMPLAN economic profile data was used. However, this did not provide information about future potential growth scenarios for the Shire. To address this, two separate models were constructed to test different factors. These are summarised below.

### *An econometric model to measure relative multiplier effects*

A Bayesian Vector AutoRegressive (VAR) model was composed for the SA4 that encompasses Gippsland. Its primary purpose was to compare multiplier effects for different aggregated industries (in this case, primary, secondary and tertiary industries) and how changes in total employment in one sector affected the others. Shocks to the rest of rural Victoria were also applied to test their effect on the Gippsland SA4 economy.

The model was used to address the shortcomings of input output models when calculating multipliers, particularly the fact that it assumes fixed coefficients of production (i.e. no substitution of, say technology for labour).

### *A job scenario model to measure the effect of major investments*

To measure the potential effect on the local economy of major investments above the underlying growth rate in key sectors, a systems model was constructed. This was based on an input output matrix that flowed the effects of:

- Major investments in
  - o Agribusiness, including forestry (+230 new jobs)
  - o Manufacturing (+150 food processing jobs and 20 from wood product manufacturing)
  - o Public administration (+30 Air Force personnel)
  - o Professional services and public administration supporting the Air5428 project (+90)
  - o Arts, recreation and tourism (+40 in accommodation, food, arts and recreation)
  - o Residential aged care and other health services (+240)



- Underlying Department of Employment growth projections; and
- A job automation algorithm that removed jobs over a 20-year time frame.

The model outputs were smoothed using a Gompertz function. This analysis was used to provide some hypothetical scenarios, rather than firm forecasts.





**ITEM C3.3****BUILDING PERMITS REPORT**

DIVISION: DEVELOPMENT

ACTION OFFICER: MANAGER MUNICIPAL SERVICES

DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
	✓	✓	✓	✓			✓		

**OBJECTIVE**

To provide a report to Council on building permits issued in the Wellington Shire during the quarter April to June 2016 for information.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council note the report of building permits issued from 1 April 2016 to 30 June 2016.***

**BACKGROUND**

Building permits are issued by private building surveyors and copies of permits are provided to Council. The permits, plans and other documents are filed by Council and recorded on a register of building permits. Building permits are issued for a range of developments including dwellings, extensions and fences as well as commercial and industrial buildings.

Attachment 1 to this report provides an overview by township of the number of permits issued along with the estimated value of construction for the three month period ending June 2016.

Attachment 2 provides a historical representation of the number and value of permits issued in Wellington Shire and compares this data against the broader Gippsland region.

In the previous quarter 268 permits were issued with an estimated value of work at \$28.2M.

**OPTIONS**

Council may choose to note this report, alternatively Council may choose to seek further information and refer this report to another meeting.

**PROPOSAL**

That Council note the report on building permits issued within Wellington Shire from April to June 2016.

## **CONFLICT OF INTEREST**

No Staff and/or Contractors involved in the compilation of this report have declared a Conflict of Interest.

## **COMMUNICATION IMPACT**

The quarterly report provides information on the number of building permits and cost of development per town within the Wellington Shire. Gippsland-wide building activity is also provided to demonstrate how the Wellington Shire area performs in comparison.

## **LEGISLATIVE IMPACT**

Building permits are issued in accordance with *Building Act 1993*, Building Regulations 2006 and the Wellington Planning Scheme.

## **COUNCIL POLICY IMPACT**

All building permits issued by private building surveyors are registered and filed as per the timelines set out in the Municipal Services Business Plan.

## **COUNCIL PLAN**

The Council Plan 2013-2017 Theme 5 Land Use Planning states the following strategic objective and related strategy:

### Strategic Objective

*Appropriate and forward looking land use planning that incorporates sustainable growth and development*

### *Strategy 5.2*

*Provide user friendly, accessible planning information and efficient planning processes.*

This report supports the above Council Plan strategic objective and strategy.

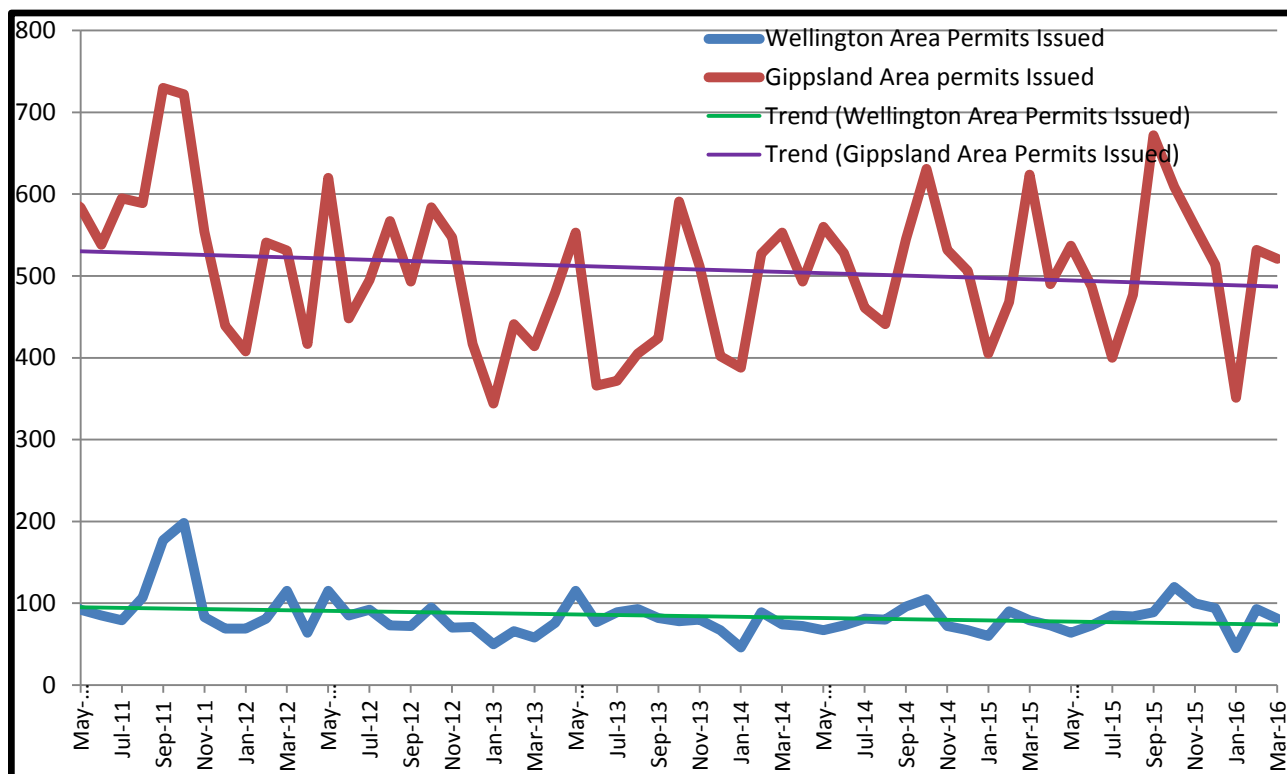
## WELLINGTON SHIRE PERMITS ISSUED

	April	May	June	Total
<b>ALBERTON</b>	1	1	0	2
	\$20,000	\$65,000	\$0	\$85,000
<b>BINGINWARRI</b>	2	0	0	2
	\$95,548	\$0	\$0	\$95,548
<b>BOISDALE</b>	0	1	2	3
	\$0	\$10,000	\$504,000	\$514,000
<b>BRIAGOLONG</b>	3	1	3	7
	\$120,250	\$229,950	\$517,194	\$867,394
<b>BUNDALAGUAH</b>	1	0	0	1
	\$40,000	\$0	\$0	\$40,000
<b>COBAINS</b>	0	1	0	1
	\$0	\$56,300	\$0	\$56,300
<b>COONGULLA</b>	3	0	0	3
	\$944,955	\$0	\$0	\$944,955
<b>COWWARR</b>	1	0	1	2
	\$11,000	\$0	\$30,000	\$41,000
<b>DARGO</b>	0	1	0	1
	\$0	\$755,050	\$0	\$755,050
<b>DENISON</b>	1	1	0	2
	\$297,150	\$35,000	\$0	\$332,150
<b>FULHAM</b>	0	1	2	3
	\$0	\$57,200	\$37,500	\$94,700
<b>GIFFARD WEST</b>	0	1	0	1
	\$0	\$27,500	\$0	\$27,500
<b>GLENGARRY</b>	0	2	1	3
	\$0	\$37,840	\$30,000	\$67,840
<b>GLENMAGGIE</b>	1	0	2	3
	\$3,720	\$0	\$63,133	\$66,853
<b>GOLDEN BEACH</b>	2	1	1	4
	\$19,700	\$35,700	\$182,300	\$237,700
<b>GORMANDALE</b>	0	1	0	1
	\$0	\$42,000	\$0	\$42,000
<b>HEYFIELD</b>	0	5	6	11
	\$0	\$200,242	\$485,422	\$685,664
<b>JACK RIVER</b>	1	0	0	1
	\$16,650	\$0	\$0	\$16,650
<b>KILMANY</b>	0	1	0	1
	\$0	\$0	\$0	\$0
<b>LOCH SPORT</b>	5	7	4	16
	\$391,822	\$401,100	\$163,210	\$956,132
<b>LONGFORD</b>	3	1	7	11
	\$45,120	\$26,500	\$2,193,891	\$2,265,511
<b>MAFFRA</b>	9	16	13	38
	\$656,322	\$1,459,616	\$588,437	\$2,704,375
<b>NAMBROK</b>	0	0	1	1
	\$0	\$0	\$7,000	\$7,000
<b>NEWRY</b>	3	0	1	4

