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AGENDA

**ORDINARY MEETING OF COUNCIL
FOR
WEDNESDAY 28 AUGUST 2019
TO BE HELD AT COBRAM CIVIC CENTRE, PUNT ROAD COBRAM
COMMENCING AT 5:00 PM**

RECORDING

Consistent with section 72 of our Meeting Procedures Local Law, Council officers have been authorised to record the public session of this meeting using an audio recording device.

1. CALLING TO ORDER – CEO

2. PRAYER

Almighty God we humbly ask you to guide our deliberations for the welfare and benefit of the Moira Shire and its people whom we serve.

Amen

3. ACKNOWLEDGEMENT OF COUNTRY

We, the Moira Shire Council, would like to acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

4. APOLOGIES & REQUESTS FOR LEAVE OF ABSENCE

5. DECLARATION UNDER ACTS, REGULATIONS, CODES OR LOCAL LAWS

6. DECLARATION OF ANY INTEREST OR CONFLICT OF INTEREST

7. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Recommendation: “That the minutes of the Ordinary Council Meeting held on Wednesday, 24 July 2019, as prepared, be confirmed.”

8. COUNCILLOR REPORTS

COUNCILLORS TO PROVIDE VERBAL REPORTS

9. OFFICER REPORTS FOR DETERMINATION

9.1 OFFICE OF CEO

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FILE NO: F13/840
1. A GREAT PLACE TO LIVE

ITEM NO: 9.1.1

ACHIEVERS AWARD ASSISTANCE PROGRAM

RECOMMENDATION

That Council note the Achievers Award Assistance Program applications received and donations made for the financial year 2018/2019.

1. Executive Summary

The purpose of this report is to advise Council of the recipients of the Achievers Award Assistance Program for the financial year 2018/2019.

2. Background and Options

A report is presented to Council each year for the previous financial year, listing the applications received and what donations were made.

For the financial year 2018/19 there were two Achievers Award Assistance applications received all of which were successful.

Name	Event	Amount
John Wright	2018 National Australian Veterans Championship	\$300
Jorja Dixon	London International Youth Science Forum	\$300
	Total	\$600

3. Financial Implications

Budget allocation for the award program is determined annually by Council and allocated from the Office of the CEO Administration ledger.

The amount awarded is up to \$300 per person, whether competing as an individual or as a member of a team or group. A limit of up to \$500 per team applies.

4. Risk Management

The Achievers Award Assistance Program policy and its implementation address risk management by:

- Council's and the applicant's responsibilities being clearly identified in the Achievers Award Program's guidelines and terms and conditions.

5. Internal and External Consultation

Applications are evaluated, as they are received, by the Mayor and or the Chief Executive Officer, with the process being administered by the Executive Assistant of the Chief Executive Officer.

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1. A GREAT PLACE TO LIVE

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ACHIEVERS AWARD ASSISTANCE PROGRAM (cont'd)

6. Regional Context

Applicants to the program must be competing at a regional, state or national level, or representing Australia at an international event.

7. Council Plan Strategy

A great place to live

8. Legislative / Policy Implications

On 22 March 2017 Council adopted the Achievers Award Program policy, which resulted from reviewing and modifying the Young Achievers Award Program policy.

9. Environmental Impact

There are no direct environmental implications associated within the report. Achievement in an environment field can be recognised through this program.

10. Conflict of Interest Considerations

There are no officer conflict of interest issues to consider within this report.

11. Conclusion

A report is presented to Council each year for the previous financial year, listing the applications received and what donations were made.

Attachments

Nil

FILE NO: C026/19
4. A WELL RUN COUNCIL

ITEM NO: 9.1.2

C026/19 - SUPPLY OF INDOOR CORPORATE UNIFORM

RECOMMENDATION

That Council:

1. Award Contract C026/19 – Supply of Indoor Corporate Uniform to The Trustee for Bromes Unit Trust t/a Quality Teams.
2. Authorise the Chief Executive Officer to sign and seal the contract documents and approve contract extensions within the provisions of the contract.

1. Executive Summary

Moira Shire Council invited submissions from suitably qualified organisations or individuals to supply Moira Shire Council with an appropriate and easy care range of quality monogrammed indoor staff uniforms.

After consideration of the tender submissions, the evaluation panel recommends that contract C026/19 - Supply of Indoor Corporate Uniform be awarded to The Trustee for Bromes Unit Trust t/a Quality Teams.

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

2. Background and Options

Contract Details

The contract is based on a Schedule of Rates supplied by the recommended tenderer.

The contract is for an initial term of two years with extension options for two further one year terms to a maximum contract period of four years (2+1+1).

The contract will commence on the 1 October 2019.

Date of Public Notice

Paper	Date
Shepparton News	7 May 2019
Cobram Courier	8 May 2019
Numurkah Leader	8 May 2019
Yarrawonga Chronicle	8 May 2019

The tender closed 4pm Wednesday 29 May 2019.

Receipt of Tenders

A total of 6 submissions were received:

1. The Workwear Group Pty Ltd
2. Safepak Industrial Supplies
3. Max Global Products Pty Ltd
4. Finer Embroidery Pty Ltd
5. Aceit Sportswear Pty Ltd
6. The Trustee for Bromes Unit Trust t/a Quality Teams

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C026/19 - SUPPLY OF INDOOR CORPORATE UNIFORM (cont'd)

Supervision

Superintendent – Manager Organisational Development
Superintendent Representative – Payroll Officer

Panel Membership

The submissions were independently evaluated in TenderSearch by the following positions:

- Manager Organisational Development
- HR Coordinator
- Payroll Officer

The evaluation was moderated by the Procurement Coordinator.

Non-conforming tenders

No submission was deemed non-conforming.

Tender Evaluation

The criteria and weightings utilised are detailed below:

Evaluation Criteria	Evaluation Weighting
Price	30%
Track Record	30%
Skills and Resources	15%
Management of Schedules	10%
Contribution to Local Economy	10%
Compliance with Specification	5%

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

3. Financial Implications

Please refer to Appendix A – Evaluation Summary (Confidential).

4. Risk Management

To minimise the risks associated with the works under the contract, the following requirements must be met by the recommended tenderer:

- All garments are to comply with the relevant Australian Standards.
- The uniform is to be new, of merchantable quality and free from defects.
- All on-site personnel are required to undertake a Moira Shire Council site induction.

5. Internal and External Consultation

The public tender was advertised on Council's TenderSearch website, Shepparton News and the local papers.

The specification was approved by the responsible officer, Procurement Coordinator, HR Coordinator, Manager Organisational Development and the Chief Executive Officer.

6. Council Plan Strategy

The Council Plan addresses the need for a well-run Council by implementing a transparent, engaging and accountable governance structure for current and future generations.

FILE NO: C026/19
4. A WELL RUN COUNCIL

ITEM NO: 9.1.2

C026/19 - SUPPLY OF INDOOR CORPORATE UNIFORM (cont'd)

The processes undertaken to award the contract meet the legislative and policy requirements relating to procurement and tendering.

7. Legislative / Policy Implications

The tender process was undertaken in accordance with the requirements of the section 186 of the Local Government Act and Council's adopted Procurement Policy.

8. Environmental Impact

Section 3.21 of the specification stipulates the contractor's environmental responsibilities and form part of the contract.

In addition, 4.13 of the specification stated that Council will see it as an advantage if tenderers have transparent business practices and third party compliance relating to ethical procurement.

9. Conflict of Interest Considerations

There was no conflict of interest declared for this tender evaluation process.

10. Conclusion

After consideration of the tender submissions, the evaluation panel recommends that contract C026/19 - Supply of Indoor Corporate Uniform be awarded to The Trustee for Bromes Unit Trust t/a Quality Teams.

Attachments

- 1 APPENDIX A - Evaluation Summary (Confidential) - *printed in separate document*

FILE NO: F13/765
4. A WELL RUN COUNCIL

ITEM NO: 9.1.3

REVIEW OF AUDIT COMMITTEE CHARTER

RECOMMENDATION

That Council adopt the amended Audit Committee Charter.

1. Executive Summary

Created by Council in accordance with Section 139 of the Local Government Act 1989, the Audit Committee is an advisory committee whose role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Charter.

The Audit Committee Charter was last adopted by Moira Shire Council on 23 August 2017. It is appropriate to conduct a periodical review of the Charter to ensure that the document suits Council's needs and remains compliant with the "Audit Committees Guide to Good Practice for Audit Committees.

A minor amendment of the current audit charter has been made having regard to continued review of the Charter.

2. Background and Options

The Audit Committee is an independent advisory Committee to Council. The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities in regard to financial reporting, management of risk, maintaining reliable systems of internal control and facilitating the organisation's ethical development.

To ensure consistence with a previous change to clause 6 noting the Charter shall be reviewed at least year 2 years, it is proposed to remove Clause 4.5 and note this under clause **6 Review** to read:

Review

6. This Charter shall be reviewed at least every 2 years.

6.1 The Committee shall conduct a biannual review and assessment of the adequacy of the Charter and request Council approval for proposed changes.

3. Financial Implications

The implementation of the recommended changes will have no additional financial implications for Council.

4. Risk Management

The Audit Committee is a critical component of Council's overall risk management framework and is required under the LGA. In order to ensure the Audit Committee continues to effectively operate in accordance with the LGA and the Guidelines, a review of the Charter is appropriate.

5. Internal and External Consultation

Internal consultation has been undertaken with the Audit Committee.

6. Regional Context

There are no issues of regional significance.

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4. A WELL RUN COUNCIL

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REVIEW OF AUDIT COMMITTEE CHARTER (cont'd)

7. Council Plan Strategy

A well run Council.

8. Legislative / Policy Implications

The Audit Committee is an advisory committee of Council, created under Section 139 of the Local Government Act 1989.

9. Environmental Impact

There are no identified Environmental risks associated with this report.

10. Conflict of Interest Considerations

There are no officer conflict of interest issues to consider within this report.

11. Conclusion

A minor amendment of the current audit charter has been made having regard to continued review of the Charter.

Attachments

- 1 Audit Committee - Charter Review - August 2019

FILE NO: F13/765
4. A WELL RUN COUNCIL

ITEM NO: 9.1.3

REVIEW OF AUDIT COMMITTEE CHARTER (cont'd)

ATTACHMENT No [1] - Audit Committee - Charter Review - August 2019



Moira Shire Council

Audit Committee Charter

Adopted by Moira Shire Council <insert date>

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4. A WELL RUN COUNCIL

ITEM NO: 9.1.3

REVIEW OF AUDIT COMMITTEE CHARTER (cont'd)

ATTACHMENT No [1] - Audit Committee - Charter Review - August 2019

Moira Shire Council Audit Committee Charter



PART 1 - CHARTER

The Audit Committee is an independent advisory Committee to Council. The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation's ethical development.

The Audit Committee is established to assist the co-ordination of relevant activities of management, the internal audit function and the external auditor to facilitate achieving overall organisational objectives in an efficient and effective manner. As part of Council's governance obligations to its community, Council has constituted an Audit Committee to facilitate:

Objectives

- the enhancement of the credibility and objectivity of internal and external financial reporting;
- effective management of financial and other risks and the protection of Council assets;
- compliance with laws and regulations as well as use of best practice guidelines;
- the effectiveness of the internal audit function;
- the provision of an effective means of communication between the external auditor, internal audit, management and the Council.

PART 2 - TERMS OF REFERENCE

1. General

- 1.1. The Audit Committee is an advisory committee of Council as set out in Section 139 of the Local Government Act 1989. The Audit Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The Audit Committee does not have any management functions and is therefore independent of management.
- 1.2. The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Charter in order to facilitate decision making by Council in relation to the discharge of its responsibilities.

2. Membership

- 2.1. The Audit Committee will comprise a minimum of four members – two Councillors, nominated by Council, and a minimum of two and a maximum of three external independent members, with the Chairperson having a casting vote. Where a meeting of the committee is unable to form a quorum the Mayor and or CEO may nominate an alternate Councillor as a substitute member. All members shall have full voting rights.

1

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4. A WELL RUN COUNCIL

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REVIEW OF AUDIT COMMITTEE CHARTER (cont'd)

ATTACHMENT No [1] - Audit Committee - Charter Review - August 2019

**Moira Shire Council
Audit Committee Charter**

- 2.2. The Mayor of the Moira Shire Council will be an ex-officio member of the Audit Committee but shall not have voting rights. Where a meeting of the committee is unable to form a quorum the Mayor may substitute for a member with full voting rights.
- 2.3. External independent persons will have senior business experience, be a qualified accountant or have significant financial management/reporting knowledge and experience, and be conversant with the Local Government financial and other reporting requirements. The evaluation of potential members will be undertaken by the Mayor and Chief Executive Officer taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills, and a recommendation for appointment put to Council.
- 2.4. Appointments of external persons shall be made by Council by way of a public advertisement and be for a maximum term of three years. The terms of the appointment should be arranged to ensure an orderly rotation and continuity of membership despite changes to Council's elected representatives.
- 2.5. The consecutive service of external members shall be limited to two, three year terms. Having served two consecutive three year terms, external members may serve additional terms provided a period of not less than three years has elapsed since their last term. Subject to this Charter, there is no restriction to the total number of terms an external member may serve.
- 2.6. Notwithstanding anything in this Charter to the contrary, the term of an external member may be extended by a majority vote of the Audit Committee for up to 1 year to enable the objectives of clause 2.4 to be achieved. If a term of an external member is extended under these provisions the extension period shall be added to the existing term and considered as part of that term. For calculation purposes, a term shall include any period of time served regardless of whether it is more or less than 3 years.
- 2.7. If the Council proposes to remove a member of the Committee, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard at a Council meeting which is open to the public, if that member so requests.
- 2.8. In addition, the Council may remove a member of the committee if he/she fails to attend three (3) consecutive meetings without leave of the Committee by resolution duly passed, or on the recommendation of the Committee.
- 2.9. Remuneration will be paid to each independent member of the Committee at a rate determined by Council.
- 2.10. The Chairperson shall be appointed annually from the external members of the Committee by the Audit Committee for a term of one year. The appointment of the Chairperson is subject to Council's approval.

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4. A WELL RUN COUNCIL

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REVIEW OF AUDIT COMMITTEE CHARTER (cont'd)

ATTACHMENT No [1] - Audit Committee - Charter Review - August 2019

Moira Shire Council Audit Committee Charter

- 2.11. A member appointed as Chairperson shall be entitled to serve as Chairperson for multiple terms provided that no more than two terms shall be served consecutively.
- 2.12. In the absence of the appointed Chairperson from a meeting, the meeting will appoint an acting Chairperson from the external members present.
- 2.13. A quorum will be a majority of the Committee membership. Members may attend meetings in person, by telephone or by video conference or equivalent.
- 2.14. The General Manager - Corporate and internal auditor (whether a member of staff or contractor) should attend all meetings. Other members of Council or Council staff may be invited to attend at the discretion of the Committee to advise and provide information when required.
- 2.15. Representatives of the external auditor should be invited to attend at the discretion of the Committee but **must** attend meetings considering the draft annual financial report and results of the external audit.
- 2.16. Council shall provide secretarial and administrative support to the Committee.

3. Meetings

- 3.1. The Committee shall meet at least quarterly. A schedule of meetings will be developed and agreed to by the members. As an indicative guide, meetings would be arranged to coincide with relevant Council reporting deadlines, for example in June to coincide with the approval of Council Plans, business plans and budgets and in August to coincide with the finalisation of the financial statements and the draft annual report to the Minister.
- 3.2. Additional meetings shall be convened at the discretion of the Chairperson, the General Manager - Corporate or at the written request of any member of the Committee, internal or external auditor.
- 3.3. The Audit Committee, without the presence of the Council management, shall meet with the Internal and External Auditors at least annually.

4. Reporting

- 4.1. The Audit Committee shall after every meeting forward the minutes of that meeting to the next ordinary meeting of the Council, including a report explaining any specific recommendations and key outcomes.
- 4.2. The Committee shall report annually to the Council summarising the activities of the Committee during the previous financial year.
- 4.3. The Committee shall annually conduct evaluation of the satisfaction of the internal audit function and report to Council.

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4. A WELL RUN COUNCIL

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REVIEW OF AUDIT COMMITTEE CHARTER (cont'd)

ATTACHMENT No [1] - Audit Committee - Charter Review - August 2019

Moira Shire Council Audit Committee Charter

- 4.4. The committee shall conduct an annual evaluation of the Audit Committee's performance and report to Council.

5. Duties and Responsibilities

- 5.3. The following are the duties and responsibilities of the Audit Committee in pursuing its Charter:
- 5.3.1. To review the scope of the internal audit plan and programme and the effectiveness of the function. This review should consider whether, over a period of years the internal audit plan systematically addresses:
- internal controls over significant areas of risk, including non-financial management control systems;
 - internal controls over revenue, expenditure, assets and liability processes;
 - the efficiency, effectiveness and economy of significant Council programmes; and
 - compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.
- 5.3.2. Review the appropriateness of special internal audit assignments undertaken by internal audit at the request of Council or Chief Executive Officer.
- 5.3.3. Review the level of resources allocated to internal audit and the scope of its authority.
- 5.3.4. Review reports of internal audit and the extent to which Council and management react to matters raised by internal audit, by monitoring the implementation of recommendations made by internal audit.
- 5.3.5. Facilitate liaison between the internal and external auditor to promote compatibility, to the extent appropriate, between their audit programmes.
- 5.3.6. Critically analyse and follow up any internal or external audit report that raises significant issues relating to risk management, internal control, financial reporting and other accountability or governance issues, and any other matters relevant under the Committee's terms of reference. Review management's response to, and actions taken as a result of the issues raised.
- 5.3.7. Monitor the risk exposure of Council by determining if management has appropriate risk management processes and adequate management information systems.

