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AGENDA

SCHEDULED MEETING OF COUNCIL **FOR** **WEDNESDAY 26 MAY 2021** **TO BE HELD AT COBRAM CIVIC CENTRE** **COMMENCING AT 3:00 PM**

RECORDING

Consistent with section 12.3 of our Governance Rules, Council officers have been authorised to record the public session of this meeting using an audio recording device.

LIVE STREAMING

Council meetings will now be lived streamed to allow those interested in viewing proceedings greater access to Council decisions and debate, without attending the meeting in person.

- 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 Scheduled Council Meeting held on Wednesday, 28 April 2021 and the Unscheduled Council Meeting held Wednesday 12 May 2021 as prepared, be confirmed.”

8. COUNCILLOR REPORTS

COUNCILLORS TO PROVIDE VERBAL REPORTS

9. PUBLIC QUESTION TIME

10. OFFICER REPORTS FOR DETERMINATION

10.1 OFFICE OF CEO

NIL

10.2 CORPORATE

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11. ACTION OFFICERS LIST

NIL

12. NOTICES OF MOTION

NIL

13. PETITIONS AND JOINT LETTERS

NIL

14. COUNCIL SEAL

NIL

15. GENERAL BUSINESS 254

16. CLOSE OF MEETING

File No: Various

Item No: 9

QUESTIONS FROM THE PUBLIC GALLERY

Questions of Council are an opportunity for the general public to submit a question prior to the Ordinary Meeting and receive a response from Council in the Questions of Council time.

- (1) The Council will hold Questions of Council Time for up to 30 minutes duration at the beginning of each Ordinary Meeting to allow questions of Council. Extension of time may be granted at the discretion of the Mayor.
- (2) Questions of Council are an opportunity for the general public to submit a question prior to the Ordinary Meeting and receive a response from Council in the Questions of Council time.
- (3) Council meetings are recorded and broadcasted to the public, this includes community questions and responses.
- (4) Questions of Council time will not apply during any period when the Council has resolved to close the meeting in respect of a matter under section 66 (1) of the Act.
- (5) Questions of Council may be on any matter relevant to the jurisdiction of the Council except if it:
 - (a) is considered malicious, defamatory, indecent, abusive, offensive, irrelevant, trivial, or objectionable in language or substance;
 - (b) relates to confidential information as defined under the Act;
 - (c) relates to the personal hardship of any resident or ratepayer; or
 - (d) relates to any other matter which the Council considers would prejudice the Council or any person.
 - (e) Deals with a subject matter already answered
- (6) No more than two questions will be accepted from any person at any one meeting.
- (7) Where the Chief Executive Officer does not accept a question, the submitter is to be informed of the reason or reasons for which their question was not accepted.
- (8) A question submitted in writing by a member of the public, which has been disallowed by the Chief Executive Officer will be provided to any Councillor on request.
- (9) Questions may be read by the submitter where they are present at the meeting. Where the submitter is not present they shall be read by a delegate of the Chief Executive Officer and may be abridged to get to remove unnecessary commentary and only state the question.
- (10) Questions submitted to the Council must be:
 - (a) in written form;
 - (b) contain the name, address and email or contact telephone number of the person submitting the question;
 - (c) in a form approved or permitted by the Council (Template available on Council's website);
 - (d) addressed to the Chief Executive Officer; and
 - (e) submitted no later than the day prior to the meeting by email to info@moira.vic.gov.au clearly stating is a question for the meeting.

FILE NO: F16/701
4. A WELL RUN COUNCIL

ITEM NO: 10.2.1

QUARTERLY BUDGET REVIEW - MARCH 2021

RECOMMENDATION

That:

1. Council notes the projections for the 2020/21 financial year contained in the March 2021 Quarterly Budget Review.
2. Council notes the Environment Upgrade Agreements quarterly performance report.

1. Executive Summary

Income Statement

There has been an increase in the Approved December 2020 budget surplus of \$1.25 million to a surplus of \$2.53 million in the Proposed March 2021 forecast. This is due to increased revenue (\$685k) mainly from building and planning fee income, landfill and transfer station fees and increased rates interest income. Also reduced employee costs (\$667k), and lower materials and services and other expenses (\$622k), offset by reduce capital grants income \$853k which will be recognised as income when projects are completed in 2021/22.

Balance Sheet

The Balance Sheet of Moira Shire continues to remain strong.

Cash Flow Statement

The cash position of Moira Shire continues to remain strong.

Capital Expenditure

There is no change to the 2020/21 Adopted Budget capital works program, the capital works forecast for March 2021 remains at \$22.79 million. In addition, a further \$25.15 million in other capital works remain, these include works commenced in 2020/21 and other capital works scoped but construction not yet commenced.

Financial Performance indicators

All Financial performance indicators remain within an acceptable range.

2. Background and Options

The quarterly budget review mandated under Section 97 of the Local Government Act 2020. The Act requires that at least every three months the Chief Executive Officer must ensure a statement comparing the budgeted revenue and expenditure for the financial year with actual revenue and expenditure to date presented to the Council.

3. Financial Implications

3.1 Summary of changes to projected operating result for the 2019/20 financial year

The surplus for the Proposed March 2021 Forecast expected to be \$2,525,738 – an increase of \$1,254,396 compared to the Approved December 2020 forecast of \$1,271,342.

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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

Approved Forecast Dec 2020 vs Proposed Forecast Mar 2021	(Favourable) / Unfavourable \$
Surplus – December 2020 Forecast	(1,271,342)
Rates and charges	(183,105)
Statutory fees and fines	(225,400)
User fees	(123,150)
Grants - operating	(89,000)
Grants - capital	853,364
Contributions - monetary	(152,091)
Other income	(45,466)
Employee Costs	(667,187)
Materials & services	
- <i>Materials & consumables</i>	(458,373)
- <i>Contract services</i>	(167,806)
- <i>Utilities</i>	15,679
Finance costs - leases	20,639
Other expenditure	(32,500)
Proposed March 2021 Forecast Surplus	(2,525,738)

The major reasons for the increase in the surplus are as follows:

- a) **Rates** – Rates and charges income generated from supplementary valuations on new properties (\$73k) and increased interest on rates (\$110k).
- b) **Statutory fees and fines** – Income generated from increased town planning (\$152k), building control (\$43k) activity and swimming pool registrations (\$30k).
- c) **User fees** – Income generated from increased receipts from transfer stations and Cobram landfill (\$123k).
- d) **Operating grants** – Receipt of new State Government grant funding for Women Building Surveyors Program (\$75k) and Employer Incentive grants (\$14k).
- e) **Capital grants** – Reduction in capital grants for Yarrowonga Multi-sports Stadium \$1.92m and Naring - Numurkah Roads intersection \$720k due to delays in projects starting, offset by recognition of grant funding for capital works to be completed by end of June 2021; Yarrowonga Aerodrome Lighting (\$138k), Power Street Nathalia (\$285k), River Road Yarrowonga (\$825k), Federation Park Cobram (\$180k), and Numurkah Apex Park (\$360k).
- f) **Contributions monetary** – Recognition of community contributions to capital works projects: Wunghnu Recreation Reserve (\$100k) and Yarrowonga Showgrounds Watering System (\$52k).
- g) **Other income** – Higher receipts from sale of recyclable materials from Landfill (\$85k) offset by reduced income from legal charge reimbursements \$40k.
- h) **Employee costs** – Labour savings across all departments due to delays in backfilling roles caused by inability to recruit staff during Covid-19 business disruptions, also reduced demand for Casual staff whilst some activities suspended during Covid-19 lockdowns (\$577k), reduced demand for staff training/conferences during Covid-19 (\$58k) and external staff contract costs (\$32k).

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4. A WELL RUN COUNCIL

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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

- i) **Materials and Consumables** – Identified savings in asset management costs (\$100k) and legal expenses (\$25k), budget saving for Covid19 response for rates accounts (\$122k) due to low demand for assistance during 2020/21 and Innovative Services are Better Services contribution (\$133k) which has been included in the 2021/22 budget.
- j) **Contract Services** – Identified savings in Asset management consultants (\$40k), rates valuation and debt collection costs (\$140k) and economic development contractors (\$30k).

3.2 Income Statement

Income Statement	Adopted Budget 2020/21	YTD Actuals 2020/21	Approved Forecast Sep 2020	Approved Forecast Dec 2020	Proposed Forecast Mar 2021	Approved Forecast Dec 2020 vs Proposed Forecast Mar 2021
Income						
Rates and charges	(39,071,838)	(39,441,262)	(39,158,813)	(39,325,920)	(39,509,025)	183,105
Statutory fees and fines	(1,357,150)	(1,211,413)	(1,382,150)	(1,532,150)	(1,757,550)	225,400
User fees	(1,935,525)	(1,380,736)	(1,935,525)	(1,925,525)	(2,048,675)	123,150
Grants - operating	(5,818,270)	(5,496,605)	(7,098,068)	(7,448,768)	(7,537,768)	89,000
Grants - capital	(6,740,000)	(5,004,415)	(9,701,627)	(9,989,099)	(9,135,735)	(853,364)
Contributions - monetary	(420,000)	(249,635)	(520,000)	(230,544)	(382,635)	152,091
Contributions - non-monetary	(200,000)	-	(200,000)	(200,000)	(200,000)	-
Net gain on disposal of property, infrastructure, plant & equipment	(36,800)	(207,275)	(104,093)	(104,093)	(104,093)	-
Other income	(1,107,314)	(425,274)	(1,095,690)	(1,109,570)	(1,155,036)	45,466
Income Total	(56,686,897)	(53,416,615)	(61,195,966)	(61,865,669)	(61,830,517)	(35,152)
Expenditure						
Employee costs	22,591,457	15,724,125	22,783,069	22,773,069	22,105,882	667,187
Materials & services						
- Materials & consumables	15,841,349	10,234,133	16,491,500	16,793,021	16,334,648	458,373
- Contract services	6,898,299	3,949,044	7,130,049	7,249,049	7,081,243	167,806
- Utilities	1,086,930	761,854	1,089,430	1,089,430	1,105,109	(15,679)
Depreciation and amortisation	11,109,787	7,965,000	11,109,787	11,109,787	11,109,787	-
Bad and doubtful debts	10,000	-	10,000	10,000	10,000	-
Borrowing costs	92,614	71,858	92,614	92,614	92,614	-
Finance costs - leases	79,918	74,499	79,918	79,918	100,557	(20,639)
Share of Net Loss of Associated Entity	10,000	-	10,000	10,000	10,000	-
Other Expenses	1,371,439	267,456	1,387,439	1,387,439	1,354,939	32,500
Expenditure Total	59,091,793	39,047,968	60,183,806	60,594,327	59,304,779	1,289,548
Operating Result	2,404,896	(14,368,646)	(1,012,160)	(1,271,342)	(2,525,738)	1,254,396

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4. A WELL RUN COUNCIL

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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

3.3 Balance Sheet

	Adopted Budget 2020/21	Approved Forecast Sep 2020	Approved Forecast Dec 2020	Proposed Forecast Mar 2021	Approved Forecast Dec 2020 vs Proposed Forecast Mar 2021
Balance Sheet					
Current Assets	33,402,000	37,822,765	37,563,583	38,838,618	1,275,035
Non-Current Assets	614,120,000	614,120,000	614,120,000	614,120,000	
Total Assets	647,522,000	651,942,765	651,683,583	652,958,618	1,275,035
Current Liabilities	9,861,000	9,861,000	9,861,000	9,861,000	-
Non-current Liabilities	19,348,000	19,348,000	19,348,000	19,348,000	-
Total Liabilities	29,209,000	29,209,000	29,209,000	29,209,000	-
Net Assets	618,313,000	622,733,765	622,474,583	623,749,618	1,275,035
Equity	618,313,000	622,733,765	622,474,583	623,749,618	1,275,035

3.4 Statement of Cash Flow

	Adopted Budget 2020/21	Approved Forecast Sep 2020	Approved Forecast Dec 2020	Proposed Forecast Mar 2021	Approved Forecast Dec 2020 vs Proposed Forecast Mar 2021
Statement of Cash Flow					
Net cash flows provided by operating activities	18,418,000	21,767,763	22,026,945	23,301,980	1,275,035
Net cash flow used on investing activities	(24,843,000)	(21,911,707)	(21,911,707)	(21,911,707)	-
Net cash flows provided by financing activities	4,478,000	(722,000)	(722,000)	(722,000)	-
Net change in cash held	(1,947,000)	(865,944)	(606,762)	668,273	1,275,035
Cash at the beginning of the year	30,024,000	39,975,000	39,975,000	39,975,000	-
Cash at the end of the year	28,077,000	39,109,056	39,368,238	40,643,273	1,275,035

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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

3.5 Statement of Capital Works - Proposed Forecast Capital

Capital Works	Total Capital Works Forecast as at Mar 2021 *	Adopted Budget 2020/21	Other Capital Works as at Mar 2021	YTD Actuals 2020/21
Property				
Land improvements (incl land development)	3,264,927	610,000	2,654,927	311,675
Buildings	19,013,415	9,118,500	9,894,915	1,763,529
Total property	22,278,342	9,728,500	12,549,842	2,075,204
Plant and equipment				
Plant, machinery and equipment	1,533,353	1,283,900	249,453	1,019,678
Fixtures, fittings and furniture	32,200	13,600	18,600	21,241
Computers and telecommunications	88,750	-	88,750	13,098
Total plant and equipment	1,654,303	1,297,500	356,803	1,054,017
Infrastructure				
Roads	9,597,178	4,655,000	4,942,178	5,306,980
Bridges	1,475,561	90,000	1,385,561	51,582
Footpaths and cycleways	1,427,539	1,200,000	227,539	454,539
Drainage	4,490,237	2,977,000	1,513,237	638,823
Kerb and channel	1,142,800	540,000	602,800	446,035
Recreational, leisure and community facilities	3,310,771	1,211,400	2,099,371	1,161,359
Waste management	1,931,983	900,000	1,031,983	1,592,235
Parks, open space and streetscapes	282,760	157,000	125,760	182,342
Aerodromes	286,400	-	286,400	86,173
Other infrastructure	61,514	30,000	31,514	14,180
Total infrastructure	24,006,743	11,760,400	12,246,343	9,934,250
Total capital works expenditure	47,939,388	22,786,400	25,152,988	13,063,470

Outstanding commitments	5,158,456
Total YTD Actuals plus commitments	18,221,926

* Total Capital Works Forecast includes the Adopted Budget 2020/21 and other capital works as at March 2021.

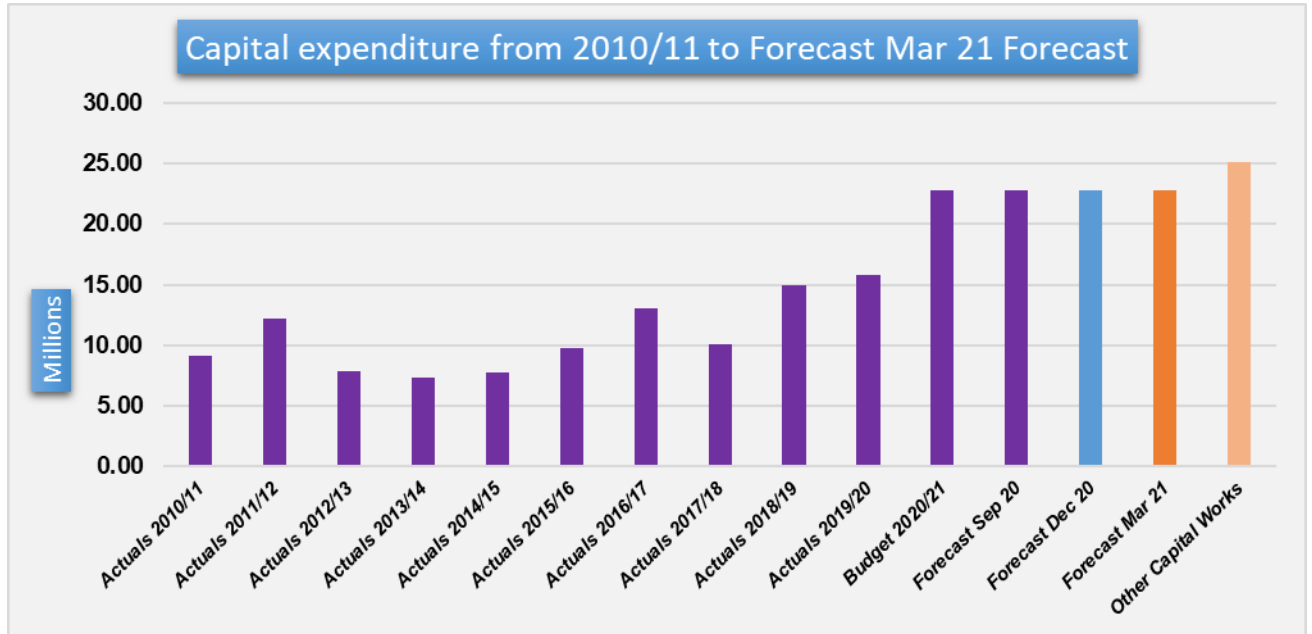
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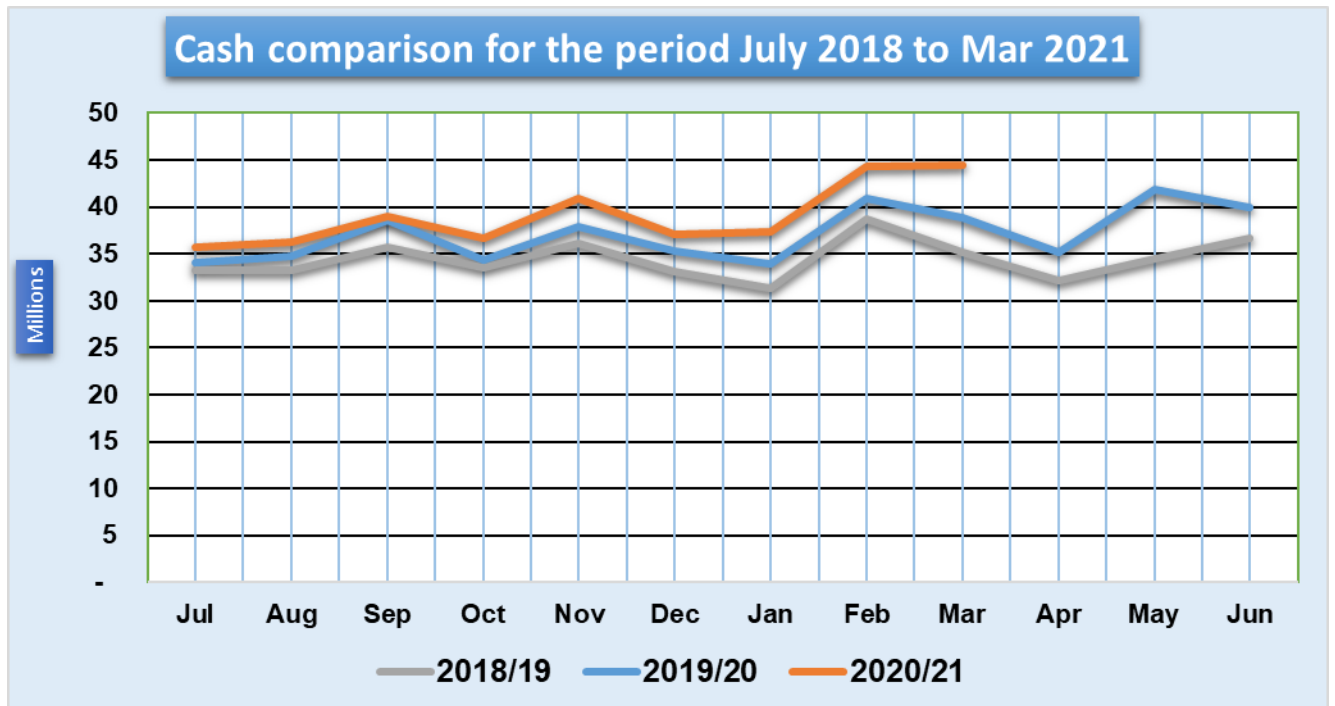
QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

3.6 Capital Expenditure

Historical expenditure on capital works:



3.7 Cash Balance



The balance of Cash and cash equivalents at 30 June 2021 proposed to be \$41.32 million.

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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

3.8 Financial Performance Measures

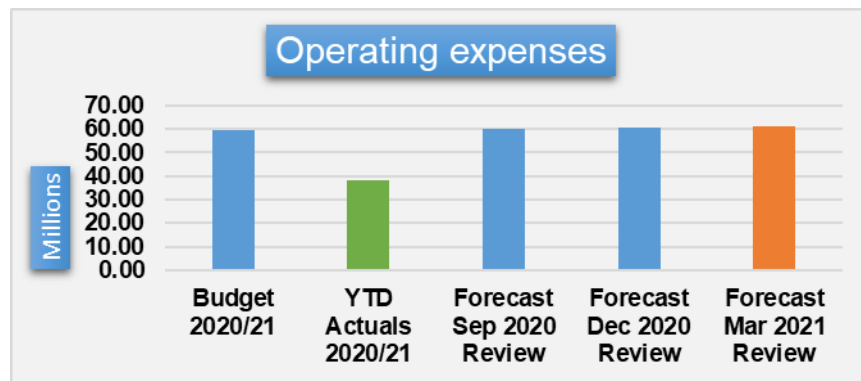
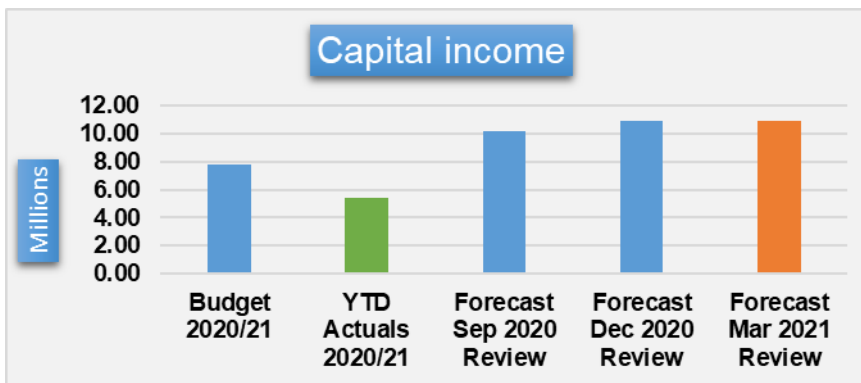
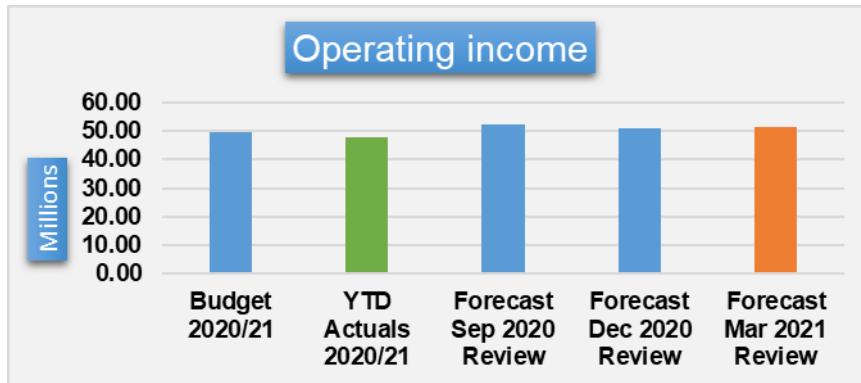
	Dimension/indicator /measure	Band / Range	Results 2019	Results 2020	Budget 2020/21	Sep 2020 Review	Dec 2020 Review	Mar 2021 Review
	Efficiency							
	Expenditure level							
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,000 to \$5,000	\$3,197	\$3,369	\$3,383	\$3,357	\$3,389	\$3,406
	Revenue level							
E4	Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$700 to \$2,000	\$1,641	\$1,673	\$1,742	\$1,727	\$1,730	\$1,726
	Liquidity							
	Working capital							
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	100% to 400%	333.69%	337.56%	338.73%	383.56%	386.19%	399.12%
	Unrestricted cash							
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	10% to 300%	268.14%	259.24%	255.30%	300.13%	338.57%	351.50%
	Obligations							
	Loans and borrowings							
O2	Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0% to 70%	6.73%	3.93%	15.57%	2.23%	2.25%	2.25%
O3	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0% to 20%	3.73%	2.88%	1.61%	1.59%	1.61%	1.60%
	Indebtedness							
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	2% to 70%	29.91%	31.23%	43.78%	42.69%	43.55%	43.24%
	Asset renewal and upgrade							
O5	Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expense / Asset depreciation] x100	40% to 130%	130.17%	78.73%	96.27%	96.27%	96.27%	96.27%
	Operating position							
	Adjusted underlying result							
OP1	Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	-20% to 20%	7.22%	1.91%	-7.50%	1.36%	-1.59%	-0.19%
	Stability							
	Rates concentration							
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	30% to 80%	60.01%	62.39%	70.31%	65.01%	65.40%	64.34%
	Rates effort							
S2	Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.15% to 0.75%	0.60%	0.59%	0.58%	0.57%	0.56%	0.56%

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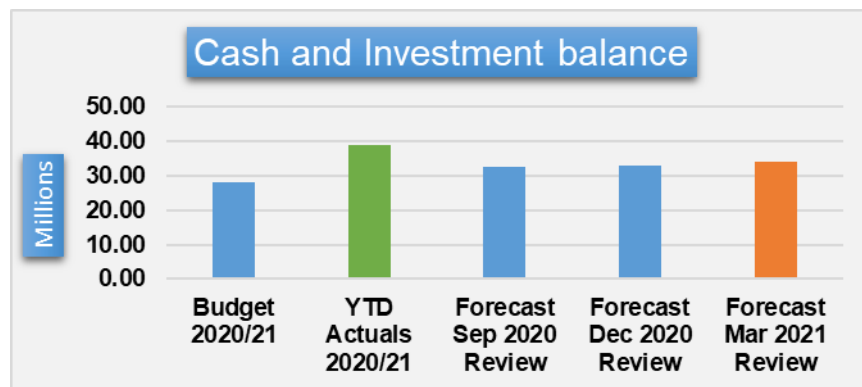
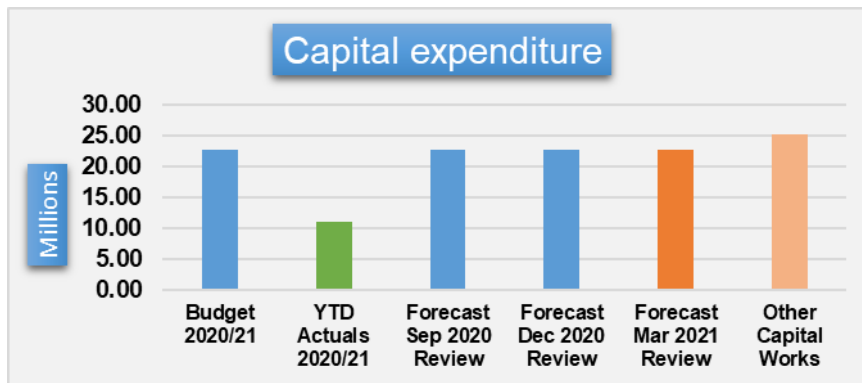
3.9 Financial Indicators



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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)



4. Risk Management

It is appropriate to examine the risks as they may affect Council's financial position. The areas identified below flagged to highlight potential impacts on Council.

Capital Works

Council's capital works need to be managed prudently to strengthen Council's financial position and ensure Council meets all the low risk financial sustainability indicators as specified by the Victorian Auditor-General's Office.

Grant Income

Council has a significant level of government grants. These grants underpin several capital works projects and operating programs, all of which are of importance to the Moira community. Capital grants for 2020/21 total \$9.14 million and operating grants \$7.54 million (this excludes the \$5.83 million of 2020/21 Financial Assistance Grant received in 2019/20).

5. Environmental Upgrade Agreement (EUAs) - Quarterly Performance Reporting

This report provides an update on the Environmental Upgrade Agreements involving Council, as required by Section 181G of the Local Government Act.

EUAs provide a mechanism to assist business located within Moira Shire to fund works that improve the energy, water or environmental efficiency or sustainability of a building on their rateable land.

Under a EUA, councils administer the recovery of the EUA charges and transfer the funds to the funding body. Council does not provide funding or assume financial risk.

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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

Councils are required to report quarterly on the performance of EUAs involving council.

Reporting requirement	Status as at 31 March 2021
a) Each environmental upgrade agreement entered into in the last quarter, and the rateable land to which the agreement relates	No new agreements were entered into during the reporting period
b) Each environmental upgrade charge approved in respect of the agreements referred to in paragraph (a), and the value of the charges	No new agreements were entered into during the reporting period
c) The total number of environmental upgrade charges in operation in the last quarter;	4
d) The total value of all environmental upgrade charge payments that have fallen due and have not been paid;	Nil
e) The total value of all environmental upgrade charge payments that are yet to fall due.	\$4,402,124

6. Internal and External Consultation

The following members of staff consulted:

- Corporate Management Team
- All Managers
- Financial Controller

The Council's March 2021 budget review provided for public viewing in accordance with Council's open and transparent governance policy.

7. Regional Context

There are no regional issues to consider within this report.

8. Council Plan Strategy

A well run Council.

9. Legislative / Policy Implications

This report complies with Section 97 of the *Local Government Act 2020*, and Council's Budget and Financial Reporting policy.

10. Environmental Impact

Council's sound financial position continues to allow Council to implement and maintain its environmental projects.

11. Conflict of Interest Considerations

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

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QUARTERLY BUDGET REVIEW - MARCH 2021 (cont'd)

12. Conclusion

The projected cash position is \$39.98 million as at 30 June 2021.

An operating surplus of \$2.53 million forecast as at 30 June 2021.

A total 2020/21 capital works program of \$47.94 million.

Council continues to manage its position and continues to seek additional revenue streams and monitor expenditure

Attachments

Nil

FILE NO:
4. A WELL RUN COUNCIL

ITEM NO: 10.2.2

REQUEST TO DISCONTINUE AND SELL A SECTION OF RICHARDSON STREET NATHALIA

RECOMMENDATION

That Council resolves to not proceed with the proposed discontinuance and sale of a portion of the north-south section of Richardson Street Nathalia, following community consultation.

1. Executive Summary

At its Council meeting on 23 March 2021 Council authorised the Chief Executive Officer to commence community consultation on the proposal and to convene a Committee of Council Meeting on 5 May 2021 to hear any person wishing to be heard in support of their written submission. This was in response to a request from an adjoining landholder to close the road with a view that they would acquire it.

Community consultation commenced on the 31 March 2021 with advertisements printed in local newspapers and a webpage developed in the 'Have Your Say' section of our website. A total of four submissions were received and a Committee of Council Meeting was held.

Following consideration of the submissions received, it is proposed that the discontinuance of the north-south section of Richardson Street not be approved.

2. Background and Options

At its Council meeting on 23 March 2021 Council authorised the Chief Executive Officer to commence community consultation on the proposal and to convene a Committee of Council Meeting on 5 May 2021 to hear any person wishing to be heard in support of their written submission. This was in response to a request from an adjoining property holder to close the road with a view that they would acquire it.

The east-west portion of Richardson Street Nathalia was discontinued and sold to the same property owner in 2019, allowing the expansion of the business. Since then the property owner has acquired the land to the south of the discontinued section of road to further expand the business with the construction of a new shed.

Details of the section of road proposed to be discontinued

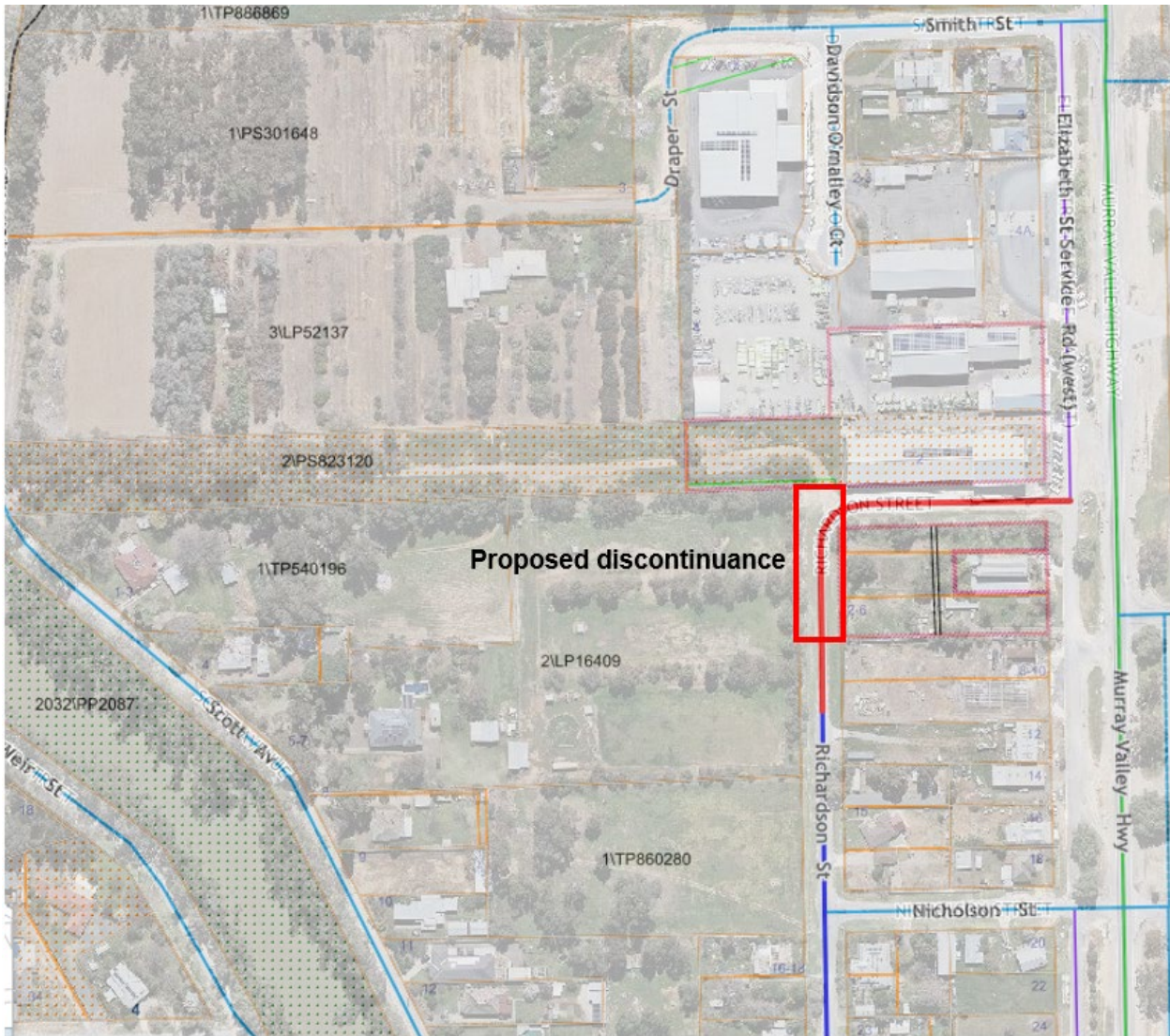
The section of road:

- runs north-south and marked in red on the diagram below
- classed as 'Access Residential' in Council's Road Hierarchy
- Approximately 63.7m in length, pending official survey
- 6m width pavement, road reserve width 20.1m

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ITEM NO: 10.2.2

**REQUEST TO DISCONTINUE AND SELL A SECTION OF RICHARDSON STREET
NATHALIA (cont'd)**



3. Discussion

Council completed a community consultation process in accordance with section 223 of the *Local Government Act 1989* and received four submissions that reflected three main themes. All submissions are available on council's website and each submission was presented to the Committee of Council Meeting.

Pedestrian and cycling access and safety along Richardson Street

Community feedback indicated concerns with the restriction of safe access to the Broken Creek via Richardson Street rather than along the Murray Valley Highway, if the proposal to discontinue this section was to proceed.

The railway reserve has been subdivided into a 3 lot subdivision and vehicle, pedestrian and cycling access is currently unavailable.

FILE NO:
4. A WELL RUN COUNCIL

ITEM NO: 10.2.2

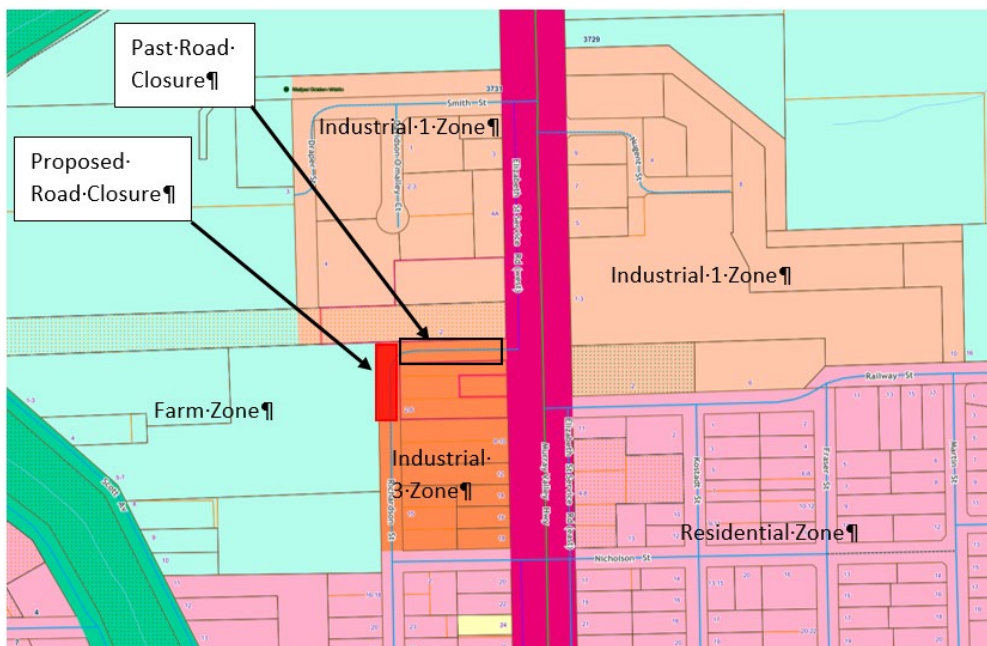
REQUEST TO DISCONTINUE AND SELL A SECTION OF RICHARDSON STREET NATHALIA (cont'd)

Access to properties along Richardson Street (north-south section)

The recent subdivision of the railway reserve and the erection of a boundary fence has restricted access to properties from Draper Street. The proposal to discontinue a portion of the north-south section of Richardson Street has the potential to impose further access restrictions to the properties located to the West.

Future zoning potential of land along Richardson Street

The Nathalia Strategy Plan developed in January 2010 proposes to rezone land to the west of Richardson Street to Residential. The discontinuance of this portion of Richardson Street will remove the buffer between future residential land and industrial land, which is not considered to be a good planning outcome.



It is acknowledged that available industrial zoned land for businesses to expand in this part of Nathalia is in short supply. It is also acknowledged that developed residential land available within Nathalia is also in short supply.

While the land on the west side of the proposed road closure is zoned farming, it has been identified for residential development in the medium term and the road reserve would provide the necessary buffer between the Industrial 3 zoned land on the east side of Richardson St and the future residential zoned land, should that rezoning proceed.

Therefore the recommendation is to not proceed with the closure of this section of road while the possibility of residential land being developed on the west side of the road remains.

4. Financial Implications

There are no financial implications involved with this report.

5. Risk Management

Conducting a formal process to seek feedback from the community who may be affected by the discontinuance ensured that council made an informed decision and also met the requirements of the Act.

FILE NO:
4. A WELL RUN COUNCIL

ITEM NO: 10.2.2

**REQUEST TO DISCONTINUE AND SELL A SECTION OF RICHARDSON STREET
NATHALIA (cont'd)**

6. Internal and External Consultation

Council's Operations and Construction & Assets Departments were consulted regarding this proposal and concluded that there are minimal maintenance undertaken by Council on the proposed section of road and there are no Moira assets within the road reserve that require protection.

External consultation was conducted with submissions sought on the proposal.

7. Regional Context

This report relates to land located within the Moira Municipality.

8. Council Plan Strategy

This report aligns with the Council Plan Strategies of 'A Great Place to Live' and 'A Well Run Council'.

9. Legislative / Policy Implications

This consultation process was conducted in accordance with section 223 of the *Local Government Act 1989*.

10. Environmental Impact

NIL

11. Conflict of Interest Considerations

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

12. Conclusion

Following community consultation and consideration of submissions received through this process and the subsequent discussions held at the Committee of Council Meeting on Wednesday 5 May, it is recommended that the proposed road discontinuance and sale does not proceed.

Attachments

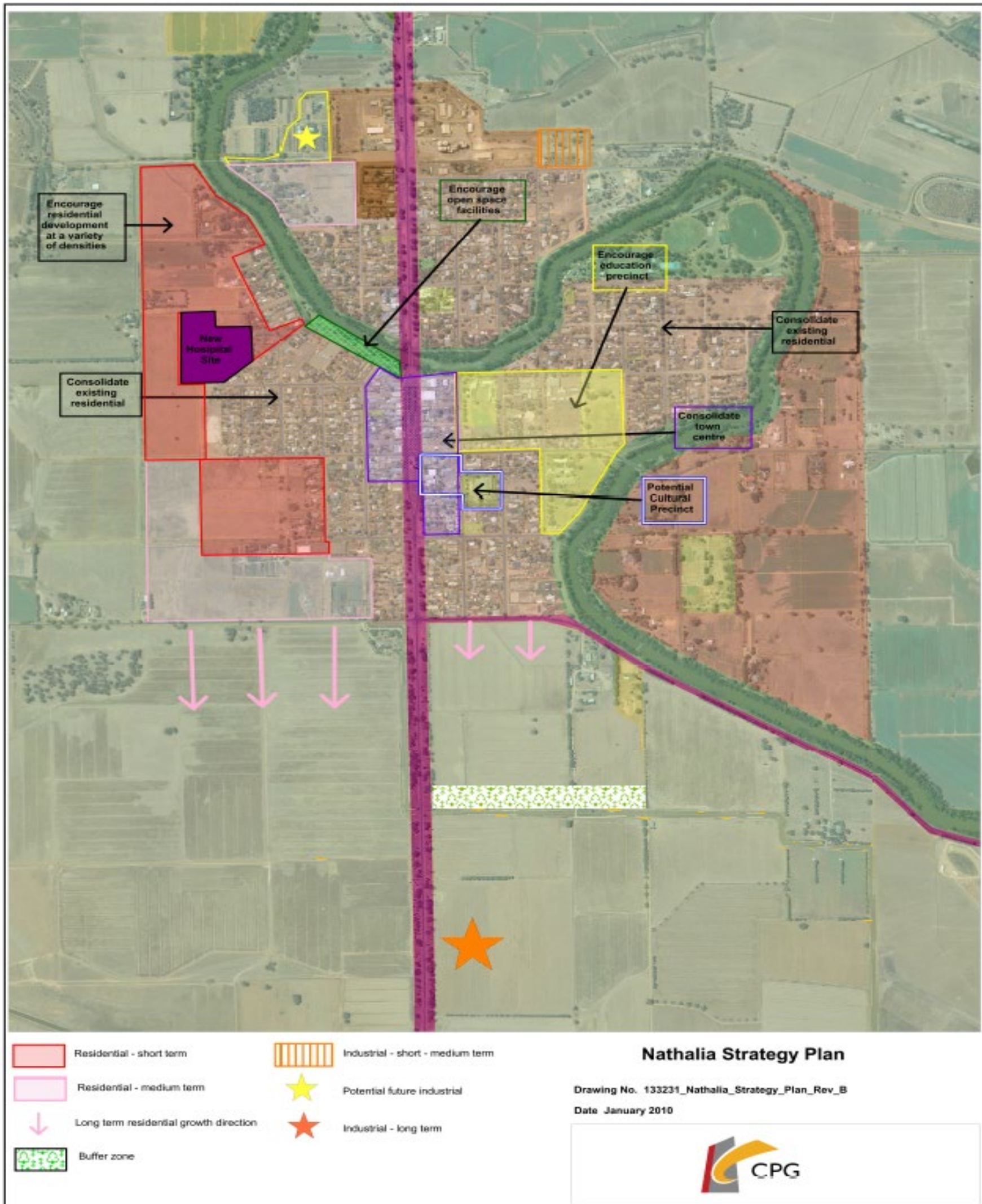
- 1 Nathalia Strategy Plan Map

FILE NO:
4. A WELL RUN COUNCIL

ITEM NO: 10.2.2

REQUEST TO DISCONTINUE AND SELL A SECTION OF RICHARDSON STREET NATHALIA (cont'd)

ATTACHMENT No [1] - Nathalia Strategy Plan Map



FILE NO: F19/8
4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT**

RECOMMENDATION

That Council note the Moira Shire Council 2020 General Election Report prepared by the Victorian Electoral Commission.

1. Executive Summary

The *Local Government (Electoral) Regulations 2020* requires the Victorian Electoral Commission (VEC) to deliver a report on the conduct of the Local Government General Election in Moira Shire and for the report to be provided to the Council. The VEC report for the 2020 Local Government General Election in Moira Shire is attached to this report.

2. Background and Options

The VEC must prepare a report on the conduct of the election within 6 months after a general election and the report must be reported to Council as soon as practicable after the report is received.

The VEC report provides a detailed analysis of the Moira Shire 2020 General Election. The report confirms the following results for Moira Shire and provides some comparisons with Victoria wide results and the previous 2016 election.

Comparisons	2020 Election	2016 Election	Comments
Number of ballots issued	24,290	24,344	Decrease from previous election
Participation rate	82.96%	78.50%	2020 state average was 84.12% (excluding Melbourne City Council)
Informal Voting	6.98%	7.03%	2020 state average was 4.76% Data on election results indicates a higher informal voting rate is expected when there are a large number of candidates on a ballot paper.

- Six written complaints were received by the VEC:
 - 3 related to the administration of the election;
 - 1 related to the conduct of a participant; and
 - 2 related to a possible breach of the Local Government Act or Local Law.

The VEC has commenced its compulsory voting enforcement following the election and has issued infringement notices to persons who either did not respond to the apparent failure-to-vote notices or did not provide a satisfactory response to the notice.

3. Financial Implications

There are no financial implications associated with this report.

FILE NO: F19/8
4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

4. Risk Management

The provision of this report fulfills Council's obligations under regulation 83 of the *Local Government (Electoral) Regulations 2020*.

5. Internal and External Consultation

There are no consultations required as part of this report.

6. Regional Context

Victorian Councils are required to submit a report to Council after a general election is held.

7. Council Plan Strategy

A Well Run Council.

8. Legislative / Policy Implications

This report is in accordance with Regulation 83 (3) of the *Local Government (Electoral) Regulations 2020* which requires the attached report on the 2020 Council election to be submitted to Council as soon as practicable.

9. Environmental Impact

There are no known environmental impact issues with this report.

10. Conflict of Interest Considerations

There are no known conflicts of interest with this report

11. Conclusion

Acknowledging receipt of the attached Election Report of the Moira Shire Council General Election 2020 by the Victorian Electoral Commission (VEC) is part of the statutory process involved in holding the 2020 Council elections. The VEC are continuing their contractual obligations with Council and are currently carrying out enforcement of compulsory voting.

Attachments

- 1 VEC 2020 Local Government Elections - Election Report

FILE NO: F19/8
4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report



FILE NO: F19/8
4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report



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April 2021

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Acknowledgement of Country

The Victorian Electoral Commission pays respect to Victoria's traditional owners and their elders past and present who have been custodians of this country for many thousands of years. Their living culture and their role in the life of Victoria is acknowledged by the VEC.

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Letter of Transmittal

19 April 2021

Mr Mark Henderson
Chief Executive Officer
Moira Shire Council
PO Box 578
COBRAM VIC 3643

Dear Mr Henderson

Pursuant to Regulation 83 of the Local Government (Electoral) Regulations 2020, I submit this report to the Chief Executive Officer of Moira Shire Council on the general election held in October 2020.

Yours sincerely



Warwick Gately AM
Electoral Commissioner

FILE NO: F19/8
4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Introduction

The Victorian local government general elections are held every four years as defined by the *Local Government Act 2020 (Vic) (LG Act)*. In 2020, general elections were held for 76 of the 79 Victorian councils¹ with Saturday 24 October marking election day. In accordance with section 263(1) of the LG Act, the Victorian Electoral Commission (**VEC**) is the statutory election service provider for the conduct of local government elections in Victoria.

This report provides information on the 2020 Moira Shire Council general election including details of the end-to-end service delivery of electoral activities throughout the election timeline. This report also provides details of post-election items including compulsory voting enforcement.

About the Victorian Electoral Commission

The VEC is an independent statutory authority established under the *Electoral Act 2002 (Vic) (the Electoral Act)*. The VEC's principal functions are to conduct State elections, local government elections, certain statutory elections and polls, commercial and community elections, and to support electoral representation processes for local councils and the Electoral Boundaries Commission for State electoral boundaries. The VEC is also responsible for maintaining the Victorian register of electors and administering political funding and donation disclosure laws. The VEC has a mandated role to conduct electoral research, provide communication and education services, and inform and engage Victorians in the democratic process.

Warwick Gately AM is the appointed Electoral Commissioner and Liz Williams is the appointed Deputy Electoral Commissioner. The Electoral Commissioner and Deputy Electoral Commissioner report to the Victorian Parliament in relation to the VEC's operations and activities.

The Electoral Commissioner heads the VEC's Executive Management Group that comprises the Deputy Electoral Commissioner, the Executive Director, Corporate Services and seven Directors, each leading the main functional areas of the VEC. Each Director acts as subject matter experts within their legislative responsibilities under the LG Act and the Electoral Act.

The VEC has a dedicated local government election program which is managed by Katrina Collins and incorporates a range of programs, projects and activities that are supported through strategic planning, project management, and process mapping. The program is overseen by the VEC's Planning Group and has sponsorship from the Executive Management Group.

¹ The South Gippsland Shire Council was placed into administration in mid-2019. The Council's general election has been postponed until October 2021. Casey City Council and Whittlesea City Council were placed into

administration in early 2020. The Councils' general elections have been postponed until October 2024.

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ITEM NO: 10.2.3

VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION REPORT (cont'd)

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Key changes

Changes in legislation

The new LG Act received royal assent on 24 March 2020 and introduced a number of changes, some requiring immediate implementation and others to be implemented progressively. Those requiring immediate implementation had a significant impact on the 2020 local government election program.

Following the LG Act completing its passage through Parliament, the VEC implemented the necessary changes to the 2020 local government election program in response to the reforms as they applied to the elections.

The key changes from the LG Act are as follows:

Local government electoral structures	<p>The default electoral structure for all local councils is single-councillor wards, although some regional and rural local councils may be unsubdivided or divided into wards with equal numbers of councillors in each ward.</p> <p>The VEC is no longer responsible for conducting electoral representation reviews of all local councils in Victoria.</p> <p>An independent Local Government Electoral Representation Advisory Panel will review council electoral structures. The panel includes the Electoral Commissioner and other members appointed by the Minister for Local Government.</p>
Voting system	<p>The voting system (attendance or postal) is set by the Minister for Local Government.</p> <p>All local council elections are conducted according to the same voting system.</p>
Enrolment and voters' rolls	<p>Non-resident property owners need to apply to be enrolled (this change will be implemented in stages leading up to the 2024 local government elections).</p> <p>Amendments to the voters' roll are completed by the VEC only (excluding Melbourne City Council).</p>
Candidate qualifications	<p>It is compulsory for local government candidates to complete mandatory training prior to nominating for local government elections.</p>
Nominations/candidate statements	<p>When nominating, candidates are required to declare they have completed the mandatory Local Government Candidate Training.</p> <p>The maximum number of words for a candidate statement was increased to 300 (350 for the Melbourne City Council Leadership Team and Councillor Groups).</p>
Election staff	<p>The term 'Election Manager' replaced 'Returning Officer' making the term consistent with the <i>Electoral Act 2002</i>.</p>
Extraordinary vacancies	<p>The VEC will fix the timeline for local council by-elections (previously fixed by the Minister).</p> <p>Changes to the countback process which now draws on a broader pool of ballot papers to determine the successful candidate at a countback.</p>
Compulsory voting	<p>From the 2024 local government general elections onwards, it will be compulsory for everyone enrolled on a voters' roll to vote.</p>

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VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION REPORT (cont'd)

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

The LG Act made other changes to the local government electoral landscape, including:

- operational and technical provisions for electoral matters are now prescribed in the Regulations rather than being contained in the LG Act.
- disputed election results are now heard by the Victorian Civil and Administrative Tribunal (VCAT).

On 8 May 2020, the Minister determined² all of the 2020 general elections would be held by postal voting. As such, the VEC adjusted preparations in response to the Minister's determination.

In addition, new Local Government (Electoral) Regulations 2020 (**the Regulations**) came into operation on 13 July 2020.

Response to public health crisis: Coronavirus (COVID-19)

In response to the coronavirus (COVID-19) global pandemic, a State of Emergency was declared in Victoria on 16 March 2020. While the VEC was well advanced in planning for the elections, some uncertainty arose due to speculation that the elections could be rescheduled.

Following the Local Government Minister's confirmation on 15 May 2020 that the 2020 local government elections would proceed, the VEC's operating model was adjusted to deliver a compliant election while meeting health, safety, social distancing and hygiene obligations to voters, election staff, councils, candidates and all other stakeholders.

On Wednesday 1 September 2020, the Governor in Council made amendments to the regulations to allow certain provisions to be varied in response to the COVID-19 pandemic. Specifically, the amendments allowed the VEC to determine an appropriate method for eligible candidates to lodge their nomination form and pay their nomination fee electronically; and to allow the Election Manager to determine the maximum number of scrutineers that may be present for any activity at any one time. The amended regulations commenced the day after

they were made and remain in place until 26 April 2021.

On 29 September 2020, the Governor in Council made further changes to the Regulations to provide greater clarity of mitigation options for any disruptions to the voting timeline, including delays across the postal network that could threaten the integrity of the elections. The changes allowed the Electoral Commissioner to alter the last day of voting and/or the extended postal vote receipt deadline if necessary, to maintain and protect election integrity.

The VEC developed a COVIDSafe Election Plan³ in consultation with the Department of Health and Human Services which complemented the VEC's Service Plan. The COVIDSafe Election Plan outlined the VEC's actions and strategies to deliver safe and compliant local government elections.

The plan considered all electoral operations and activities and included changes such as (but not limited to):

- acquiring larger election office spaces to accommodate social distancing practices
- moving operations from face-to-face to online (when legislation permitted), for example:
 - the VEC's briefing meetings with individual councils
 - the candidate information sessions
- modifying the timeline for ballot paper extraction and counting activities
- modifying scrutineer practices.

The VEC acknowledges the collaboration and contributions of council officers in navigating the changes required to the program due to COVID-19.

² The Minister published this decision in the Government Gazette on 18 May 2020

³ 'VEC COVIDSafe election plan' - <https://www.vec.vic.gov.au/about-us/publications/local-council-election-reports-and-plans>

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Election dates

The key timelines that applied to the 2020 local government elections were as follows.

Deadline fixed by the VEC for council primary enrolment data	Monday 13 July 2020
Close of roll	4 pm Friday 28 August 2020
Opening of the election office to the public	Wednesday 16 September 2020
Certification of the voters' roll and opening of nominations	Thursday 17 September 2020
Close of nominations	12 noon Tuesday 22 September 2020
*Ballot draw	From 1 pm on Tuesday 22 September 2020
*Deadline for lodging candidate statements, photographs and questionnaires	12 noon Wednesday 23 September 2020
*General mail out of ballot packs to voters	Tuesday 6 October to Thursday 8 October 2020
*Close of voting	6 pm Friday 23 October 2020
Day prescribed as Election Day	Saturday 24 October 2020
*Close of extended postal vote receipt period	12 noon Friday 30 October 2020
Declaration of election results	No later than Friday 13 November 2020

*Dates with asterisks relate to contested elections only.

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4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION REPORT (cont'd)

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

About Moira Shire Council

Moira Shire Council is comprised of nine councillors elected from an unsubdivided municipality.

The electoral structure was last reviewed in accordance with the *Local Government Act 1989* through an electoral representation review in 2019.

Subsequent to the review, in April 2020 the structure of Moira Shire Council was determined by the Minister to remain unsubdivided in accordance with the new LG Act.

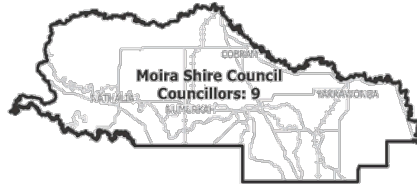


Figure 1: The electoral structure of Moira Shire Council at the general election held on 24 October 2020.

Voters' roll

The VEC prepared the voters' roll for the election under section 8(2)(c) of the Electoral Act and in accordance with section 249 of the LG Act. The close of roll for the election was 4 pm on Friday 28 August 2020. Pursuant to section 249(4) of the LG Act, the VEC certified the voters' roll on Thursday 17 September 2020.

At certification, the voters' roll for the 2020 Moira Shire Council general election included 24,290 enrolled voters.

Composition of the voters' roll

The LG Act specifies that the voters' roll for a local government election is formed by combining two separate lists of voters.

1. The Electoral Commissioner's list (EC list) – List of State electors that are enrolled within that local government area.
2. The Chief Executive Officer's list (CEO list) – List of council-entitled voters.

Refer to **Appendix 1** for a breakdown of the Moira Shire Council general election voters' roll.

Amendments to the voters' roll

In accordance with section 250 of the LG Act, the VEC is able to amend any error or omission in the preparation, printing or copying of the voters' roll, or correct any misnomer or inaccurate description of any person, place or thing on the voters' roll. Following the passage of the LG Act, amendments to the voters' roll are to be certified by the VEC. All voters added to the roll were issued with a ballot pack. Where a voter was deleted from the roll after the mail-out of ballot material, the VEC had systems in place to ensure that returned ballot papers from the deleted voters could be identified and excluded from the extraction and count. Where roll amendments were required, the total number of voters on the roll was updated.

Following the close of roll, no amendments were required to the Moira Shire Council voters' roll.

Advertising and communication campaign

State-wide advertising

The VEC delivered a state-wide advertising campaign to maximise public awareness and participation amongst all eligible voters. Campaign activities and consistent messaging were delivered across two phases – enrolment and voting – and through multiple traditional and emerging mediums, including radio, digital and social media, and offline/outdoor advertising.

