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AGENDA

ORDINARY MEETING OF COUNCIL
FOR
MONDAY 23 JUNE 2014
TO BE HELD AT COUNCIL MEETING ROOM, 99 MELVILLE STREET, NUMURKAH
COMMENCING AT 6:00 PM

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

Motion: "That the minutes of the Ordinary Council Meeting held on Monday, 19 May 2014, as prepared and circulated, be confirmed."

8. COUNCILLOR REPORTS

NIL

9. OFFICER REPORTS FOR DETERMINATION

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NIL

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MARK HENDERSON
CHIEF EXECUTIVE OFFICER

FILE NO: F13/223
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET

RECOMMENDATION

That:

1. Council adopt the 2014/15 Budget in accordance with Section 130(1) of the Local Government Act, 1989, after being advertised in accordance with Section 129 of the Act and considering the submissions received, with the following amendments:
 - (a) Inclusion of additional Operating Grant income of \$4,656,650 after receiving formal confirmation from Victorian Grants Commission of estimated amounts for 2014/15 financial year. Information sent to Councillors via Briefing Note dated 5th June, 2014;
 - (b) That the Capital Budget be amended as detailed in attachment for projects delayed from 2013/14;
 - (c) Income related to Capital projects be amended to include additional \$529,683 as a result of funding associated with projects delayed from 2013/14;
 - (d) Additional Income associated with General Rates of \$379,965 due to the overall impact of revaluations conducted by the Valuer-General's Office for 2014;
 - (e) Additional payroll related expenditure of \$489,365 related to restructure of Tourism function within the shire and other staff movements;
 - (f) Additional Depreciation expense of \$712,827 after completing evaluation of Asset Portfolio;
 - (g) Amendments to operating expenditure made as a result of the Councillor only session held on 12th June, 2014;
 - (h) That the fees and charges schedule attached as Appendix E be amended as detailed in attachment "Appendix E: Fees and Charges Schedule".

All of the adjustments resulting in a projected net surplus of \$2,436,774 for 2014/15.

2. Council write to all submitters thanking them for their submissions and advising them of Council's decision and the reasons for the decision.
3. The Chief Executive Officer be authorised to give public notice of this decision to adopt the Budget, in accordance with Section 130(2) of the Local Government Act 1989.
4. An amount of \$31,541,921 (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount which Council intends to raise by general rates, the municipal charge and the annual service charge (described later in this resolution), which amount is calculated as follows:

General Rates	\$20,120,972
Municipal Charge	\$4,960,908
Garbage Charge	\$1,227,283
Recycling Charge	\$1,074,474
Green Waste Charge	\$881,820
Environmental Levy	\$3,276,464

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

General Rate

5. An increase in the general rate of 5.5% be declared in respect of the 2014/15 financial year.
6. It be further declared that the general rate be raised by the application of differential rates.
7. a differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

7.1 General Vacant Land

Any land:

- 7.1.1 on which no building designed or adapted for human occupation is erected; and
- 7.1.2 which does not have the characteristics of:
 - 7.1.2.1 Farm Vacant Land;
 - 7.1.2.2 Commercial Vacant Land;
 - 7.1.2.3 Industrial Vacant Land; or
 - 7.1.2.4 Rural Residential Vacant Land;

7.2 General Building Land

Any land:

- 7.2.1 on which a building designed or adapted for human occupation is erected; and
- 7.2.2 which does not have the characteristics of:
 - 7.2.2.1 Farm Building Land;
 - 7.2.2.2 Commercial Building Land;
 - 7.2.2.3 Industrial Building Land; or
 - 7.2.2.4 Rural Residential Building Land.

7.2(A) General Building Land - DHS Elderly Persons Units

Any land:

- 7.2(A).1 on which a building designed or adapted for human occupation is erected and has been made available by the Department of Human Services for occupancy by elderly persons as determined by the department; and
- 7.2(A).2 which does not have the characteristics of:
 - 7.2(A).2.1 Farm Building Land;
 - 7.2(A).2.2 Commercial Building Land;

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

7.2(A).2.3 Industrial Building Land; or
7.2(A).2.4 Rural Residential Building Land

7.3 Farm Vacant Land

Any land:

7.3.1 on which no building designed or adapted for human occupation is erected; and

7.3.2 is "Farm land" within the meaning of section 3(1) of the *Valuation of Land Act* 1960.

7.4 Farm Building Land

Any land:

7.4.1 on which a building designed or adapted for human occupation is erected; and

7.4.2 is "Farm land" within the meaning of section 3(1) of the *Valuation of Land Act* 1960.

7.5 Commercial Vacant Land

Any land:

7.5.1 on which no building designed or adapted for human occupation is erected;

7.5.2 which is, by reason of its zoning under the Moira Planning Scheme, capable of being used primarily for commercial purposes; and

7.5.3 does not have the characteristics of:

7.5.3.1 Farm Vacant Land;
7.5.3.2 General Vacant Land;
7.5.3.3 Industrial Vacant Land; or
7.5.3.4 Rural Residential Vacant Land.

7.6 Commercial Building Land

Any land:

7.6.1 on which a building designed or adapted for human occupation is erected;

7.6.2 which is used primarily for commercial purposes; and

7.6.3 does not have the characteristics of:

7.6.3.1 Farm Building Land;
7.6.3.2 General Building Land;
7.6.3.3 Industrial Building Land; or

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

7.6.3.4 Rural Residential Building Land.

7.7 Industrial Vacant Land

Any land:

- 7.7.1 on which no building designed or adapted for human occupation is erected;
- 7.7.2 which is, by reason of its zoning under the Moira Planning Scheme, capable of being used primarily for industrial purposes; and
- 7.7.3 does not have the characteristics of:
 - 7.7.3.1 Farm Vacant Land;
 - 7.7.3.2 Commercial Vacant Land;
 - 7.7.3.3 General Vacant Land; or
 - 7.7.3.4 Rural Residential Vacant Land.