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4. A WELL RUN COUNCIL

ITEM NO: 9.1.3

REVIEW OF AUDIT COMMITTEE CHARTER (cont'd)

ATTACHMENT No [1] - Audit Committee - Charter Review - August 2019

Moira Shire Council Audit Committee Charter

5.3.8. Monitor ethical standards and related party transactions by determining whether the systems of control are adequate.

5.3.9. Review Council's draft annual financial report, focusing on:

- accounting policies and practices;
- changes to accounting policies and practices;
- the process used in making significant accounting estimates;
- significant adjustments to the financial report (if any) arising from the audit process;
- compliance with accounting standards and other reporting requirements;
- significant variances from prior years.

5.3.10. Recommend adoption of the annual financial report to Council. Review any significant changes that may arise subsequent to any such recommendation but before the financial report is signed.

5.3.11. Discuss with the external auditor the scope of the audit and the planning of the audit.

5.3.12. Discuss with the external auditor issues arising from the audit, including any management letter issued by the auditor and the resolution of such matters.

5.3.13. Review tendering arrangements and advise Council.

5.3.14. Review the annual performance statement and recommend its adoption to Council.

5.3.15. Review issues relating to Council's Business Continuity Plan, Information Technology Disaster Plan, National Competition Policy, financial reporting by Council business units and comparative performance indicators.

5.4. The Audit Committee, through the Chief Executive Officer and following authorisation from the Council, and within the scope of its responsibilities, may seek information or obtain expert advice on matters of concern.

6. Review

6. This Charter shall be reviewed at least every 2 years.

6.1 The Committee shall conduct a biannual review and assessment of the adequacy of the Charter and request Council approval for proposed changes.

FILE NO: F13/858
4. A WELL RUN COUNCIL

ITEM NO: 9.2.1

**PROPOSAL TO DISCONTINUE ROAD RESERVE LOCATED AT 47
ELIZABETH STREET NATHALIA**

RECOMMENDATION

That Council:

1. Resolves to discontinue the road reserve located within 47 Elizabeth Street Nathalia, subject to successful negotiation between the two property holders over the provision of a carriageway easement to provide legal and practical access from Elizabeth Street to the rear of 44 Kostadt Street.
2. Authorise the Chief Executive Officer to complete the associated administrative processes.

1. Executive Summary

This report seeks council approval to proceed with the proposal to discontinue the road reserve located at 47 Elizabeth Street Nathalia.

The legislated process to discontinue a road reserve is in accordance with the Road Management Act 2004 and the Local Government Act 1989 council is required to seek community feedback (LGA s223) before it makes a decision to proceed or otherwise.

The community consultation process concluded on 27 June and one [submission](#) was received.

The submission highlighted that the land owners of 44 Kostadt have legal access to the subject road. An option to resolve this concern is for the property owner of Elizabeth Street to include easement rights over the subject land.

47 Elizabeth Street comprises 3 parcels of land in single ownership adjoining the subject road reserve. The proposal would remove the road reserve status that applies to a specific portion of the land. The road reserve has never been used as a public road and council has no plans to create a road in this location.

It is recommended that subject to successful negotiation between the two property holders over the provision of a carriageway easement to provide legal and practical access from Elizabeth Street to the rear of 44 Kostadt Street, Council proceed with the proposal to discontinue the road reserve.

2. Background and Options

Council's consideration of the potential to discontinue the road reserve was triggered by a request from the land owner of the adjoining lots.

Council completed a S223 community consultation process and received one submission. The submission is available to view on council's website. The community consultation process concluded on 27 June 2019.

The submission highlighted concerns from the land owner directly behind this proposal at 44 Kostadt Nathalia. The land owners of 44 Kostadt Street have legal access to the subject road and it is used as a secondary access to their property.

Were Council to resolve to close the road, legal access to the rear of 44 Kostadt Street could be maintained through a carriageway easement over 47 Elizabeth Street. Easements are described as an 'encumbrance' and its location would govern the options

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4. A WELL RUN COUNCIL

ITEM NO: 9.2.1

**PROPOSAL TO DISCONTINUE ROAD RESERVE LOCATED AT 47
ELIZABETH STREET NATHALIA (cont'd)**

for the future development of the Elizabeth Street site as the development would need to provide for vehicles to be able to traverse the easement.

Replacing the road with an easement may provide no benefit to the land holder of 47 Elizabeth Street given the alignment running through the middle of the site as shown in Figure 1 below.



Figure 1: Approximate alignment of road proposed to be continued over aerial of site.

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4. A WELL RUN COUNCIL

ITEM NO: 9.2.1

**PROPOSAL TO DISCONTINUE ROAD RESERVE LOCATED AT 47
ELIZABETH STREET NATHALIA (cont'd)**

L.P. 30779

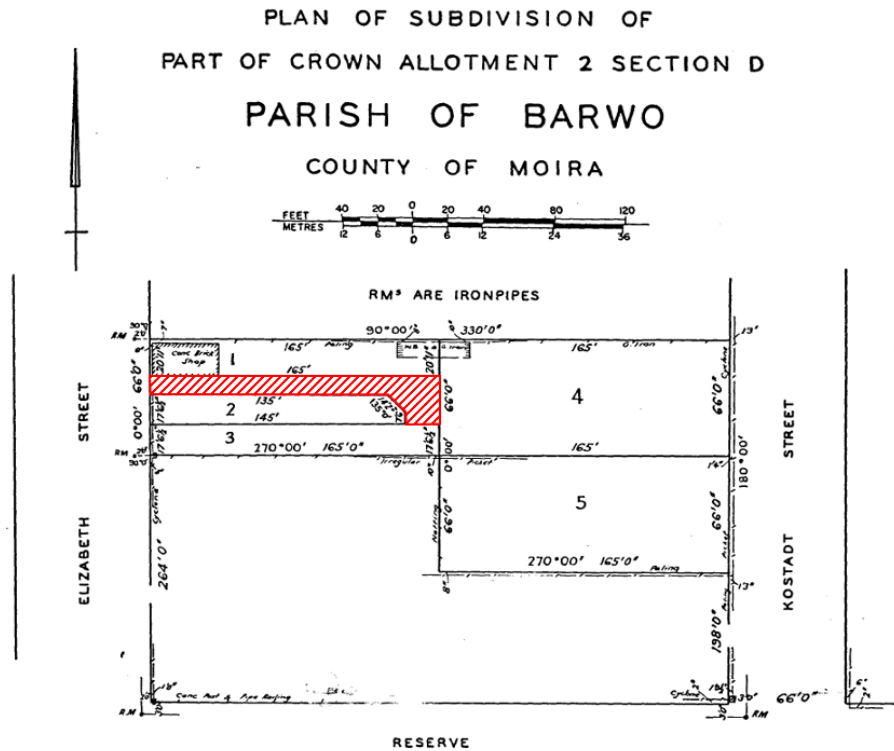


Figure 2: Showing road proposed to be discontinued in relation to other lots within the subdivision that created the road.

However, were the carriageway easement to run along either the north or south boundary of the site, this would allow more flexibility in how the Elizabeth Street land might be developed into the future if the four parcels of land (Lots 1,2,3 & discontinued road shown in Figure 2) were consolidated into a single lot.

From Council's perspective, the road is not on Council's register of public roads or required by council and the proposal with therefore have no impact on Council's delivery of services or financial obligations.

Discontinuing the road and selling the parcel to the adjoining landholder will allow an unutilised Council asset to be disposed of and in becoming freehold land, generate additional rate income.

However, the legal right of Lot 4 (44 Kostadt Street) as shown on the Plan of Subdivision and land title to access the road cannot be ignored. Therefore before the road can be discontinued, the owner of the Elizabeth Street will need to negotiate with the owner of the Kostadt Street property the location of a carriageway easement to maintain legal and practical access from Elizabeth Street to the rear boundary of 44 Kostadt Street.

3. Conflict of Interest Considerations

There are no officer conflict of interest associated with the preparation of this report.

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4. A WELL RUN COUNCIL

ITEM NO: 9.2.1

**PROPOSAL TO DISCONTINUE ROAD RESERVE LOCATED AT 47
ELIZABETH STREET NATHALIA (cont'd)**

4. Conclusion

There is considerable justification for Council to discontinue the road however, it is also clear that 44 Kostadt Street (Lot 4) is entitled to legal access to Elizabeth St property from the rear of their property.

It is therefore recommended that Council resolves to discontinue the road reserve, subject to successful negotiation between the two property holders over the provision of a carriageway easement to provide legal and practical access from Elizabeth Street to the rear of 44 Kostadt Street, and authorize the Chief Executive Officer to complete the associated administrative processes.

Attachments

Nil

FILE NO: F13/503
4. A WELL RUN COUNCIL

ITEM NO: 9.2.2

ASSEMBLIES OF COUNCIL

RECOMMENDATION

That Council receive and note the Record of Assemblies of Councillors.

1. Executive Summary

This report details the Assembly of Councillors for June and July 2019. Report is prepared in accordance with the requirements of the Local Government Act (the Act) 1989 section 80A.

2. Background and Options

This report fulfills Council's legislative obligation to report the matters considered and whether a conflict of interest disclosure was made by a Councillor at

- A meeting of an advisory committee where at least one Councillor is present; or
- A meeting, briefing or other activity where at least half of the Council and a member of Council staff are present; and
- Where the matters considered may be subject to a decision of Council or exercise of a function, duty or power of the Council that has been delegated to a person or committee.

Meeting	Present at meeting	Matters discussed	Declaration of Interest(s)
Community Safety Committee 5 June 2019	Councillors: Kevin Bourke Marie Martin Staff: Team Leader Community Services and Youth, Jessica Orr Administration Support Officer, Katrina Kerr	<ul style="list-style-type: none"> • L2P Program • Youth Program • Community Safety Strategy Road Safety - revision 	Nil
Council Briefing 10 July 2019	Councillors: Libro Mustica Peter Lawless Wendy Buck Gary Cleveland Ed Cox Peter Mansfield Staff: Chief Executive Officer, Mark Henderson Acting General Manager Community, Austin Ley General Manager Corporate, Simon Rennie Manager Infrastructure, Andrew Close Senior Governance Officer, Nancy Mustica	<ul style="list-style-type: none"> • Emergency management • IT upgrades • Renewable energy power purchasing agreement • Draft Agenda review • Yarrawonga Primary School Assessment • Library Consultation • Capital works review 	No

FILE NO: F13/503
4. A WELL RUN COUNCIL

ITEM NO: 9.2.2

ASSEMBLIES OF COUNCIL (cont'd)

Meeting	Present at meeting	Matters discussed	Declaration of Interest(s)
Yarrowonga Library Steering Committee 16 July 2019	Councillor: Peter Mansfield Staff: Community Services Officer, Hayley Benson Senior Communications Officer, Fiona Blick	<ul style="list-style-type: none"> • Consultation feedback 	Nil
Council Briefing 24 July 2019	Councillors: Libro Mustica Peter Lawless John Beitzel Wendy Buck Kevin Bourke Gary Cleveland Ed Cox Marie Martin Staff: Chief Executive Officer, Mark Henderson General Manager Community, Sally Rice General Manager Corporate, Simon Rennie Manager Infrastructure, Andrew Close Manager Governance and Communications, Linda Nieuwenhuizen	<ul style="list-style-type: none"> • Agenda Review 	Nil
30 July 2019 Youth Council	Councillors: Gary Cleveland Marie Martin Community Services Officer (Youth Programs), Justin Boschetti Acting Youth Development Officer, Jarryd Williams	<ul style="list-style-type: none"> • Gender Equity • People with a disability • Mental Health & Odd Sock Day • Youth Council Graduation 	Nil

3. Conflict of Interest Considerations

There are no council officer conflict of interest issues to consider within this report.

4. Conclusion

The Assembly of Councillors records incorporated into this report are a true and accurate record of all assemblies of Councillors reported during June and July 2019.

Attachments

Nil

FILE NO: F18/551
4. A WELL RUN COUNCIL

ITEM NO: 9.2.3

PREPARATION OF 2018/19 ANNUAL REPORT

RECOMMENDATION

That Council:

1. Provide in principal approval to the 2018/19 performance statement and financial statements
2. Authorise Mayor Councillor Libro Mustica and Deputy Mayor Councillor Peter Lawless to certify the 2018/19 Financial Statements and Performance Statement.
3. Authorise forwarding of the Annual Report, including the certified and audited Financial Statements and Performance Statement, to the Minister in accordance with the requirements of the Local Government Act 1989.

1. Executive Summary

This report seeks Council's

- in principle approval of the audited Financial Statement and Performance Statement, and
- authorisation for two councillors to certify the Financial and Performance statements in their final form after any changes recommended or agreed to by the auditor have been made.

These steps must occur prior to providing the audited statements to the Victorian Auditor-General. Following receipt of VAGO's Independent Auditor's Reports, the statements and reports will be included in Council's 2018/19 Annual Report that will be submitted to the Minister by 30 September 2019 and then to Council for noting.

2. Background and Options

The process of preparing Council's Annual Report is described in the Local Government Act 1989 S132 and the Local Government (Planning and Reporting) Regulations 2014.

The process requires Council to

- provide in principal approval of the statements prior to Council submitting the statements to the Victorian Auditor General Office (VAGO).
- authorise two councillors to certify the final audited statements.
- submit the annual report to the Minister by 30 September 2019.

In principal approval

Council's in principal approval of the 2018/19 Financial Statements, Performance Statement and Annual Report is sought on the basis that the reports have been prepared in accordance with the following requirements and guidance

- the Local Government Act 1989,
- Local Government (Planning and Reporting) Regulations 2014 and
- better practice guides and model report formats provided by Department of Environment, Land, Water and Planning.

The Financial Statements and Performance Statement are currently being audited by the Auditor-General's agent and Council's external auditor, Crowe-Howarth Australasia. The auditor findings may recommend amendments to the statements. The final version of the statements will be reviewed by Council's audit committee and certified by the authorised Councillors prior to submitting the Annual Report to the Minister.

FILE NO: F18/551
4. A WELL RUN COUNCIL

ITEM NO: 9.2.3

PREPARATION OF 2018/19 ANNUAL REPORT (cont'd)

Certification by two councillors

The Act does not allow the auditor to sign the audit report until the statements in their final form after any changes recommended or agreed to by the auditor have been made have been certified by two authorised Councillors.

This report proposes the Mayor and Deputy Mayor be authorised by Council for the purposes of this requirement.

The certified statements will be forwarded to the Auditor-General and then included in the Annual Report for noting by Council.

3. Financial Implications

Nil

4. Risk Management

The timely in principal approval and certification by authorised Councillors will enable Council to meet the Annual Reporting timelines.

5. Legislative / Policy Implications

This report addresses obligations described in the Local Government Act 1989 and specifically Section 132.

6. Conflict of Interest Considerations

There are no conflict of interest considerations for officers involved in the preparation of this report.

7. Conclusion

The report recommendation ensures Council's preparation of its Annual Report, including the certified and audited Financial Statements and Performance Statement complies with the requirements described in the Local Government Act 1989.

Attachments

Nil

FILE NO: C0034/17
4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**C034/17 - PROVISION FOR PROFESSIONAL SERVICES FOR ENGINEERING,
ASSET MANAGEMENT AND DESIGN PANEL - PART E REFRESH**

RECOMMENDATION

That Council:

1. Award the refresh of panel contract C034/17 – Part E Project Management for an initial term expiring 30 November 2020 with the option to extend for a further 2 years:
 - Michael Edward Smith t/a Michael Smith & Associates Architecture and Urban Design
 - Graeme Long t/a Blue Sky Trees
 - MPDCB Pty Ltd t/a Browns Project Solutions
 - Infrastructure Managers and Engineers Pty Ltd t/a Infracon Engineers
 - EDA Project Management Pty Ltd
2. Authorise the Chief Executive Officer to sign and seal the contract documents and approve contract extensions within the provisions of the contract.

1. Executive Summary

Moira Shire Council refreshed the professional services panel contract for engineering, asset management, surveying, project management and design services to allow additional consultants to register.

Existing suppliers will remain panel members and were not required to re-submit a tender

After consideration of the submissions, including price and specification requirements, the evaluation panel recommends that 5 tenderers be added to the project management panel. Please refer to Appendix A for further information.

2. Background and Options

In 2017, Moira Shire Council invited submissions from suitably qualified organisations or individuals to create a panel of consultants for the provision of professional services for the implementation of projects; design services and asset management services relating to engineering, asset management and design.