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Statutory advertising

The VEC published a series of statutory notices throughout the election as required by the LG Act. The notices included critical information relevant to each milestone of the election timeline.

For the 2020 statutory notices, Moira Shire Council nominated the following newspapers for the statutory notices to appear in:

- Cobram Courier
- Numurkah Leader
- Yarrowongga Chronicle

In 2020, the VEC established a new policy position for statutory advertising in alignment with the updated definition of 'publish' in the LG Act. The policy position included the following:

- all statutory and non-statutory election advertising would be published on the VEC website, and
- where available, all statutory and non-statutory election advertising would be published in local newspapers and/or other selected newspapers identified following consultation with the council.

Refer to **Appendix 2** for further information in relation to the statutory advertising.

VEC website

The VEC provided council specific information regarding the election on its website under the '2020 local council election' page. The VEC website went live for the local government elections in early August 2020. Whilst some council specific data remained static during the election, the website was regularly updated with content relevant to the election and at each key milestone such as close of roll, nominations, voting and results.

Media liaison

An online media webinar was held on Friday 21 August 2020. The webinar could be downloaded or accessed at a later time for those who were unable to participate live. The media briefing summarised the planning and timeline for the 2020 local government elections, and also

provided a specific update in relation to the availability of election results in light of COVID-19.

Media outlets were provided with a media information booklet that outlined the election timeline and key messages, and provided the VEC's head office media contacts. The VEC's communication team supported each Election Manager as the primary media spokesperson in relation to each election.

The VEC's media liaison program principally featured staged media releases aimed to highlight key milestones during the election timeline, and capitalise on existing general news coverage. More information on the VEC's media release schedule is available at **Appendix 3**.

Social media campaign

As part of its state-wide advertising campaign, the VEC used paid promotions on social media platforms including Facebook, Twitter, Instagram, LinkedIn, Snapchat and WeChat, targeting voters through audience segmentation.

This advertising was supported by a defined timeline of organic social media posts on the VEC's channels, designed to cover each of the key messages of the communication campaign to further extend the reach to the community and promote conversation about the democratic process.

VEC VoterAlert advisories

Electors on the State enrolment register are able to sign up to the VEC's free SMS or email alert service VoterAlert, to receive reminder messages pertinent to elections that affect them. They can subscribe to receive SMS messages only, email only, or both SMS and email.

During the general election, the VEC used its VoterAlert service to send the following direct messages to those State-enrolled voters on the roll for the election.

The messages were rolled out in the following schedule:

Wednesday 19 August to Wednesday 26 August 2020 – 14,672 VoterAlert messages were sent by SMS and email reminding voters to enrol or update their details by the close of roll.

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4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Friday 9 October to Friday 13 October 2020 – 14,927 VoterAlert messages were sent by SMS and email advising that the VEC had commenced posting ballot packs.

In mid-October, the VEC commenced sending its final VoterAlert – a reminder to post ballot packs by the voting deadline. Whilst approximately 900,000 of the 1.8 million voters scheduled to receive an alert were contacted it was identified that an unanticipated high volume of calls was received by both the VEC and councils as a result of the alert. Therefore the VEC suspended the VoterAlert messages scheduled for the remaining 900,000 voters.

More information on the VEC's VoterAlert advisories is available at **Appendix 4**.

Voter engagement

The VEC delivered an extensive voter engagement program. The program sessions were implemented throughout Victoria and were specific to local demographics. Please refer to **Appendix 5** to view the full list of initiatives for the 2020 local government elections. Due to the coronavirus (COVID-19) pandemic, the VEC's programs traditionally offered through face-to-face education and engagement were redesigned to comply with health, safety, social distancing and hygiene obligations.

Blind and low vision services

Braille and large print ballot material was available to blind and low vision voters who had registered for these products by 5 pm on Tuesday 15 September 2020.

The VEC received and processed one request for large print ballot material for Moira Shire Council. There were no requests for braille ballot material for this election.

Interpreting services

The VEC engaged the Victorian Interpreting and Language Services' Language Link to provide a telephone interpreting service for telephone enquiries from voters who had a first language other than English. The VEC advertised direct lines for 20 languages other than English and a general line for all other languages.

Telephone enquiry service

A local telephone enquiry service was provided at the election office from Wednesday 16 September 2020 until the close of voting, for enquiries regarding the election.

The local telephone enquiry service was supplemented by an overflow call centre at the VEC's head office. The overflow call centre received calls made directly to the VEC's head office line (131 VEC, 131 832 or +61 3 8620 1100 for callers outside of Australia) and diverted calls from the election office when the election office lines were at capacity. Additionally, email enquiries were received and processed through info@vec.vic.gov.au.

The types of calls that are typical during an election relate to:

- voting entitlements and compulsory voting obligations
- enrolment questions
- ballot pack had not been received
- ballot material was spoiled or destroyed, so replacement ballot material was required
- a voter advising that they were overseas or interstate
- queries regarding the content of the ballot pack.

A breakdown of the daily number of calls received by the telephone enquiry service and the overflow call centre in respect to the election is available at **Appendix 6**.

Election Manager

The VEC maintains a pool of trained senior election officials located across the state to fill election management roles for State and local government elections. Election-specific training is provided to senior election officials prior to each election management appointment.

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4. A WELL RUN COUNCIL

ITEM NO: 10.2.3

VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION REPORT (cont'd)

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

The size of the election management team appointed for the conduct of an election is based on the size of the council. As required under the LG Act an Election Manager is appointed to conduct the election and is supported by one or more Assistant Election Managers for larger councils, or a senior election official for smaller councils.

In accordance with section 3 of the LG Act, the Electoral Commissioner appointed Peter Lee as the Election Manager for the 2020 Moira Shire Council general election.

The appointed Assistant Election Manager was Paul Doherty-Mills.

Election office

The Election Manager was responsible for the establishment and management of the election office located at Shop 1, 37 Bank Street, Cobram. The election office was provided by the VEC.

In accordance with the VEC's COVIDSafe election plan, the election office was open to the public by appointment only. The election office was available for appointments from Wednesday 16 September until Friday 23 October 2020 between 9 am and 5 pm. Opening hours were extended on Thursday 22 October (9 am to 8 pm) and Friday 23 October (9 am to 6 pm) to allow for final enquiries and the hand-delivery of ballots prior to the close of voting. Enquiries regarding the election were also managed by phone.

Candidates

Nominations for the election opened at 9 am on Thursday 17 September and closed at 12 noon on Tuesday 22 September 2020. Candidates were required to lodge their nomination forms in person at the election office. A \$250 nomination fee applied.

On Wednesday 9 September 2020, the Electoral Commissioner published a determination⁴ establishing a framework for prospective candidates who were prevented from attending the election office due to health directions regarding COVID-19 under the *Public Health and Wellbeing Act 2008*. The determination outlined

provisions for electronic lodgement of the nomination form and nomination fee for affected candidates.

Candidate information

The VEC developed a suite of resources that were accessible to prospective candidates prior to the nomination period. From early September, candidates were able to access the VEC's information about the process of nominating and becoming a candidate for the election. The VEC's online *Candidate Helper*, accessible via the VEC website, went live on Thursday 3 September 2020. The *Candidate Helper* enabled candidates to pre-complete their nomination form and other forms online before lodging them with the Election Manager.

For the 2020 elections, the VEC's candidate information session was recorded and available for online streaming from the VEC website. The session was complemented by three state-wide interactive seminars consisting of a panel from the VEC's leadership and executive teams.

Nominations

At the close of nominations, 17 candidates had nominated for election to council.

The ballot draw to determine the order in which the names would appear on the ballot paper was held at the election office following the close of nominations using the VEC's computerised ballot draw application. See **Appendix 7** for the list of candidates in ballot draw order.

Candidate statements and photos

In accordance with Regulation 39 of the Regulations, candidates were able to lodge a 300 word statement and submit a recent photograph for inclusion in the ballot packs sent to voters. The deadline for the submission of candidate statements and photographs was 12 noon on Wednesday 23 September 2020.

See **Appendix 7.1** for a breakdown of submitted statements and photos, and **7.2** for the sample website version product.

⁴VEC 2020 Determination No.1 - Nominations from candidates impacted by COVID-19 Public Health Directions in respect to local government elections -

<https://www.vec.vic.gov.au/about-us/legislation/determinations>

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4. A WELL RUN COUNCIL

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VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION REPORT (cont'd)

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Candidate questionnaires

In accordance with Regulation 43 of the Regulations, candidates were able to complete and lodge their answers to a set of prescribed questions in addition to a statement and photograph. The Election Manager accepted questionnaire submissions lodged by all 17 candidates at the election.

The completed questionnaires were accessible to voters on the VEC website or by contacting the election office.

Voting

Redirection of ballot packs

The Regulations provide that a voter may – no later than the day the roll is certified (or a later date if specified by the Election Manager under Regulation 22(2)(f) of the Regulations) – make a request in writing to the Election Manager to have their postal ballot envelope redirected to another address. For the 2020 elections voters had until Thursday 17 September to submit requests for redirection.

The Election Manager received 19 requests for redirection of ballot packs for the election.

Early votes

A voter may request an early postal ballot envelope (early vote) prior to the general mail out of ballot packs. The Election Manager processes the request and issues the early vote if the request is assessed as reasonable. Requests for early votes could be processed from Wednesday 23 September 2020, the day after nominations closed, until the commencement of the general mail out of ballot packs on Tuesday 6 October 2020. Due to the timing of early votes, some early voters may not have had access to the candidate statements, photographs or questionnaires.

Due to the impact that COVID-19 restrictions had on election services for the 2020 elections, requests for early votes were managed by appointment.

The Election Manager issued seven early votes for the election.

Mail-out of ballot packs

The VEC mailed 24,290 ballot packs between Tuesday 6 October and Thursday 8 October 2020. See **Appendix 8** for a breakdown of the packs mailed out on each day during the general mail-out, noting that ballot packs were not mailed to any voters that had passed away between the close of the roll and generation of the mail-out file.

This included 19 ballot packs that were redirected to alternative addresses for voters that had applied to redirect their ballot pack by Thursday 17 September 2020.

In accordance with Regulation 49(3) of the Regulations, no more than 35% of ballot packs were mailed or delivered to voters on any one day during the mail out period. All ballot packs were lodged with Australia Post under the priority paid delivery timetable.

The VEC liaised closely with Australia Post during the mail out period to confirm that ballot packs had been delivered to voters. The VEC received confirmation that all ballot packs had been delivered to delivery addresses by Wednesday 14 October 2020.

During the voting period, 753 ballot packs were returned to the election office by Australia Post as return-to-sender mail. Most of this mail was due to the addressee not residing at the address.

Election office counter services

In order to safeguard the health and wellbeing of voters and VEC personnel in the COVID-19 environment, the VEC did not provide an over-the-counter replacement or unenrolled vote service at election offices in the Metropolitan Melbourne region (including Mitchell Shire Council) for the elections. Similar restrictions were initially imposed on election offices in Regional Victoria and were relaxed in the final weeks of voting. Voters were advised to request replacement or unenrolled ballot material by phone, which was sent to them by post.

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Unenrolled votes

Unenrolled votes are issued to people whose name cannot be found on the voters' roll but who claim they are entitled to vote at the election. The unenrolled ballot pack includes a declaration that is signed by the applicant and assessed by the Election Manager prior to either admitting or disallowing the vote.

The Election Manager issued 17 unenrolled votes. Of the 16 returned, nine were admitted to the count following relevant checks.

Replacement ballot packs

Following the general mail-out of ballot packs, a voter who claimed that their ballot pack had not been received, or had been lost, spoiled or destroyed, could apply to the Election Manager for a replacement ballot pack. Requests for replacement ballot packs within metropolitan councils were processed and fulfilled at the election office then lodged at the local postal facility. In order to assist in the mail turnaround time for regional councils, the VEC established a centralised postal vote issuing service at head office. Replacement vote requests were processed at the election office and fulfilled and lodged with Australia Post from the VEC in Melbourne.

The Election Manager issued 366 replacement ballot packs during the voting period. Please refer to **Schedule 1** for further information on replacement ballot packs issued.

Return of ballot paper envelopes

Voters were provided with a priority reply-paid envelope for the return of their ballot paper envelope containing their completed ballot paper. The return mail was delivered to the election office from local postal facilities or mail distribution centres. Voters who chose to hand-deliver their vote to the election office were able to do so by placing their ballot paper envelope containing their completed ballot paper into ballot boxes located at the election office. The ballot boxes allowed voters to drop off their ballot envelopes without interaction with staff, therefore remaining compliant with a COVIDSafe election⁵.

⁵ "VEC COVIDSafe election plan" - <https://www.vec.vic.gov.au/about-us/publications/local-council-election-reports-and-plans>

As ballot paper envelopes were returned, they were progressively checked by the election management team to ensure they had been signed by the voter. Additionally, processes were in place to ensure that only one returned ballot from any one voter could proceed to the extraction and count.

The Election Manager received a total of 14,848 returned ballot paper envelopes by the close of voting at 6 pm on Friday 23 October 2020.

The Regulations provide that the Election Manager can accept returned ballot paper envelopes up until 12 noon on the Friday following the close of voting, if satisfied that the ballot paper envelope was completed by the voter prior to the close of voting. The Election Manager accepted 5,408 ballot paper envelopes during the extended postal vote receipt period.

The total returned ballot paper envelopes for Moira Shire Council was 20,256.

The Election Manager set aside 604 returned ballot paper envelopes that were not admitted to the extraction and counting process due to the voter not having signed the declaration envelope or, in the case of unenrolled declaration votes, an entitlement was not found for the person, or the declaration envelope was not returned with the vote.

Refer to **Schedule 1** for the total certified record of ballot papers and declaration envelopes for Moira Shire Council.

Results

Extraction

A total of 19,652 ballot paper envelopes were admitted to the extraction process.

The extraction of ballot papers occurred at the election office commencing on Monday 26 October 2020. The extraction of all admitted ballot paper envelopes was completed on Monday 2 November 2020, following the close of the extended postal vote receipt period.

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ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

The extraction process involved separating the declaration flaps containing voters' details from each admitted ballot paper envelope, and then extracting the ballot papers from the envelopes. This two-stage process maintains anonymity and ensures the number of envelopes is tracked for ongoing reconciliation.

Any returned ballot paper envelopes found not to contain a ballot paper, or that contained more than one ballot paper, were required to be rejected and could not be counted. There were 38 returned ballot paper envelopes rejected during the extraction activity.

Following the extraction of ballot papers from the ballot paper envelopes, a total of 19,614 ballot papers proceeded to the count.

Computer count

Following the extraction of ballot papers admitted to the count for Moira Shire Council, preferences on ballot papers were data entered into the VEC's computer counting application at the election office. The application distributes preferences using the proportional representation method once data entry of ballot paper preferences is complete. The computer count information session explaining the process was recorded and available for online streaming from the VEC website from Monday 19 October 2020. Results were calculated at the election office on Friday 6 November 2020.

The provisional results were published to the VEC website as they became available. Results were updated as finalised⁶ once declarations had taken place.

For a breakdown of the first preference results, refer to **Appendix 9**.

Recounts

At any time before a candidate is declared as elected, a recount may be initiated by the Election Manager or requested in writing by a candidate stating the reasons for their request. Such requests are assessed by the Election Manager supported by the VEC and either accepted or declined.

The Election Manager did not receive any requests for a recount following the count for Moira Shire Council.

Declaration of results

The declaration of results was scheduled later than at previous elections, due to the impact of COVID-19 restrictions on extraction and counting timelines. As per the Service Plan, the latest date for all results declarations to have been completed was Friday 13 November 2020.

The results of the 2020 Moira Shire Council general election were declared at 11.30 am on Friday 6 November 2020 at the election office, Shop 1, 37 Bank Street, Cobram.

The VEC website was updated following the declaration to reflect the elected candidates from the election.

Election statistics

Participation

Participation is measured by the number of marks on the roll as a percentage of the total enrolment and can vary from turnout. The overall participation rate in the Moira Shire Council election was 82.96%, which is lower than the State average of 84.12% (excluding Melbourne City Council) and higher than the 78.50% rate at the 2016 Moira Shire Council general election.

Analysis of voter participation for the different enrolment categories shows that participation is higher for voters who are enrolled on the EC's List (84.11%) compared to voters enrolled on the CEO's List (68.35%).

Refer to **Appendix 10** for further information on participation, including a breakdown by enrolment category.

Turnout

Voter turnout is measured by the number of formal and informal ballot papers counted in the election as a percentage of voters on the voters' roll for the election.

⁶ A preference distribution report can be found at [2020 council election results | Victorian Electoral Commission \(vec.vic.gov.au\)](https://www.vec.vic.gov.au/council-election-results).

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VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION REPORT (cont'd)

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

The overall voter turnout for the 2020 Moira Shire Council general election was 80.75%. This is compared to the State average turnout of 81.47% (excluding Melbourne City Council). The voter turnout at the 2016 general election for council was 77.50%.

Informality

The overall informal voting rate recorded at the 2020 Moira Shire Council general election was 6.98%, compared with the State average of 4.76%. An informality rate of 7.03% was recorded at the Moira Shire Council general election held in October 2016.

Complaints

Type of complaints

At local government elections, complaints generally fall into two broad categories:

1. The conduct of participants in the election.

Complaints about the conduct of candidates and other participants in the election, at times alleging a breach of the LG Act or local laws.

2. The administration of the election.

Complaints about the conduct of the election and services to voters.

The majority of complaints at the 2020 local government elections related to category one, often where the complainant alleged inappropriate or illegal action by another person or group associated with the election.

Complaints process

The VEC operates a streamlined complaints process during elections, developed in consultation with local councils and enforcement agencies. The process requires complaints to be lodged in writing, and they are then processed through the VEC's head office. For the 2020 local government elections, customers were able to provide feedback and complaints through an online submission form on the VEC's website.

Each complaint is evaluated and an appropriate course of action is determined. Complaints alleging a breach of the LG Act, for example, are forwarded to the Local Government Inspectorate (LGI). Complaints relating to local laws are referred to council. Complaints about the VEC's

services or the behaviour or actions of VEC staff and election officials are the responsibility of the VEC. In these cases, the VEC investigates the matter and determines the most appropriate response. The VEC committed to responding to each complaint within five working days, however due to the unanticipated high volume of complaints received this extended in some instances.

Complaints received

The VEC received six written complaints in relation to the election of Moira Shire Council. Of these complaints, three related to the administration of the election, one related to the conduct of a participant in the election and two related to a possible breach of the LG Act or local laws.

Post-election activities

Storage of election material

All records from the election will be kept by the VEC safely and secretly in accordance with Regulation 79 of the Regulations.

Refund of nomination fees

Nomination fees were refunded to eligible candidates on Thursday 10 December 2020. Eligible candidates included elected candidates or those who received at least 4% of the first preference vote. Any forfeited nomination fees were remitted to Council on 10 December 2020.

Courts and tribunals

The Victorian Civil and Administrative Tribunal (VCAT) is responsible for hearing disputes on the validity of an election under section 311 of the LG Act.

Applications for a review of the declaration of the results of an election must be lodged within 14 days of the election and can be made by a candidate in the election, 10 persons who were entitled to vote at the election, or the VEC.

There were no applications to the VCAT disputing the result of the Moira Shire Council general election.

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VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION REPORT (cont'd)

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Non-voter follow up

In accordance with section 267 of the LG Act, the VEC has commenced its compulsory voting enforcement program. Any person who was required to vote at the election and failed to vote will be issued with an Apparent Failure to Vote Notice. Apparent non-voters have 28 days in which to respond.

People who do not respond to that notice, or do not provide a satisfactory response to the notice, may be issued with an Infringement Notice that will incur a penalty. Further follow-up by way of a Penalty Reminder Notice may also take place – this stage includes the original penalty and a Penalty Reminder Notice fee. Penalties collected on behalf of council will be reimbursed at the end of the Infringement and Penalty Reminder Notice stages.

Additionally, during the Infringement and Penalty Reminder Notice stages, non-voters may request for their matter to proceed directly to the Magistrates' Court.

Any such requests will be actioned at the conclusion of the Infringement and Penalty Reminder Notice stages. The VEC will lodge the file of any remaining non-voters with Fines Victoria at the conclusion of the Penalty Reminder Notice stage.

Evaluating the VEC's services

The VEC is committed to providing high quality election services to its local government clients. Through the VEC's formal feedback and debriefing program, the VEC is able to gauge its performance and seek advice for future local government election projects.

Feedback from councils

The VEC invited feedback from councils on its services in December 2020 and acknowledges the receipt of feedback provided by Moira Shire Council. Additional feedback can be provided to the Program Manager for Local Government elections by emailing LGProgram2020@vec.vic.gov.au.

Internal debriefing program

After every electoral event, the VEC conducts an internal debriefing program which includes input from all areas across the VEC's workforce. Internal debriefing following the local government elections commenced in December 2020. In due course, the VEC will publish a consolidated report on its performance and key statistics from the elections. This report will be tabled in Parliament and available on the VEC website.

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

**Schedule 1: Record of ballot papers and
declaration envelopes**

Moira Shire Council 2020 general election

BALLOT PAPERS PRINTED

Victorian Electoral Commission	28,000
Election Manager	5
Total	28,005

BALLOT PAPERS ISSUED

General mail out	24,290
Early and replacement votes	373
Unenrolled declaration votes	17
Spoilt	1
Sub total	24,681
Unused	3,324
Total	28,005

DECLARATIONS RETURNED

General mail out admitted to the extraction	19,344
Early and replacement votes admitted to the extraction	299
Unenrolled declaration votes admitted to the extraction	9
Returned declarations unable to admit to extraction	604
Declarations returned to sender	753
Sub total	21,009
Declarations not returned	3,672
Total	24,681

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Schedule 2: Certification statement

In accordance with Regulation 77, I certify that Schedule 1 of this report on the conduct of the 2020 Moira Shire Council local government election is a true and correct account of the number of ballot papers issued, returned and not used in this election and declarations not returned.



Warwick Gately AM
Electoral Commissioner

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Appendix 1: Breakdown of the voters' roll

Moira Shire Council	
Voters enrolled through an entitlement under section 241 of the LG Act	22,530
Voters enrolled through entitlements under sections 242 – 245 of the LG Act	1,760
Total	24,290

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Moira Shire Council

Appendix 2: Statutory advertising

Moira Shire Council election Schedule of public notices

Close of roll notice (see Appendix 2.1 for example)

VEC Website	8 August 2020
Cobram Courier	12 August 2020
Numurkah Leader	12 August 2020
Yarrawonga Chronicle	12 August 2020

Notice of election (see Appendix 2.2 for example)

VEC Website	31 August 2020
Cobram Courier	2 September 2020
Numurkah Leader	2 September 2020
Yarrawonga Chronicle	2 September 2020

Voting details notice (see Appendix 2.3 for example)

VEC Website	28 September 2020
Cobram Courier	30 September 2020
Numurkah Leader	30 September 2020
Yarrawonga Chronicle	30 September 2020

Reminder notice (see Appendix 2.4 for example)

VEC Website	12 October 2020
Cobram Courier	14 October 2020
Numurkah Leader	14 October 2020
Yarrawonga Chronicle	14 October 2020

Notice of result (see Appendix 2.5 for example)

VEC Website	23 November 2020
Cobram Courier	25 November 2020
Numurkah Leader	25 November 2020
Yarrawonga Chronicle	25 November 2020

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**


ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Appendix 2.1: Close of roll notice for Moira Shire Council

Moira Shire Council postal election

Your council, your vote



You must be enrolled to vote

A general election will be held for Moira Shire Council in October 2020. To be able to vote in the election, you must be enrolled by the close of roll at 4 pm on Friday 28 August 2020. Two categories of voters can be enrolled to vote in the Moira Shire Council election: State-enrolled voters and Council-enrolled voters.

State-enrolled voters

Am I enrolled to vote?

You are automatically enrolled for this election if:

- you will be 18 (years of age or over) on Saturday 24 October 2020 AND
- you live in Moira Shire AND
- you are on the State electoral roll for your current address.

You need to enrol if:

- you are an Australian citizen aged 18 or over on Saturday 24 October 2020 AND
- you live in Moira Shire and you are not on the State electoral roll OR
- you have lived at your current residential address within Moira Shire for at least a month and have not yet updated your enrolment details, including any changes to your postal address.

How do I enrol?

You can enrol online at vec.vic.gov.au

You can also download an enrolment form from the website. All enrolment applications must be received by the Victorian Electoral Commission by the close of roll at 4 pm on Friday 28 August 2020.

How can I check my State enrolment?

You can check your enrolment details online at vec.vic.gov.au at any time, or call 1300 895 478.

Council-enrolled voters

Am I enrolled to vote?

To be a Council-enrolled voter, you must be:

- 18 (years of age or over) on Saturday 24 October 2020 AND
- not a State-enrolled voter within Moira Shire.

You are automatically enrolled for this election if you were enrolled as a non-resident owner at the most recent election for your local area. This includes any by-elections held since the last general election.

If your circumstances have changed since the most recent election and you are no longer a non-resident owner of that property, you will not be automatically enrolled for this election. Depending on your circumstances, you may still be eligible to apply to be enrolled as a Council-enrolled voter.

Who else can enrol to vote?

You may also apply to enrol if:

- you have purchased a rateable property in Moira Shire since the last election or by-election and you are not automatically enrolled OR
- you are not an Australian citizen and you live in, and pay rates for, a property within Moira Shire OR
- you pay rates on a property you occupy in Moira Shire, for example you are a shop tenant and pay rates to the Council for the tenancy, and you have no other voting entitlement within Moira Shire OR
- you are a director or company secretary of a corporation that pays rates to Moira Shire Council and you have no other voting entitlement within Moira Shire.

How do I apply to be a Council-enrolled voter?

If you meet any of the mentioned criteria and wish to enrol, contact Moira Shire Council on (03) 9871 9888 for a council enrolment form. Council enrolment forms must be received by the Council by the close of roll at 4 pm on Friday 28 August 2020.

How can I check if I am Council-enrolled?

You can check your enrolment details by contacting the Council on (03) 9871 9888.

Thinking about standing for election?

Candidate requirements have recently changed. To nominate as a candidate for Moira Shire Council, you must:

- be an Australian citizen and enrolled on the voters' roll for Moira Shire Council AND
- be eligible to become a councillor should you be elected AND
- have completed the mandatory candidate training before lodging your nomination with the Election Manager.

For further information, visit vec.vic.gov.au

Enrolment closes
4 pm Friday 28 August

State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au

vec.vic.gov.au | 131 832

For enquiries in languages other than English call our interpreting service:
 • Hindi: 0200 0198 888 • Urdu: 0200 0198 888 • Arabic: 0200 0198 888 • Italian: 0200 0198 888 • Spanish: 0200 0198 888 • Vietnamese: 0200 0198 888 • Cantonese: 0200 0198 888 • Mandarin: 0200 0198 888 • Korean: 0200 0198 888 • Japanese: 0200 0198 888 • Chinese: 0200 0198 888 • Persian: 0200 0198 888 • Russian: 0200 0198 888 • Serbian: 0200 0198 888 • Turkish: 0200 0198 888 • Vietnamese: 0200 0198 888 • Other non-English languages: 0200 0198

Authorised by: M. Gately, A&A Electoral Commission, 538 Collins Street, Melbourne, Victoria.

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

Appendix 2.2: Notice of election for Moira Shire Council

Moira Shire Council postal election

Your council, your vote

Vote by post this October

Voting
Ballot packs will be mailed to voters enrolled in the Moira Shire Council election from Tuesday 6 October 2020. Return your completed ballot material by mail ASAP or hand-deliver it to the Election Manager by the close of voting at 6 pm on Friday 23 October 2020.

If you will be away
If you will be away when ballot packs are mailed, or your address has changed since Friday 28 August 2020, you can request for your ballot pack to be redirected by writing to:
Election Manager
Moira Shire Council election
c/- Victorian Electoral Commission
Level 19, 530 Collins Street
Melbourne VIC 3000

Alternatively, you can email your request to:
redirections@vec.vic.gov.au

Please include the address for redirection. Each voter requesting redirection must sign their request.
Requests for redirection must be received by Thursday 17 September 2020.

Large print and braille ballot papers
Large print or braille ballot papers are available for voters who are blind or have low vision—please register by Tuesday 15 September 2020. To register, call (03) 8420 1822 during business hours.

Request an early postal vote
To apply for an early postal vote, contact the Election Manager from **Wednesday 23 September 2020** on 1300 118 639 and make an application. You must provide a valid reason.

How to nominate as a candidate
Candidate requirements have recently changed. To nominate as a candidate, you must:

- be an Australian citizen and enrolled on the voters' roll for Moira Shire Council AND
- be eligible to become a councillor should you be elected AND
- have completed the mandatory candidate training before lodging your nomination with the Election Manager.

To nominate, complete the nomination form and lodge it with the Election Manager together with the \$250 nomination fee. Nomination forms can be lodged by appointment during business hours from **Thursday 17 September 2020** until **12 noon on Tuesday 22 September 2020** at:
Shop 1, 37 Bank Street, Colwene

Visit vec.vic.gov.au for more information and to pre-complete your nomination form using the online Candidate Helper. The online Candidate Helper will be available from **Thursday 3 September 2020**.

If you use the online Candidate Helper, print your pre-completed form and make an appointment to lodge it with the Election Manager along with the nomination fee.

Call the Election Manager from **Wednesday 16 September 2020** on 1300 118 639 to make a nomination appointment.

Moira Shire Council Councilors: 9

Online candidate information session
Due to COVID-19 restrictions, the VEC's recorded candidate information session can be streamed online from **Thursday 3 September 2020** complemented by state-wide interactive candidate seminars based on the information video. To watch the information session or find out how to join an online interactive seminar, visit vec.vic.gov.au

Nominations close
12 noon Tuesday 22 September

State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au

vec.vic.gov.au | 131 832

@vecvicgovau

For enquiries in languages other than English call our interpreting service:
 • Hindi 0209 9192 Arabic • 0209 9100 Assisi • Bosanski 0209 9191 Bosnian • 粵語 0209 9191 Cantonese • Hrvatski 0209 9192 Croatian • 0209 9193 Dari
 • Dinka 0209 9119 Dinka • Ελληνικά 0209 9193 Greek • Italiano 0209 9194 Italian • 0209 9192 Khmer • 0209 9194 Korean • Македонски 0209 9195 Macedonian
 • 0209 9198 Mandarini • 0209 9198 Persian • Polski 0209 9196 Russian • Slovenščina 0209 9197 Slovenian • Somali 0209 9198 Somali • Español 0209 9199 Spanish
 • Türkçe 0209 9199 Turkish • Việtna 0209 9191 Vietnamese • All other non-English languages 0209 9192

Authorised by W. Gately, J.M. Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Appendix 2.3: Voting details notice for Moira Shire Council

Moira Shire Council postal election

Your council, your vote

Check the mail for your ballot pack
Ballot packs containing voting material will be mailed to enrolled voters from **Tuesday 6 October 2020**.

This is a postal election only.
If you do not receive your ballot pack by **Friday 16 October 2020**, please call 1300 118 639 during office hours to arrange a replacement.

How to vote correctly
You must complete your ballot paper correctly for your vote to count. Put the number 1 in the box next to the candidate you most want to see elected, then number ALL the other boxes in order of your choice. You must number EVERY BOX and only use each number once.

How to return your completed ballot paper
Follow the instructions on your ballot paper to complete your vote. To return your completed ballot paper, put it in the ballot paper envelope then use the reply-paid envelope provided or hand-deliver it during office hours to:
Shop 1, 37 Bank Street, Colwene

Voting is compulsory
Voting is compulsory for all voters who were on the State roll at 4 pm on **Friday 28 August 2020**.

You may be fined if you do not vote — this includes homeowners and tenants.
You are encouraged to vote, but you will not be fined if you don't vote, if:

- you live outside this local council area OR
- you are enrolled directly with the Council to be on the voters' roll for this election.

Your completed ballot pack must be in the mail or hand-delivered by 6 pm* Friday 23 October

*Local mail clearance times vary. Ballot packs must be mailed before final clearance times in the last week of voting. Don't risk a fine.

State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au

vec.vic.gov.au | 1300 118 639

@vecvicgovau

For enquiries in languages other than English call our interpreting service:
 • Hindi 0209 9192 Arabic • 0209 9100 Assisi • Bosanski 0209 9191 Bosnian • 粵語 0209 9191 Cantonese • Hrvatski 0209 9192 Croatian • 0209 9193 Dari
 • Dinka 0209 9119 Dinka • Ελληνικά 0209 9193 Greek • Italiano 0209 9194 Italian • 0209 9192 Khmer • 0209 9194 Korean • Македонски 0209 9195 Macedonian
 • 0209 9198 Mandarini • 0209 9198 Persian • Polski 0209 9196 Russian • Slovenščina 0209 9197 Slovenian • Somali 0209 9198 Somali • Español 0209 9199 Spanish
 • Türkçe 0209 9199 Turkish • Việtna 0209 9191 Vietnamese • All other non-English languages 0209 9192

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Moira Shire Council

Appendix 2.4: Reminder notice for Moira Shire Council

Moira Shire Council postal election

Your council, your vote



Check the mail for your ballot pack
Ballot packs containing voting material were mailed to enrolled voters from Tuesday 6 October 2020.
This is a postal election only.
If you do not receive your ballot pack by Friday 16 October 2020, please call 1300 118 639 during office hours to arrange a replacement.

How to vote correctly
You must complete your ballot paper correctly for your vote to count. Put the number 1 in the box next to the candidate you most want to see elected, then number ALL the other boxes in order of your choice. You must number **EVERY BOX** and only use each number once.

How to return your completed ballot paper
Follow the instructions on your ballot paper to complete your vote. To return your completed ballot paper, put it in the ballot paper envelope then use the reply-paid envelope provided or hand-deliver it during office hours to:
Shop 1, 37 Bank Street, Cobram

Voting is compulsory
Voting is compulsory for all voters who were on the State roll at 4 pm on Friday 28 August 2020.
You may be fined if you do not vote — this includes homeowners and tenants. You are encouraged to vote, but you will not be fined if you don't vote, if:
• you live outside this local council area **OR**
• you are enrolled directly with the Council to be on the voters' roll for this election.


Your completed ballot pack must be in the mail or hand-delivered by 6 pm* Friday 23 October
*Local mail clearance times vary. Ballot packs must be mailed before final clearance times in the last week of voting. Don't risk a fine.

State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au

vec.vic.gov.au | 1300 118 639

For enquiries in languages other than English call our interpreting service:
• Arabic 0200 0190 Arabic • Bengali 0200 0190 Bengali • Bhojpuri 0200 0191 Bhojpuri • Cantonese 0200 0191 Cantonese • Hindi 0200 0190 Hindi • Indonesian 0200 0190 Indonesian • Italian 0200 0190 Italian • Japanese 0200 0190 Japanese • Korean 0200 0190 Korean • Macedonian 0200 0190 Macedonian • Malayalam 0200 0190 Malayalam • Marathi 0200 0190 Marathi • Nepali 0200 0190 Nepali • Pashto 0200 0190 Pashto • Persian 0200 0190 Persian • Punjabi 0200 0190 Punjabi • Romanian 0200 0190 Romanian • Russian 0200 0190 Russian • Sinhalese 0200 0190 Sinhalese • Spanish 0200 0190 Spanish • Tagalog 0200 0190 Tagalog • Tamil 0200 0190 Tamil • Vietnamese 0200 0190 Vietnamese • All other non-English languages 0200 0192


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Appendix 2.5: Notice of results for Moira Shire Council

Moira Shire Council election

Declaration of results



The following candidates were elected to the Moira Shire Council at the general election held in October 2020:


- MUSTICA, Libro (1st elected)
- BOURKE, Kevin J. (2nd elected)
- LIMBRICK, Wayne (3rd elected)
- ELLIOTT, Peter (4th elected)
- MANSFIELD, Peter (5th elected)
- MARTIN, Marie (6th elected)
- GOLDMAN, Andrew (7th elected)
- BROOKS, Julie (8th elected)
- LAWLESS, Peter Joseph (9th elected)

Further details about the results are available at vec.vic.gov.au

Peter Lee
Election Manager
Friday 6 November 2020

vec.vic.gov.au | 131 832

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Appendix 3: Schedule of media releases and advisories

Moira Shire Council Council-specific media releases and advisories	
Enrol now for the Moira Shire Council election	7 August 2020
Call for candidates for the upcoming Moira Shire Council election	24 August 2020
Candidates announced for the Moira Shire Council election	23 September 2020
Ballot packs mailed this week for Moira Shire Council election	5 October 2020
Voting closes soon for the Moira Shire Council election	12 October 2020
New councillors for Moira Shire Council	6 November 2020
Statewide media releases and advisories	
Victorians urged to enrol for upcoming council elections	7 August 2020
October local council elections to proceed under COVIDSafe election plan	19 August 2020
Last chance to enrol for Victorian council elections	21 August 2020
Enrolment closes tomorrow for October's council elections	26 August 2020
Nominations open soon for Victorian local council elections	31 August 2020
Council election information one click away on VEC website	4 September 2020
Accessing candidate information for the 2020 Victorian local council elections	14 September 2020
Victorian voters encouraged to sign up for free election reminders	16 September 2020
Nominations are in for the October council elections	23 September 2020
Authority granted for postal vote contingency	30 September 2020
Voting underway for Victoria's local council elections	5 October 2020
Mobile numbers not from VEC	12 October 2020
Local council elections voting deadline looms	19 October 2020
Strong voter response to local council elections	20 October 2020
Results timeline for Victorian local council elections (media advisory, not for publication)	21 October 2020
Final day of voting shows high voter turnout for council elections	23 October 2020
VEC won't risk public health for quick results in record turnout	28 October 2020
A win for democracy in a challenging year	13 November 2020
Didn't vote in the election? Please explain.	8 February 2021

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Appendix 4: VoterAlert advisories

Appendix 4.1: SMS alerts

4.1.1 close of roll – sent from Wednesday 19 August to Wednesday 26 August 2020



Council elections will be held by post in October. Make sure you are correctly enrolled by 4pm 28 Aug. More info or unsubscribe at: <https://voteralert.vec.vic.gov.au/s/tohMhA5I>

4.1.2 mail out of ballot pack Friday 9 October to Friday 13 October 2020



VEC has posted a ballot pack to your enrolled address. Voting in council elections is compulsory. More info or unsubscribe at: <https://voteralert.vec.vic.gov.au/s/ufDvSR07>

4.1.3 reminder close of voting - Monday 19 October 2020



Council elections: voting closes 6pm Friday. Post your vote or return it to your election office ASAP. More info or unsubscribe: <https://voteralert.vec.vic.gov.au/s/usSUBKIM>

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Appendix 4.2: Email alerts

4.2.1 Close of roll email

VoterAlert  Victorian Electoral Commission

2020 Local council elections

Hello,

Local council elections will be held in Victoria by post this October. It is important that you are correctly enrolled so you receive a ballot pack at your correct address.

Enrolment closes at 4 pm on Friday 28 August 2020.

If you haven't changed your postal address, residential address or name, there is no need to do anything.

Are your details up to date?

You can check your details online on the VEC's Check My Enrolment portal. Complete all fields, making sure you:

- enter your first and middle names in the 'Given names' field
- start to enter your suburb and pick it from the list suggested
- start to enter your street name only and pick it from the list suggested.

[CHECK MY ENROLMENT](#)

Do you need to update your details?

[CHANGE MY DETAILS](#)

Are you eligible to vote in another council?

In a council election, there are two types of enrolment: State enrolment and council enrolment.

You are receiving this message because you are State-enrolled.

But if you own property or pay rates in another council, you may be enrolled or eligible to enrol directly with that council.

Find out more: [State/council elections](#)

Do I have to vote at these elections?

Voting is compulsory for State-enrolled voters. Don't risk a fine! If you are on the roll for Melbourne City Council, it is also compulsory for council-enrolled voters to vote.


[FIND OUT MORE](#)

Authorised by W. Gately, AM, Electoral Commissioner, 500 Collins Street, Melbourne, Victoria.

Our mailing address is:
Level 11, 530 Collins Street, Melbourne VIC 3008

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.

[UNSUBSCRIBE](#)



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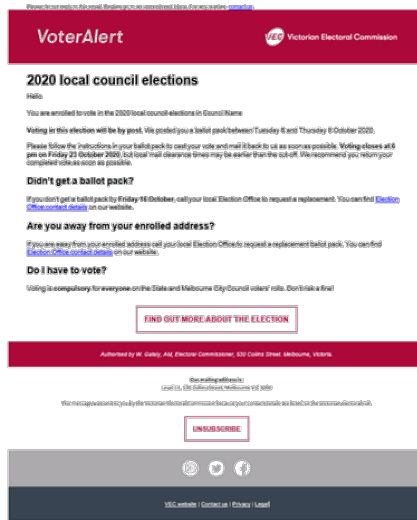
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4.2.2 Ballot Pack mailout email



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4.2.3 Last week to vote email

Please do not reply to this email. Replies go to an uncontrolled inbox. For any queries, contact us.

VoterAlert



2020 local council elections

Disregard this email if you have already voted.

Hello

You are enrolled to vote in the 2020 local council elections in Council Name Council.

Voting closes 6 pm this Friday 23 October.

How to vote

As soon as possible, make sure you:
mail your completed ballot paper in the reply-paid envelope provided

OR

drop your completed ballot paper off at [your Local Election Office](#).

Please note: voting closes at 6 pm on Friday 23 October. However, local mail clearance times vary and we recommend you return your completed vote as soon as possible.

Didn't get a ballot pack?

If you haven't received a ballot pack, [check our website to understand your options](#).

Do I have to vote?

Voting is compulsory for everyone on the State and Melbourne City Council voters' rolls. Don't break a fine!

[FIND OUT MORE ABOUT THE ELECTION](#)

Authorised by W. Galley, AM, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Our mailing address is:

Level 10, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.

[UNSUBSCRIBE](#)



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Appendix 5: Voter engagement program and initiatives

Program	Program Details
Be Heard Democracy Ambassador program	This program normally provides face-to-face electoral education sessions and was adapted to an online delivery model, providing peer-led electoral education to residents in specialist disability services and culturally and linguistically diverse (CALD) communities. A total of 47 sessions were provided to people with disabilities and a total of 80 sessions were provided to CALD communities through councils and community organisations hosting online sessions.
Myth busting campaign.	This offline campaign addressed myths around enrolling and voting for those experiencing homelessness or with unstable housing. Four myths were dispelled and displayed on billboards and street posters, in metropolitan Melbourne areas with high populations of people experiencing homelessness. During the enrolment period, no-fixed-address enrolment forms were distributed with 4,500 meals to those suffering financial hardship, through a sponsorship with StreetSmart. This partnership included social media and Electronic Direct Mail distribution to StreetSmart's database of homeless services and community partners. A 1800 freecall number was also established to support those with financial hardship to provide support for enrolling and voting. This phone number was advertised on posters distributed through homelessness agencies, drug and alcohol services and services providing COVID-19 testing in hotels.
CALD in-language social media videos.	This project produced a series of three videos in 10-12 different languages which provided electoral information on how to enrol, how to vote by post, and how to respond to an Apparent Failure to Vote Notice. These were widely distributed and shared through the VEC's social media platforms and community networks.
Aboriginal short videos.	This project produced five videos in collaboration with Reconciliation Victoria. Two videos featured Aboriginal Elders and other leading Aboriginal community members discussing the value and ways to engage with local council elections. A further three videos, using culturally relevant animation, explained what services councils are responsible for, how to vote and the role of a councillor. These were shared through Aboriginal community channels and organisations.
DemGraphics young people co-designed social media project.	This project involved conducting research to identify barriers to enrolling and voting with a diverse group of young people. This information was then used to pilot a social media campaign in selected councils to encourage engagement in the elections for those aged 18-29.
Easy English tutor guide and worksheets.	These were produced for people with low English proficiency and designed as a co-read product where a person supports the learner through the worksheets. The tutor guide and worksheets were based on the VEC's Easy English guides for local council elections and were available for download from the VEC's website in PDF and Word formats.

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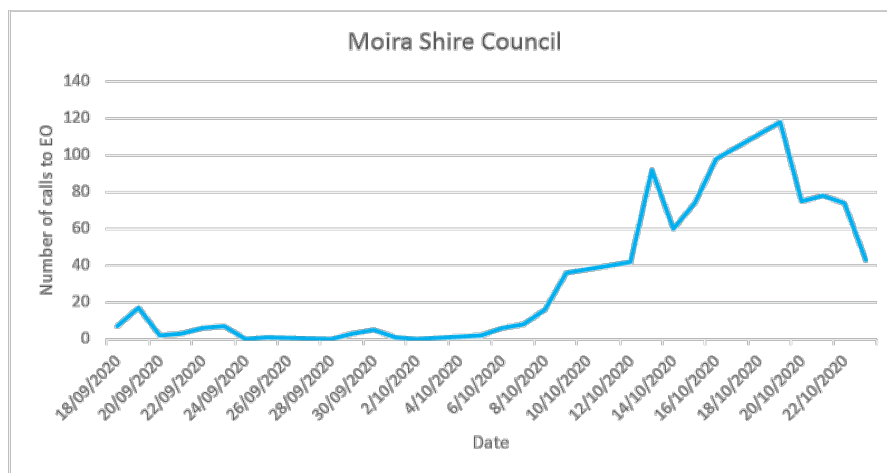
**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
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Appendix 6: Daily telephone enquiries

The following graph shows the number of telephone calls recorded by the election office telephone enquiry service including those received by the VEC's overflow call centre and tagged as relating to Moira Shire Council during the 2020 local government elections.



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Appendix 7: Final list of candidates in ballot paper order

The candidates, in ballot paper order, were as follows:

Moira Shire Council election

MANSFIELD, Peter

MARTIN, Marie

HEATHER, Judy

ELLIOTT, Peter

BEITZEL, John

MUSTICA, Libro

LIMBRICK, Wayne

OLSON, Scott A

BROOKS, Julie

BOURKE, Kevin J.

GOLDMAN, Andrew

CAMPBELL, Geoff

BUCK, Wendy

COX, Ed

MCPHEE, Don

LAWLESS, Peter Joseph

DOUGLAS, Fred

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Appendix 7.1: Candidate statements and photographs

Moira Shire Council election

Total number of candidates at close of nominations	Number of candidates that lodged a candidate statement	Number of candidates that lodged a candidate photograph
17	17	17

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Appendix 7.2: Candidate statement leaflet for Moira Shire Council election

Don't Risk a Fine
VOTING CLOSSES 6.00 PM
Friday 23 October 2020

Your ballot paper is attached to this leaflet.
Complete and return as soon as possible.
See the ballot paper envelope for voting instructions.

VOTING IN THIS ELECTION IS BY POST ONLY

Your completed ballot material must be posted or in the hands of the Election Manager on or before 6.00 pm on Friday 23 October 2020.
Local mail clearance times may vary. Ballot material must be mailed before final clearance times in the last week of voting. Late votes cannot be included in the count.
Alternatively, you may hand-deliver your envelope during business hours to:
Shop 1
37 Bank Street
Cobram


CANDIDATE QUESTIONNAIRES
Completed candidate questionnaires are available at vec.vic.gov.au or alternatively from the Election Manager.

COMPULSORY VOTING PROVISIONS APPLY
You have received this ballot pack because you are enrolled for this election. Voting is compulsory if you were on the Victorian State electoral roll for this council on Friday 28 August 2020.
Further information on voting entitlements can be found at vec.vic.gov.au

You may receive an Apparent Failure To Vote Notice if you complete and return your ballot material after the close of voting.



2020 Council Election
VOTING CLOSSES 6.00 PM
Friday 23 October 2020




Moira Shire Council

THIS IS A POSTAL ELECTION ONLY.
Voting is compulsory for residents.
For further information visit vec.vic.gov.au or phone 1300 118 639 during business hours.

VEC Victorian Electoral Commission
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NOTE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.




MANSFIELD, Peter

Peter is a long-term resident of Tanawanga, having been born, married (to Maag) and raised his three children there. He has contributed over many years to the business and social life of the town through his work with Rabina and as a volunteer mechanic, through his active participation in town activities and as an elected representative on Moira Shire Council (since 2014). Peter's objectives throughout have been to improve the lives of people across the Shire, to assist the development of opportunities for Shire businesses and to ensure that your votes are spent equitably across the Shire and for the maximum benefit of ratepayers. As a prominent and active Council member, including as Mayor for a year, Peter has been Board Member and Chair for two years of Region 2 of the Murray Cycling Association, where he was at the forefront of action on water buy-backs and issues with the Barmah clock. Developed events and supported tourism operators as Chair of the Shire's Tourism Advisory Committee. Succeeded in having navigable hazards removed from Lake Mulwala when with the local's Community Reference Group. Peter has promoted increased Shire expenditure in Tanawanga, including acquisition of the Old Trinity School site, construction of a new library and community hub, and the highly Multi Sports Stadium. Future improvements he will pursue for the benefit of Shire residents and businesses are flood mitigation in Tanawanga and Humeville, Colleen Oval development in Humeville, Grandy Creek in Wilby and stream bridges, Jackson's Island in Bundaberg, oaks nurseries across the Shire, attract national brands, such as ASD, to the Shire, and the Green Road bridge to Mulwala. Peter has considerable experience and involvement to date as a Tanawanga-based Council member. He commits to the continued betterment of the Shire, its residents, ratepayers and businesses.

1

NOTE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.




MARTIN, Marie

High on my list is ensuring engagement of residents and ratepayers with the workings of council and finding new ways to meet the communities' needs. Having a greater say in where and how your money is spent. Participatory Budgeting is one way of achieving this. COVID-19 has made life challenging for business communities and residents. We can work through this together, promoting Sun Country on the Murray, local businesses and much more. I support the Capital Works Program, it is ambitious and the largest ever. There will be job creation and stimulation of our local economy, while providing better facilities and infrastructure across the shire. I support working together with all levels of government as well as the private and not for profit sectors. This can generate change and allow new ideas to flourish. The improvement of sporting facilities, upgrades to children's playgrounds, new walking and cycling tracks and the creation of Creative Arts Hubs provide for all age groups and abilities and make Moira a great place to live, work and play. In my two terms on Council I have proudly served as Mayor and Deputy Mayor. Committees I have worked on include the Audit, Moira Safety Committee, Prevention of Domestic Violence, Environmental Sustainability, Coulburn Broken Greenhouse Abolition, Junior Council, M4G Inc., Multicultural and various sector SS committees. To further serve my community I have undertaken the Institute of Company Directors Course and am an alumnus of the Cambus Centre for Ethical Leadership. My passion is talking to residents, business people, volunteers and visitors about their ideas and being able to progress them. Your vote for me will ensure I will continue to strongly represent the entire Moira Shire Community with the integrity you deserve.

2

NOTE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.



HEATHER, Judy

Family, experienced councillor, hard work, community service drives my passion to stand for council. It's a privilege and honour representing in council chambers and I take that seriously. Securing Tanawanga Primary School for a community hub, saving thousands saved Tanawanga Community Hall, as Moira Shire's successfully working towards its township across the shire currently, creating new library hub on site that will allow growth and integrate parking into the future are all my passions, along with lobbying funding to build a long awaited and much needed heated pool at Bundaberg. Protect and support iconic rural shopping strips whilst encouraging bulky goods stores, light industrial, industrial and manufacturing growth across the shire. Economic growth in our beautiful smaller communities and opening up land for residential development and job creation. Share trees and drought proof native strips to beauty communities without using too much of our precious water supplies. During and post pandemic, keeping businesses and tourism up and running for the next 14 seasons. Must Visit Location shire wide. Farming, trades, industrial, retail, pleasure, fitness expert but have lifelong interests in most fields and in my spare time, I will listen, learn and work with your concerns. Initiating pre meeting agenda items discussions across the shire and investigate opening briefings to public, so everyone can see how and why decisions are made and monthly meeting venues shared across the larger towns. Moira Shire Council comprising of Councillors, CEO, senior staff work for you. Major part of councillor role is ensuring every dollar is spent wisely, effectively and efficiently across the shire to maximise life and economy. Please contact all candidates, informed valid votes counts. Vote 1 Judy Heather open, transparent governance, community consultation. @Judy Heather Candidate for Moira Shire Election 2020. judyheather1954@gmail.com 0434 96263

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<p><small>NOTE: The contents of candidate statements are provided by the candidate. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p>  <p>ELLIOTT, Peter</p> <p>Hi I'm Peter Elliott, I've enjoyed continuous employment as part of the Mulwala Water Ski Club team since 2006. My wife, Paula and I were married in 1994 and our 3 awesome children, James, Stephanie and Olivia all enjoyed a grand old childhood whilst growing up in Bundalong. I also enjoyed my childhood in Bundalong and learnt what hard work was all about whilst growing up on the family dairy farm. Bundalong has been a huge part of my life and is very special to me, so naturally I want Bundalong to continue to prosper and I promise to live up to my end of the bargain in ensuring it remains part of the bigger Moira landscape. As a first-time politician I'm unsure of what's in store as a councillor but reassured I promise to work hard, be respectful and conscientious. My last 15 years as chairperson of the Bundalong Action Group hopefully gives me a common-sense approach to all aspects of being a councillor and, at the same time, be grounded and connected with our community. I don't have a set agenda as such but as a councillor I want to be a team player and help Moira to achieve above and beyond its confines. If you agree, vote wisely.</p> <p>4</p>	<p><small>NOTE: The contents of candidate statements are provided by the candidate. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p>  <p>BEITZEL, John</p> <p>My name is John Beitzel I was born and bred in Numurkah I am married and also the father of two boys who both live, work, and play sport locally I am heavily involved in sport in our community as I am also the current president of Numurkah Football club, I have also been self employed since I was 24 years of age and still currently own with a business partner two businesses that are located in Numurkah and Cobargo which are both in Moira shire council I have currently served on Moira shire council for the past 4 years and as a business owner feel it's important to be involved in making decisions that essentially shape our community and also important that Moira Shire Council continue to strive to be authentic, efficient, accountable, one that has an open door policy that will continue to attract new industry and development, which will continue to provide employment opportunities right throughout our shire. It's essential that our community has a well run business minded council and most importantly, one that represents the interests of all members of our community. We are living in one of the best parts of our country being 2.5 hours from the city of Melbourne whilst having the Murray river on our doorstep which gives us the opportunity to promote tourism in our shire and create important dollars to our local retail industry. We need a council that will always do their best to ensure that Moira shire is a great place to live and visit without a thriving economy.</p> <p>5</p>	<p><small>NOTE: The contents of candidate statements are provided by the candidate. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p>  <p>MUSTICA, Libro</p> <p>I have been serving on the council for the last 4 years working with the community firstly as a councillor and then the Mayor. I am standing again as I believe there is still more to be achieved and projects I would like to see completed. I have been a part of the Moira Shire community for most of my life and am passionate about further developing the area I live in. These next four years may prove challenging considering the current situation and I feel that with my previous experience and operating my own business I have the knowledge that will be useful moving forward. We need to begin investing in our people and create a community where our youth can not only get a job but develop a career and raise a family in their home town rather than having to move away to the city. I recognise and understand what the Moira Shire needs to keep growing to ensure that our community is strong and successful looking for many years to come. To be a place where industries choose to invest, people want to visit and holiday, live and work.</p> <p>6</p>
<p><small>NOTE: The contents of candidate statements are provided by the candidate. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p>  <p>LIMBRICK, Wayne</p> <p>I have lived in Moira Shire for most of my 65 years and currently live on a farm at Waikiki with my wife Pam and have owned since 1988. We also own a house at Shirewoods in Yarragon and spend time there. I am Chairman of the Shirewoods Owners Corporation and committed to building that community. My employment experience includes, Banking, Legal Practice Management and Conveyancing, Accounting, Financial Planning and Retail. I have been involved in many community and sporting groups mainly in Ballista, but also a delegate on the Murray Redtail Netball League. I have been involved in Tourism promotion and marketing, as a Board Member on Goulburn Tourism in the 1990s, Sun Country on the Murray Marketing Committee and Moira Shire Tourism Advisory Committee most recently, serving 3 years as Chairman. I was also Chairman of Western Moira Tourism for 6 years. I believe Moira Shire is well placed to continue to grow and want to be involved in the future planning and continued economic development of the Municipality. I have a particular interest in Tourism development and marketing, waste and resource management, water supply and ensuring that Moira Shire is ahead of the game, in provision of services, well planned residential land and quality individualised care. Covid 19 has been a challenge for us all, but I firmly believe that Moira presents us with a unique opportunity to take advantage of the already obvious migration of people out of the city. Travel habits have also changed and we urgently need to review our accommodation offer to capture the movement of people around the state, unable to travel interstate and overseas. I believe I have the knowledge, experience and passion for what I like to be a valuable member of Council and represent my fellow ratepayers.</p> <p>7</p>	<p><small>NOTE: The contents of candidate statements are provided by the candidate. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p>  <p>OLSON, Scott A</p> <p>My name is Scott Olson and I am a 38 year resident of Moira, with the last 24 years in Koonoomoo (think lots of o's and the big Shawbong). Like yourself, I am looking across the election list of 17 candidates and asking to myself, "who do I vote for?" It's a tough question. Especially when many, including myself, will say to you that they are approachable, willing to listen, can work well with others, and supports Council transparency and accountability. My answer to each is also "her" when describing myself, but the 3 character answer you'll be asking for your vote and you'll vote! Scott Olson is, One, I have a good head for numbers, which I use everyday as a market analyst and in the other numerous roles in my agribusiness. In the past, I have also used my good head for numbers to help build Council's account for some of their actions. Two, I have shown many times over the years that I am a strong advocate who is not afraid to speak up for either myself and for others who care about worthy causes are at stake. Three, I never do things by half measures where I choose to take on a new role. In this instance as a Councillor. As stated in my questionnaire, both the Covid-19 virus and drought over the past 3 years has had a financial and mental impact on nearly every person within Moira. With your vote, my mission is to achieve a measurable and tangible reduction in the cost of living for both residents and businesses in Moira. With a number of "low cost" ideas already in my head, I am asking for you to please Vote! Scott Olson. Thank you.</p> <p>8</p>	<p><small>NOTE: The contents of candidate statements are provided by the candidate. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.</small></p>  <p>BROOKS, Julie</p> <p>Julie is a third generation community member who was born in the shire and currently lives in Yarragon. Julie has been employed by PALS (a local disability services provider) for over 19 years and has been the CEO for the last 4 years. PALS delivers a range of support services across the shire, primarily into the townships of Colram, Numurkah and Yarragon. Julie genuinely cares about making the community we live in a better place and hopes to serve on the Council to represent many of the residents who don't have a voice in our community, notably the elderly, the socially disadvantaged, people who live with a disability, single parents and young families. Women are overrepresented in the Moira shire demographic numbers and yet are considerably underrepresented in Council with presently only 2 female Councillors out of 9 representatives. Statistically only 28% of all Councils are female. Minister for Local Government Shanon Leane says "Gender equality makes communities, councils and Victoria change". Historically our communities were founded by strong-willed leadership in organisations like the Country Women's Association and their has never been a greater need for women to be represented at local Government level. People who live with a disability are often a silent minority. They are more likely to experience poverty, live in poor quality housing and experience low levels of education. They are often socially isolated with fewer opportunities to participate fully in their communities. Julie hopes to be able to advocate for better access to buildings, footpaths, facilities and for greater inclusion. Julie intends to be an independent voice for Moira who will carefully scrutinise the priorities for the significant expenditure of the Moira budget and will weigh each issue of its merits. Julie wants Moira to be a truly diverse, prosperous and welcoming community.</p> <p>9</p>

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
REPORT (cont'd)**

ATTACHMENT No [1] - VEC 2020 Local Government Elections - Election Report

Moira Shire Council

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BOURKE, Kevin J.