7.8 Industrial Building Land

Any land:

- 7.8.1 on which a building designed or adapted for human occupation has been erected;
- 7.8.2 which is used primarily for industrial purposes; and
- 7.8.3 does not have the characteristics of:
 - 7.8.3.1 Farm Building Land;
 - 7.8.3.2 Commercial Building Land;
 - 7.8.3.3 General Building Land; or
 - 7.8.3.4 Rural Residential Building Land.

7.9 Rural Vacant Land

Any land:

- 7.9.1 which is more than two (2) and less than 10 hectares in area;
- 7.9.2 which is located within a Rural Residential Zone or zones under the Moira Planning Scheme;
- 7.9.3 on which no building designed or adapted for human occupation is erected ; and
- 7.9.4 which is used by a primary production business that:
 - 7.9.4.1 does not have a significant and substantial commercial purpose or character;

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

7.9.4.2 does not seek to make a profit on a continuous or repetitive basis from its activities on the land; and

7.9.4.3 is not making a profit from its activities on the land or does not have a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating;

7.10 Rural Building Land

Any land:

7.10.1 which is more than two (2) and less than 10 hectares in area;

7.10.2 which is located within a Rural Residential Zone or Zones under the Moira Planning Scheme;

7.10.3 on which a building designed or adapted for human occupation is erected; and

7.10.4 which is used by a primary production business that:

7.10.4.1 does not have a significant and substantial commercial purpose or character;

7.10.4.2 does not seek to make a profit on a continuous and repetitive basis from its activities on the land; and

7.10.4.3 is not making a profit from its activities on the land or does not have a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

8. Each differential rate will be determined by multiplying the Capital Improved Value (CIV) of each rateable land (categorised by the characteristics described in this resolution) by the relevant percentages indicated in the following table:

Category	%
General Vacant Land	0.7695 (or 0.7695 cents in the dollar of CIV).
General Building Land	0.3848 (or 0.3848 cents in the dollar of CIV).
Farm Vacant Land	0.3848 (or 0.3848 cents in the dollar of CIV).
Farm Building Land	0.3848 (or 0.3848 cents in the dollar of CIV).
Commercial Vacant Land	0.7695 (or 0.7695 cents in the dollar of CIV).
Commercial Building Land	0.5387 (or 0.5387 cents in the dollar of CIV).
Industrial Vacant Land	0.7695 (or 0.7695 cents in the dollar of CIV).

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Industrial Building Land	0.5387 (or 0.5387 cents in the dollar of CIV).
Rural Vacant Land	0.7695 (or 0.7695 cents in the dollar of CIV).
Rural Building Land	0.3848 (or 0.3848 cents in the dollar of CIV).
Cultural & Recreational	0.3729 (or 0.3729 cents in the dollar of CIV).
DHS Elderly	0.1953 (or 0.1953 cents in the dollar of CIV)

9. it be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that:
- 9.1 the respective objectives of each differential rate be those specified in the Schedule to this Resolution; and
- 9.2 the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this Resolution; and
- 9.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this Resolution; and
- 9.4 the relevant
- (a) uses of;
 - (b) geographical locations of; and
 - (c) planning scheme zonings of; and
 - (d) types of buildings on the respective types or classes of land be those identified in the Schedule to this Resolution.
10. in accordance with section 4(1) of the *Cultural and Recreational Lands Act 1963*, the amount of rates payable in respect of each rateable land to which the Act applies be determined by multiplying the Capital Improved Value and that rateable land by 0.3729 per cent (or 0.3729 cents in the dollar of Capital Improved Value).

Municipal Charge

11. A municipal charge be declared in respect of the 2014/15 Financial Year.
12. The municipal charge be declared for the purpose of covering some of the administrative costs of Council.
13. The municipal charge be in the sum of \$305.63 for each rateable land (or part) in respect of which a municipal charge may be levied.
14. It be confirmed that the municipal charge is declared in respect of all rateable land within the municipal district in respect of which a municipal charge may be levied.

Annual Service Charge

15. An annual service charge be declared in respect of the 2014/15 Financial Year.
16. The annual service charge be declared for the collection and disposal of refuse from land.

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17. The annual service charge be in the sum of, and be based on the criteria, set out below:

- 17.1 \$98.65 per annum for each rateable land to which a domestic waste collection service is available;
- 17.2 \$88.97 per annum for each rateable land to which a recyclables collection service is available; and
- 17.3 \$206.48 per annum for each:
 - 17.3.1 rateable land that is 'farm land' within the meaning of s 3(1) of the *Valuation of Land Act* 1960 and is a 'single farm enterprise' within the meaning of section 159(4) of the *Local Government Act* 1989; and
 - 17.3.2 each other rateable land, from which there is capable of being generated waste, which can be deposited by a ratepayer or resident at a landfill or waste transfer or disposal facility;

which annual service charge is known as the "environmental levy"; and

- 17.4 \$90.00 per annum for each rateable land to which a green waste collection service is available

Rebates and Concessions

18. It be recorded that Council grants to each owner of rateable land who is an "eligible recipient" within the meaning of the *State Concessions Act* 1986 a rebate of \$198.00, or as determined by a Ministerial Concession Order, per annum in respect of each rateable land owned by him or her.

19. the rebate described in 18 above be granted.

Incentives

20. No incentive be declared for early payment of the general rates, municipal charge and annual service charge previously declared.

Payment

21. All rates and charges to be paid in four instalments, in accordance with Section 167(1) and (2) of the *Local Government Act* 1989.

Consequential

22. it be confirmed that, subject to sections 171 and 172 of the *Local Government Act* 1989, Council will require a person to pay interest on any rates and charges which:

- 22.1 that person is liable to pay;
- 22.2 have not been paid by the date specified for their payment.

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23. The Team Leader Revenue Property and Valuation Services be authorised to levy and recover the general rates, municipal charge and annual service charges in accordance with the *Local Government Act 1989*.

User Fees and Charges

24. The 2014/15 User Fees and Charges schedule as adopted by Council as detailed in **Appendix E**.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

GENERAL VACANT LAND

Objective:

To encourage the development of land and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Nil.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

GENERAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 financial year.