Tenderers were able to make submissions for each or any separable part. The separable parts were:

- | | |
|--------|---|
| Part A | Mandatory Information (to be completed by ALL tenderers) |
| Part B | Building Architectural Services |
| Part C | Civil Engineering Services |
| Part D | Structural Engineering Services |
| Part E | Project Management Services |
| Part F | Geotechnical Engineering Services |
| Part G | Environmental Engineering Services |
| Part H | Surveying Services |
| Part I | Traffic Engineering Services |

FILE NO: C0034/17
4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**C034/17 - PROVISION FOR PROFESSIONAL SERVICES FOR ENGINEERING,
ASSET MANAGEMENT AND DESIGN PANEL - PART E REFRESH (cont'd)**

At the 25 October 2017 Council meeting, Council resolved to appoint 28 consultants for an initial term of 1 year with the option to extend in single periods of 2 years to a maximum of 5 years (1+2+2).

A refresh of Part E – Project Management Services was required to expand the range of consultants available to deliver value for money project management and other services to Council.

The specification states that no work will be guaranteed to any contractor even though they are accepted onto the panel and Council reserves the right to seek quotations from parties outside of the panel.

To align with the existing contract term, this schedule of rates contract will have an initial term that expires 30 November 2020. Upon mutual agreement there will be provision to extend the Contract for a further two-year period.

Date of Public Notice

Paper	Date
Shepparton News	21 May 2019
Cobram Courier	22 May 2019
Numurkah Leader	22 May 2019
Yarrawonga Chronicle	22 May 2019
TenderSearch	18 May 2019

The tender closed 12 June 2019 at 4:00 pm.

Receipt of Tenders

A total of 14 submissions were received. Of the 14 submissions received, 5 are recommended. Refer to Appendix A for more information.

Supervision

The contract Superintendent is the Manager Construction and Assets. The Superintendent Representative is the Coordinator Design and Construction.

Panel Membership

The submissions were independently evaluated in TenderSearch by the following positions:

- Manager Operations
- Coordinator Design and Construction
- Development Assessment Engineer

The evaluation was moderated by the Procurement Coordinator.

Tender Evaluation

Each tender was evaluated separately utilising our electronic tendering system, TenderSearch.

The criteria and weightings from the original evaluation were utilised and are detailed in the following table:

FILE NO: C0034/17
4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**C034/17 - PROVISION FOR PROFESSIONAL SERVICES FOR ENGINEERING,
ASSET MANAGEMENT AND DESIGN PANEL - PART E REFRESH (cont'd)**

Evaluation Criteria	Evaluation Weighting
Price	50%
Skills and Resources	20%
Track Record	10%
Contribution to Local Economy	10%
Compliance with Specification	5%
Management of Schedules	5%

In addition to the above weightings, a 75% cut off score had to be assigned to determine what tender submissions meet the requirements of the part.

Non-conforming tenders

No submission was considered to be non-conforming.

3. Financial Implications

Engaging consultants from the panel are funded within departmental operational budgets.

4. Risk Management

Tenderers addressed risk management issues as part of the tender, additional risks will be assessed on an individual project basis.

5. Internal and External Consultation

The public tender was advertised on Council's TenderSearch website, Shepparton News and the local papers.

The specification was approved by the responsible officer, Procurement Coordinator, Manager Construction and Assets and General Manager Infrastructure.

6. Regional Context

A mandatory 10% weighting is applied to tenders to benefit businesses located in the Moira Shire.

7. Council Plan Strategy

The Council Plan addresses the need for a well-run Council by implementing a transparent, engaging and accountable governance structure for current and future generations. The processes undertaken to appoint the panel meet the legislative and policy requirements relating to tendering.

8. Legislative / Policy Implications

The tender process was undertaken in accordance with the requirements of the Local Government Act and Council adopted policies.

9. Environmental Impact

There were no environmental implications relating to the tender process. Environmental risks will be assessed on an individual project basis.

FILE NO: C0034/17
4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**C034/17 - PROVISION FOR PROFESSIONAL SERVICES FOR ENGINEERING,
ASSET MANAGEMENT AND DESIGN PANEL - PART E REFRESH (cont'd)**

10. Conflict of Interest Considerations

There were no conflicts of interest declared during the tender evaluation process.

11. Conclusion

After consideration of the submissions, including price and specification requirements, the evaluation panel recommends that 5 tenderers provided to be included on panel contract C034/17 – Part E Refresh.

Attachments

- 1 APPENDIX A - Tender Received Table (Confidential) - *printed in separate document*

FILE NO: C024/19
4. A WELL RUN COUNCIL

ITEM NO: 9.2.5

C024/19 - INFORMATION SERVICES NETWORK SUPPORT

RECOMMENDATION

That Council:

1. Award Contract C024/19 – Information Services Network Support to Interleave Australia Pty Limited.
2. Authorise the Chief Executive Officer to sign and seal the contract documents and approve contract extension within the provisions of the contract.

1. Executive Summary

Moira Shire Council invited submissions from suitably qualified and experienced service providers for the provision of high quality and cost effective IT technical support services and software purchasing services including:

- Remote IT service desk support services
- Ad hoc on site IT service desk support services
- Backup monitoring maintenance and repair
- IT improvement projects
- Software reseller services for the renewal of software licenses, maintenance and / or support agreements as required.

Following evaluation of the submissions, presentations were requested with the top three scored tenderers.

After consideration of the tender submissions and subsequent presentations, the evaluation panel recommends that Contract C024/19 be awarded to Interleave Australia Pty Limited.

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

2. Background and Options

This contract is for the supply of IT technical support services and software purchasing services in the areas of planning, identification, acquisition, installation, integration, licensing and maintenance.

Contract Details

The contract term is for 3 years with the provision to extend the Contract for a further two-year term to a maximum contract period of five years (3+2).

The works under contract will be a combination of monthly lump sum payments and provisional rates for ad hoc and project work.

FILE NO: C024/19
4. A WELL RUN COUNCIL

ITEM NO: 9.2.5

C024/19 - INFORMATION SERVICES NETWORK SUPPORT (cont'd)

Date of Public Notice

Paper	Date
The Age	18 May 2019
Shepparton News	21 May 2019
Cobram Courier	22 May 2019
Numurkah Leader	22 May 2019
Yarrawonga Chronicle	22 May 2019

Tenders closed at 4pm Wednesday 12 June 2019.

Receipt of Tenders

A total of four submissions were received from the following organisations:

- Advance Computing Pty Ltd
- Interleave Australia Pty Ltd
- DWM Solutions Pty Ltd
- Centorrino Technologies Pty Ltd
- Corporate Strategic Systems

Supervision

Superintendent –Manager Information Services
Superintendent Representative – Systems Administrator

Panel Membership

The submissions were independently evaluated in TenderSearch by the following positions:

- General Manager - Corporate
- Manager Information Systems
- Systems Administrator

The evaluation was moderated by the Contract Administrator.

Non-conforming tenders

No submission was considered to be non-conforming, however we found that Corporate Strategic Systems were unable to provide remote support services as required under the specification and significant points were deducted.

Tender Evaluation

Each tender was evaluated separately utilising our electronic tendering system, TenderSearch.

The criteria and weightings utilised are detailed in the following table:

Evaluation Criteria	Evaluation Weighting
Price	30%

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4. A WELL RUN COUNCIL

ITEM NO: 9.2.5

C024/19 - INFORMATION SERVICES NETWORK SUPPORT (cont'd)

Evaluation Criteria	Evaluation Weighting
Track Record	25%
Skills and Resources	20%
Compliance with Specification	10%
Management of Schedules	5%
Contribution to Local Economy	10%

The 3 highest scoring tenderers were invited to make a presentation to the evaluation panel and their responses were scored and added to their scores for the criteria listed above.

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

3. Financial Implications

This is a lump sum contract for the provision of remote desktop support. The tenderers were provided annual external support service estimates in Clause 5.1.5 of the specification.

Provisional rates were supplied for additional ad hoc and project work services that may be utilised throughout the term of the contract.

The cost of the services provided under this contract is within the approved 2019/20 budget and future operational budgets will be set in accordance with the agreed contract rates.

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

4. Risk Management

To minimise the risks associated with the works under the contract, Council requested a transition-in plan to include:

- Risk analysis and management plan;
- Technical transition plan;
- Change management plan
- Communication plan;
- Confirmation of key staff and their roles; and
- Finalise administrative details.

During the presentations, timeframes and staff utilised to deliver the transition-in were clarified.

5. Internal and External Consultation

The tender was advertised on Council's TenderSearch website, The Age, Shepparton News and the local newspapers.

FILE NO: C024/19
4. A WELL RUN COUNCIL

ITEM NO: 9.2.5

C024/19 - INFORMATION SERVICES NETWORK SUPPORT (cont'd)

The specification was approved by the Manager Information Systems.

6. Regional Context

The services under this contract will provide high quality 3rd party support to assist Council staff in the delivery of information technology systems.

7. Council Plan Strategy

The Council Plan addresses the need for a well-run Council by implementing a transparent, engaging and accountable governance structure for current and future generations. The processes undertaken to award the contract meet the legislative and policy requirements relating to procurement and tendering.

8. Legislative / Policy Implications

The tender process was undertaken in accordance with the requirements of the section 186 of the Local Government Act and Council's adopted Procurement Policy.

9. Environmental Impact

There are no environmental impacts relating to the tender process. Environmental risks will be assessed on an individual basis throughout the duration of the contract.

10. Conflict of Interest Considerations

There was a conflict of interest declared for this tender evaluation process. The Procurement Coordinator declared a direct conflict of interest and was removed from the evaluation process. Regular audits were conducted to ensure the integrity of the evaluation was upheld.

11. Conclusion

After consideration of the tender submissions and subsequent presentations, the evaluation panel recommends that Contract C024/19 be awarded to Interleave Australia Pty Limited.

Attachments

- 1 Appendix A - Evaluation Summary - *printed in separate document*

FILE NO: D19/28024
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL

RECOMMENDATION

That Council

1. notes the feedback on and changes made to the draft Economic Development Strategy; and
2. adopts the final Economic Development Strategy for implementation.

1. Executive Summary

The creation of a new Economic Development Strategy 2019-2023 is one of the main Council Plan 2017-2020 actions to ensure Moira Shire has "A thriving local economy". In its June 2019 meeting Council approved the draft Strategy for public consultation from June to July 2019.

This report summarises the feedback received on the draft Strategy and the changes made to the draft in response. This report recommends that Council adopt for implementation the final Economic Development Strategy.

2. Background and Options

The Economic Development Strategy has been developed in three stages as follows:

1. Draft Strategy Preparation - September 2018 to May 2019
2. Draft Strategy Public Consultation - June to July 2019
3. Final Strategy Adoption and Implementation - August 2019.

3. Financial Implications

The Strategy recommends continuing certain existing actions and starting new actions. Existing actions are currently funded within the 2019/20 budget. Some new actions will require business cases to be presented to Council for approval and others will fall into the 2020/21 and subsequent budget periods for approval.

4. Risk Management

No significant risks have been identified as a result of Council adopting this final Economic Development Strategy. Risk assessments will be undertaken for specific actions described in the strategy as they are implemented.

5. Internal and External Consultation

The Strategy builds on the existing strengths of the local economy while seeking to exploit new opportunities. It incorporates a synthesis of data, analysis, opinions and findings from:

- 30 individual and collective structured-interviews with Councillors, managers and staff;
- outcomes from a range of internal and external workshops;
- 20 individual and collective structured-interviews with members of the Moira Shire's five Business and Tourism Advisory Committees and key stakeholders;
- the Moira Shire Economic Analysis, Urban Enterprise Report 2016, which included:
 - over 30 stakeholder interviews;
 - 51 online survey responses;
- Written feedback from individuals who attended a feedback session.

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

For a five week period between the 27 June and the 26 July 2019 Council hosted a series of consultation and feedback sessions. These sessions were promoted via:

- communication and advertising, including: corporate ads, media releases, Councillor news, Facebook posts and Staff newsletters
- five feedback sessions at Katamatite, Cobram, Yarrawonga, Nathalia and Numurkah
- direct emails to Economic Development businesses contacts and associations, the Moira Shire Tourism Advisory Committee and the Shire's four Local Tourism Authorities and Business Associations.

Nine individuals attended one of these sessions. Overall 10 written submissions were received.

In addition to the above, the Strategy's development included:

- a review of the achievements and lessons learned from Council's previous Business and Innovation Strategy 2014-2017;
- Moira Shire's population and employment forecasts and economic gap analysis undertaken in 2019 by Remplan consultants, which update the Urban Enterprise Report;
- a review of a range of relevant Economic Development Strategies by other Councils and regional organisations; and
- a review of a wide range of relevant economic, social and environmental reports, as listed in Appendix F in the Economic Development Strategy.

6. Summary of Key Changes in Response to Feedback on the Draft Report

As noted above, the draft Economic Development Strategy was promoted extensively over a five-week period from 27 June to 26 July 2019 to obtain community feedback.

Ten written submissions and contributions from nine individuals who attended five feedback sessions, were obtained over the community feedback period.

Overall the feedback was very positive, supporting the overall approach to the Strategy, agreeing to the 5 Priorities and their respective actions.

In particular, there was support for the overarching theme to boost Moira Shire's towns and communities by identifying their individual characteristics, cultures and histories.

Highlighting the importance of the natural environment and concerns over water availability were also strongly supported. To this end the Strategy (Attachment 1) has been strengthened by adding:

"Council will encourage existing businesses to become more sustainable. It will support development opportunities that enhance the Shire's long-term economic, environmental and social sustainability." (on page 1) and

"Natural Environment.

Council is committed to promoting and protecting the natural environment, one of the Shire's biggest assets upon which much of our economy relies." (on page 2).

Many comments and issues raised were actually addressed in the Strategy and or more concerned with its implementation and measurement. With regard to the latter point a new section has been included setting out "The Next Steps" and "Success Measures" on page 10, replacing the previous "Where to from here?" section in the draft Strategy.

Apart from the above, only minor grammatical changes were required and these have been incorporated.

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2. A THRIVING LOCAL ECONOMY

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ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

7. Regional Context

An over-arching theme of the draft strategy is to boost the profile of the Shire's towns and communities, by identifying and celebrating their individual characteristics, cultures and histories. They each have a distinctive role to play in the overall economic wellbeing of the broader Moira community.

As a local government, Moira Shire Council contributes to the region's economic development in several ways. While there are limitations in our ability to directly deliver business outcomes, Council can facilitate and promote economic development within the context of its objectives, for example in planning, infrastructure and the environment. Council can influence the economy in line with its goals in other domains and support businesses by creating an environment conducive to economic activity.

8. Council Plan Strategy

The creation of a new Economic Development Strategy is one of the main Council Plan 2017-2020 actions to ensure Moira Shire has "A thriving local economy".

9. Legislative / Policy Implications

The Economic Development Strategy will inform council's future policies.

10. Environmental Impact

The Economic Development Strategy incorporates an assessment of the Environmental issues facing the Shire and the actions Council is taking to address these as set out in Council's Environmental Sustainability Strategy 2017-2021.

11. Conflict of Interest Considerations

There are no conflict of interests in relation to this report.

12. Conclusion

The creation of a new Economic Development Strategy is one of the main Council Plan 2017-2020 actions to ensure Moira Shire has "A thriving local economy".

This report seeks Councils adoption of the final "Economic Development Strategy 2019-2023" based on feedback received on the draft.