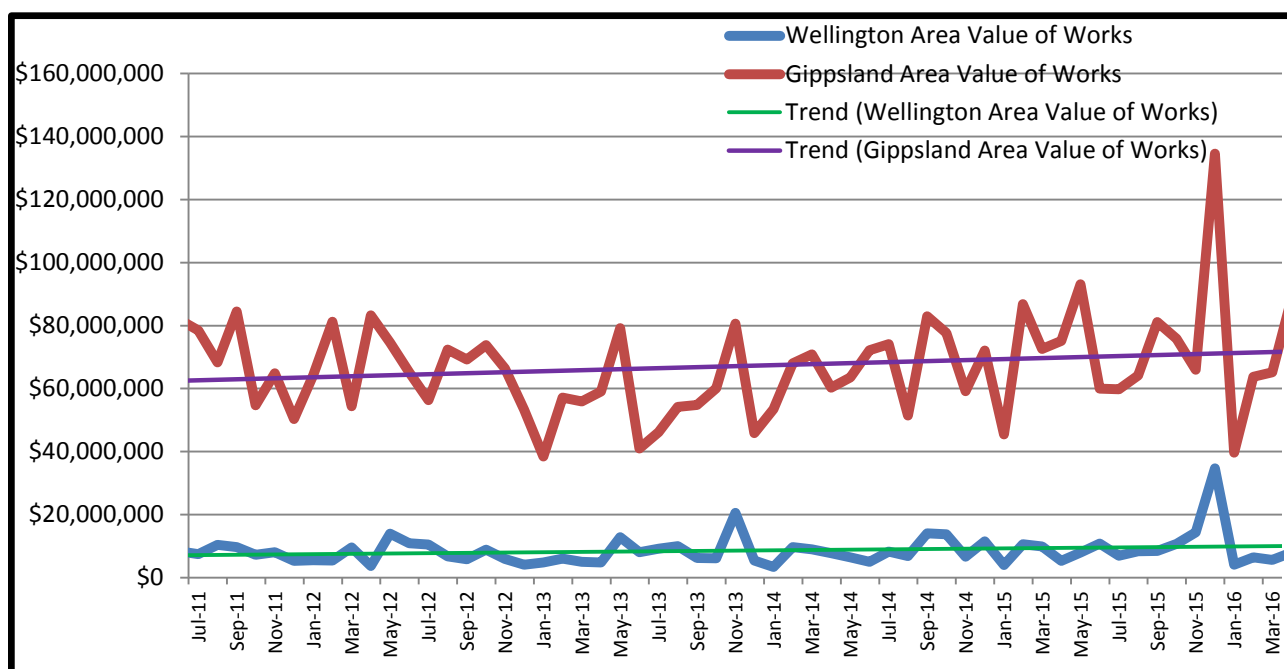
	\$516,231	\$0	\$44,353	\$560,584
	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
<b>PARADISE BEACH</b>	2	0	1	3
	\$95,700	\$0	\$38,750	\$134,450
<b>PEARSONDALE</b>	0	0	1	1
	\$0	\$0	\$4,940	\$4,940
<b>PERRY BRIDGE</b>	0	1	0	1
	\$0	\$9,920	\$0	\$9,920
<b>PORT ALBERT</b>	0	2	0	2
	\$0	\$27,030	\$0	\$27,030
<b>ROBERTSONS BEACH</b>	0	1	0	1
	\$0	\$8,000	\$0	\$8,000
<b>ROSEDALE</b>	3	6	1	10
	\$633,007	\$419,632	\$34,944	\$1,087,583
<b>SALE</b>	24	23	25	72
	\$2,588,396	\$6,956,806	\$1,255,976	\$10,801,178
<b>SEASPRAY</b>	1	4	0	5
	\$15,500	\$93,845	\$0	\$109,345
<b>SEATON</b>	0	1	0	1
	\$0	\$13,360	\$0	\$13,360
<b>STOCKDALE</b>	1	0	0	1
	\$25,000	\$0	\$0	\$25,000
<b>STRADBROKE</b>	0	0	1	1
	\$0	\$0	\$3,850	\$3,850
<b>STRATFORD</b>	3	8	3	14
	\$691,787	\$1,253,546	\$229,128	\$2,174,461
<b>THE HONEYSUCKLES</b>	0	1	0	1
	\$0	\$6,500	\$0	\$6,500
<b>VALENCIA CREEK</b>	0	1	1	2
	\$0	\$11,700	\$8,000	\$19,700
<b>WILLUNG</b>	1	0	0	1
	\$98,650	\$0	\$0	\$98,650
<b>WINNINDOO</b>	1	1	1	3
	\$110,000	\$187,450	\$31,000	\$328,450
<b>WON WRON</b>	1	0	1	2
	\$12,000	\$0	\$62,800	\$74,800
<b>WOODSIDE</b>	1	0	4	5
	\$19,000	\$0	\$92,012	\$111,012
<b>WURRUK</b>	2	3	4	9
	\$58,422	\$76,000	\$958,319	\$1,092,741
<b>YARRAM</b>	5	5	1	11
	\$493,959	\$89,697	\$43,600	\$627,256
<b>Total</b>	<b>81</b>	<b>99</b>	<b>88</b>	<b>268</b>
	<b>\$8,019,889</b>	<b>\$12,592,484</b>	<b>\$7,609,759</b>	<b>\$28,222,132</b>

## NUMBER OF BUILDING PERMITS

\*Note: Victorian Building Authority data for period June 2016 for Gippsland area unavailable at time of print



## VALUE OF BUILDING WORKS



**ITEM C3.4****NINETY MILE BEACH SUBDIVISIONS: COMPULSORY ACQUISITION OF LAND**

DIVISION: DEVELOPMENT

ACTION OFFICER: MAJOR LAND USE PLANNING PROJECTS COORDINATOR

DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓	✓	✓	✓	✓	✓	✓	✓	

**OBJECTIVE**

For Council to resolve to commence the statutory process to compulsorily acquire land in the “between settlements area”, only where persons with an interest in specified land cannot be contacted after the conduct of diligent inquiries, or are willing but unable to transfer land to Council (subject to the declaration by the Governor in Council pursuant to section 172(2) of the *Planning and Environment Act 1987*).

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION***That*

- 1. Council commence the statutory process to compulsorily acquire land in accordance with the Land Acquisition and Compensation Act 1986 in the “between settlements area” of the Ninety Mile Beach subdivisions described as Restructure Plan Stages 7 to 22 in the Wellington Planning Scheme only where persons with an interest in specified land cannot be contacted after the conduct of diligent inquiries or are willing but unable to transfer land to Council, subject to the declaration by the Governor in Council pursuant to section 172(2) of the Planning and Environment Act 1987. (Refer to Attachment 1 for draft plans of the declared area);***
- 2. Council authorise the Chief Executive Officer to sign all notices and documents in accordance with the Land Acquisition and Compensation Act 1986 and Transfer of Land Act 1958;***
- 3. Council declare the information contained in the attached document Item F1.1 Ninety Mile Beach Subdivisions – Compulsory Acquisition of Land and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Chief Executive Officer on 28 July 2016 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989: d) contractual matters; be designated confidential information under Section 77 Clause (2)(b) of the Local Government Act 1989.***

## BACKGROUND

On 15 July 2014 Council resolved to seek an extension of time to 30 June 2021 and variation to the Wellington Coast Subdivisions funding agreement with the State Government. The request was to provide for the continued implementation of the long term solution to the Wellington Coast (Ninety Mile Beach) subdivisions to deliver all funding outcomes, and to include the coastal dunes and flood inundation areas and administrative processes to transfer land where owners cannot be contacted. On 31 October 2014, the Attorney-General approved Council's request.

On 3 March 2015 Council resolved to request a new declaration to replace the 1988 declaration (which allows Council to compulsorily acquire land) under section 172(2) of the *Planning and Environment Act 1987*. The new declaration is to apply to the "between settlements area" and additional areas (coastal dunes and flood inundation areas) in circumstances where persons with an interest in land cannot be contacted or are willing but unable to transfer land to Council.

Although the 1988 declaration can still be relied upon and acted on as it already applies to the "between settlements area", a new declaration was sought to extend the area of land to which it applies. More specifically to include the coastal dunes and flood inundation areas and to refer specifically to the Wellington Planning Scheme rather than the former Rosedale Planning Scheme.

Substantial background work has already been undertaken by relevant officers of Council and the Department of Environment, Land, Water and Planning to progress this matter and the issue of a new declaration is close to finalisation. (Refer to Attachment 1 for draft plans of the declared area). The proposal is to resolve to proceed with the statutory process to compulsorily acquire land in the "between settlements area" and to delegate the signing of administrative notices so that the process is ready to commence as soon as possible after the gazettal of the declaration. In future years, further reports will be presented to Council in relation to the coastal dunes and flood inundation areas when the Ninety Mile Beach Plan project extends to these areas.

On 19 April 2016 a Ninety Mile Beach Plan project update was presented at a Council Workshop. Information was provided about the progress of and current status of the Ninety Mile Beach Plan voluntary assistance scheme for the "between settlements area".

Diligent inquiries were carried out by Council and by external contractors between July 2015 and July 2016 to search for approximately 640 rated owners with a postal "address unknown" or to confirm the contact details of approximately 100 rated owners who have not yet replied to the voluntary assistance offer. Last known contact details and title searches were supplied to the external contractors who carried out skip trace searches. The searches included checking various databases, online searches and numerous phone calls and probate searches of deceased estates where applicable. Voluntary assistance offers were sent out where an address was confirmed or a new one was found and where the search was unsuccessful, the property was added to the "confirmed address unknown" list.