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(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

FARM VACANT LAND

Objective:

To encourage the development of land for farming purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Nil

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ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

FARM BUILDING LAND

Objective:

To encourage the pursuit of farming activities and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 Financial Year.

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ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

COMMERCIAL VACANT LAND

Objective:

To encourage the development of land for commercial purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Nil

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

COMMERCIAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 Financial Year.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

INDUSTRIAL VACANT LAND

Objective:

To encourage the development of land for industrial purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.
4. Provision of economic development services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Nil

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

INDUSTRIAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services;
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 Financial Year.

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(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

RURAL VACANT LAND

Objective:

To encourage the development of land and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Nil

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3. OUR COMMUNICATIONS AND PROCESSES

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(FINANCE MANAGER, WARREN BROWN)
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ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

RURAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 Financial Year.

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ITEM NO: 9.1.1
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

1. Executive Summary

The Proposed Budget for the 2014/15 financial year was prepared by Council at a Special Meeting on 28 April 2014. At that meeting, Council resolved to give public notice in accordance with Section 129 of the Local Government Act 1989 ("The Act") of Council's intention to adopt the Proposed Budget at its meeting of 23 June 2014.

The Proposed Budget 2014/15 was advertised in accordance with statutory requirements calling for public submissions. Council considered these at a Meeting of Council on 10 June 2014. The budget document was distributed.

Following the consideration of submissions by Council on Tuesday 10 June 2014, it is recommended that the content of the submissions be referred to future budget reviews for further deliberation.

The Budget 2014/15 highlights are:

- Budgeted surplus of \$2.44million
- Operating Expenses kept to 2.0% increase over 2013/14 total Operating Expenses excluding the introduction of new services such as organic waste service & LED streetlight project.
- Revenue from general rates has increased by 5.5%.
- Revenue from other charges has increased, generally, by 3.5% plus the addition of a new organic waste service
- Capital expenditure is \$10.72million.
- No new loan borrowings.
- Cash assets balance at year end 2015 is \$7.33 million.
- Council continues to work towards meeting all the VAGO financial sustainability targets.

It is recommended that the Budget 2014/15 as prepared on 28 April 2014 be adopted with amendments and that the rates and charges, as detailed, are declared for the year ending 30 June 2015.

2. Background and Options

In compliance with the requirements of Sections 129 and 223 of the Local Government Act 1989, Council, on 28 April 2014, resolved to place the Proposed Budget 2014/15 on public exhibition seeking comments on its content.

As part of the community consultation process, Council conducted eight (8) budget workshops across the Shire. There were two (2) workshops in each of the following locations:

- NUMURKAH
- NATHALIA
- COBRAM
- YARRAWONGA

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Public Submissions:

The public submission period closed on 4 June 2014. Submissions received were presented to Council, with comments, for consideration at the Special Committee Meeting of Council on 10 June 2014. Council received 182 submissions (including 161 letters of support) as follows:

• **Budget submissions received for the Budget 2014-2015**

Submitters who requested to be heard		
	Name	Submission
1	Moira Healthcare Alliance (John Dean & Bruce Pigdon)	Moira Healthcare funding for 2014/15
2	Brian Vokes	Rate Increase Rates to Volunteers Green waste collection Yarrowonga Bridge Staff & Consultancy costs Website for rating Councils
3	John Hay	Rate Increase Roads Parks & Gardens Capital projects Planning
4	John Lycett	Rate Increase
5	Adrian Pawar	Budget Analysis
6	Leanne Pell	Contractor expenditure Capital Projects held over Cobram Streetscaping Other expenditure Rate Increase
7	Sandy Judd	Walking/Cycle track Hogans Road Yarrowonga
8	John Shorten	Budget Analysis
Other Submissions		
	Name	Submission
1	Scott Olson	Budget Analysis Rates Increase
2	Don Harrison	Rates Increase Capital budget not even across East & West of shire
3	Cobram Football Club	Letter of Support for Scott Reserve designs
4	Elizabeth DeMaria (on behalf various groups within Cobram)	23 Letters of Support for Scott Reserve designs
5	Various	137 Letters of support for Scott Reserve designs
6	Don & Maureen Batty	Letter of Support for Scott Reserve designs
7	Kevin Crow	Dicks Levee Cobram
8	Keith Holt	Yarrowonga Aerodrome
9	Olive Sage	G.R.A.I.N Store funding
10	Kevin Bourke	Rate Increase Contractors/Consultants expenditure Council ability to pay
11	Joann Clark	Tungamah Service Centre cleaning contract
12	Janene Champion	Rates Increase

FILE NO: F13/223
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

<i>Submitters after cut-off time</i>		
	Name	Submission
1	Bundalong Action Group (Peter Elliott)	Bundalong Walking Track

Following the consideration of submissions by Council on Tuesday 10 June 2014, it is recommended that the content of the submissions be referred to future budget reviews for further deliberation.

3. Financial Implications

There are no additional financial implications that affect the 2014-2015 budget.

4. Risk Management

There is no risk management to consider

5. Internal and External Consultation

Public advertisement advising proposed budget on public exhibition, as required by Sections 129 and 223 of the Local Government Act 1989.

Eight (8) Budget meetings were held in four (4) locations – Numurkah, Nathalia, Cobram, and Yarrawonga..

Copies of the Proposed Budget 2014/15 document have been available at Council's service centres and agencies.

Corporate Management Team
All Managers and key staff within their Departments

6. Regional Context

N/A

7. Council Plan Strategy

Strategy 4.4 FINANCIAL MANAGEMENT Ensure Council plans and resources, records and budget systems are maintained and managed sustainably

8. Legislative / Policy Implications

Local Government Act 1989
Special Rates and Charges Policy
Garbage and Recycling Policy
Asset Management Policy
Rates and Charges Policy
Budget and Reporting Policy

9. Environmental Impact

All environmental implications have been addressed as part of preparation of this budget.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

10. Conflict of Interest Considerations

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

11. Conclusion

Council has sought community input and feedback on the Proposed Budget 2014/15. Submissions were received and then were considered by a Special Committee Meeting of Council held on Tuesday 10 June 2014. It is recommended that Council, following consideration of the submissions received adopt the Budget 2014/15.