Bourke Kevin J. is a fourth generation Nathalia resident, and along with partner, Leanne, has operated a number of successful small businesses in the Nathalia district. Being elected member of Moira Shire Council since 2012, I am experienced in the role. Throughout this time I have maintained a commitment to the ensure adequate community consultation, transparency in decision making, accountability of staff and council and service delivery to all Moira residents and stakeholders. I have been fortunate to hold a Councilor representative position on the Moira Disability Committee, the Moira Shire Safety Committee, Goulburn Valley Roadside and the former Nunamurrah Road Study and Plan Committee and the current Nunamurrah Road Mitigation Implementation Committee. Moving forward, Moira Shire will face many challenges that will need to be addressed through the lens of economic changes caused by the COVID-19 pandemic. Water - The impacts of the Murray Darling Basin Plan, I will fight to keep irrigation water, and therefore agricultural productivity this side of the Barmah choke, and the environmental vandalism caused by inter-basin transfers. Flood protection and drainage issues need to be addressed as a priority. Development of Local Industries - Planning for, and encouraging development with Residential, Commercial and Industrial development and demand across the Shire. Promoting the local tourist attractions to local residents, encouraging "stay at home" holidays in the post pandemic world. Roads and Services - We need security in our ability to maintain our huge Road network to community expectations, along with the promotion of the Yarravongga/Mulwala Bridge. Waste and Recycling services need to be optimised to minimise our exposure to landfill expenses and charges. Moira Shire is a magnificent place to live, work and play. I humbly seek your vote to continue to work on your behalf.

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GOLDMAN, Andrew

I moved to the Moira Shire 47 years ago and chose to raise my family here where I started an excavation business now employing 65 people. The region needed more opportunities for young people to stay or to encourage them to return after leaving for higher education and I wanted to help bridge that gap. Building a business has taught me the importance of staying connected with the community to ensure the most sustainable outcomes for the region. My adult children and grandchildren live locally, and I want to see opportunities continue to grow and encourage people of all generations to stay in the Moira Shire. I am a strong advocate for supporting local business and trades. I want to see the Moira Shire bring in more business opportunities at the same time growing and supporting existing businesses. COVID has hurt our economy and we need to seek ways to build our region back up. I am also passionate about creating more low-cost industrial land which will help boost business and jobs. I have seen our tourism drop over the years and have a keen interest in seeing this grow and to help deliver the right vision. Tourism drives regional development and with the Murray River and Lake Mulwala at the center of our tourism we have the ability to deliver the growth our region needs. The Moira Shire needs Councilors who are accountable, and it's time for a change.

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CAMPBELL, Geoff

Introducing Geoff Campbell, born and raised in Yarravongga. A retired Farmer with a Diploma in Agriculture, I have travelled extensively locally and overseas. Past Yarravongga Councilor and President Yarravongga Holiday Park Committee (20 years) (former) Community worker (volunteer) locally and internationally (with Apoc Farmer Catchment and Land Protection Council and Catchment Management Authority Member, Parish Councilor Anglican Church) 50 years Wilby Fire Brigade. I have the qualifications, enthusiasm and experience to be your Councilor. I will endeavor to make decisions more open and consult with local communities. Communication Net Work is important I will work hard for improvements to phone and internet services to enable People Industries and Businesses to prosper. I have dealt with businesses right across the shire and know the importance of our regional Road Network, they need to be maintained and upgraded. I will work to ensure the viability of our tourist centre to promote our town. Rail is very important to our rural areas both for freight and passenger services, I will support them. My involvement in Coaching, Dancing, and Veterans & Visitor clubs gives me knowledge of recreation reserves, Halls and Waterways across the Shire. With so much land there is no Road to Force Water through the Sarnah Choke. We use the water to create our food bowl. As a parent and developer I fully understand the importance of open to all ages, locally I support the Multi sports Stadium (indoor heated pool), the acquisition of the former Primary School site at a discounted rate for Community use, the new Library on the best site available and enhancement of the Ivan Hill Complex for Arts and Culture. Lets work together to bring tourists, industry and development to Moira to Capitalize on the foresight of our Forebears.

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BUCK, Wendy

Wife of Wendy BUCK, I am an agriculture and disability support worker in Moira Shire and have been a Moira Shire Councilor for 10 years, it is an honor to be re-elected and supported by my community. I am also a graduate of the Australian Institute of Company Directors. I am asking you to vote Wendy BUCK so I can continue working together with the community to achieve their goals. I have a proven track record in the community, facilitating a Farming support group, Water Technology Cluster (Ingleton Baya, a water on tap), Small Communities Great Features of the Moira Shire featuring our 18 small towns, and a history project celebrating 100 years of women in local government highlighting Women Councilors and women who represented the shire that made up the Moira Shire. I have championed an all-ages playground with disability parking, footpaths and laneways for wheelchair access, am looking at extending it with a wheelchair swing. I was the first ever woman to be Ministerial elected Chairman of a Regional Waste Group and worked on state significant projects and policies. At Moira Shire I have been instrumental in championing change with the introduction of the full organic green bin and the Wets Working Better Street lighting upgrade. The next four years, if elected, I hope to see major projects achieved, basketball stadium, new library hub, heated pool and community hub at the old school site. I also see the need for major drainage works and flood mitigation across the shire as top priority. The whole community benefits from those of us who stand for local Government, who choose to be at the decision making table and not on the sidelines, who engage their community to develop and then their decisions which shape their future.

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COX, Ed

My name is Ed Cox, married to Sue and we have four adult children. I've been involved with various local community organizations over the years in Coburn. I'm an irrigation farmer with Beef, Lambs, Cattle and Hay. I've been involved with Moira Council a number of years now and still think I have a lot to offer this Council in the future. My focus will be across the shire but locally upgrade of buildings at Scott Reserve; Yarravongga Sheep Res, the G.M.W. Jerald Point Bill Coburn bus parking; Rural Roads, Coburn East Leys Bank, Footpaths across Shire; Small communities facilities upgrades; Coburn Information Centre Upgrade, Caravan Park Coburn upgrade and other projects across Shire.

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MCPHEE, Don

I have lived in the Yarravongga area for some 35 years, with my wife Heather and two daughters Kirby and Bindi. We have just retired from Houghton's a retail business in Yarravongga after some 38 years. I have been involved in many community business organisations. These being, the Yarravongga/Mulwala Tourism & Business, of which I am the current treasurer, Chamber of Commerce (1988-2008), Yarravongga P-12 Secondary College School Council, PALS Disability care, Coburn House People Committee, and I am currently on the Yarravongga/Mulwala Development Group, and a Yarravongga Lions member. After my first council term in 2019-2016, I have a sense of unfinished business and feel I can contribute in a very positive way, to continue to see the shire grow economically and to support the health and cultural needs of residents. Expenditure on infrastructure and facilities for the greater Yarravongga area is a consistent issue for Moira Shire. It has been their 'Achilles' heel. With the continued growth in population, facilities need to meet resident expectations. I support the current Yarravongga projects in progress at this time: The Unity Community Hub, Multi-Purpose Indoor Basketball Stadium with provision for an indoor heated swimming pool, and the Tangamah Football Netball Clubroom upgrades. Tourism, one of our most important industries, needs continued support and the Shire must continue to fund tourism across the shire, particularly Yarravongga. The council must continue to consult with the community on its future needs and put in place projects in the planning pipeline. I have maintained my interest in local government and community affairs and have the same desire and enthusiasm to represent the greater Yarravongga area and all Moira Shire residents as all community partners on Council. I ask for your support in this endeavor.

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Moira Shire Council

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LAWLESS, Peter Joseph

After completing a four-year term, three as Deputy Mayor, I would like to continue to serve the Community. Looking to the future post-pandemic, I believe many will consider Regional areas and what they have to offer in different light with Tourism in particular booming. Council needs to build on our strengths in retail, agriculture, light industry and manufacturing by encouraging our present residents, and others to 'come to help to grow our economy. This will give opportunities, not only to those finishing their education, here, but attract those who have left, to return. Experience in a variety of roles, previous to Council, has equipped me to recognise the priorities for our major towns, Numurkah, Nathalia, Cobram, Yarrawonga, such as flooding issues and drainage, housing shortages, industrial sites, schools and sporting facilities. I am particularly keen for each of the smaller towns and districts to receive high standard services and well maintained Community Centres. We need to encourage and support our many volunteers, who are the life blood of rural communities. Goodland I have four adult children and six grandchildren, with one daughter having a disability. I am acutely aware of the needs of the disabled and the younger generation. We must provide the best possible facilities right across Moira for all to pursue activities in a variety of sports and entertainment. We need to continue to support the newly formed Arts Hubs at Numurkah, Nathalia, Yarrawonga, and hopefully soon, Cobram, as well as the North East Arts Trail. The formation of Kookatani Committees in smaller towns has been a great boost for these communities and must be encouraged. My family's keen interest in gardens and having travelled in Australia and overseas, the appearance of parks, gardens, approaches to towns and public buildings leaves a lasting impression.

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DOUGLAS, Fred

My wife and I have a 58+ year history with Moira Shire and have made Bardslang our home. We have forged friendships with people in the township. We have admired the fair and forthright of local businesses. As water sports enthusiasts, we have seen on the waterways the habitats that are quintessentially unique to the region. The natural environment must be sensibly managed, because of its uniqueness and because, through tourism, its a significant driver of economic growth. Quality is precious in the storage of our built environment and valuable local industry. We need a sustainable, strategic vision that addresses the challenges endured by the Shire, including drought, bush fires, floods, unemployment, a slowing local economy and the impacts of Covid 19. As a seasoned property professional, I know economic prosperity is achieved through a complex balance of financial, environmental and community needs. To attract investment and create more jobs, we need positive dialogue with companies and Government agencies. I have a proven track record as a collaborator. I seek out the things that unite, rather than focus on the issues that divide. As a Member of the Australian Institute of Company Directors, I take impartiality and good governance seriously. I've served on the Yarrawonga Health Board for 3 years (Chair of our Corporate Governance Committee for one year) and am a Member of Yarrawonga Neighbourhood House Committee of Management, a Member of Malwa Water Ski Club, Yarrawonga Malwa Golf Club and sat on the Moira Council Audit Committee as a Community representative. I am a passionate and optimistic person with energy to turn ideas opportunities for attracting investment. I see opportunities for strengthening infrastructure and industry. Most importantly in these challenging times, I see opportunities for building community resilience. Governance, Business Acumen, Property Expertise, Community Service

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Appendix 8: Daily breakdown of the general mail-out

Moira Shire Council election			
6 October 2020	7 October 2020	8 October 2020	Total
8,259	8,259	7,772	24,290

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Moira Shire Council

Appendix 9: Result information

Moira Shire Council election

Count summary		
Enrolment:	24,290	
Formal votes:	18,245	
Informal votes:	1,369 (6.98% of the total votes)	
Voter turnout:	19,614 (80.75% of the total enrolment)	
Candidates (in ballot paper order)	First preference votes	Percentage
MANSFIELD, Peter	1,363	7.47%
MARTIN, Marie	1,184	6.49%
HEATHER, Judy	864	4.74%
ELLIOTT, Peter	1,361	7.46%
BEITZEL, John	1,086	5.95%
MUSTICA, Libro	2,477	13.58%
LIMBRICK, Wayne	1,339	7.34%
OLSON, Scott A	497	2.72%
BROOKS, Julie	1,028	5.63%
BOURKE, Kevin J.	1,522	8.34%
GOLDMAN, Andrew	1,328	7.28%
CAMPBELL, Geoff	683	3.74%
BUCK, Wendy	654	3.58%
COX, Ed	990	5.43%
MCPHEE, Don	475	2.60%
LAWLESS, Peter Joseph	1,031	5.65%
DOUGLAS, Fred	363	1.99%

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
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Successful candidates

MUSTICA, Libro (1st elected candidate)

BOURKE, Kevin J. (2nd elected candidate)

LIMBRICK, Wayne (3rd elected candidate)

ELLIOTT, Peter (4th elected candidate)

MANSFIELD, Peter (5th elected candidate)

MARTIN, Marie (6th elected candidate)

GOLDMAN, Andrew (7th elected candidate)

BROOKS, Julie (8th elected candidate)

LAWLESS, Peter Joseph (9th elected candidate)

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**VICTORIAN ELECTORAL COMMISSION - 2020 GENERAL ELECTION
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Moira Shire Council

Appendix 10: Election participation statistics

Note: Participation is measured by the number of marks on the roll as a percentage of total enrolment and can vary from turnout (total ballot papers counted as a percentage of total enrolment).

Moira Shire Council election			
Enrolment category	Participation as a percentage of voters enrolled in each category for 2020 Moira Shire Council general election	Comparator for 2016 Moira Shire Council general election	Statewide postal election comparator for 2020 LG elections (excl. Melbourne City Council)
Voters enrolled through section 241 of the LG Act	84.11%	80.58%	86.27%
aged 18 to 69 years old on election day	81.99%	80.05%	85.48%
aged 70 years and over on election day	90.45%	82.39%	90.14%
Voters enrolled through sections 243 - 245 of the LG Act	68.35%	63.17%	60.96%
Council total	82.96%	78.50%	84.12%

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FILE NO: D19/80950
4. A WELL RUN COUNCIL

ITEM NO: 10.2.4

REPLACEMENT OF LAPTOPS AND MONITORS

RECOMMENDATION

That Council award the quotation to Dell Australia Limited for the replacement of IT equipment (laptops and monitors)

1. Executive Summary

Moira Shire Council requested quotes from suitably qualified organisations for the replacement of 115 laptops and 45 monitors. The equipment being replaced is all end of life

The equipment will be purchased utilizing the Victorian State Government Contract *End User Computing Equipment Panel* – contract reference number DPC-SPC-01-2018. Purchasing via the State Government contracts means Council does not need to go to tender.

Equipment will be placed on our lease with Equigroup (CBA) and replacing currently leased items.

Quotes were received from 4 vendors;

- Dell Australia Limited
- HP (from Southern Cross Computing)
- HP (from LWT systems)
- Fujitsu (from Computer Now)

Each vendor was asked to quote for exactly the same specification of equipment and services.

2. Background and Options

Council replace desktop PCs every 4 years and laptops every 3 years – which coincides with the maintenance support agreements offered by the manufacturer.

Council is moving away from the use of desktop PCs to increase options for staff when working remotely.

Dell and HP were asked to provide Council demo devices so we could undertake performance tests against our systems. There was no appreciable difference between the performance or quality of the Dell or HP devices. Based on the performance tests a specification was developed anticipating Council perceived needs over the next 3 years.

Vendors were also asked to include in their quote services for asset tagging the new devices and loading Council's standard PC image (default programs).

Quote Evaluation

As all vendors were asked to quote on exactly the same type of equipment, the evaluation was based solely on price.

3. Financial Implications

The recommendation is within the approved budget, and savings have been made in comparison to the previous laptop refresh.

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4. A WELL RUN COUNCIL

ITEM NO: 10.2.4

REPLACEMENT OF LAPTOPS AND MONITORS (cont'd)

4. 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.

5. Conflict of Interest Considerations

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

6. Conclusion

After consideration of the submissions, including price and specification requirements, it is recommended that the contract be awarded to Dell Australia Limited.

Attachments

- 1 Quote specification and cost summary - confidential - *printed in separate document*
- 2 Dell quote - confidential - *printed in separate document*
- 3 Fujitsu quote - confidential - *printed in separate document*
- 4 HP Southern Cross Quote - confidential - *printed in separate document*
- 5 HP LWT quote - confidential - *printed in separate document*

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4. A WELL RUN COUNCIL

ITEM NO: 10.3.1

COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN

RECOMMENDATION

That Council authorise the CEO to pledge Council as a signatory to the Goulburn Murray Regional Prosperity Plan Statement of Intent.

1. Executive Summary

The Goulburn Murray Regional Prosperity Plan (the Plan) has been developed to guide, stimulate and ensure accountability to drive economic inclusion of Aboriginal people in the Goulburn Murray Region.

The Plans vision is to achieve an *“additional \$150 million Gross Domestic Product per annum by 2036 for the Goulburn Murray region through the inclusion, prosperity and shared value of First Nations people*. The Plan has been developed with six strategic themes, each of which have a prosperity goal. The strategic themes are:

1. Opportunities through culture and shared value;
2. Building Enduring relationships;
3. Goulburn Murray as a region of the future;
4. Accelerating enterprise and leadership development;
5. Skills and pathways for the future; and
6. A thriving community with strong foundations.

Now that the Plan has been finalised the opportunity exists for organisations to signal their commitment to it and in doing so pledge to building a long-term partnership that will deliver mutual respect and significant employment and business opportunities for the Aboriginal community of the Goulburn Murray Region. This report recommends that Council Authorise the CEO to pledge Council as a signatory to the Goulburn Murray Regional Prosperity Plan Statement of Intent.

2. Background and Options

Moira Shire Council has been an active participant on the Project Control Group of the Goulburn Murray Regional Prosperity Plan (the Plan). This is a place based Plan that is to generate a thriving and sustainable First Nations economy to achieve parity for Yorta Yorta and other First nations people, leading to increased prosperity for all. The Plan has been finalised and now the opportunity exists for organisations to signal their commitment to it by signing the Statement of Intent (attached).

The Plans vision is to achieve *“additional \$150 million Gross Domestic Product per annum by 2036 for the Goulburn Murray region through the inclusion, prosperity and shared value of First Nations people”*.

The Plan was built around the following five objectives:

1. Develop a rights based platform that recognizes Yorta Yorta peoples' right to an economy and a future state of productivity post-dispossession;
2. Set a clear regional trajectory towards Aboriginal parity and prosperity;
3. Activate the aboriginal economy in our region through direct investment and support for enterprise development and entrepreneurship;
4. Reposition the perceived social, cultural and economic value of the contribution of Aboriginal people, heritage and enterprise tour region; and

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COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

5. Build regional accountability for improving Aboriginal social, economic and cultural outcomes by defining activity and outcomes in a way that is specific and measurable.

The Plan is developed around the following 6 strategic themes and prosperity goals.

Theme	Prosperity Goal
Opportunities through culture and shared value	To invest in the sustainability of culture and identify of Yorta Yorta and other First Nations people as an act of place-based reconciliation and for the economic and social benefit of the entire region
Building Enduring relationships	Build strong and authentic relationships to enable transfer of knowledge, reduce ignorance, erode racism, promote advocacy and commitment to the Plan and create new opportunities in a variety of workplaces and domains
Goulburn Murray as a region of the future	Establish the Goulburn Murray region as a future proof and innovative region that generates opportunities for all members of the community
Accelerating enterprise and leadership development	Invest in First Nations entrepreneurs and businesses, building confidence, capability and connections which will enable them to thrive. Educate industry and government to responsibly procure and work alongside First Nations businesses
Skills and pathways for the future	Empower young First Nations people and underemployed or under-employed adults to choose their own pathway to meaningful education and employment outcomes
A thriving community with strong foundations	Recognise families as the backbone of communities and provide support to build safe and stable homes, harmonious family units and create intergenerational wealth

Implementation of the 15 year Plan will be overseen by the Plan Implementation Committee. This committee will act as the regional governing body for the Plan and will be responsible for leading a unified approach to auctioning the Plan.

3. Financial Implications

There are no immediate direct financial implications associated with signing the Statement of Intent. However, the Plan has been prepared in response to the 2018 'Closing the Indigenous gap in the Goulburn Murray Region' report. This report, prepared for the Kaiela Institute by Deloitte Access Economics, found that by 'closing the gap', increasing Aboriginal economic participation and achieving parity could increase the gross regional product by \$150 million per annum by 2036 and add 468 new full time equivalent positions. This modelling indicates that supporting the Plan will have positive economic outcomes for the entire region in the future.

4. Regional Context

In October 2020 Moira Shire accepted an invitation to participate on the Project Control Group for the Goulburn Murray Regional Prosperity Plan. Members of the Project Control Group included key stakeholders from four segments:

1. the Aboriginal community including the Kaiela Institute who facilitated the project;
2. Government (State and Local);

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COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

3. Industry; and
4. Institutions (including the tertiary education sector).

5. Council Plan Strategy

Committing to the Plan is supported by the Moira Shire Council Plan. This is through Strategy 1 which includes a goal to “value the culture and heritage of our traditional owners” and Strategy 2 ‘increased indigenous and local youth employment’.

6. Legislative / Policy Implications

Since 2009 Australia has a policy to *Close the Gap* for Indigenous Australians compared to non-Indigenous Australians in terms of health, social and economic indicators. The Plan has been designed to be a place-based approach to the Government’s Closing the Gap agenda.

7. Conflict of Interest Considerations

There are no Officer conflicts of interest in relation to this report.

8. Conclusion

Moira Shire Council has been an active participant on the Project Control Group of the Goulburn Murray Regional Prosperity Plan (the Plan). The Plan has been finalised and now the opportunity exists for organisations to signal their commitment to it by signing the Statement of Intent (attached).

The Plan aims to build a long-term partnership that will deliver mutual respect and significant employment and business opportunities for the Aboriginal community of the Goulburn Murray Region. This report recommends that Council, through the CEO, sign the Goulburn Murray Regional Prosperity Plan Statement of Intent.

Attachments

- 1 Statement of Intent - Goulburn Murray Regional Prosperity Plan
- 2 Goulburn Murray Regional Prosperity Plan - Summary Report
- 3 Goulburn Murray Regional Prosperity Plan - Implementation Evaluation Plan

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4. A WELL RUN COUNCIL

ITEM NO: 10.3.1

**COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY
PLAN (cont'd)**

**ATTACHMENT No [1] - Statement of Intent - Goulburn Murray Regional Prosperity
Plan**



STATEMENT OF INTENT

March 2021

Goulburn Murray Regional Prosperity Plan

Our Plan is a bold and courageous initiative, entered into freely and with enthusiasm by all major stakeholders in the Goulburn Murray.

Our ambition is to lead the country by changing the way we think about and act within our regional economy, delivering shared prosperity for all.

Our vision for the Plan is to generate a thriving and sustainable First Nations economy to achieve parity for Yorta Yorta and other First Nations people, leading to increased prosperity for all.

We will deliver an additional \$150 million gross regional product per annum for the Goulburn Murray region through inclusion, prosperity and shared value. This increase in productivity will support reinvestment in a regional circular economy to create new and added value.

Acknowledgement

We acknowledge the Yorta Yorta peoples' strength and their important and ongoing contribution as the traditional owners of the Goulburn Murray region.

We acknowledge that a history of dispossession and marginalisation has created poverty for Yorta Yorta and First Nations peoples and that we all have a role to play in redressing this injustice. This Plan provides a unique opportunity to work together to create positive outcomes for all.

Responsibility and Investment

We have a shared responsibility to enable and restore the economic participation and inclusion of Yorta Yorta and First Nations people.

We view investment in a thriving First Nations economy as an investment in our shared future prosperity.

Commitment

We commit to building a long-term partnership that will deliver mutual respect and significant employment and business opportunities.

We undertake to negotiate in good faith, pathways, programs and targets to hold ourselves collectively accountable to achieve measurable and agreed outcomes over the course of the Plan.

I, (print name and position),

hereby pledge my organisation,,

as a signatory to the Goulburn Murray Regional Prosperity Plan Statement of Intent.

..... (sign name)

..... (date)

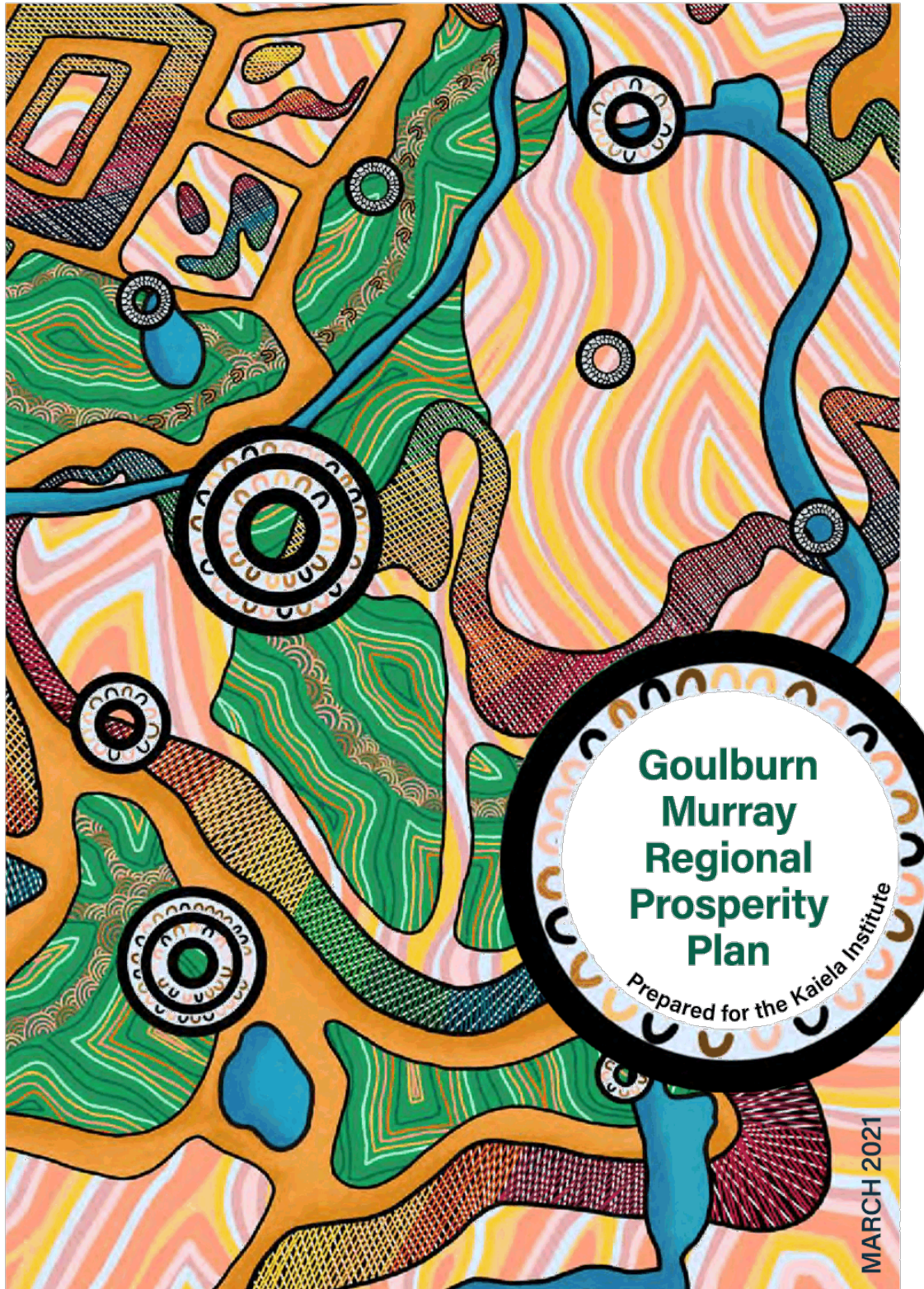


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ITEM NO: 10.3.1

**COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY
PLAN (cont'd)**

ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary
Report

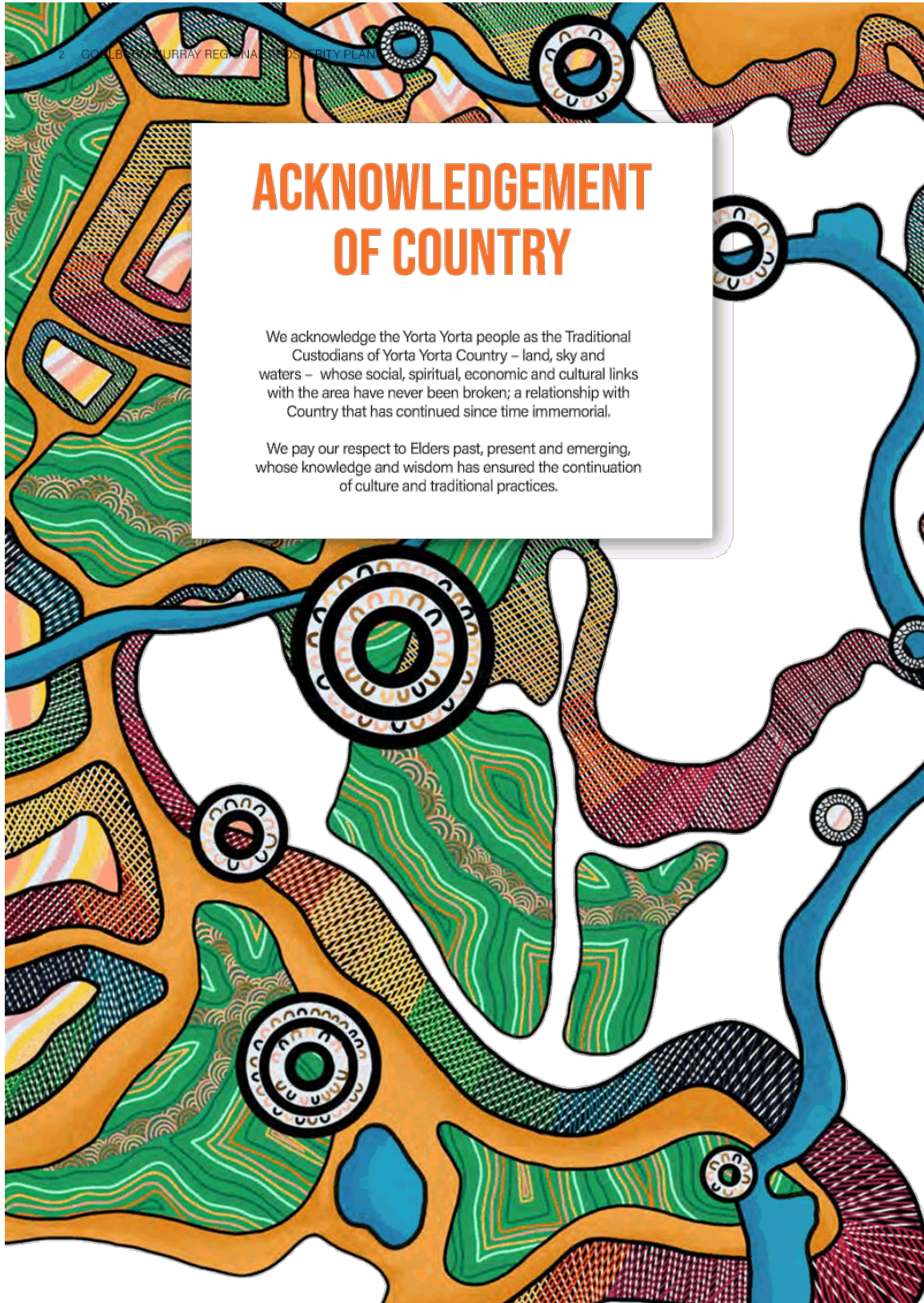


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**ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary
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ITEM NO: 10.3.1

COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary Report

GOULBURN MURRAY REGIONAL PROSPERITY PLAN 1

“ FOR MY FAMILY, GOING TO THE MURRAY RIVER (DUNGALA IN YORTA YORTA LANGUAGE) IS OUR ESCAPE. YORTA YORTA COUNTRY IS PART OF MY IDENTITY AND INFLUENCES MY LIFE IN A SENSE GREATER THAN JUST ART; IT AFFECTS THE CHOICES I MAKE ON A DAILY BASIS. ”

TROY FIREBRACE

Troy Firebrace is a proud Yorta Yorta man born in Shepparton with an interest in art that started as a child. At school, he would often find himself distracted by sketching in his workbooks rather than paying attention to the lesson. It was not until years 11 and 12 that Troy began to experiment with painting.

Much of Troy's artwork is based on the memories of his upbringing on Yorta Yorta country. "For my family, going to the Murray River (Dungala in Yorta Yorta language) is our escape. Yorta Yorta country is part of my identity and influences my life in a sense greater than just art; it affects the choices I make on a daily basis. Yorta Yorta and First Nations people don't need to go far to feel and see Country; you just need to look inside yourself and you feel it. Country and kinship are intrinsic to being Aboriginal and they hold a special place in our hearts and identity."

Painting is Troy's hobby outside his work supporting young First Nations students in Victorian schools. His art career has grown from a young child painting in art school to exhibiting and developing his own style. Now, Troy runs his own business, Firebrace Designs, is an assessor of creative arts in schools and leads Aboriginal art workshops for students and teachers. Troy

has showcased his art to the public through exhibitions held in galleries such as Kaiela Arts Shepparton, Melbourne Museum and Dudley House in Bendigo.

INSPIRATION BEHIND TROY'S ARTWORK IN THIS PLAN

Through absorbing the passion, words, direction and ambition of the Goulburn Murray Regional Prosperity Plan, Troy could see the Plan come to life in a way that captured the strength and resilience present within the community. This artwork depicts a map of the lakes and towns on Yorta Yorta country, inspired by the lifeblood and veins of Country, the Cummeragunja walk off and towns full of people of all sizes, shapes and colours.

Troy was inspired by the strength and cohesion of a tree; it is a hardened object in which every fibre plays its part, from the roots to the branches. Regardless of how small the fibre is, it all comes together to create something much larger than itself.



Work: Foundation of Country, 2021. Copyright: © Troy Firebrace, 2021.

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COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary Report

2 GOULBURN MURRAY REGIONAL PROSPERITY PLAN

INTRODUCTION FROM THE CO-CHAIRS

We are proud and excited to introduce the Goulburn Murray Regional Prosperity Plan. Our shared regional vision is to generate mutual prosperity by restoring and sustaining a thriving and sustainable First Nations economy.

The development of this Plan has deliberately been a collaborative and consultative process from the outset. It has been our collective intention that this Plan should be collectively owned by, and accountable to, the people, organisations and institutions of the Goulburn Murray region – both First Nations and non-Indigenous.

We are confident we have developed a powerful and achievable vision for shared prosperity. This vision, delivered through the development of a thriving First Nations Economy, is backed by a strong sense of regional ownership and a shared belief in our capacity to deliver the Plan.

This is an important turning point for our region. Where we have previously been held back by the historical legacies of dispossession and colonisation, we are building a shared sense of purpose and a new-found optimism.

This Plan is both a vision and a strategy for driving a regional economy that is inclusive of Yorta Yorta and First Nations people. It will succeed as it creates shared benefits while acknowledging and understanding the historical journey for the region.

Until now, Yorta Yorta and First Nations people have largely been excluded from the benefits of participation in our strong regional economy.

By adopting and owning this Plan, the Goulburn Murray region is signalling that it is willing to adopt its leadership role in developing a thriving and sustainable First Nations economy. This commitment will challenge the invisibility of First Nations people and flip the way we view and understand the value of Yorta Yorta and First Nations people.

The Goulburn Murray has a responsibility, the will and the capacity to address the economic imbalance, uncertainty and exclusion in the lives of Yorta Yorta and other First Nations people. Together we are committed to "Closing the Gap" on economic participation, life expectancy and quality of life.

Importantly, this approach will deliver a range of benefits – economic, social and cultural – to the Goulburn Murray. By adopting an advocacy, place-based and strength-based whole-of-region approach, this Plan builds on the lessons learned from decades of institutional engagement and government and community responses.

We are pleased to provide you with a copy of the Summary Report of the Goulburn Murray Regional Prosperity Plan. We welcome your contribution to implementing this Plan and invite you to join us on this journey to shared prosperity.

PAUL BRIGGS AND DAVID MCKENZIE
PROJECT CONTROL GROUP CO-CHAIRS, APRIL 2021



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**COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY
PLAN (cont'd)**

**ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary
Report**

ACKNOWLEDGEMENT OF PARTNERS AND FRIENDS

We would like to acknowledge the multi-stakeholder approach to the development of this Plan. In particular, we gratefully acknowledge the generous and highly valuable input from our longstanding partners and Project Control Group members. These include:

- UNIVERSITY OF MELBOURNE
- KPMG
- NATIONAL INDIGENOUS AUSTRALIANS AGENCY
- COMMITTEE FOR GREATER SHEPPARTON
- COMMITTEE FOR ECHUCA MOAMA
- GOUGE LINEN AND GARMENT SERVICES
- DEPARTMENT OF JOBS, PRECINCTS AND REGIONS
- DEPARTMENT OF PREMIER AND CABINET
- REGIONAL DEVELOPMENT VICTORIA
- GREATER SHEPPARTON CITY COUNCIL
- MOIRA SHIRE
- STRATHBOGIE SHIRE



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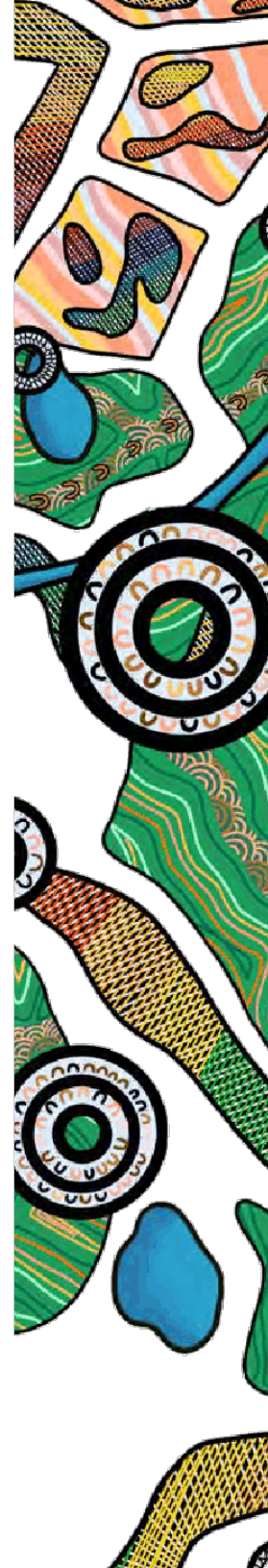
**COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY
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**ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary
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4 GOULBURN MURRAY REGIONAL PROSPERITY PLAN

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COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary Report

GOULBURN MURRAY REGIONAL PROSPERITY PLAN 5

EXECUTIVE SUMMARY

For too long, Yorta Yorta and First Nations people have been expected to step into the Western world in order to prosper. From this position of a lack of perceived value, everyone in the community loses. Yorta Yorta people see the world differently.

Rather than seeing Yorta Yorta and First Nations as people that mainstream society needs to give to, the Goulburn Murray Regional Prosperity Plan (the Plan) provides a space so that the region can start to see they are people who have something to give that is of great value. This Plan provides a place-based investment model that, if successfully executed, has the potential to change the social and cultural fabric of our nation.

While this 15 year Plan is ambitious, the Goulburn Murray region is ready. A strong foundation of local Indigenous infrastructure is mobilised for investment to ensure that Yorta Yorta and First Nations people are part of the future growth of gross regional product (GRP) in the region. A governance structure has been developed that will allow 'learning as you go' and the flexibility to adapt as priorities change over time. The monitoring and evaluation framework will provide a place-based approach to the Government's Closing the Gap agenda.

Critically, the right stakeholders across the region are committed for the long term to shared responsibility to restoring access to the regional economy for Yorta Yorta and other First Nations people. Through the creation of a circular economy, where local Yorta Yorta and First Nations people can contribute to, and then benefit from, the growth of the wider economy, the Goulburn Murray region has an opportunity to lead the nation on how to create a shared prosperity model that tangibly benefits everyone.

THE VISION

The vision of this Plan is to generate an additional \$150m GRP per annum by 2036 for the Goulburn Murray region through the economic inclusion, prosperity and shared value of Yorta Yorta and First Nations people. The activation of the strategic themes in this Plan will provide significant benefits, some of which are illustrated below.



Figure 1: Prosperity Vision and regional benefits

Source: KPMG

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COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

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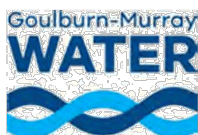
6 GOULBURN MURRAY REGIONAL PROSPERITY PLAN

PLAN CHAMPIONS

Committing to the role of a Plan Champion and signing the Statement of Intent involves acknowledging the ongoing contribution of Yorta Yorta and other First Nations people to the Goulburn Murray region, the history of dispossession and marginalisation placed upon the First Nations community and the shared responsibility of the community to redress these injustices and restore a thriving First Nations economy.

The following organisations have committed to the role of Plan Champion of the Goulburn Murray Regional Prosperity Plan and signed the Statement of Intent:

- AgBioEn
- Committee for Echuca Moama
- Committee for Greater Shepparton
- Goulburn-Murray Water
- Greater Shepparton City Council
- SPC
- University of Melbourne



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GOULBURN MURRAY REGIONAL PROSPERITY PLAN 7

1. INTRODUCTION

BACKGROUND AND CONTEXT

The Goulburn Murray Regional Prosperity Plan (the Plan) is a bold and courageous, whole-of-region approach to building shared prosperity and reaching First Nations parity in the region.

It brings innovative thinking to empowering communities by addressing social challenges that will deliver a significant economic return to the wider regional economy. Through Yorta Yorta and First Nations' economic inclusion and the achievement of parity, the Plan will bring an additional \$150m gross regional product (GRP) per annum.

In its implementation, the Plan will foster, promote and amplify the positive cultural and economic contribution that Yorta Yorta and First Nations people can and do make to the Goulburn Murray region. For tens of thousands of years, the people of the Yorta Yorta nation have enjoyed their natural rights to a thriving First Nations economy. As a people, they have prospered through their intrinsic social, spiritual, economic and cultural connection to Yorta Yorta country. These connections have never been ruptured and exist from time immemorial.

In this light, the Plan has been designed so that recognition of Yorta Yorta's world view is understood, valued and included as part of the broader community's identity. Its ambition is to create an equal space in society for Yorta Yorta and First Nations people's distinct value, ideas and world views. To this end, many of the strategic initiatives aim to shift ignorant and racist attitudes and drive the structural changes needed to reach parity. This is critical to creating genuine and balanced partnerships working towards shared prosperity.

Rather than looking through the lens of benevolence and intervention, this Plan draws upon the many strengths of the Yorta Yorta and First Nations people who

reside in the region to provide a strategy that will empower and strengthen the community. The benefits for the region will not only be economic but will enrich the social and cultural fabric of the Goulburn Murray region.

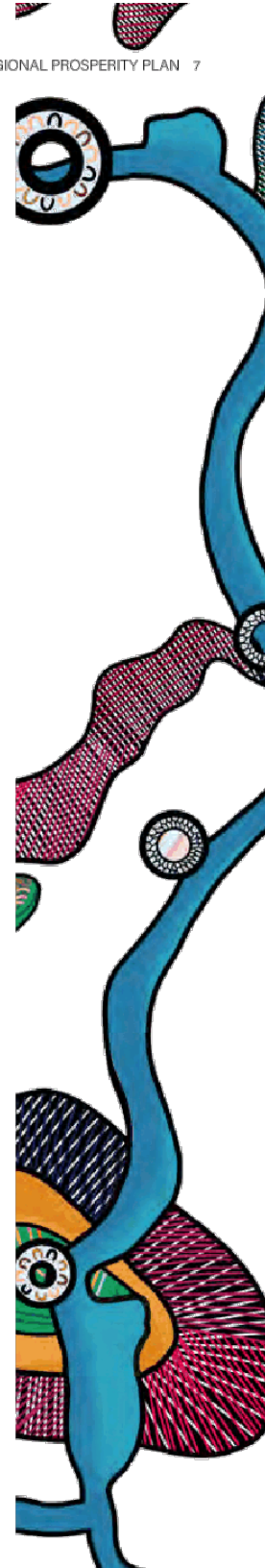
In order for this Plan to succeed, long-term commitment and collaboration across the region is needed. The Goulburn Murray region has the opportunity to lead the country in a whole-of-region, productivity-focused and strength-based approach to foster First Nations' inclusion, for the benefit of everyone in the community.

The Plan is ambitious and long lasting and therefore must be underpinned by genuine regional governance that is adaptable and flexible to change over time, and an investment model that will provide a mechanism to ensure Yorta Yorta and First Nations people are included in the future economic growth of the region. Iteration of the Plan and its strategic initiatives will ensure that the right outcomes are generated for the Goulburn Murray community.

ERADICATING DISADVANTAGE STUDY

This Goulburn Murray Regional Prosperity Plan builds upon a 2018 study that found by 'closing the gap' and eradicating Indigenous disadvantage within the Goulburn Murray region, GRP would be \$150m higher per annum by 2036¹, the year in which the gap is modelled to close. Improved health, education and economic outcomes will drive economic activity through higher workforce participation and productivity and enable parity for First Nations people in the region. In this context, the purpose of this Plan is to provide strategic priorities and a 15-year action Plan for the region that goes beyond 'soft' program and policy recommendations to stimulate economic development through increased First Nations' economic inclusion and participation.

¹ Deloitte Access Economics (2018). Closing the Indigenous gap in the Goulburn Murray Region



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HOW IS THIS PLAN DIFFERENT?

The following features differentiate the Plan from other approaches to reaching parity for First Nations people and building long-term, regional prosperity:

Whole-of-region ownership – the Plan is a whole-of-region asset. The strategic themes and their initiatives will provide significant economic, social and cultural benefits for the whole region. To this end, collaboration and commitment for the long term from a cross-section of stakeholders from the community is critical to its success. Chapter Six - Implementation and Governance provides a detailed overview of the different roles that the community will play in the Plan.

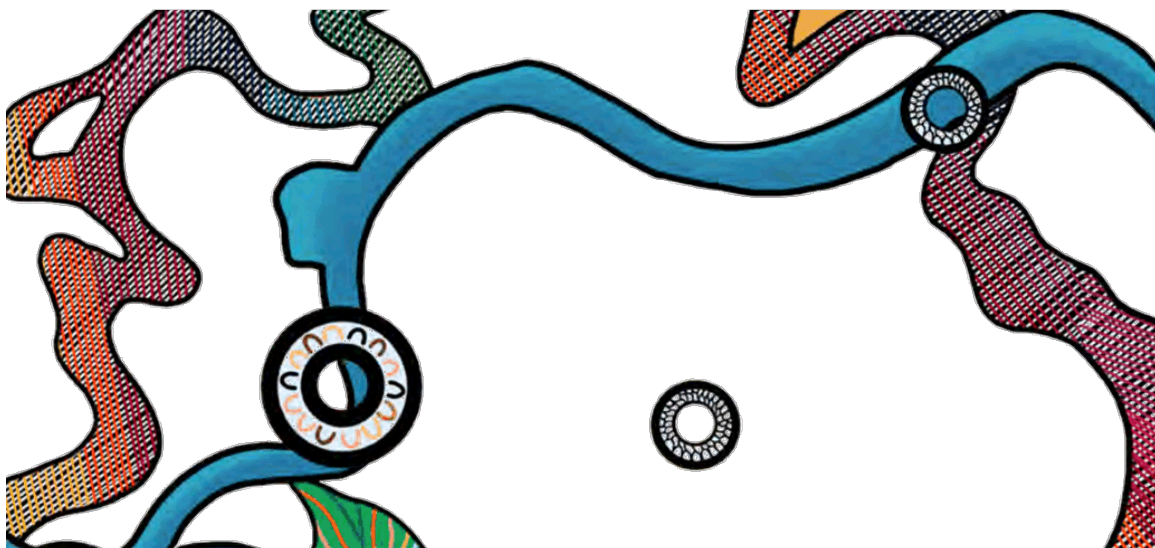
Local Indigenous infrastructure – For parity to be reached, long-term investment in local Indigenous infrastructure is required. This is critical to level the playing field where local Yorta Yorta and First Nations people can contribute to, and benefit from, the growth of the regional economy.

Holistic strategic themes – Building prosperity and productivity is complex and multifaceted in an environment that must effect social change to succeed. To this end, many of the strategic initiatives aim to shift attitudes, through building authentic relationships and creating a safe place for truth telling and challenging conversations - these initiatives are just as critical to building long-term prosperity as the employment and economic development focused initiatives.

“ IN THIS CONTEXT, THE PURPOSE OF THIS PLAN IS TO PROVIDE STRATEGIC PRIORITIES AND A 15-YEAR ACTION PLAN FOR THE REGION THAT GOES BEYOND ‘SOFT’ PROGRAM AND POLICY RECOMMENDATIONS TO STIMULATE ECONOMIC DEVELOPMENT THROUGH INCREASED FIRST NATIONS’ ECONOMIC INCLUSION AND PARTICIPATION. ”

Adaptative management – The governance model for this Plan is underpinned by adaptive management or a 'learning as you go' approach to enable the flexibility to adapt as priorities change over time.

Visible regional leadership – Dismantling structural racism and shifting ignorant views requires courageous voices of Aboriginal and non-Aboriginal leadership across the community. Without the shift in perceived value of Yorta Yorta and First Nations' culture, knowledge base and intrinsic strengths, the Plan will fail. To this end, community leadership and advocacy will play a vital role. Chapter Six provides a detailed overview of the ongoing roles that the community will play in governance, implementation and advocacy.



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APPROACH

The creation of the Plan commenced in September 2020. An extensive research exercise was conducted to develop an understanding of the current challenges and opportunities that exist for the Goulburn Murray region. This research included developing a strong and localised view of the barriers and challenges experienced by Yorta Yorta and other First Nations people in the Goulburn Murray region to support the case for change that underpins this Plan.

Extensive community consultation was then undertaken with key stakeholders across the region and at all levels of government to understand what role they can play and what their level of ambition is when it comes to building prosperity through inclusion of First Nations people in this Plan.

Alongside consultation to build upon and participate in the development of the Plan, a Project Control Group (PCG) was formed comprising of stakeholders across government, industry, academia and Aboriginal affairs to ensure advocacy and endorsement of this Plan within their sphere of influence.

Many members of the PCG will continue to play a critical role as this Plan moves into the implementation phase as they will transition into roles as Plan Champions or as members of the Implementation Committee.

OBJECTIVES OF THE PLAN

There were five overarching objectives that informed the development of this Plan. These were co-designed and validated with the PCG as follows:

- Develop a rights-based platform that recognises Yorta Yorta people's right to an economy and a future state of productivity post-dispossession.
- Set a clear, regional trajectory towards parity and prosperity for Yorta Yorta and other First Nations people.
- Activate the First Nations economy in the region through direct investment and support for enterprise development and entrepreneurship.
- Reposition the perceived social, cultural and economic value of the contribution of First Nations people, heritage and enterprise to the region.
- Build regional accountability to restore First Nations' social, economic and cultural value by defining activity and outcomes in a way that is specific and measurable.

EVALUATION

Monitoring of progress and evaluation of outcomes is a critical component of this Plan and its success; the Plan establishes principles and objectives for evaluation and monitoring in order to guide the implementation of future evaluation.

Each of the six strategic themes has a number of indicators of success, each of which correspond to a measure of progress. These measures are quantified using Australian Bureau of Statistics (ABS), Australian Early Development Census data and outputs of focus groups and online surveys, and align to the Closing the Gap targets that all levels of government have committed to achieving.

This evaluation and monitoring framework is designed to accelerate progress toward the Australian Government's relevant Closing the Gap targets.

“
**EXTENSIVE COMMUNITY CONSULTATION
WAS THEN UNDERTAKEN WITH KEY
STAKEHOLDERS ACROSS THE REGION
AND AT ALL LEVELS OF GOVERNMENT TO
UNDERSTAND WHAT ROLE THEY CAN PLAY
AND WHAT THEIR LEVEL OF AMBITION
IS WHEN IT COMES TO BUILDING
PROSPERITY THROUGH INCLUSION OF
FIRST NATIONS PEOPLE IN THIS PLAN.**
”

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10 GOULBURN MURRAY REGIONAL PROSPERITY PLAN

2. THE MOMENTUM FOR CHANGE

This chapter provides the evidence base for why this Plan is important by highlighting the impact of colonisation and systemic racism that must be overcome through genuine regional acceptance of responsibility, the major barriers Yorta Yorta and First Nations people in the region face, the federal and state government agendas of change, the gap that currently exists between Aboriginal and non-Aboriginal people, and the current momentum in the community to harness the opportunities to accelerate parity which will generate significant economic, social and cultural benefits for the Goulburn Murray region.

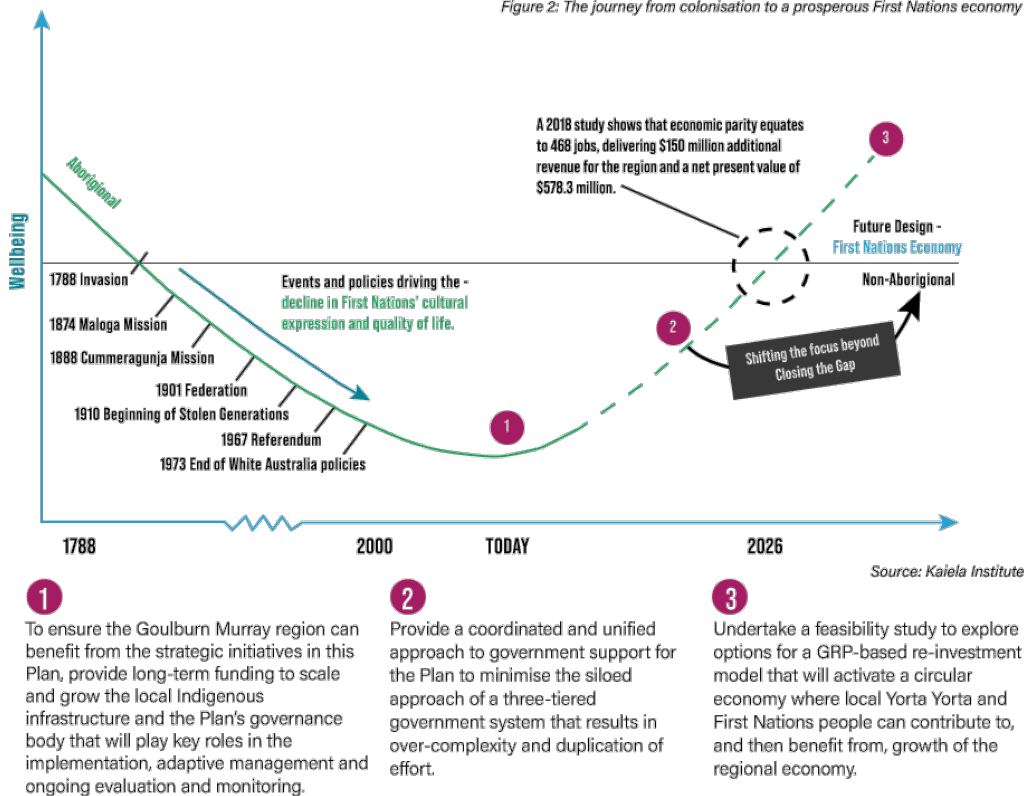
THE JOURNEY TOWARDS INCLUSION AND PARITY

The period since colonialism has had a profoundly negative impact on the wellbeing and rights of Yorta Yorta and other First Nations people living in the Goulburn Murray region.

A critical outcome from this Plan will be to restore the First Nations economy in the Goulburn Murray region and to provide a bridge to parity. Understanding the constraints and barriers that First Nations people of the Goulburn Murray region face will be vital for this whole of community journey

towards parity and prosperity. Critically, this Plan will shift the focus beyond closing the gap and focus on leveraging existing strengths of the First Nations community to lift the aspirations and expectations over the next 15 years.

The diagram below depicts the high-level journey that needs to occur to turn the corner from Closing the Gap and crisis intervention to lifting aspirations and empowering the whole community to work together to restore the Yorta Yorta and First Nations economy and create long-term prosperity.



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GOULBURN MURRAY REGIONAL PROSPERITY PLAN 11

“ IT IS IMPORTANT TO UNDERSTAND, ADDRESS AND
OVERCOME THESE BARRIERS TO SHAPE THE FUTURE
COLLECTIVE PATH TOWARDS PARITY AND PROSPERITY IN
THE GOULBURN MURRAY REGION. ”

IMPACT OF COLONISATION

The burden of history since colonisation and the everyday experience of systemic racism means that many Yorta Yorta and First Nations people in the region carry feelings of fear, mistrust and disappointment.

The impact of this is lower confidence and self belief, as well as fragmentation from the rest of the community. The barriers to building relationships based on trust has meant that the rich Yorta Yorta culture and history that has existed for more than 60,000 years remains largely untold and unappreciated outside of the First Nations community.

Systemically racist government policies of the past, including dispossession from land, culture and language, have led to an intergenerational cycle of trauma, negatively impacting all major indicators of wellbeing. The continuing denial of Yorta

Yorta's natural rights, including the restoration of the Yorta Yorta economy, perpetuates the existing barriers to achieving parity with non-Aboriginal people.

Systemic racism

Systemic racism exists throughout Australian society. Daily instances of racism occur towards First Nations people across the country, and indeed in the Goulburn Murray region, in both overt and subtle ways, including economic exclusion. For systemic racism to be dismantled, every institution and individual must take responsibility for ensuring problematic attitudes are addressed and countered rather than allowed to fester and amplify.

Dismantling racism in the region is a critical outcome that this Plan seeks to achieve.