Attachments

- 1 Moira Shire Economic Development Strategy 2019-2023 - FINAL DRAFT

FILE NO: D19/28024
2. A THRIVING LOCAL ECONOMY

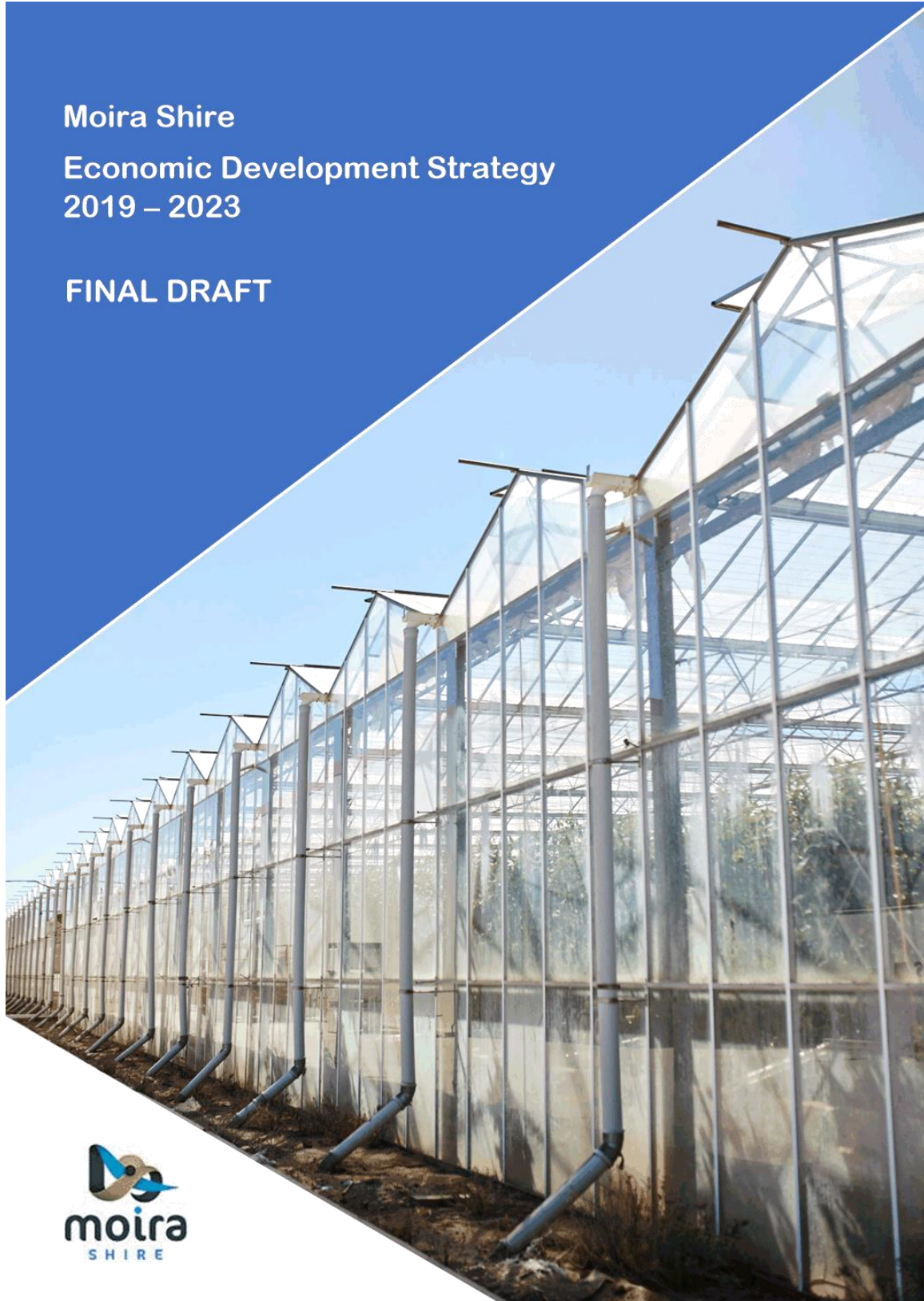
ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

**ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 -
FINAL DRAFT**

**Moira Shire
Economic Development Strategy
2019 – 2023**

FINAL DRAFT



FILE NO: D19/28024
2. A THRIVING LOCAL ECONOMY

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ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

**ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 -
FINAL DRAFT**

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Cover image: Greenhouse at Katunga Fresh, Katunga.

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2. A THRIVING LOCAL ECONOMY

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ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

**ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 -
FINAL DRAFT**

Mayor's Forward – TO BE INSERTED

DRAFT

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 - FINAL DRAFT

Introduction



Moira Shire's Council Plan 2017-2020 guides Council's strategic direction, decision making and service delivery. The plan centres around four key strategies:

1. A great place to live
2. A thriving local economy
3. A clean green environment
4. A well run Council

To ensure Moira Shire retains a thriving, resilient economy into the future, Council has developed its Economic Development Strategy (EDS) 2019-2023.

This EDS **builds on the existing strengths of the local economy while seeking to embrace new opportunities that create sustainable diversity and resilience.**

Council will encourage existing businesses to become more sustainable. It will support development opportunities that enhance the Shire's long-term economic, environmental and social sustainability.

Locational Advantages

Moira Shire is strategically positioned on the Murray River and major transport corridors two and a half hours north of Melbourne. The Shire's 4,045 square kilometres are bounded by the Murray, Goulburn and Ovens Rivers and comprise the four centres of Cobram, Nathalia, Numurkah and Yarrawonga, as well as eighteen small towns and communities each with their own characteristics, offerings and appeal.

Population Growth

The Shire's population of 29,486 (2016) is projected to reach over 32,000 by 2031 based on immigration of empty nesters and retirees, attracted by the Shire's climate, liveability and affordable housing.

Profile Raising

Moira's residents take great pride in where they live and are passionate about their respective towns' culture and history. An over-arching theme of the strategy is to boost the profile of the Shire's towns and communities, by identifying and celebrating their individual characteristics, cultures and histories. They each have a distinctive role to play in the overall economic wellbeing of the broader Moira community.

Economic Strengths

The economic strengths of Moira Shire are agricultural production, (including intensive irrigation and broadacre cropping), associated food processing industries, horticulture, health, education, business services and tourism. Irrigated agriculture is the Shire's main economic driver and is inextricably linked to the region's modern irrigation network and secure high-quality surface and groundwater.

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2. A THRIVING LOCAL ECONOMY

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ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 - FINAL DRAFT

Competitive Advantages

Moira Shire has an excellent opportunity to build on its competitive advantages, continue to diversify its economy, increase its resilience and attract families to the area. In addition to supporting its dairy and horticulture sectors, Moira Shire's economy needs to transition to employment sectors that are less sensitive to water prices. It has strong growth prospects for its retail trade, health and education sectors, specialised and high value-added tourism and new and emerging industries, including renewable energy generation.

Natural Environment

Council is committed to promoting and protecting the natural environment, one of the Shire's most significant assets, upon which much of our economy is dependent, as set out in Council's Environmental Sustainability Strategy 2017 -2020.

Tourism Opportunities

Tourism and recreation are largely generated by visitors' attraction to the Shire's significant environmental assets such, as the Murray, Goulburn and Ovens river systems, national parks and Ramsar listed wetlands. These natural assets are complemented by outstanding golf courses, quality accommodation and the many water based recreational activities available.

Connection Opportunities

Reliable infrastructure, transport, energy and communications will be important for retaining and growing established industries and attracting new investment. Moira Shire needs to leverage its position in proximity to major regional centres, capital cities and along major transport routes.

Diversity Opportunities

Celebrating and growing the diversity of Moira Shire's towns and communities will strengthen its resilience - its ability to withstand stresses and shocks.

The Strategy's Five Priorities

To capitalise on the Moira Shire's strengths, advantages and opportunities outlined above, the Strategy has identified the following five priority areas:

- Priority 1: Enhancing infrastructure and land use
- Priority 2: Providing information, learning and networking
- Priority 3: Encouraging growth, innovation and diversification
- Priority 4: Fostering the visitor economy
- Priority 5: Making great places for people

Undertaking a range of actions identified under each of these priorities will ensure the Moira Shire's economy is vibrant and thriving:

- with increasing business investment, jobs, employee income and consumer spending
- more focussed on value-added production and less reliant on irrigation water
- well-endowed with infrastructure such as telecommunications, energy, and transport
- attractive to residents, visitors, workers, businesses, and entrepreneurs of all ages.

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

**ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 -
FINAL DRAFT**

The role of local government in economic development

As a local government, Moira Shire Council contributes to economic development in several ways. While there are limitations in our ability to directly deliver business outcomes, we can facilitate and promote economic development within the context of our objectives, for example in planning, infrastructure and the environment. As such, we can influence the economy in line with our goals in other domains and support businesses by creating an environment conducive to economic activity.

Our toolkit includes:

- Planning to attract investment, support major projects and facilitate development
- Proactively supporting business applicants at various stages of permitting systems
- Facilitating engagement and networks to ensure businesses are supported and informed
- Marketing and promotion to highlight the Shire's strengths, raise its profile and reputation
- Raising awareness and supporting development of submissions to external funding sources
- Advocating for business in the community, Federal and State departments and agencies
- Leveraging relationships and partnerships with local, regional and community groups
- Supporting businesses to prepare for, respond to and recover from, significant events

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 - FINAL DRAFT

Economic development priorities

At the core of this Strategy is an action framework presented under five thematic priorities.

Priority 1: Enhancing infrastructure and land use

Priority 2: Providing information, learning and networking

Priority 3: Encouraging growth, innovation and diversification

Priority 4: Fostering the visitor economy

Priority 5: Making great places for people

The action framework outlined in this section comprises 42 existing and new actions under these priorities.

The priorities and actions have been identified as a response to the state of the economy (Appendix C), the megatrends expected to influence regional Australia (Appendix D) and a SWOT analysis of the Moira Shire Economy (Appendix E) and feedback received from the consultation period.

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ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 - FINAL DRAFT

Priority 1: Enhancing infrastructure and land

Rationale	
<p>Access to infrastructure and appropriately developed land are fundamental for economic activity to prosper in Moira Shire. They create a platform on which Council can genuinely claim to businesses that the Shire is ready for their investment. Businesses making locational decisions will assess areas for their infrastructure assets (e.g. electricity, gas, water, waste, transport, telecommunications and specialised supply-chain infrastructure). For businesses to set up or expand in Moira Shire, these assets, together with land, need to be available and ready for use. They also need to be cost-effective, modern and reliable.</p> <p>Council can provide and manage some types of infrastructure, while Council can only advocate for other types of infrastructure that is provided by Federal, State or other agencies.</p>	
Actions	Start or Continue
1. Support industrial, commercial and residential land development opportunities (e.g. through targeted funds or joint ventures) that respond to the unique needs of each main town and other business activity areas.	Continue
2. Advocate for and support initiatives to increase the availability of water at lower cost to agriculture within the region.	Continue
3. Work with business and industry to deliver the Council's strategic land use plans, including precinct plans, rezoning and specific projects.	Continue
4. Ensure investment in the upgrade of Council-managed road infrastructure is targeted and prioritised. Continue to advocate for enhancements to road and rail infrastructure managed by Victorian State agencies.	Continue
5. Identify priority infrastructure projects and ensure a proportion of these are 'shovel ready' in order to respond promptly to State and Federal infrastructure funding opportunities.	Continue
6. Explore ways to enable the development of a robust distributed energy system (e.g. solar and battery systems) to overcome prevailing electricity grid infrastructure constraints.	Continue
7. Identify candidate sites for business park development. Seek interest from developers to form development partnerships.	Start
8. Develop an infrastructure plan that maintains a clear understanding of infrastructure coverage and performance, in order to target identified deficits. Where feasible, develop a program of works to address deficits in key business activity areas (e.g. boosting signal strength and Wi-Fi coverage).	Start

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Priority 2: Providing information, learning and networking

Rationale	
<p>A well-informed and innovative business sector enables a strong economy. Access to information, learning and networking opportunities can lead to industry adopt new technical, managerial or market possibilities. In turn, business growth and diversification become possible. In changing and challenging times, businesses need to apply good foresight and understanding of the factors that will impact business profitability.</p> <p>Council is well-positioned to support business needs for information, learning and networking.</p>	
Actions	Start or Continue
9. Convene meetings with businesses and Council for periodic exchanges of views and knowledge.	Continue
10. Monitor and undertake research on the local economy and share findings and other information (e.g. tools, models, briefs, newsletters) with businesses.	Continue
11. Ensure Council itself is proactive and responsive in facilitating access to information relating to Council planning, permits and policy matters. Explore the establishment of a "concierge service" to assign a case officer to support businesses in their dealings with Council.	Continue
12. Explore the feasibility of new models of energy production and carbon offsetting including community owned solar and bioenergy facilities and carbon offsetting programs.	Continue
13. Identify and invite leaders and experts in rural economic development to participate in business forums.	Continue
14. Refine and tailor our training support programs (and the method of their delivery), to meet business needs more effectively and assist them to become more sustainable.	Continue
15. Develop our program to showcase local business career opportunities to local school children.	Continue
16. Offer industry partners a study tour program (inbound and outbound) to raise awareness of innovative practices.	Start
17. Explore showcasing Moira Shire through a biennial business expo rotating between each of the four main commercial centres.	Start

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Priority 3: Encouraging growth, diversification and innovation

Rationale

Economic diversity builds resilience in an economy. When local economies are dependent on a small number of dominant sectors, (as is the case with the dairy industry's dominance of the Moira Shire economy), they can be dragged down by a downturn in any one of those sectors. A diversified economy can better withstand sectoral downturns as retail and supporting industries (i.e. industries servicing other industries) are sustained by multiple dissociated sectors.

Diversification and innovation also have other benefits. Businesses substitute scarce and costly production inputs (such as irrigation water) and new 'cross-pollination' synergies are possible with different types of sectors.

Achieving this priority will involve promoting the uptake of new business models, identifying new market destinations, changing land and irrigation practices, and establishing the infrastructural foundations for new types of businesses to enter, or emerge within, Moira Shire.

Actions	Start or Continue
18. Organise and host the biennial Business Excellence Awards to celebrate business excellence and innovation.	Continue
19. Support the aspirations of high growth local businesses by facilitating access to funding and business mentorship, and by highlighting their achievements through existing marketing and promotion channels.	Continue
20. Undertake a skills demand study in partnerships with neighbouring councils and build workforce capacity (with a focus on reskilling and transitioning to new industries) by reviewing and updating the curricula of existing Council supported adult-learning initiatives.	Continue
21. Work with businesses to showcase employment opportunities in the Shire to workers in Melbourne and major regional centres and introduce a "buddy" program to assist potential workers and their families to relocate and settle in the Shire.	Start
22. Invite selected outside businesses and post-secondary education institutions to Moira Shire to explore the potential to set up operations in the area.	Start
23. Use innovative methods such as open innovation competitions, hackathons and the release and external use of municipal data to address local economic and business development issues.	Start
24. Invite startups, vendors and researchers developing new agricultural and food processing technologies to showcase and trial their innovations within Moira Shire in collaboration with local businesses.	Start
25. Explore the feasibility of establishing a production facility that would act as a cooperative hub for value-added / artisan food producers.	Start

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Priority 4: Fostering the visitor economy

Rationale

The Moira visitor economy refers to the production of goods and services for consumption by visitors. This includes industries that directly serve visitors, such as hotels, transport providers, tour companies and attractions, as well as intermediaries and those involved indirectly, such as retail and food production. Local residents also play a significant role through their connection to visiting friends and relatives, which represents a key purpose for visitors travelling to the region.

Tourism growth is dependent on attracting new and repeat visitors, extending their stay and evolving tourism products to meet the changing needs of existing and new markets. To achieve this, we need to attract investment to fill tourism infrastructure gaps and diversify our offer.

Moira Shire collaborates with the Murray region, tourism and business groups, to raise awareness of our region as a tourism destination. Council is mid-way through its Visitor Services Strategy implementation that aims to deliver best practice visitor information services.

Council plays a significant role in supporting the visitor economy. Ease of access and use of facilities and infrastructure influence visitors' perception of a destination, their length of stay and overall satisfaction and ultimately the likelihood of repeat visits and word-of-mouth promotion.

Actions	Start or Continue
26. Implement the Visitor Services Strategy 2017-2019.	Continue
27. Implement the Recreational Vehicle Strategy.	Continue
28. Support existing events, and attract the Meetings, Incentives, Conferences and Events (MICE) market to the region.	Continue
29. Develop and implement annual marketing plans to promote Moira Shire as a tourism destination.	Continue
30. Implement the <i>Mid-Eastern Murray Farm to Plate Cluster Plan</i> actions.	Continue
31. Create an environment in which the hospitality and retail sectors are keen to extend their trading hours.	Continue
32. Work with and support the Tourism Advisory Committee and Local Tourism Associations to develop the Shire's profile and tourism offer.	Continue
33. Partner with the Murray Region to advocate for and lead development of the region's tourism industry, the Murray River Adventure Trail, Ports of the Murray and other regional tourism projects.	Continue
34. Undertake research, including tourism research and mystery shopping to identify tourism infrastructure, product and service gaps and work proactively to bridge them.	Start
35. Develop and implement a clear and effective process that enables businesses and community organisations to deliver events, with defined support from Council and other agencies.	Continue

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Priority 5: Making great places for people

Rationale

Placemaking programs play a vital role in promoting economic development. Through such measures as civic beautification, the refurbishment and reconfiguration of spaces and public programming, Council can enhance the quality of place and therefore reinforce perceptions of liveability, a key attractor of residents, workers and businesses.

Placemaking interventions can be applied to streetscapes, open spaces and areas of aesthetic, urban or natural significance. They should build on each locality's unique assets and attributes to create experiences that are context-relevant, memorable and distinctive. They should highlight and promote the defining characteristics of the community and involve the community at all stages of design.

Actions	Start or Continue
36. Enhance existing and develop new walking and cycling infrastructure within and between localities.	Continue
37. Develop, expand and enhance open spaces in urban areas (e.g. development of Cobram Piazza).	Continue
38. Work with hospitality and retailers to expand areas of footpath trading where feasible.	Start
39. Develop open-air public spaces that can be adapted for events such as temporary markets, public talks, concerts, festivals and film screenings.	Start
40. Work with the community to clarify the nature and timing of events suitable for precincts within the Shire's major tourist features, such as Thompsons Beach and the Yarrowonga foreshore.	Start
41. Support public artwork in urban and rural areas (e.g. murals on silos).	Continue
42. Develop and implement an effective business signage and wayfinding policy for the Shire.	Start

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The Next Steps

The next step will involve continuing to implement the 28 existing actions and starting the 14 new actions outlined under the five priority areas.

This will involve targeted consultation with relevant stakeholders to develop ideas and collaborative implementation methods.

Existing actions are currently funded within the 2019/20 budget.

Some new actions will require business cases to be presented to Council for approval and others will fall into the 2020/21 and subsequent budget periods for approval.

Success Measures

An annual assessment of the implementation of the Economic Development Strategy will be undertaken as follows.