Attachments

- 1 Appendix 1 (Budgeted Income Statement 2013-2018)
- 2 Appendix 1 (Budgeted Balance Sheet 2013-2018)
- 3 Appendix 1 (Budgeted Cash Flow Statement 2013-2018)
- 4 Final Capital Budget 2014-15 16 june v1
- 5 Appendix E 11 Fees and Charges Schedule 2014-15

FILE NO: F13/223
3. OUR COMMUNICATIONS AND
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ITEM NO: 9.1.1
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [1] - Appendix 1 (Budgeted Income Statement 2013-2018)

STANDARD INCOME STATEMENT	Approved Forecast	Proposed Budget	Strategic Resources Plan Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
REVENUES					
Revenue from Operating Activities:					
Rates	29,363,715	31,901,299	34,562,325	36,960,107	39,510,139
Special Rates	-	-	-	-	-
Operating Grants	6,092,297	11,215,994	11,017,878	11,049,380	11,373,498
Capital Grants	5,191,175	5,934,400	4,473,800	2,863,464	2,899,418
Capital contributions	303,531	170,259	334,643	351,375	368,944
Contributions- cash	175,159	93,600	98,280	103,194	103,354
Contributions- non - monetary (Donated assets)	200,000	200,000	200,000	200,000	200,000
Reimbursements and Subsidies	57,963	49,532	51,990	54,571	57,281
User Charges	2,796,850	2,843,997	2,987,782	3,106,400	3,232,137
Statutory Fees and Fines	906,871	902,116	945,097	1,015,202	1,062,037
Revenue from Outside the Operating Activities:					
Interest	400,000	300,000	312,000	324,480	337,459
Other Revenue	469,193	410,405	216,127	376,511	313,280
Net Proceeds of Sale of Land Held for Resale	10,000	10,000	30,000	30,000	30,000
Net Gain on Disposal of Property, Plant & Equipment	-	-	433	29,433	21,924
Share of Net Profit of Associated Entity	-	-	-	-	-
Previously Unrecognised Assets	-	-	-	-	-
Total Revenue	45,966,754	54,031,602	55,230,354	56,464,116	59,514,470
EXPENSES					
Expenses from Ordinary Activities:					
Employee Costs	17,681,023	18,642,026	19,058,619	19,996,752	20,942,536
Materials & Services	9,973,455	11,423,766	10,748,683	11,311,486	11,431,583
Loss on disposal of Infrastructure	-	-	-	-	-
Work in Progress-prior year expensed	-	-	-	-	-
External Contract Services	5,482,857	6,300,072	6,624,681	6,767,104	6,917,962
Utilities	1,118,254	968,072	997,114	1,027,028	1,057,838
Bad and Doubtful Debts	5,000	5,000	5,000	5,000	5,000
Depreciation	8,688,263	8,740,057	8,935,761	9,113,428	9,292,795
Other expenses	3,872,296	4,320,149	3,862,714	3,952,908	4,071,300
Interest on Borrowings	587,931	527,476	464,541	391,420	315,625
Interest on Unwinding of Discount of Provisions	500,416	429,831	408,870	424,688	444,322
Work in Progress expensed in current year	-	-	-	-	-
Increase in landfill provision	-	-	-	-	-
Written Down Value of Infrastructure Replaced	200,000	200,000	200,000	250,000	250,000
Small Plant Written off	-	-	-	-	-
Net Loss on Disposal of Property, Plant & Equipment	75,875	18,379	-	-	-
Fair value adjustment of intangible asset	-	-	-	-	-
Share of Net Loss of Associated Entity	20,000	20,000	20,000	20,000	20,000
Total Expenses	48,205,370	51,594,827	51,325,984	53,259,813	54,748,961
Net Surplus / (Deficit) for the year	(2,238,616)	2,436,775	3,904,370	3,204,303	4,765,508
Other comprehensive income					
Natural Disaster Funding Assistance - Flood	12,000,000				
Other comprehensive expenses-					
Flood protection and reconstruction	12,000,000				
Net asset revaluation increment (decrement)					
Comprehensive result	(2,238,616)	2,436,775	3,904,370	3,204,303	4,765,508

FILE NO: F13/223
3. OUR COMMUNICATIONS AND
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ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [2] - Appendix 1 (Budgeted Balance Sheet 2013-2018)