The current status is now further updated as follows:

- 1,400 lots have been transferred under the voluntary assistance scheme since January 2012. This adds to more than 1,000 vacant lots already in public ownership which is now more than 68% of the vacant land in the "between settlements area".
- Of the 32% remaining, only 8% have registered in writing as "unwilling" to transfer land to Council. These lots will not be compulsorily acquired. Of the 32% a further 11% are in the process of voluntary transfer or the owners have not yet replied to the voluntary transfer offer. These lots will also not be compulsorily acquired unless the rated owners' address is confirmed as unknown after the conduct of diligent inquiries or the owner is willing but unable to transfer the land voluntarily.
- Of the 32%, the balance 13% or 475 lots are owned by 436 rated owners with an address unknown or willing but unable to transfer land voluntarily. These lots are ready for the



compulsory acquisition statutory process. Once these lots have been compulsorily acquired, 81% of the lots in the “between settlements area” will be in public ownership.

At the workshop it was indicated that a report would be presented to Council once the number of “address unknowns” had been confirmed. The proposal was for a general resolution to commence the statutory process for the “between settlements area”, rather than listing individual land and certificate of title descriptions, and to delegate further steps to officers.

## OPTIONS

Council has the following options:

1. To resolve to commence the statutory process to compulsorily acquire land in accordance with the *Land Acquisition and Compensation Act 1986* in the “between settlements area” of the Ninety Mile Beach subdivisions and authorise the Chief Executive Officer to sign all relevant statutory notices and documents, subject to the issue of a new declaration by the Governor in Council pursuant to section 172(2) of the *Planning and Environment Act 1987*.

This will ensure that the statutory process is ready to commence as soon as possible after the gazettal of the new declaration but not before.

OR

2. To not proceed with the recommendations and seek a further report after the gazettal of the new declaration to be considered at a future Council meeting.

This would delay the commencement of the statutory process to compulsorily acquire land in the “between settlements area”. This delay would also be on the understanding that Council already has a declaration in force that allows compulsory acquisition of land in the “between settlements area” and that the new declaration is a formality in this area.

## PROPOSAL

That Council resolve to:

1. Commence the statutory process to compulsorily acquire land in accordance with the *Land Acquisition and Compensation Act 1986* in the “between settlements area” of the Ninety Mile Beach subdivisions described as Restructure Plan Stages 7 to 22 in the Wellington Planning Scheme only where persons with an interest in specified land cannot be contacted after the conduct of diligent inquiries or are willing but unable to transfer land to Council, subject to the declaration by the Governor in Council pursuant to section 172(2) of the *Planning and Environment Act 1987*. (Refer to Attachment 1 for draft plans of the declared area);

2. Authorise the Chief Executive Officer to sign all notices and documents in accordance with the *Land Acquisition and Compensation Act 1986* and *Transfer of Land Act 1958*;

3. Declare the information contained in the Attachment 2 and designated under Section 77 Clause (2)(c) of the *Local Government Act 1989* as confidential by the Chief Executive Officer on 9 August 2016 because it relates to the following grounds under Section 89(2) of the *Local Government Act 1989*: d) contractual matters;  
be designated confidential information under Section 77 Clause (2)(b) of the *Local Government Act 1989*.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **FINANCIAL IMPACT**

The Wellington Coast Subdivisions varied funding agreement provides funding for the costs associated with the voluntary assistance scheme, voluntary transfer scheme and compulsory acquisition processes. This includes the costs for independent valuations to determine compensation, skip trace searches carried out by external contractors, publication of statutory notices and the payment of compensation to landowners.

The funding agreement does not allow Council to cover the cost to Council of rates and charges not paid by landowners, which ultimately is a cost to Council. The total rates and charges owed by 436 rated owners with an address unknown or willing but unable to transfer land voluntarily currently totals more than \$750,000. Section 31 of the *Land Acquisition and Compensation Act 1986* does allow the acquiring authority (Council) to reduce the offer of compensation by the amount of any rates and charges that are outstanding. Any compensation payable to an owner that cannot be contacted will be set aside as unclaimed money and transferred to the State Revenue Office.

## **COMMUNICATION IMPACT**

Once the Governor in Council makes a new Notice of Declaration pursuant to section 172(2) of the *Planning and Environment Act 1987*, the Notice will be published in the Victorian Government Gazette. The new Notice will include maps to clarify which areas it applies to and will refer to the current Council name and the Wellington Planning Scheme.

A copy of the final Notice and a copy of all Restructure Plans it refers to will be provided on Council's website.

The statutory processes in accordance with the *Land Acquisition and Compensation Act 1986* include the service of a notice of intention to acquire land with an accompanying statement (if the address of the person is known) and where the address is not known, the publication of the notice in a state newspaper and on the land. Not before 2 months or after 6 months, a notice of acquisition is required to be published in the Government Gazette and a local newspaper circulating in the general area where the land is located as soon as practicable after. Where notices cannot be served, this notice will also be required to be published in a state newspaper and on the land.

## **LEGISLATIVE IMPACT**

Compulsory acquisition procedures will be carried out in accordance with the *Land Acquisition and Compensation Act 1986*. Formal land valuations determine the amount of compensation (Refer to confidential Attachment 2) and statutory notices will be served and published in accordance with the required format and timelines. Notices will be lodged with the Registrar of Titles as required and following the vesting of the land an application will be made to have the titles registered in Council's name in accordance with the *Transfer of Land Act 1958*.

## **COUNCIL POLICY IMPACT**

This report is consistent the Council policy number 2.2.3 - Debt collection and interest charging – rates, charges and fire services property levy. The subject land is referred to in section 6

“Inappropriate subdivisions – Ninety Mile Beach” and land described as “2. Rural Conservation (Between settlements)”. In accordance with the policy, rates are charged, however interest is not charged and no debt collection action is taken.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013–17 Theme Land Use Planning states the following strategic objective and related strategy:

### Strategic Objective

“Appropriate and forward looking land use planning that incorporates sustainable growth and development.”

### Strategy 5.1

“Ensure Land Use Policies and Plans utilise an integrated approach to guide appropriate land use and development.”

This report supports the above Council Plan strategic objective and strategy.

## **PLANNING POLICY IMPACT**

The recommendation is consistent with the Ninety Mile Beach Policy and plans in Clause 22.08 of the Wellington Planning Scheme. The policy applies to the use, development and subdivision of land along the Ninety Mile Beach and a new Notice of Declaration pursuant to section 172(2) of the *Planning and Environment Act 1987* will implement the Ninety Mile Beach Policy and result in the better use, development and planning of the Ninety Mile Beach area.

The policy discourages development that adversely impacts on the coastal and lakes environment and discourages urban development within areas designated as rural conservation.

## **RESOURCES AND STAFF IMPACT**

It is proposed that if the recommendation is adopted, Council would continue to administer the Ninety Mile Beach Plan using internal staff resources and the funds available under the funding agreement.

## **COMMUNITY IMPACT**

Adoption of the recommendation will have a positive impact on those landowners of “between settlements area” land currently willing but unable to transfer their land to Council.

There could also be a wider community benefit by compulsory acquisition of additional land as it will result in an increase in the transfer of vacant private land to Council in the “between settlements area”. Compulsory acquisition processes will result in a smaller number of lots remaining in private ownership as a greater number (80%) will be in public/Council ownership. This will benefit the general community as it will improve the ability of Council to develop and implement future public land management strategies in conjunction with Parks Victoria, the Country Fire Authority and other relevant agencies and government departments. This could include the closure of unused roads, native vegetation protection and future fire management strategies aimed at the reduction in bushfire risk and protection of the local communities of Golden and Paradise Beach and The Honeysuckles.

## **ENVIRONMENTAL IMPACT**

Adoption of the recommendation will result in an increase in the transfer of vacant private land to Council in the “between settlements area” and therefore assist in further protection of the fragile nature of the Ninety Mile Beach dunes and lakes environment from further inappropriate development and native vegetation removal.