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ATTACHMENT No [2] - Goulburn Murray Regional Prosperity Plan - Summary Report

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Barriers to mainstream inclusivity in the region

It is widely accepted that First Nations people face barriers to well-being and prosperity. Consultation conducted for this Plan identified the following major barriers in the Goulburn Murray region:

- Lack of meaningful employment opportunities: There is an over-representation of First Nations people in lower paid jobs / sectors in the Goulburn Murray region.
- Uncoordinated leadership and governance: There has been a lack of accountability, co-ordination and governance amongst community leaders from all stakeholder groups.
- Exclusion of First Nations people: Investment into targeted sectors in the region often results in indirectly excluding First Nations people.
- Lack of a holistic approach: There is a tendency to consider 'Aboriginal issues' separately to 'mainstream issues' within the community.
- The absence of cross-cultural friendships leads to ignorance, misunderstanding and an absence of respect and inclusion.

Critical factors to achieving parity for First Nations people in the region illustrated in the diagram below were also identified by members of the community during stakeholder consultation. It is important to understand, address and overcome these barriers to shape the future collective path towards parity and prosperity in the Goulburn Murray region.

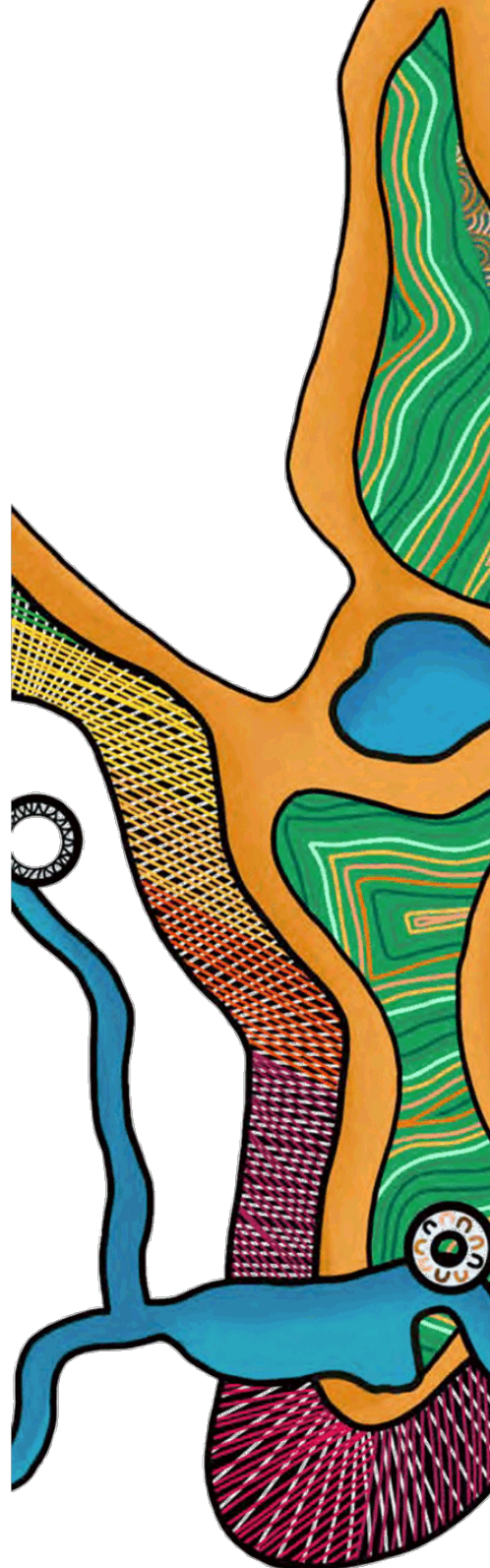
FEDERAL AND STATE AGENDAS FOR CHANGE

The moment for change that drives self-determination for First Nations people is clear at both the State and Federal levels of Government. The regional approach this Plan is taking aligns with and supports the principles for change and reform currently being undertaken at both the Federal and State level.

Closing the Gap

At a Federal Government level, the recently refreshed 'Closing the Gap' approach to addressing Indigenous disadvantage acknowledges that partnership with, and leadership from, the First Nations community is critical to any effort to reach parity. The refreshed approach to Closing the Gap provides national guidance and measurable targets across economic, educational, social and health outcomes that will support improved programs and service delivery.

This Plan has aligned each strategic theme's prosperity goal to the relevant Closing the Gap targets to measure progress within a whole-of-government, national monitoring framework. The initiatives within this Plan and the indicators and measures of the evaluation and monitoring framework are designed to accelerate achieving 10 of the Closing the Gap targets within the region.



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A First Nations Voice to Parliament

The national conversation around constitutional reform, a conversation spanning decades, came to a head at the 2017 National Constitutional Convention when the Uluru Statement From the Heart was delivered. The Uluru Statement calls for a First Nations Voice to Parliament and a Makarrata Commission to supervise a process of agreement-making and truth-telling.

These reforms are: Voice, Treaty, Truth. The first reform is the constitutional enshrinement of a Voice to Parliament. In 2019, the Minister for Indigenous Affairs, Ken Wyatt, announced the start of an Indigenous co-design process for a Voice to Government. The proposal for what shape the Voice will take is currently underway.

Victorian Government's commitment to self-determination

The Victorian Government is also leading efforts to advance First Nations' self-determination through genuine partnership.

The Victorian Aboriginal Affairs framework places self-determination at the heart of strategy across government to improve outcomes. Self-determination is driven by First Nations Victorians, and within this, the Victorian Government is committed to its responsibility to reform its systems, structures and service delivery to better reflect the aspirations of Victorian First Nations communities.

The Treaty process currently underway in Victoria is a practical way to advance this commitment to self-determination.

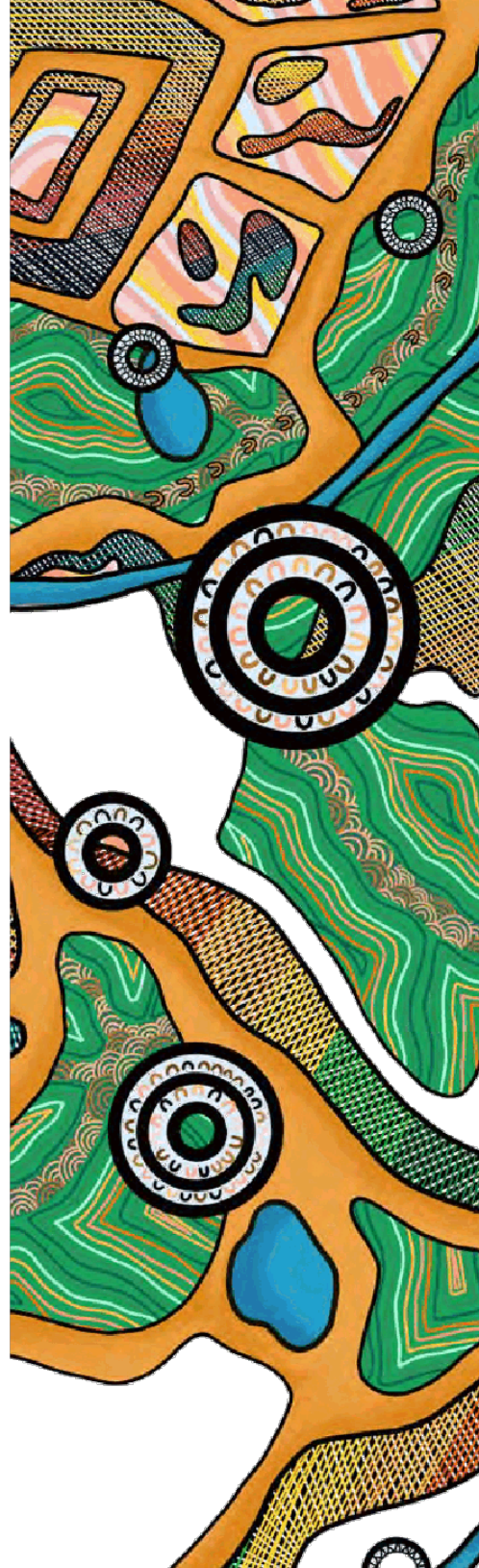
Yoo-rook Justice Commission

In partnership with the First People's Assembly, Victoria has recently established a truth and justice process to recognise the historic wrongs and address ongoing injustices for Aboriginal Victorians. The Yoo-rook Justice commission (the Wemba Wemba/Wamba Wamba word for "truth") will be vested with the powers of a Royal Commission. A truth commission reflects the idea that there can be no justice without truth.

Many of the initiatives in this Plan are centred around truth-telling at a regional level as a constructive step to more deeply understanding the experience of Yorta Yorta and other First Nations people and the impact of racism.

A place-based approach

The evidence shows that a place-based and Aboriginal-controlled approach has a significant impact on improved outcomes and uptake of programs and services for First Nations people.



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“ **THE IMPORTANCE AND IMPACT OF ABORIGINAL CONTROLLED AND LED ORGANISATIONS IS EVIDENT WITH OVER 64% OF FIRST NATIONS PEOPLE UTILISING ONLY ABORIGINAL COMMUNITY CONTROLLED ORGANISATIONS FOR ESSENTIAL HEALTH SERVICES², AND FIRST NATIONS BUSINESSES BEING 100 TIMES MORE LIKELY TO EMPLOY ABORIGINAL PEOPLE THAN NON-ABORIGINAL PEOPLE³.** ”

Aboriginal community controlled organisations lead to improved outcomes being culturally safe and having a deep understanding of the holistic nature of solutions needed for their community. The importance and impact of Aboriginal controlled and led organisations is evident with over 64% of First Nations people utilising only Aboriginal Community Controlled Organisations for essential health services,² and First Nations businesses being 100 times more likely to employ Aboriginal people than non-Aboriginal people³.

By leveraging local strengths, opportunities and trends and engaging deeply with local stakeholders and communities, a place-based approach to the development of initiatives and solutions ensures they truly reflect the needs of the community. It empowers local organisations to lead change and provide it in a culturally appropriate way, within a community-specific context.

A place-based approach driven by local Indigenous infrastructure is a critical feature of this Plan.

² Neuroscience Research Australia Larke et. Al., 2020, Patterns and preferences for accessing health and aged care services in older Aboriginal and Torres Strait Islander Australians, (Accessed at: <https://onlinelibrary.wiley.com/doi/10.1111/ajag.12864>) ³ Supply Nation Indigenous Business Growth: working together to realise potential (2018) accessed at <https://supplynation.org.au/wp-content/uploads/2018/10/Building-Indigenous-Growth-Report.pdf>



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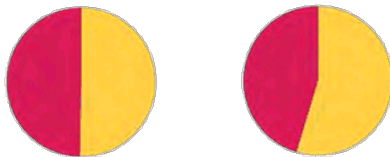
THE GAP BETWEEN INDIGENOUS AND NON-INDIGENOUS PEOPLE IN THE REGION

The presence of current and historic barriers for Yorta Yorta and First Nations people has led to a significant gap across critical health, wellbeing and economic measures[^]. The factors influencing this gap between Aboriginal and non-Aboriginal people must be addressed if the First Nations community and the region as a whole are to thrive and succeed.

**MEDIAN AGE OF INDIGENOUS POPULATION: 22
65% OF THE POPULATION IS < 34 YEARS OLD**

LABOUR FORCE PARTICIPATION

50.3% INDIGENOUS 60.1% NON-INDIGENOUS



Proportionally more non-Indigenous people between the ages of 15-64 are working than Indigenous people. **This is a difference of 9.8%.**

YEAR 12 ATTAINMENT

26.2% INDIGENOUS 37.8% NON-INDIGENOUS

The region as a whole is significantly under the national non-Indigenous population year 12 completion rate of 57%.

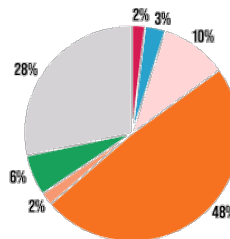
The proportion of Indigenous children attending school (90% or more) is 30% less than their non-Indigenous counterparts (49% and 79.3% respectively)*.

Twice as many Indigenous young people are developmentally vulnerable than non-Indigenous young people*.

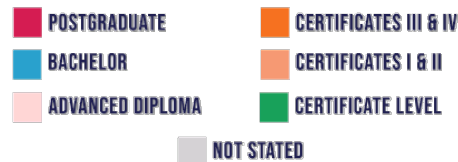
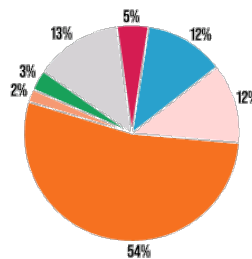
*Empowered Communities 2017 report card.

FURTHER EDUCATION - LEVEL OF EDUCATIONAL ATTAINMENT

INDIGENOUS



NON-INDIGENOUS



There is proportionally less Indigenous people obtaining a Bachelor degree or higher in comparison to their non-Indigenous counterparts (5% and 17% respectively). Additionally, there is a higher percentage of people not stating their highest level of education.

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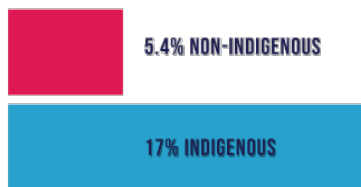
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THE GAP BETWEEN INDIGENOUS AND NON-INDIGENOUS PEOPLE IN THE REGION

MEDIAN AGE OF NON-INDIGENOUS POPULATION: 43
40% OF THE POPULATION IS < 34 YEARS OLD

UNEMPLOYMENT RATE



The unemployment rate of Indigenous people in the Goulburn Murray region is greater than for non-Indigenous people.

HOME OWNERSHIP (MORTGAGED OR OWNED OUTRIGHT)



The hospitalisations for assault ratio is 13 times higher for Indigenous people than non-Indigenous people in the Goulburn Murray region*.

*Empowered Communities 2017 report card.



THE MEDIAN WEEKLY HOUSEHOLD INCOME OF INDIGENOUS PEOPLE IN THE REGION IS \$200 LESS THAN FOR THEIR NON-INDIGENOUS COUNTERPARTS.

* Weekly household income estimates do not exclude Indigenous people.

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EXISTING FOUNDATIONS IN THE GOULBURN MURRAY REGION

STRONG EXISTING PARTNERSHIPS

The Goulburn Murray region has existing long-term relationships and partnerships that are committed to providing pathways and initiatives to drive shared prosperity in the region. These partnerships have evolved to a position of shared perceived value. For example, in partnership with the University of Melbourne, the Academy of Sport, Health and Education (ASHE) has seen an increase in students from 12 in 2004, of which 100% were Indigenous, to 115 in 2017, of which 74% were Indigenous.

Shepparton has also been at the forefront of Indigenous community-led reform through its partnership with Jawun and participation in the Empowered Communities model. The vision for Empowered Communities, through a range of transformational policy reforms, is to empower communities by empowering people to drive change by making local decisions about their priorities.

The partially funded Munarra Centre for Regional Excellence will, once complete, become a national exemplar for community engagement and culturally responsive education, supporting First Nations people with enhanced education and employment outcomes and delivering broader, long-term economic benefits and shared prosperity to the region and Australia.

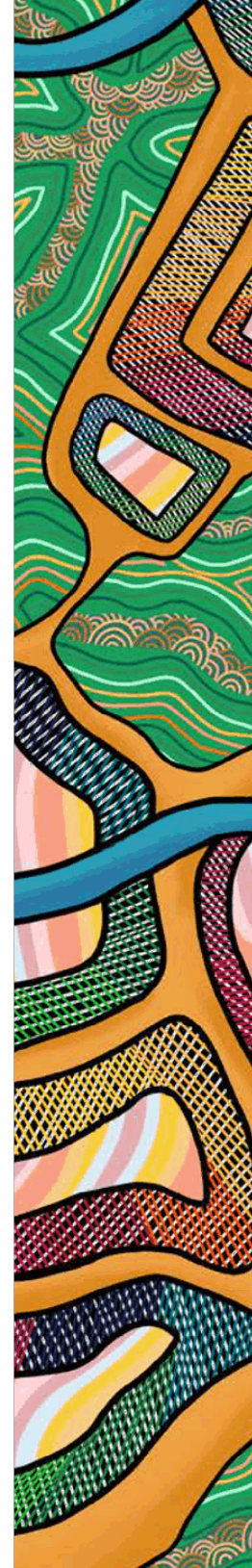
RECONCILING THE DISPOSSESSION OF YORTA YORTA PEOPLE

While the Yorta Yorta and First Nations community in the region has a strong base that will act as a foundation to activate this Plan, there is still a significant part of the community who are reliant on Government intervention. Due to the ongoing impact of dispossession, many First Nations people live still live their lives on the fringes. A shift in the regional attitude and behaviours towards Aboriginal people is critical to reset and ensure the region is a place where Indigenous and non-Indigenous people healthfully and respectfully co-exist.

This Plan leverages what is already working at a Federal, State and local level and fortifies this with regional accountability to drive the systemic change needed to create shared prosperity for the region. Rather than looking to replicate, the strategic themes leverage existing enablers to achieve the shared prosperity vision.

Further, the following elements are already in place to ensure the long-term sustainability of the Plan and trajectory towards the vision for shared prosperity through reaching parity and genuine First Nations, including shared value for the region.

- **Advocacy and buy in** from strong Aboriginal and non-Aboriginal leadership across the region.
- An existing foundation of **local Indigenous infrastructure** that, with further funding, can be built upon as an advance into the future for Yorta Yorta and First Nations people to ensure they can participate and contribute to the future economic growth of the region.
- A broad range of important and **growing industries and mega-trends** that will drive economic growth in the region.
- **Adaptive management** underpins the approach to governance and implementation.
- **A clear economic benefit** for the whole region if parity is reached.
- Shared responsibility and ownership for the **long term** to the Plan across the First Nations community, government, industry and academic sectors.

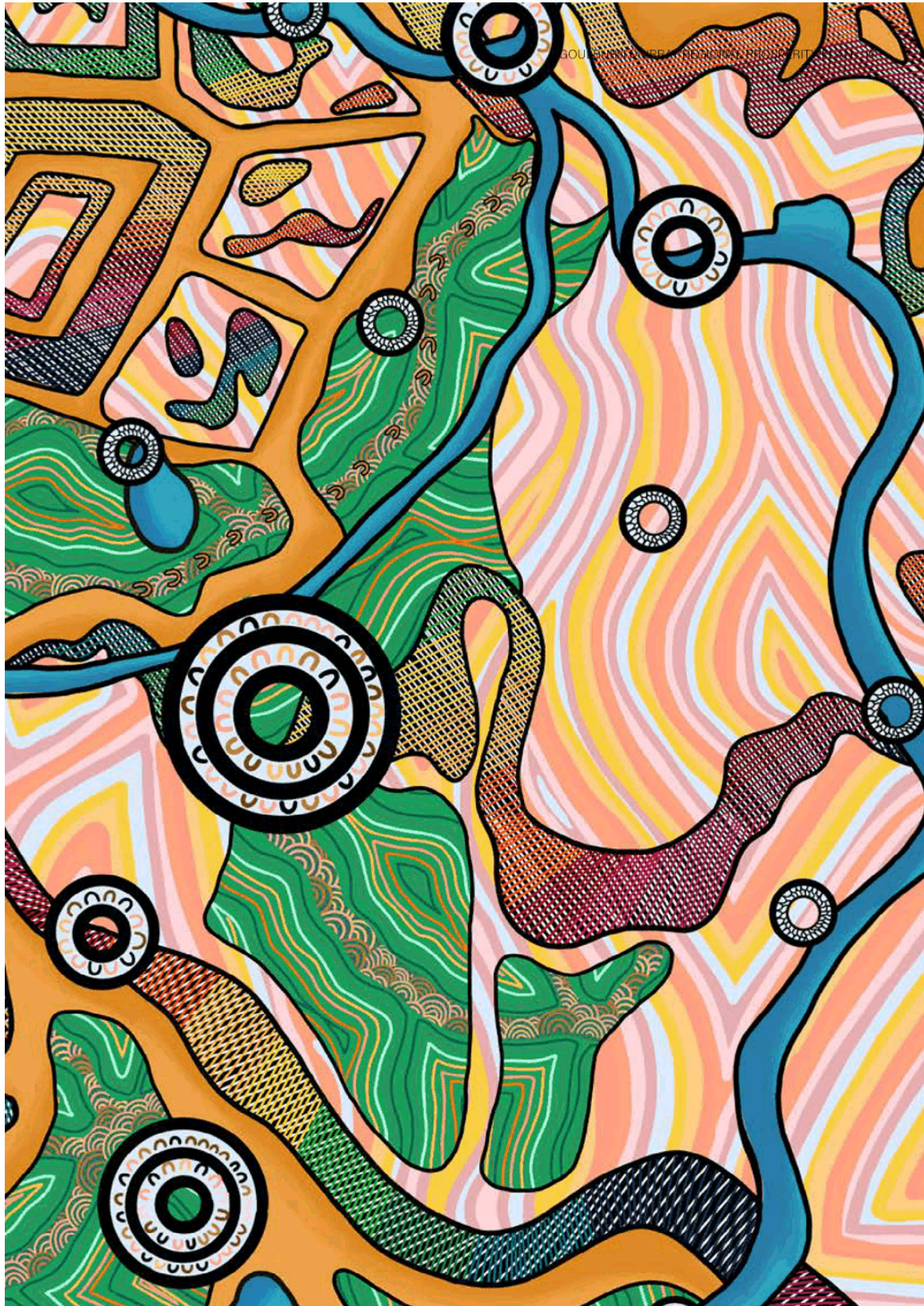


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3. OUR PROSPERITY VISION

The vision of this Plan is to generate an additional \$150m GRP per annum by 2036 for the Goulburn Murray region through Yorta Yorta and First Nations' economic inclusion, prosperity and shared value. This benefit can then be reinvested in the economy of the region to create new and additional value.

Critically, this Plan has been developed and designed so that its implementation and understanding of Yorta Yorta and First Nations people in the community's world view is understood, valued and included as part of the broader community's identity. The diagram below illustrates the regional benefits that will be realised through the implementation of the Plan.

Figure 4: Prosperity Vision and regional benefits



Source: KPMG

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4. OUR STRATEGIC THEMES

This chapter outlines the strategic themes that support the Plan’s vision. The strategic themes that underpin the Plan all drive towards a shared prosperity goal. This section of the Plan provides an overview of:

- Why the strategic themes are important and the relative benefits they provide for the whole region
 - The strategic areas of focus for each theme
 - The expected regional benefits that the focus areas will bring to the Goulburn Murray region
 - Key existing enablers that will support the activation of the initiatives
 - Transformational initiatives that have the potential to accelerate the journey towards parity and will generate significant benefits for the entire Goulburn Murray community, but will require strong investment and support
 - Case studies of existing successful initiatives to build upon in the journey towards parity.
- It also outlines the relative Closing the Gap targets which are being used to track progress and as measures of success over the life of the Plan in the evaluation and monitoring framework. The diagram below shows each strategic theme and the prosperity goal it seeks to achieve.

Figure 5: The strategic themes and prosperity goals



Source: KPMG

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A THRIVING COMMUNITY WITH STRONG FOUNDATIONS

Prosperity Goal

Recognise families as the backbone of communities and provide support to build safe and stable homes, harmonious family units and create intergenerational wealth.

WHY IS THIS IMPORTANT?

Whilst looking to create and capture economic opportunities is critically important to closing the gap to parity for the Goulburn Murray First Nations community, ensuring the foundations of the community are strong is also required.

For a person to go forth into the world and flourish, a safe and stable home and family life is crucial for self-confidence and the capacity to take on new opportunities, such as employment or education and training. Without these basic safety and security needs being met, a person has much higher risk of suffering from mental illness, drug and alcohol issues, family violence and other indicators of serious social disadvantage²⁶.

The lack of intergenerational wealth is one of the largest predeterminants of economic disadvantage for First Nations people²⁷. One of the most common ways that Australians pass on wealth to the next generation of their families is through asset inheritance of the family home²⁸.

Low rates of home ownership in the First Nations community perpetuate this pattern of economic disadvantage; providing steady income through employment opportunities and a quality education on financial literacy and wealth generation, the First Nations community of the Goulburn Murray can improve the cycle of intergenerational wealth creation.

STRATEGIC PRIORITIES

Growing life skills to enable intergenerational wealth building

First Nations home ownership in the Greater Shepparton region has seen an 8% increase from 2001 to 2016, however this figure still lags behind the non-Indigenous population by nearly 30%. Further inroads must be made to encourage greater rates of home ownership in the entire Goulburn Murray community.

Workshops and courses to upskill the community in the different elements of financial literacy and wealth generation will assist in fortifying these important foundations that empower a person to take on risk, for example taking out a mortgage. Giving the community an in-depth understanding of the financial mechanisms available through IBA should be a priority.

Safe and affordable housing

Social housing is a key service for people on low incomes who otherwise do not have access to safe and affordable housing, including those experiencing homelessness, family violence, disability or other challenges. Access to social housing is crucial for families in need at times of distress, in order to provide safe accommodation if their home is unsafe or they would otherwise be facing homelessness.

Family support services

In Victoria, Aboriginal children are placed in out-of-home care at rates 20 times higher than non-Aboriginal children²⁹. The detrimental effects of this removal from family and sometimes culture can be long term and further perpetuate the cycle of intergenerational trauma, incarceration and mental illness. Family violence is one of the greatest challenges to cohesion in communities; 90% of First Nations children in Victorian out of home care were removed because of family violence, and First Nations women are 34 times more likely to be hospitalised due to family violence than non-Indigenous women³⁰.

Providing parents, carers and families with support to prevent family violence, drug and alcohol abuse and mental health issues can keep families together and strengthen the community. Developing tailored and locally appropriate programs that enrich and celebrate culture assist in creating support networks within the community, that parents can utilise in times of need.

²⁶ The Australian Institute of Health and Welfare Social determinants (2017) accessed at <https://www.aihw.gov.au/reports-data/behaviours-risk-factors/social-determinants/about>

²⁷ Deloitte Access Economics and Indigenous Business Australia Indigenous Home Ownership Impact Analysis (n.d) accessed at <https://www.iba.gov.au/wp-content/uploads/Deloitte-Access-Economics-IBA-IHOP-Impact-Report.pdf>²⁸ Australian Housing and Urban Research Institute The relationship between intergenerational transfers, housing and economic outcomes (2015) accessed at https://www.ahuri.edu.au/_data/assets/pdf_file/0018/5661/AHURI_Final_Report_No250_The_relationship_between_intergenerational_transfers_housing_and_economic_outcomes.pdf

²⁹ Closing the Gap <https://www.closingthegap.gov.au/children-are-not-overrepresented-child-protection-system>

³⁰ The Australian Institute of Health and Welfare accessed at <https://www.aihw.gov.au/reports/domestic-violence/family-domestic-sexual-violence-in-australia-2018/summary>

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A THRIVING COMMUNITY WITH STRONG FOUNDATIONS

EXPECTED OUTCOMES

- Increased home ownership rates.
- Increased inherited wealth.
- Decreased number of children in out-of-home care.
- Reduced rates of family violence.

REGIONAL BENEFITS

- Place-based plan for all community members.
- Dismantlement of structural racism and ignorance within the community.
- Everyone feels welcome and valued in the community.

KEY ENABLERS

Organisations

- Rumbalara Aboriginal Co-Operative
- Njerna Aboriginal Corporation
- Rumbalara Football Netball Club
- Munarra Centre of Regional Excellence
- Greater Shepparton Lighthouse Project
- The Bridge Youth Services - Shepparton
- Indigenous Business Australia (IBA)
- Djirra
- Department of Families, Fairness and Housing
- Department of Health

RELATED CLOSING THE GAP TARGETS³¹

4 Children thrive in their early years	12 Children are not overrepresented in the child protection system
9 People can secure appropriate, affordable housing that is aligned with their priorities and need	13 Families and households are safe
11 Young people are not overrepresented in the criminal justice system	14 People enjoy high levels of social and emotional wellbeing

³¹ Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>



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OPPORTUNITIES THROUGH CULTURE AND SHARED VALUE

Prosperity Goal

To invest in the sustainability of culture and identity of Yorta Yorta and other First Nations people as an act of place-based reconciliation and for the economic and social benefit of the entire region.

WHY IS THIS IMPORTANT?

Opportunities to build trusted friendships based on cultural learning and shared value are vital to ensure that prosperity is created for everyone in the region. It is critical that these opportunities start during a child's school years to ensure that the foundation of mutual respect is laid. The Goulburn Murray region is the custodian of 60,000 years of Yorta Yorta culture and stories that remains largely unknown outside of the First Nations community.

By showcasing the unique First Nations culture, new economic opportunities can be leveraged across tourism, agriculture, food and beverage and renewable energy. The benefit of a strong cultural footprint includes strengthening and leveraging new opportunities for commercial partnerships, attracting tourists to the region and creating new economic opportunities for First Nations' entrepreneurs.

In 2019, Tourism Research Australia estimated that the Goulburn Murray region attracts over 3.5 million visitors each year, with an estimated expenditure of \$747 million⁵. The surge of activity in domestic tourism due to COVID-19 related travel bans presents real opportunity for authentic First Nations cultural experiences. Creating tourism experiences through culture provides an untapped economic and social opportunity that will benefit the entire region.

STRATEGIC FOCUS AREAS

First Nations culture and history in schools

The positive association between a strong connection to culture and improved socio-

economic outcomes for First Nations people is well documented⁶.

The opportunity to promote and strengthen this connection within schools through increased First Nations curriculum, language, history and culture is yet to be realised, particularly as young people are building their aspirations and confidence at school and home. At the time of conducting stakeholder consultations, there was no indication that Yorta Yorta language was taught as part of school curriculum within the Goulburn Murray region.

First Nations' cultural knowledge in enterprise

As one of the oldest continuing cultures in the world, First Nations' culture is a unique and key differentiator for Australia's tourism market⁷. The Goulburn Murray region has the opportunity to capitalise on the increased interest and demand for Indigenous knowledge and culture by the wider community and attract tourists to the region to create new economic and entrepreneurial opportunities.

Another relatively untapped area to leverage cultural knowledge is through land and resource management. This is even more applicable given the recent 2019-20 bushfire season that saw 33 people lose their lives and had catastrophic effects on nature and the environment⁸.

Promoting First Nations' culture and tackling racism in the community

The act of acknowledging and promoting First Nations' history and culture within the broader community brings the opportunity for deeper conversations and understanding that challenge racist attitudes and beliefs that have come from a place of ignorance. Further, through cultural respect and understanding, opportunities are provided to build valued friendships.

Local and State Government play a critical role in influencing the visibility of First Nations' history and culture by way of enhancing built assets (e.g. the Aboriginal Street Art Project in Shepparton)



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and natural assets (e.g. signage at the Flats).
Initiatives that sit within this strategic focus area must nurture
strong partnerships between First Nations' community
organisations and all levels of government. Racism remains a

pervasive barrier for many First Nations people in their daily
lives. Impactful and targeted programs that aim to shift long held
ignorant and racist views across the spectrum of people who
live in the region is critical to tackling this in a meaningful way.

⁵ Tourism Research Australia Local Government Area Profiles 2019 accessed at <https://www.tra.gov.au/Regional/local-government-area-profiles>

⁶ GO Foundation Indigenous Culture and education outcomes - the Connection 2020 (not published yet)

⁷ Department of Foreign Affairs and Trade Indigenous Tourism Surge (n.d) accessed at <https://www.dfat.gov.au/about-us/publications/trade-investment/business-embassy/Pages/january-2019/indigenous-tourism-surge>

⁸ Science Direct Impact of Australia's catastrophic 2019/20 bushfire season on communities and environment. Retrospective analysis and current trends 2020 accessed at <https://www.sciencedirect.com/science/article/pii/S2666449620300098>



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OPPORTUNITIES THROUGH CULTURE AND SHARED VALUE

EXPECTED OUTCOMES

- Increased truth telling and cultural safety in the community.
- Access to cultural knowledge and assets.
- Increased visibility and perceived value of Indigenous culture within the community.
- Increased opportunity to advance self-determination and wealth.

REGIONAL BENEFITS

- New business opportunities through partnerships.
- Innovation and growth through economic inclusions of First Nations people.
- Dismantlement of structural racism and ignorance within the community.

RELATED CLOSING THE GAP TARGETS⁹

5	Students achieve their full learning potential
8	Strong economic participation and development of people and their communities
14	People enjoy high levels of social and emotional wellbeing

KEY ENABLERS

Policy, strategies and programs	Organisations
- ILSC Agribusiness Investment Program	- Barmah National Park
- Indigenous Tourism Fund	- Munarra Centre of Regional Excellence
- Indigenous Advancement Strategy (NIAA)	- Maggolee
- Managing Country Together Framework (Parks Victoria)	- Shepparton Art Museum
- City of Greater Shepparton Reconciliation Action Plan	- Partnership between LGAs and First Nations communities
- Goulburn Murray Resilience Strategy	- Department of Education and Training Victoria
- Loddon Campaspe Economic Growth Strategy	- Catholic Education Commission of Victoria
	- Independent Schools Victoria
	- Department of Environment, Land, Water and Planning

15	People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters
16	Cultures and languages are strong, supported and flourishing

INDIGENOUS KNOWLEDGE HUB - TRANSFORMATIONAL INITIATIVE*

WHAT: The Indigenous Knowledge Hub is a multi-offering knowledge hub that will leverage ancient Yorta Yorta and First Nations knowledge and culture into diverse applications, such as land management, agriculture, education, tourism and hospitality.

HOW: The Hub would leverage and integrate into the partially funded Munarra Centre of Regional Excellence. The space itself will enable connection, collaboration and the sharing of knowledge whilst generating revenue streams through unique offerings.

OUTCOME: The Hub would provide a unique and distinctive experience that works to shift the collective community mindset and provides the opportunity for a genuine cultural experience. The Hub would also attract new tourists to the Goulburn Murray region generating additional GRP.

FUNDING OPTIONS:	POTENTIAL PARTNERS:	STRATEGIC ALIGNMENT
<ul style="list-style-type: none"> • ILSC • Victorian Government 	<ul style="list-style-type: none"> • Tertiary institutions • LGAs • Victorian Government 	<ul style="list-style-type: none"> • Futures of Agriculture intervention stream (GM Resilience Strategy 2020)

* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational, it aligns to multiple strategic themes; however, it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.

⁹ Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>

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BUILDING ENDURING RELATIONSHIPS

Prosperity Goal

Build strong and authentic relationships to enable transfer of knowledge, reduce ignorance, erode racism, promote advocacy and commitment to the Plan and create new opportunities in a variety of workplaces and domains.

WHY IS THIS IMPORTANT?

Transformative experiences for people to learn together and value each other's roles in the community support the development of an inclusive and distinctive First Nations economy. These experiences generate conversation and understanding and ultimately manifest into a more connected and productive community.

When looking at building enduring relationships between Aboriginal and non-Aboriginal people in businesses and organisations, the benefits of a diverse and inclusive workplace are well documented. Studies have found a link between diverse and inclusive workplaces and their financial outperformance¹⁰. Meaning organisations which prioritise creating a diverse and inclusive place to work see better outcomes and growth for their business. Key to creating these kinds of organisations is providing tools and resources to build cultural safety. Another part is embedding First Nations cultural values and history into the workplace.

Finally, the Plan's successful implementation is reliant on government, influential stakeholders and key organisations within the Goulburn Murray region to pledge their support and commit to action. Strong accountability will see the Goulburn Murray Regional Prosperity Plan endure, with the benefit being a stronger community and additional productivity and wealth.

STRATEGIC FOCUS AREAS

Knowledge Transfer

Mentorship and secondments between Aboriginal-led organisations and corporate partners are the kinds of initiatives which support the transfer of knowledge and expertise. These opportunities generate shared value, where both sides learn from one another. For initiatives under this strategic focus area, the Algabonyah Business Development Unit (ABDU) will be a key enabler connecting First Nations organisations and the

workforce to industry partners. Being able to leverage the thinking and existing infrastructure developed within the ABDU (i.e. the Algabonyah Employment Accord, mentoring framework) will facilitate this relationship building. A strong partnership between the ABDU and the Committee for Echuca Moama and Committee for Greater Shepparton is critical for this.

Jawun is also a key partner aligned to this strategic focus area, hence further supporting the great work that they already do within the region is recommended to increase their impact and influence¹¹.

Culturally Inclusive Organisations

Creating safe, inclusive and equitable organisations is paramount in establishing the space for enduring, strong relationships to develop. Many barriers to employment faced by First Nations people aren't understood by employers. Additionally the history and disadvantage is not acknowledged openly.

Initiatives that support culturally inclusive organisations include the advocacy and development of RAPs and MOUs, conducting cultural awareness training in the workplace, removing barriers to employment (particularly in the hiring and onboarding processes) and promoting the Algabonyah Employment Agreement. The aggregate of these actions being implemented at a variety of organisations will result in more employment opportunities for First Nations people in the region.

Partnership and Advocacy

Partnership and advocacy features heavily across all six pillars in this Plan however, it is particularly important when considering how to build enduring relationships that benefit everyone. The key initiative for this focus area is to obtain commitment from influencers within community and government to pledge their action to the Plan. The benefit of doing so demonstrates publicly the importance of this Plan and the urgency in achieving its outcomes.

¹⁰ McKinsey & Company Delivering through diversity (2018) accessed at <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

¹¹ Jawun website The Jawun Model (n.d) accessed at <https://jawun.org.au/what-we-do/the-jawun-model/>

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BUILDING ENDURING RELATIONSHIPS

EXPECTED OUTCOMES

- Increase in workplace diversity and inclusion for participating organisations.
- A more inclusive community resulting in an increase in positive health and social outcomes for individuals.
- Improved productivity and prosperity through increased participation and stronger connections between community members.

REGIONAL BENEFITS

- Innovation and growth through economic inclusions of First Nations people.
- New business opportunities through partnerships
- dismantlement of structural racism and ignorance within the community.

KEY ENABLERS

Policy, strategies and programs

- Empowered Communities
- Employment Parity Initiative (NIAA)
- Aboriginal Employment and Economic Development Strategy (DRAFT)
- Reconciliation Australia Framework
- GROW Greater Shepparton

Organisations

- Jawun
- Committee for Echuca Moama
- Committee for Greater Shepparton

RELATED CLOSING THE GAP TARGETS¹²

7 Youth are engaged in employment or education

8 Strong economic participation and development of people and their communities

16 People enjoy high levels of social and emotional wellbeing

14 Cultures and languages are strong, supported and flourishing

¹² Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>



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GOULBURN MURRAY AS A REGION OF THE FUTURE

Prosperity Goal

Establish the Goulburn Murray region as a future proof and innovative region that generates opportunities for all members of the community.

WHY IS THIS IMPORTANT?

The liveability* of any city, town or region is essential in supporting quality of life, health and wellbeing for people that work, live or visit the area¹³.

Typically, regional and rural places in Australia have lower levels of liveability in comparison to metropolitan cities when considering accessibility to widespread amenities and infrastructure and populations being at higher risk of poverty¹⁴.

Although the Goulburn Murray region has seen significant investment coming into the region in recent times, continued focus and coordination is required to capitalise on this investment and other macroeconomic trends to ensure the liveability of the Goulburn Murray region now and into the future.

Future liveability is also of strategic importance to the region. In 2020, Regional Development Victoria led by the Goulburn Murray Regional Partnership published a whole of region Resilience Strategy in response to the region's ability to adapt, thrive and transform in the face of future change and uncertainty¹⁵.

The resilience principles and intervention streams are strongly tied to the Goulburn Murray region being a region of the future, one which diversifies industries, continually improves, invests locally, leads from community and collaborates effectively.

STRATEGIC FOCUS AREAS

Capitalising on major projects and investments

There is significant investment coming into the region from government organisations and industry. Stage 3 of the Shepparton rail upgrade alone saw \$400m committed from FY20/21 state and federal budgets with stage 1 complete and stage 2 due for completion by 2022. Major projects that are planned or already underway demonstrate the growth trajectory of the region. Initiatives which sit within this strategic focus area work on the inclusion of First Nations people in this investment by means of early engagement during planning and ongoing input during design.

Investing in social enterprises

Societal expectations on organisations to give back to their communities has changed how businesses operate, with a larger emphasis being placed on corporate social responsibility. This strategic focus area seeks to obtain accessible funding for First Nations people to access money for social enterprises. Examples of this may be low / no interest loans from government.

Exploring novel sectors and partnerships

New opportunities for underdeveloped industries has the potential to expand the Goulburn Murray region's industrious footprint and provide individuals with exciting job opportunities. This strategic focus area seeks to capitalise on emerging trends and investments in new industries through partnerships with government and the private sector.

Promoting Goulburn Murray as a prosperous region

Lobbying from local MPs, organisations and institutions is needed for the region to continue to grow and prosper into the future. Given the significant First Nations population with the Goulburn Murray region, it is uniquely placed to advocate for place-based partnerships between First Nations organisations and government. Another element of this strategic focus area is the advocacy role that local MPs and councillors can play for their Indigenous community.

*Liveability includes physical features such as access to amenities (i.e. open and green space educational, social, cultural and recreational facilities), characteristics of the built environment (i.e. buildings, public transport, roads, public spaces), elements of the natural environment (i.e. air quality, presence of nature) and social features such as political stability, social cohesion, lower risks to personal safety, conviviality and social inclusiveness, aesthetics, diversity among the population, and heritage.
13 Australian Government State of Australian Cities 2014-2015 (2015) accessed at https://www.infrastructure.gov.au/infrastructure/pab/soac/files/soac_Chapter_6.pdf
14 Rural Health Poverty in rural and remote Australia - Fact Sheet November 2017 accessed at <https://www.ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-povertynov2017.pdf>
15 Regional Development Victoria and Goulburn Murray Regional Partnerships Goulburn Murray Resilience Strategy 2020 accessed at <https://www.rdvvic.gov.au/news/goulburn-murray-resilience-strategy>

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GOULBURN MURRAY AS A REGION OF THE FUTURE

EXPECTED OUTCOMES

- Increased sustainability and resilience of the Goulburn Murray region.
- Ability to harness momentum of the megatrends within the region.
- Increase in employment opportunities that enable wealth creation and self determination.

REGIONAL BENEFITS

- Additional \$150m GRP by 2036.
- +460 jobs within the region by 2036.
- Strong aspirations for the community
- Innovation and growth through economic inclusions of First Nations people.

RELATED CLOSING THE GAP TARGETS¹⁶

- 7** Youth are engaged in employment or education
- 8** Strong economic participation and development of people and their communities

KEY ENABLERS

Policy, strategies and programs

- ILSC Agribusiness Investment Program
- Indigenous Tourism Fund
- Indigenous Advancement Strategy (NIAA)
- Managing Country Together Framework (Parks Victoria)
- City of Greater Shepparton Reconciliation Action Plan
- Goulburn Murry Resilience Strategy
- Loddon Campaspe Economic Growth Strategy

Organisations

- Barmah National Park
- Munarra Centre of Regional Excellence
- Maggolee
- Shepparton Art Museum
- Greater Shepparton City Council
- Campaspe Shire
- Moira Shire
- Strathbogie Shire
- Goulburn Broken Catchment Management Authority
- Department of Jobs, Precincts and Regions

- 15** People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters

RENEWABLE ENERGY – TRANSFORMATIONAL INITIATIVE*

WHAT: Building on the momentum of renewable energy as a megatrend and growth industry, this project aims to establish the Goulburn Murray region as a hub of renewable energy in Victoria.

HOW: This project will capitalise on 2020 Victorian budget announcements and future investment into Renewable Energy Zones (\$540m), alongside existing investment into regional resilience (through the Goulburn Murray Regional Resilience Strategy (2020)) and growing public demand, as issues such as climate change, bushfires and water availability are at the forefront of public discussion.

OUTCOME: Desired outcomes of this project include a sustainable, clean and First Nations owned energy source for the community, that could potentially generate a circular economy and more broadly, will lead to an increase in economic activity creating jobs and opportunity.

FUNDING OPTIONS:	POTENTIAL PARTNERS:	STRATEGIC ALIGNMENT
<ul style="list-style-type: none"> • Victorian Government • Australian Renewable Energy Agency (ARENA) 	<ul style="list-style-type: none"> • Committee for Echuca Moama • Committee for Greater Shepparton • Dept. of Environment, Land, Water and Planning • Agriculture Victoria • Regional Development Victoria • LGAs 	<ul style="list-style-type: none"> • Circular Economy stream intervention (GM Resilience Strategy 2020) • Establishing Goulburn Murray as a region of the future. • Economic development and diversity

¹⁶ Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>

* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational it aligns to multiple strategic themes however it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.

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ACCELERATING ENTERPRISE AND LEADERSHIP DEVELOPMENT

Prosperity Goal

Invest in First Nations entrepreneurs and businesses, building confidence, capability and connections which will enable them to thrive. Educate industry and government to responsibly procure and work alongside First Nations businesses.

WHY IS THIS IMPORTANT?

Economic diversity is one characteristic of a strong regional economy¹⁷. It increases the long-term sustainability and vibrancy of an economy, bringing about economic and social benefits for the whole community. Investing in First Nations businesses and entrepreneurs increases economic diversity and a broader contribution to the local Goulburn Murray economy.

Further, investing in First Nations businesses creates a positive cycle of economic and social empowerment. First Nations businesses are 100 times more likely to employ First Nations people than non-Aboriginal businesses¹⁸. Further, First Nations businesses are often driven by a social purpose and are more likely to invest back into their community through pro-bono support and advice and providing sponsorships for cultural and sporting events. A study conducted by Supply Nation found that for every dollar spent, certified First Nations businesses returned an average \$3.41 of social value¹⁹. At the individual level, building up the confidence and capability of First Nations leaders, particularly young emerging leaders, is a critical component of lifting aspirations and ambition. This is coupled with the removal of structural barriers facilitates self-determination through economic freedom and choice.

STRATEGIC FOCUS AREA

Aspiration Building

Lifting the aspirations and ambitions of the next generation of leaders to expect more from themselves and the community is a key element of this Plan. This strategic focus area aims to change the narrative from a deficit view when it comes to First Nations' achievements and capability to a clear focus on the inherent strengths of the cultural, spiritual and social lives of

First Nations people and their communities. The Goulburn Murray region has produced numerous extremely successful and innovative Yorta Yorta leaders. An action aligned to this strategic focus area is hosting a role model event where a wide range of leaders discuss their journey to where they are today and their plans for the future.

Capability and Leadership Development

Opportunities to network, gain new experiences in the workplace and develop as a leader are some of the important initiatives within this strategic focus area. In this regard, connecting into, and partnering with, organisations such as Jawun and the University of Melbourne, both of which are committed to and already putting into practice high impact programs, will be critical. Other key partners will be Committee for Greater Shepparton and Committee for Echuca Moama, given their strong connections into industry within the Goulburn Murray region. Connecting Aboriginal and non-Aboriginal business leaders will only bring about positive benefits, such as learning from one another and creating a peer support network.

Accelerating Enterprise and Entrepreneurship

Currently, First Nations enterprise and entrepreneurship within the Goulburn Murray is not fully realised and has the potential to grow and prosper. This strategic focus area looks to expedite First Nations business development and entrepreneurship through the establishment of a business accelerator program and business development initiatives that will create the skills, confidence and industry connections for First Nations businesses to thrive. Promotion of established First Nations businesses will be aided by an easily accessible First Nations business directory.

Procurement

The aforementioned strategic focus areas prioritise building a diverse, competitive, local supply chain of First Nations businesses within the Goulburn Murray region and this strategic focus area looks at the demand side of the equation. Critical to this is the upskilling of industry and government to be more inclusive, seeking out opportunities to employ and work alongside First Nations businesses. The other critical area, particularly for government and large industry, is the effective application of Indigenous Procurement Policies. Educational seminars on what good Indigenous procurement policy looks like and how to remove barriers for applicants will be facilitated.

¹⁷ Conus Business Consultancy Services Diversity in regional economies in QLD and NSW (2019) accessed at <https://www.conus.com.au/2019/11/diversity-in-regional-economies-in-qld-and-nsw/>

¹⁸ Supply Nation Indigenous Business Growth: working together to realise potential (2018) accessed at <https://supplynation.org.au/wp-content/uploads/2018/10/Building-Indigenous-Growth-Report.pdf>

¹⁹ Supply Nation The Sleeping Giant Report (2018) accessed at <https://supplynation.org.au/wp-content/uploads/2018/08/Sleeping-Giant-Report.pdf>

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ACCELERATING ENTERPRISE AND LEADERSHIP DEVELOPMENT

EXPECTED OUTCOMES

- Increased opportunity to advance self-determination and wealth.
- Lifting community aspirations through meaningful pathways.
- Increased efficacy of indigenous procurement policies.

REGIONAL BENEFITS

- Additional \$150m GRP by 2036.
- +460 jobs within the region by 2036.
- Strong aspirations for the community
- Innovation and growth through economic inclusions of First Nations people.

KEY ENABLERS

Policy, strategies and programs

- Indigenous Procurement Policy
- Indigenous Advancement Strategy
- Aboriginal Employment and Economic Development Strategy (draft)
- Social Procurement Policy
- The Indigenous Business Sector Strategy 2018-2028

Organisations

- Committee for Echuca Moama
- Committee for Greater Shepparton
- University of Melbourne
- Jawun
- Kinaway
- IBA
- NIAA

RELATED CLOSING THE GAP TARGETS²⁰

7 Youth are engaged in employment or education

8 Strong economic participation and development of people and their communities

INDIGENOUS BUSINESS HUB - TRANSFORMATIONAL INITIATIVE*

WHAT: The Indigenous Business Hub will focus on **building the confidence, capability and sustainability of First Nations entrepreneurs and businesses** within the region. It will connect emerging First Nations businesses directly to procurement opportunities in the Goulburn Murray region.

HOW: Through practical workshops and direct industry networking opportunities and mentors, **individuals will be able to access resources and knowledge required to enter the market or expand operations and services** so local businesses are set up for long-term success. Activities run out of the Hub may include an **incubator/accelerator program, procurement master classes, networking events and application support for the various schemes** and grants available.

OUTCOME: This project will build a **stronger and more prosperous Indigenous business sector that can thrive in the Goulburn Murray region and beyond, meeting the needs of industry and government demand**, driving an increase in regional productivity through a diverse and inclusive economy and creating **shared value** for the whole community.

FUNDING OPTIONS:

- Victorian Government
- Business Australia (grants and programs)
- New Enterprise Incentives Scheme
- Indigenous Business Australia
- Regional Development Victoria

POTENTIAL PARTNERS:

- Committee for Echuca Moama
- Committee for Greater Shepparton
- Dept of Education, Skills and Employment
- Tertiary institutions
- LGAs
- Regional Development Victoria

STRATEGIC ALIGNMENT

- Economic development and diversity
- Accelerating enterprise and leadership development
- Establishing Goulburn Murray as a region of the future
- GROW Greater Shepparton Regional Action Plan

²⁰ Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>

* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational it aligns to multiple strategic themes however it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.

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SKILLS AND PATHWAYS FOR THE FUTURE

Prosperity Goal

Empower young First Nations people and unemployed or under-employed adults to choose their own pathway to meaningful education and employment outcomes.

WHY IS THIS IMPORTANT?

Setting expectations on education and aspirations early on in a child's life is essential. Lifelong learning starts at home and continues as children commence early childhood education. The benefits of children attending quality early childcare are well understood, with those attending at least 15 hours a week of early learning being able to develop the social, cognitive and emotional skills they require to thrive at school²¹. Vulnerable families need access to the right kinds of early childhood education to ensure that their children can see the same benefits in a culturally safe and supportive environment.

Creating a positive and safe learning environment and culture at school is also crucial for young people as they grow and develop. Increasing the likelihood of students attending school by making it a place where they want to be only brings positive outcomes²². Additional focus is required to make schools a place that First Nations youth want to go to and, by doing so, the options to choose their own pathway to meaningful education and employment increases.

Another important factor is to develop further education and skills training options that drive future employment outcomes. Skills shortage in regional areas is not a new problem for the region; for instance, Shepparton is seeing a skills shortage despite the high unemployment rate²³. By overcoming this gap, the Goulburn Murray region would see lower unemployment rates, lower reliance on government benefits and an increase in productivity.

STRATEGIC FOCUS AREAS

Early learning and school

This strategic focus area looks to expand and build upon existing child care / early learning services offered in the Goulburn Murray region that are culturally safe. This involves working alongside Aboriginal-led service providers to deliver these services at a greater scale.

Access to further education and skills development

Engaging with young adults about their futures during school is a key component of this strategic focus area. Tactical initiatives, such as work experience programs, provide opportunities for children to consider what it is they wish to pursue once they graduate. Other programs that look at pathways to tertiary education (i.e. universities and TAFEs) give children exposure to possible pursuits available at educational institutions within the region. These initiatives are focused on partnering with key players who are already providing strong education support and skills-based programs but tailoring it to build higher First Nations participation.

Pathways to meaningful employment

Secure and meaningful full-time employment is inaccessible to many people in the Goulburn Murray region, with the Shepparton region (including Cobram, Yarrawonga, Echuca, Rushworth) being the second worst in the state for youth unemployment at 17.5%²⁴. A key factor contributing to this is the skills shortage faced by the region. Initiatives within this strategic focus area work towards overcoming this gap via Aboriginal-led programs and pathways, such as Ganbina, which work on getting young First Nations people job ready, securing employment and providing mentoring wrap around support as they commence their employment journey. A key partner for this strategic priority area is GROW Greater Shepparton who currently provide connecting services between job seekers of all ages and potential employers.

Support for employed persons who wish to progress in their careers is also crucial to ensuring all people have access to meaningful and rewarding careers.

²¹ Victorian Government Lifting Our Game - Report of the Review to Achieve Educational Excellence in Australian Schools through Early Childhood Interventions (2017) Accessed at <https://www.education.vic.gov.au/Documents/about/research/LiftingOurGame.docx>

²² Australian Institute for Teaching and School Leadership Spotlight Attendance Matters accessed at https://www.aitsl.edu.au/docs/default-source/research-evidence/spotlight/11319-aitsl_spotlight_attendance_web-fa.pdf?sfvrsn=55b0ff3c_6

²³ Shepparton News Shepparton employers struggled to fill jobs, despite rising unemployment (2020) accessed at <https://www.sheppnews.com.au/news/2020/10/08/1721148/shepparton-employers-desperate-to-fill-vacancies-despite-rising-unemployment>

²⁴ Medianet Victoria's youth unemployment hotspots uncovered (2019) accessed at <https://www.medianet.com.au/releases/172993/>

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SKILLS AND PATHWAYS FOR THE FUTURE

EXPECTED OUTCOMES

- Decrease in unemployment rates within the Goulburn Murray region.
- Decrease in the dependence on welfare and other government benefits.
- Increased opportunity to advance self-determination and wealth.

REGIONAL BENEFITS

- Strong aspirations for the community.
- Dismantlement of structural racism and ignorance within the community.
- A place-based plan for all community members.

RELATED CLOSING THE GAP TARGETS²⁵

3	Students achieve their full learning potential	7	People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters
5	Strong economic participation and development of people and their communities	8	Cultures and languages are strong, supported and flourishing
6	People enjoy high levels of social and emotional wellbeing		

KEY ENABLERS

Policy, strategies and programs

- GROW Greater Shepparton
- Indigenous Knowledge Hub*

Organisations

- Ganbina
- University of Melbourne
- La Trobe University
- GOTAFE
- Lighthouse Project Greater Shepparton
- Local schools
- Munarra Centre of Regional Excellence
- RFNC
- ASHE
- Department of Education and Training Victoria

²⁵ Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>

* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational, it aligns to multiple strategic themes; however, it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.



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5. IMPLEMENTATION AND GOVERNANCE

This chapter details the implementation principles and governance structure that is needed to clarify roles and responsibilities of committed stakeholders in the region and ensure that this strategic Plan is actioned, embraced by the community and meets the regional trajectory to First Nations parity and prosperity.

IMPLEMENTATION GOVERNANCE

One of the most critical elements of success for the Plan are the control mechanisms of governance to ensure that the ongoing implementation of the Plan is actioned and it can be adapted to account for the inevitable change in priorities and funding that will occur over 15 years. For the Plan to work, a coordinated, whole of region approach with stakeholder

accountability needs to be at the heart of the governance model.

The Plan Implementation Committee will act as the regional governing body for the Plan and will hold the responsibility of leading a unified approach to actioning the Plan and ensuring community buy in for the strategy.

Figure 6: Governance body structure



Source: KPMG

ADAPTIVE MANAGEMENT AND COLLABORATION

Implementing this 15 year strategy that seeks to create opportunities across diverse communities and stakeholder groups will require the Implementation Committee to take an approach that is both adaptive and flexible and embraces change. Over time, regional priorities and capabilities will inevitably shift and thus require an adaptive process that can harness and capitalise on changing trends and realities.

A collaborative style of governance will assist in building and nurturing collaborative relationships throughout the region, thereby working to create a more inclusive regional economy. By establishing new partnerships and collaborative working relationships at the local and regional levels, learnings can be shared and adopted more widely.

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IMPLEMENTATION PRINCIPLES

The following features and principles will underpin the implementation and governance of the Plan to drive collaboration and enable an adaptive, data-driven approach to ensure the success of the Plan.

Figure 7: Principles and features in implementing the Plan



Being **Aboriginal-led**. The Plan has been developed so that First Nations' spiritual, cultural and economic rights are restored and protected. Key to realising this will be leadership from existing First Nations organisations within community who are already driving impact.



Collaborating with key partners, decision makers and community members will be critical to the Plan's success and impact. The Plan requires collective support from many groups. Maintaining strong communication with local community of progress and initiatives will be crucial.



Using **adaptive management** during Plan implementation provides the ability to be flexible, redesign and learn as we achieve, knowing that priorities and funding will change over time.



Establishing an **Implementation Committee** which will oversee the coordination and implementation of the Plan.



Utilising location-specific and relevant **data to drive analysis**. Bi-annual score cards will give a concise overview on how the Plan is tracking and if it is meeting the expected outcomes, enabling iterations and redesign where needed.



Measuring success using **appropriate and insightful key performance indicators and metrics**. Ensuring that these metrics are regularly reviewed in line with the adaptive management approach to enable the Plan to achieve the desired outcomes.



Leveraging and building up **existing projects and initiatives** which ensure there is no duplication of effort and that outcomes are achieved sooner.



Articulating the **strategic alignment to existing policies and programs** so that actions within the Plan are supported and eventuate.