STANDARD BALANCE SHEET	Approved Forecast	Proposed Budget	Strategic Resources Plan Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
Current Assets					
Cash and Cash Equivalents	6,929,498	7,307,868	9,769,941	12,076,815	15,739,652
Trade and Other Receivables	3,124,454	3,231,867	3,372,431	3,623,791	3,817,483
Inventories	591,670	609,420	630,750	652,826	675,675
Assets held for Resale	210,124	420,248	450,371	480,495	510,619
Other	272,212	279,257	286,732	294,412	302,301
Total Current Assets	11,127,958	11,848,659	14,510,225	17,128,339	21,045,730
Non-Current Assets					
Trade and Other Receivables	57,398	131,312	121,358	113,563	320,575
Property, Plant, Equipment and Infrastructure	591,522,383	592,172,386	592,523,514	593,023,331	593,628,227
Intangible Assets	1,018,466	1,018,466	1,018,466	1,018,466	1,018,466
Investments in Regional Library Corporation	582,268	562,268	542,268	522,268	502,268
Total Non-Current Assets	593,180,515	593,884,432	594,205,606	594,677,628	595,469,536
TOTAL ASSETS	604,308,473	605,733,091	608,715,831	611,805,967	616,515,266
Current Liabilities					
Trade and Other Payables	3,171,600	3,403,850	3,299,512	3,397,516	3,476,347
Trust Funds and Deposits	899,821	926,816	954,621	983,259	1,012,757
Interest Bearing Loans and Borrowings	829,560	892,495	965,617	1,041,412	1,123,043
Non-Interest Bearing Loans	60,000	60,000	60,000	-	-
Provisions	3,248,448	3,604,435	3,977,509	4,368,491	4,778,239
Provision for Landfill Rehabilitation	2,181,209	1,965,300	1,869,463	1,941,784	2,031,556
Total Current Liabilities	10,390,638	10,852,895	11,126,721	11,732,462	12,421,942
Non-Current Liabilities					
Other Payables	-	-	-	-	-
Interest Bearing Loans and Borrowings	6,471,942	5,579,447	4,613,830	3,572,418	2,449,375
Non-Interest Bearing Loans	120,000	60,000	-	-	-
Provisions	591,901	694,242	801,496	913,898	1,031,695
Provision for Landfill Rehabilitation	6,306,531	5,682,271	5,405,178	5,614,281	5,873,837
Total Non-Current Liabilities	13,490,374	12,016,961	10,820,504	10,100,597	9,354,907
TOTAL LIABILITIES	23,881,012	22,869,856	21,947,226	21,833,059	21,776,849
NET ASSETS	580,427,461	582,864,235	586,768,606	589,972,908	594,738,417
EQUITY					
Accumulated Surplus	162,812,905	192,110,067	169,096,050	172,270,352	177,005,861
Restricted Reserves	1,287,187	1,315,187	1,345,187	1,375,187	1,405,187
Asset Revaluation Reserves	416,327,369	389,438,982	416,327,369	416,327,369	416,327,369
TOTAL EQUITY	580,427,461	582,864,236	586,768,606	589,972,908	594,738,417

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ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [3] - Appendix 1 (Budgeted Cash Flow Statement 2013-2018)

STANDARD CASH FLOW STATEMENT	Approved	Proposed	Strategic Resources Plan		
	Forecast 2013/14	Budget 2014/15	2015/16	2016/17	2017/18
CASH FLOWS FROM OPERATING ACTIVITIES					
Rates	29,260,717	31,696,298	34,421,157	36,858,845	39,153,841
Grants - operating	6,092,297	11,215,994	11,017,878	11,049,390	11,373,498
Grants - capital	5,181,175	5,934,400	4,473,800	2,863,464	2,899,418
Contributions	478,690	263,859	432,923	454,589	477,298
Reimbursements and Subsidies	57,963	49,532	51,990	54,571	57,281
User Charges	3,384,383	3,747,787	3,930,937	3,974,499	4,244,667
Statutory Fees & Fines					
Interest Received	400,000	300,000	312,000	324,480	337,459
Other Receipts	469,193	410,405	216,127	376,511	313,260
Net GST (payments) / refund					
Employee costs	(17,243,687)	(18,193,696)	(18,578,291)	(19,493,368)	(20,414,990)
Payments to Suppliers	(21,207,739)	(18,484,455)	(18,503,821)	(19,037,369)	(19,359,291)
Interest paid	(567,931)	(527,478)	(464,541)	(391,420)	(315,825)
Other payments	(3,872,296)	(4,320,149)	(3,862,714)	(3,952,908)	(4,071,300)
NET CASH FLOWS PROVIDED BY OPERATING ACTIVITIES	2,422,745	12,104,497	13,447,644	13,081,053	14,695,635
CASHFLOWS FROM INVESTING ACTIVITIES					
Proceeds from Sale of Fixed Assets	479,483	41,750	4,326	284,326	219,238
Proceeds from Sale of Assets held for Resale	280,000	100,000	300,000	300,000	300,000
Community Organisations - Loan Repayment					
Payments for Purchase of Assets held for Resale	(300,124)	(300,124)	(300,124)	(300,124)	(300,124)
Recoupment of Loans/Advances	-	15,000	7,500	-	-
Payments for Purchase of Fixed Assets	(10,842,670)	(10,720,189)	(10,072,582)	(10,071,403)	(10,239,997)
NET CASHFLOWS USED INVESTING ACTIVITIES	(10,363,331)	(10,863,563)	(10,060,860)	(9,777,201)	(10,020,865)
CASH FLOWS FROM FINANCING ACTIVITIES					
Loan Drawdowns	-	-	-	-	-
Loan Repayments	(769,105)	(829,560)	(892,495)	(885,817)	(1,041,412)
Repayment of Non-Interest Bearing Liabilities	(80,099)	(80,000)	(80,000)	(80,000)	-
Increase/(decrease) of Trust funds and deposits	28,208	26,995	27,804	28,638	29,498
NET CASH FLOWS PROVIDED BY (USED IN) FINANCING ACTIVITIES	(802,996)	(862,565)	(924,691)	(896,978)	(1,011,914)
NET CHANGE IN CASH HELD	(6,763,582)	378,369	2,462,074	2,306,874	3,662,836
Cash and cash equivalents at Beginning of Financial Year	15,893,080	6,929,498	7,307,868	9,769,941	12,076,815
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	6,929,498	7,307,868	9,769,941	12,076,815	15,739,652

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(DIRECTOR CORPORATE GOVERNANCE, ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [4] - Final Capital Budget 2014-15 16 june v1