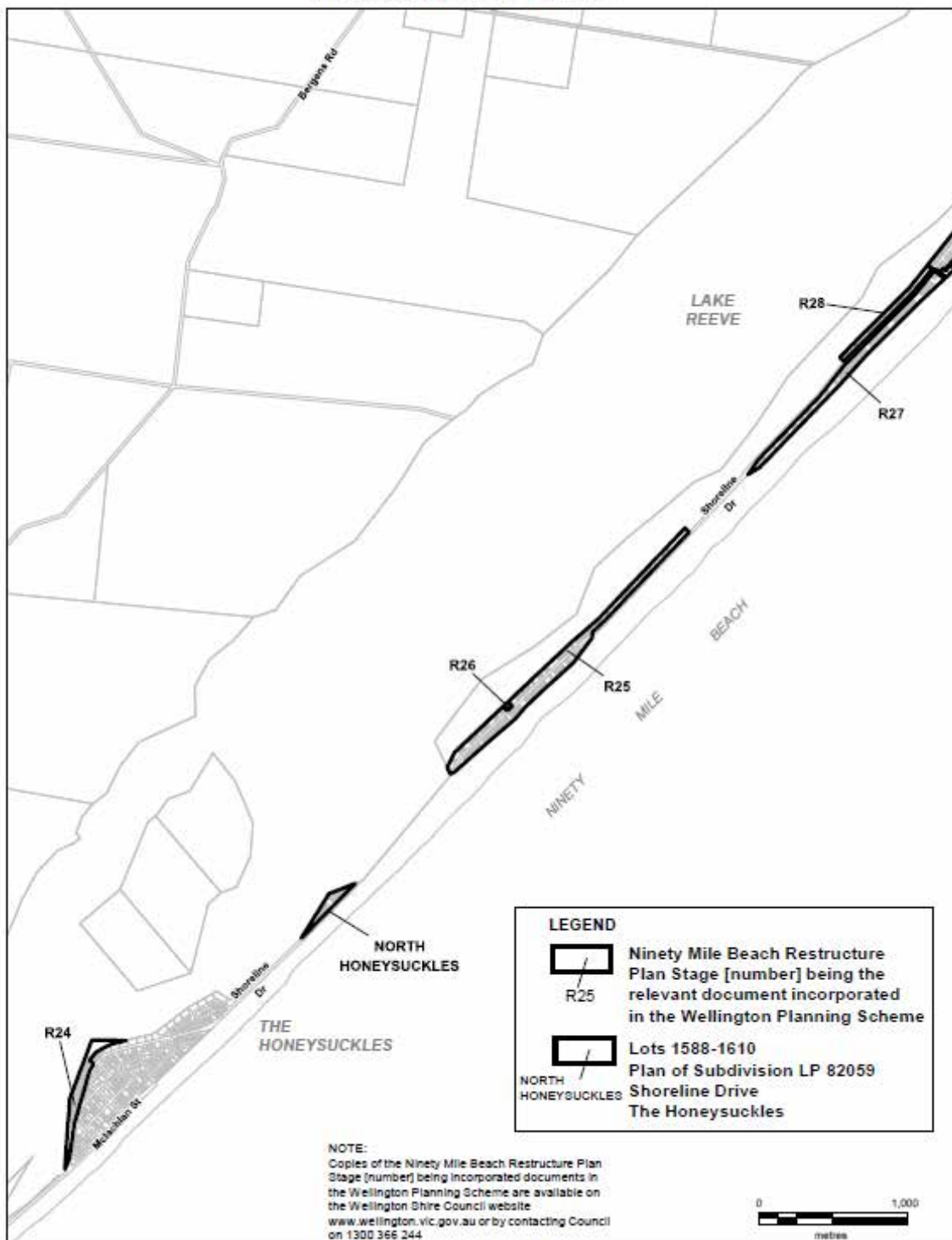
## **CONSULTATION IMPACT**

There has been an extensive process of engagement with the land owners in the “between settlements area” since 2011, mainly by many direct letters and also by telephone, email and face to face at the counter. Diligent inquiries have been undertaken to locate or check contact details of landowners who have not been able to be contacted or have not responded to letters. Despite these efforts there are a number of owners who cannot be contacted and it is their land that is the subject of this report. As required, statutory notices will be served and published in accordance with the required format and timelines.

## ATTACHMENT 1: DRAFT PLANS OF THE DECLARED AREA (Sheet 1 of 4)

*Note: Compulsory acquisition of land only where persons with an interest in specified land cannot be contacted or are willing but unable to transfer land to Council.*

### Planning and Environment Act 1987 NOTICE OF DECLARATION PURSUANT TO SECTION 172(2) SCHEDULE

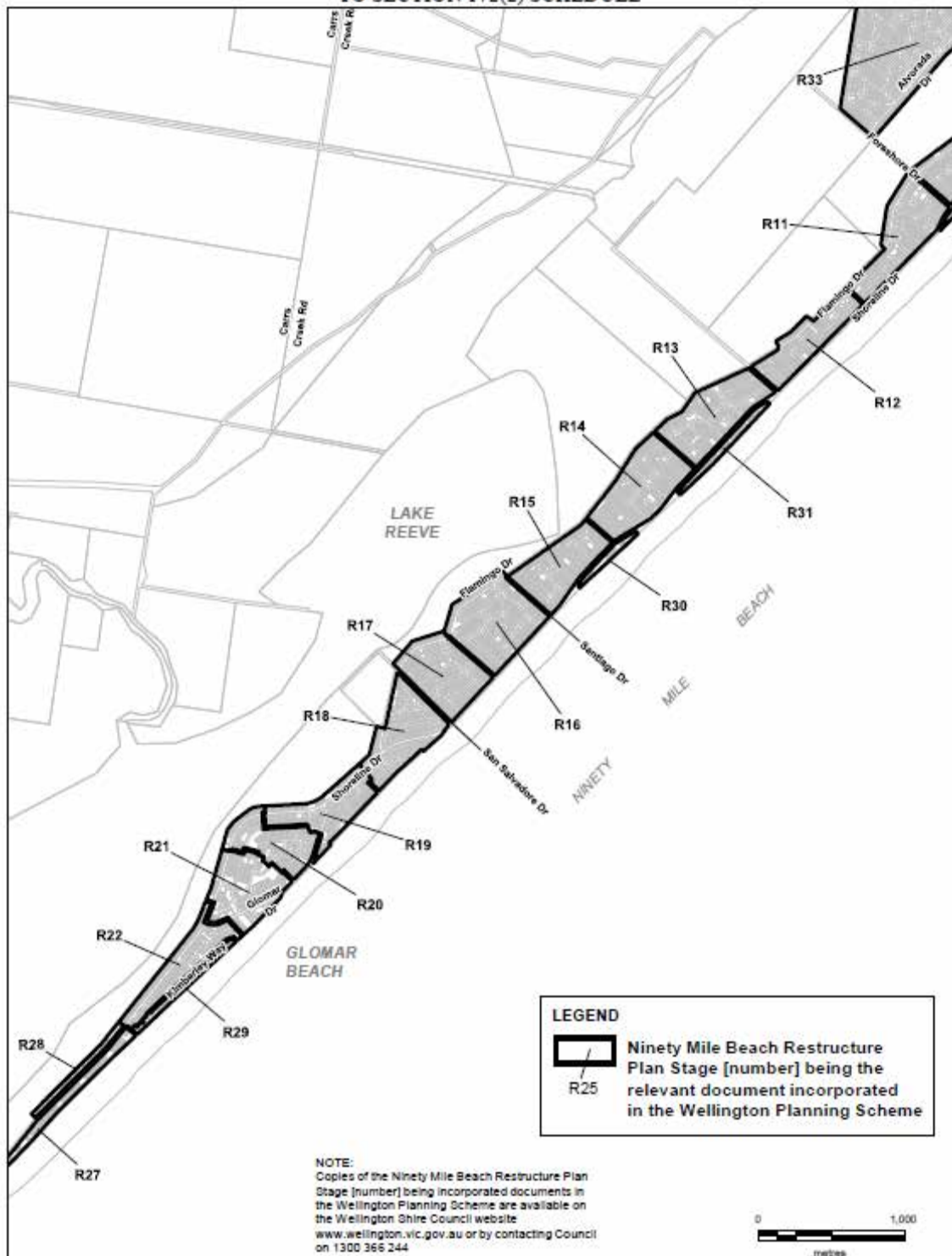


**DECLARED AREA**  
**Index Sheet 1 of 4 - LEGL./16-234**

## ATTACHMENT 1: DRAFT PLANS OF THE DECLARED AREA (Sheet 2 of 4)

*Note: Compulsory acquisition of land only where persons with an interest in specified land cannot be contacted or are willing but unable to transfer land to Council.*

### Planning and Environment Act 1987 NOTICE OF DECLARATION PURSUANT TO SECTION 172(2) SCHEDULE

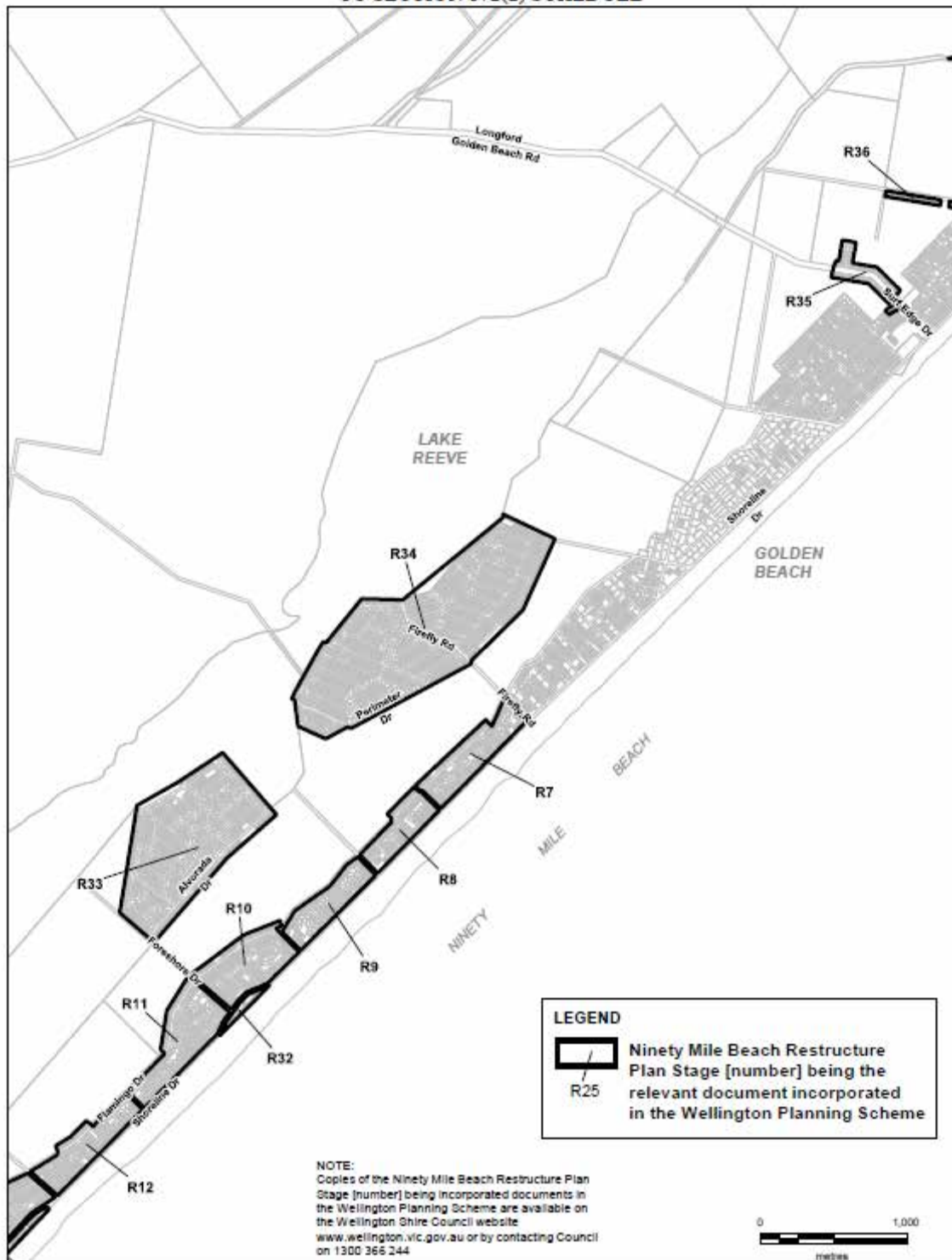




# ATTACHMENT 1: DRAFT PLANS OF THE DECLARED AREA (Sheet 3 of 4)

*Note: Compulsory acquisition of land only where persons with an interest in specified land cannot be contacted or are willing but unable to transfer land to Council.*