Implementation of the Actions outlined in the Strategy will be measure by answering the following questions:

- Did we do what we said we would do? Yes/No
- If not, what did we do and why?
- Did the Action we took achieve the desired result.

The overall success of the Strategy will be based on an assessment of the above and the extent to which it contributed to an increased jobs and investment in Moira Shire.

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Appendices

The following appendices provide context to the actions for the economic development strategy presented above.

- Appendix A outlines the strategy development process and timeline
- Appendix B explains why an economic development strategy is necessary
- Appendix C discusses the current state of the economy
- Appendix D identifies the issues that may impact the economy in the near future
- Appendix E outlines the Shire's strengths, weaknesses, opportunities and threats

A. Strategy development process and timeline

The creation of a new Economic Development Strategy is one of the main Council Plan 2017-2020 actions to ensure Moira Shire has "A thriving local economy".

The Economic Development Strategy was developed in three stages as follows:

1. Draft Strategy Preparation - September 2018 to May 2019
2. Draft Strategy Consultation - June to July 2019
3. Final Strategy Adoption - August 2019

B. Why have an economic development strategy?

A clear strategic direction is vital for Council to perform its role as an enabler of economic development. It is also important for strategic direction to be reappraised every few years to ensure the work being delivered by Council is appropriately responsive to current economic conditions. Moira Shire last put in place an economic development strategy in 2013 (The Business and Innovation Strategy 2013 – 2017) with an update of this strategy in 2014.

Since then, conditions and opportunities (such as the price of irrigation water and international trade patterns) have shifted to alter the economic landscape, necessitating a reappraisal of direction.

This strategy responds to these changes and provides clarity and direction with regards to the Shire's future economic development activities.

The Strategy's formulation has also provided an opportunity to listen to the voice of business and the broader community to understand expectations and inform the prioritisation of resources to the economy. Ongoing business and community input ensure the economic vision for the future is collective. The Council is an important contributor to economic development, but it is by no means the only one.

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C. Our existing economy

Overview of the economy

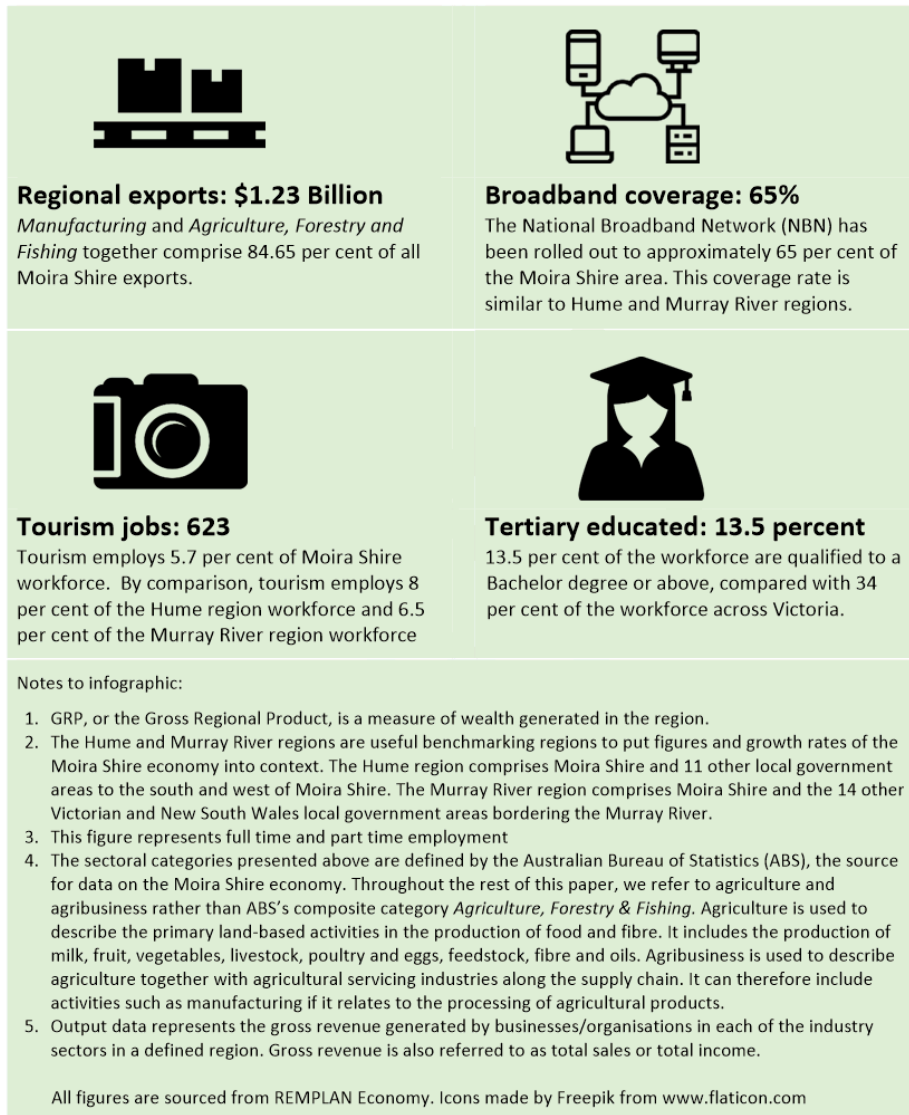
 <p>Population: 29,108 The Moira Shire resident population is rising, albeit at a slow rate - much like other areas in Northern Victoria.</p>	 <p>Per capita GRP¹: \$52,127 Moira Shire GRP is \$1.517 billion, or \$52,127 on a per capita basis. By comparison, the Hume (\$58,618) and Murray River (\$65,199) regions² have higher per capita GRPs.</p>
 <p>Employment³: 10,913 736 jobs were added in the five-year period between 2011 and 2016. The fastest growing sector over this period was the <i>Professional, Scientific and Technical Services</i> sector, which increased job numbers by 42%.</p>	 <p>Largest jobs sector: Agriculture⁴ The sector called <i>Agriculture, Forestry and Fishing</i> employs 2,131 people or 22.68 per cent of total Moira Shire employment – a far greater proportion than Hume and Murray River regions.</p>
 <p>Total output: \$3.39 Billion There has been slight growth in output⁵ (or revenue) over recent years. Hume and Murray River regions have similar growth rates.</p>	 <p>Largest sector: Manufacturing <i>Manufacturing</i> (mostly agriculturally derived) accounts for \$1.030 billion (or 30.4 per cent of total output) followed by <i>Agriculture, Forestry & Fishing</i> (\$586.35 million) and <i>Construction</i> (\$430.84 million). These are also the three largest sectors by output in the Hume and Murray River regions.</p>

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Agriculture and Agribusiness

Agriculture and agribusiness underpin the Moira Shire economy. Although the sector has experienced challenging conditions over the past decade, export opportunities are creating new markets and local investment. Moira Shire has strong agricultural foundations, and associated supporting infrastructure and services are key assets for future economic development.

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Agricultural land use accounts for approximately 71 percent of the total land area, currently divided equally between irrigated and dry-land production.

The Shire is one of the largest milk-producing areas in Australia. The strength of the dairy sector supports other industries, such as agricultural services, transport and logistics, and manufacturing. It remains a significant jobs and income generator despite the recent and long-term trend of sectoral decline. Dairy product manufacturing accounts for 47.5 percent of the Shire's exports and 25.5 percent of its imports. It creates 842 direct manufacturing jobs and a turnover in excess of \$600 million.

Meat and other food processing (oils and fats, fruits and vegetables, wine) is also significant.

Producers in Moira Shire have started to capitalise on emerging opportunities in the niche food product sector, particularly through the exploration of new cropping industries, generating greater output from small land holdings (intensive farming), leveraging tourism assets, growing export markets and creating new branded and differentiated products.

Reduced water availability and affordability

Agribusiness in the Shire is being transformed by the need to become less reliant on water following water reforms that greatly reduced irrigation water availability and affordability.

Production models in agriculture, particularly dairy, are very sensitive to reductions in water. As a result, there have been changes to land use and property ownership patterns across the Shire, including property amalgamations, a transition to dry-land business opportunities and many farmers opting to leave the industry. Since 2007, farmers in the Goulburn Murray Irrigation District (of which Moira Shire is a part) have reduced their water ownership by 57 percent and are now highly reliant on the highly competitive, temporary water market.

The main drivers of water reductions have been the unbundling of water rights to land and the Federal Government's buy-back scheme to recover water for environmental flows. Expectations of further water recovery for the environment highlights the permanency of this issue.

Horticulture has a strong future in Moira Shire because of its water-effectiveness. Dairy is more challenged because of its relatively high water use although improved water efficiency and less pasture-based production may improve outcomes in the longer term.

Given the significance of the dairy sector to the Moira Shire economy, water reforms and the changes it has triggered will have wide ranging consequences for the whole economy.

Other sectors

Tourism is an important sector to Moira Shire in terms of economic output and job creation. It generates \$101 million of economic output (3.7 per cent of Moira Shire's total of \$2.7 billion) and employs 623 people or 5.7 percent of Moira Shire workforce. By comparison, 8 percent of the Hume region workforce and 6.5 percent of the Murray River region workforce are employed in tourism.

Effective visitor services can positively influence visitor behaviour in terms of increasing the visitor's length of stay and expenditure, and motivating visitors to re-visit and recommend the destination to others. Visitor services (such as information centres, signage and marketing) therefore play a vital role for Council.

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Health and Social Services recorded strong employment growth over the past census period (2011 - 2016) as a result of an ageing population and an influx of retirees to the area. This is expected to continue over the coming years as aged care providers are expanding operations. A trend in the aged care sector towards independent living may also provide opportunities for growth.

The retail sector is predominantly based in Moira Shire's four medium sized towns, and aimed at servicing residents, surrounding rural catchments, and tourist markets. Higher order retail shopping is accessed in the nearby major centres of Shepparton, Wangaratta, Albury/Wodonga and Echuca/Moama.

The future growth of this sector is expected to continue in line with population and tourism growth. Some opportunities include:

- The strategic location of retail along major transport routes;
- A growing tourism market and the renewal of the town centres leveraging more boutique retail and hospitality, and growth of the events and conferences market;
- Major national retailers entering Yarrawonga in response to its population growth.

The workforce

The defining characteristics of Moira's workforce are its aging demographic and the misalignment between existing skills and the skills required for the jobs of the future. These issues are common across regional Australia and indeed elsewhere across the developed world. They have arisen largely due to the loss of young residents and workers to Melbourne and other large regional centres to pursue employment and education opportunities, and the significant challenges in attracting highly skilled workers to the region. Today, only 31 percent of the workforce is aged 34 or younger compared with 38 percent nationally.

There is a critical need to upskill workers to replace an ageing workforce, keep pace with technology advancements, support higher value-added products, and leverage emerging agribusiness opportunities. Addressing workforce gaps and issues will require a sustained effort across industry, government authorities at all levels, and education providers. Currently there are limited tertiary education opportunities in Moira Shire, with the nearest institutions located in Wangaratta and Shepparton. Council should be pro-active in engaging with industry and regional education providers to understand local workforce issues and the education and training initiatives required to bridge the skills gaps. The Hume Regional Development Plan provides a regional approach and action plan.

Other points to note of the Moira workforce are the facts that:

- The three most prevalent occupation types are *Managers* (20 percent of the Moira workforce) *Labourers* (19 percent) and *Technician and Trades Workers* (13 per cent);
- 75 percent of the workforce reside in Moira Shire; and
- 13.5 percent of the workforce are qualified to a Bachelor degree or above, compared with 34 percent of the workforce across Victoria.

D. The future

Rural Victoria's economy is constantly changing. Climate variability, water security, low population growth and changes to agribusiness employment have become challenging issues. For our Economic Development Strategy to have a positive impact on Moira's economy, we need to understand these changes and identify what can and cannot be influenced.

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Megatrends impacting regional Australia

A recent CSIRO report *Strategic foresight for regional Australia (2017)* identified five megatrends that are impacting regional areas such as Moira Shire. These trends have been observed in recent years and are expected to continue into the foreseeable future.

Megatrend 1: Defeating distance

Overcoming long distances has shaped development in the regions and continues to be a major influence on the way people live and work in regions, and on the performance of regional businesses. Notable trends include:

- Residents making locational decisions on an array of amenity-related factors rather than solely on the location of employment opportunities
- A more mobile workforce and improvements to workforce flexibility, such as work-from-home options, telecommuting and co-working
- Cheaper and faster transportation of goods
- Enhanced communications through wider and better internet and mobile connections and the prevalence of social media
- A lessening of the digital divide (though digital literacy and access in regional areas still lag urban areas).

Megatrend 2: Global exposure

Global markets will continue to shape economic activity in Australia's regions as communities and businesses become increasingly exposed economically and culturally. Notable trends include:

- Asia as the primary destination and source of exports and imports
- Growth in demand from Asia for higher value food categories such as fresh fruit and vegetables, protein sources and processed foods
- Growth in capital investment from overseas in areas including, agricultural properties and processing facilities, energy, water, telecommunications and other infrastructure
- Environmental consciousness and a need for producers to demonstrate "sustainability credentials" to gain access to international markets
- International migrants and temporary workers preferring to settle in urban areas and only being drawn to regions for employment, particularly if enticed through various visa schemes
- A greater number of inbound passenger movements to Australia.

Megatrend 3: Diverging places

Regional and urban areas continue to diverge with respect to community values, household income and other attributes. Notable trends include:

- Long-term population flows favouring cities over rural areas due to centralisation forces with some counter-centralisation coming from retirees and other cohorts seeking to benefit from lifestyle and housing cost advantages of rural areas.
- Migration flows to areas with high natural and social amenity and reputation for liveability
- An ageing demographic caused by increases in life expectancy and declining birth rates
- Rising income and wealth inequality within regions and between urban and rural areas
- A shift from government to governance - the tendency for an increasing number of non-government stakeholders to be involved in what might previously have been considered 'public' decision-making and discussion.

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- Rise of localisation as a counter-trend to globalisation and a result of mistrust in distant decision makers
- Greater rates of turnover of property ownership – particularly agricultural property

Megatrend 4: New economies

The Australian economy, like other economies globally, is in transition. Two major aspects of the transition are the generation of value through knowledge, innovation, and new services; and the changing mix of energy demand and sources of energy generation. Notable trends include:

- An increasing contribution to Australia's economy by service industries, in particular by four broad groups of enabling services: professional and support services; Information Communication Technology and the digital economy; trade, transport and logistics; and utilities services
- Increased viability of biofuels and renewables due to cost reductions and improvements in technology – especially in solar generation and battery storage
- Self-generation of electricity (getting off grid) in houses, communities and entire towns by using improved solar technologies
- Growth in supply of natural gas
- A rise in organisations employing digital collaboration, regional hubs and co-working arrangements for employee and business-to-business interaction
- Prevalence of automation and un-crewed vehicles; computers and robotics replacing labour in routine, remote, dirty or dangerous work environments
- Demand and policy settings that support carbon farming and other emerging ecosystem service-based markets.

Megatrend 5: Environment as risk

Regional Australia's communities and businesses have long known the environment as a source of both livelihood and risk. However, a range of risks are presenting new or expanded challenges. Notable trends include:

- Increases in extreme weather events and irregular rainfall patterns induced by climate change
- Pressure on biodiversity and the condition of natural assets
- Biosecurity maintenance increasingly pressured by greater international movement of people and products
- More vulnerability in cybersecurity systems due to greater connectedness and complexity of information technology networks
- Geopolitical instability in isolated instances countering the dominant trend of greater cooperation between countries
- New technologies such as cloud computing, remote and proximate sensing, and predictive and big data analytics are improving decision-support and modelling capabilities in the public and private sectors.

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E. Moira Shire's strengths, weaknesses, threats and opportunities

An analysis of the strengths, weaknesses, threats and opportunities (SWOT) facing the Moira Shire economy today and into the near future is an important prerequisite to the development of an economic development strategy. The strategy builds on existing strengths, address and mitigate weaknesses and threats, and exploit opportunities.