Project	Description	Budget 2014-15 Year 1			Budget 2015-16 Year 2			
		Budget	External Funding Income	Source	Budget	External Funding Income	Source	
		Nett Cost to Council			Nett Cost to Council			
RENEWAL and COMPLIANCE PROJECTS								
ROADS AND BRIDGES								
7023 - Repairs to timber bridges - Various	Repair works on timber bridge in accordance with bridge inspection recommendation Replacement of Manoneys Bridge as per recommendation of condition report. Project will be staged over two years starting in 2014/15 with completion in 2015/16. Total cost \$650,000.	0			450,000	-200,000.00	Grants	250,000
7026 - Road Resealing Program	Program to reseal bitumen roads with a new bitumen surface as identified by condition data.	1,380,000	-1,280,000.00	R2R Grant	1,300,000	-1,200,000.00	R2R Grant	100,000
7034 - Gravel Road Resheeting Program	Full resheeting of gravel roads with a new gravel surface in accordance with asset condition data to provide an as new gravel surface.	533,000	-100,000.00	Roads & Bridges Init	600,000	-365,000.00	R2R Grant	235,000
Roundabout Woods Road, Yarrawonga	Construction of a roundabout at the intersection of Woods Road and Orr Street in Yarrawonga. Costs shared with adjacent school.	100,000	-45,000.00	Developer Contributions				
7036 - Road Asphaltting Program	Resheeting of asphalt roads and areas subject to high traffic loads with asphalt in accordance with asset condition data.				150,000			150,000
Road Reconstruction, Dookie Rd, Yabba South.	Reconstruction of Dookie Rd, Waggarandal, in accordance with condition survey. Works will commence late in the financial year and continue into next financial year. Total cost \$250,000.	300,000	-150,000.00	Roads & Bridges Init				
LED Streetlight Replacement programme	Additional contribution to Council's commitment to replace street lights with LED luminaires.	111,406			111,406			111,406
7014 - Kerb and Channel Renewal Program	Replacement of damaged sections of kerb and channel in accordance with asset condition survey.	400,000	-385,000.00	R2R grant	450,000	-100,000.00	R2R grant	350,000
DRAINAGE								
Caltona Crescent, Cobram	Replace 960 lineal metres of damaged pumped line with 600mm pipe	225,000						225,000
Lakeviews Circuit, and Wetlands Court, Yarrawonga	Drainage repair works identified after flood inspections. Works include repair and replacement of underground concrete pipes.				250,000			250,000
7031 - Drainage Pump Renewals and Functional Upgrade	Renewal and upgrade of existing drainage pumps to ensure reliable flood protection.	50,000						50,000

Moira Shire Council Officer Report for 2014/15
Final Report for 2014/15 Council Meeting on 23 June 2014

FILE NO: F13/223
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(DIRECTOR CORPORATE GOVERNANCE, ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [4] - Final Capital Budget 2014-15 16 june v1

CAPITAL and MAJOR MAINTENANCE BUDGET 2014/15 AND EXPENDITURE PLAN FOR 2015/16									
Project	Description	Budget 2014-15 Year 1			Budget 2015-16 Year 2			Nett Cost to Council	Source
		Budget	External Funding		Budget	External Funding			
			Income	Source		Income	Source		
PLANT AND EQUIPMENT									
7001 - Plant Operations - Heavy Plant	Replacement and trade in heavy plant & equipment, in accordance with the plant replacement and maintenance schedule.	182,000	-40,000.00	Asset Sales	69,879	-4,326.00	Asset Sales	65,353	
7002 - Plant Operations - Light Plant	Replacement and trade in of light plant & equipment, in accordance with the plant replacement and maintenance schedule.	27,900	-1,750.00	Asset Sales	50,000		Asset Sales	50,000	
0705 - Plant Operations - Light vehicles	Purchase and trade-in of light vehicles in accordance with the current replacement schedule.	610,550	0.00	Asset Sales	673,500	0.00	Asset Sales	673,500	
PARKS AND GARDENS									
Netball Courts, Tungamah.	Reconstruction of two netball courts with flood lighting at Jubilee Park, Tungamah.	200,000	-185,000.00	Grants Community Contributions					
OTHER									
Compliance Works, Aerodrome, Yarrawonga	Works in accordance with recent CASA inspection and requirements. Widening of taxiways and upgrade of runway 05/23. Grant applied for but not confirmed.	500,000	-400,000.00	Grants	200,000	-100,000.00	Grants	100,000	
Compliance Works, Truck Wash, Cobram Depot	Compliance works as directed by the EPA. Construction of a truck wash and interceptor pit at the Cobram Depot.	50,000			50,000			50,000	
SUB TOTAL - RENEWAL and COMPLIANCE PROJECTS		4,639,855	-2,951,750.00		4,304,585	-1,969,326.00		2,335,259	
MAINTENANCE PROJECTS									
ROADS AND BRIDGES									
7035 - Gravel Shoulder Resheet Program	Resheeting gravel shoulders of the sealed road network in accordance with condition surveys. This year works will be concentrated upon narrow sealed roads where vehicles use the gravel shoulder to pass.	120,000			125,000			125,000	
7022 - Gravel Road Spot Resheeting Program	Spot resheeting of gravel roads with new gravel surface in accordance with asset condition data to provide an improved surface.	377,000			350,000			350,000	
7030 - Major Patching on Sealed Roads	Major patching of sealed roads in accordance with program developed from Council's Asset Management System.	700,000	-400,000	Roads & Bridges Unit	728,000			728,000	
FOOTPATHS									
7027 - Footpath Renewal Program	Program to replace damaged sections of concrete footpaths in accordance with asset condition survey.	65,000			65,000			65,000	

Moira Shire Council Proposed Capital Budget 2014/15
Part 2 - Proposed Capital Budget 2014/15 - Item 9.1.1 - Final Capital Budget 2014/15 v1

FILE NO: F13/223
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE, ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [4] - Final Capital Budget 2014-15 16 june v1