## Planning and Environment Act 1987 NOTICE OF DECLARATION PURSUANT TO SECTION 172(2) SCHEDULE

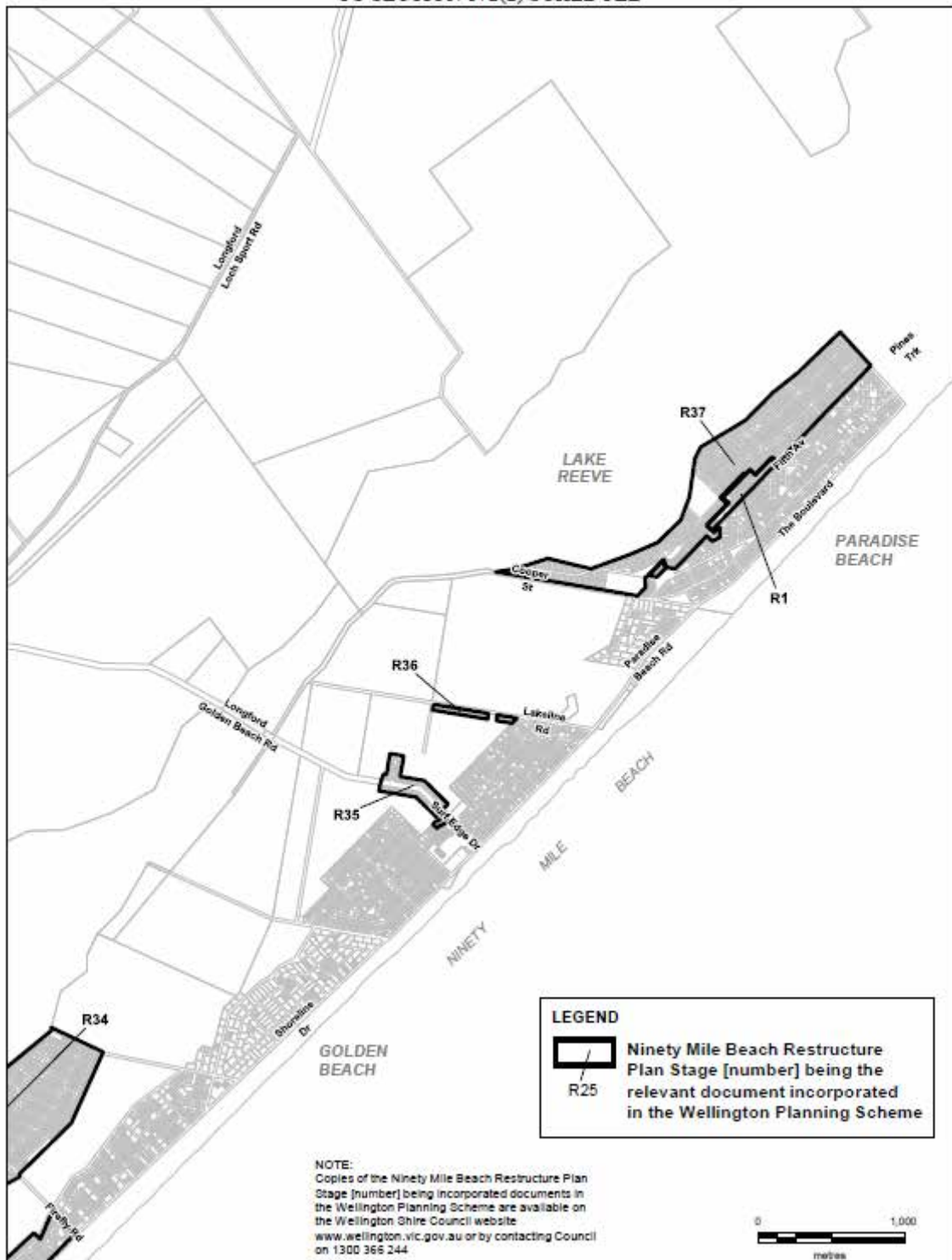




# ATTACHMENT 1: DRAFT PLANS OF THE DECLARED AREA (Sheet 4 of 4)

*Note: Compulsory acquisition of land only where persons with an interest in specified land cannot be contacted or are willing but unable to transfer land to Council.*

## Planning and Environment Act 1987 NOTICE OF DECLARATION PURSUANT TO SECTION 172(2) SCHEDULE



**DECLARED AREA**  
**Index Sheet 4 of 4 - LEGL./16-234**



## C4 - REPORT

# GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

**ITEM C4.1****SALE BOTANIC GARDENS MASTERPLANNING**

DIVISION: BUILT AND NATURAL ENVIRONMENT  
ACTION OFFICER: MANAGER NATURAL ENVIRONMENT & PARKS  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓			✓	✓	✓		✓	

**OBJECTIVE**

The purpose of this report is for Council to consider and adopt the 2016 Sale Botanic Gardens Masterplan including the concept plan for the area currently occupied by the fauna enclosure.

The 2016 Sale Botanic Gardens Masterplan and Concept Plan for the fauna enclosure area are attached.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council adopt the 2016 Sale Botanic Gardens Masterplan and Concept Plan for the Fauna Park.***

**BACKGROUND**

The Sale Botanic Gardens Masterplan was written in 2002. As part of a revision of this masterplan, a Council Workshop was held in July 2015 where options for the future management associated with the native wildlife at the Sale Botanic Gardens fauna enclosure were presented. Subsequent to this workshop, a more detailed Masterplan revision was undertaken. The most significant part of this was the consideration of the future of the existing fauna enclosure. Melbourne Botanic Gardens Landscape Architect Andrew Laidlaw was engaged to develop a Concept Plan for this area.

Over late May and June 2016 extensive public consultation was undertaken. This included broad media exposure in local papers (inviting comment), onsite display of the plans, Friends of the Sale Botanic Gardens surveyed park users during a park event, web-based survey, library display and survey and social media via Facebook.

A significant number of formal survey results were returned and numerous social media comments noted. Survey results confirmed a strong majority of respondents were positive about the proposed plans.

The Stage 1 redevelopment of the fauna enclosure is included in the adopted Wellington Shire Council 2016/17 capital works program and funded subject to a successful state government grant. Works are expected to commence late summer/autumn 2017.

Later stages will require Council authorisation as part of programming processes.

## **OPTIONS**

1. Adopt the 2016 Sale Botanic Gardens Masterplan and Concept Plan for the fauna enclosure.
2. Do not adopt 2016 Sale Botanic Gardens Masterplan and Concept Plan for the fauna enclosure.

## **PROPOSAL**

That Council adopt the 2016 Sale Botanic Gardens Masterplan and Concept Plan for the fauna enclosure.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **FINANCIAL IMPACT**

The Stage 1 project is included in the adopted Wellington Shire Council 2016/17 capital works program and funded subject to a successful state government grant application.

Later stage projects will be developed and progressed through Council's standard budgeting and works programming processes for authorisation.

## **LEGISLATIVE IMPACT**

As the Wildlife Displayer's License has lapsed, there is no legislative impact.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013 – 2017 Theme 4 Infrastructure states the following strategic objective and related strategy:

### Strategic Objective

"Assets and infrastructure that meet current and future community needs"

### Strategy 4.1

"Undertake service delivery planning to provide community assets in response to identified needs"

The proposed development supports the above Council Plan strategic objective and strategy.

## **RESOURCE & STAFF IMPACT**

Recurrent maintenance of the redeveloped areas can be accommodated within current resourcing and staff allocations.

## **COMMUNITY IMPACT**

The removal of the fauna enclosure and the progressive development of the Sale Botanic Gardens, particularly the Andrew Laidlaw 'Garden for Life' design, will have a significant positive impact on the community of Sale and indeed Wellington. The redeveloped gardens will actively engage people with the gardens and provide an iconic contemporary landscape adding to the already highly regarded heritage gardens located at the site.

The redeveloped Gardens will ensure that the gardens are a significant attractor to visitors from throughout Gippsland and Victoria ensuring that Wellington rates highly with travellers from across the state making a positive contribution to economic activity in the area.

Implementation of the Masterplan will contribute to the improved liveability of Sale enhancing the towns attractiveness for the local community and importantly to people considering a move to regional Victoria.

## **COMMUNICATIONS IMPACT**

The planned redevelopment of the gardens will make an overwhelmingly positive outcome to the broader community. Positive impacts will occur on a social, environmental and economic level.

The implementation of the presented Masterplan will encourage increased interaction with the environment across all ages with the added benefit from this of increased social connectedness through a range of school and community based activities.