Strengths	Weaknesses
<p>Community support for economic development</p> <p>Close to South Central New South Wales, Melbourne and the major regional centres of Shepparton, Albury/Wodonga, Wangaratta and Echuca/Moama</p> <p>An established and renowned agribusiness sector comprising suitable topography, soils and climate, and advanced irrigation infrastructure</p> <p>High lifestyle appeal including a comfortable 'Mediterranean-like' climate, recreational and natural assets, and good health services and schools</p> <p>Low cost land, property and housing</p> <p>An established tourism sector based around golf, the Murray River, Barmah National Park, Lake Mulwala, inland beaches and walking trails</p> <p>Strong growth prospects for new and emerging industries including alternative energy generation, specialised and high value-added food products and food-focused tourism</p>	<p>A lack of economic diversity with a concentration on water dependent industries</p> <p>The low profile of Moira's attractiveness and many of its assets, outside the region</p> <p>A small labour and professional pool for select industries and a lack of policy initiatives to encourage attainment of skills required in the future</p> <p>A limited number of venues for meetings, conferences and events</p> <p>A constrained retail sector due to a small and dispersed population and proximity to major centres in neighbouring areas</p> <p>Substandard broadband coverage, performance and reliability</p> <p>Supply constraints for gas, electricity and waste water treatment</p> <p>A lack of readily available zoned and serviced land for industry (and for commercial uses in Numurkah and Nathalia)</p> <p>An ageing population and the flight of youth</p> <p>A substandard road system in terms of connectivity, condition, and capacity</p> <p>Inadequate facilities for freight and logistics</p> <p>Poor public transport connectivity within and beyond the Shire restricting journey to work choices and access to some services.</p>

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Opportunities	Threats
<p>Promote the individuality of the towns (e.g. their built form, their unique micro-economies and culture) to highlight points of difference and provide a greater regional offer</p> <p>Support food-based and business tourism as well as continued growth of recreational and ecotourism</p> <p>Expand the value-added activities associated with existing industries, especially within agribusiness</p> <p>Exploit grant funding opportunities at the state and federal level</p> <p>Promote the Shire as a testbed for innovation in irrigation, recycling and renewable energy particularly in an agricultural context</p> <p>Enhance transport infrastructure</p> <p>Zone land for industrial, commercial and residential activity and facilitate its development where there has been clear market failure</p> <p>Activate new partnership models to support economic development, including with the community and surrounding Shire councils</p> <p>Establish deeper links between the visitor economy and the indigenous community</p> <p>Promote employment pathways to local school-aged children, and attract young people back to the Shire following completion of tertiary education</p> <p>Encourage new forms of public and shared transport to increase journey-to-work choices, and explore opportunities to enable workers and students to 'virtually commute'</p>	<p>Adverse weather patterns due to climate change</p> <p>Natural events such as cyclones, flooding and blue green algae outbreaks</p> <p>Further reductions to the availability and/or affordability of irrigation water placing increased pressure on the viability of agriculture</p> <p>Increasing energy costs</p> <p>Prolonged inadequacy of digital and communications infrastructure</p> <p>Cost and price competitiveness of foreign producers, especially in food production</p> <p>Local government areas near Moira Shire with competing investment attraction strategies</p> <p>A volatile global economy and/or an Australian recession reducing investment and demand for Moira goods and services</p> <p>A reluctance and inability of some existing industries to adapt, innovate and be entrepreneurial, due to increasing red-tape, knowledge deficits, lack of capital and/or risk aversion</p> <p>Potential conflict of land uses, increased congestion with heavy vehicles, industry, tourism and residential areas</p> <p>An aging population with substandard facilities and services</p> <p>A disengaged young population with limited local employment opportunities</p> <p>Ongoing degradation of our natural environment</p>

FILE NO: D19/28024
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 - FINAL DRAFT

F. Information Sources

Preparation of the Strategy incorporates a synthesis of findings from the following documents, reports, strategies conferences and workshops.

External Documents

- Moira Shire Council Plan 2017-2020
- Moira Shire Annual Reports, 2013/14 to 2017/18
- Moira Shire Business and Innovation Strategy 2014-2017
- Moira Shire Environmental Sustainability Strategy 2017-2021
- Remplan consultants, 2019: Moira Sire Population and Employment Forecasts, Economic Profile: www.economyprofile.com.au/moira and www.moira.vic.gov.au.
- Hume Regional Growth Plan
- Future Focus, Dairy Industry Strategy Murray Region 2019
- Major Towns' Strategy Plan Review - Yarrawonga, Cobram, Numurkah and Nathalia. Yarrawonga Growth Management Strategy, MacroPlan 2016
- The Murray Regional Economic Development Strategy 2018-2022 (The Balmoral Group 2018)
- Murray Regional Tourism Strategic Plan 2015-2020
- Trends Impacting Regional Australia (CSIRO 2017)
- The Role of Local Government in Local and Regional Economic Development (University of Technology Sydney 2017)
- Economic Development Strategies of Greater Shepparton, Wangaratta, Indigo, Federation, Campaspe, Berrigan and Corowa Shire Councils.
-

Internal Documents

- Moira Shire Economic Analysis (Urban Enterprise 2016)
- Yarrawonga Growth Management Strategy (MacroPlan 2016)
- Analysis and Feasibility Study on Industrial Land at Nathalia and Numurkah (Spade Consultants 2011)
- Retail Policy Framework for Cobram and Yarrawonga: Background Analysis (SED Consulting 2017)
- Retail Policy Framework for Cobram and Yarrawonga: Options Report (SED Consulting 2017)
- Numurkah Economic Development Plan (Spade Consultants 2016)
- Remplan consultants, 2019: Moira Sire Gap Analysis

Conferences and Workshops

- SEGRA 2018
- Hume Economic Development Network
- North Central Dry Seasons Conditions Coordination Group
- Goulburn Murray Region Workshop
- RDV & DEDJTR meetings
- Rural Councils Victoria - Goulburn Investment Attraction Program workshop
- Dairy Australia 2018 Outlook breakfast

In addition to the above, the Strategy included:

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.1

ECONOMIC DEVELOPMENT STRATEGY APPROVAL (cont'd)

ATTACHMENT No [1] - Moira Shire Economic Development Strategy 2019-2023 - FINAL DRAFT

- 30 individual and collective structured-interviews with Moira Shire Councillors, managers and staff
- 20 individual and collective structured-interviews with members of Moira Shire's Tourism Advisory Committee, the four Local Tourism and Business Associations and key stakeholders.

In preparation of the Moira Shire Economic Analysis report 2016, the Urban Enterprise consultant's consultation program included:

- business workshops within each of Moira's four major towns
- discussions with regional and state authorities
- over 30 one-on-one interviews with businesses and stakeholders which represent the key economic sectors in Moira; and
- an online survey of Moira's business community, in February and March 2016. A total of 51 survey responses were obtained.

Community feedback was sought on the draft Economic Development Strategy over four weeks from 1 July to 26 July 2019 promoted via:

Communication/Advertising

- Corporate ads - 3 July, 17 July 2019
- Media release - 5 July 2019
- Councillor news - 5 July, 12 July, 19 July, 26 July 2019
- Facebook post - 3 July 2019
- Corporate ad - 17 July 2019
- Staff newsletters - 4 July, 18 July 2019

Five Feedback Sessions

- Katamatite, Katamatite Recreation Reserve, 17, July 2019
- Cobram, Visitor Information Centre, Friday 19 July 2019
- Yarrawonga, Visitor Information Centre, Friday 19 July 2019
- Nathalia, Barmah Forest Heritage & Education Centre, Thursday 18 July 2019
- Numurkah, Visitor Information Centre Thursday, 18 July 2019

Direct emails to:

- 150 Economic Development businesses contacts
- Hume Economic Development Group
- The Moira Shire Tourism Advisory Committee and four Local Tourism and Business Associations.

Council received ten written submissions and nine individuals attended feedback sessions.

Overall the feedback was very positive and only minor changes to the Economic Development Strategy have been made to accommodate these.

FILE NO: F17/110
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA**

RECOMMENDATION

1. That Council approve the amendment to the Development Plan for 19-21 Henderson Street Yarrowonga, Hogans Road, Yarrowonga with the exception of the former channel leading to Lake Mulwala changing from “open space associated with drainage function” to “standard residential” and 8380 Murray Valley Highway Yarrowonga
2. That Council refuse the former channel leading to Lake Mulwala changing from “open space associated with drainage function” to “standard residential”.
3. That a revised amended Development Plan be submitted for endorsement to reflect the above recommendations.

1. Executive Summary

Two requests have been received to amend the approved Development Plan for parcels of land on the north side of Murray Valley Highway, Yarrowonga known as the Yarrowonga East Development Plan.

The proposed amendment for the Henderson Street and Hogans Road parcels (DP-North) removes the link road between lots along Henderson Street and open space with drainage function to the lake be replaced with standard residential lots, a road and pedestrian path.

The proposed amendment for 8380 Murray Valley Highway (DP-South) includes modifying the subdivision layout, removal of the neighbourhood centre, enlargement of proposed drainage reserve and basin, reconfiguration of open space for the construction of an oval, reduction of access points to Murray Valley Highway.

The Development Plan Amendments were advertised to adjacent and surrounding landowners for comment and no submissions were received. The Development Plan Amendments were also referred to internal and external authorities and no objections were received.

The Development Plan Amendments generally satisfies the requirements of the Development Plan Overlay of the Planning Scheme, however the removal of the open space with drainage function challenges the intent of the original Development Plan.

It is recommended that the Amendments to Development Plan for 19-21 Henderson Street Yarrowonga, Hogans Road Yarrowonga with the exception of the former channel leading to Lake Mulwala changing from “open space associated with drainage function” to “standard residential” and 8380 Murray Valley Highway Yarrowonga be approved. The channel re-designation should be refused.

2. Background and Options

The Yarrowonga East Development Plan is located on the north side of the Murray Valley Highway approximately Hogans Road and Buchanans Road.

Requests were received on 21/02/2019 for DP-North and 21/05/2019 for DP-South from North East Survey Designs to amend the Development Plan.

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA (cont'd)**

The Development Plan for Yarrowonga East which covers both the entire north and south sites was approved by Council at its meeting on 19/3/2007. It included the following:

- Standard residential lots of between 500 and 1000 square metres
- Medium density residential lots of between 300 and 500 square metres
- Local neighbourhood centres
- Provision of an open space reserve incorporating drainage detention facilities located to the north connecting to the lake
- Provision of an open space reserve incorporating drainage detention facilities adjacent to Murray Valley Highway
- Local parks
- Potential road links to golf course
- Potential bus routes
- Two access points to the Murray Valley Highway

The options available to Council with respect to these proposed amendments to the Yarrowonga East Development Plan are:

- 1) Approve the Development Plan Amendments
- 2) Refuse the Development Plan Amendments
- 3) Defer consideration

3. Proposal

Proposed DP-North includes:

- Removal of a link road and the proposed open space associated with drainage facilities connecting east-west to the lake this is to be replaced by residential lots with a new road/court and pedestrian connection and bio-retention swale to the lake. (see attachment)

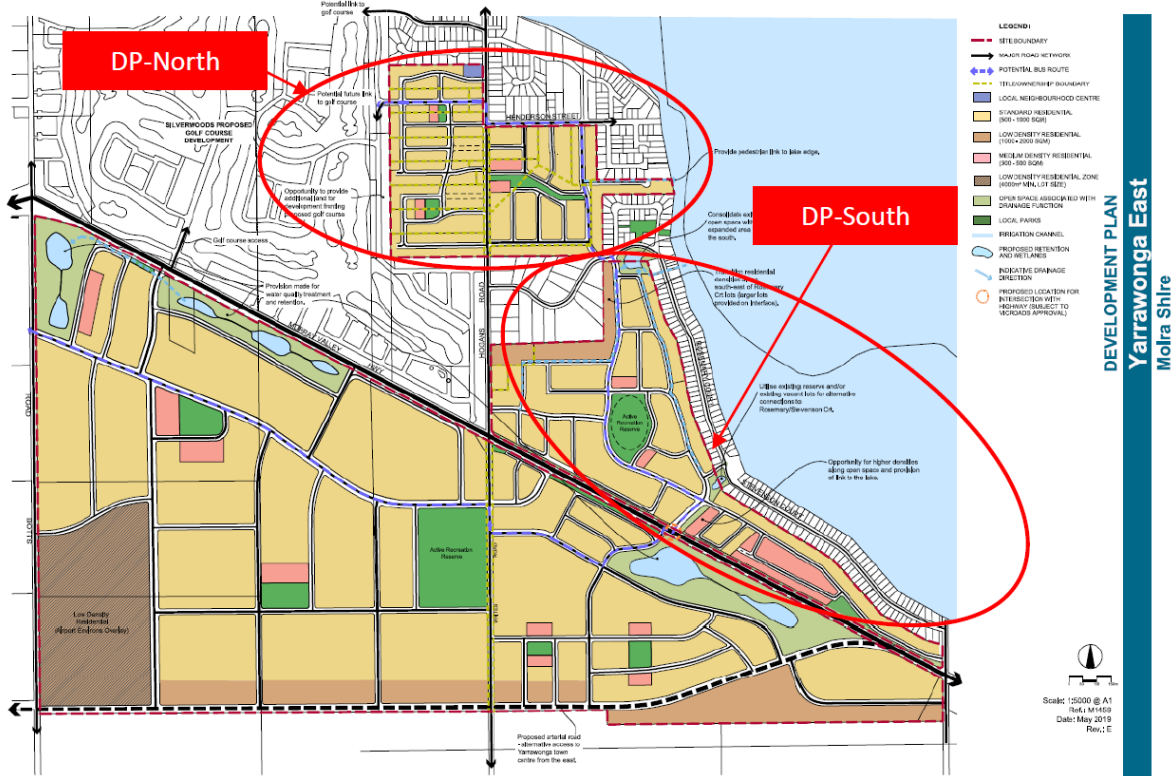
Proposed DP-South includes:

- A reduction in the number of access points to the Murray Valley Highway. Only one access point is now proposed which incorporates a drainage connection to Lake Mulwala
- Removal of the proposed local neighbourhood centre
- Enlargement of the proposed drainage reserve and basin to the north of the site
- Reconfiguration of the central open space to provide sufficient area for the construction of a football oval
- Additional medium residential lots adjacent to Murray Valley Highway with potential for future retirement village site

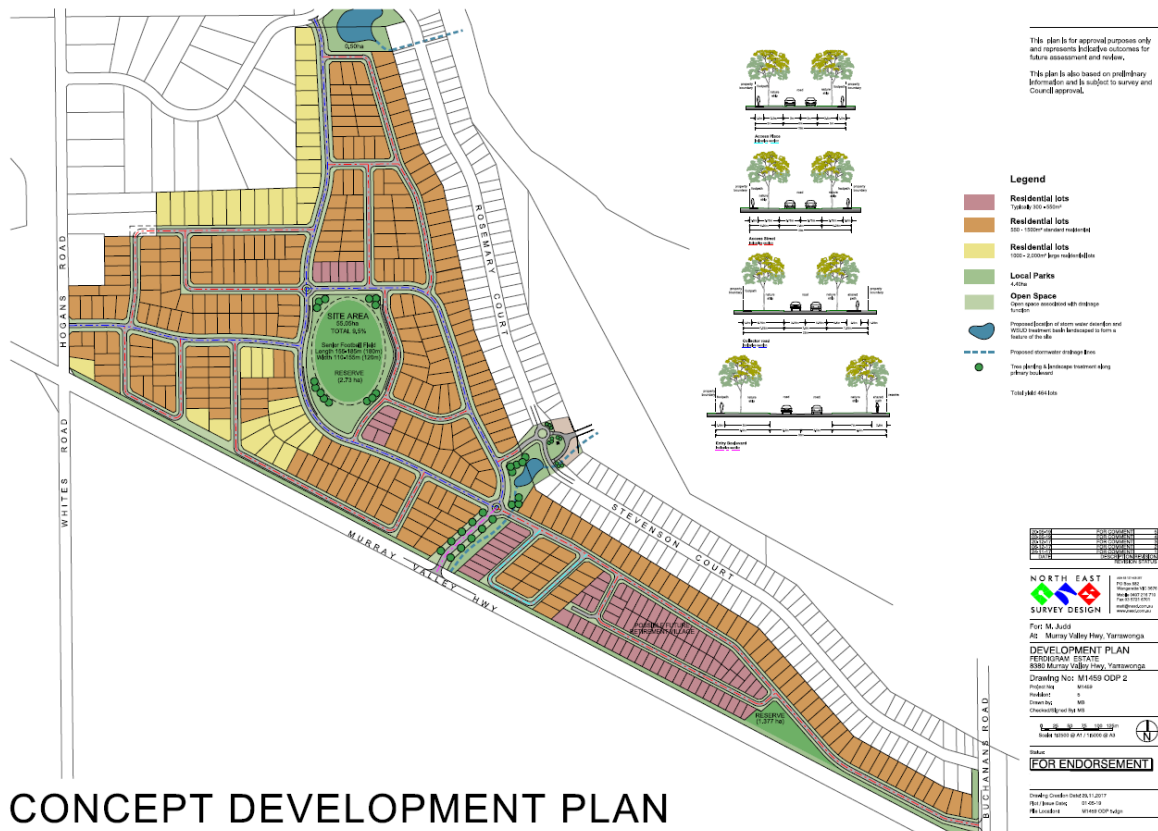
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2. A THRIVING LOCAL ECONOMY

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**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA (cont'd)**



DP-South



CONCEPT DEVELOPMENT PLAN

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA (cont'd)**

4. Subject Land and Locality

The subject land, having an area of approximately 86 hectares in total is located on the north side of the Murray Valley Highway, adjacent to the Silverwoods Golf Course. Lake Mulwala is located to the east with dwellings generally along the foreshore, whilst the land to the north is mainly developed with dwellings within the General Residential Zone. To the south lands are generally used for grazing purposes.



5. Financial Implications

The approval of the Amended Development Plan(s) will allow the proponents to lodge planning permit applications for the subdivision of land. Statutory fees will apply to any planning permit application and the certification of plans of subdivision.

Any development costs associated with the subdivision of land i.e. construction of roads, drainage, provision of services (electricity, water, sewerage, telecommunications, gas) are borne by the developer.