CAPITAL and MAJOR MAINTENANCE BUDGET 2014/15 AND EXPENDITURE PLAN FOR 2015/16									
Project	Description	Budget 2014-15 Year 1			Budget 2015-16 Year 2			Net Cost to Council	Net Cost to Council
		Budget	External Funding Income	Source	Budget	External Funding Income	Source		
BUILDINGS									
7021 - Civic Buildings - Renewal	Renewal and replacement of sections and facilities within buildings in accordance with the building condition audit and priority schedule.	60,000			150,000			60,000	150,000
7020 - Swimming Pools & Centre upgrade program	Building renewal and pool works at various pools in accordance with the renewal program.	75,000			30,000			75,000	30,000
LANDFILL									
7040 - Landfill, Cobram	Progress rehabilitation of Cells 1-3, as per agreement with EPA. Construction of a conventional cap over filled cells.	10,000			22,497			10,000	22,497
7042 - Landfill, Cobram	Various works at Cobram Landfill to ensure compliance with EPA licence, including water bore network upgrades.	200,000			70,000			200,000	70,000
7019 - Landfill, Yarrawonga	Progress rehabilitation of the Yarrawonga landfill site, by investigation and design, if necessary, works in relation to leachate. This is a new requirement of the EPA after care arrangements.	160,000			20,000			160,000	20,000
7039 - Landfill, Cobram	Rehabilitation and interim capping of Cell 6 at the Cobram landfill.	10,000			10,000			10,000	10,000
Landfill, Cobram	Rehabilitation of cell 7				50,000				50,000
SUB TOTAL - MAJOR MAINTENANCE PROJECTS		1,777,000	-400,000		1,620,497	0		1,377,000	1,620,497
NEW PROJECTS									
ROADS AND BRIDGES									
7024 - Township Dust Suppression Program	Dust Suppression Seal in accordance with township dust suppression program. Stage 2 (2014/15) includes new seals to Barmah, and final seals for Stage 1.	105,000			380,000			105,000	380,000
Dry Weather Road Warning Signs	Supply and erect dry weather road signs on every segment of dry weather road in accordance with latest practice.				70,000			0	70,000
Botts Rd / Murrey Valley Hwy intersection, Yarrawonga	Upgrade of the intersection to meet current VicRoads standards. Includes installation of turning lane and widening of the Murrey Valley Hwy. Implementation dependant upon speed at which the adjacent private development occurs.				350,000			0	200,058
Central Business District, Cobram	Stage 2 of implementation of the Cobram Urban Development Framework. Works scope to be determined. Footpath in Punt Rd, High Street Roundabout and associated works.	1,210,000	-500,000	Grants				0	0
Roundabout, Punt Rd Main St, Cobram	Alteration to kerbing on existing roundabout to cater for angled parking in Punt Rd - works to follow Dillon St works.		-710,000	Local Govt Infrastructure Program					100,000
Campbell Rd School Xing, Cobram	Construction of school crossing and associated footpath in Campbell Road, Cobram.				30,000				10,000

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Moir Shire Council Financial Statements 2014/15
Part 2: Proposals for the 2014/15 Budget

FILE NO: F13/223
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE, ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [4] - Final Capital Budget 2014-15 16 june v1

CAPITAL and MAJOR MAINTENANCE BUDGET 2014/15 AND EXPENDITURE PLAN FOR 2015/16							
Project	Description	Budget 2014-15 Year 1			Budget 2015-16 Year 2		
		Budget	External Funding Income	Source	Budget	External Funding Income	Source
				Nett Cost to Council		Nett Cost to Council	
Telford St, western entrance to Yarrawonga	Council contribution to the replacement of existing kerbing and driveway crossings and extension of seal across to shoulder, subject to upgrade of existing driveway crossings (responsibility of adjacent property owners). Project cost \$85,000				85,000	-15,000 Special charges	70,000
Karook Street, Cobram	Karook Street, Cobram installation of traffic safety measures including intersection upgrade. Project extended from 2013/14.	295,000	-295,000	Grants			0
Carter St, Katunga	Construction of raised islands and new crossing lines, to provide a school crossing at Katunga, subject to VicRoads approval of School Crossing Supervisor.				40,000	Grants	10,000
Wilt St Car Park, Yarrawonga	Construction of a sealed carpark and associated works, including lighting.	10,000			110,000		110,000
FOOTPATHS							
Hogans Road, Yarrawonga	Development of a walking/cycling track, at Hogans Road, Yarrawonga.	15,000			150,000	-75,000 Grants	75,000
DRAINAGE							
7055 - Community Surface Drainage	Contribution to road structure improvements within Community Drainage Schemes, required by scheme prepared by Dept of Primary Industries.				12,500		12,500
7050 - Drainage works	Drainage works at various locations, to be resolved. Works will be dependant upon the outcome of the Yarrawonga Drainage Study, and other studies.				500,000		500,000
Fowe Street Retention Basin, Numurkah	Upgrade of existing system, (retention basin) to the Broken Creek to cater for larger storms.	250,000			200,000		200,000
Botts Rd Intersection, Yarrawonga	Drainage works in conjunction with developer works to improve drainage at the intersection.				100,000		100,000
Recreational Reserve, Katunga	Extensions and alterations to the existing Recreation Reserve building at Katunga.				150,000	-100,000 Grants Community Contributions	0
Library, Cobram	Construction of the Cobram Learning Centre incorporating library and meeting spaces. \$500,000 from Living Libraries has been received in 2012/13.	1,210,000	-500,000 -250,000	Grants Grants			460,000

Moir Shire Council Financial Statements 2013/14
Final 2013/14 Financial Statements
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3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [4] - Final Capital Budget 2014-15 16 june v1