The newly developed Gardens will continue to raise the already significant profile the gardens have with visitors to Sale. The reputation of Sale and the Gardens will be further lifted with this development leading to increased visitation by people from Gippsland and across the state. With this development the Gardens can play a greater role in the tourism economy adding value to the existing palette of visitor attractions to the region.

Any approved Masterplan will be communicated to the community via a range of medium including the Council website, Facebook, print media. Given the profile of the site and the project officers will also engage with electronic media as appropriate.

## **CONSULTATION IMPACT**

To date the following consultation has taken place.

- Broad media exposure in local papers (inviting comment)
- Onsite display of the plans
- Friends of the Sale Botanic Gardens surveyed park users at the SBG Open Day in May
- Web-based survey
- Library display and survey
- Plan displayed on Council website
- Social media discussion

Council received 44 formal survey results

Feedback to the plan has been very positive although there has been a small number of comments made in relation to the ongoing presence of the peafowl if the fauna enclosure was to be removed. Significantly there were only a small number of comments relating to the wallabies suggesting that the broader community were not greatly concerned by the removal of the enclosure.

The Friends of the Sale Botanic Gardens, a key stakeholder in the gardens, have formally expressed their support of the Masterplan.



## SALE BOTANIC MASTERPLAN 2016







Extend Boat Jetty into deeper water



Improved Interpretation and Education e.g., via signs



Completion of path edging



Additional BBQ Area and review adequacy of existing furniture



Art Opportunities



Continue Collections Development



Promote Events and Community Use



Improve Lighting



Extend planting of bank to limit vehicle access



New garden beds to prevent vehicle access



Complete fence along Guthridge Pde



Enhance existing play with more nature based themes & improved inclusivity



Rejuvenate Sensory Garden



Lalaw Plan



## Sale Botanic Gardens Master Plan Revision May 2016 - Opportunities



## C5 - REPORT

# GENERAL MANAGER COMMUNITY AND CULTURE

**ITEM C5.1****BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT MEMBERSHIP**

DIVISION: COMMUNITY AND CULTURE  
ACTION OFFICER: MANAGER HEALTHY LIFESTYLES  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
		✓	✓	✓					

**OBJECTIVE**

For Council to appoint the nominated Briagolong Junior Football Netball Club representative and the nominated Community representative to the Briagolong Recreation Reserve Committee of Management, as detailed in the attached confidential report, for the remainder of the three-year term, ending 18 December 2018.

**RECOMMENDATION*****That:***

- 1. Council adopt the recommendation contained in the confidential report at Item F1.2 of the Council Meeting Agenda for Briagolong Recreation Reserve Committee of Management Membership; and***
- 2. The information contained in the attached document Item F1.2 Briagolong Recreation Reserve Committee of Management Membership of this Council Meeting Agenda, and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the General Manager Community and Culture on 25 July 2016 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989: (h) any other matter which the Council or special committee considers would prejudice the Council or any person; be designated confidential information under Section 77 Clause (2) (b) of the Local Government Act 1989, except that once this recommendation has been adopted the name of the successful member can be made public.***

**BACKGROUND**

The Briagolong Recreation Reserve Committee of Management is a Special Committee of Council under Section 86 of the *Local Government Act 1989* and operates within the provisions of a Council approved Instrument of Delegation.

The objectives of the Special Committee are:

- To manage, operate and maintain the Briagolong Recreation Reserve for the community in an efficient, effective and practical manner.
- To undertake activities designed to protect, promote, utilise and develop the Briagolong Recreation Reserve for the use and enjoyment of the local community.

The Committee operates under a Terms of Reference which provide for the Council appointment of a minimum of 5 members for a three-year term from 19 December 2015 to 18 December 2018. Committee membership is as follows:

- One Councillor
- Two Representatives from Briagolong Junior Football Netball Club
- Two Representatives from Briagolong Tennis Club
- Two Representatives from Boisdale-Briagolong Cricket Club
- Two Representatives from Briagolong & District Pony Club
- Four Representatives of the community of Briagolong. Expressions of interest shall be sought embracing an agreed range of skills and experience appropriate to the functioning of a public recreation reserve

## **OPTIONS**

Council has the following options:

1. To appoint the nominated Briagolong Junior Football Netball Club representative and the nominated Community representative to the Briagolong Recreation Reserve Committee of Management, as detailed in the attached confidential report, for the remainder of the three-year term, ending 18 December 2018; or
2. Seek further information to be considered at a future Council meeting.

## **PROPOSAL**

That Council appoint the nominated Briagolong Junior Football Netball Club representative and the nominated Community representative to the Briagolong Recreation Reserve Committee of Management, as detailed in the attached confidential report, for the remainder of the three-year term, ending 18 December 2018.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **LEGISLATIVE IMPACT**

This report is in accordance with Section 91(4) of the *Local Government Act 1989*.

## **COUNCIL POLICY IMPACT**

This report is in accordance with Council Policy 5.3.2 which establishes a framework for the guidance of Council in relation to the roles and responsibilities of Committees.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013-17 Theme 4 Infrastructure states the following strategic objective and related strategy:

### Strategic Objectives

*Asset and infrastructure that meet current and future community needs.*

Strategy 4.2

*Ensure assets are managed, maintained and renewed to meet service needs.*

**ITEM C5.2****BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT MINUTES**

DIVISION: COMMUNITY AND CULTURE  
ACTION OFFICER: MANAGER HEALTHY LIFESTYLES  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
		✓	✓	✓				✓	

**OBJECTIVE**

For Council to receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meetings held on 20 June 2016 and 18 July 2016.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meetings held on 20 June 2016 and 18 July 2016.***

**BACKGROUND**

The Briagolong Recreation Reserve Committee of Management is a Special Committee of Council under Section 86 of the *Local Government Act 1989* and operates within the provisions of a Council approved Instrument of Delegation.

The objectives of the Special Committee are:

- To manage, operate and maintain the Briagolong Recreation Reserve for the community in an efficient, effective and practical manner.
- To undertake activities designed to protect, promote, utilise and develop the Briagolong Recreation Reserve for the use and enjoyment of the local community.

As provided under the Committee's Instrument of Delegation the minutes of all meetings are to be presented to Council and highlight the day to day activities being undertaken by the Committee.

**OPTIONS**

Council has the following options:

1. Receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meetings held on 20 June 2016 and 18 July 2016; or
2. Seek further information to be considered at a future Council Meeting.



## **PROPOSAL**

That Council receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meetings held on 20 June 2016 and 18 July 2016.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **LEGISLATIVE IMPACT**

This report is in accordance with Section 91(4) of the *Local Government Act 1989*.

## **COUNCIL POLICY IMPACT**

This report is in accordance with Council Policy 5.3.2 which establishes a framework for the guidance of Council in relation to the roles and responsibilities of Committees.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013-17 Theme 4 Infrastructure states the following strategic objective and related strategy:

### Strategic Objectives

*Asset and infrastructure that meet current and future community needs.*

### Strategy 4.2

*Ensure assets are managed, maintained and renewed to meet service needs.*

## **CONSULTATION IMPACT**

Meetings held by the Briagolong Recreation Reserve Committee of Management are open to the public.



**BRIAGOLONG RECREATION RESERVE  
Special Committee of Council**

**MINUTES (AMENDED)**

**MEETING DATE: 20<sup>th</sup> JUNE 2016**

**MEETING TIME: 7.30 PM**

**MEETING VENUE: BRIAGOLONG RECREATION RESERVE**

**1. Present/apologies**

<b>Name</b>	<b>Title</b>	<b>Representing</b>	<b>Present/Apol ogy</b>
Peter Cleary	Councillor	Wellington Shire Council	Present
Jess Fry		Briagolong Junior Football	Present
Sean Padman		Briagolong Cricket Club	Present
Vanessa Randle	Treasurer	Briagolong Tennis Club	Present
Mick Pleydell		Briagolong Tennis Club	Apology
Kylie Wright	Secretary	Briagolong & District Pony Club	Apology
Jenny Elliot	President	Briagolong & District Pony Club	Present
Stephen Noble		Community	Present
Darren Randle		Community	Present
Marcus Stone		Wellington Shire Council	Present

**Quorum achieved: YES**

**2. Declaration of conflicts of interest: NIL**

**3. Confirmation of minutes of previous meeting:**

**Moved:** Vanessa

**Seconded:** Sean

**4. Business arising from previous meeting:**

- The tap to complete the renovations of the kitchen will be collected from Bunning's by either Darren or Jenny.
- Roller door is up in the kitchen servery; Darren has modified the old door for extra security. Alternatives for this need to be looked at as it is still very heavy and requires 2 people to lift it up. Sean will follow up brush strips to cover side gaps to deter birds etc.

**5. Correspondence in:**

- Facility fault report

**6. Correspondence out -**

- NIL

## **7. Reports –**

### **7.1 Presidents report –**

- NIL

### **7.2 Treasurers report -**

- Treasurer's report tabled by Vanessa and accepted.
- All accounts currently paid
- Electricity account roughly on par to normal amount.
- Fees to be paid by Tennis and Footy club.

### **7.3 User group reports –**

#### **Cricket club –**

- AGM to be held next week.

#### **Football club –**

- Official name change to Boisdale Briagolong Junior Football Netball Club.
- Round Robin to be held at the Briagolong Recreation Reserve on Sunday August 7<sup>th</sup>.
- Possibility of running netball groups in 2017.

#### **Pony Club –**

- 2 members went to the state championships; they had a very eventful weekend.

#### **Community –**

- Market was held in town on the long weekend and was very successful.
- Irving Mosquito made it into the Victorian Country team.

#### **Tennis Club –**

- Monday ladies are still playing.
- Vanessa attended Association meeting.
- Saturday pennant will start in Term 4.

#### **Shire –**

- See General Business.