Sequencing actions in a **phased approach** so that quick wins are realised early and longer-term strategic actions have the resources and commitment behind them to set them up for success.

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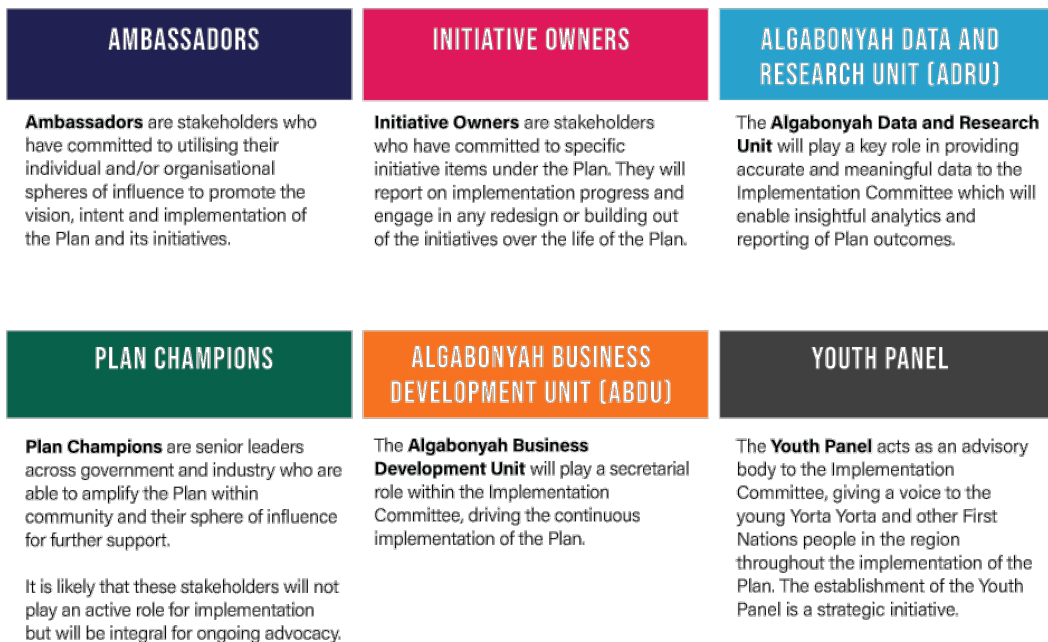
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ROLES AND GOVERNING STRUCTURE THAT SUPPORT THE IMPLEMENTATION OF THE PLAN

The figure below details the roles that will drive and support the implementation of the Goulburn Murray Regional Prosperity Plan over the next 15 years. The Implementation Committee is supported by local Indigenous infrastructure (the ABDU and ARDU) and will receive advice from the Youth Panel throughout. Plan Champions are another key role within the Plan; they are organisations who build on the relationships and influence within the region.

Figure 8: Implementation Governance Structure Roles

ROLES FOR THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN IMPLEMENTATION



Source: KPMG

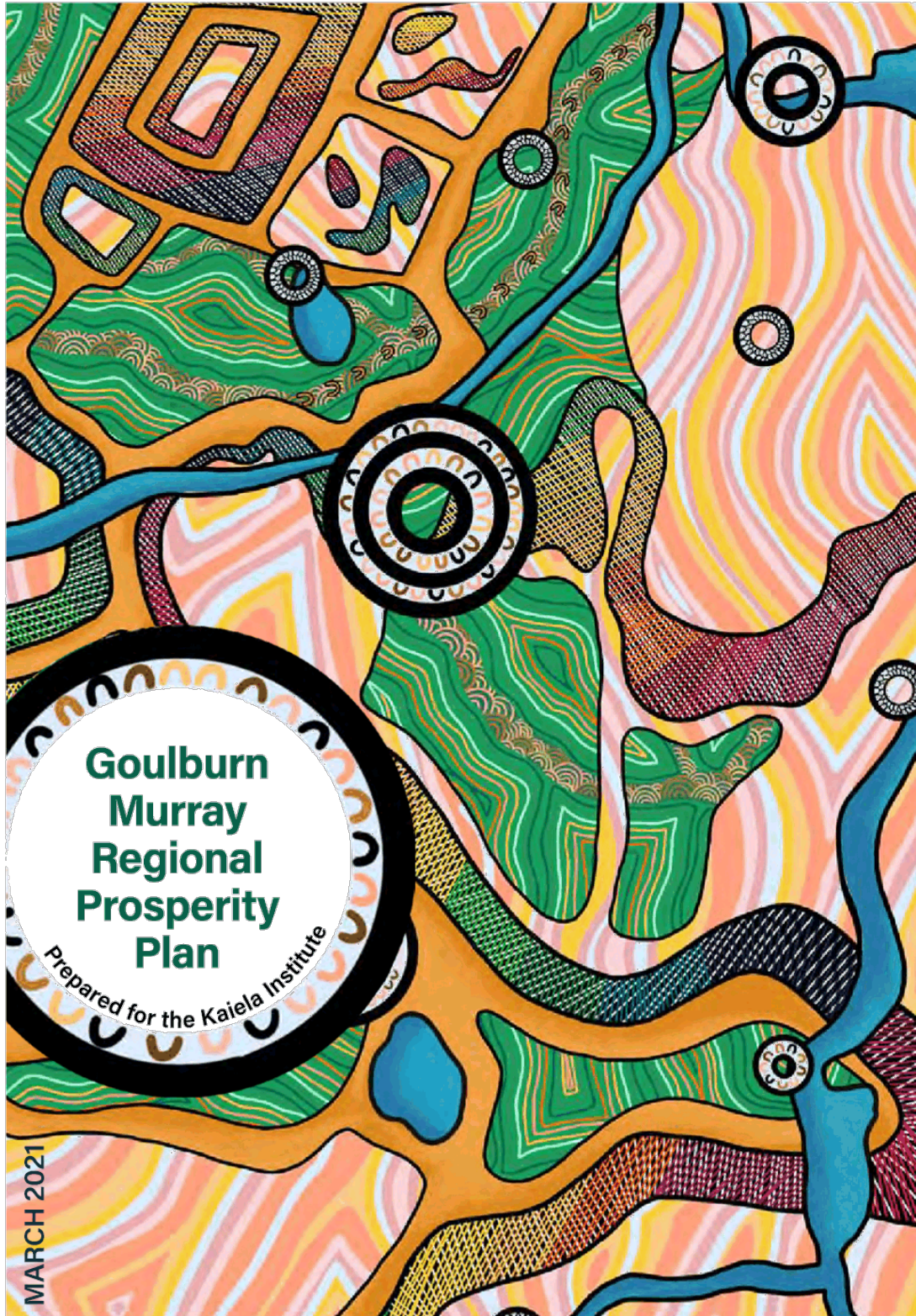


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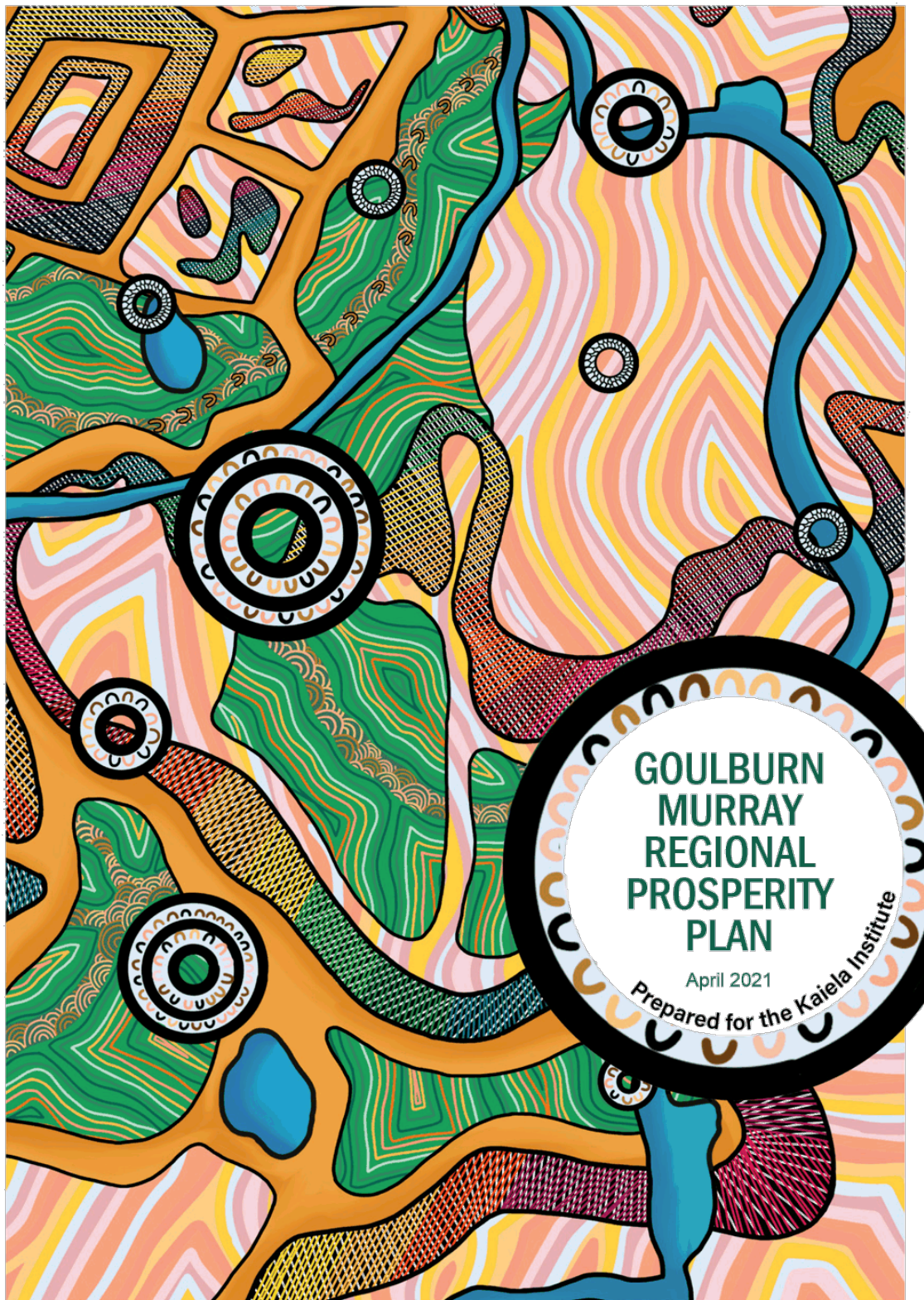


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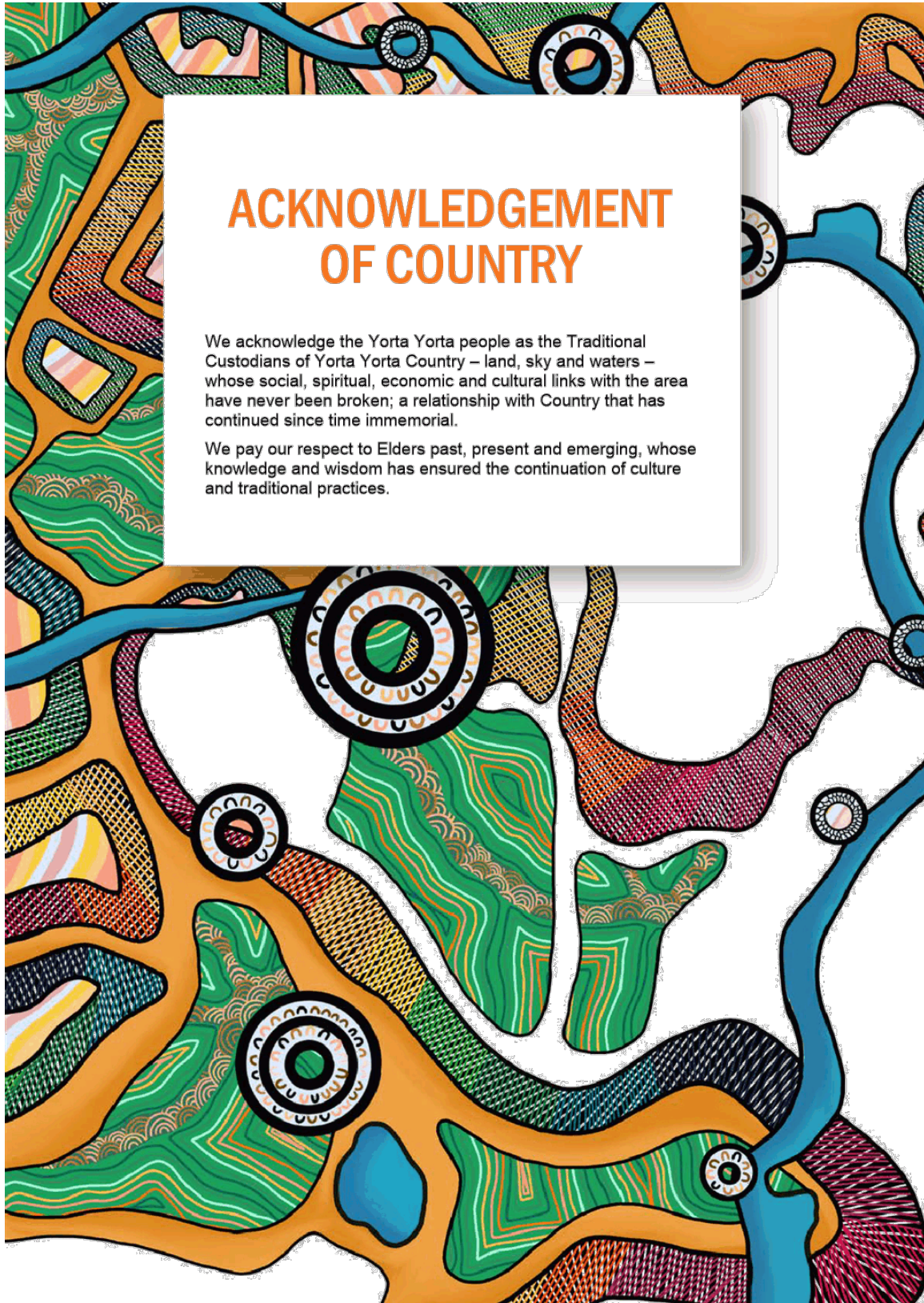


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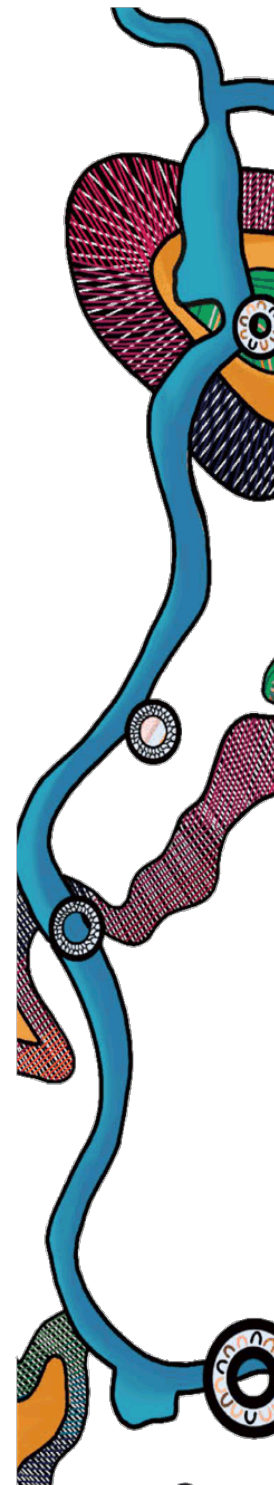
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REGIONAL PROSPERITY PLAN



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REGIONAL PROSPERITY PLAN

IMPLEMENTATION PLAN

This chapter details the 56 initiatives developed through community consultation that will facilitate and support the generation of prosperity and productivity, activate the First Nations economy and enable greater inclusion, cultural respect and understanding in the Goulburn Murray region. Short, medium and long-term initiatives and their relevant stakeholders and enablers are identified across the six strategic themes and each of their strategic focus areas.

IMPLEMENTATION PLAN FOR THE STRATEGIC THEMES

The implementation plans define the key initiatives that require investment and effort to achieve each strategic theme's goals. The implementation plans are there to provide transparency, increase collaboration and ensure buy-in from key stakeholders.

Each implementation plan contains the long list of initiatives which includes a short description, the potential Initiative Owner, which other key stakeholders should be involved, any key enablers that support the initiative and in which phase (short-term, medium-term or long-term) the initiative should be implemented. The identified initiatives under each pillar are high level and subject to resources being allocated and detailed planning to occur.

The short, medium and long-term initiative sequencing have been defined to focus the Implementation Committee on which initiatives could deliver the desired outcomes sooner. The Implementation Committee may decide to activate medium and long-term initiatives alongside short-term initiatives based upon external factors, such as available funding and resources. The current list of initiatives are not finite and will evolve over time depending on the priorities of the region and availability of Initiative Owners to mobilise stakeholder action.

PHASING OF INITIATIVES



Short Term Initiatives – these are initiatives which require less time to action. They are typically less complex, will require minimal funding and build upon existing programs and initiatives already in the Goulburn Murray region. For the next 12 months, the Implementation Committee should focus on implementing the short-term initiatives.



Medium Term Initiatives – these initiatives are typically more complex than short-term initiatives and will require tangible investment. Often, they will involve a few stakeholder groups to activate, and take more time to realise the desired outcomes. Planning will need to commence for these initiatives in the next year, with implementation being within the next three years.



Long-Term Initiatives – these initiatives are complex, require significant investment and can involve many stakeholder groups. They may also require/create systemic change, which can be extremely difficult to achieve. Transformational Initiatives are also categorised as long-term. Planning for the long-term initiatives will need to commence in the next 18 months with implementation being within the next five years.

TRANSFORMATIONAL INITIATIVES

From the long list of initiatives identified by stakeholders, three Transformational Initiatives have been recognised as opportunities to accelerate Indigenous prosperity and for the First Nations community to lead collaborative projects underpinned by their cultural values. Transformational Initiatives are opportunities that are considered long term and strategic in nature.

These initiatives:

- Were suggested by multiple stakeholders
- Support multiple strategic themes
- Drive self-determination through First Nations leadership
- Harness the macrotrends of the region
- Require funding, partnerships and collaboration to activate
- Will stimulate jobs and economic growth in the region.

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REGIONAL PROSPERITY PLAN



THRIVING COMMUNITY WITH STRONG FOUNDATIONS: IMPLEMENTATION PLAN

The following list of initiatives were conceptualised during stakeholder consultation and have since been validated by the community. In order to be realised, many of the medium to long-term initiatives require further detailed planning. Some of the enablers are pre-existing and are ready to utilise. Others which have yet to be established, require further development, funding or are a Transformational Initiative (TI) within this Plan.

The Thriving Community with Strong Foundations Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to recognise families as the backbone of communities and provide support to build safe and stable homes, harmonious family units and create intergenerational wealth.

Table 1: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ¹	ENABLERS	PHASE
Strategic Focus Area – Growing life skills to enable intergenerational wealth building				
Financial literacy training Provide basic to moderate financial literacy training to Indigenous people in community. These skills will enable people to make educated choices about money and their futures.	<ul style="list-style-type: none"> Kaiela Institute 	<ul style="list-style-type: none"> Rumbalara Football Netball Club ACCOs 	<ul style="list-style-type: none"> Indigenous Business Hub Munarra Centre for Regional Excellence 	
Strategic Focus Area – Safe and affordable housing				
Housing via Rumbalara Co-Op Support Rumbalara expand its program base and provide more housing for independent living for the elderly and those with disability.	<ul style="list-style-type: none"> Rumbalara Co-Op 	<ul style="list-style-type: none"> <GAP> 	<ul style="list-style-type: none"> <GAP> 	
Strategic Focus Area – Family Support Services				

No initiatives related to this strategic focus area identified during consultation.

Legend: Short Term 0 - 12 months Medium Term 1 – 3 years Long Term + 3 years

¹ Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

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OPPORTUNITIES THROUGH CULTURE AND SHARED VALUE: IMPLEMENTATION PLAN

The following list of initiatives were conceptualised during stakeholder consultation and have since been validated by the community. Many of the medium to long-term initiatives require further detailed planning in order to be realised. Some of the enablers are pre-existing and are ready to utilise. Others which have yet to be established require further development, funding or are a Transformational Initiative (TI) within this Plan.

The Opportunities Through Culture and Shared Value Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal of...

“...TO INVEST IN THE SUSTAINABILITY OF CULTURE AND IDENTITY OF YORTA YORTA AND OTHER FIRST NATIONS PEOPLE AS AN ACT OF PLACE BASED RECONCILIATION AND FOR THE ECONOMIC AND SOCIAL BENEFIT OF THE ENTIRE REGION.”

Table 2: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ²	ENABLERS	PHASE
Strategic Focus Area – First Nations culture and history in schools				
<p>Cultural competency/ unconscious bias training</p> <p>Develop targeted training to highlight dismantling racism and to develop cultural understanding and appreciation to make First Nations people feel safer and more welcome in community.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> LGAs ACCOs Kaiela Institute 	<ul style="list-style-type: none"> Munarra Centre for Regional Excellence 	
Strategic Focus Area – First Nations cultural knowledge in enterprise				
<p>Council peppercorn leases</p> <p>Offer peppercorn leases of Council buildings (in full/part) to First Nations tourism operators along the Murray River.</p>	<ul style="list-style-type: none"> Campaspe Shire 	<ul style="list-style-type: none"> Campaspe Shire ACCOs 	<ul style="list-style-type: none"> Loddon Campaspe Economic Growth Strategy Maggolee Echuca Port 	
<p>Indigenous Knowledge Hub (TI)³</p> <p>The Hub is a multi-offering knowledge hub that will leverage Australia's ancient knowledge and culture into diverse applications such as land management, agriculture, education, tourism and hospitality.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> The Outback Academy ACCOs Educational institutions LGAs Kaiela Institute Victorian Farmers Federation 	<ul style="list-style-type: none"> Munarra Centre for Regional Excellence 	

² Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.
³ TI = Transformational Initiative. The Indigenous Knowledge Hub will spearhead Aboriginal enterprise and knowledge sharing of culture and history, with several of the initiatives under this pillar housed within the Hub. Significant effort and coordination is required to partner with Traditional Owner Groups and local Aboriginal-led organisations.







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INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ²	ENABLERS	PHASE
<p>Joint Partnerships</p> <p>Establish more joint partnerships between Yorta Yorta Nation and Parks Victoria for the management of crown land.</p>	<ul style="list-style-type: none"> Yorta Yorta Nation 	<ul style="list-style-type: none"> Yorta Yorta Nation Parks Victoria 	<ul style="list-style-type: none"> Traditional Owner Settlement Act 2010 	
<p>Commercialisation of land</p> <p>Work with Yorta Yorta Nation to more effectively utilise owned land/assets.</p>	<ul style="list-style-type: none"> Yorta Yorta Nation 	<ul style="list-style-type: none"> Yorta Yorta Nation 	<ul style="list-style-type: none"> <GAP> 	
<p>First Nations Tourism</p> <p>Work with Yorta Yorta Nation and government to build out tourism options for the Barmah National Park.</p>	<ul style="list-style-type: none"> Yorta Yorta Nation 	<ul style="list-style-type: none"> Yorta Yorta Nation Government 	<ul style="list-style-type: none"> Barmah National Park Indigenous Tourism Fund 	
<p>Regenerative Agriculture</p> <p>Work with Yorta Yorta Nation to carry out regenerative agriculture.</p>	<ul style="list-style-type: none"> Yorta Yorta Nation 	<ul style="list-style-type: none"> Yorta Yorta Nation 	<ul style="list-style-type: none"> ILSC Agribusiness Investment Program 	
<p>Strategic Focus Area – Promoting First Nations culture and tackling racism in the community</p>				
<p>Acknowledge and share First Nations history</p> <p>The LGAs are uniquely positioned to integrate First Nations history, language and culture at Council run and owned assets where appropriate.</p>	<ul style="list-style-type: none"> LGAs 	<ul style="list-style-type: none"> Local Government Areas Traditional Owner groups ACCOS 	<ul style="list-style-type: none"> Maggolee Greater Shepparton RAP Sustainable Strathbogrie 2030 Moira Shire Council Economic Development Strategy 2019-2023 Campaspe Council Plan 2017-2021 (MOU) 	
<p>Cummeragunja journey</p> <p>Creating a heritage walking track from Cummeragunja to Mooroopna, connecting back to the elders and showcasing stories from the 6th of February 1939 and the story that continues today.</p>	<ul style="list-style-type: none"> LGAs 	<ul style="list-style-type: none"> Yorta Yorta Nation City of Greater Shepparton Campaspe Shire Murray River Council Committee for Echuca Moama Parks Victoria 	<ul style="list-style-type: none"> <GAP> 	

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INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ²	ENABLERS	PHASE
<p>Cultural healing and connection to Country</p> <p>Develop programs that use time on country and deepening of cultural connections to support strengthening of identity and confidence building.</p>	<ul style="list-style-type: none"> <GAP> 	<ul style="list-style-type: none"> Education providers Traditional Owner groups ACCOS 	<ul style="list-style-type: none"> <GAP> 	
<p>First Nations curriculum in schools</p> <p>Strengthen the First Nations curriculum offered in schools that covers history and culture.</p>	<ul style="list-style-type: none"> Dept. of Education and Training 	<ul style="list-style-type: none"> Dept. of Education and Training Local schools 	<ul style="list-style-type: none"> Koori teaching resources (Dept. of Education and Training) 	

Legend: Short Term 0 - 12 months
 Medium Term 1 – 3 years
 Long Term + 3 years

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REGIONAL PROSPERITY PLAN



BUILDING ENDURING RELATIONSHIPS: IMPLEMENTATION PLAN

The Building Enduring Relationships Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to build strong and authentic relationships to enable transfer of knowledge, reduce ignorance, erode racism, promote advocacy and commitment to the Plan and create new opportunities in a variety of workplaces and domains.

Table 3: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁴	ENABLERS	PHASE
Strategic Focus Area – Knowledge transfer				
<p>Supporting secondments</p> <p>Leveraging the existing work done through Jawun, support additional secondments of individuals from non-Aboriginal organisations to work in community.</p>	<ul style="list-style-type: none"> Jawun 	<ul style="list-style-type: none"> Jawun Corporates 	<ul style="list-style-type: none"> Indigenous Business Hub 	
<p>Business mentor program</p> <p>Establish a mentoring network with First Nations organisations and corporates that provides learning opportunities from both parties.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> Jawun Local businesses Ganbina ACCOs Kinaway Kaiela Institute Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Business Hub 	
Strategic Focus Area – Culturally inclusive organisations				
<p>Promote the Algabonyah Accord</p> <p>Promote the employment program amongst the business community and government to sign the accord.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit RFNC 	<ul style="list-style-type: none"> LGAs Committee for Echuca Moama Committee for Greater Shepparton Local businesses 	<ul style="list-style-type: none"> Empowered Communities 	

⁴ Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

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INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁴	ENABLERS	PHASE
<p>RAPs and MOUs</p> <p>Advocate for business to provide meaningful opportunities through reconciliation frameworks and formal agreements such as RAPs and MOUs.</p>	<ul style="list-style-type: none"> Reconciliation Australia 	<ul style="list-style-type: none"> LGAs Local businesses Reconciliation Australia Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Reconciliation Australia Framework 	
<p>Cultural awareness training in the workplace</p> <p>Upskill staff and organisations in cultural competency and through education enable organisations to provide more inclusive work environments.</p>	<ul style="list-style-type: none"> A2B Walker Group Aldara Yenara Mulana Kaalinya Yurringa 	<ul style="list-style-type: none"> LGAs Local businesses Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Business Hub 	
Strategic Focus Area – Culturally inclusive organisations				
<p>Remove barriers to employment</p> <p>Working with GROW Greater Shepparton and local employers, review current hiring processes to understand what the barriers are to employment and work with employers to remove those barriers.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit GROW Greater Shepparton 	<ul style="list-style-type: none"> GROW Greater Shepparton LGAs Local businesses Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Business Hub 	
Strategic Focus Area – Partnership and advocacy				
<p>Pledge for the Plan</p> <p>Obtain commitment from influencers within community and government to pledge their action and commitment to the Plan.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> <GAP> 	
<p>Legend:</p> <p> Short Term 0 - 12 months</p> <p> Medium Term 1 – 3 years</p> <p> Long Term + 3 years</p>				

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GOULBURN MURRAY A REGION OF THE FUTURE: IMPLEMENTATION PLAN

The Goulburn Murray a Region of the Future Implementation Plan has four strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to establish the region as a future proof and innovative that generates opportunities for all members of the community.

Table 4: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁵	ENABLERS	PHASE
Strategic Focus Area – Capitalising on major projects and investments				
<p>Activate local MPs to advocate for the local First Nations community</p> <p>Activate the MPs of the Goulburn Murray region to advocate for the local First Nations community to ensure meaningful employment and procurement opportunities.</p>	<ul style="list-style-type: none"> • Damian Drum • Suzanna Sheed • Peter Walsh 	<ul style="list-style-type: none"> • First Nations community 	<ul style="list-style-type: none"> • Algabonyah Community Cabinet 	
<p>Establish a place-based partnership between Government and the Goulburn Murray region</p> <p>Under the CTG priority reform one – formal partnerships and shared decision-making – establish the Goulburn Murray region as a place-based partnership between First Nations organisations within the Goulburn Murray region and government. This would support the implementation of Plan initiatives.</p>	<ul style="list-style-type: none"> • Kaiela Institute 	<ul style="list-style-type: none"> • Victorian Government • ACCOs 	<ul style="list-style-type: none"> • Closing the Gap Agreement 	
<p>Legend: Short Term 0 - 12 months Medium Term 1 – 3 years Long Term + 3 years</p>				

⁵ Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

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REGIONAL PROSPERITY PLAN

ACCELERATING ENTERPRISE AND LEADERSHIP DEVELOPMENT: IMPLEMENTATION PLAN

The Accelerating Enterprise and Leadership Development Implementation Plan has four strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal of investing in First Nations entrepreneurs and business and educating industry and government.

Table 5: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁶	ENABLERS	PHASE
Strategic Focus Area – Aspiration building				
<p>Role Model Event</p> <p>Bring Indigenous business leaders from all sectors and industries to the region to talk to young people about their journey to where they are today.</p>	<ul style="list-style-type: none"> Kaiela Institute 	<ul style="list-style-type: none"> Kinaway Jawun RFNC Educational institutions 	<ul style="list-style-type: none"> Munarra Centre for Regional Excellence 	
Strategic Focus Area – Capability and leadership development				
<p>University of Melbourne 1000 Indigenous business leaders project</p> <p>This program has committed to build the capabilities and skills to nurture 1,000 business leaders by 2025. This initiative focuses on supporting University of Melbourne connect with First Nations business leaders in the Goulburn Murray region.</p>	<ul style="list-style-type: none"> University of Melbourne 	<ul style="list-style-type: none"> Kinaway Kaiela Institute 	<ul style="list-style-type: none"> University of Melbourne Reconciliation Action Plan 	
<p>Leadership exchange program</p> <p>Swap CEOs/senior leaders between Aboriginal and non-Aboriginal organisations.</p>	<ul style="list-style-type: none"> Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Kinaway Kaiela Institute Local Industry ACCOS LGAs 	<ul style="list-style-type: none"> Indigenous Business Hub 	
<p>Networking events</p> <p>Creating networking opportunities between Aboriginal and non-Aboriginal business owners.</p>	<ul style="list-style-type: none"> Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Kinaway Kaiela Institute Local Industry ACCOS LGAs 	<ul style="list-style-type: none"> Indigenous Business Hub Munarra Centre for Regional Excellence 	

⁶ Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

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INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁶	ENABLERS	PHASE
<p>Emerging leaders dinner</p> <p>Committees for Echuca Moama and Greater Shepparton host membership events that invite members to bring along young emerging leaders from their organisation.</p>	<ul style="list-style-type: none"> Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Kaiela Institute Local industry 	<ul style="list-style-type: none"> Kaiela Institute 	
<p>GMRPP Youth Panel</p> <p>Establish an Indigenous youth panel that supports the Implementation Committee on the Plan implementation and evolution.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> Educational institutions Kaiela Institute RFNC 	<ul style="list-style-type: none"> RFNC Munarra Centre for Regional Excellence 	
<p>Strategic Focus Area – Capability and leadership development</p>				
<p>Leadership program</p> <p>Establish a leadership program for aspiring Indigenous leaders. Sponsors within the community would need to commit their time to nurturing these leaders through the program.</p>	<ul style="list-style-type: none"> Kaiela Institute 	<ul style="list-style-type: none"> Local Industry Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Kaiela Institute 	
<p>Accessing government funding workshop</p> <p>These sessions would be focused on First Nations entrepreneurs/business owners to provide them with the information and skill set to apply for the various government initiatives that are available (i.e. ILSC, IBA, NEIS).</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> Dept. of Jobs, Precincts & Regions LGAs Kaiela Institute Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Business Hub Munarra Centre for Regional Excellence 	
<p>Strategic Focus Area – Enterprise and entrepreneurship</p>				
<p>First Nations business directory</p> <p>Build a publicly available database of First Nations owned businesses within the Goulburn Murray region.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> Kinaway LGAs Local Industry 	<ul style="list-style-type: none"> Indigenous Business Sector Strategy (NIAA) 	

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INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁶	ENABLERS	PHASE
<p>University of Melbourne Entrepreneurial Centre Pop Up</p> <p>Run a pop-up entrepreneurial centre that is Indigenous focused and based in Shepparton.</p>	<ul style="list-style-type: none"> University of Melbourne 	<ul style="list-style-type: none"> ACCOs Local industry Kaiela Institute 	<ul style="list-style-type: none"> University of Melbourne Faculty of Business and Economics 	
<p>Indigenous Business Hub (TI)⁷</p> <p>Through practical workshops and industry support, individuals will be able to access resources and knowledge required to enter the market or expand operations and services so local businesses are set up for long-term success.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> GROW Greater Shepparton Committee for Echuca Moama Committee for Greater Shepparton Local Industry ACCOs Jawun LGAs Kaiela Institute 	<ul style="list-style-type: none"> Indigenous Business Sector Strategy (NIAA) Indigenous Advancement Strategy IBA 	
<p>Accelerator/incubator program</p> <p>Establish a program for First Nations start-ups/entrepreneurs to build their capabilities and confidence to enter into the market with their business/business idea.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> Committee for Echuca Moama Committee for Greater Shepparton Local Industry GM ACCOs LGAs Kaiela Institute 	<ul style="list-style-type: none"> Indigenous Business Sector Strategy (NIAA) Indigenous Advancement Strategy IBA Indigenous Business Hub 	
Strategic Focus Area – Procurement				
<p>Applying for tenders masterclass</p> <p>Working with GROW Greater Shepparton and local councils to upskill tender applications, providing them with information, tools and resources.</p>	<ul style="list-style-type: none"> Local Government Areas 	<ul style="list-style-type: none"> GROW Greater Shepparton Local Industry Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Procurement Policies LGA Procurement Policies Maggolee 	

⁷ TI = Transformational Initiative. The Indigenous Business Hub will spearhead Aboriginal enterprise and entrepreneurship, with several of the initiatives under this pillar housed within the Hub. Significant effort and coordination is required to partner with Committee for Echuca Moama / Greater Shepparton, given their ties to the business community. Integration of 'champion businesses' already established within the Goulburn Murray community is required.







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INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁶	ENABLERS	PHASE
<p>Indigenous procurement masterclass</p> <p>Provide a half day workshop for procurement officers to give an overview of what Indigenous procurement is, what it means for the Goulburn Murray region and how to do it right.</p>	<ul style="list-style-type: none"> Kaiela Institute 	<ul style="list-style-type: none"> Kinaway LGAs Local Industry Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Procurement Policies LGA Procurement Policies Maggolee 	
<p>Localised Indigenous Procurement Policy Review</p> <p>Establish relationships with companies that win construction projects within the region and request the regular reporting and measuring of their Indigenous Procurement Policy targets.</p>	<ul style="list-style-type: none"> Algabonyah Business Development Unit 	<ul style="list-style-type: none"> State Government Local Government Areas GROW Greater Shepparton Kinaway Local Industry Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Procurement Policies Social Procurement Policies 	
<p>University of Melbourne i-BLADE IPP evaluation</p> <p>The University has put forward a program that will assess the efficacy of the IPP through the generation of an Indigenous database. It will be an ABS dataset that is a national cultural asset. This initiative is focused on providing support through advocacy and data (where possible).</p>	<ul style="list-style-type: none"> University of Melbourne 	<ul style="list-style-type: none"> Kinaway State Government LGAs Kaiela Institute 	<ul style="list-style-type: none"> Indigenous Procurement Policies 	
<p>Legend:  Short Term 0 - 12 months  Medium Term 1 – 3 years  Long Term + 3 years</p>				

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SKILLS AND PATHWAYS FOR THE FUTURE: IMPLEMENTATION PLAN

The Skills and Pathways for the Future Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to empower young First Nations people and unemployed or under-employed adults to choose their own pathway to meaningful education and employment outcomes.

Table 6: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁸	ENABLERS	PHASE
Strategic Focus Area – Early learning and school				
<p>Culturally safe early childhood care</p> <p>Expand and build upon existing child care / early learning services offered in the Goulburn Murray region that are culturally safe.</p>	<ul style="list-style-type: none"> <GAP> 	<ul style="list-style-type: none"> Rumbalara Co-op Njernda Co-op Lulla's Children and Family Centre Berrimba Childcare Centre Dept. of Education and Training 	<ul style="list-style-type: none"> <GAP> 	
Strategic Focus Area – Access to further education and skills development				
<p>Work Experience Programs</p> <p>Work with local schools and businesses to engage with young Indigenous students to come into a workplace for a short period of time and do this across a few placements before finishing school.</p>	<ul style="list-style-type: none"> <GAP> 	<ul style="list-style-type: none"> Local schools Ganbina Local industry Dept. of Education and Training 	<ul style="list-style-type: none"> Pre-Accredited Work Experience guidelines (Dept. Education and Training) 	
<p>Tertiary Education Pathway Program</p> <p>Support the La Trobe University and GO TAFE education pathway program that works with year 11 students on developing their pathway to further studies.</p>	<ul style="list-style-type: none"> La Trobe University GO TAFE 	<ul style="list-style-type: none"> Local schools Rumbalara Football Netball Club ACCOS 	<ul style="list-style-type: none"> <GAP> 	
<p>Youth Survey</p> <p>Regularly run a youth survey to understand what young people want from the region and community and to find out their aspirations and hopes.</p>	<ul style="list-style-type: none"> Algabonyah Data and Research Unit 	<ul style="list-style-type: none"> Rumbalara Football Netball Club Local schools Ganbina 	<ul style="list-style-type: none"> RFNC 	
"	"	"	"	"

⁸ Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.






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COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

ATTACHMENT No [3] - Goulburn Murray Regional Prosperity Plan - Implementation Evaluation Plan

REGIONAL PROSPERITY PLAN 

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁸	ENABLERS	PHASE
Strategic Focus Area – Access to further education and skills development				
<p>National Indigenous Business Summer School (NIBSS)</p> <p>Leveraging the University of Melbourne NIBSS program, work with other universities and higher education organisations to run a summer school in the Goulburn Murray region.</p>	<ul style="list-style-type: none"> University of Melbourne 	<ul style="list-style-type: none"> Educational Institutions Local schools RFNC ACCOs 	<ul style="list-style-type: none"> University of Melbourne Faculty of Business and Economics 	
<p>Mobile GOTAFE events</p> <p>GOTAFE are able to hold mobile employment and career events to ensure coverage of regional areas.</p>	<ul style="list-style-type: none"> GOTAFE 	<ul style="list-style-type: none"> Local schools RFNC ACCOs 	<ul style="list-style-type: none"> <GAP> 	
<p>Native bushfoods courses</p> <p>GOTAFE can offer native bushfood horticulture courses if there is demand. University of Melbourne Dookie are developing a bridging certificate for Indigenous students.</p>	<ul style="list-style-type: none"> GOTAFE University of Melbourne (Dookie) 	<ul style="list-style-type: none"> Educational institutions Agriculture Victoria 	<ul style="list-style-type: none"> Indigenous Knowledge Hub 	
<p>TAFE Accelerator Program</p> <p>GOTAFE to provide support to run entrepreneurship and business skills support, potentially in conjunction with MCRE.</p>	<ul style="list-style-type: none"> GOTAFE 	<ul style="list-style-type: none"> <GAP> 	<ul style="list-style-type: none"> Munarra Centre for Regional Excellence 	
Strategic Focus Area – Pathways to meaningful employment				
<p>Mentoring for job seekers</p> <p>Establishing a mentoring program for new job seekers that is there for support during job applications and also once starting employment (wrap around service).</p>	<ul style="list-style-type: none"> GROW Greater Shepparton 	<ul style="list-style-type: none"> Ganbina Regional Development Victoria Sureway Employment and Training Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Business Hub 	

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INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS ⁸	ENABLERS	PHASE
<p>Aboriginal GROW Greater Shepparton resource</p> <p>Secure extended funding for GROW Greater Shepparton program with an aim to focus on working with young First Nations people to get them into the program and through the program to a job.</p>	<ul style="list-style-type: none"> GROW Greater Shepparton 	<ul style="list-style-type: none"> Victorian Government Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Business Hub 	
<p>Employment Pathway Program</p> <p>Working with GROW Greater Shepparton and GOTAFE on their work readiness program, look to extend and expand the work that has already been done to more Indigenous people.</p>	<ul style="list-style-type: none"> GROW Greater Shepparton GOTAFE 	<ul style="list-style-type: none"> Rumbalara Co-Op Njernda Co-Op RFNC Kaiela Institute Committee for Echuca Moama Committee for Greater Shepparton 	<ul style="list-style-type: none"> Indigenous Business Hub 	

Legend: Short Term 0 - 12 months Medium Term 1 – 3 years Long Term + 3 years

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EVALUATION AND MONITORING

This chapter provides guidance on the principles, data sources and framework that will guide the continuous monitoring and evaluation of this Plan to ensure its success can be measured and iterations can be made efficiently when required.

MEASURING THE SUCCESS AND EFFECTIVENESS OF THE PLAN

OVERVIEW

Key to the successful implementation of this Plan will be the ability to monitor and evaluate outcomes and the availability of data. Monitoring and evaluation is a process undertaken to determine how effective a prosperity goal and its initiatives is, or has been, in achieving its stated outcomes. This process enables informed decision making on the future of the strategy, including priorities for action and investment.

It is recognised that, due to the aspirational and longer-term nature of outcomes, demonstrating progress and monitoring performance can be challenging. Another challenging aspect to the monitoring and evaluation of this Plan is the interconnectedness between strategic themes, due to overlap between indicators and desired outcomes.

To overcome these challenges, key principles and a high level evaluation framework have been developed to guide the Implementation Committee in the short term. Critical to this will be the Algabonyah Data and Research Unit who will establish the method and ongoing data collection required to assess the efficacy of the Plan's strategic themes and their encompassing initiatives.

EVALUATION OBJECTIVES:

The purpose of the monitoring and evaluation is to determine the extent to which the Plan has been successfully implemented and is achieving its stated vision to generate an additional \$150 million GRP per annum for the Goulburn Murray region through Aboriginal inclusion, prosperity and shared value.

The objectives of the evaluation will be:

- To determine the extent to which the Plan has been implemented as intended
- To understand how the Plan has impacted on the region and stakeholder level outcomes
- To understand and develop a quantitative estimate of the impact of the Plan.

By continuously, effectively and objectively monitoring and evaluating outcomes of the proposed initiatives and the associated prosperity goal, implementation can be adjusted and refined to strengthen positive benefits for the region.

KEY PRINCIPLES OF EVALUATION AND MONITORING

- **Adaptative practice** – Iteration throughout implementation of the Plan, reviewing if indicators and measures are accurate and striving towards the vision and goals. If measurements indicate a key indicator is falling behind expected outcomes, the cause should be investigated and appropriate remedial steps be implemented to strengthen outcomes.
- **Aboriginal-led** – The Algabonyah Data and Research Unit will drive and protect data collection sovereignty of Yorta Yorta and First Nations people within the region.
- **Appropriate data collection** – The Algabonyah Data and Research Unit will lead data collection, ensuring that it is necessary and appropriate. Until the establishment of the Unit, publicly available data sources will be used to inform the Implementation Committee in the short term.
- **Closing the Gap** – Each strategic theme's prosperity goal has been aligned to relevant Closing the Gap targets to measure progress within a three tiered, national monitoring framework. The initiatives within the Plan and the indicators and measures of the evaluation and monitoring framework are designed to accelerate achieving 10 of the Closing the Gap targets within the region.
- **Plan evolution** – An annual workshop to evaluate and redesign initiatives and programs where needed will ensure the Plan continually reflects the needs of the community. During this session, an action plan for the year ahead should be developed.
- **Transparent and evidence based** – The process will be transparent about the purpose of any data collection, and reporting will be evidence based.

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CONSIDERATIONS AND ASSUMPTIONS

For the effective monitoring and evaluation of the Plan, the below considerations and assumptions are necessary for implementation.

- The Algabonyah Data and Research Unit will provide the Implementation Committee with support to track and monitor the strategic themes goals. This will be done through investing in capabilities to collect, store and analyse qualitative and quantitative data for the benefit of the Yorta Yorta community and First Nations people of the Goulburn Murray region. Future investment for the ABDU is required to support this Plan.
- Not all data relevant to the outcomes may be available.
- Each year, a high-level action plan will be developed to understand which initiatives are a priority for the region.
- Initiative Owners will be responsible to develop detailed actions plans for their initiative (if required) and mobilise any key stakeholders to support them in implementation.

DATA SOURCES

The below data sources will be utilised for the measurement of key indicators. Each data source has associated benefits and focus areas from broader economic and demographics changes through to qualitative and more subjective changes. Additional data sources should be considered throughout implementation of the Plan to ensure data quality and content meets requirements.

Australian Bureau of Statistics (ABS)

What it is: The ABS is the national statistical agency and an official source of independent, reliable information.

Available data: The ABS releases statistics relating to the economy, population, health outcomes and the environment. In addition, the ABS conducts a Census of Population and Housing, which provides a comprehensive picture of Australia's people, how they live and where they reside. For this Plan, indicators such as employment rate, attendance at an educational institution, high school completion, tenure type and dwelling structure will be used.

Australian Early Development Census

What it is: The AEDC is an Australian Government initiative that collects data to provide a snapshot of children's development that can inform communities and support planning, policy and action.

Available data: The AEDC is held every three years and the summary data is made publicly available. Data collected can be viewed geographically of the percentage or count of children who are either on track, at risk or vulnerable across the five domains. Analysis can be carried out on suburbs which have a significant proportion of First Nations people (i.e. Mooroopna, Shepparton South (East), Shepparton North).

Focus groups

What it is: Focus group interviews are a facilitated discussion with a small, targeted group of people that gains in-depth qualitative data about a topic. Focus group participants will be voluntary and understand how the information they provide to will be used.

Available data: Data collected during these sessions will provide rich, qualitative data on indicators which are harder to measure through existing data sets (i.e. ABS) or surveys.

Online survey

What it is: An online data collection method that is a structured questionnaire to gather both qualitative and quantitative data. Critical to this method of collection will be the protection of privacy and anonymity for participants.

Available data: This method allows for high volume and targeted qualitative and quantitative data collection, particularly around atypical indicators such as a decrease in racist views in the community or an increase in youth engagement.

THE FRAMEWORK AND GOVERNANCE

The below framework considers the long-term, strategic theme goals as the desired outcomes of the Plan. Against each of the strategic theme goals, proposed indicators and their corresponding measurements are defined. It will be the Implementation Committee's responsibility to report on Plan progress bi-annually against each of the six strategic themes. In the short term, the Closing the Gap targets and outcomes will be headline measures until the Algabonyah Data and Research Unit is adequately resourced.

THE OUTCOMES OF THE PLAN

The desired outcomes of the Plan are the long-term prosperity goals of each strategic theme. Key indicators and measurements for each are provided in the subsequent framework pages.

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EVALUATION AND MONITORING FRAMEWORK

The evaluation and monitoring of the Goulburn Murray Regional Prosperity Plan strategic theme goals will be undertaken by the Implementation Committee and enabled by the Algabonyah Data and Research Unit. The following indicators and measures are indicative and should evolve over time.

Table 7: A Thriving Community with Strong Foundations

PROSPERITY GOAL	INDICATORS	MEASURES
Recognise families as the backbone of communities and provide support to build safe and stable homes, harmonious family units and create intergenerational wealth.	<ul style="list-style-type: none"> • Increase in the number of First Nations home owners in the Goulburn Murray region. • Increase in the completion of financial literacy programs in the First Nations community. • Decrease in the rate of First Nations children in out-of-home care. • Decrease in prevalence of family violence in First Nations community. 	<ul style="list-style-type: none"> • Number of First Nations home owners in the Goulburn Murray region. • Rate of completion of financial literacy programs. • Number of First Nations children in out-of-home care. • Number of family violence related incidents in First Nations community.

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent.
- By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10-17 years) in detention by 30 per cent.
- By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45 per cent.
- A significant and sustained reduction in violence and abuse against Aboriginal and Torres Strait Islander women and children towards zero.
- Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.



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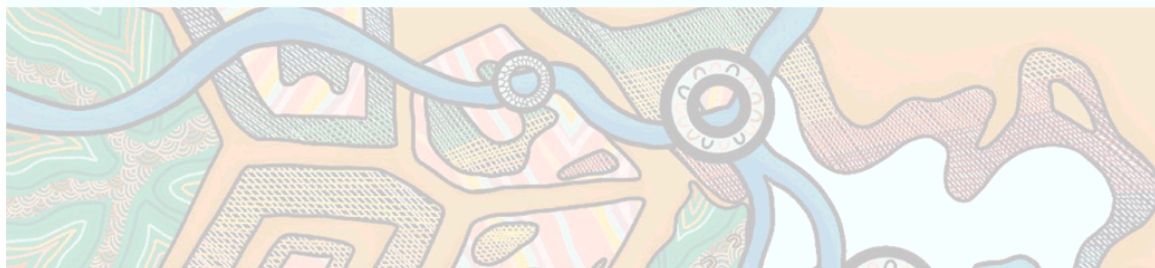
REGIONAL PROSPERITY PLAN

Table 8: Opportunities Through Culture and Shared Value

PROSPERITY GOAL	INDICATORS	MEASURES
To invest in the sustainability of culture and identity of Yorta Yorta and other First Nations people as an act of place-based reconciliation and for the economic and social benefit of the entire region.	<ul style="list-style-type: none"> Decrease in racism within the Goulburn Murray community. Increase in the number of First Nations people who feel included in the community. Increase in student exposure to First Nations curriculum. Increase in the number of First Nations businesses in the Goulburn Murray region. Increase in the number of Aboriginal-led tourism businesses. Increase in the number of tourists who visit the region to experience Aboriginal history and culture. Increase in land managed and cared for by First Nations people. Increase in visible acknowledgements of Aboriginal culture and history within the region. Increase in connection to culture and language for First Nations people. 	<ul style="list-style-type: none"> Number of racism driven incidents that take place at schools and in the wider community. Number of First Nations people who feel accepted and included in the community. Number of schools that teach First Nations curriculum. Number of First Nations businesses in the Goulburn Murray region. Number of Aboriginal-led tourism businesses. Number of tourists who visit the Goulburn Murray region to experience First Nations history and culture. Total area of land managed and cared for by Yorta Yorta Nation. Number of visible acknowledgements of First Nations culture and history within the region. Percentage of First Nations people who feel connected to their culture.

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people (aged 20-24) attaining year 12 or equivalent qualification to 96 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.
- By 2030, a 15 per cent increase in Australia's land mass subject to Aboriginal and Torres Strait Islander people's legal rights or interests.
- By 2031, there is a sustained increase in the number and strength of Aboriginal and Torres Strait Islander languages being spoken.



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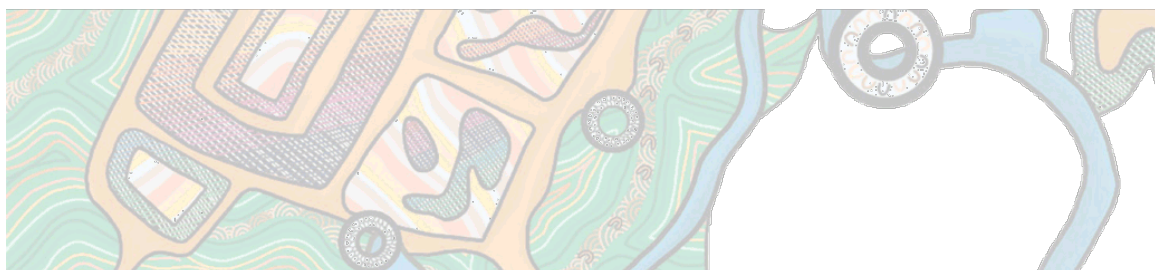


Table 9: Building Enduring Relationships

PROSPERITY GOAL	INDICATORS	MEASURES
Build strong and authentic relationships to enable transfer of knowledge, reduce ignorance, erode racism, promote advocacy and commitment to the Plan and create new opportunities in a variety of workplaces and domains.	<ul style="list-style-type: none"> • Increase in Jawun secondment activity within the Goulburn Murray region. • Increase in the number of organisations that commit to increased First Nations employment. • Increase in the number of First Nations people employed in permanent positions within the Goulburn Murray region. • Increase in the number of organisations that have public targets and formal agreements (i.e. RAPs and MOUs) within the Goulburn Murray region. • Increase in the number of organisations that have completed cultural awareness training in the region. • Increase in the organisational and industry commitment to the Plan vision. 	<ul style="list-style-type: none"> • Number of Jawun secondees placed within the Goulburn Murray region. • Number of organisations that have signed the Algabonyah Employment Accord. • Percentage of First Nations people employed in permanent positions within the Goulburn Murray region. • Number of organisations that have public targets and formal agreements within the Goulburn Murray region. • Number of organisations that have completed cultural awareness training in the region. • Total number of signatories from organisations and industry who have committed to the Plan.

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.
- By 2031, there is a sustained increase in the number and strength of Aboriginal and Torres Strait Islander languages being spoken.



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Table 10: Goulburn Murray a Region of the Future

PROSPERITY GOAL	INDICATORS	MEASURES
Establish the Goulburn Murray region as a future proof and innovative region that generates opportunities for all members of the community.	<ul style="list-style-type: none"> • Increase in the number of First Nations people employed on major projects and investments in the region. • Increase in funding support by the IBA for First Nations businesses in the Goulburn Murray region. • Increase in number of First Nations businesses within the Goulburn Murray region. • Increase in the number of First Nations food and beverage production businesses. • Increase in renewable energy businesses within the Goulburn Murray region tied to Traditional Owner groups or First Nations entrepreneurs. • Increase in employment and procurement opportunities for First Nations people in the Goulburn Murray region. 	<ul style="list-style-type: none"> • Number of First Nations people employed on major projects and investments in the region. • Number of loans issued by the IBA to First Nations enterprises within the Goulburn Murray region. • Number of First Nations businesses within the Goulburn Murray region. • Number of First Nations food and beverage production businesses. • Number of First Nations renewable energy businesses within the Goulburn Murray region. • Total amount of funding received into the region that creates employment and procurement opportunities for First Nations people.

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- By 2031, there is a sustained increase in the number and strength of Aboriginal and Torres Strait Islander languages being spoken.
- By 2030, a 15 per cent increase in Australia's land mass subject to Aboriginal and Torres Strait Islander people's legal rights or interests.



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Table 11: Accelerating Enterprise and Leadership Development

PROSPERITY GOAL	INDICATORS	MEASURES
Invest in First Nations entrepreneurs and businesses, building confidence, capability and connections which will enable them to thrive. Educate industry and government to responsibly procure and work alongside First Nations businesses.	<ul style="list-style-type: none"> • Increase in number of First Nations businesses within the Goulburn Murray region. • Increase in First Nations participation in leadership positions in the region. • Increased engagement from local First Nations youth for the Plan and its initiatives. • Increased government support for First Nations businesses, organisations and entrepreneurs. • Increase in the number of successful First Nations businesses that win tenders. • Increased commitment from local businesses and organisations for employment and procurement targets. 	<ul style="list-style-type: none"> • Number of First Nations businesses within the Goulburn Murray region. • Number of First Nations people in senior positions in the community, industry, government, academia. • Engagement rate of First Nations youth through the Youth Panel or other Plan initiatives. • Number of First Nations businesses, organisations and entrepreneurs from the Goulburn Murray region who successfully receive grants and funding from the government. • Number of successful First Nations businesses that win tenders. • Number of organisations who commit to employment and procurement targets and are transparent on progress.

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 per cent.



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COMMITMENT TO THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN (cont'd)

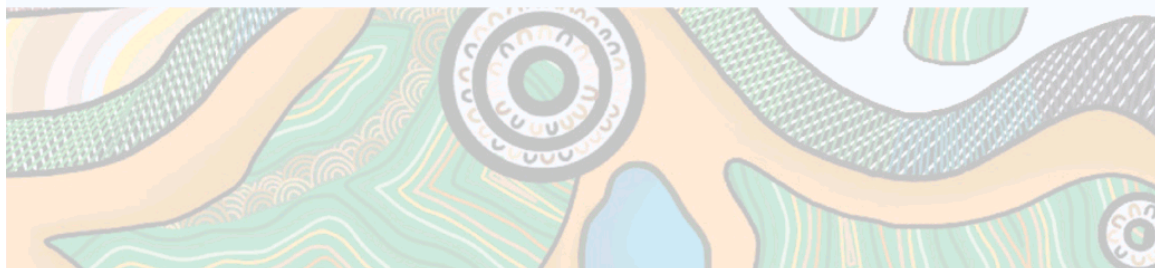
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Table 12: Skills and Pathways for the Future

PROSPERITY GOAL	INDICATORS	MEASURES
Empower young First Nations people and unemployed or under-employed adults to choose their own pathway to meaningful education and employment outcomes.	<ul style="list-style-type: none"> • Increase in the number of First Nations children attending childcare/early learning. • Increased student participation in work experience programs during high school. • Increase in the number of high school students who participate in tertiary education pathway programs. • Increase in the proportion of First Nations youth (15-24 years) who are in employment, education or training. • Increase in communication and understanding of young First Nations people's needs and aspirations. • Improvement in the outcomes of the GROW Greater Shepparton program. • Decrease in First Nations unemployment rates. 	<ul style="list-style-type: none"> • Percentage of First Nations children attending childcare/early learning. • Percentage of First Nations students who participate in work experience programs during high school. • Number of First Nations high school students who participate in a tertiary education pathway program. • Increased percentage of First Nations youth (15-24) who are in employment, education or training. • Number of young First Nations people participating in the Youth Survey. • Number of First Nations people who find work through the GROW Greater Shepparton program. • Number of First Nations adults who are unemployed or under-employed.