6. Risk Management

The Development Plan provides the opportunity for future development that must produce assessments or reports on various aspects mentioned elsewhere in this report. Any problem with the development in this area would be identified and therefore could be addressed through the planning permit process.

7. Internal and External Consultation

The proposed amendments to the Development Plan was referred to both internal departments and external authorities as detailed below.

DP-North

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA (cont'd)**

Department/Authority	Comments
Infrastructure – Assets and Construction	No objection to the approval of the Development Plan, provided that the plan is annotated to reflect the purpose of the area for drainage and pedestrian access.
Goulburn Murray Water	No objection to the approval of the Development Plan. Conditions were recommended that would be imposed at Planning Permit stage.

DP-South

Department/Authority	Comments
Infrastructure – Assets and Construction	No objection to the approval of the Development Plan. Comments were given regarding the management of on street parking however, permit conditions will be required once a Planning Permit Application is lodged and referred.
VicRoads	No response received.

8. Community Consultation

There are no statutory processes in exhibiting a Development Plan, an amendment to a Development Plan or for making submissions. Such plan(s) is prepared only to the 'satisfaction of the Responsible Authority' without the statutory requirement to give notice, ability to consider objections or provide a right of review.

Notwithstanding the above, the Development Plan Amendments were advertised to adjacent and nearby landowners. No submissions were received.

9. Regional Context

There is no regional context associated with this proposal, given its scale and location.

10. Council Plan Strategy

One of the strategic actions to the Strategy is to develop a thriving local economy:

- Facilitating growth by working with developers to provide industrial, commercial and residential land to satisfy projected demand.

A Development Plan provides the means to create residential neighborhoods in areas that growing or expanding in a coordinated manner, hence the strategy is achieved.

11. Legislative / Policy Implications

The Moira Planning Scheme requires that prior to any approval of a planning permit, a Development Plan be approved under Clause 43.04 of the Scheme.

As previously states there is no statutory process in approving a Development Plan, exhibiting a Plan or making a submission to a Plan.

Once a Development Plan is approved a planning permit application is able to be lodged for consideration. Such application must generally accord with the approved Development Plan.

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA (cont'd)**

If the planning permit application accords with the approved Development Plan, it is exempt from the Public Notice requirements and appeal rights, pursuant to Clause 43.04-2 of the Planning Scheme.

12. Environmental Impact

The subject land is located within existing developed land used for residential purposes. It is unlikely that the approval of the amendments will have any environmental impacts excepting that there would be limitations for the proper treatment for stormwater before entering Lake Mulwala.

13. Conflict of Interest Considerations

No officer conflict of interest applies to the matters in this report.

14. Conclusion

This report considers the requests made to amend the Yarrowonga East Development Plan. The amendments made to DP-North and DP-South are generally minor in that they do not change the overall intent of the approved development plan with the exception of changing the former channel from "open space associated with drainage function" to "standard residential".

The report accompanying Development Plan for Yarrowonga East clearly has set aside this former channel as encumbered open space primarily for the purpose of drainage and water quality treatment accommodate for the whole of the northern part of the Development Plan. The proposed redevelopment design for this former channel only appears to address drainage and stormwater treatment for just this specific area and not for the whole development plan area. This would not present a good planning outcome.

No submissions were received from the public and no objections, subject notations being included, were received from internal or external authorities.

It is considered that the proposed amendments, with the exception of the former channel leading to Lake Mulwala changing from "open space associated with drainage function" to "standard residential" are reasonable and could be approved. However, the change to the designation of the former channel be refused.

Attachments


- 1 Approved Yarrowonga East Development Plan
- 2 Proposed Amendments to Yarrowonga East Development Plan
- 3 Former Channel redevelopment design

FILE NO: F17/110
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA (cont'd)**

ATTACHMENT No [1] - Approved Yarrawonga East Development Plan

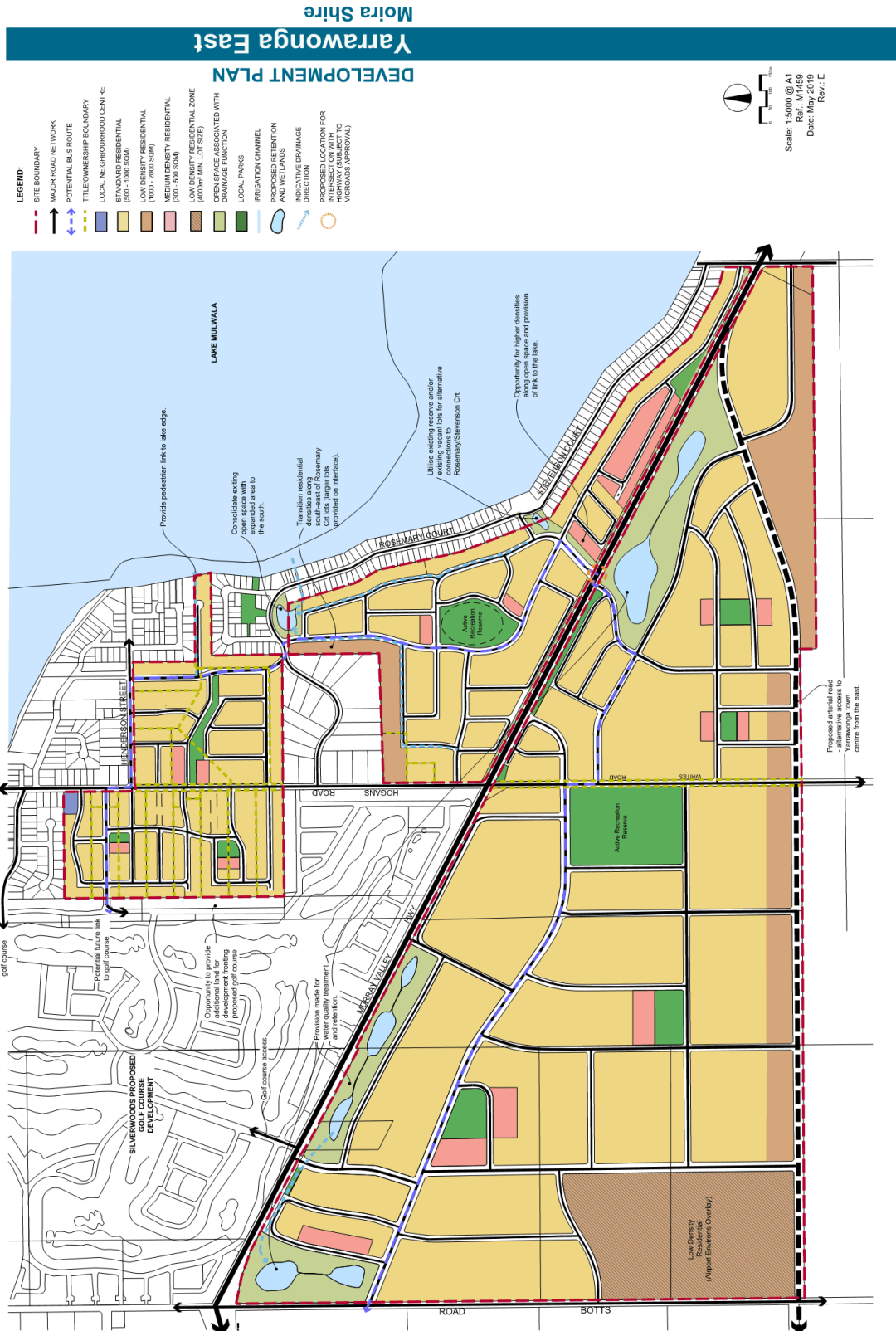
PLANNING & ENVIRONMENT ACT 1987 MOIRA PLANNING SCHEME	
This Development Plan is pursuant to the Development Plan	
Overlay Number	_____
Council approved this plan at its meeting on	<u>19/3/07</u>
Delegate	<u></u>
Date	<u>25 / 2 / 08</u>

FILE NO: F17/110
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET, YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY VALLEY HIGHWAY YARRAWONGA (cont'd)

ATTACHMENT No [2] - Proposed Amendments to Yarrowonga East Development Plan

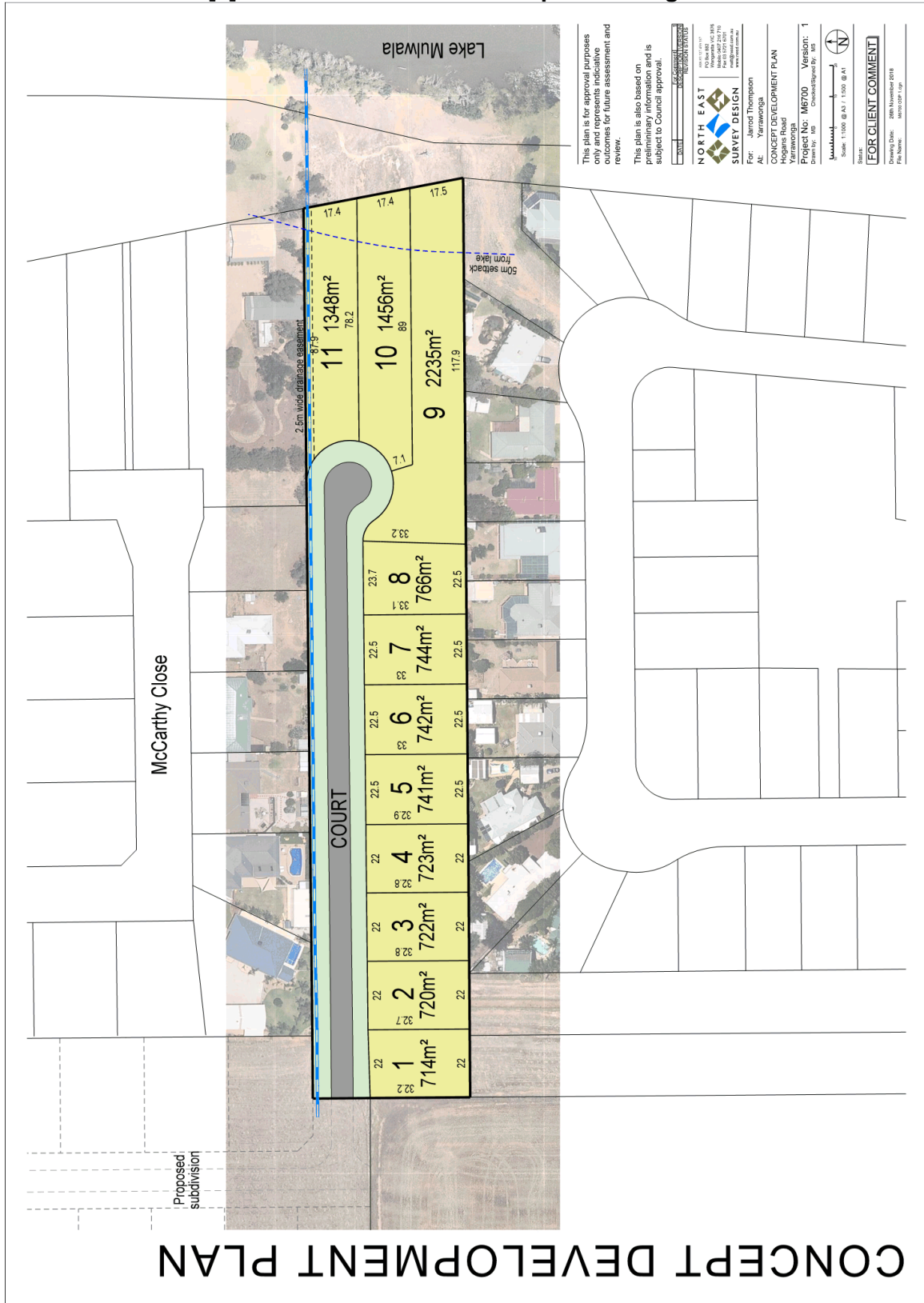


FILE NO: F17/110
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.1

**AMENDMENT TO DEVELOPMENT PLAN - 19-21 HENDERSON STREET,
YARRAWONGA, HOGANS ROAD, YARRAWONGA AND 8380 MURRAY
VALLEY HIGHWAY YARRAWONGA (cont'd)**

ATTACHMENT No [3] - Former Channel redevelopment design



FILE NO: 0000000000
1. A GREAT PLACE TO LIVE

ITEM NO: 9.4.2

WAAIA SPECIAL CHARGE SCHEME

RECOMMENDATION

That Council Consult with likely benefiting landowners to determine if there is support to proceed with a Special Charge Scheme for the provision of a dust suppression seal on North Street, Fitzgerald Street and Railway Street, Waaia.

1. Executive Summary

Council approved a project in the 2019-2020 budget process for the sealing of North St, Fitzgerald St and Railway St Waaia, to provide dust control within the residential streets. This would complete the Waaia street sealing program that was commenced a number of years ago with the sealing of streets on the western side of the town.

A number of customer requests have been received over the past years requesting dust suppression measures be undertaken on these streets. The roads are currently unsealed with a high fines content pavement, an informal drainage system and require regular maintenance.

The Council approved the project on the basis that the benefiting landowners would contribute 50% of the cost of the works. Having allocated \$100,000 to the project this means Council and the benefiting landholders would each contribute up to \$50,000 toward the project.

Initial investigation and design suggest that a Special Charge scheme may be applicable for the construction of these streets. Whilst some property owners have requested that council take action others have not been given the opportunity to comment.

It is recommended that officers survey adjoining owners and determine indicative cost to ascertain if a Scheme would be supported.

2. Background and Options

A number of customer requests have been received in council requesting dust suppression measures be undertaken on these streets. The roads are currently unsealed with a high fines content pavement, an informal drainage system and require regular maintenance.

During the 2019-2020 Budget process, Council determined to make an allowance of \$100,000 within the Capital Works Program to provide a dust suppression seal on North St, Fitzgerald St and Railway St in Waaia. The contribution was made on the basis that the benefiting residents contributed half of the project cost being up to \$50,000.

These streets provide access to 26 properties including one dairy farm and the extent of works has been determined from customer requests. A survey has not yet been undertaken with all of the property owners to determine if they support or are prepared to contribute toward the sealing of the streets.

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1. A GREAT PLACE TO LIVE

ITEM NO: 9.4.2

WAAIA SPECIAL CHARGE SCHEME (cont'd)

The following map shows the affected properties and streets.



Officers have undertaken preliminary investigations and determined that the residents of these streets would benefit from the sealing of the roads. Smaller allotments have resulted in houses being constructed close to the street with local traffic generating excessive quantities of pavement dust.

Given the Council requirement for a contribution from the benefiting landholders, a Special Charge scheme may be the most appropriate means to manage this contribution.

Whilst some property owners have requested that council take action others have not been given the opportunity to comment and the first step of the process is to undertake a survey to establish what support exists amongst the rest of the benefiting landholders.

3. Financial Implications

An allocation of \$100,000 is included within the 2019/2020 budget for dust suppression works for these three streets. The full cost of these works have not been determined at this stage but is expected not to exceed the current allocation. The project was included within the budget on the basis of a 50% contribution from the adjoining landholders.

This project may be constructed as a Special Charge scheme under s. 163, Council's Special Rate and Charge Policy 2011 and Ministerial Guideline. This provides a process to manage the contribution from benefitting adjoining property owners. It also allows property owners to select terms that allows them to pay the charge off over 10 years.

4. Risk Management

The risk management issues to be considered with respect to this activity are;

- A **community health and wellbeing risk**. Dust from the road pavement may pose a health risk to residents in the streets. Sealing of the pavement would mitigate this risk.

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1. A GREAT PLACE TO LIVE

ITEM NO: 9.4.2

WAAIA SPECIAL CHARGE SCHEME (cont'd)

- A **direct financial risk** – If this project proceeds without a Special Charge Scheme process council will be liable for 100% of the project costs. This would be contrary to Council's Special Rate and Charge Policy 2011
- A **long term financial risk** – If the project does not proceed the council will be exposed to long term maintenance costs and future pavement renewal costs.
- A **loss of confidence risk** – As Council has a relevant Policy and has undertaken a number of Special Charge schemes of this nature previously, this project can readily be identified by the community as a project of benefit to a select group. This risk can be mitigated by following the process for a special charge scheme.

5. Internal and External Consultation

Council has not yet consulted with property owners. A Special Charge Scheme may not be eligible to proceed if property owners do not agree with the works and contribution to the cost. Consultation with owners will commence should Council adopt the recommendation.

6. Regional Context

There are no regional implications for this project. This project involves local residents only.

7. Council Plan Strategy

This project supports the following strategies in the Moira Shire Council Plan 2017-2021

Strategy 1 - providing a well-planned place and quality service and relevant strategic actions;

- Continuing to maintain and provide facilities and services that our community values and needs.
- Delivering appropriate programs and services to... support healthy, safe and secure environments.

This project supports Strategy 1 through the performance indicators;

- Our communities feel safe and are proud to live in Moira

Strategy 3 – To work with the community for an environmentally sustainable future, with strategic actions;

- Prepare for and respond to environmental sustainability challenges.
- Implementing best practice operations and programs across Council

This project supports Strategy 3 through the performance indicators;

- More efficient energy uses by Council
- Council services and infrastructure are sustainable in design and operation.