## **8. Volunteers: NIL this month**

## **9. OHS/Risk/Facility Fault report:**

- Disability access concerns still being raised by community members.
- Female change rooms – supporting women to participate in sport is of upmost importance, Briagolong Recreation Reserve has no facilities for female players or umpires to change in.
- Facility Faults Report from the council was tabled by Jenny. This report highlights a list of things we are going to commit to fix. The list was read out to those present. Darren will seek clarification about the outdoor furniture.

## **10. New Rules of the Committee:**

- None to report on.

### **General Business –**

- Carmen Lee may need to use the facilities on the 26<sup>th</sup> June for Landcare.
- Vanessa handed each club a key for the roller door.
- Discussion has been had about old nets and when we pull them down. Jess expressed interested in doing so.
- Next meeting committee need to table a date for a working bee.
- Discussion had about the gates on Forbes Street and the need for improvement.
- Darren discussed the CRG to facilitate a workshop in regards to a facility upgrade application. The outcome of this meeting will be some core values to present to a drafts person to turn into drawings and to create a collection of ideas and thoughts from representatives to include in an application to council by March 2017 for funding availability July 1<sup>st</sup> 2018. This workshop will be held on Monday 11<sup>th</sup> July @ 7pm, all clubs to bring 3 representatives and no more than 5. All members present encouraged to look at objectives listed from previous master plan. Either Dawn Martin or Marcus Stone (Wellington Shire) will be in attendance.

Mtg closed: 9.10 pm

**8. Next meeting:** 18<sup>th</sup> July 2016 @ 7.30pm

## Treasurers Report for meeting held July 18 2016

### Reconciled Statement for June 30 2016

Cash at Bank as at 31/05/2016 14,627.81

#### Income:

##### June

Bank Interest	0.45	
Briag Junior Footy Club - Rent	750	
		750.45

#### Payments:

##### June

Energy Australia - power for facility and pump shed	-1,140	
Gippsland Water - rates	-528.46	
		-1,668.84

Reconciled Bank Balance to date 13,709.42

#### unpresented chq's & deposits

Town & Country - Main door lock repair	-149.6	-149.60
--	--------	---------

closing balance of accounts to date 13,559.82

Cheques to be authorised

Balance Remaining to date... 0.00  
13,559.82

#### incoming correspondence:

Briag Tennis Club rent cheque - \$750  
Summary of CRG held workshop for possible future works.

**BRIAGOLONG RECREATION RESERVE  
Special Committee of Council**

**MINUTES**

**MEETING DATE: 18<sup>th</sup> JULY 2016**

**MEETING TIME: 7.30 PM**

**MEETING VENUE: BRIAGOLONG RECREATION RESERVE**

**1. Present/apologies**

<b>Name</b>	<b>Title</b>	<b>Representing</b>	<b>Present/Apology</b>
Peter Cleary	Councillor	Wellington Shire Council	Present
Jenny Elliot	President	Briagolong & District Pony Club	Present
Kylie Wright	Secretary	Briagolong & District Pony Club	Present
Vanessa Randle	Treasurer	Briagolong Tennis Club	Present
Mick Pleydell		Briagolong Tennis Club	Present
Sean Padman		Briagolong Cricket Club	Apology
Stephen Noble		Community	Present
Darren Randle		Community	Present
Josh Harry		Community	Present
Jess Fry		Briagolong Junior Football	Apology
Sharn Anlezark		Briagolong Junior Football	Present

**Quorum achieved: YES**

**2. Declaration of conflicts of interest: NIL**

**3. Confirmation of minutes of previous meeting:**

**Moved:** Peter

**Seconded:** Mick

**4. Business arising from previous meeting:**

- Previous minutes written had amendments made during June 2016 committee meeting. These minutes have been rewritten on 19<sup>th</sup> July 2016; have been sent via email to all committee members and it will be requested at committee meeting in August 2016 that they be accepted as true and accurate minutes.
- Facility Fault report maintenance list re-discussed. Darren has attended to most fire extinguisher requirements.

**5. Correspondence in:**

- Preferred facility guidelines for State, Regional and local facilities 2012 (received by Kylie via email from Dawn Martin)
- Treasurers report June 2016 (received by Kylie via email from Vanessa)
- CRG notes from 11<sup>th</sup> July workshop re: new facility upgrade presented by Darren.

## **6. Correspondence out -**

- Email to Dawn Martin re: thankyou for presence for facility workshop.
- Email to Marcus Stone re: facility draft person query.
- Email to Gabrielle Francis re: Terms of reference query.

## **7. Reports –**

### **7.1 Presidents report –**

- NIL

### **7.2 Treasurers report -**

- Treasurers report for June 2016 tabled by Vanessa, accepted by all present.

### **7.3 User group reports –**

#### **Cricket club –**

- Training will commence end of August start of September. Resume season in October.

#### **Football club –**

- Sharn Anlezark is new member for Briagolong Recreation Reserve committee – Welcome.
- Kids are having lots of fun every weekend with great numbers attending and playing for other teams when needed.
- Round Robin in a few weeks time where Briagolong are hosting and expecting 13 teams to be playing.
- New jumpers will be arriving soon.

#### **Pony Club –**

- No local rallies of late due to weather. Members participating in Speed to safety weekends, gear check course attendance and theory days instead.
- Lardner park indoor arena opportunity for members combining with Rosedale Pony Club for next rally.
- Stratford pony club member Darcy Wade is currently in Ireland representing Australia in Equestrian Triathlon. Much fundraising and support has been received by Darcy and his family.
- Gymkhana is being held 4<sup>th</sup> September.

#### **Community –**

- Josh Harry and Darren Randle are new members for Briagolong Recreation Reserve committee – Welcome.

#### **Tennis Club –**

- Holding their AGM Tuesday 26<sup>th</sup> July at Rec Reserve rooms.

#### **Shire –**

- NIL

## **8. Volunteers: NIL this month**

## **9. OHS/Risk/Facility Fault report:**

- **Disability access concerns still being raised by community members.**
- **Female change rooms – supporting women to participate in sport is of upmost importance, Briagolong Recreation Reserve has no facilities for female players or umpires to change in.**
- **Facility Faults Report from the council was re discussed and will be attended to during the working bee. Kylie has received a scanned copy from Darren for filing.**

#### **10. New Rules of the Committee:**

- Kylie has emailed Gabrielle Francis (Geoff Hay is absent at present) regarding Terms of Reference for existing and new committee members as per yearly requirement of acknowledgment – will be dispersed to all via email once received.

#### **General Business –**

- Kylie to locate paperwork from previous kitchen compliance re: what was required to meet standards?
- Mick can supply a quote for range hood in kitchen.
- Darren will contact groundsman re: top dressing of top oval prior to Cricket season commencing.
- Working bee with all clubs attending will be held on the 31<sup>st</sup> July at 11am. All needs for Facility Fault report were discussed and members nominated what they will be responsible for.
- Darren will organise a dry chemical fire extinguisher for kitchen and attend to mounting all fire extinguishers with John – Briagolong Fire Brigade.
- Tractor Pull will be held on 19<sup>th</sup> November 2016 at Jack and Jenny Elliott's.
- Mardi Gras ideas discussed. Each club to contact a person of interest as entrant by next meeting.
- If our committee has an entrant; each club who organises an event is solely responsible for covering costs of that particular event.
- Kylie to get draftswoman contact from Jess.
- Kylie to correspond with Marcus Stone re: response to Darren's CRG notes email re: facility needs/requirements for drafts person.

Mtg closed: 9.07 pm

**8. Next meeting:** 8<sup>th</sup> August 2016 @ 7.30pm



**ITEM C5.3****CAMERON SPORTING COMPLEX COMMITTEE OF MANAGEMENT MEMBERSHIP**

DIVISION: COMMUNITY AND CULTURE  
ACTION OFFICER: MANAGER HEALTHY LIFESTYLES  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
		✓	✓	✓					

**OBJECTIVE**

For Council to appoint the nominated Maffra Cricket Club representative to the Cameron Sporting Complex Committee of Management, as detailed in the attached confidential report, for the remainder of the 3 year period, ending 18 December 2018.

**RECOMMENDATION**

***That***

- 1. Council adopt the recommendation contained in the confidential report at Item F1.3 of the Council Meeting Agenda for Cameron Sporting Complex Committee of Management Membership; and***
- 2. The information contained in the attached document Item F1.3 Cameron Sporting Complex Committee of Management Membership of this Council Meeting Agenda, and designated under Section 77 Clause (2)(c) of the Local Government Act 1989 as confidential by the Acting General Manager Community and Culture on 29 July 2016 because it relates to the following grounds under Section 89(2) of the Local Government Act 1989: (h) any other matter which the Council or special committee considers would prejudice the Council or any person; be designated confidential information under Section 77 Clause (2) (b) of the Local Government Act 1989, except that once this recommendation has been adopted the name of the successful member can be made public.***

**BACKGROUND**

The Cameron Sporting Complex Committee of Management is a Special Committee of Council under Section 86 of the *Local Government Act 1989* and operates within the provisions of a Council approved Instrument of Delegation.

The objectives of the Special Committee are:

- To manage, operate and maintain the Cameron Sporting Complex for the community in an efficient, effective and practical manner.

- To undertake activities designed to protect, promote, utilise and develop the Cameron Sporting Complex for the use and enjoyment of the local community.