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-34 years who have completed a tertiary qualification (Certificate III and above) to 70 per cent.
- By 2025, increase the proportion of Aboriginal and Torres Strait Islander children enrolled in Year Before Fulltime Schooling (YBFS) early childhood education to 95 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 per cent.



FILE NO:
2. A THRIVING LOCAL ECONOMY

ITEM NO: 10.3.2

ECONOMIC DEVELOPMENT PROJECT FUND

RECOMMENDATION

That Council approve the Economic Development Project Fund and Guidelines.

1. Executive Summary

The purpose of this report is to seek Council's approval for the Economic Development Project Fund and Guidelines.

The Economic Development Project Fund supports economic development, investment and employment opportunities in Moira Shire. Funding is provided for initiatives and infrastructure that increase employment by supporting the establishment of new businesses or growing existing businesses within the municipality.

The proposed guidelines aim to provide clarity, transparency and accurate acquittal for the funds provided to businesses. They will also assist businesses with the application process via the Smarty Grants system.

2. Background and Options

The Economic Development Project fund is a new program for Council. Its guidelines (attached) have been developed to assist Council in supporting business by providing structure and process around the allocation of funding.

3. Funding Categories

The Business Development Fund is designed around the following three funding categories:

New/Start-up Businesses Up to \$1000	For businesses operating for less than one year with 1-3 full time equivalent employees.	The assessment is based on: <ul style="list-style-type: none"> • Business planning • Innovation • Opportunity for employment growth
Small Business Up to \$5,000	For businesses operating for more than one year with 1-10 full time equivalent employees.	The assessment is based on: <ul style="list-style-type: none"> • A current business plan • Innovation • Opportunity for employment growth • Capital investment
Medium and Large Businesses Up to \$10,000	For businesses operating for more than one year with more than 10 full time equivalent employees.	The assessment is based on: <ul style="list-style-type: none"> • A current business plan • Innovation • Opportunity for employment growth • Capital investment • Anticipated flow on economic activity as a result of the investment

4. Funding Inclusions and Exclusions

Funding inclusions and exclusions are set out as follows:

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2. A THRIVING LOCAL ECONOMY

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ECONOMIC DEVELOPMENT PROJECT FUND (cont'd)

Inclusions	Exclusions
Business plan development	Payment of commercial rates
Feasibility studies	Reductions in rental costs
Marketing programs and promotional signs	Parking permits
Reasonable property or infrastructure work that improves the functionality and /or aesthetic appeal of a commercial property	Requests for retrospective funding where projects have been commenced or are completed prior to funding
Upgrade utilities connections	Purchase of land
Store fit-outs	Projects that require ongoing funding or support beyond the initial grant
Grease traps and exhaust canopies	Routine or cyclical maintenance
Outdoor dining infrastructure	Repair of facilities damaged by vandalism, fire or other natural disasters where the damage should be covered by insurance
Facade improvements	Operational costs, staffing and outgoings
Website development	Organisations / Businesses that have previously failed to complete Council projects funded
Staff training and professional development	Planning and Building permit costs
	Projects that Council is already funding

It is proposed that the SmartyGrants program, which is used for a number of Council grant programs, be used as the platform to manage the Economic Development Project Fund.

5. Financial Implications

In Council's draft 2021/22 budget there is an allocation of \$20,000 for the Economic Development Project Fund that would be administered using the proposed guidelines. The guidelines clearly state that applicants are required to enter a funding contract by completing the Terms and Conditions and Appendices. This includes an acquittal process.

6. Risk Management

The guidelines have been developed to enable Council to provide support to businesses through a managed process.

7. Internal and External Consultation

The Finance and Community Services Departments were consulted to ensure consistency with the use of the Smarty Grants system. Discussions were held with neighbouring Councils regarding their grant processes.

8. Regional Context

The Economic Development team reviewed similar funding programs and guidelines to ensure consistency with other Councils across Victoria.

9. Council Plan Strategy

The Economic Development Project Fund and the Guidelines support Council Plan Strategy 2 "A thriving Local Economy".

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2. A THRIVING LOCAL ECONOMY

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ECONOMIC DEVELOPMENT PROJECT FUND (cont'd)

10. Legislative / Policy Implications

This funding initiative supports Moira Shire Council's Economic Development Strategy (EDS) 2019-2023 to retain a thriving, resilient economy into the future. The EDS builds on the existing strengths of the local economy while seeking to embrace new opportunities that create sustainability, diversity and resilience.

11. Environmental Impact

One of the main objectives of the Economic Development Project Fund is to "*Support initiatives that increase business innovation, diversification, sustainability and resilience*", as outlined in the guidelines.

12. Conflict of Interest Considerations

The guidelines have been developed to identify and deal with any conflict of interests in the processing of grant funds.

13. Conclusion

It is recommended that Council approve the Economic Development Project Fund and guidelines and their implementation using the Smarty Grants system.

Attachments

- 1 Economic Development Project Fund Guidelines
2021

FILE NO:
2. A THRIVING LOCAL ECONOMY

ITEM NO: 10.3.2

ECONOMIC DEVELOPMENT PROJECT FUND (cont'd)

**ATTACHMENT No [1] - Economic Development Project Fund Guidelines
2021**



**Economic Development
Project Fund Guidelines
2021**

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ECONOMIC DEVELOPMENT PROJECT FUND (cont'd)

**ATTACHMENT No [1] - Economic Development Project Fund Guidelines
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ATTACHMENT No [1] - Economic Development Project Fund Guidelines 2021

1. Governance and Structure

1.1 Introduction

This document has been prepared to assist applicants preparing an application to Moira Shire Council's Economic Development Project Fund.

This funding initiative supports Moira Shire Council's Economic Development Strategy (EDS) 2019-2023 to retain a thriving, resilient economy into the future. The EDS builds on the existing strengths of the local economy while seeking to embrace new opportunities that create sustainable diversity and resilience.

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

1.2 Program Owner

Moira Shire Council's Economic Development Project Fund is funded by Council, and managed by the Economic Development Department.

1.3 Target Groups

The program is of particular interest to business startups and businesses wanting to grow or expand within the Moira Shire.

1.4 Overall Purpose

The Business Development Fund of \$20,000 per year, for projects up to a value of \$10,000, has been established to support economic development, investment and employment opportunities in Moira Shire.

Funding will be provided for initiatives and infrastructure that increase employment by supporting the establishment of new businesses or growing existing businesses within the municipality.

1.5 Grant Categories

Funding will be allocated under the following categories. Council retains the right to vary the amounts granted.

Funding Categories

There are three funding categories for businesses including:

New/Start-up Businesses – up to \$1,000

For businesses operating less than one year with 1-3 full time equivalent employees.

The assessment is based on:

- Business planning
- Innovation
- Opportunity for employment growth

Small Business – up to \$5,000

For businesses operating for more than one year with 1-10 full time equivalent employees.

The assessment is based on:

- A current business plan
- Innovation
- Opportunity for employment growth
- Capital investment

Medium and Large Businesses – up to \$10,000

For businesses operating for more than one year with more than 10 full time equivalent employees.

The assessment is based on:

- A current business plan
- Innovation
- Opportunity for employment growth
- Capital investment
- Anticipated flow on economic activity as a result of the investment.

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Governance and Structure

1.6 Grant Objectives

Through the different grant categories, the program seeks to:

- Attract new businesses to the Shire and support the growth of start-ups within the municipality.
- Support the growth of existing business in the Shire.
- Attract existing businesses located outside Moira Shire to relocate or expand their operations within Moira Shire.
- Support initiatives that increase business innovation, diversification, sustainability and resilience.
- Support private sector initiatives that complement Council's activation and revitalisation projects.
- Promote Moira Shire as an attractive place to work, live and invest.

1.7 Responsible Officers

The following people will perform identified roles in the management and coordination of the Economic Development Project Funding:

Job Title	Role in Program
Manager Economic Development	Manager of Program
Senior Economic Development Officer	Oversee Program
Administration Support Officer	Administrator of Program
Economic Development Officers	Project supports and sponsors
Finance Department Officer	Finance Administrator

1.8 Eligibility

To be eligible for Business Development Fund assistance, applications must:

- Meet one or more of the fund objectives listed left.
- Explain how the funds sought will support the businesses future plans.
- Comply with all Council permit requirements and guidelines.
- Use and acquit all funds within twelve months of approval.
- Consider giving priority to local suppliers for delivery of their project. Applications that include the use of local suppliers will be given a higher priority for selection.

Applications Open

Applications are invited anytime. The fund has a limit each financial year and once this limit has been reached, applications must wait until the next financial year.



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1.9 Funding Inclusions

Some examples of projects that may be funded as part of the Business Development Fund.

- Business Plan development.
- Feasibility studies.
- Marketing programs and promotional signs.
- Reasonable property or infrastructure work that improves the functionality and/or aesthetic appeal of a commercial property.
- Upgraded utilities connections.
- Store fit-outs.
- Grease traps and exhaust canopies.
- Outdoor dining infrastructure.
- Facade improvements.
- Website development.
- Staff training and professional development.

1.10 Funding Exclusions

Some examples of projects that won't be funded.

- Payment of commercial rates.
- Reductions in rental costs.
- Parking permits.
- Requests for retrospective funding, where projects have been commenced or are completed prior to funding approval.
- Purchase of land.
- Projects that require ongoing funding or support beyond the initial grant.
- Routine or cyclical maintenance.
- Repair of facilities damaged by vandalism, fire or other natural disasters where the damage should be covered by insurance.
- Operational costs, staffing and outgoings.
- Organisations/ Businesses that have previously failed to complete projects funded by Moira Shire Council.

1.11 Compliance

Applications will only be approved for funding if they comply with Council's relevant permit requirements, including Planning, Building and Environmental Health.

1.12 Assessment Criteria

Mandatory Requirements

It is mandatory that applications for the Business Development Fund **must include** copies/evidence of:

Evidence of appropriate insurance

This would include a copy of current Public Liability insurance to the value of \$20 million and/or Professional Indemnity insurance.

Business Planning

For New/Start-up Businesses applying for up to \$1,000 business planning.

If the applicant does not have a business plan, Council may consider a contribution to the creation of a business plan by an agreed service provider.

For Medium to Large businesses applying for up to \$5,000 and \$10,000 respectively, applicants must submit a recent business plan covering a minimum of five years.

ABN

Applicants must hold a current registered Australian Business Number (ABN).

Financial Information

A projected cash flow summary.



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2. Application Process

2.1 Application Process

Eligible applicants can apply for a grant by completing an online application via Smarty Grants.

The website is <https://manage.smartygrants.com.au>
If you are a first time user of Smarty Grants you will need to register.

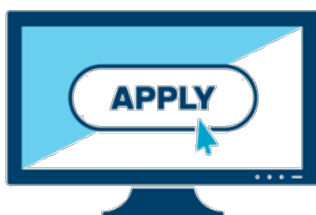
We suggest you use an organisational email address to register to ensure all your grant applications are in one place and can be accessed over time by relevant staff members.

2.2 Application Support

It is important to Moira Shire Council that applicants are able to submit a well thought through and well developed application that answers all compliance questions, addresses all criteria and provides the evidence and support documentation required.

If you are after some further guidance on how to complete an application form, Council offer one on one sessions to assist.

Please contact the Economic Development Department on 5871 9222 to book an appointment



2.3 Application General Conditions

The following information is designed to guide applicants in preparing and submitting their applications. Adhering to these conditions is compulsory. Applications must be made via Smarty Grants.

- a. Applicants must indicate all other sources of funding they have sought and are seeking or have received in relation to the project and/or event in their application.
- b. Applicants are to contribute an amount which Council believes adequate based on the type of project, their financial position and their ability to secure alternative funding. Subject to this, the degree of contribution will be considered in the assessment process.
- c. A Completion Report (including all receipts for money expended) must be submitted at the completion of the project and/or event.
- d. The Economic Development Funds are made on the basis of a one off payment and no ongoing commitment by Council is implied.
- e. If the project and/or event is discontinued within 12 months from receipt of the grant, all unspent funds must be returned to Council and/or approval to reuse the funds must be negotiated with the Manager Economic Development.
- f. Within 12 months from receipt of the grant, all unspent funds must be returned to Council and/or approval to reuse the funds must be negotiated with the Manager Economic Development.

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3. Awarding Grants

3.1 Assessment

Applications will initially be assessed by relevant Council Officers, with a report to Council. The assessment will be carried out as outlined below:

1. Applications will be first assessed to ensure they meet eligibility criteria.

2. Applications will then be assessed by the Assessment Panel against the programs assessment criteria. Applicants may be requested to provide additional supporting information considered appropriate.

3. Applicants will be notified of the outcome.

4. Funds will be distributed shortly after application and assessment completion.

3.2 Application Process

As previously stated, the Assessment Panel will conduct the initial assessment of the grant applications.

Council reserves the right to offer less funding than requested, if it believes that the project or event can still proceed with a greater contribution from the applicant.

Notification of successful and unsuccessful applications will take place as soon as all required information is provided.

Successful applicants will be notified by:
Email notification via Smarty Grants.

Unsuccessful applicants will be notified by:
Initial email via Smarty Grants including details of Contact Officer to discuss the application and provide feedback.

3.3 Acquittal

All successful applicants will be required to report back to Council when the project is completed.

- All projects must be completed and acquitted within twelve months of receiving funds.
- A summary of the project including your feedback on the things that went well and also the things that you have learnt from the project.
- An expenditure statement must be completed together with receipts attached.
- Copies of promotional materials, photographs or video for the purpose of promoting the grants scheme through Council publications and website.
- Quotes must be supplied for all goods to be purchased and/or works or services to be undertaken, using the approved funding.
- Proof of purchase and supply for all approved goods, works or services undertaken using the approved funds must be provided to Council.
- Any unspent part of the approved funds must be returned to Council by the end of the financial year in which they were approved, unless prior written approval to carry it forward is obtained from the Chief Executive Officer.
- A group that fails to complete their acquittal documents is ineligible to apply for funding under any future rounds of the New Business Grant until their acquittal is completed and reviewed by Council.

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4. Managing Grants

4.1 Funding Contract

Successful applicants will be required to enter a Funding Contract with Council by completing Terms and Conditions and Appendices.

4.2 Payment Arrangements

The payment process for the Economic Development Funding Program is as follows:

1. Payments are made by Council on receipt of the completed Terms and Conditions and Appendices.
2. Payments will be made electronically or via cheque.

4.3 Application of GST to Funding

The imposition of the Goods and Services Tax (GST) applies to some funding submissions.

In order for Council to comply, the following approach will be taken so that no applicant will be worse off:

- a. Successful applicants must have an Australian Business Number (ABN) to apply or be auspiced by a group / organisation that has an ABN.
- b. Applicants who are registered for GST must provide their GST details. Applicants that have applied for an ABN or for GST registration but have not yet received confirmation must state so on the form. Successful applicants will be required to provide completed details before funding can be paid.
- c. The Council will determine if the funding is considered a taxable supply for GST purposes and add GST to the funding if those conditions (set by the ATO) are met.
- d. If GST is added to the funding submission, applicants that are registered for GST will be required to report the funding on their BAS statement. Applicants that are not registered for GST will not be required to take any further action.

5. Review and Evaluation

5.1 Reporting and Monitoring

Reports are to be submitted as per the time frames identified in the successful applicant's administration package.



5.2 Feedback

In order to continually improve the manner of grant allocation, feedback from the business community regarding the criteria, timing and targeting of these grants is encouraged.

Any comments regarding these matters should be directed to:

Manager Economic Development

Moira Shire Council
PO Box 578, Cobram VIC 3644
or via email grants@moira.vic.gov.au
Phone: (03) 5871 9222

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6. Terms & Conditions

If successful in this funding round, applicants will be subject to the following conditions:

1. The Grant must be used solely for the project and/or event as detailed in the Application Form.
2. The Grant will be paid in full when Council receives all of the required documentation.
3. A Progress Report on the status of the project and/or event is required by the date nominated in the Terms and Conditions signed by successful applicants.
4. The Completion Report must be signed off by the Grantee's appointed Project Sponsor.
5. The Grantee shall satisfactorily complete the project and/or event by the date nominated in the Terms and Conditions signed by successful applicants.
6. The Grantee must ensure that Moira Shire's contribution to the project and/or event is acknowledged on promotional materials, media reports and/or by appropriate signage. A formal request to Council is required for the use of Councils' logo and can be made by emailing info@moira.vic.gov.au.
7. The Grant is made on the basis that the Grantee provides a financial contribution to the project and/or event. If the funded project and/or event is of a mobile nature, the contribution must be 50 percent cash.
8. The Grant recipient must advise Council immediately if the project and/or event is terminated. If a termination occurs, Council will request the refund of whole or part of the Grant previously paid to the Grantee.
9. The Grantee shall advise Council if the project and/or event is completed for less than the project and/or event total cost as set out in the Application Form. In such cases the Grant may be reduced on a pro rata basis.
10. Upon reasonable notice, the Grantee shall permit a Council Officer access to accounting records relating to the project and/or event and where relevant, to inspect any project and/or event site, works and/or equipment.
11. Any variations to the conditions of the Grant (as detailed in the Application Form) must be in writing and signed by both parties. Variations are subject to approval by Council. Council reserves the right to deny any variations.
12. If any Grant conditions are breached, or if Council is of the reasonable opinion that the project and/or event is not proceeding satisfactorily, Council may withhold payment to be made under this Grant and/or require the repayment to Council of the amount determined.
13. Council reserves the right to publicise the benefits accruing as a result of the provision of this Grant.
14. Council has the right to issue a mutually agreed media release regarding the project and/or event.
15. Council must include the name of the Grantee and the amount of the Grant in its annual report.
16. The Grantee shall comply with all Acts and Legislation inclusive of but not restricted to:
 - Equal Employment Opportunity Act 2010;
 - Disability Discrimination Act 1992 (C'wealth);
 - Occupational Health & Safety Act 2004.
17. The Grantee shall engage where and when required, suitably qualified trades persons to complete works requiring certification.
18. The Grantee shall ensure that their funded project and/or event and all contractors/ employees have appropriate insurance coverage.
19. The Grantee must obtain any necessary permits (for example – building, planning) and thereafter comply with the requirements of such permits.
20. Should the Grantee not commence the project and/or event by the nominated date in the returned Terms and Conditions document, the Grant may be terminated at the discretion of Council and the funds requested to be returned to Council.
21. The Grantee will sign and return the Terms and Conditions document by the date nominated.

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ITEM NO: 10.3.3

PROPOSED DESIGNATED AREA MIGRATION AGREEMENT (DAMA)

RECOMMENDATION

That Council:

1. agree to participate, including making a financial contribution, in an application to the Federal Government to establish a Designated Area Migration Agreement in partnership with Greater Shepparton City Council and Campaspe Shire Council; and
2. authorise the CEO to provide a letter of support as part of the application process.

1. Executive Summary

Businesses in the Goulburn Valley (GV) region are experiencing sustained difficulties recruiting skilled Australian workers. This situation is restricting economic growth within the region. Council has a number of initiatives in place to boost the skills of residents and attract locals to certain occupations, however these initiatives cannot address medium term workforce needs.

A Designated Area Migration Agreement (DAMA) is an agreement between the Federal Government and Councils within a region. DAMAs allow for specific migration to address skills and labour shortages.

In early 2020 Moira, Shepparton and Campaspe Councils engaged SED Advisory to prepare a Business Case and Submission to the Federal Government, to obtain a DAMA for the combined area of the three municipalities, i.e. the Goulburn Valley (GV) region.

The proposed DAMA would provide employers with a mechanism to fill medium term skilled labour shortages and supplement current skill development and workforce attraction programs.

Council's approval is sought to participate in an application to the Federal Government to establish a DAMA in partnership with Greater Shepparton City and Campaspe Shire Councils.

2. Background and Options

Businesses in the GV region have sustained difficulties recruiting Australian workers to fill job vacancies due to a number of factors including:

- forecast population growth being lower than the 5 years average for regional Victoria
- falling regional net migration
- an ageing workforce, with growth in working age groups significantly below regional Victoria overall
- growth in business numbers in the region, increasing demand for the declining workforce
- a lower workforce participation rate for the region
- lower regional education levels than the State average
- young people moving to Melbourne and other cities.

These factors are restricting the GV region's economic growth.

A DAMA is an agreement between the Federal Government and Councils within a region that allows for specific migration to address skills and labour shortages.

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PROPOSED DESIGNATED AREA MIGRATION AGREEMENT (DAMA) (cont'd)

In early 2020 Moira, Shepparton and Campaspe Councils engaged SED Advisory to prepare the Business Case and Submission to the Federal Government, to obtain a DAMA for the combined area of their three municipalities.

The proposed DAMA would provide an additional, secure, planned program to address genuine skills shortages across the GV region. It would provide employers with a mechanism to fill medium term labour shortages and to supplement established skills development and workforce attraction programs.

3. Issues

Moira Shire has a number of initiatives in place to boost the skills of its residents and attract locals to certain occupations. Unfortunately, these initiatives alone cannot address medium term workforce needs due to the lead times involved in education and training, and cyclical workforce requirements.

There are 54 occupations included in the DAMA business case covering a wide range of industries, including but not limited to transport, manufacturing, health, agriculture, professional services, trades and retail. Of these 54 occupations 14 are proposed to have a Temporary Skilled Migration Income Threshold (TSMIT) concession and 18 are proposed to have English Language concessions, allowing for a wider range of migrant workers to be eligible.

It is proposed that the ceiling on nominations for the GV DAMA be 450 workers across the first 3 years of the program, approximately 150 per annum. This represents a conservative allocation based on the equivalent of approximately 10% of the forecast jobs growth to 2024. The fourth year of the program depends on the success of the previous 3 years and is negotiated with the Federal Government at a later date.

Greater Shepparton City Council as the Designated Area Representative (DAR) would be responsible for rolling out the project and managing the program over the 4 year period.

The DAR is responsible for ensuring migrant workers have access to support services and are protected by:

- arranging briefing sessions for workers on-arrival, to ensure they are aware of their rights and entitlements and that they fully understand those rights and entitlements
- liaising with employers to ensure that all workers undergo induction training on arrival, covering specific topics and ensuring Occupational Health and Safety is maintained
- establishing a point of contact for workers with workplace grievances
- taking appropriate steps to safeguard against worker exploitation.

Migrant workers are committed to their employer for the duration of their visa. Migrant workers can move between employers, however the new employer must be endorsed by the DAR for the same occupation prior to the migrant worker starting.

If an employee leaves an employer under the DAMA they will have 60 days from their last day of work to find another approved sponsor to nominate them, be granted a different visa type or leave Australia. Therefore, an employee would need to find another approved employer under the DAMA prior to finishing work with their current employer.

The three Councils involved have well established services to assist new workers to settle into the region. Further settlement support services are provided by the Ethnic Council of Shepparton and District and the Loddon Campaspe Multicultural Services.

4. Financial Implications

SED Advisory modelling estimates that the GV DAMA project would cost a total of \$509,989 over the four years. As the DAR, Greater Shepparton City Council will auspice

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PROPOSED DESIGNATED AREA MIGRATION AGREEMENT (DAMA) (cont'd)

the project over the 4 years and contribute considerable support in terms of corporate overheads.

The remaining cost of the DAMA will be shared between participating businesses via a contribution per employee and the three Councils to the value of \$10,000 per annum.

5. Risk Management

The main risks in undertaking the GV DAMA are that:

- businesses in the region may not avail themselves of the DAMA opportunities
- the DAMA process may prove too complex for businesses to participate
- insufficient skilled migrant candidates can be found to fill DAMA positions
- the program will be seen as not supporting local Australian employees/job seekers
- insufficient Council staff time is allocated to support the project
- lack of social support is provided for the skilled migrants

These risks would be addressed and mitigated in the establishment, resourcing and promotion of the DAMA processes and by an annual review of the program's implementation.

The main risks in not undertaking the GV DAMA are that:

- businesses will continue to experience difficulties recruiting workers
- this situation will continue to restrict economic growth within the region
- the anticipated benefits from the GV DAMA will be lost.

6. Internal and External Consultation

Significant consultation with industry and business was undertaken in May of 2019 through a forum. This was further supported by a labour market research survey conducted in November 2019, and additional consultation through September to December 2020. This work established that there is a need for a DAMA in the combined LGA's to assist in reducing labour shortages.

7. Regional Context

As of June 2019, the seven regions had DAMA agreements with the Department of Immigration:

Far North Queensland DAMA	Pilbara DAMA
Goldfields DAMA	South Australia DAMA
Northern Territory DAMA	Warrnambool DAMA
Orana DAMA	

The GV DAMA is anticipated to generate the following benefits to the region:

- economic output to increase by 0.24% or \$144m
- value added output to increase by 0.89% or \$61.9m
- 450 positions to be created, with 50% expected to be in higher skills positions, growing the region's workforce by 0.77%
- population increases of 740 residents over 4 years
- the rate of population growth to increase from 3.77% over 4 years to 4.32%

8. Council Plan Strategy

The establishment of a DAMA will contribute to the:

- Council Plan Strategy 2 "A thriving local Economy", by supporting local businesses to grow by sourcing skilled workers

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PROPOSED DESIGNATED AREA MIGRATION AGREEMENT (DAMA)
(cont'd)

- Economic Development Strategy, by Council being pro-active in engaging with industry to understand local workforce issues and fill identified the skills gaps.

9. Legislative / Policy Implications

A DAMA is an agreement between the Federal Government and a region for migration to address skills and labour shortages. It is proposed that:

- The GV DAMA will use the labour agreement stream of the Temporary Skill Shortage visa (subclass 482) and the Employer Nomination Scheme (subclass 186)
- Businesses will need to enter into a labour agreement with the Australian Government and workers will then be eligible to apply for a Subclass 482, Subclass 186 visa and Subclass 494 Skilled Employer Sponsored Regional Provisional Visa (SESR).

The ceiling on nominations for the Goulburn Valley DAMA be 450 workers across the first 3 years of the program and would be reassessed annually with changes made in agreement with the Federal Government.

10. Environmental Impact

The establishment of a GV DAMA is not is not expected to create any environmental impacts.

11. Conflict of Interest Considerations

No conflicts of interest have been identified in relation to this report.

12. Conclusion

It is recommended that Council:

- agree to participate, including making a financial contribution, in an application to the Federal Government to establish a Designated Area Migration Agreement in partnership with the Greater Shepparton City Council and the Campaspe Shire Council
- authorise the CEO to provide a letter of support as part of the application process.

Once Council has agreed to participate, Shepparton City Council will forward the DAMA submission to the Federal Department of Home Affairs (DHA).

The DHA will assesses the DAMA submission and if approved, Shepparton City Council, as the Designated Area Representative, develops the governance and recruitment processes to implement and establish the DAMA.

Attachments

Nil

FILE NO: F19/426
1. A GREAT PLACE TO LIVE

ITEM NO: 10.4.1

WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME

RECOMMENDATION

That Council:

1. Does not proceed with the implementation of a Special Charge Scheme to construct a dust suppressant seal treatment on North, Fitzgerald and Railway Streets, Waaia; and
2. Notify affected residents of the decision regarding the sealing of the streets in Waaia and thank them for their time and effort in replying to the survey.

1. Executive Summary

As part of the 2019/20 budget deliberations, Council at a Special Meeting held on the 12 June 2019 considered a request received from a property owner in Railway Street, Waaia requesting a dust suppressant seal on North, Fitzgerald and Railway Streets Waaia to bring it in line with the rest of the streets in Waaia. The works were estimated to cost \$100,000.

Council resolved to contribute \$50,000 to seal the streets and to consult with the property owners / likely contributors to see if there is sufficient support to develop a Special Charge Scheme to fund the other 50% of the cost of the works.

Two surveys of the property owners have since been conducted. Based on the results of the surveys and a follow up information session with Council officers, a majority of the abutting property owners have expressed that they do not support an implementation of a Special Charge Scheme to fund the works.

Majority of landowners are in support of the dust suppressant seal treatment of North, Fitzgerald and Railway Streets at full cost to Council.

2. Background and Options

Council at its Special Meeting held on 12 June 2019 resolved to

- 1) Contribute \$50,000 to fund works to apply dust suppressant seal treatment of North, Fitzgerald and Railway Streets Waaia; and
- 2) Consult with the likely contributors to potential Scheme to determine if there is sufficient support within the property owners for Council to develop a formal Scheme to cover the remaining \$50,000 estimated cost of works.

Since the Meeting, benefitting property owners were identified and 3 options modelling apportionment of contributions for property owners were prepared.

A written survey of the benefitting property owners was conducted in February 2020. A number of respondents requested a meeting with Council to discuss the scheme. The meeting was scheduled for 23 March 2020 but was cancelled due to COVID-19 closures.

On 1 February 2021 a second survey (sample attached) was sent to benefitting property owners. This survey offered an additional apportionment option and an invitation to an information session on 15 March 2021. The deadline for return of this second survey was

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1. A GREAT PLACE TO LIVE

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

2 April 2021. This provided property owners to respond to the survey before, during or after the information session.

Council officers were able to hold the information session on 15 March 2021. 15 people owning 9 properties (14 parcels) attended. The overwhelming sentiment expressed at this meeting by benefitting property owners was that they felt that Council should fully fund the works. They cited the western side of Waaia, Picola, Katunga, Barmah, Numurkah and other towns that had streets sealed at no cost to residents.

For the survey, each parcel of land/saleable lot, was allocated one vote. The results of the second survey are as follows:

Support for a special charge scheme							
Per Parcel:		Option 1		Option 2		Option 3	
		#	%	#	%	#	%
Total Yes	16	9	16%	2	4%	5	9%
Total No	27						
Total Responses	43 parcels						
Total Parcels	56 parcels						
% response rate	77%						
Total Yes	29%						
Total No	71%						
(non-return of survey = no)							
Total wanting scheme only if Council pays 100%	27						
plus yes votes	16						
Total % of responders supporting the works being done if Council pays 100%	77%						

3. Financial Implications

Council's adopted Capital Works Budget for this year has an allocation of \$50,000 for this project with the remaining \$50,000 to be apportioned between abutting property owners in accordance with Council's Policy for Special Rates and Charges.

Council will achieve a net saving of \$50,000 in its Capital Works Budget should Council decide not to proceed with the scheme and the works.

4. Risk Management

By not proceeding with the implementation of a Special Charge Scheme to construct a sealed road under the Council's Special Rates and Charges Policy, Council's risk exposure in implementing such a scheme is eliminated.

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1. A GREAT PLACE TO LIVE

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

However, Council is currently exposed to risk of reputational damage as affected property owners feel that Council should cover the full cost of the dust suppressant seal as they have done in other small towns.

5. Internal and External Consultation

Survey One

Letters with survey questionnaire forms were sent to landowners for each of the 31 abutting properties in North, Fitzgerald, Railway and Bearii-Waaia Road on 21 January 2020 with landowners to respond by 14 February 2020. Landowners were asked to indicate their preference for the following questions:

1. Support a scheme to complete a dust suppressant seal with apportionment via either
 - a. Cost shared depending on whether the seal is at the front, rear and/or side of property; or
 - b. Cost shared equally between the properties benefitting from the works; or
2. Do not support a scheme to complete a dust suppressant seal; and/or
3. Would like Council to conduct an information scheme regarding a scheme to complete the dust suppressant seal. At the sessions, Council Officers would be available to discuss the potential scheme with residents

15 landowners representing nineteen properties responded to the survey by the closing date.

Below is a summary of their response:

- 15 in support of a scheme with one wanting Council to conduct an information session with the landowners
- four not in support of a scheme.
- five wanted Council to conduct an information session with the landowners.

A follow up information session was scheduled for 23 March 2020. This session was cancelled due to COVID-19 lockdowns and subsequent restrictions. The meeting was deferred until it was deemed safe to hold it.

On 27 February 2021 letters were sent to landowners for each of the 31 abutting properties in North, Fitzgerald, Railway and Bearii-Waaia Road. The letters included an invitation to the deferred information session and a second survey questionnaire form with a due date of 2 April 2021. The information session was held on 15 March 2021 at the Waaia Recreation Reserve.

Information Session:

Landowners of nine of the abutting properties (18 parcels) were in attendance. Council officers present were Manager Construction & Assets and Infrastructure Liaison Officer. Outcomes of the information session were:

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

- Landowners were not in support of a special charge scheme for the dust suppressant seal based on the cost impacts to them and the perceived unfairness of other towns having their roads sealed at no cost to landowners
- In support of a dust suppressant seal treatment at full cost to Council.

Second Survey Results:

31 Landowners owning 56 parcels of land that abut the roads proposed to be sealed were asked to indicate their preference of the following options:

1. Do support a scheme to complete a dust suppressant seal with apportionment via either
 - i. Cost for each parcel shared depending on whether the seal is at the front, rear and/or side of property; or
 - ii. Cost for each parcel shared equally between the parcels (56 parcels); or
 - iii. Cost shared equally between the assessments (31 assessments) benefitting from the works; or
2. Do not support a scheme to complete a dust suppressant seal; and/or

22 landowners (71% response rate) representing 43 parcels (77% of parcels) responded to the survey by the closing date. Below is a summary of their response:

- 10 landowners (16 parcels) are in support of a scheme with 6 preferring apportionment option (i) above
- 12 (27 parcels) are not in support of a scheme and commented that while they want the roads sealed they believe that it should be paid for by Council in full.

6. Regional Context

There are no regional implications in relation to this report, beyond landowners requesting that they receive the same terms as those in other towns where Council has sealed roads at no cost to benefitting landowners.

7. Council Plan Strategy

The request for the works is linked to the Council Plan's Strategy 1 – "A great place to live" under the strategic action "Continuing to maintain and provide facilities and services that our community values and need".

8. Legislative / Policy Implications

None.

9. Environmental Impact

A dust suppressant seal treatment will remove the dust pollution being experienced by the residential properties.

10. Conflict of Interest Considerations

There are no Officer conflicts of interest with respect to this report.

11. Conclusion

Based on the results of the surveys and a follow up information session with Council Officers, the majority of the abutting property owners have expressed that they do not

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

support the implementation of a special charge scheme to construct a dust suppressant seal on North, Fitzgerald and Railway Streets, Waaia.

The property owners have expressed that their preferred treatment for sealing of the streets is a dust suppressant seal treatment at full cost to Council.

It is recommended that Council does not proceed with the implementation of a special charge scheme.

Attachments

- 1 Initial letter and survey 20 January 2020
- 2 Second letter - invitation to information session and survey 1 February 2021

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

ATTACHMENT No [1] - Initial letter and survey 20 January 2020



Ref:

21 January 2020

Name
Address
WAAIA VIC 3637

Dear Sir/Madam,

Proposed Dust Suppression Seal Special Charge Scheme – property Waaia

As the result of a community submission to the 2019/2020 budget process, Council has allocated up to \$50,000 to contribute to completing a dust suppression seal of North Street, part of Fitzgerald Street and Railway Street in Waaia.

The works proposed are a dust suppression seal of the roadway to a width of 6 metres for North and Railway Streets from the Waaia-Bearii Road to Pine Street and Fitzgerald Street from the Waaia-Bearii Road to Station Street to improve residential amenity through reduced traffic dust.

Council estimates this project to cost \$100,000 and will contribute up to \$50,000. Benefitting property owners will be required to contribute the remainder. It is proposed that this contribution will be apportioned in one of two ways depending on the preference of the majority of residents:

Option 1:

Apportion the cost according to the number of lots that have the front, rear or both front and rear of their property sealed. Sealing at the front (driveway access) is deemed to have double the benefit of sealing at the rear of the property OR

Option 2:

Apportion the cost equally amongst the 33 properties benefitting from the dust suppression seal.

At this very preliminary stage, I am writing to the landowners who may be affected to gauge the level of interest in the sealing of the streets.

I have enclosed a survey form for you to provide comment on the proposal. Completion and return of this form in the reply paid envelope by **Friday 14 February** would be appreciated.

If you have any queries or wish to discuss this matter further, do not hesitate to contact Lyn Cooper, Infrastructure Liaison Officer on (03) 5871 9222.

Yours sincerely

Graham Henderson
Manager
Construction and Assets
Enc: Survey

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

ATTACHMENT No [1] - Initial letter and survey 20 January 2020

**Waaia Dust Suppression Seal Project
Survey of Landowners**



Proposed scheme:	Details
Proposed Works	Dust suppression seal of North Street, part of Fitzgerald Street and Railway Street, Waaia to a width of approximately 6 metres
Total estimated cost of Works	\$100,000
Expected Council contribution	50% - up to \$50,000
Option 1: Criteria to be used for allocation of remaining cost of works and cost to you	The remaining 50% is to be shared between benefitting lots. The cost will be apportioned according to the number of lots that have the front, rear or both front and rear of their property sealed. Seal at the front (driveway access) is deemed to have double the benefit of seal at the rear of the property. Estimated charge for your property: \$
Option 2: Criteria to be used for allocation of remaining cost of works and cost to you	The remaining 50% is to be shared equally between the 33 properties benefitting from the works at: \$1,515 per property
Repayment terms	Quarterly payments over up to 10 years
Interest charges	Council bank rate plus 1% applied to outstanding balance

I/We _____

of _____

Being the owner(s) of

Advise that I/we;

Support a scheme to complete a dust suppression seal of North Street, part of Fitzgerald Street and Railway Street, Waaia

Prefer option 1:

Prefer option 2:

Do not support a scheme to complete a dust suppression seal of North Street, part of Fitzgerald Street and Railway Street, Waaia

Would like Council to conduct an information session regarding a scheme to complete a dust suppression seal of North Street, part of Fitzgerald Street and Railway Street, Waaia. At the sessions, Council Officers would be available to discuss the potential scheme with residents.

Comments _____

This survey is only to determine the level of interest in the concept of development of a scheme for dust suppression seal of the nominated street.

It does not in any way interfere with your rights of objection or comment under the formal scheme process should Council decide to proceed with the project.

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

**ATTACHMENT No [2] - Second letter - invitation to information session and survey
1 February 2021**



Ref:

1 February 2021

Name
Address
WAAIA VIC 3637

Dear Sir/Madam,

Re: Information session for the proposed Dust Suppression Seal Special Charge Scheme – for property Waaia

Thank you for your patience regarding the extended delay while we all helped contain the spread of COVID-19. We are now able to hold a face-to-face information session as requested as an outcome of the survey we conducted of landowner's. As you will recall the survey was to determine your interest in a Special Charge Scheme to complete a dust suppression seal of the roadway to a width of 6 metres for North and Railway Streets from the Waaia-Bearii Road to Pine Street and Fitzgerald Street from the Waaia-Bearii Road to Station Street to improve residential amenity through reduced traffic dust.

The information session will be an opportunity to discuss the proposed scheme, including options on how costs will be split amongst landowners, the repayment scheme and any other questions you may have.

All affected landowners are encouraged to attend:

Date: **Monday 15 March 2021**
Time: **730pm – 830pm**
Location: **Waaia Recreation Reserve Clubrooms**

If you are unable to attend the meeting, please let us know your preference by completing the attached updated survey and returning it in the reply paid envelope supplied.

If you have any queries or wish to discuss this matter further, do not hesitate to contact Lyn Cooper, Infrastructure Liaison Officer on (03) 5871 9222.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Graham Henderson'.

Graham Henderson
Manager
Construction and Assets
Enc: Map, Survey

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

**ATTACHMENT No [2] - Second letter - invitation to information session and survey
1 February 2021**

Waaia Dust Suppression Seal Project

Survey of Landowners



Proposed scheme:	Details
Proposed Works	Dust suppression seal of North Street, part of Fitzgerald Street and Railway Street, Waaia to a width of approximately 6 metres
Total estimated cost of Works	\$100,000
Expected Council contribution	50% - \$50,000
Benefitting landowner's Contribution	50% - \$50,000
Your Assessment Number:	
Number of parcels in this assessment	
Number of parcels in this assessment that benefit from the Scheme:	
Option 1: Your contribution is calculated for each parcel you own based on whether the road at the front and/or rear of the parcel is sealed	The cost will be apportioned according to the number of parcels that have the front, rear or both front and rear of their property sealed. Seal at the front (driveway access) is deemed to have double the benefit of seal at the rear of the property. Estimated charge for this assessment: \$
Option 2: Your contribution is calculated for each parcel you own with the cost shared equally by all parcel holders	\$50,000 divided by 56 parcel holders = \$893 per parcel Estimated charge for this assessment: \$
Option 3: Cost is shared equally among all assessments	\$50,000 divided by 31 assessments = \$1613 per assessment Estimated charge for this assessment: \$1,613
Repayment terms	Quarterly payments over up to 10 years
Interest charges	Current estimated rate is 3% applied to outstanding balance

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WAAIA DUST SUPPRESSION SPECIAL CHARGE SCHEME (cont'd)

**ATTACHMENT No [2] - Second letter - invitation to information session and survey
1 February 2021**



I/We _____
of _____

Being the owner(s) ofaddress

Advise that I/we;

- Support a scheme to complete a dust suppression seal of North Street, part of Fitzgerald Street and Railway Street, Waaia

My/our preference for how the cost is split between benefitting landholders is
(tick preference):

Option 1:

Option 2:

Option 3:

- Do not support a scheme to complete a dust suppression seal of North Street, part of Fitzgerald Street and Railway Street, Waaia

Comments

This survey is only to determine the level of interest in the concept of development of a scheme for dust suppression seal of the nominated street.

It does not in any way interfere with your rights of objection or comment under the formal scheme process should Council decide to proceed with the project.

**Please complete this survey and return it in the reply-paid envelope supplied by
2 April 2021**

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4. A WELL RUN COUNCIL

ITEM NO: 10.4.2

ROAD MANAGEMENT PLAN REVIEW

RECOMMENDATION

That Council:

1. Adopt the final draft amendments to the Council's Road Management Plan.
2. Authorise the Chief Executive Officer to:
 - a. give public notice advising of Council's adoption amendments to the Council's Road Management Plan in accordance with Regulation 13 of the of the Road Management (General) Regulations 2016;
 - b. make a copy of the adopted Council's Amended Road Management Plan and a copy of the Road Management Plan Review Report available for public inspection in accordance with Regulation 9(2) of the Road Management (General) Regulations 2016.

1. Executive Summary

This report seeks Council's adoption of the final draft amendments to the Council's Road Management Plan.

The final draft amendments have been made following the completion of the public consultation period inviting members of the public that felt aggrieved by the proposed amendments to the Road Management plan to make a written submission under Regulation 10 of the Road Management (General) Regulations 2016. The period for the public to make a submission was open until 5pm 30 April 2021.

No submissions were received from the public. Council officers completed a final review of the draft amendments to the Road Management Plan and made an alteration to clarify the risk rating for tree limbs protruding into the traffic lane were made to the draft amendments. The Road Management Review Report has also been updated to include a summary of the last round of public consultation.

A further public notice will be published in the Government Gazette and local newspapers advising Council's adoption of its amended Road Management Plan. The public notice will also advise that copies of the Council's adopted Road Management Plan and Road Management Plan Review Report will be made available for public inspection at Council's Offices and on Council's Website.

2. Background and Options

Council at its Ordinary Meeting held on 24 March 2021 resolved to accept the draft amendment to the Council's Road Management Plan and the Road Management Plan Review Report. Council also authorised the Chief Executive Officer to give public notice of the preparation of the draft amendments to the Council's Road Management Plan in accordance with Regulation 9 & 10 of the Road Management (General) Regulations 2016.

Public notices were published in the Government Gazette and in local & daily newspapers commencing from the 1st April 2021 for a minimum period of 28 days advising of the proposed amendment to Council's Road Management Plan. Copies of the Draft Amendment to the Road Management Plan and the Road Management Plan Review Report were made available for public inspection at Council's Administration

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

Service Centre and also on Council's Website. Members if the public who were aggrieved with the proposed amendment were invited to make a written submission before the closing date of 5pm Friday 30th April 2021.

3. Financial Implications

The review of the Road Management plan has taken into consideration Council's available operating budget and resources to ensure that what is required (promised) under this plan can be met by Council.

4. Risk Management

The impact to Council of having an adopted Road Management Plan is that it provides a minimum guarantee level of service for undertaking road inspections and maintenance works for repair of roads that Council can sustainably undertake taking into consideration of available budget and resources. It also provides a mechanism of defence for any civil liability claims that Council may receive from the public for damages to their vehicles or property where they claim the road condition has contributed to the cause of damage.

5. Internal and External Consultation

Under Regulation 10 (1) of the Road Management (General) Regulations 2016 a public notice was placed in local newspapers and the Government Gazette advising Council's intention to amend its Road Management Plan. The public notice also stated that a copy of its Draft Road Management Plan with proposed amendments and a copy of its Road Management Plan Review Report were available for inspection by members of the public in person at the Council's Offices or on Council's website. And that any person who is aggrieved by the proposed amendment was invited make a written submission within 28 days from the first date of publication. Public notices were published in:

- Government Gazette Edition No. G 13, Thursday 1 April 2021
- Shepparton News Newspaper on Friday 2 April 2021
- Border Mail newspaper on Saturday 3 April 2021
- Numurkah Leader, Cobram Courier and Yarrawonga Chronicle newspapers on the dates of 7 and 14 April 2021.

Closing date for receiving written submissions was 5pm Friday 30 April 2021. No submissions had been received at the time of closing.

Internal Consultation

A final review of the draft amendments was undertaken in consultation with:

- Manager Operations including team leaders within the Operations Department
- Team Leader Assets including members of the Assets Team
- Acting Manager Governance and Risk including members of the Governance and Risk Team.
- Senior Communications Advisor within the Office of CEO
- General Manager Infrastructure

The final review confirmed one alteration made to the draft amendments to clarify the risk rating for tree limbs protruding into the traffic lane.

6. Regional Context

The Road Management Plan covers all local roads that are maintained by Council within the municipality that are listed Council's Register of Public Roads.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

The Road Management Plan does not cover Declared Arterial Roads and State Highways within the municipality as these roads are managed by Regional Roads Victoria (RRV).

Roads located on Crown Land and not listed on Council's Register of Public Roads are managed by the Department Environment Land Water and Planning (DELWP) and Parks Victoria.

The relevant rail authority is responsible for the maintenance of the road and infrastructure in the immediate vicinity of a rail crossing and some bridge structures. The Rail Safety National Law Application Act 2013 requires Safety Interface Agreements which fully detail the areas of responsibility.

For Utility Services, the relevant service provider including rural and urban water authorities, gas, sewer, phone or power is responsible for the maintenance of its infrastructure located within the road reserve.

7. Council Plan Strategy

The review of the Road Management Plan fits within the current Council Plan Strategy No. 4 – "A Well Run Council" under the strategic action "Providing clear and consistent understanding of Council's role and capacity."

8. Legislative / Policy Implications

This public review of the Road Management Plan is being carried out as required under the Road Management (General) Regulations 2016 – Part 3 Road Management Plans Clause 8 (1).

Section 90 (3) of the Local Government Act 2020 requires each municipal council to prepare a Council Plan by 31 October in the year following a general election. Section 90 (4) states that The Council Plan adopted under subsection (3) of the Act has effect from 1 July in the year following a general election.

Under Section 41 (1) of the Road Management Act 2004, the road authority (Council) may determine the standard to which the road authority will construct, inspect, maintain and repair roadways, pathways, road infrastructure or road related infrastructure.

Under Regulation 10 (1) of the Road Management (General) Regulations 2016, if the road authority (Council) proposes to amend a road management plan and amendment relates to the determination of a standard of construction, inspection, maintenance or repair under section 41 of the Road Management act, the road authority must give a notice by publishing a notice in the Government Gazette and in a daily newspaper generally circulating in the area to which the road management will apply. As the proposed amendments do relate to the response times for inspections and repair of assets classes such as roads, signs and bridges, Council is required to give notice to the public in accordance with Regulation 10 of the Road Management (General) Regulations 2016.

In accordance with regulation 10 (1) of the Road Management (General) Regulations 2016, the public consultation process was concluded when the required 28 day period for receiving written submissions closed on 30 April 2021.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

9. Environmental Impact

The implementation of the revised Road Management Plan will have minimal impact on the environment. Any physical repair work on road assets that has been identified in accordance with the Road Management Plan will be undertaken with site specific environmental controls in place.

10. Conflict of Interest Considerations

No conflict of Interest by Officers involved in the preparation of this report.

11. Conclusion

It is recommended that Council adopt the final draft amendments to the Road Management Plan.

That Council authorise the Chief Executive Officer to give public notice of the adoption of the amended Road Management Plan in the Government Gazette and in a newspaper generally circulating in the area to which the road management plan will apply as required under Regulation 13 of the Road Management (General) Regulations 2016.

That Council make a copy of the adopted amended Road Management Plan and a copy of the Road Management Review Report be made available for inspection by the Public at its Council Offices and also on Council's Internet Website.

Attachments

- 1 Draft Road Management Plan Version 8 May 2021
- 2 Road Management Plan Review Report May 2021

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [1] - Draft Road Management Plan Version 8 May 2021



**Road
Management
Plan**

May 2021 Version 8

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [1] - Draft Road Management Plan Version 8 May 2021

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

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1 GENERAL

1.1 DISTRIBUTION & AVAILABILITY

The General Manager Infrastructure shall be responsible for:

- Control of this Road Management Plan (RMP)
- Distribution of the RMP, and the
- Control and issue of any amendments

Copies (4) of the RMP shall be held by:

- General Manager Infrastructure,
- Manager Construction and Assets

This RMP is available at the following locations and may be viewed, free of charge, by the public during the hours of 9am to 4.30pm each working day:

Municipal Offices
44 Station Street
Cobram 3643
Phone: 03 5871 9222

Service Centre
100 Belmore Street
Yarrawonga 3630
Phone: 03 5871 9222

The RMP is also available on Council's website at www.moiravic.gov.au

1.2 AMENDMENT REGISTER

Rev No.	Date	Revision Details	Author
Draft	05/10/2004	Proposed Road Management Plan	Tony Parr
Gazetted	25/11/2004	Gazetted Road Management Plan	Tony Parr
Drafted	21/12/2006	Road Management Plan – Revision 2 (Draft)	Geoff Bolling
CMT	21/03/2007	Road Management Plan – Version 2 Adopted by Council on 16 July 2007 Advertised in Government Gazette on 9 August 2007	Geoff Bolling
Draft	08/05/2009	Revision which commenced on 1 Jan 2009 as required by State Government – Version 4	Geoff Bolling
Council	17/08/2009	Road Management Plan – Version 4 Adopted by Council on 17 August 2009. Advertised in Government Gazette on 3 September 2009	Geoff Bolling
Council	24/06/2013	Road Management Plan – Version 5 Adopted by Council 24/06/2013	Mark Foord
Gazetted	11/07/2013	Gazetted Road Management Plan	Mark Foord
Council	28/06/2017	Road Management Plan – Version 6 Adopted by Council 28/06/2017	Graham Henderson
Council	23/8/2018	Road Management Plan – Version 7 Adopted by Council 23/08/2018	Graham Henderson
Council		Road Management Plan – Version 8 Adopted by Council	Graham Henderson

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

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1.3 DELEGATIONS

The Council and the Chief Executive Officer have delegated the various functions under the *Road Management Act 2004* (the Act) and Road Management (General) Regulations 2016 (the Regulations) to the respective officers of Council detailed in instruments of delegation. This allows Council, through its various members of staff to respond quickly to technical and administrative matters under the Plan.

2 INTRODUCTION

2.1 BACKGROUND

This Road Management Plan (RMP) is a document which describes road and road related infrastructure within road reserves for which Council is responsible. The RMP covers the following assets:

- Bridges (A structure with the primary purpose of carrying a roadway or pathway over an obstacle with a minimum span of 1.8m or a minimum waterway area of 3 m²)
- Major Culverts (A structure with the primary purpose of providing a passageway beneath a road or a path, usually but not necessarily for stormwater, with a minimum span or diameter of 1.8m, or a minimum waterway area of 3 m²)
- Drainage (Pits & Pit Lids, Surrounds & Grates – Not pipes)
- Pathways (Footpath & Shared Pathways – see full definition in appendix 1)
- Kerb & Channel
- Road Pavement
- Road Surface
- Signage (including regulatory & warning signs)

The RMP sets inspection intervals, intervention levels and response times as well as stating management systems which Council will implement to ensure that its responsibilities within the Act are met.

For Council to show that it has satisfied its statutory duty and duty of care to road users, it is required to demonstrate that it has in place a reasonable regime for inspecting and, where required, repairing and maintaining the road network. These aspects of inspection and response are dealt with in Section 5 and are the key components of this RMP.

Implementation and management of the RMP is consistent with Council's various strategic and corporate documents and policies, however, this document is and remains a stand-alone and all-encompassing policy document of the Moira Shire Council (for the inspection, repair and maintenance of public roads, paths and road infrastructure within the municipality of the Moira Shire Council) without recourse to any other policy, practice or procedure of the Council in relation to the performance of its public road, path and road infrastructure management functions.

2.2 PURPOSE

In accordance with Sections 1, 49 and 50 of the Act the purposes of this RMP are:

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [1] - Draft Road Management Plan Version 8 May 2021

- To establish a management system for the road management functions of the Council which is based on policy and operational objectives and available resources; and
- To specify the relevant standards in relation to the discharge of duties in the performance of those road management functions.

This RMP details the management system that the Council proposes to implement in the discharge of its duty to inspect, maintain and repair public roads for which the Council is responsible.

2.3 REVIEW OF THIS PLAN

2.3.1 Audit

A program of auditing, using internal auditors who alternate the scope of their annual audits to inspection compliance and Response Times following inspections. Also another audit using external auditors is undertaken every four years for the purposes of ensuring that all the management systems in place are delivering the levels of service adopted by Council for its road network assets.

2.3.2 Plan Review

This RMP will be reviewed in accordance with Regulations 8 and 9 of the Regulations and will be conducted every four years in line with Council elections and by no later than 30 June following an election.

The review will consider the levels of service for road infrastructure on public roads maintained by this Council. Particular attention will be given to managing the demand for asset maintenance with the proposed level of resources made available through the Council budget.

2.3.3 Amendment

In conducting a review of the RMP, Council must ensure that the standards in relation to, and the priorities to be given to, the inspection, maintenance and repair of the roads and classes of road to which the RMP applies are reasonable in accordance with s.103 of the Act.

If the adopted level of service, i.e. tolerable level of defect and/or rectification response time, is not achievable, the level of maintenance effort may need to be varied. The level of service, the anticipated quantity of works and Council's budget and resources would have to be reviewed and a new RMP proposed.

Any revised RMP would be subject to the consultation and approval processes as detailed in Section 54 of the Act.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

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3 LISTING OF ROAD INFRASTRUCTURE

3.1 CLASSIFICATION OF INFRASTRUCTURE

Council has adopted a hierarchy which provides for the classification of assets of a similar nature. The objective of a classification is to group assets based on factors including, but not limited to:

- Type and volume of use
- Standards of construction and maintenance

Details of Council's road hierarchy are included in Appendix 1.

3.2 ASSET REGISTERS

Council maintains asset registers of roads, roadways, pathways, road infrastructure or road related infrastructure for which Council is the responsible road authority.

3.2.1 Register of Public Roads

The Act places a mandatory requirement that a road authority keeps a register of public roads. The purpose of the Road Register (the Register) is to list those road assets which will be maintained by Council in accordance with this RMP. The Act provides guidance as to what must be included in the Register, which includes:

- Road name
- Date the road became a public road (if after 1 July 2004)
- Date the road ceases to be a public road
- Classification, if any
- Reference to any plan or instrument that fixes or varies the boundaries of the public road (if made after 1 July 2004,
- Any ancillary areas
- Reference to any arrangement under which management functions is transferred to or from another road authority
- Any matter required to be included by the relevant Road Minister under section 22 of the Act

The roads on the Register of Public Roads are those municipal roads that Council is responsible for and which Council considers are required for general public use.

Council's Register is held as a database. A copy of the Register is available for public viewing at the Municipal Offices. The mandatory information to be kept is listed in Schedule 1 of the Act and includes:

A hard copy record of the location of road assets is kept in the Road Names Folder. The Register is available to the public for inspection at no charge at the Municipal Offices located at 44 Station Street, Cobram, during normal business hours.

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3.2.2 Bridges & Major Culverts Asset Register

This register lists all bridges and major culverts for which Council is the responsible road authority. The register is held as a database and includes the following information:

- Age
- Description of type
- Dimensions
- Location
- Name
- Stream Name
- Tonnage

3.2.3 Pathways Asset Register

This register lists pathways for which Council is the responsible road authority. The register is held as a database and includes the following information:

- Description of type
- Dimension
- Location
- Side of road

3.2.4 Car Parks Asset Register

This register lists both on and off street car parks (not including private off-street car parks) that are maintained by this Council. Maintenance requirements for car park pavements, drains, signs and line markings are the same as Residential Access Roads as described in this RMP.

4 DEMARCATION OF RESPONSIBILITY

4.1 BORDERING MUNICIPALITIES

In the instance of boundary roads with other municipalities the responsibility is allocated according to an agreement between municipalities. The agreement allocates routine maintenance responsibility split on an equitable cost basis. Capital works and reseals costs are shared equitably by both municipalities. The Moira Shire Council borders:

- Campaspe Shire to the west
- Greater Shepparton City Council to the south
- Benalla Rural City Council to the south-east
- Rural City of Wangaratta to the east
- Indigo Shire to the north-east

4.2 ARTERIAL ROADS

For arterial urban roads VicRoads is the Coordinating Road Authority. Hard copy sketches of the line of demarcation between Council and VicRoads have been

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developed and can be viewed in the Act – Code of Practice
– Operational Responsibility for Public Roads [Codes of practice under the Road Management Act: VicRoads.](#)

A State Road may be a Freeway, a Declared Arterial Road or a Non-Declared Arterial State Road.