Strategy 4 – An accountable governance structure for current and future generations and relevant strategic actions;

- Providing clear and consistent understanding of Council's role and capacity
- Reviewing and rationalising assets to identify gaps

This project supports Strategy 4 through the performance indicators;

- Community consultation and engagement
- Decisions made in the interest of the community

8. Legislative / Policy Implications

A Special Charge scheme would be prepared in accordance with s.163 of the Local Government Act 1989, Ministerial Guidelines and Moira Shire Special Rate and Charge Policy 2011.

FILE NO: 0000000000
1. A GREAT PLACE TO LIVE

ITEM NO: 9.4.2

WAAIA SPECIAL CHARGE SCHEME (cont'd)

9. Environmental Impact

This project will reduce the environmental footprint in this town through the elimination of dust, the elimination for continual gravel resheeting of the roads and the saving of water that would be required for dust suppression.

10. Conflict of Interest Considerations

There are no officer conflicts of interest associated with this project. This project has had no input from officers within this project area.

11. Conclusion

During the 2019-2020 Budget process, Council determined to make an allowance of \$100,000 within the Capital Works Program to provide a dust suppression seal on North St, Fitzgerald St and Railway St in Waaia. The contribution was made on the basis that the benefiting residents contributed half of the project cost being up to \$50,000.

There is support from some residents for the elimination of dust within the streets, all property owners have not been surveyed to determine the extent of support and whether they are prepared to contribute financially.

It is recommended that Council progress the project and consult with affected owners to determine their support for a Special Charge Scheme to fund their contribution toward the project.

If there is support a formal scheme it will be presented to Council for consideration at a future meeting.

Attachments

Nil

FILE NO: F17/235
4. A WELL RUN COUNCIL

ITEM NO: 10.1

ACTION OFFICERS' LIST**RECOMMENDATION**

That Council receive and note the Action Officers' List.

Meeting: 24 July 2019

Subject: Urgent General Business

That Council investigate the possibility of showers for the homeless being incorporated in existing or new toilet facilities in the shire and this report be brought to a council briefing session for consideration by Councillors.

(CARRIED)

Activity

Listed for future briefing.

Attachments

Nil

FILE NO: 000000

1. A GREAT PLACE TO LIVE

ITEM NO: 12.1

CATONA CRESCENT COBRAM SPECIAL CHARGE SCHEME PROPOSAL**RECOMMENDATION**

That Council:

1. Develop a concept, estimate of costs and an indication of apportionment for infrastructure works to address the concerns of the residents in Catona Crescent, Cobram.
2. Consult with the property owners who may have to contribute to a proposed Scheme to determine the level of support and report back to the Council.

1. Executive Summary

Council has received a petition from 25 residents of Cobram regarding the drainage in Catona Crescent, Cobram.

The petition was received on 19 July 2019 requesting that Moira Shire Council address their concerns over the poor condition of access to the crescent and improve the road to make it safer for all road users.

The drainage at Catona Crescent performs poorly with water often lying across the road after rain events. There is a current budget allowance for the feature survey and design work to improve the drainage for Catona Crescent. Some preliminary survey work has been completed.

While there is still considerable work to be done to actually commence the formal procedure to commence a Scheme, the proposal has significant merit as far as a Scheme is concerned.

It is therefore recommended that Council undertake the preparatory work to improve the drainage for the crescent and determine what the likely costs of construction would be, as well as develop an indication of apportionment. The design concept and likely costs could then be discussed with the residents at Catona Crescent.

If after the residents are aware of the likely costs and support a Scheme, Council could commence the formal procedure to develop a Scheme to reconstruct Catona Crescent, in Cobram.

2. Background and Options

A petition containing 25 signatures concerning poor condition and safety of Catona Crescent in Cobram was tabled at the July Ordinary Council meeting. It read as follows:

We, the residents and landholders of Catona Crescent in Cobram, would like the Moira Shire to address our concerns over the poor condition of access to the crescent and improve the road to make it safer for all road users.

A further page, simply titled 'Catona Cres Road Improvement' was provided with the petition containing the names and addresses of another 23 properties within Catona Crescent. Whilst not in the prescribed form of a petition, it has been assumed for the purpose of this report, that the listed parties also support the intent of the petition.

Overall there are 60 properties which access Catona Crescent and 33 of those properties are represented on either the petition or the accompanying page.

FILE NO: 000000

1. A GREAT PLACE TO LIVE

ITEM NO: 12.1

**CATONA CRESCENT COBRAM SPECIAL CHARGE SCHEME PROPOSAL
(cont'd)**

Concerns have been raised regarding the pavement width of Catona Crescent where it intersects the Murray Valley Highway and works were undertaken using a VicRoads grant to improve the width of the eastern intersection in the 2017-18 financial year.

The drainage at Catona Crescent performs poorly. Water is very slow to get away resulting in water spilling out from the shallow table drains onto the road. The situation is exasperated with some of the driveway culverts being set at the wrong heights or wrongly sized.

Council does receive customer requests from residents in Catona Crescent to address the drainage particular after a rain event. These customer requests led to an allocation by Council of \$30,000 in its 2018-19 Council Budget for a feature survey and design. The unspent funds have been rolled into the 2019-20 budget and will used to complete the feature survey and concept design to allow for a more accurate estimate to be prepared.

3. Financial Implications

The feature survey and subsequent engineering design needs to be completed first prior to determine the estimate of the associated works. The costs would be determined by the final chosen design. For example whether it is a kerb and channel design or improved drainage along the table drains.

4. Risk Management

The issues with respect to risk management to be considered as a result of this report are;

The risk of not improving the drainage along the street. Council may be exposed to additional risk if no attempt is made to rectify the drainage issues along the crescent. . This risk can be mitigated by conducting community surveys as well as traffic and pedestrian counts, or, if necessary, by rectification of the drainage design for the crescent.

There are financial risks to Council with construction works and with undertaking the Special Charge Scheme process. These risks are mitigated by ensuring that Council's Special Charge Scheme Policy is followed along with the requirements set out in relevant legislation.

There are risks, with regard to the perceptions schemes may create within the community. Some believe that the Council's General Rate covers the cost of provision of new infrastructure, whereas this is not the case. The General Rate is to cover services that are available generally within the community. Services such as the provision of new drainage systems that benefit a small minority of property owners, that is, those that receive special benefit are provided by Special Charge Schemes.

5. Internal and External Consultation

The tabled petition presents the desires of 25 residents of Catona Crescent for the road to be improved. Consultation with all the residents will result from Council's adoption of the recommendation.

FILE NO: 000000 1. A GREAT PLACE TO LIVE

ITEM NO: 12.1

**CATONA CRESCENT COBRAM SPECIAL CHARGE SCHEME PROPOSAL
(cont'd)****6. Regional Context**

There are few regional implications in relation to this report. It discusses the wishes and wants of residents of a residential street.

7. Council Plan Strategy

The report supports Council's Strategic objective of 'A great place to live'.

8. Legislative / Policy Implications

Any special charge scheme would be developed in accordance with the relevant provisions of the Local Government Act 1989, Ministerial Guidelines and Council' Special Rates and Charges Policy 2009.

The procedure and limits to Council's power to impose a scheme is clearly outlined in the Local Government Act.

9. Environmental Impact

There are no environmental implications arising from this report.

10. Conflict of Interest Considerations

There are no Officer conflicts of interest with respect to this report. No Officers who live or own property within the Scheme area have had any input to the production of this report.

11. Conclusion

The petition indicates there is support from residents of Catona Crescent for improvements along Catona Crescent and in particular with respect to drainage and the intersections with the Murray Valley Highway. At this stage, it is premature to determine with certainty the broader support for improvements to Catona Crescent, Cobram via a Special Charge Scheme, as all of the residents have not been consulted yet.

It is recommended that Council develop a concept, estimate of costs and an indication of apportionment and consult with the property owners who may have to contribute to a proposed Scheme. If there is sufficient support for a Scheme after consultation, a formal Scheme could be presented to Council for consideration.

Attachments

Nil

FILE NO: 0000000
1. A GREAT PLACE TO LIVE

ITEM NO: 12.2

JOINT LETTER FROM PROPERTIES IN CHAPEL STREET NATHALIA

RECOMMENDATION

That Council:

1. Develop a concept and estimate for the construction of kerbing, road shoulders, and drainage in Robertson Street Nathalia, fronting the properties of the signatories of the Joint letter tabled at the July 2019 Ordinary Council meeting.
2. Consult with likely benefiting landowners to determine if there is support to proceed to a Special Charge Scheme from the land owners who signed the joint letter and in the broader Robertson Street, Chapel Street and Manifold Street, area of Nathalia.

1. Executive Summary

At the July 2019 Ordinary Council meeting, a joint letter was tabled from residents in Chapel Street Nathalia requesting Council undertake infrastructure works in Robertson Street Nathalia.

Council can undertake these works and recover costs from benefiting land owners through a special charge scheme.

There are other sections of Robertson Street and Chapel Street that could benefit from the installation of kerb and channel and it is proposed to also survey them on their willingness to contribute to a special charge scheme to provide this infrastructure.

It is recommended that a survey of adjoining owners be undertaken to ascertain if a special charge scheme would be supported.

2. Background and Options

A Planning Permit has been issued for 61 Chapel Street with conditions for the construction of access, kerbing, road shoulder and nature strip adjacent to the development.

Subsequent discussion with the applicant has resulted in council receiving a joint letter requesting that council undertake the required works at cost to the owner. This letter was signed by the owners of 59, 60, 61 and 62 Chapel Street.

A special Charge Scheme would be the most appropriate means of recovering the cost of the works from the benefiting land owners.

Preliminary investigations have indicated that other properties contained within the block of Robertson St, Manifold St and Chapel St might benefit with completion of the street formation and through cost savings incurred with construction across a larger area.

It is proposed to undertake a survey to determine whether there is support for a scheme to complete works beyond those requested in the joint letter.

Should this support exist, a scheme will be structured accordingly otherwise the works will be limited to the properties identified in the joint letter.

FILE NO: 0000000 1. A GREAT PLACE TO LIVE	ITEM NO: 12.2
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JOINT LETTER FROM PROPERTIES IN CHAPEL STREET NATHALIA (cont'd)

3. Financial Implications

The full cost of these works have not been determined at this stage.

This project may be constructed as a Special Charge scheme under S.163, Council's Special Rate and Charge Policy 2011 and Ministerial Guideline. This would allow a contribution from benefitting adjoining property owners.

There is currently no Council Budget allocation for these works. Should a special charge scheme be approved, then Council will need to approve the works in the 2020/21 or later budget.

4. Risk Management

The risk management issues to be considered with respect to this activity are;

- A **community health and wellbeing risk**. Dust from unsealed road shoulders and water ponding in unformed table drains pose a health risk to residents in the streets. These works would mitigate this risk.
- A **direct financial risk** – If this project proceeds without a Special Charge Scheme process council will be liable for 100% of the project costs. This would be contrary to Council's Special Rate and Charge Policy 2011
- A **long term financial risk** – If the project does not proceed the council will be exposed to long term road and drainage maintenance costs and future pavement renewal costs.
- A **loss of confidence risk** – As Council has a relevant Policy and has undertaken a number of Special Charge schemes of this nature previously, this project can readily be identified by the community as a project of benefit to a select group. This risk can be mitigated by following the process for a special charge scheme.

5. Internal and External Consultation

Council has not consulted with all the property owners yet. A Special Charge Scheme may not be eligible to proceed if property owners do not agree with the works and contribution to the cost. Consultation with owners will occur from Council's adoption of the recommendation.

6. Regional Context

There are no regional implications for this project. This project involves local residents only.

7. Council Plan Strategy

This project supports the following strategies in the Moira Shire Council Plan 2017-2021
Strategy 1 - Providing a well-planned place and quality service and relevant strategic actions;

- *Continuing to maintain and provide facilities and services that our community values and needs.*
- *Delivering appropriate programs and services to... support healthy, safe and secure environments.*

This project supports Strategy 1 through the performance indicators;

- *Our communities feel safe and are proud to live in Moira*

Strategy 2 – To work with the community for an environmentally sustainable future, with strategic actions;

- *Prepare for and respond to environmental sustainability challenges.*

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JOINT LETTER FROM PROPERTIES IN CHAPEL STREET NATHALIA (cont'd)

- *Implementing best practice operations and programs across Council*

This project supports Strategy 2 through the performance indicators;

- More efficient energy uses by Council
- Council services and infrastructure are sustainable in design and operation.

Strategy 3 – An accountable governance structure for current and future generations and relevant strategic actions;

- Providing clear and consistent understanding of Council's role and capacity
- Reviewing and rationalising assets to identify gaps

This project supports Strategy 3 through the performance indicators;

- Community consultation and engagement
- Decisions made in the interest of the community

8. Legislative / Policy Implications

A Special Charge scheme would be prepared in accordance with s.163 of the Local Government Act 1989, Ministerial Guidelines and Moira Shire Special Rate and Charge Policy 2011.

9. Environmental Impact

This project will reduce the environmental footprint in this town through the elimination of dust, the elimination for continual gravel resheeting of the roads and the saving of water that would be required for dust suppression.

10. Conflict of Interest Considerations

There are no officer conflicts of interest associated with this project. This project has had no input from officers within this project area.

11. Conclusion

Whilst there is support from some residents, all property owners have not been surveyed to determine the extent of support.

It is recommended that Council progress the project and consult with affected owners to determine their support for a Special Charge Scheme. If there is support a formal scheme would be presented to Council for consideration.

Attachments

Nil

FILE NO: VARIOUS

ITEM NO: 14

URGENT GENERAL BUSINESS**Clause 60 of Council's "Meeting Procedures Local Law 2017 states:****60. Urgent general business**

- 1) Councillors must provide an outline of the matters to be considered before Council can accept the motion to consider urgent business. The outline must demonstrate how the matter meets the criteria for urgent business.
- 2) Urgent business can only be admitted by resolution of Council
- 3) Urgent business must not be admitted as urgent business unless
 - a) It relates to or arises out of a matter which has arisen since distribution of the agenda
 - b) Is manifestly urgent
 - c) Is material to the function of Council
 - d) Requires an urgent council resolution
 - e) Is otherwise determined by the CEO.
- 4) Only the mover of an urgency motion may speak to the motion before it is put.

FILE NO: VARIOUS

ITEM NO: 15

QUESTIONS FROM THE PUBLIC GALLERY

Clause 61 of Council’s “Meeting Procedures Local Law 2017 states:

61. Question Time

The Council will hold a Public Question Time of up to 30 minutes duration at each Ordinary Meeting, to enable members of the public to receive answers to questions previously submitted for consideration, and if the submitted questions are dealt with in less than the 30 minute period, the Chair can invite questions from the floor.

- 1) At every ordinary meeting of the Council a maximum of 30 minutes may be allocated to enable members of the public to submit questions to Council.
- 2) The time allocated may be extended by unanimous resolution of Council.
- 3) Sub-clause (1) does not apply during any period when the Council has resolved to close a meeting in respect of a matter under section 89(2) of the Act.
- 4) To assist the accurate recording of minutes and addressing any questions that may require written response or follow up, the Chief Executive Officer may require questions to be submitted in writing.
- 5) No person may submit more than two (2) questions at any one (1) meeting.
- 6) The Chairperson or member of Council staff nominated by the Chairperson may read a question to those present.
- 7) No question must be so read unless:
 - a) the person asking the same is in the gallery at the time it is due to be read; and
 - b) the person asking the question reads the same when called upon by the Chairperson to do so.
 - c) A question may be disallowed by the Chairperson if it:
 - d) relates to a matter outside the duties, functions and powers of Council;
 - e) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - f) deals with a subject matter already answered;
 - g) is aimed at embarrassing a Councillor or a member of Council staff;
 - h) relates to personnel matters;
 - i) relates to the personal hardship of any resident or ratepayer;
 - j) relates to industrial matters;
 - k) relates to contractual matters;
 - l) relates to proposed developments;
 - m) relates to legal advice;
 - n) relates to matters affecting the security of Council property; or
 - o) relates to any other matter which Council considers would prejudice Council or any person.
- 8) The Chairperson may request a Councillor or member of Council staff to respond, if possible, to the question.
- 9) Councillor or member of Council staff may require a question to be put on notice until the next Ordinary meeting, at which time the question must be answered, or elect to submit a written answer to the person asking the question.
- 10) A Councillor or member of Council staff may advise Council that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or member of Council staff must state briefly the reason why the reply should be so given and, unless Council resolves to the contrary, the reply to such question must be so given.

FILE NO: VARIOUS

ITEM NO: 16

MEETING ADJOURNMENT

RECOMMENDATION

That the meeting be adjourned for 10 minutes.

RECOMMENDATION

That the meeting be resumed.

RECOMMENDATION

That pursuant to Sections 89(2) (h) of the Local Government Act, 1989, this meeting of Council be closed to members of the public in order for Council to discuss personnel and contractual matters which the Council considers would prejudice the Council or any person.

RECOMMENDATION

That pursuant to Section 89(2) of the Local Government Act 1989, Council resolve to continue in open session.

RECOMMENDATION

That the recommendations of the "Closed" Meeting of Council be adopted.