The Committee operates under a Terms of Reference which provide for the Council appointment of a minimum of 5 members for a 3 year term from 19 December 2015 to 18 December 2018. Committee membership is as follows:

- a) One Councillor
- b) One Representative from Maffra Gymnastics Inc
- c) One Representative from Maffra & District Basketball Association
- d) One Representative from Maffra Cricket Club
- e) One Representative from Maffra Junior Football Club
- f) One Representative from Maffra Hockey Association
- g) Five Representatives of the community of Maffra. Expressions of interest shall be sought embracing an agreed range of skills and experience appropriate to the functioning of a public recreation reserve

## **OPTIONS**

Council has the following options:

1. To appoint the nominated Maffra Cricket Club representative to the Cameron Sporting Complex Committee of Management, as detailed in the attached confidential report, for the remainder of the 3 year period, ending 18 December 2018; or
2. Seek further information to be considered at a future Council meeting.

## **PROPOSAL**

That Council appoint the nominated Maffra Cricket Club representative to the Cameron Sporting Complex Committee of Management, as detailed in the attached confidential report, for the remainder of the 3 year period, ending 18 December 2018.

## **CONFLICT OF INTEREST**

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## **LEGISLATIVE IMPACT**

This report is in accordance with Section 91(4) of the *Local Government Act 1989*.

## **COUNCIL POLICY IMPACT**

This report is in accordance with Council Policy 5.3.2 which establishes a framework for the guidance of Council in relation to the roles and responsibilities of Committees.

## **COUNCIL PLAN IMPACT**

The Council Plan 2013-17 Theme 4 Infrastructure states the following strategic objective and related strategy:

Strategic Objectives

*Asset and infrastructure that meet current and future community needs.*

Strategy 4.2

*Ensure assets are managed, maintained and renewed to meet service needs.*

**ITEM C5.4****SPORT AND RECREATION VICTORIA FUNDING PRIORITIES**

DIVISION: COMMUNITY AND CULTURE  
ACTION OFFICER: ACTING GENERAL MANAGER COMMUNITY & CULTURE  
DATE: 16 AUGUST 2016

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓		✓			✓		✓	

**OBJECTIVE**

To seek Council endorsement of the chosen funding applications to be prepared and lodged as part of the Sport and Recreation Victoria's 2016/17 Community Sports Infrastructure Fund.

**PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY****RECOMMENDATION**

***That Council endorses both the 'Baldwin Reserve Clubroom extension' and 'Maffra Lawn Tennis Synthetic Courts upgrade' projects to be submitted under the 2016/17 Community Sports Infrastructure Fund.***

**BACKGROUND**

On 17 May 2016 officers workshopped Council's Sport and Recreation Victoria (SRV) funding priorities for the 2016/17 Community Sports Infrastructure Fund.

Following Council approval, officers submitted Project Proposals to SRV on 8 June 2016 for the following projects:

- Sale Tennis Club 'En-Tout-Cas' redevelopment (Majors category)
- Maffra Lawn Tennis Synthetic Courts upgrade (Minors category)
- Baldwin Reserve Clubroom extension (Female Friendly Facilities category)

SRV assessed the Project Proposals and has advised that 'Maffra Lawn Tennis Synthetic Courts upgrade' and the 'Baldwin Reserve Clubroom Extension' have been successful in progressing to the full application stage. Full applications are required to be lodged by 31 August 2016.

The outcome of these funding applications will be known in the first quarter of 2017, with funding (if successful) being allocated in the 2017/18 financial year.

The purpose of this paper is to seek Council's formal endorsement to proceed and submit funding applications for the following two projects under Victorian Government's Community Sports Infrastructure Fund:

<b>Project</b>	<b>Total Project Cost</b>	<b>Grants</b>	<b>Council</b>	<b>Clubs</b>
Maffra Lawn Tennis Synthetic Courts upgrade	\$ 140,000	\$ 70,000	\$ 55,000	\$ 15,000
Baldwin Reserve Clubroom extension	\$ 489,445	\$100,000	\$339,445	\$ 50,000
	<b>\$ 629,445</b>	<b>\$170,000</b>	<b>\$394,445</b>	<b>\$ 65,000</b>

## OPTIONS

Council has the following options:

1. To endorse both the 'Baldwin Reserve Clubroom extension' and 'Maffra Lawn Tennis Synthetic Courts upgrade' projects to be submitted under the 2016/17 Community Sports Infrastructure Fund; or
2. To endorse one of the two identified projects to be submitted under the 2016/17 Community Sports Infrastructure Fund; or
3. To not endorse either of the discussed projects to be submitted under the 2016/17 Community Sports Infrastructure Fund.

## PROPOSAL

That Council endorse both the 'Baldwin Reserve Clubroom extension' and 'Maffra Lawn Tennis Synthetic Courts upgrade' projects to be submitted under the 2016/17 Community Sports Infrastructure Fund.

## CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

## FINANCIAL IMPACT

The following table provides a summary of the recommended projects and the funds to be contributed by Wellington Shire Council.

<b>Program</b>	<b>Project</b>	<b>Total Cost</b>	<b>Proposed State Government Contribution</b>	<b>Wellington Shire Council Contribution</b>	<b>Other Contribution</b>
2016/17 Community Sports Infrastructure Fund (Minors)	Maffra Lawn Tennis Synthetic Court upgrade	\$140,000	\$70,000	\$55,000	\$15,000
2016/17 Community Sports Infrastructure Fund (Female Friendly Facilities)	Baldwin Reserve Clubroom Extension	\$489,445	\$100,000	\$339,445	\$50,000

The total financial contribution from Council will be \$394,445 to deliver both of the above projects.

### **COMMUNICATION IMPACT**

Council officers have worked closely with both the Maffra Lawn Tennis Club, and the Sale United Football Club (Baldwin Reserve) to obtain relevant information to develop Recreation Reserve Master Plans for both facilities. This process has informed the Sport and Recreation Victoria Project Proposals.

### **COUNCIL POLICY IMPACT**

The proposed recommendation relates to existing Council Policy 5.3.1; Council Provision of Recreation/Cultural Facilities.

### **COUNCIL PLAN IMPACT**

The Council Plan 2013–17 Theme 4 Infrastructure states the following strategic objective and related strategy:

Strategic Objectives

*Asset and infrastructure that meet current and future community needs.*

Strategy 4.2

*Ensure assets are managed, maintained and renewed to meet service needs*

This report supports the above Council Plan strategic objective and strategy.

### **CONSULTATION IMPACT**

Council officers have worked closely with relevant user groups to develop both the Maffra Lawn Tennis Master Plan and the Baldwin Reserve Master Plan.

The projects identified in this paper have both been identified as priorities on the respective master plans.

Significant user group engagement for each facility was also undertaken in the development of the Project Proposals which were submitted to SRV 8 June 2016.



## **D. URGENT BUSINESS**



## **E. FURTHER GALLERY AND CHAT ROOM COMMENTS**





**F. CONFIDENTIAL ATTACHMENT/S**

**F. CONFIDENTIAL ATTACHMENT/S**

**ITEM F1.1     NINETY MILE BEACH SUBDIVISIONS COMPULSORY ACQUISITION OF LAND (Refer to Item C3.4)**

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**ORDINARY COUNCIL MEETING  
16 AUGUST 2016**

On this 28 July 2016, in accordance with Section 77 Clause (2)(c) of the *Local Government Act 1989*; I, David Morcom declare that the information contained in the attached document **ATTACHMENT 2: to ITEM F1.1 NINETY MILE BEACH SUBDIVISIONS: COMPULSORY ACQUISITION OF LAND** is confidential because it relates to the following grounds under Section 89(2) of the *Local Government Act 1989*:

**d)     contractual matters**

.....  
**Chief Executive Officer**

**ITEM F1.2    BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT  
MEMBERSHIP (Refer to Item C5.1)**

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**ORDINARY COUNCIL MEETING  
16 AUGUST 2016**

On this 25 July 2016, in accordance with Section 77 Clause (2)(c) of the *Local Government Act 1989*; I, Glenys Butler declare that the information contained in the attached document **ITEM F1.2 BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT MEMBERSHIP** is confidential because it relates to the following grounds under Section 89(2) of the *Local Government Act 1989*:

***(h) any other matter which the Council or special committee considers would prejudice the Council or any person***

.....  
**General Manager Community and Culture**

**ITEM F1.3 CAMERON SPORTING COMPLEX COMMITTEE OF MANAGEMENT  
MEMBERSHIP (Refer to Item C5.3)**

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**ORDINARY COUNCIL MEETING  
16 AUGUST 2016**

On this 29 July 2016, in accordance with Section 77 Clause (2)(c) of the *Local Government Act 1989*; I, Paul Johnson declare that the information contained in the attached document **CAMERON SPORTING COMPLEX COMMITTEE OF MANAGEMENT MEMBERSHIP** is confidential because it relates to the following grounds under Section 89(2) of the *Local Government Act 1989*:

***(h) any other matter which the Council or special committee considers would prejudice the Council or any person***



.....  
**Acting General Manager Community and Culture**

## **G. IN CLOSED SESSION**

### **COUNCILLOR**

*That the meeting be closed to the public pursuant to Section 89(2) of the Local Government Act 1989 to consider:*

- a) personnel matters*
- b) the personal hardship of any resident or ratepayer*
- c) industrial matters*
- d) contractual matters*
- e) proposed developments*
- f) legal advice*
- g) matters affecting the security of Council property*
- h) any other matter which the Council or special committee considers would prejudice the Council or any person*

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### **IN CLOSED SESSION**

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### **COUNCILLOR**

**That:**

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**That:**

*That Council move into open session and ratify the decision made in closed session.*



**ORDINARY COUNCIL MEETING  
16 AUGUST 2016**

On this 9 August 2016, in accordance with Section 77 Clause (2)(c) of the *Local Government Act 1989*; I, Arthur Skipitaris declare that the information contained in the attached document **ITEM G(1) CEO PERFORMANCE REVIEW AND KEY RESULT AREAS** is confidential because it relates to the following grounds under Section 89(2) of the *Local Government Act 1989*:

**a) Personnel matters**

.....  
**General Manager Corporate Services**