Highways in the Moira Shire are:

- Murray Valley Highway; and
- Goulburn Valley Highway

Declared Arterial Roads in the Moira Shire are:

Official Name	Local Name
Barmah-Shepparton Road	Murray Street
Barooga Road	Broadway Street & Mookarii Street
Benalla-Tocumwal Road	Beek Street
Benalla-Yarrowonga Road	Belmore Street & Burley Road
Cobram South Road	Cobram South Road
Cobram-Koonoomoo Road	Cobram-Koonoomoo Road
Katamatite-Nathalia Road	Katamatite-Nathalia Road
Katamatite-Yarrowonga Road	Katamatite-Yarrowonga Road
Katamatite-Shepparton Road	Katamatite-Shepparton Road
Tungamah Main Road	Middleton Street
Wangaratta-Yarrowonga Road	Wangaratta-Yarrowonga Road

In the rural areas, VicRoads is responsible for the full width of the road reserve, from property line to property line.

4.3 CROWN LAND

A number of roads are located on crown land managed by the Department of Environment Land Water and Planning (DELWP) and Parks Victoria. Where these roads do not service a Council asset or ratepayer, the road may be the responsibility of the relevant Department. In some instances, a road may pass through the crown land and Council may remain the responsible authority, if the road is on the road register.

4.4 RAIL

The relevant rail authority is responsible for the maintenance of the road and infrastructure in the immediate vicinity of a rail crossing and some bridge structures. *The Rail Safety National Law Application Act 2013* requires Safety Interface Agreements which fully detail the areas of responsibility.

4.5 UTILITY SERVICES

The relevant service provider including water, gas, sewer, phone or power is responsible for the maintenance of its infrastructure located within the road reserve.

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4.6 PRIVATE STREETS

A private street may have been created from the subdivision of private land. Where the street has been constructed to Council's requirements and approved, the street shall be maintained in accordance with this RMP, when it is transferred to the roads register subject to Council either declaring the road or street to be a public highway under section 204(1) of the *Local Government Act 1989* or forming the view that the road is reasonably required for general public use.

4.7 OWNER RESPONSIBILITIES

4.7.1 Vehicle Crossings

The Act provides that a road authority is not liable for private vehicle crossings (driveways) and pathways on road reserves that provide access to land adjoining a road, this responsibility being with the adjoining landowner. Should Council be made aware of a defect within the area of a vehicle cross-over, Council will inform the property owner in writing of such defect and to inform/remind the property owner of their legal obligation to address and remedy the said defect. Failure to comply following issuance of the defect notice may result in the Property Owner issued with a penalty or Council may arrange to carry out such works as are necessary to ensure compliance with such notice, and all costs incurred shall be at the expense of the person on whom the notice was served. Refer 10.5 – Community Safety and Environment Local Law 2013 (No.1 of 2013).

Vehicle crossings must comply with Moira Shire Council's specifications and are subject to the requirements of the *Local Government Act 1989* and Council's Local Laws

Proposed new or altered cross overs to properties adjoining Arterial Roads require a Planning Permit under the *Planning and Environment Act 1987* before any works can commence.

Appendix 5 illustrates the layout of a typical vehicle cross-over showing the areas of responsibility of the road authority and that of the Property Owner.

4.7.2 Overhanging Vegetation

Council has an obligation to ensure a reasonable clearance envelope above pathways, shared pathways and trafficable lanes on roadways it is responsible for. A landowner has a responsibility to keep vegetation growing on their property from encroaching onto pathways, shared pathways and trafficable lanes on roadways. Under the provisions of Council's Local Laws Council may direct the landowner to trim overhanging branches.

4.7.3 Obstructing Pathways and Roads

Council's Community Safety and Environment Local Law 2013 Local law No.1 of 2013 states it is the responsibility of landowners to keep pathways and roads clear of obstructions, including circumstances relating to:

- Tables, chairs, shop displays and signs on pathways in commercial areas (refer to the Footpath Trading Guidelines available on the Moira Shire Council's website at www.moira.vic.gov.au)
- Obstructions on nature strips, and
- Weeds affecting visibility

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4.7.4 Nature Strips

Under s.107 of the Act 2004, Council has no statutory or common law duty to inspect, maintain or repair roadside. The Act describes "roadside" as:

"...any land that is within the boundaries of a road (other than the shoulders of the road) which is not a roadway or a pathway and includes the land on which any vehicle crossing or pathway which connects from a roadway or pathway on a road to other land has been constructed;

Example

Any nature strip, forest, bushland, grassland or landscaped area within the road reserve would be roadside."

Historically the landowner has undertaken mowing and upkeep as a part of the presentation of their property.

4.7.5 Consent to Perform Works in Road Reserve

In general, any person considering performing works in road reserves must obtain consent from the Coordinating Road Authority unless they are exempted under the *Road Management (Works & Infrastructure) Regulations 2015*. Advice and application forms based on the Act and are available from the Council offices for work on Council roads.

4.8 ACCESS CONTROL

Under the provisions of the Act a road authority may make a decision concerning access onto a public road in relation to:

- Location
- Restrictions of use
- Conditions, and
- Works

VicRoads may specify requirements for highways and main roads and Council for local roads.

Under the Planning Permit process, Council may impose conditions on a permit for the use or development of land in relation to:

- Stock Crossings
- Vehicle crossings
- Driveway dimensions
- Turning lanes, and
- School bus stopping areas

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5 STANDARDS FOR INSPECTION

5.1 INSPECTIONS

5.1.1 General

Council has developed an asset management inspection & defect assessment methodology document that meets the requirements of the Act, whilst accounting for the limited available funds Councils have to maintain extensive asset bases.

The main reasons for the inspection of road and road related infrastructure are:

- To identify defects that exceed stated intervention levels and act to minimise the risk of injury to the asset users; and
- To assist with long term infrastructure planning regarding the lifespan of such assets so as to minimise the financial impact to the community of major renewal projects.

The Council and the community collectively identify the defects on roads and road related assets. Inspections are performed in three modes as follows:

- Mode 1 Inspection by works officers (proactive maintenance) as per frequency shown in Appendix 2
- Mode 2 Inspection based on customer complaints or incident reports (reactive maintenance)
- Mode 3 General assessment by assigned officer or by independent team aimed at assisting with long term infrastructure planning regarding the lifespan of such assets (conditions)

It is important to note that Mode 3 inspections are not intended to identify individual defects, this is done through Mode 1 and 2 inspections.

Details of Mode 1 Inspections are included in Appendix 2

All inspections (regardless of whether a defect is identified or not) are recorded in Council's asset management system and include the inspectors name, the inspection date and organization who conducted the inspection. All defects recorded include GPS location data or changes or both and are available for visual reference on Council's GIS mapping system.

Road inspections are carried out using experienced internal staff or external organisations driving a registered motor vehicle within permitted speed limits and using current technology devices to allow visual recording of identified defects, GPS location points of reference and all inspectors' details.

Footpath & pathways, kerb & channel, drainage and bridge inspections are carried out by experienced internal staff or external organisations and are typically performed using a push bike, tricycle, quad bike or walking using current technology devices to allow visual recording of identified defects, GPS location points of reference and all inspectors' details.

Any defects identified on non-Council Infrastructure assets such as utility companies (e.g Telstra, Water, Electricity, Gas) are recorded in Council's Asset Management System and details of defects are forwarded to the responsible company by Council's Operations Department for them to undertake repairs or replacements as required. These utility companies typically have their own rectification timelines and Council takes no responsibility if these companies fail to undertake adequate repairs within a timely manner. Council will however, make the area as safe as is possible to prevent or minimize the risk of injury to the general public whilst awaiting rectification works by

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the utility companies.

6 STANDARDS FOR MAINTENANCE AND REPAIR

Council has determined standards in relation to the maintenance and repair of roads, pathways and other road infrastructure following the inspection and identification of defects exceeding or approaching agreed intervention levels.

Details of defect descriptions and intervention levels are included in Appendix 2 & Appendix 3a&3b.

All defects identified and confirmed as defects where urgent or immediate action is required are recorded in Council's Asset Management Database – Conquest and given a defect rating of five (5) meaning extreme. A works action is created in Conquest and remains open until works have been completed and the action is closed. The times in which these defects should be repaired or warning signs erected to make the area safe are also described in Appendix 3a and 3b. Once the defect area has been made safe the defect rating may be lowered until the defect repair has been completed and the works action is closed.

Defects can be identified via routine asset inspections or via reporting of a potential defect through Council's Customer Request Management System (CRM). A CRM when raised triggers the requirement for an asset inspection to be undertaken.

If the inspection confirms a defect is present, the defect is rated accordingly and programmed for repair works as per the timeframes shown in appendix 3a and 3b or as documented in Council's Road Asset Management Plan.

Defects identified as not being extreme (5) may be rated between one (1) and four (4), may have a works action created in Conquest and may be placed on future works programs within the response timeframes as documented in Council's Road Asset Management Plan or as resources permit.

If a defect is validated and recorded as having reached or exceeded intervention level criteria as shown in appendix 3a and 3b, either through the Council's mode 1 routine maintenance inspections, or on a mode 2 inspection, Council will take appropriate action to reduce the risk of an incident by means of appropriate warning until the maintenance/repair works are completed.

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7 EXCEPTIONAL CIRCUMSTANCES - "FORCE MAJEURE"

Council will make every endeavour to meet all aspects of its RMP. However, in the event of natural disasters and other events including, but not limited to, fires, floods, droughts, pandemics and the like, together with human factors, such as Government interventions, lack of Council staff or suitably qualified contractors, pursuant with section 83 of the *Victorian Wrongs Act 1958*, as amended, Council reserves the right to suspend compliance with its RMP.

In the event that the Chief Executive Officer of the Council has considered the impact of such an event on the limited financial and other resources of the Council and the Council's other competing priorities and budgetary constraints (whether or not in conjunction with the Council), and has determined that any standards of the or requirements in the Plan cannot be adequately met, then pursuant to and reliant on the principles set out in Section 83 and otherwise they will write to Council's officer in charge of its RMP and inform them that some, or all, of the timeframes and response times are to be suspended.

Council statements to inform residents about the suspension or reduction of the services under the RMP due to the 'exceptional circumstances' will include reference to how the work that will be done has been prioritized, and the estimated period for which it is likely to be affected.

Once the events beyond the control of Council have abated, or if the events have partly abated, Council's CEO will write to Council's Officer responsible for Council's Plan and inform them which parts of Council's Plan are to be reactivated and the timeframes for each part of the RMP to be reactivated.

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8 APPENDICES

Appendix 1 – Hierarchies

Appendix 2 – Details of Mode 1 Inspections

Appendix 3a – Response Times Following Inspection - Roads & Road Related Assets

Appendix 3b – Response Times Pathways

Appendix 4 - Township CBD High Usage Footpath and Kerb Maps

Appendix 5 - Typical Vehicle Cross-Over

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Appendix 1 – Hierarchies

Road Hierarchy

Classification		Function	Accessibility	Surface
Urban	Link	Link between declared roads or industrial centres. Estimated to carry greater than 1,000 Vehicles per day (VPD).	All Weather Access	Gravel or Sealed
	Collector	Connects into residential areas, minor industrial centres or conveys traffic to link or arterial roads. Estimated to carry greater than 500 to less than 1,000 VPD.	All Weather Access	Gravel or Sealed
	Residential Access – (Local Access)	Access to residences or secondary commercial areas. Estimated to carry less than 500 VPD.	All Weather Access	Gravel or Sealed
	Laneway	Access to rear of properties, for property occupiers. Estimated to carry less than 100 VPD.	All Weather Access	Gravel or Sealed
Rural	Link	Link between townships, arterial roads, or industrial centres. Estimated to carry greater than 500 VPD	All Weather Access	Gravel or Sealed
	Collector	Connects between localities and industrial centres or conveys traffic to link or declared roads. Estimated to carry 100 to less than 500 VPD	All Weather Access	Gravel or Sealed
	Residential Access – (Local Access)	Primary access to residences, or roads with significant traffic. Estimated to carry less than 100 VPD	All Weather Access	Gravel or Sealed
	Farm Access & Laneway	Farm Access roads to residences or roads with some traffic but no residences. Estimated to carry less than 100 VPD	Dry Weather Only	Formed using local pavement materials
	Tracks	Other property access, river access, fire access	Dry Weather Only	Unformed or Formed using natural materials

Pathway Hierarchy

Classification	Function
High Usage	Pathways within the CBD areas as shown in appendix 4 in the townships of: <ul style="list-style-type: none"> • Cobram • Nathalia • Numurkah • Yarrawonga
Low Usage	Pathways that are not located in the high usage areas.

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Definition of Pathway under the Act - Under Part 1 – Definitions of the *Road Management Act 2004*, a pathway is defined as:

“**pathway** means a footpath, bicycle path or other area constructed or developed by a responsible road authority for use by members of the public other than with a motor vehicle but does not include any path

- (a) Which has not been constructed by a responsible road authority; or
- (b) Which connects to other land;

Examples

A footpath or bicycle path constructed on a road reserve by a responsible road authority for use by the general public would be a pathway.

A foot trodden track over roadside land or a path that connects from a roadway or footpath to privately owned land would not be a pathway.

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Appendix 2 – Details of Mode 1 Inspections

Asset Type	Criteria	Frequency
Sealed Roads	<ul style="list-style-type: none"> Potholing Crocodile Cracking Longitudinal Cracking Major Failures Pavement deformation Edge Break Edge Drop Off Pavement Markings (Line, Text, Symbol) 	<p>Link Roads – Minimum three times per year</p> <p>Collector Roads – Minimum Twice per year</p> <p>Residential Access Roads – Minimum once per year</p>
Unsealed Roads (link, collector and residential access) - all weather roads	<ul style="list-style-type: none"> Potholing Pavement deformities Major Failures 	<p>Link Roads – Minimum three times per year</p> <p>Collector Roads – Minimum twice per year</p> <p>Residential Access Roads – Minimum once per year</p>
Unsealed Roads (Farm access)	<ul style="list-style-type: none"> Pavement deformities Potholing 	Minimum once per year
Sealed Laneway	<ul style="list-style-type: none"> Potholing Clearance envelope 	Minimum once per year
Unsealed Laneway	<ul style="list-style-type: none"> Potholing Clearance envelope 	Minimum once per year
Regulatory and Warning Sign Inspections	<ul style="list-style-type: none"> Damaged Missing Reflectivity (Night Time Only) 	<p>Daylight Inspections - Minimum once per year</p> <p>Night Inspections - Minimum once per year</p>
<p>Bridges & Major Culverts</p> <p>The primary reasons for conducting Level 1 (mode 1) inspections are:</p> <p>To check the general serviceability of the structure for obvious signs of defects which might affect the immediate safety of road users</p> <p>To identify maintenance items that require immediate action and/or to schedule routine maintenance for completion at a later date.</p>	<ul style="list-style-type: none"> Dirt or vegetation Running or Wearing Surface Stream Maintenance Warning signs and furniture Accident Damage Road approach Post Flood events 	<p>Level 1 Bridge Inspection - Minimum once per year</p> <p>Also, within six (6) months for Post Flood Events at Level 1 Bridge Inspection</p>
Pathways	<ul style="list-style-type: none"> Vertical Lips Undulations Potholes/Depressions Displacement Clearance envelope Vegetation overgrowth Cracks & breaks Edge drop 	<p>Within 13 months of previous inspection for pathways classified as High usage</p> <p>Every two years for pathways classified as Low usage</p>

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Kerb & Channel	<ul style="list-style-type: none"> • Broken structure (spalling or displacement) • Cracks & breaks • Edge drop – Back of Kerb • Uplift or subsidence 	As per High Use Pathway Inspections
Safety Barriers / Guard rails / Guideposts)	<ul style="list-style-type: none"> • Damaged • Missing 	As per Low Use pathway inspections for all other Kerb & Channel
		Inspected as part of the road - mode 3 inspection type

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Appendix 3a – Response Times Following Inspection - Roads & Road Related Assets

Intervention Thresholds & Repair Response Times - Urban & Rural Areas

Hazard Description & Intervention Thresholds	Link	Collector	Residential Access & Laneways	Farm Access & Laneways & Tracks
1. Sealed Pavement				
1.1 Pothole in traffic lane greater than 300mm diameter and greater than 100mm deep.	2 weeks	2 weeks	3 months	12 months
1.2 Area in traffic lane where the seal is missing or cracked and can be removed by hand. Includes crocodile cracking greater than 3sqm & longitudinal cracking greater than 10m in length	2 weeks	2 weeks	3 months	12 months
1.3 Major Failures greater than 50 sqm.	12 months	12 months	12 months	12 months
1.4 Deformation greater 100mm measured with 1.2m straight edge transverse, or under a 3m straight edge longitudinal.	3 months	3 months	3 months	3 months
	12 months	12 months	12 months	12 months
1.5 Edge break exceeds 150mm laterally over at least a 10m length from the nominal edge of seal.	8 weeks	16 weeks	24 weeks	12 months
1.6 Edge drops onto unsealed shoulder greater than 75mm and greater than 10m in length.	16 weeks	32 weeks	48 weeks	12 months
1.7 Pavement Markings (Line, Text, Symbol) - missing or illegible pavement markings making them substantially ineffective.	12 months	12 months	12 months	12 months
2. Unsealed Roads				
2.1 Pothole in traffic lane greater than 500mm diameter and greater than 150mm deep.	4 weeks	4 weeks	3 months	12 months
2.2 Pavement Deformities (rutting, corrugation).	8 weeks	16 weeks	24 weeks	12 months
2.3 Major Failures (i.e. washout,).	12 months	12 months	12 months	12 months

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Hazard Description & Intervention Thresholds	Link	Collector	Residential Access & Laneways	Farm Access & Laneways & Tracks
3. Obstruction & Substances in Traffic Lane				
3.1 Washaways, subsidence or other damage to a traffic lane or immediately adjacent to a traffic lane that presents an extreme risk hazard to the travelling public. Initial response to be signage or other treatment to reduce risk	48 hours	48 hours	48 hours	N/A
3.2 Fallen trees, oil spills or stray livestock or other obstructions Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours	48 hours	N/A
3.3 Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials or other obstructions Initial response to be signage or other treatment to reduce risk	48 hours	48 hours	48 hours	N/A
3.4 Tree limbs protruding into the traffic lane or otherwise presenting an extreme risk hazard to the travelling public	48 hours	48 hours	48 hours	N/A
4. Drainage / Kerb				
4.1 Damaged, blocked, missing drainage pit lids, surrounds or grates in or adjacent to traffic lanes Initial response to be signage or other treatment to reduce risk	48 hours	48 hours	1 month	N/A
4.2 Kerb & Channel – Displacement greater than 40mm	6 months	6 months	12 months	N/A
4.3 Kerb & Channel – Missing Back of Kerb greater than 1 metre	6 months	6 months	12 months	N/A
5. Roadside Furniture				
5.1 Safety barriers missing or damaged making them substantially ineffective	3 months	3 months	12 months	12 months
5.2 Regulatory Stop signs & Give way signs missing, damaged or illegible	1 week	1 week	1 week	2 weeks
5.3 Other Regulatory signs missing, damaged or illegible	1 month	1 month	3 months	3 months
5.4 Warning Signs - missing or illegible	3 months	3 months	12 months	12 months

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Hazard Description & Intervention Thresholds	Link	Collector	Residential Access & Laneways	Farm Access & Laneways & Tracks
6. Structures - Bridges & Major Culverts				
6.1 Dirt or vegetation build-up having an extreme impact on correct operation or structural integrity - Clear and clean when any accumulation of material causes interruption to the escape of drainage water, or the operation of expansion joints	48 hours	48 hours	48 hours	12 months
6.2 Running or wearing surface damage - Repair of bridge deck or road surface causing an extreme risk hazard to road users.	48 hours	48 hours	48 hours	12 months
6.3 Stream Maintenance - Clearing of debris >400mm or logs > 150mm diameter from streams within 10 m of structure.	1 week	1 week	1 week	12 months
6.4 Warning Signs and Bridge Furniture – damaged, missing or illegible	3 months	3 months	12 months	12 months
6.5 Accident Damage - When damage is considered to cause an extreme risk hazard to road users or to the structural integrity of the bridge.	48 hours	48 hours	48 hours	12 months
6.6 Road Approach - When approach or abutment degradation is considered to cause an extreme risk hazard to road users.	48 hours	48 hours	48 hours	12 months
6.7 Extreme defects identified from a level 2 inspection which potentially endanger the capacity and stability of the structure. Generally rated condition 4 as per Vic Roads – Roads Structure Inspection Manual	Detailed engineering inspection (Level 3) within 3 months	Detailed engineering inspection (Level 3) within 3 months	Detailed engineering inspection (Level 3) within 3 months	Detailed engineering inspection (Level 3) within 3 months

The response for each of the hazards described in the above tables shall be to inspect and rectify if possible, or provide appropriate hazard warning to reduce level of risk.

Where, because of the nature of the repair required, level of resources required or workload, it is not possible to rectify within the time shown in the above table, Council shall implement appropriate hazard warning until the repair can be completed.

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Appendix 3b – Response Times Pathways *Intervention Thresholds & Repair Response Times – Footpaths & Pathways*

Hazard Description & Intervention Threshold	Repair Response Time	
	High	Low
1. Pathway surface		
1.1 Surface having a step greater than 25mm	1 month	12 months
1.2 Undulations - Footpath mounds or depressions >100mm under a 1.2m straight edge	1 month	12 months
1.3 Depression/deformation greater than 50mm measured under a 3 metre straight edge on sealed surface	1 month	12 months
1.4 Cracking greater than 25mm wide and greater than 300mm in length	1 month	12 months
1.5 Edge drop greater than 100mm from pathway surface to adjacent ground (excluding kerbs) and greater than 10m in length	1 month	12 months
1.6 Displacement greater than 25mm	1 month	12 months
2. Obstruction & Substances on Pathway		
2.1 Material fallen from a vehicle, wet clay, other slippery substances and hazardous materials on any surface Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours
2.2 Fallen trees or other obstacles that obstruct traffic Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours
3. Drainage		
3.1 Damaged or missing pit lids, surrounds and grates within pathway. (Make safe and report to pit owner if not Council's) Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours
4. Vegetation		
4.1 Vegetation which presents a physical hazard to the public intruding into a clearance envelope between edges of pathway and at 2.5 metre height clearance over pathway	3 months	12 months
5. Pathside furniture		
5.1 Safety barriers or guideposts missing or damaged	3 months	12 months
5.2 Safety signs missing, illegible or damaged	3 months	12 months

The response for each of the hazards described in the above tables shall be to inspect and rectify if possible, or provide appropriate hazard warning to reduce level of risk.

Where, because of the nature of the repair required, level of resources required or workload, it is not possible to rectify within the time shown in the above table, Council shall implement appropriate hazard warning until the repair can be completed

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

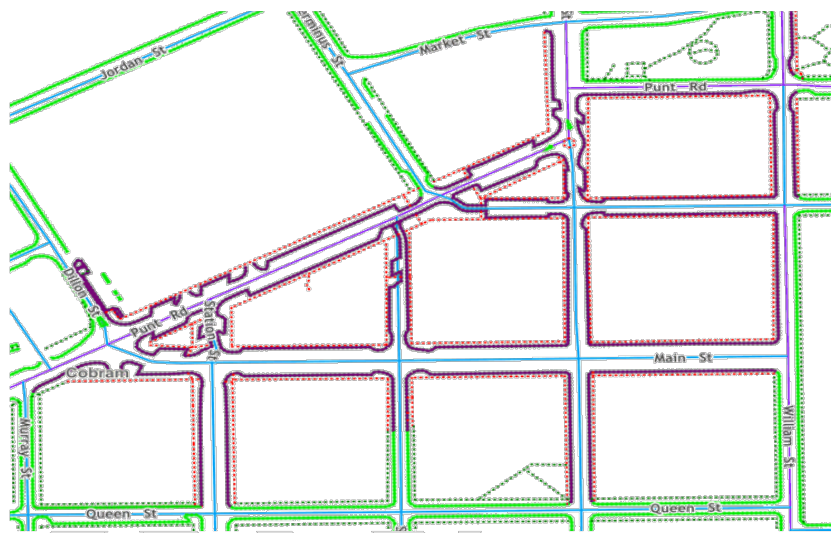
ATTACHMENT No [1] - Draft Road Management Plan Version 8 May 2021

Appendix 4 - Township CBD - High Usage Footpath & Kerb Maps

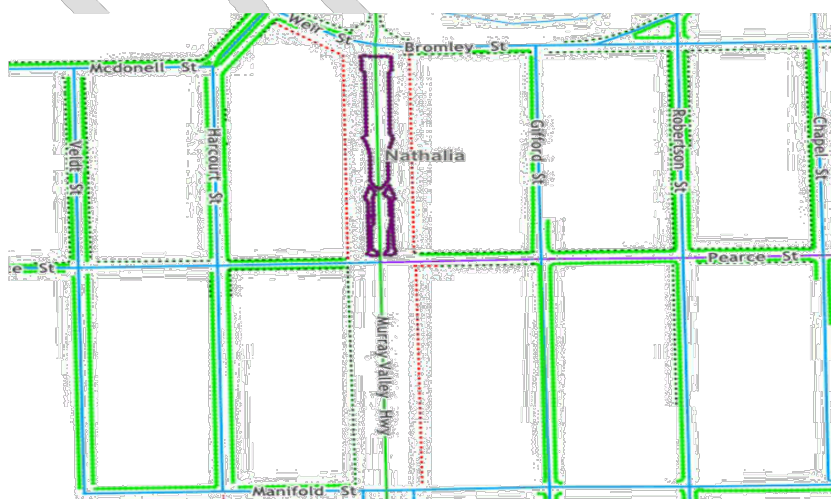
LEGEND

- ASSETS
- FOOTPATHS
 - MOIRA FOOTPATHS USAGE
 - High
 - Low
- KERBCHANNEL:
 - KERBCHANNEL HIGH USAGE

Cobram



Nathalia



Moira RMP Version 8

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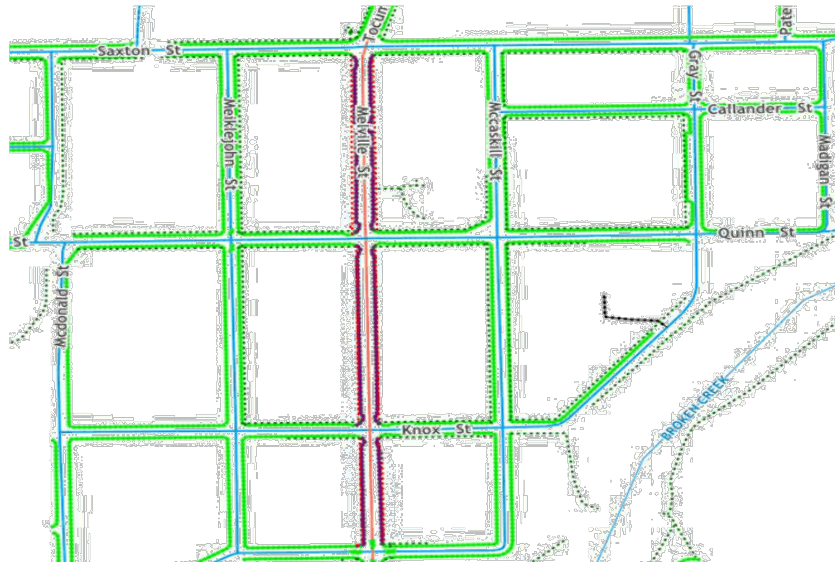
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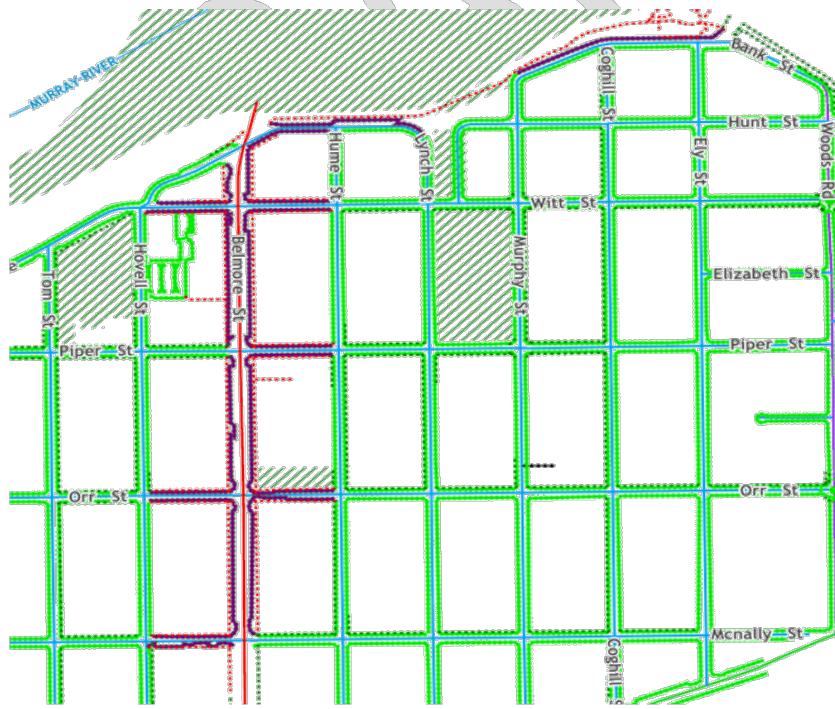
ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [1] - Draft Road Management Plan Version 8 May 2021

Numurkah



Yarrowonga



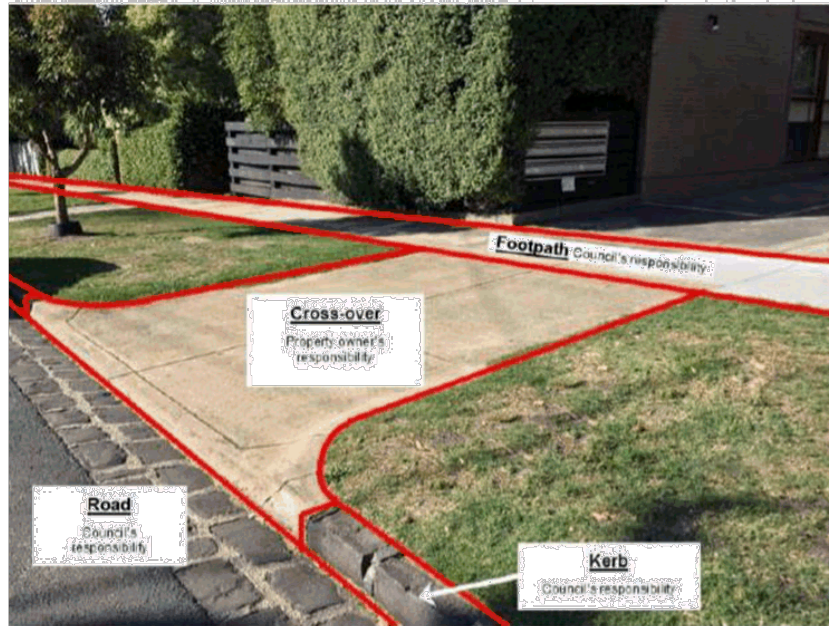
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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [1] - Draft Road Management Plan Version 8 May 2021

Appendix 5 – Typical Vehicle Cross-Over



*"Roadside" the Road Management Act, specifically states that a road authority does not have a statutory or common law duty to inspect, maintain or repair 'roadside' refer to S.107 of the Act.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021



Road Management Plan Review Report

May 2021

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4. A WELL RUN COUNCIL

ITEM NO: 10.4.2

ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

Road Management Plan Review – 2021

Manager Construction and Assets, Infrastructure Directorate

The author of this report and officers/contractors providing advice in relation to this report do not have a direct or indirect interest, as provided in accordance with the Local Government Act 1989.

1.0 Introduction

Council's current Road Management Plan (RMP) was adopted by Council on 23 August 2018.

Under the *Road Management (General) Regulations 2016 Part 3 - Road Management Plans*

- Each incoming municipal council must conduct a review of its RMP during the same period as it is preparing its Council Plan as provided by the *Local Government Act*. Section 90 (3) of the Local Government Act 2020 requires each municipal council to prepare a Council Plan by 31 October in the year following a general election. Section 90 (4) states that the Council Plan adopted under subsection (3) of the Act has effect from July 1 in the year following a general election.

A road authority may amend its RMP in accordance with the regulations.

Under Section 54 of the *Road Management Act 2004*, Council is required to inform the public of its intention to review its RMP by publishing a public notice in local newspapers and the Government Gazette. The public will have 28 days from the first date of publication to inspect Council's RMP and make any written submission. Any submissions received from members of the public will be reviewed and incorporated in a briefing report and revised RMP for consideration by the Council.

This review of Council's RMP has been conducted in accordance with the *Road Management (General) Regulations 2016 - Part 3 Road Management Plans*.

The purpose of the review is to ensure that the standards in relation to, and the priorities given to the inspection, maintenance and repair of the roads and classes of road to which the Council's RMP applies are safe, efficient and appropriate for use by the community served by the Council.

In conclusion, this review has identified a number of recommendations for amendments to the current RMP. These recommendations can be considered as administrative operational amendments as they relate to changes to the response times and definitions of intervention levels in the RMP appendices.

2.0 Review Process and Methodology

The review process involved:

- Internal review meetings of Council officers
- Internal review of Council's resources and funding available to service its obligations under its RMP
- Public consultation for comment on Council's existing RMP
- External consultation on insurance liability from the MAV Insurance Advisor

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

- Council Officers preparing this Road Management Review Report summarising the findings and conclusions of its review including making recommendations for amendments to the RMP.
- Defining the process for adoption of any amendments to the RMP in accordance with the Road Management Act 2004 and the Road Management (General) Regulations 2016, including Council's delegation of authorisation.

2.1 Review Meetings

Review meetings were held on 13 January, 1 March and 7 May 2021 with the following Council Officers attending all or some of the meetings:

- Manager Construction & Assets
- Executive Manager Operations
- Acting Manager Governance and Risk
- General Manager Infrastructure
- Senior Communications Officer – Office of CEO
- Team Leader Assets
- Assets Technical Officer
- Insurance Officer - Governance and Risk
- Senior Governance Officer – Governance and Risk

3.0 Recommended Changes

The outcomes of the review meetings are the following recommended changes:

Review Meeting 1

Administrative amendments to the document to reflect current changes in legislation where it is referred to and also changes that have been made by Council such as office hours, contact details as listed below:

- 3.1 Section 1.1, Office hours change to 9am to 4.30pm instead of 8.30am to 5pm. Yarrowonga Service Centre Phone Number to change to 5871 9222
- 3.2 Section 4.7.4, Nature Strips, add in words "Road Management Act 2004" after opening paragraph words "Under S. 107
- 3.3 Section 4.4 Rail, replace "The Rail Safety (Local operations) Act 2006" with "Rail Safety National Law Application Act 2013"

Review Meeting 2

- 3.4 Refer to Appendix One for list of recommended amendments proposed by the MAV Insurance Risk Consultant and the Review Committee's comments of acceptance or non- acceptance.
- 3.5 Throughout the document, where it is referenced the Road Management Act 2004, change to (the Act)
- 3.6 Throughout the document, where it is referenced the Road Management (General) Regulations 2016, change to (the Regulations)

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- 3.7 Section 2.3.1 – change wording to read “A program of auditing, using internal auditors who alternate the scope of their annual audits to Inspection compliance and Response Times following inspections. Also another audit using external auditors is undertaken every 4 years for the purpose of ensuring that all the management systems in place are delivering the levels of services adopted by Council for its road network assets.”
- 3.8 Section 4.2 – add in “Codes of Practice under the Road Management Act: Vicroads.
- 3.9 Section 4.7.1 – Add second and third sentence to first paragraph to read as “Should Council be made aware of a defect within the area of a vehicle cross-over, Council will inform the property owner in writing of such defect and to inform/remind the property owner of their legal obligation to address and remedy the said defect. Failure to comply following issuance of the defect notice may result in the Property Owner issued with a penalty or Council may arrange to carry out such works as are necessary to ensure compliance with such notice, and all costs incurred shall be at the expense of the person on whom the notice was served. Refer 10.5 – Community Safety and Environment Local Law 2013 (No.1 of 2013).”
- 3.10 Section 4.7.1 – add new paragraph at end of section to read as “Appendix 5 illustrates the layout of a typical vehicle cross-over showing the areas of responsibility of the road authority and that of the Property Owner”.
- 3.11 Section 5.1.1 – Add new opening paragraph “Council has developed an asset management inspection & defect assessment methodology document that meets the requirements of the Act, whilst accounting for the limited available funds Councils have to maintain extensive asset bases.”
- 3.12 Section 5.1.1 – Add the following 4 paragraphs after the heading “Details of Mode 1 Inspections are included in Appendix 2
- All inspections (regardless of whether a defect is identified or not) are recorded in Council’s asset management system and include the inspectors name, the inspection date and organization who conducted the inspection. All defects recorded include GPS location data or changes or both and are available for visual reference on Council’s GIS mapping system.
- Road inspections are carried out using experienced internal staff or external organisations driving a registered motor vehicle within permitted speed limits and using current technology devices to allow visual recording of identified defects, GPS location points of reference and all inspectors’ details.
- Footpath & pathway’s, kerb & channel, drainage and bridge inspections are carried out by experienced internal staff or external organisations and are typically performed using a push bike, tricycle, quad bike or walking using current technology devices to allow visual recording of identified defects, GPS location points of reference and all inspectors’ details.
- Any defects identified on non-Council Infrastructure assets such as utility companies (e.g. Telstra, Water, Electricity, Gas) are recorded in Council’s Asset Management System and details of defects are forwarded to the responsible company by Council’s Operations Department for them to undertake repairs or replacements as required. These utility companies typically have their own rectification timelines and Council takes no responsibility if these companies fail to undertake adequate repairs within a

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timely manner. Council will however, make the area as safe as is possible to prevent or minimize the extent of injury to the general public whilst awaiting rectification works by the utility companies.

- 3.13 Section 6 – Throughout the section where it references Appendix 3, change to Appendix 3a and 3b.
- 3.14 Section 6 – Amend 3rd paragraph to read - All defects identified and confirmed as defects where urgent or immediate action is required are recorded in Council's Asset Management Database – Conquest and given a defect rating of five (5) meaning extreme. A works action is created in Conquest and remains open until works have been completed and the action is closed. The times in which these defects should be repaired or warning signs erected to make the area safe are also described in Appendix 3a and 3b. Once the defect area has been made safe the defect rating may be lowered until the defect repair has been completed and the works action is closed.
- 3.15 Section 7 – change heading to read as “Exceptional Circumstances – “Force Majeure”
- 3.16 Section 7 – Amend first paragraph to include events such as pandemics and Government Interventions.
- 3.17 Section 7 – Add in a new third paragraph
“Council statements to inform residents about the suspension or reduction of the services under the RMP due to the ‘exceptional circumstances’ will include reference to how the work that will be done has been prioritized, and the estimated period for which it is likely to be affected.”
- 3.18 Section 8 – Add in “Appendix 5 – Typical Vehicle Cross-Over”

Appendix 2 – Details of Mode 1 Inspections

- 3.19 Definition for purpose of inspections for Bridge and Major Culvert Assets is further clarified to check for immediate safety of the road for road users and identifying works that can be scheduled as routine works at a later date.

Appendix 2 – Asset Type

- 3.20 Bridges & Major Culverts – Add wording
(The primary reasons for conducting Level 1 (mode 1) inspections are:
To check the general serviceability of the structure for obvious signs of defects which might affect the immediate safety of road users.
To identify maintenance items that require immediate action and/or to schedule routine maintenance for completion at a later date.

Appendix 3a – Response Times Roads & Road Related Assets

- 3.21 It was found the defects and response times for Item 1.4 – Deformation greater than 100mm required further clarification as the response times could be viewed as being unreasonable or inconsistent with other neighbouring Councils RMPs.
- 3.22 For Item 6 – Bridges and Major Culverts required further clarification in scope of items to be inspected and two new paragraphs added at bottom of the Table

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3.23 For Item 1.4 – Sealed Pavement

Change description to (measured with 1.2m straight edge traverse, or under a 3m straight edge longitudinal). Response times for transverse deformation shall be 3 months for all road categories. Response time for longitudinal deformations shall remain at 12 months.

3.24 For Item 6 – Structures – Bridges & Major Culverts - Added new descriptions as follows

- 3.24.1 6.1 Dirt or vegetation impacting on correct operation or structural integrity - Clear and clean when any accumulation of material causes interruption to the escape of drainage water, or the operation of expansion joints
- 3.24.2 6.2 Running or wearing surface - Repair of bridge deck or road surface causing an extreme risk hazard to road users.
- 3.24.3 6.3 Stream Maintenance - Clearing of debris >400mm or logs > 150mm diameter from streams within 10 m of structure.
- 3.24.4 6.4 Warning Signs and Bridge Furniture - damaged, missing or illegible
- 3.24.5 6.5 Accident Damage - When damage is considered to cause an extreme risk hazard to road users or to the structural integrity of the bridge.
- 3.24.6 6.6 Road Approach - When approach or abutment degradation is considered to cause an extreme risk hazard to road users.
- 3.24.7 6.7 Replace 'Significant' with Extreme and amend timings from 12 months to 3 months

3.25 New paragraphs added at bottom of Table:

The response for each of the hazards described in the above tables shall be to inspect and rectify if possible, or provide appropriate hazard warning to reduce level of risk.

Where, because of the nature of the repair required, level of resources required or workload, it is not possible to rectify within the time shown in the above table, Council shall implement appropriate hazard warning until the repair can be completed.

3.26 Appendix 3b – Response Times Pathways

New Paragraphs added at bottom of Table:

The response for each of the hazards described in the above tables shall be to inspect and rectify if possible, or provide appropriate hazard warning to reduce level of risk

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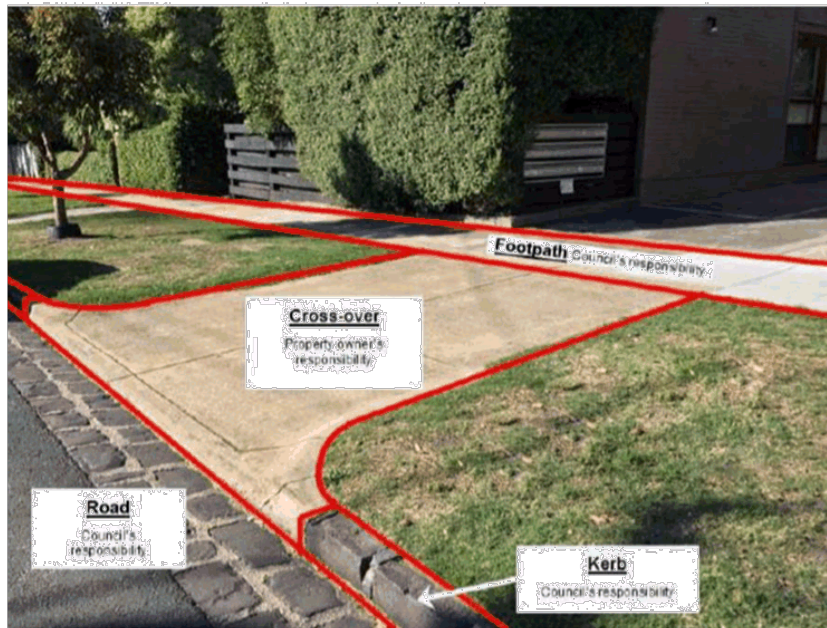
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ROAD MANAGEMENT PLAN REVIEW (cont'd)

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3.27 Appendix 5 – Vehicle Cross-Over

Added in diagram and comment as shown below:



***"Roadside" the Road Management Act, specifically states that a road authority does not have a statutory or common law duty to inspect, maintain or repair 'roadside' refer to S.107 of the Road Management Act*

Final Review Meeting 3

Appendix 3a – Response Times Roads & Road Related Assets

3.28 For Item 3 Obstructions & Substances in Traffic Lane

Change Description as follows:

3.4 Replace wording "Fallen" with "Tree" and replace "significant" with "extreme"

4.0 Public Consultation Process

Stage 1 – Public Consultation on existing RMP

Under Section 54 of the *Road Management Act 2004*, a public notice is to be placed in local newspapers and the Government Gazette advising Council's intention to review its RMP and that a copy of its current RMP is available for inspection by members of the public. In the public notice, members of the community are invited make a written submission within 28 days from the first date of publication.

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Public notices were published in:

- Government Gazette Edition – 28 January 2021
- The Border Mail and Shepparton News – 29 January 2021
- Numurkah Leader, Cobram Courier and Yarrawonga Chronicle newspapers – 3 and 10 February 2021

Closing date for receiving submissions was 5pm Friday 26 February 2021. At the time of closing, 11 submissions were received. A Summary Table of the submissions received including the Review Committee's Response is attached in Appendix Two.

Stage 2 – Public Consultation on Draft Amendments to the RMP

At the Ordinary Council Meeting held on 24 March 2021, Council resolved to accept the draft amendments to the RMP and authorized the Council's CEO to commence the next stage of public consultation in accordance with Regulation 10 of the Road management (General) Regulations 2016.

Public notices were published in:

- Government Gazette Edition No. G13 – 1 April 2021
- Shepparton News – 2 April 2021
- Border Mail – 3rd April 2021
- Numurkah Leader, Cobram Courier and Yarrawonga Chronicle newspapers – 7 April and 14 April 2021

The Public Notice stated that a copy of Council's Draft RMP with proposed amendments and a copy of its Road Management Review Report were available for inspection by members of the public in person at the Council Offices or on Council's Website. The Notice also stated that any person who is aggrieved by the proposed amendments was invited to make a written submission within 28 days from the first date of publication.

Closing date for receiving written submissions was 5pm Friday 30 April 2021. No submissions had been received at the time of closing.

5.0 Summary of Report Conclusions and findings

The conclusions and findings of this report have identified a significant number of recommendations for amendments to the current RMP. A number of these recommendations can be considered as administrative operational amendments as they relate to changes to the frequency of Mode 1 inspections, response times and definitions of intervention levels in the RMP appendices as detailed below:

- Appendix 2 – Details of Inspections
- Appendix 3 – Response Times Roads and Pathways
- Appendix 5 – Vehicle Cross-Over diagram

Other recommended amendments are administrative changes to reflect spelling corrections or where the RMP refers to legislative Acts or Regulations have been either discontinued or updated.

Under Section 41 (1) of the *Road Management Act 2004*, the road authority (Council) may determine the standard to which the road authority will construct, inspect, maintain and repair roadways, pathways, road infrastructure or road related infrastructure.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

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Under Regulation 10 (1) of the *Road Management (General) Regulations 2016*, if the road authority (Council) proposes to amend a RMP and amendment relates to the determination of a standard of construction, inspection, maintenance or repair under section 41 of the Road Management Act, the road authority must give a notice by publishing a notice in the Government Gazette and in a daily newspaper generally circulating in the area to which the road management will apply. As the proposed amendments do relate to the frequency of Mode 1 inspections, response times and definitions of intervention levels, Council will be required to give notice to the public in accordance with Regulation 10 of the *Road Management (General) Regulations 2016*.

Council at its Ordinary Meeting held on 24 March resolved to accept the draft amendments to the RMP and to commence public consultation advising the proposed amendments to the RMP. Public Notices were first published on 1 April 2021 and the public was given a minimum of 28 days to make a written submission if they felt aggrieved with the proposed amendment. Closing date for receiving written submissions was 5pm 30 April 2021.

No submissions were received at the time of closing. Council Officers had undertaken a final internal review of the proposed amendments as detailed in Section 3 of this Review Report. The final draft version of the proposed amendments to the Council's RMP has incorporated the recommendations of this final internal review by Council Officers.

The internal review recommended a further amendment to the draft RMP to ensure that Council can meet its commitments in its amended RMP taking into consideration of available funds and resources.

The draft RMP amendment, (Version 8 May 2021) is attached in Section 7.0 – Draft Road Management Plan May 2021, Version 8

Recommendation

It is recommended that Council at its next ordinary Council meeting scheduled for 26 May 2021 adopt the final draft amendments to the Council's Road Management Plan Version 8: May 2021, effective as of 27 May 2021.

6.0 Process for adoption of Amendment to the RMP

Following the completion of the review of its RMP, Council as the "road authority" will need to undertake the following steps in order to adopt amendments to its RMP.

Steps required under the *Road Management (General) Regulations 2016* include:

- 6.1 Produce a written report summarising the findings and conclusions of the review as required under Regulation 9 (2)(a)

Note: A copy of the written report and a copy of the draft amendments to the RMP will be presented to the full council for endorsement at the May 2021 Ordinary Council Meeting before proceeding with the remaining steps. Under Council's Instrument of Delegation to Members of Council Staff, only the Council has the power to amend the RMP under Section 54(5) of the *Road Management Act 2004*.

- 6.2 Make the report available for copying or inspection as required under Regulation 9 (2)(b)

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- 6.3 Give Notice under Regulation 10 – Procedure for certain amendments to road management plans. The notice includes:
- Stating or describing the purpose and general purport of the proposed amendment;
 - Stating or describing the roads, roadways, pathways, road infrastructure or road related infrastructure or classes of roads, roadways, pathways, road infrastructure or road related infrastructure affected by the proposed amendment;
 - Stating where a copy of the proposed amendment may be obtained or inspected;
 - Stating where any relevant written report produced in accordance with regulation 9(2) may be inspected or obtained. (see steps 1 & 2)
 - Stating that any person who is aggrieved by the proposed amendment may make a submission on the proposed amendment to the road authority (Council) within 28 days after the date on which the notice is published in the Government Gazette.
 - A notice must be published in the Government Gazette and in a daily newspaper generally circulating in the area to which the road management will apply. For this purpose the notice will need to be published in the Border Mail and Shepparton News newspapers as these 2 publications are the only regional daily newspapers that cover this municipality.
- 6.4 Under Regulation 12, the date of effect of the RMP or amendment will take effect on the day after it is made by Council (scheduled for the May Ordinary Council Meeting after Council has completed Steps 1,2 & 3) if no date is specified in the RMP or amendment.
- 6.5 Once Council as the "road authority" has adopted the amendments to its RMP at its Ordinary Council Meeting, Council is required to comply with Regulation 13 – Availability of amendments to road management plans, must give notice by publication of the notice in in the Government Gazette and in a daily newspaper generally circulating in the area to which the road management will apply. For this purpose the notice will need to be published in the Border Mail and Shepparton News newspapers as these 2 publications are the only regional daily newspapers that cover this municipality.

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7.0 Draft Road Management Plan May 2021 Version 8



**Road
Management
Plan**

May 2021 Version 8

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1 GENERAL

1.1 DISTRIBUTION & AVAILABILITY

The General Manager Infrastructure shall be responsible for:

- Control of this Road Management Plan (RMP)
- Distribution of the RMP, and the
- Control and issue of any amendments

Copies (4) of the RMP shall be held by:

- General Manager Infrastructure,
- Manager Construction and Assets

This RMP is available at the following locations and may be viewed, free of charge, by the public during the hours of 9am to 4.30pm each working day:

Municipal Offices
44 Station Street
Cobram 3643
Phone: 03 5871 9222

Service Centre
100 Belmore Street
Yarrawonga 3630
Phone: 03 5871 9222

The RMP is also available on Council's website at www.moiravic.gov.au

1.2 AMENDMENT REGISTER

Rev No.	Date	Revision Details	Author
Draft	05/10/2004	Proposed Road Management Plan	Tony Parr
Gazetted	25/11/2004	Gazetted Road Management Plan	Tony Parr
Drafted	21/12/2006	Road Management Plan – Revision 2 (Draft)	Geoff Bolling
CMT	21/03/2007	Road Management Plan – Version 2 Adopted by Council on 16 July 2007 Advertised in Government Gazette on 9 August 2007	Geoff Bolling
Draft	08/05/2009	Revision which commenced on 1 Jan 2009 as required by State Government – Version 4	Geoff Bolling
Council	17/08/2009	Road Management Plan – Version 4 Adopted by Council on 17 August 2009. Advertised in Government Gazette on 3 September 2009	Geoff Bolling
Council	24/06/2013	Road Management Plan – Version 5 Adopted by Council 24/06/2013	Mark Foord
Gazetted	11/07/2013	Gazetted Road Management Plan	Mark Foord
Council	28/06/2017	Road Management Plan – Version 6 Adopted by Council 28/06/2017	Graham Henderson
Council	23/8/2018	Road Management Plan – Version 7 Adopted by Council 23/08/2018	Graham Henderson
Council		Road Management Plan – Version 8 Adopted by Council	Graham Henderson

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1.3 DELEGATIONS

The Council and the Chief Executive Officer have delegated the various functions under the *Road Management Act 2004* (the Act) and Road Management (General) Regulations 2016 (the Regulations) to the respective officers of Council detailed in instruments of delegation. This allows Council, through its various members of staff to respond quickly to technical and administrative matters under the Plan.

2 INTRODUCTION

2.1 BACKGROUND

This Road Management Plan (RMP) is a document which describes road and road related infrastructure within road reserves for which Council is responsible. The RMP covers the following assets:

- Bridges (A structure with the primary purpose of carrying a roadway or pathway over an obstacle with a minimum span of 1.8m or a minimum waterway area of 3 m²)
- Major Culverts (A structure with the primary purpose of providing a passageway beneath a road or a path, usually but not necessarily for stormwater, with a minimum span or diameter of 1.8m, or a minimum waterway area of 3 m²)
- Drainage (Pits & Pit Lids, Surrounds & Grates – Not pipes)
- Pathways (Footpath & Shared Pathways – see full definition in appendix 1)
- Kerb & Channel
- Road Pavement
- Road Surface
- Signage (including regulatory & warning signs)

The RMP sets inspection intervals, intervention levels and response times as well as stating management systems which Council will implement to ensure that its responsibilities within the Act are met.

For Council to show that it has satisfied its statutory duty and duty of care to road users, it is required to demonstrate that it has in place a reasonable regime for inspecting and, where required, repairing and maintaining the road network. These aspects of inspection and response are dealt with in Section 5 and are the key components of this RMP.

Implementation and management of the RMP is consistent with Council's various strategic and corporate documents and policies, however, this document is and remains a stand-alone and all-encompassing policy document of the Moira Shire Council (for the inspection, repair and maintenance of public roads, paths and road infrastructure within the municipality of the Moira Shire Council) without recourse to any other policy, practice or procedure of the Council in relation to the performance of its public road, path and road infrastructure management functions.

2.2 PURPOSE

In accordance with Sections 1, 49 and 50 of the Act the purposes of this RMP are:

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- To establish a management system for the road management functions of the Council which is based on policy and operational objectives and available resources; and
- To specify the relevant standards in relation to the discharge of duties in the performance of those road management functions.

This RMP details the management system that the Council proposes to implement in the discharge of its duty to inspect, maintain and repair public roads for which the Council is responsible.

2.3 REVIEW OF THIS PLAN

2.3.1 Audit

A program of auditing, using internal auditors who alternate the scope of their annual audits to Inspection compliance and Response Times following inspections. Also another audit using external auditors is undertaken every four years for the purposes of ensuring that all the management systems in place are delivering the levels of service adopted by Council for its road network assets.

2.3.2 Plan Review

This RMP will be reviewed in accordance with Regulations 8 and 9 of the Regulations and will be conducted every four years in line with Council elections and by no later than 30 June following an election.

The review will consider the levels of service for road infrastructure on public roads maintained by this Council. Particular attention will be given to managing the demand for asset maintenance with the proposed level of resources made available through the Council budget.

2.3.3 Amendment

In conducting a review of the RMP, Council must ensure that the standards in relation to, and the priorities to be given to, the inspection, maintenance and repair of the roads and classes of road to which the RMP applies are reasonable in accordance with s.103 of the Act.

If the adopted level of service, i.e. tolerable level of defect and/or rectification response time, is not achievable, the level of maintenance effort may need to be varied. The level of service, the anticipated quantity of works and Council's budget and resources would have to be reviewed and a new RMP proposed.

Any revised RMP would be subject to the consultation and approval processes as detailed in Section 54 of the Act.

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3 LISTING OF ROAD INFRASTRUCTURE

3.1 CLASSIFICATION OF INFRASTRUCTURE

Council has adopted a hierarchy which provides for the classification of assets of a similar nature. The objective of a classification is to group assets based on factors including, but not limited to:

- Type and volume of use
- Standards of construction and maintenance

Details of Council's road hierarchy are included in Appendix 1.

3.2 ASSET REGISTERS

Council maintains asset registers of roads, roadways, pathways, road infrastructure or road related infrastructure for which Council is the responsible road authority.

3.2.1 Register of Public Roads

The Act places a mandatory requirement that a road authority keeps a register of public roads. The purpose of the Road Register (the Register) is to list those road assets which will be maintained by Council in accordance with this RMP. The Act provides guidance as to what must be included in the Register, which includes:

- Road name
- Date the road became a public road (if after 1 July 2004)
- Date the road ceases to be a public road
- Classification, if any
- Reference to any plan or instrument that fixes or varies the boundaries of the public road (if made after 1 July 2004,
- Any ancillary areas
- Reference to any arrangement under which management functions is transferred to or from another road authority
- Any matter required to be included by the relevant Road Minister under section 22 of the Act

The roads on the Register of Public Roads are those municipal roads that Council is responsible for and which Council considers are required for general public use.

Council's Register is held as a database. A copy of the Register is available for public viewing at the Municipal Offices. The mandatory information to be kept is listed in Schedule 1 of the Act and includes:

A hard copy record of the location of road assets is kept in the Road Names Folder. The Register is available to the public for inspection at no charge at the Municipal Offices located at 44 Station Street, Cobram, during normal business hours.

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3.2.2 Bridges & Major Culverts Asset Register

This register lists all bridges and major culverts for which Council is the responsible road authority. The register is held as a database and includes the following information:

- Age
- Description of type
- Dimensions
- Location
- Name
- Stream Name
- Tonnage

3.2.3 Pathways Asset Register

This register lists pathways for which Council is the responsible road authority. The register is held as a database and includes the following information:

- Description of type
- Dimension
- Location
- Side of road

3.2.4 Car Parks Asset Register

This register lists both on and off street car parks (not including private off-street car parks) that are maintained by this Council. Maintenance requirements for car park pavements, drains, signs and line markings are the same as Residential Access Roads as described in this RMP.

4 DEMARCATION OF RESPONSIBILITY

4.1 BORDERING MUNICIPALITIES

In the instance of boundary roads with other municipalities the responsibility is allocated according to an agreement between municipalities. The agreement allocates routine maintenance responsibility split on an equitable cost basis. Capital works and reseals costs are shared equitably by both municipalities. The Moira Shire Council borders:

- Campaspe Shire to the west
- Greater Shepparton City Council to the south
- Benalla Rural City Council to the south-east
- Rural City of Wangaratta to the east
- Indigo Shire to the north-east

4.2 ARTERIAL ROADS

For arterial urban roads VicRoads is the Coordinating Road Authority. Hard copy sketches of the line of demarcation between Council and VicRoads have been

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developed and can be viewed in the Act – Code of Practice
– Operational Responsibility for Public Roads [Codes of practice under the Road Management Act: VicRoads](#).

A State Road may be a Freeway, a Declared Arterial Road or a Non-Declared Arterial State Road.

Highways in the Moira Shire are:

- Murray Valley Highway; and
- Goulburn Valley Highway

Declared Arterial Roads in the Moira Shire are:

Official Name	Local Name
Barmah-Shepparton Road	Murray Street
Barooga Road	Broadway Street & Mookarri Street
Benalla-Tocumwal Road	Beek Street
Benalla-Yarrawonga Road	Belmore Street & Burley Road
Cobram South Road	Cobram South Road
Cobram-Koonoomoo Road	Cobram-Koonoomoo Road
Katamatite-Nathalia Road	Katamatite-Nathalia Road
Katamatite-Yarrawonga Road	Katamatite-Yarrawonga Road
Katamatite-Shepparton Road	Katamatite-Shepparton Road
Tungamah Main Road	Middleton Street
Wangaratta-Yarrawonga Road	Wangaratta-Yarrawonga Road

In the rural areas, VicRoads is responsible for the full width of the road reserve, from property line to property line.

4.3 CROWN LAND

A number of roads are located on crown land managed by the Department of Environment Land Water and Planning (DELWP) and Parks Victoria. Where these roads do not service a Council asset or ratepayer, the road may be the responsibility of the relevant Department. In some instances, a road may pass through the crown land and Council may remain the responsible authority, if the road is on the road register.

4.4 RAIL

The relevant rail authority is responsible for the maintenance of the road and infrastructure in the immediate vicinity of a rail crossing and some bridge structures. *The Rail Safety National Law Application Act 2013* requires Safety Interface Agreements which fully detail the areas of responsibility.

4.5 UTILITY SERVICES

The relevant service provider including water, gas, sewer, phone or power is responsible for the maintenance of its infrastructure located within the road reserve.

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4.6 PRIVATE STREETS

A private street may have been created from the subdivision of private land. Where the street has been constructed to Council's requirements and approved, the street shall be maintained in accordance with this RMP, when it is transferred to the roads register subject to Council either declaring the road or street to be a public highway under section 204(1) of the *Local Government Act 1989* or forming the view that the road is reasonably required for general public use.

4.7 OWNER RESPONSIBILITIES

4.7.1 Vehicle Crossings

The Act provides that a road authority is not liable for private vehicle crossings (driveways) and pathways on road reserves that provide access to land adjoining a road, this responsibility being with the adjoining landowner. Should Council be made aware of a defect within the area of a vehicle cross-over, Council will inform the property owner in writing of such defect and to inform/remind the property owner of their legal obligation to address and remedy the said defect. Failure to comply following issuance of the defect notice may result in the Property Owner issued with a penalty or Council may arrange to carry out such works as are necessary to ensure compliance with such notice, and all costs incurred shall be at the expense of the person on whom the notice was served. Refer 10.5 – Community Safety and Environment Local Law 2013 (No.1 of 2013).

Vehicle crossings must comply with Moira Shire Council's specifications and are subject to the requirements of the *Local Government Act 1989* and Council's Local Laws

Proposed new or altered cross overs to properties adjoining Arterial Roads require a Planning Permit under the *Planning and Environment Act 1987* before any works can commence.

Appendix 5 illustrates the layout of a typical vehicle cross-over showing the areas of responsibility of the road authority and that of the Property Owner.

4.7.2 Overhanging Vegetation

Council has an obligation to ensure a reasonable clearance envelope above pathways, shared pathways and trafficable lanes on roadways it is responsible for. A landowner has a responsibility to keep vegetation growing on their property from encroaching onto pathways, shared pathways and trafficable lanes on roadways. Under the provisions of Council's Local Laws Council may direct the landowner to trim overhanging branches.

4.7.3 Obstructing Pathways and Roads

Council's Community Safety and Environment Local Law 2013 Local law No.1 of 2013 states it is the responsibility of landowners to keep pathways and roads clear of obstructions, including circumstances relating to:

- Tables, chairs, shop displays and signs on pathways in commercial areas (refer to the Footpath Trading Guidelines available on the Moira Shire Council's website at www.moira.vic.gov.au)
- Obstructions on nature strips, and
- Weeds affecting visibility

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4.7.4 Nature Strips

Under s.107 of the Act 2004, Council has no statutory or common law duty to inspect, maintain or repair roadside. The Act describes "roadside" as:

"...any land that is within the boundaries of a road (other than the shoulders of the road) which is not a roadway or a pathway and includes the land on which any vehicle crossing or pathway which connects from a roadway or pathway on a road to other land has been constructed;

Example

Any nature strip, forest, bushland, grassland or landscaped area within the road reserve would be roadside."

Historically the landowner has undertaken mowing and upkeep as a part of the presentation of their property.

4.7.5 Consent to Perform Works in Road Reserve

In general, any person considering performing works in road reserves must obtain consent from the Coordinating Road Authority unless they are exempted under the *Road Management (Works & Infrastructure) Regulations 2015*. Advice and application forms based on the Act and are available from the Council offices for work on Council roads.

4.8 ACCESS CONTROL

Under the provisions of the Act a road authority may make a decision concerning access onto a public road in relation to:

- Location
- Restrictions of use
- Conditions, and
- Works

VicRoads may specify requirements for highways and main roads and Council for local roads.

Under the Planning Permit process, Council may impose conditions on a permit for the use or development of land in relation to:

- Stock Crossings
- Vehicle crossings
- Driveway dimensions
- Turning lanes, and
- School bus stopping areas

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5 STANDARDS FOR INSPECTION

5.1 INSPECTIONS

5.1.1 General

Council has developed an asset management inspection & defect assessment methodology document that meets the requirements of the Act, whilst accounting for the limited available funds Councils have to maintain extensive asset bases.

The main reasons for the inspection of road and road related infrastructure are:

- To identify defects that exceed stated intervention levels and act to minimise the risk of injury to the asset users; and
- To assist with long term infrastructure planning regarding the lifespan of such assets so as to minimise the financial impact to the community of major renewal projects.

The Council and the community collectively identify the defects on roads and road related assets. Inspections are performed in three modes as follows:

- Mode 1 Inspection by works officers (proactive maintenance) as per frequency shown in Appendix 2
- Mode 2 Inspection based on customer complaints or incident reports (reactive maintenance)
- Mode 3 General assessment by assigned officer or by independent team aimed at assisting with long term infrastructure planning regarding the lifespan of such assets (conditions)

It is important to note that Mode 3 inspections are not intended to identify individual defects, this is done through Mode 1 and 2 inspections.

Details of Mode 1 Inspections are included in Appendix 2

All inspections (regardless of whether a defect is identified or not) are recorded in **Council's asset management system and include the inspectors name, the inspection date and organization who conducted the inspection. All defects recorded include GPS location data or charges or both and are available for visual reference on Council's GIS mapping system.**

Road inspections are carried out using experienced internal staff or external organisations driving a registered motor vehicle within permitted speed limits and using current technology devices to allow visual recording of identified defects, GPS location points of reference and all **inspectors' details.**

Footpath & pathways, kerb & channel, drainage and bridge inspections are carried out by experienced internal staff or external organisations and are typically performed using a push bike, tricycle, quad bike or walking using current technology devices to allow visual recording of identified defects, GPS location points of reference and all **inspectors' details.**

Any defects identified on non-Council Infrastructure assets such as utility companies (e.g Telstra, **Water, Electricity, Gas**) are recorded in Council's Asset Management System and details of defects are forwarded to the responsible company by Council's Operations Department for them to undertake repairs or replacements as required. These utility companies typically have their own rectification timelines and Council takes no responsibility if these companies fail to undertake adequate repairs within a timely manner. Council will however, make the area as safe as is possible to prevent or minimize the risk of injury to the general public whilst awaiting rectification works by

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the utility companies.

6 STANDARDS FOR MAINTENANCE AND REPAIR

Council has determined standards in relation to the maintenance and repair of roads, pathways and other road infrastructure following the inspection and identification of defects exceeding or approaching agreed intervention levels.

Details of defect descriptions and intervention levels are included in Appendix 2 & Appendix 3a&3b.

All defects identified and confirmed as defects where urgent or immediate action is required **are recorded in Council's Asset Management Database** – Conquest and given a defect rating of five (5) meaning extreme. A works action is created in Conquest and remains open until works have been completed and the action is closed. The times in which these defects should be repaired or warning signs erected to make the area safe are also described in Appendix 3a and 3b. Once the defect area has been made safe the defect rating may be lowered until the defect repair has been completed and the works action is closed.

Defects can be identified via routine asset inspections or via reporting of a potential defect through Council's **Customer Request Management System (CRM)**. A CRM when raised triggers the requirement for an asset inspection to be undertaken.

If the inspection confirms a defect is present, the defect is rated accordingly and programmed for repair works as per the timeframes shown in appendix 3a and 3b or **as documented in Council's Road Asset Management Plan**.

Defects identified as not being extreme (5) may be rated between one (1) and four (4), may have a works action created in Conquest and may be placed on future works programs **within the response timeframes as documented in Council's Road Asset Management Plan** or as resources permit.

If a defect is validated and recorded as having reached or exceeded intervention level criteria as shown in appendix 3a and 3b, either through the Council's mode 1 routine maintenance inspections, or on a mode 2 inspection, Council will take appropriate action to reduce the risk of an incident by means of appropriate warning until the maintenance/repair works are completed.

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7 EXCEPTIONAL CIRCUMSTANCES - "FORCE MAJEURE"

Council will make every endeavour to meet all aspects of its RMP. However, in the event of natural disasters and other events including, but not limited to, fires, floods, droughts, pandemics and the like, together with human factors, such as Government interventions, lack of Council staff or suitably qualified contractors, pursuant with section 83 of the *Victorian Wrongs Act 1958*, as amended, Council reserves the right to suspend compliance with its RMP.

In the event that the Chief Executive Officer of the Council has considered the impact of such an event on the limited financial and other resources of the Council and the Council's **other competing priorities and budgetary constraints** (whether or not in conjunction with the Council), and has determined that any standards of the or requirements in the Plan cannot be adequately met, then pursuant to and reliant on the principles set out in Section 83 and otherwise they will write to Council's **officer** in charge of its RMP and inform them that some, or all, of the timeframes and response times are to be suspended.

Council statements to inform residents about the suspension or reduction of the **services under the RMP due to the 'exceptional circumstances'** will include reference to how the work that will be done has been prioritized, and the estimated period for which it is likely to be affected.

Once the events beyond the control of Council have abated, or if the events have partly abated, Council's **CEO will write to Council's Officer responsible for Council's Plan and inform them which parts of Council's Plan are to be reactivated and the timeframes for each part of the RMP to be reactivated.**

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8 APPENDICES

Appendix 1 – Hierarchies

Appendix 2 – Details of Mode 1 Inspections

Appendix 3a – Response Times Following Inspection - Roads & Road Related Assets

Appendix 3b – Response Times Pathways

Appendix 4 - Township CBD High Usage Footpath and Kerb Maps

Appendix 5 - Typical Vehicle Cross-Over

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Appendix 1 – Hierarchies

Road Hierarchy

Classification		Function	Accessibility	Surface
Urban	Link	Link between declared roads or industrial centres. Estimated to carry greater than 1,000 Vehicles per day (VPD).	All Weather Access	Gravel or Sealed
	Collector	Connects into residential areas, minor industrial centres or conveys traffic to link or arterial roads. Estimated to carry greater than 500 to less than 1,000 VPD.	All Weather Access	Gravel or Sealed
	Residential Access – (Local Access)	Access to residences or secondary commercial areas. Estimated to carry less than 500 VPD.	All Weather Access	Gravel or Sealed
	Laneway	Access to rear of properties, for property occupiers. Estimated to carry less than 100 VPD.	All Weather Access	Gravel or Sealed
Rural	Link	Link between townships, arterial roads, or industrial centres. Estimated to carry greater than 500 VPD	All Weather Access	Gravel or Sealed
	Collector	Connects between localities and industrial centres or conveys traffic to link or declared roads. Estimated to carry 100 to less than 500 VPD	All Weather Access	Gravel or Sealed
	Residential Access – (Local Access)	Primary access to residences, or roads with significant traffic. Estimated to carry less than 100 VPD	All Weather Access	Gravel or Sealed
	Farm Access & Laneway	Farm Access roads to residences or roads with some traffic but no residences. Estimated to carry less than 100 VPD	Dry Weather Only	Formed using local pavement materials
	Tracks	Other property access, river access, fire access	Dry Weather Only	Unformed or Formed using natural materials

Pathway Hierarchy

Classification	Function
High Usage	Pathways within the CBD areas as shown in appendix 4 in the townships of: <ul style="list-style-type: none"> • Cobram • Nathalia • Numurkah • Yarrawonga
Low Usage	Pathways that are not located in the high usage areas.

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Definition of Pathway under the Act - Under Part 1 – Definitions of the *Road Management Act 2004*, a pathway is defined as:

**pathway* means a footpath, bicycle path or other area constructed or developed by a responsible road authority for use by members of the public other than with a motor vehicle but does not include any path

- (a) Which has not been constructed by a responsible road authority; or
- (b) Which connects to other land;

Examples

A footpath or bicycle path constructed on a road reserve by a responsible road authority for use by the general public would be a pathway.

A foot trodden track over roadside land or a path that connects from a roadway or footpath to privately owned land would not be a pathway.

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Appendix 2 – Details of Mode 1 Inspections

Asset Type	Criteria	Frequency
Sealed Roads	<ul style="list-style-type: none"> • Potholing • Crocodile Cracking • Longitudinal Cracking • Major Failures • Pavement deformation • Edge Break • Edge Drop Off • Pavement Markings (Line, Text, Symbol) 	Link Roads – Minimum three times per year Collector Roads – Minimum Twice per year Residential Access Roads – Minimum once per year
Unsealed Roads (link, collector and residential access) –all weather roads	<ul style="list-style-type: none"> • Potholing • Pavement deformities • Major Failures 	Link Roads – Minimum three times per year Collector Roads – Minimum twice per year Residential Access Roads – Minimum once per year
Unsealed Roads (Farm access)	<ul style="list-style-type: none"> • Pavement deformities • Potholing 	Minimum once per year
Sealed Laneway	<ul style="list-style-type: none"> • Potholing • Clearance envelope 	Minimum once per year
Unsealed Laneway	<ul style="list-style-type: none"> • Potholing • Clearance envelope 	Minimum once per year
Regulatory and Warning Sign Inspections	<ul style="list-style-type: none"> • Damaged • Missing • Reflectivity (Night Time Only) 	Daylight Inspections - Minimum once per year Night Inspections - Minimum once per year
Bridges & Major Culverts The primary reasons for conducting Level 1 (mode 1) inspections are: To check the general serviceability of the structure for obvious signs of defects which might affect the immediate safety of road users To identify maintenance items that require immediate action and/or to schedule routine maintenance for completion at a later date.	<ul style="list-style-type: none"> • Dirt or vegetation • Running or Wearing Surface • Stream Maintenance • Warning signs and furniture • Accident Damage • Road approach • Post Flood events 	Level 1 Bridge Inspection - Minimum once per year Also, within six (6) months for Post Flood Events at Level 1 Bridge Inspection
Pathways	<ul style="list-style-type: none"> • Vertical Lips • Undulations • Potholes/Depressions • Displacement • Clearance envelope • Vegetation overgrowth • Cracks & breaks • Edge drop 	Within 13 months of previous inspection for pathways classified as High usage Every two years for pathways classified as Low usage

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Kerb & Channel	<ul style="list-style-type: none"> • Broken structure (spalling or displacement) • Cracks & breaks • Edge drop – Back of Kerb • Uplift or subsidence 	<p>As per High Use Pathway Inspections</p> <p>As per Low Use pathway inspections for all other Kerb & Channel</p>
Safety Barriers / Guard rails / Guideposts)	<ul style="list-style-type: none"> • Damaged • Missing 	Inspected as part of the road - mode 3 inspection type

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Appendix 3a – Response Times Following Inspection - Roads & Road Related Assets

Intervention Thresholds & Repair Response Times - Urban & Rural Areas

Hazard Description & Intervention Thresholds	Link	Collector	Residential Access & Laneways	Farm Access & Laneways & Tracks
1. Sealed Pavement				
1.1 Pothole in traffic lane greater than 300mm diameter and greater than 100mm deep.	2 weeks	2 weeks	3 months	12 months
1.2 Area in traffic lane where the seal is missing or cracked and can be removed by hand. Includes crocodile cracking greater than 3sqm & longitudinal cracking greater than 10m in length	2 weeks	2 weeks	3 months	12 months
1.3 Major Failures greater than 50 sqm.	12 months	12 months	12 months	12 months
1.4 Deformation greater 100mm measured with 1.2m straight edge transverse, or under a 3m straight edge longitudinal.	3 months	3 months	3 months	3 months
	12 months	12 months	12 months	12 months
1.5 Edge break exceeds 150mm laterally over at least a 10m length from the nominal edge of seal.	8 weeks	16 weeks	24 weeks	12 months
1.6 Edge drops onto unsealed shoulder greater than 75mm and greater than 10m in length.	16 weeks	32 weeks	48 weeks	12 months
1.7 Pavement Markings (Line, Text, Symbol) - missing or illegible pavement markings making them substantially ineffective.	12 months	12 months	12 months	12 months
2. Unsealed Roads				
2.1 Pothole in traffic lane greater than 500mm diameter and greater than 150mm deep.	4 weeks	4 weeks	3 months	12 months
2.2 Pavement Deformities (rutting, corrugation).	8 weeks	16 weeks	24 weeks	12 months
2.3 Major Failures (i.e. washout).	12 months	12 months	12 months	12 months

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Hazard Description & Intervention Thresholds	Link	Collector	Residential Access & Laneways	Farm Access & Laneways & Tracks
3. Obstruction & Substances in Traffic Lane				
3.1 Washaways, subsidence or other damage to a traffic lane or immediately adjacent to a traffic lane that presents an extreme risk hazard to the travelling public. Initial response to be signage or other treatment to reduce risk	48 hours	48 hours	48 hours	N/A
3.2 Fallen trees, oil spills or stray livestock or other obstructions Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours	48 hours	N/A
3.3 Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials or other obstructions Initial response to be signage or other treatment to reduce risk	48 hours	48 hours	48 hours	N/A
3.4 Tree limbs protruding into the traffic lane or otherwise presenting an extreme risk hazard to the travelling public	48 hours	48 hours	48 hours	N/A
4. Drainage / Kerb				
4.1 Damaged, blocked, missing drainage pit lids, surrounds or grates in or adjacent to traffic lanes Initial response to be signage or other treatment to reduce risk	48 hours	48 hours	1 month	N/A
4.2 Kerb & Channel – Displacement greater than 40mm	6 months	6 months	12 months	N/A
4.3 Kerb & Channel – Missing Back of Kerb greater than 1 metre	6 months	6 months	12 months	N/A
5. Roadside Furniture				
5.1 Safety barriers missing or damaged making them substantially ineffective	3 months	3 months	12 months	12 months
5.2 Regulatory Stop signs & Give way signs missing, damaged or illegible	1 week	1 week	1 week	2 weeks
5.3 Other Regulatory signs missing, damaged or illegible	1 month	1 month	3 months	3 months
5.4 Warning Signs - missing or illegible	3 months	3 months	12 months	12 months

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Hazard Description & Intervention Thresholds	Link	Collector	Residential Access & Laneways	Farm Access & Laneways & Tracks
6. Structures - Bridges & Major Culverts				
6.1 Dirt or vegetation build-up having an extreme impact on correct operation or structural integrity - Clear and clean when any accumulation of material causes interruption to the escape of drainage water, or the operation of expansion joints	48 hours	48 hours	48 hours	12 months
6.2 Running or wearing surface damage - Repair of bridge deck or road surface causing an extreme risk hazard to road users.	48 hours	48 hours	48 hours	12 months
6.3 Stream Maintenance - Clearing of debris >400mm or logs > 150mm diameter from streams within 10 m of structure.	1 week	1 week	1 week	12 months
6.4 Warning Signs and Bridge Furniture - damaged, missing or illegible	3 months	3 months	12 months	12 months
6.5 Accident Damage - When damage is considered to cause an extreme risk hazard to road users or to the structural integrity of the bridge.	48 hours	48 hours	48 hours	12 months
6.6 Road Approach - When approach or abutment degradation is considered to cause an extreme risk hazard to road users.	48 hours	48 hours	48 hours	12 months
6.7 Extreme defects identified from a level 2 inspection which potentially endanger the capacity and stability of the structure. Generally rated condition 4 as per Vic Roads - Roads Structure Inspection Manual	Detailed engineering inspection (Level 3) within 3 months	Detailed engineering inspection (Level 3) within 3 months	Detailed engineering inspection (Level 3) within 3 months	Detailed engineering inspection (Level 3) within 3 months

The response for each of the hazards described in the above tables shall be to inspect and rectify if possible, or provide appropriate hazard warning to reduce level of risk.

Where, because of the nature of the repair required, level of resources required or workload, it is not possible to rectify within the time shown in the above table, Council shall implement appropriate hazard warning until the repair can be completed.

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4. A WELL RUN COUNCIL

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

Appendix 3b – Response Times Pathways

Intervention Thresholds & Repair Response Times – Footpaths & Pathways

Hazard Description & Intervention Threshold	Repair Response Time	
	High	Low
1. Pathway surface		
1.1 Surface having a step greater than 25mm	1 month	12 months
1.2 Undulations - Footpath mounds or depressions >100mm under a 1.2m straight edge	1 month	12 months
1.3 Depression/deformation greater than 50mm measured under a 3 metre straight edge on sealed surface	1 month	12 months
1.4 Cracking greater than 25mm wide and greater than 300mm in length	1 month	12 months
1.5 Edge drop greater than 100mm from pathway surface to adjacent ground (excluding kerbs) and greater than 10m in length	1 month	12 months
1.6 Displacement greater than 25mm	1 month	12 months
2. Obstruction & Substances on Pathway		
2.1 Material fallen from a vehicle, wet clay, other slippery substances and hazardous materials on any surface Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours
2.2 Fallen trees or other obstacles that obstruct traffic Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours
3. Drainage		
3.1 Damaged or missing pit lids, surrounds and grates within pathway. (Make safe and report to pit owner if not Council's) Initial response to be signage or other treatment to reduce risk if item cannot be immediately removed	48 hours	48 hours
4. Vegetation		
4.1 Vegetation which presents a physical hazard to the public intruding into a clearance envelope between edges of pathway and at 2.5 metre height clearance over pathway	3 months	12 months
5. Pathside furniture		
5.1 Safety barriers or guideposts missing or damaged	3 months	12 months
5.2 Safety signs missing, illegible or damaged	3 months	12 months

The response for each of the hazards described in the above tables shall be to inspect and rectify if possible, or provide appropriate hazard warning to reduce level of risk.

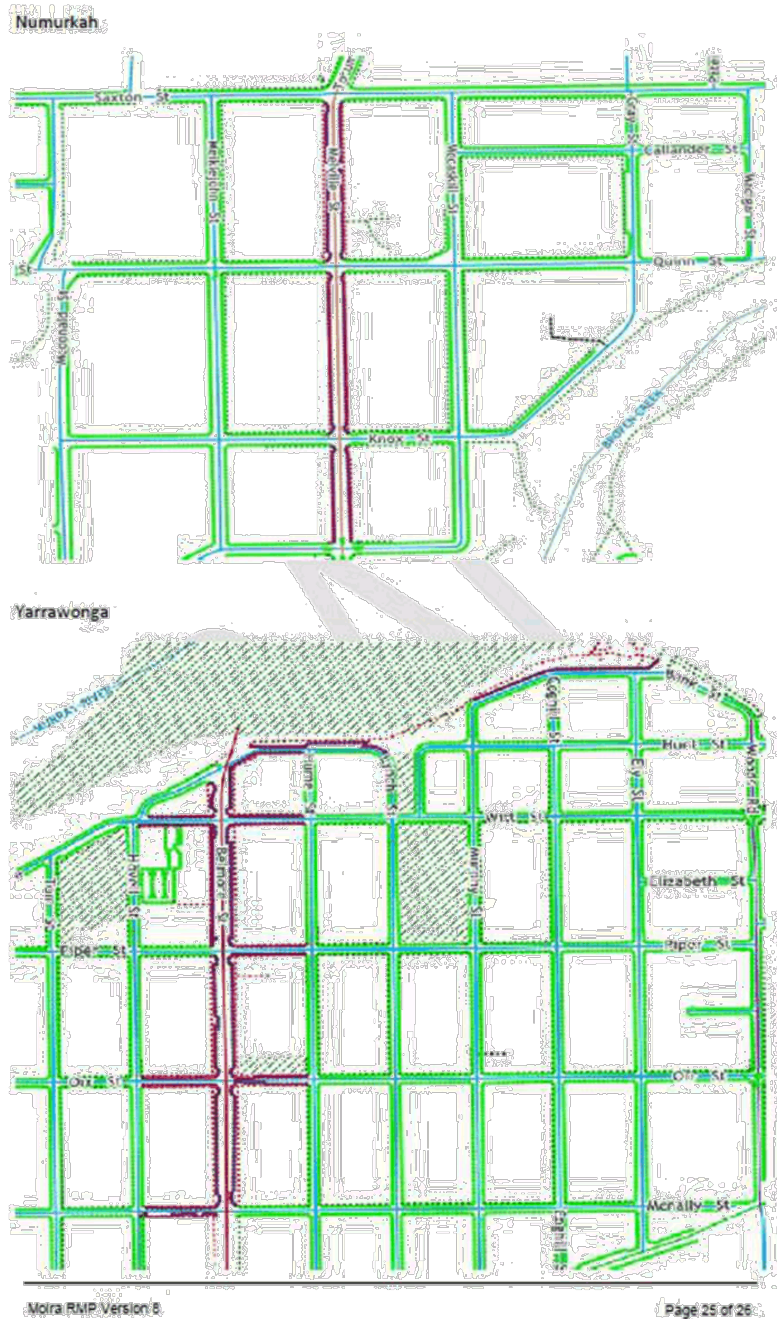
Where, because of the nature of the repair required, level of resources required or workload, it is not possible to rectify within the time shown in the above table, Council shall implement appropriate hazard warning until the repair can be completed

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

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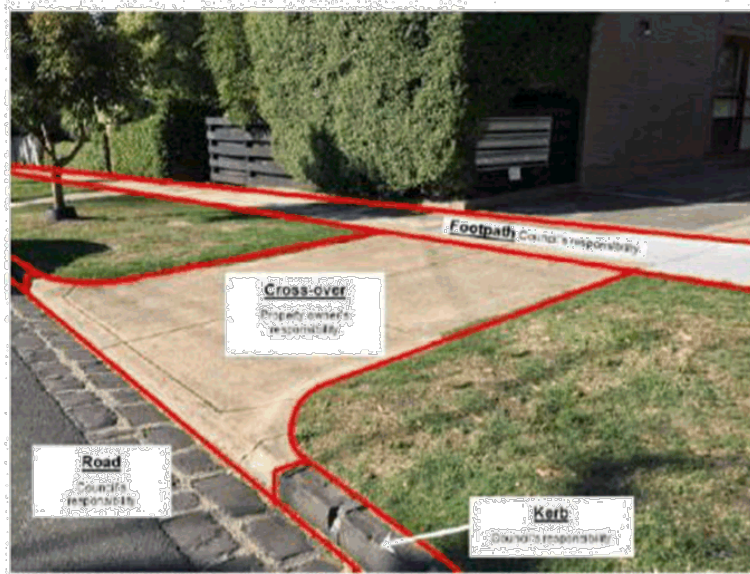
FILE NO: F21/6
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ROAD MANAGEMENT PLAN REVIEW (cont'd)

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Appendix 5 – Typical Vehicle Cross-Over



**"Roadside" the Road Management Act, specifically states that a road authority does not have a statutory or common law duty to inspect, maintain or repair 'roadside' refer to S.107 of the Act.*

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

Appendix One - Public Consultation - Summary of Submissions Received

Below is a summary of submissions received during the first round of community consultation in the review of the Road Management Plan. The first round of community consultation closed on 26 February 2021.

	Summary of submission	Review Committee Response
1	Complaint about condition of Campbell Road south of the Murray Valley Highway.	Campbell Road has just been widened between Pullar Rd and Healy Road as part of the blackspot program. The section between the MV Highway and Pullar Road wasn't included in the Blackspot funded works.
2	Complaint about condition of Main street Cobram needing a resurface due to number of seal patch repairs. Also the need to upgrade the GWW channel bridge crossing on Labuan Road south of Allerts Road being only one lane wide.	Council is aware of the condition of Main Street Cobram cause by maintenance to Goulburn Valley Water (GVW) water main. Council could consider resurfacing Main Street once GVW has completed a renewal of their water main.
3	Request for the gravel resheeting of Koonoomoo-Mywee Road due to continuous potholing.	Budget request and outside the purpose of the review for the Road Management Plan.
4	Intersection roads along the Murray Valley Highway from Cobram to Yarrawonga suffering from seal edge breaks and through traffic lanes in Belmore Street Yarrawonga has uneven surfaces.	maintenance for the traffic lanes in Belmore Street, Yarrawonga comes under Regional Roads Victoria's responsibility. Maintenance of intersection bellmouth seals along the Murray Valley Highway also comes under the responsibility of Regional Roads Victoria.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

	Summary of submission	Review Committee Response
5	Intersection of Clive Puls Court and Campbell Road, Cobram, residents leaving the court to enter Campbell Road have trouble seeing oncoming traffic due to restricted view due fire services water tank within the grounds of Ottrely Homes and the car park obscuring their vision.	Clive Puls Court is a private road located within the property boundaries of Ottrely Homes, therefore outside Council's responsibility. Suggest that Council Officers bring this matter to the attention of the management for Ottrely Homes.
6	Request to upgrade the pavement surface from gravel to asphalt at the intersection of Cotton Road and Cassidy Road due to potholes regularly occurring.	Both roads are gravel roads and listed as "Collector" roads under Council's Road Hierarchy. Budget request and outside the purpose of the review of the road management plan.
7	Suggested more upgraded pram crossings for wheel chair access and also review of Appendix 2 - Details of Mode 1 inspections to assess camber as criteria for assessing pathways. Finds it difficult to chair a manual wheelchair in a straight line if camber too high.	Upgrading of pram crossings comes under the footpath renewal program. Typical footpath crossfall is 1 in 40 for all new footpaths. Existing footpaths that have steeper grades can be addressed at time of replacement under the renewal program.
8	Complaint about Murray Valley Highway with safety concerns of narrow seal width, gravel shoulders, intersections with Giveaway signage should be upgraded to STOP signs.	Complaint forward to Regional Roads Victoria for their response as they are the responsible authority for the highway. Outside the purpose of the review for the Road Management Plan.
9	Widening of heavily used sealed roads that act as a preferred bypass of Yarrawonga. Suggested roads are southern end of Whites Road, full length of Carmichael Road and southern end of McPhails Road. Removal of tree growth in road carriageway across the whole shire, road carriageway getting too narrow due to tree growth in shoulders making it difficult for moving machinery.	Appendix 3a - Items 3.2 and 3.4 only make reference to fallen tree limbs obstructing into the traffic lanes. Ideally, traffic lanes including shoulders should be clear of new growth and have a minimum clearance height of 4.6m (cattle trucks have a height of 4.5m). Widening of road seals is considered a budget request and should go through the budget process.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

	Summary of submission	Review Committee Response
	Has requested if he speak to his submission to a Council Briefing.	
10	Request for sealing of Coxon Avenue in Numurkah.	Dust suppressant sealing of Coxon Avenue is included on the list of capital projects being considered by the Council for inclusion in the 21/22 Budget.
11	Change speed sign at the north side of the roundabout at Gilmore Street & McLeod Street Yarrawonga from 60km to 50km.	Request forward to the Traffic Liaison Committee for consideration. Traffic speed change request and outside the purpose of the review of the road management plan.

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

Appendix Two - MAV Insurance - Summary of Proposed Amendments

NO.	MAV Observation	MAV Recommendations	Council Comments
1.1	<p>Page 6, Section 2.3.1 Audit. The following is specified:</p> <p><i>"A program of auditing, using both internal and external auditors, is in place for the purposes of ensuring that all the management systems in place are delivering the levels of service adopted by Council for its road network assets."</i></p> <p>The Council RMP does not specify the interval timings for the internal and external review.</p> <p>More specifically, no information is provided within the RMP in regards to what approach is taken when/if Non-Compliance issues are identified.</p>	<p>It is recommended that the internal and external audits / reviews of Council's compliance with their RMP's are undertaken at regular intervals and be in addition to the reviews required by the legislation. It is recommended that the process for undertaking the internal audits / reviews is specified within the RMP.</p> <p>Where non-compliance has been identified, Council should ensure such issues are formally documented, responded to and escalated (e.g. senior management and/or the Audit and Risk Committee).</p>	<p>Has been amended to include external audits at 4 year intervals and internal audits at 2 year intervals.</p>
1.2	<p>Page 10, Section 4.7.1 Owner Responsibilities</p> <p>While the description provided here is reasonably accurate, many Councils have chosen to include a diagram of a vehicle crossover to further clarify the demarcation of responsibilities relevant to private crossovers.</p>	<p>Council should consider including a diagram of a crossover and footpath / nature strip area to clearly designate the areas of responsibility.</p> <p>Annexure 1 illustrates the layout of a typical vehicle cross-over showing the areas of responsibility of the road authority and that of the Property Owner.</p>	<p>Diagram now included in Appendix 5 of the Draft Road Management Plan</p>

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
1.3	<p>Page 10, Section 4.7.1 Owner Responsibilities The following is specified: "The Road Management Act 2004 provides that a road authority is not liable for private vehicle crossings (driveways) and pathways on road reserves that provide access to land adjoining a road, this responsibility being with the adjoining landowner." The RMP does not state the process of informing the landowner if a defect has been found within the area for the landowner in responsible.</p>	<p>Should Council be made aware of a defect within the area of the crossover, it is suggested that the property owner be informed of the identified defect and of their obligation to address it. Naturally, we suggest that such notification be appropriately documented and recorded as evidence of contact. Furthermore, Council may consider implementing a respective Local Law outlining the process implemented should the landowner fail to repair identified defects within the area for which they are responsible. E.g. a number of other Councils have adopted the approach whereby, after a certain timeframe, Council will implement repairs on behalf of the landowner and charge respective costs of repair to the respective landowner.</p>	<p>Section 4.7.1 amended to include reference of communication with the adjoining landowner for identified defects within the area of their driveway crossover.</p>
1.4	<p>Page 12, 5.1.1 General The following is specified: " Mode 1 Inspection by works officers (proactive maintenance) as per frequency shown in Appendix A" The abovementioned Appendix A does not exist in the Council RMP. Instead, the</p>	<p>Council should ensure the references made to the Appendices in the body of the RMP are correctly stated to avoid confusion or misinterpretation.</p>	<p>Has been corrected.</p>

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
1.5	<p>appendices are referenced with numbers. This section is likely referring to Appendix 3A.</p> <p>Page 12, 5.1.1 General The following is specified: <i>" Mode 1 Inspection by works officers (proactive maintenance) as per frequency shown in Appendix A "</i></p> <p>No details are provided in regards to how such inspections are documented/recorded.</p>	<p>It is recommended that Council briefly state the inspection and documentation process for proactive inspections. For example;</p> <ul style="list-style-type: none"> - Are all proactive inspections documented regardless of whether a defect is identified? - Are the footpath / shared pathway inspections completed in car or on foot? - Ideally, the location of a defect should be linked to a GPS location, a house number, or the chainage for documentation and follow up purposes. 	<p>Now included in methodology</p>
1.6	<p>Inspection Methods</p> <p>No information is provided within the RMP outlining the methodology for conducting inspections (i.e. allocation of responsibilities, skills required, and tools/devices used to confirm compliance, etc.).</p>	<p>Council should consider developing an inspection manual (with reference provided within the RMP), with consideration for the following points:</p> <ul style="list-style-type: none"> - The training requirements of the staff undertaking the inspections: - What will they need to be able to complete the inspections to an 	<p>Methodology of inspections now included</p>

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
1.7	<p>Other Asset Owners</p> <p>No details are provided in regards to how other asset owners are notified of any defects identified.</p>	<p>appropriate standard? Measuring tools? Camera? Record system?</p> <ul style="list-style-type: none"> - Photographs of different types of hazards, the circumstances under which photographs are taken and how, and the maintenance outcomes required. - It is strongly recommended that footpath/shared pathway inspections, kerb & channel inspections and drainage inspections should not be done from a moving car. <p>Reference to this inspection manual should ideally be placed on Page 12 Section 5.1. Inspections.</p>	<p>Section 5.1.1 updated to include methodology for notifying other asset owners for defects.</p>

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
1.8	<p>Page 12, Section 6 Standards for Maintenance and Repair The following is specified:</p> <p><i>"Details of defect descriptions and Intervention levels are included in Appendix 2 & 3."</i></p> <p><i>"The times in which these defects should be repaired or warning signs erected to make the area safe are also described in Appendix 3."</i></p> <p><i>"If the inspection confirms a defect is present, the defect is rated accordingly and programmed for repair works as per the timeframes shown in appendix 3..."</i></p> <p><i>"If a defect is validated and recorded as having reached or exceeded intervention level criteria as shown in appendix 3 either..."</i></p> <p>In the RMP, the Appendix 3 has been split into Appendix 3a and 3b. Not clearly listing the correct reference of the appendices in the body of the document can lead to confusion and misinterpreted information.</p>	<p>This section should ideally be placed on Page 12, Section 5 Standards for Inspection.</p> <p>It is recommended that Council review the document and ensure all references made to the Appendices are correctly labelled.</p>	<p>Has been corrected</p>

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
1.9	<p>Page 12, Section 6 Standards for Maintenance and Repair The following is specified:</p> <p><i>"Defects identified as not being extreme (5) are rated between one (1) and four (4) have a works action created in Conquest and are placed on future works programs within the response timeframes as documented in Council's Road Asset Management Plan and or as resources permit."</i></p> <p>There are no references to "rating" defects extreme (5) or otherwise in this document (likely a remaining section from a previous system used). Rather the RMP has adopted the hierarchy system where defects are measured by their intervention levels (which is recommended).</p>	<p>As the Council is no longer using the "rating system", it is recommended this be removed from the document to avoid misunderstanding and confusion with the current Council defect management system.</p>	<p>Amendment made</p>
1.10	<p>Page 12, Section 6 Standards for Maintenance and Repair</p> <p>This section of the RMP does not clearly outline the flow of inspection/maintenance process in relation to the type of inspections conducted (e.g. reactive and proactive inspections).</p>	<p>It is recommended that Council develop a workflow diagram of the defect identification and inspection/maintenance process. The process flow will provide a clear outline of how such reactive/proactive inspections are documented/recorded and/or the type of system utilised based on the defect levels.</p>	<p>Not included</p>
1.11	<p>Page 13, Section 7 "Force Majeure"</p>	<p>Although not mandatory, in the interests of keeping documentation in "Plain English",</p>	<p>"Exceptional Circumstances" added to the heading.</p>

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ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
1.12	<p>Page 13, Section 7 Force Majeure</p> <p>No information on how the stakeholders will be notified of the changes to the RMP.</p>	<p>it is recommended that the term "Exceptional Circumstances" be used.</p> <p>The Council should consider adding the below to ensure the changes/suspension of the RMP are well-communicated with the stakeholders.</p> <p><i>"Council statements to residents about the suspension or reduction of the services under the RMP will include reference to how the work that will be done has been prioritised, and the period for which it is likely to be affected."</i></p> <p>Additionally, Council should consider including "pandemic" and "government intervention" as specific events which may be a cause of invoking this exceptional circumstances clause and temporarily suspend Road Management Plan related activities.</p>	<p>Amendments made</p>
1.13	<p>Page 18-19, Appendix 3a – Response Times Following Inspection</p> <p>– Roads & Road Related Assets</p> <p>There are a number of defect types with response timeframes that are not reflective of a risk-based approach to allocation of resources (i.e. where defects are repaired in</p>	<p>Council should consider reviewing the timeframes specified for these listed defect types to ensure, where practicable, they are more reflective of a risk-based approach to the allocation of resources (i.e. where defects are repaired in a shorter timeframe according to the</p>	<p>1.3 – Major Failures – no change as works are programmed on an annual basis as part of the annual pavement stabilisation program.</p> <p>1.4 – Deformations – Traverse measured a 1.2m straight edge will now have a response time for repairs at 3 months.</p>

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4. A WELL RUN COUNCIL

ITEM NO: 10.4.2

ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
	<p>a shorter timeframe according to the hierarchy/usage of the asset on which they're identified), including the following:</p> <ul style="list-style-type: none"> • 1.3 Major Failures greater than 50 sqm (all 12 months) • 1.4 Deformation greater than 100mm under a 3 meter long straight edge (all 12 months) • Pavement Markings (Line, Text, Symbol) – missing or illegible pavement markings making them substantially ineffective (all 12 months) • 2.3 Major Failures (i.e. washout) – all 12 months <p>While this may be reasonable for Emergency/high risk type defects (e.g. Fallen trees), adopting the same response timeframe regardless of the hierarchy/usage of the asset on which they're identified may be used to cast doubt on the reasonableness of Council's adopted response timeframes.</p>	<p>hierarchy/usage of the asset on which they're identified).</p> <p>Council should consider reviewing other Council RMPs as a reference to ensure the standard/wording adopted is reasonably reflective of that typically adopted across the sector.</p>	<p>Longitudinal deformations measured under a 3m straight edge will continue to have a response time for repairs at 12 months as these works are programmed on an annual basis as part of the annual pavement stabilisation program.</p> <p>1.7 –Pavement Markings –no changes proposed for response times as works form part of annual line marking program.</p> <p>2.3 – Major Failures (washouts) – no changes proposed for response times as works form part of annual works program.</p>
1.14	<p>Page 19, Section 5 Roadside Furniture The following is stated: "Regulatory Stop signs & Give way signs missing, damaged or illegible"</p>	<p>Council should consider using the words "damaged" or "illegible" with a measurable defect intervention level (e.g. 50% sign legend illegible at 150 m under low beam or in daylight).</p>	<p>Words "damaged" or "illegible" added but measurable defect intervention level as suggested not included on the basis of being able to measure accuracy with certainty.</p>

FILE NO: F21/6
4. A WELL RUN COUNCIL

ITEM NO: 10.4.2

ROAD MANAGEMENT PLAN REVIEW (cont'd)

ATTACHMENT No [2] - Road Management Plan Review Report May 2021

NO.	MAV Observation	MAV Recommendations	Council Comments
1.15	<p><i>"Other Regulatory signs missing, damaged or illegible"</i> <i>"Warning Signs - missing or illegible"</i></p> <p>Page 19, Section 5 Roadside Furniture The following is stated: <i>"Regulatory Stop signs & Give way signs missing, damaged or illegible"</i> <i>"Other Regulatory signs missing, damaged or illegible"</i> <i>"Warning Signs - missing or illegible"</i></p>	<p>Council should consider using the words "damaged" or "illegible" with a measurable defect intervention level (e.g. 50% sign legend illegible at 150 m under low beam or in daylight).</p>	<p>Words "damaged" or "illegible" added but measurable defect intervention level as suggested not included on the basis of being able to measure accuracy with certainty</p>

FILE NO: C003/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.3

C003/21 - SUPPLY AND DELIVERY OF OUTDOOR UNIFORM

RECOMMENDATION

That Council:

1. Award the contract for C003/21 Supply and Delivery of Outdoor Uniform to Worklocker Cobram.
2. Authorise the Chief Executive Officer to sign and seal the contract documents.

1. Executive Summary

Moira Shire Council invited submissions to supply and deliver Council's staff with a professional range of corporate outdoor uniform and personal protective clothing.

After consideration of the submissions, the evaluation panel recommends that contract C003/21 be awarded to Worklocker Cobram.

2. Background and Options

Moira Shire Council supply employees who are based outdoors with a standardised uniform embroidered with the company logo that meets personal protective clothing requirements, provides high visibility and presents a professional and consistent corporate image to the community. Council required the following services to be provided as part of the supply of outdoor uniforms contract:

- Suitable options made available for each garment listed in the Price Schedule.
- Sizes must range from extra small to 4XL with trouser sizes available in stout and tall.
- All garments are to be compliant with Australian Standards.
- One onsite fitting to be provided in August each year at a mutually agreed time.
- All orders from the annual fitting will be individually packed, identified with the employees' name and delivered to Council within six weeks from the date of the fitting.
- Individual uniform orders to be supplied when a full set of uniform for new employees is required or when items are unfit for wear and need to be replaced.
- Individual orders will be emailed to the Contractor from the Contract Supervisor. The order must be individually packed, identified with the employees' name and delivered within four weeks of receipt of the order.
- Ongoing delivery or courier service to be provided for samples to be sent and returned.
- Garments must be exchanged free of charge if they do not comply with the order requirements or are damaged.
- Contractor to indicate alternative ranges available for garments that become obsolete or where there are any changes in a range.

This is a Schedule of Rates contract for an initial term of 1 year commencing on the date noted on the letter of acceptance or date agreed between Council and Contractor. Upon mutual agreement the contract may be extended by single periods of 12 months to a maximum contract period of three years (1+1+1).

FILE NO: C003/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.3

C003/21 - SUPPLY AND DELIVERY OF OUTDOOR UNIFORM (cont'd)

Date of Public Notice

Paper	Date
TenderSearch	13 February 2021
Border Mail	13 February 2021
Shepparton News	16 February 2021
Cobram Courier	17 February 2021
Numurkah Leader	17 February 2021
Yarrawonga Chronicle	17 February 2021

Submissions closed 10 March 2021.

Receipt of Tenders

10 submissions were received.

Supervision

Superintendent: Executive Manager Operations

Superintendent Representative: Team Leader Administration Operations

Panel Membership

Staff in the following positions independently evaluated the submissions:

- Team Leader Administration Operations
- Team Leader Yarrawonga Depot
- Leading Hand Tungamah

The Procurement Coordinator moderated the tender evaluation.

Non-conforming tenders

No submission was considered to be non-conforming.

Tender Evaluation

The evaluation was a two staged process. The initial stage was based on selection criteria. The second stage was a presentation of the products to assess the quality of the products priced in the tender submission.

FILE NO: C003/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.3

C003/21 - SUPPLY AND DELIVERY OF OUTDOOR UNIFORM (cont'd)

Stage 1 – Evaluation Process – Selection Criteria

Submitted Tenders were evaluated based on the following criteria and its respective weightings.

Evaluation Criteria	Evaluation Weighting
Price	30%
Track Record	20%
Staff and Resources	10%
Management of Schedules	20%
Compliance with Specification	10%
Contribution to Local Economy	10%

Stage 2 – Evaluation Process – Product Presentation

Tenderers were advised in the invitation to tender that they may be invited to present the uniform range to the Evaluation Panel after the closing date.

From the initial evaluation stage, the three highest ranked tenders were invited to present their product range to the evaluation panel.

A summary of the evaluation process is provided in the confidential attachment.

3. Financial Implications

The recommendation is within the approved budget

4. Risk Management

To minimise the risks associated with the works under contract, the following conditions must be met:

- The successful contractor is to be the holder of Public Liability insurance with a minimum coverage of \$10 million.
- The successful contractor is required to submit a COVID-19 Management Plan including how they intend to implement the Government Guidelines.
- All on-site personnel are required to undertake a Moira Shire Council Site Induction.

5. Internal and External Consultation

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

The Executive Manager Operations and General Manager Infrastructure approved the tender documentation.

6. Regional Context

This project contributes to the strategic objective of continuing to maintain and provide facilities and services that our community value and need.

FILE NO: C003/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.3

C003/21 - SUPPLY AND DELIVERY OF OUTDOOR UNIFORM (cont'd)

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

Clause 1.35 of the Contract stipulates the contractor's environmental responsibilities and will form part of the contract.

10. Conflict of Interest Considerations

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

11. Conclusion

The recommendation is to award contract C003/21 to Worklocker Cobram.

Attachments

- 1 APPENDIX A - C003/21 Supply and Delivery of Outdoor Uniform - Evaluation Summary (CONFIDENTIAL) - *printed in separate document*

FILE NO: C009/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.4

C009/21 - PUNT ROAD KINDERGARTEN EXTENSION

RECOMMENDATION

That Council:

1. Award the contract for C009/21 Punt Road Kindergarten Extension to Crow Constructions Pty Ltd.
2. Authorise the Chief Executive Officer to sign and seal the contract documents.

1. Executive Summary

The Moira Shire Council invites submissions from suitably qualified contractors for the extension of the Punt Road Kindergarten located in Cobram.

After consideration of the submissions, the tender evaluation panel recommends that contract C009/21 be awarded to Crow Constructions Pty Ltd.

2. Background and Options

The works under contract include:

- Demolition of the existing structure as shown on the demolition plan including removal of asbestos.
- Earthworks for installation of slab and any in-ground services.
- Concrete slab.
- Structural steel building framework.
- Other building works as specified including cladding, metal roofing, internal walls, linings and ceiling.
- Internal fitout of building including showers, toilets fitments and fittings and joinery as detailed.
- Supply and installation of utility services including water, sewerage, electricity and mechanical ventilation (including plant and equipment where specified).
- Wall and floor finishes.
- Site cleanup including landscaping to original state.
- Other works as specified.

Works are to be completed within 20 weeks from the date of acceptance and will be paid as lump sum.

FILE NO: C009/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.4

C009/21 - PUNT ROAD KINDERGARTEN EXTENSION (cont'd)

Date of Public Notice

Paper	Date
TenderSearch	27 March 2021
The Border Mail	27 March 2021
Shepparton News	30 March 2021
Cobram Courier	31 March 2021
Numurkah Leader	31 March 2021
Yarrawonga Chronicle	31 March 2021

Submissions closed 21 April 2021.

Receipt of Tenders

2 Submissions were received.

Supervision

Superintendent: Manager Construction and Assets

Superintendent Representative: Project Manager Construction and Assets

Panel Membership

Staff in the following positions independently evaluated the submissions:

- Manager Construction and Assets
- Coordinator Design and Construction
- Project Manager Construction and Assets

The Procurement Coordinator moderated the tender evaluation.

Non-conforming tenders

No submission was considered to be non-conforming.

Tender Evaluation

The following evaluation criteria and weightings were used:

Evaluation Criteria	Evaluation Weighting
Price	30%
Track Record	15%
Skills and Resources	10%
Management of Schedules	20%
Contribution to Local Economy	10%
Compliance with Specification	15%

A summary of the evaluation is provided in the confidential attachment.

FILE NO: C009/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.4

C009/21 - PUNT ROAD KINDERGARTEN EXTENSION (cont'd)

3. Financial Implications

The project is primarily funded through a State grant of \$368,000 under the Building Blocks Capacity Grant program and with a \$45,000 contribution from the Kindergarten, this is sufficient to cover the cost of the contract. Council will provide a contingency amount from savings within the current year's Capital program.

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

4. Risk Management

To minimise the risks associated with the works under contract, the following conditions must be met:

- The successful contractor is to be the holder of public liability insurance with a minimum coverage of \$20 million.
- The successful contractor is to be the holder of a current building licence.
- The successful contractor is required to submit a COVID-19 Management Plan including how they intend to implement the Government guidelines.
- The successful contractor will be appointed as the Principal Contractor and is authorised to have management or control of the workplace and discharge of duties in relation to the Occupational Health and Safety Act and Regulations.
- Prior to the commencement of works, the successful contractor must supply the Superintendent with site specific Project Management Plan inclusive of a Site Management Plan.
- All on-site personnel are required to undertake a Moira Shire Council site induction.
- A plant risk assessment is required for each item of heavy plant to be supplied, hired or expected to enter the work site.

5. Internal and External Consultation

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

The Coordinator Design and Construction, Manager Construction and Assets and General Manager Infrastructure approved the tender documentation.

6. Regional Context

This project contributes to the strategic objective of continuing to maintain and provide facilities and services that our community value and need.

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.

FILE NO: C009/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.4

C009/21 - PUNT ROAD KINDERGARTEN EXTENSION (cont'd)

9. Environmental Impact

Section 1.54 of the specification stipulates the contractor's environmental responsibilities and will form part of the contract.

In addition, where works may impact roadside conservation values or other environmental values, approval must be obtained by Council.

10. Conflict of Interest Considerations

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

11. Conclusion

The recommendation is to award contract C009/21 to Crow Constructions Pty Ltd.

Attachments

- 1 APPENDIX A - C009/21 Punt Road Kindergarten Extension - Evaluation Summary (CONFIDENTIAL) - *printed in separate document*

FILE NO: C008/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.5

C008/21 - RISING MAIN RENEWAL, GEMMELL STREET, COBRAM

RECOMMENDATION

That Council:

1. Award the contract for C008/21 Rising Main Renewal, Gemmell Street, Cobram to Longford Civil Pty Ltd.
2. Authorise the Chief Executive Officer to sign and seal the contract documents.

1. Executive Summary

Moira Shire Council invited submissions from suitably qualified civil construction contractors for storm water drainage works from the Gemmell Street pump station in Cobram.

After consideration of the submissions, the evaluation panel recommends that contract C008/21 be awarded to Longford Civil Pty Ltd.

2. Background and Options

The scope of works under contract include:

- Site establishment and site management. There is ample room available for the contractor to establish a site compound for the storage of equipment, materials, site amenities etc. within Council land.
- Traffic management. The requirements are only minor and really only affects Newnham Road crossing. The area is open to pedestrians/walkers and as such, some pedestrian management would be required.
- Supply of all materials and construction of the new pipeline.
- Testing of the new pipeline.
- Connection and commissioning of the new pipeline.
- Removal of the existing pipeline.
- Backfilling of the existing trench upon removal of the existing pipeline.

Works are to be completed within 12 weeks from the date of acceptance and will be paid as lump sum.

Date of Public Notice

Paper	Date
TenderSearch	27 March 2021
The Age	27 March 2021
Border Mail	27 March 2021
Shepparton News	30 March 2021
Cobram Courier	31 March 2021
Numurkah Leader	31 March 2021
Yarrawonga Chronicle	31 March 2021

Submissions closed 21 April 2021.

FILE NO: C008/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.5

C008/21 - RISING MAIN RENEWAL, GEMMELL STREET, COBRAM (cont'd)

Receipt of Tenders

9 submissions were received.

Supervision

Superintendent: Manager Construction and Assets

Superintendent Representative: Coordinator Design and Construction

Panel Membership

Staff in the following positions independently evaluated the submissions:

- Manager Construction and Assets
- Coordinator Design and Construction
- Project Manager Construction and Assets

The Procurement Coordinator moderated the tender evaluation.

Non-conforming tenders

No submission was considered to be non-conforming.

Tender Evaluation

The following evaluation criteria and weightings were used:

Evaluation Criteria	Evaluation Weighting
Price	40%
Track Record	10%
Staff and Resources	10%
Management of Schedules	10%
Compliance with Specification	20%
Contribution to Local Economy	10%

A summary of the evaluation is provided in the confidential attachment.

3. Financial Implications

The recommendation is within the approved budget.

4. Risk Management

To minimise the risks associated with the works under contract, the following conditions must be met:

- The successful contractor is to be the holder of Public Liability insurance with a minimum coverage of \$20 million.
- The successful contractor is required to submit a COVID 19 Management Plan including how they intend to implement the Government Guidelines.
- The successful contractor will be appointed as the Principal Contractor and is authorised to have management or control of the workplace and discharge of duties in relation to the Occupational Health and Safety Act and Regulations.
- Prior to the commencement of works, the successful contractor must supply the Superintendent with an Environmental Management Plan and a Health and Safety Coordination Plan inclusive of:

FILE NO: C008/21
4. A WELL RUN COUNCIL

ITEM NO: 10.4.5

C008/21 - RISING MAIN RENEWAL, GEMMELL STREET, COBRAM (cont'd)

- Contractor Verification Checklist
- Coordination Plan
- Safe Work Method Statements
- Various hold points will be applicable where the work may not proceed without review and approval by the Superintendent.
- All on-site personnel are required to undertake a Moira Shire Council Site Induction.
- A Plant Risk Assessment is required for each item of heavy plant to be supplied, hired or expected to enter the work site.

5. Internal and External Consultation

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

The Coordinator Design and Construction, Manager Construction and Assets and General Manager Infrastructure approved the tender documentation.

6. Regional Context

This project contributes to the strategic objective of continuing to maintain and provide facilities and services that our community value and need.

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

Clause 1.24 of the contract specific clauses stipulates the contractor's environmental responsibilities and will form part of the contract.

In addition, the contractor is required to provide an Environmental Management Plan prior to the works commencing

10. Conflict of Interest Considerations

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

11. Conclusion

The recommendation is to award contract C008/21 to Longford Civil Pty Ltd.

Attachments

- 1 APPENDIX A - C008/21 Rising Main Renewal, Gemmell Street - Evaluation Report (CONFIDENTIAL) - *printed in separate document*

FILE NO: VARIOUS

ITEM NO: 15

GENERAL BUSINESS**6.4. General business**

(1) If the Agenda for a Meeting makes provision for urgent business, business cannot be admitted as Urgent Business other than by resolution of Council and only then if:

- (a) It relates to or arises out of a matter which has arisen since distribution of the Agenda; and
- (b) deferring the item until the next Meeting will mean a decision on the item will not have any effect on the matter; or
- (c) the item involves a matter of urgency as determined by the Chief Executive Officer; and
- (d) it cannot be addressed through an operational service request process.
- (e) the matter does not:
 - substantially affect the levels of Council service;
 - commit Council to significant expenditure not included in the adopted budget;
 - establish or amend Council Policy; or
 - commit Council to any contractual arrangement.

(2) A Councillor proposing a matter be admitted as urgent business must lodge it in writing to the Chief Executive Officer four (4) hours prior to the Meeting.

(3) The Chief Executive Officer will advise the Mayor of any matter he or she determines appropriate for Council to consider admitting as urgent business.