CAPITAL and MAJOR MAINTENANCE BUDGET 2014/15 AND EXPENDITURE PLAN FOR 2015/16									
Project	Description	Budget 2014-15 Year 1			Budget 2015-16 Year 2			Net Cost to Council	Net Cost to Council
		Budget	External Funding Income	Source	Budget	External Funding Income	Source		
PARKS AND GARDENS									
Kennedy Park, Cobram	Thompsons Beach Masterplan - Stage 1 works. Works include a pontoon/jetty adjacent to the boat ramp and sewerage dump point.	410,000	-250,000	Local Govt Infrastructure Program				67,600	
Irrigation System Upgrades	Council contribution to ongoing program of improvements to improve water use efficiency. Train Park at Numurkah, Levings Park and Edwards and Trimmer Parks in Barmah, as well as Nathalia Memorial Gardens at Nathalia.		-92,400	Grants	50,000				50,000
Park Land, Station St, Numurkah.	Council has been appointed Committee of Management for Crown Land. Develop a management plan including concept & detailed design, to meet DSE requirements.				10,000				10,000
Lake Numurkah, Numurkah	Construction of beach and other public recreation facilities on Council managed land at Lake Numurkah.				280,000	-140,000	Grants		140,000
BUILDINGS									
Showgrounds, Yarrawonga	Total project comprises four elements- Community building, J.A Thom Building, Rotary Building and former Gun Club building. Project extended from 2013/14. \$84,926 expenditure incurred 2013/14. Total project funded by grants receivable on completion.	293,333	-278,000	Grants					
			-85,000	Community Contributions			(84,926)		
			-15,259	Community Contributions					
Nathalia Mens Shed, Nathalia	Construction of a new Mens Shed facility at Nathalia. Fully grant funded. \$51,000 received in May 2014.	60,000	-9,000	Grants			51,000		
Numurkah Preschool, Numurkah	Additions to the Numurkah preschool building. Project extended from 2013/14.	320,000	-300,000	Grants			10,000		
			-10,000	Community Contributions					
OTHER									
Shire & Town Entry Signs, Various Locations	Year 2 - Design & installation of highway entrance signs to Shire Year 4 - Major towns and Other Towns				50,000				50,000
SUB TOTAL - NEW PROJECTS		4,178,333	-3,294,659		2,817,500	-729,942		883,674	2,087,558

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Maria Jane Council Officer of Capital Budgets
Final 23 Jun 2014 15:00:00 Moira Shire Council - Report to the Council on the 2014/15 Budget

FILE NO: F13/223
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [4] - Final Capital Budget 2014-15 16 june v1

CAPITAL and MAJOR MAINTENANCE BUDGET 2014/15 AND EXPENDITURE PLAN FOR 2015/16									
Project	Description	Budget 2014-15 Year 1			Budget 2015-16 Year 2			Nett Cost to Council	Nett Cost to Council
		Budget	External Funding Income	Source	Budget	External Funding Income	Source		
PROJECTS TO BE DEVELOPED									
Scott Reserve, Cobram	Development of a design for the community facility and sports pavilion.	25,000			90,000			25,000	90,000
Apex Reserve, Cobram	Development of a multi purpose pavilion.			0	450,000	-225,000	Grants	0	225,000
Recreation Reserve, Strathmerton	Development of a multi purpose pavilion.				40,000	-20,000	Grants		20,000
Pools Rehabilitation/renewal Strategy	Development of a rehabilitation/renewal strategy for Council owned pools at Cobram, Numurkah, Nathalia, Strathmerton and Yarrawonga.	50,000						50,000	
Electrical Safety Audit	Stage 1 Electrical safety audit of Council buildings. Audit Stage 1 in year 1 with implementation and further audit following on in future years.	50,000			150,000			50,000	150,000
Township Liveability Project	Implementation of Stage 1 of the Township Liveability Project. A project under development to improve liveability in small townships.				100,000				100,000
SUB TOTAL - PROJECTS TO BE DEVELOPED		125,000	0		830,000	-245,000		125,000	585,000
TOTAL PROPOSED BUDGET		10,720,189	-8,646,409		9,572,582	-2,944,268		4,073,780	6,628,314

(6/1)

Moira Shire Council Financial Statement
Part 2: Proposed Budget 2014/15 and Expenditure Plan 2015/16

FILE NO: F13/223
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

2014/15 BUDGET REPORT

FEES AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
ASSETS AND INFRASTRUCTURE ROAD OCCUPATION PERMITS							
WORKS WITHIN A ROAD RESERVE / ROAD OPENING PERMITS							
One fee unit = \$13.74. Fee units are in accordance with the Monetary Units Act 2004. Fees are not payable in respect of minor works that do not require consent by Regulations.							
Works, other than minor works							
Conducted on, or on any part of the roadway, shoulder or pathway	Municipal road or non arterial state road on which the maximum speed limit for vehicles at any time is more than 50 kilometres per hour Fee Units = 45	No	\$	\$277.80	\$395.80	3%	Set by State legislation
Not conducted on, or on any part of the roadway, shoulder or pathway	Municipal road or non arterial state road on which the maximum speed limit for vehicles at any time is not more than 50 kilometres per hour Fee Units = 20	No	\$	\$258.80	\$284.80	3%	Set by State legislation
Not conducted on, or on any part of the roadway, shoulder or pathway	Municipal Road or non arterial state road on which the maximum speed limit for vehicles at any time is more than 50 kilometres per hour Fee Units = 25	No	\$	\$321.00	\$331.00	3%	Set by State legislation
Not conducted on, or on any part of the roadway, shoulder or pathway	Municipal road or non arterial state road on which the maximum speed limit for vehicles at any time is not more than 50 kilometres per hour Fee Units = 5	No	\$	\$84.20	\$88.20	3%	Set by State legislation
Minor works							
Conducted on, or on any part of the roadway, shoulder or pathway	Municipal Road or non arterial state road on which the maximum speed limit for vehicles at any time is more than 50 kilometres per hour Fee Units = 11.5	No	\$	\$147.70	\$152.30	3%	Set by State legislation
Not conducted on, or on any part of the roadway, shoulder or pathway	Municipal road or non arterial state road on which the maximum speed limit for vehicles at any time is not more than 50 kilometres per hour Fee Units = 11.5	No	\$	\$147.70	\$152.30	3%	Set by State legislation
Not conducted on, or on any part of the roadway, shoulder or pathway	Municipal Road or non arterial state road on which the maximum speed limit for vehicles at any time is more than 50 kilometres per hour Fee Units = 6.0	No	\$	\$64.20	\$66.20	3%	Set by State legislation
Not conducted on, or on any part of the roadway, shoulder or pathway	Municipal road or non arterial state road on which the maximum speed limit for vehicles at any time is not more than 50 kilometres per hour Fee Units = 6.0	No	\$	\$64.20	\$66.20	3%	Set by State legislation

FILE NO: F13/223
3. OUR COMMUNICATIONS AND
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ITEM NO: 9.1.1
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

2014/15 BUDGET REPORT

FEES AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF=Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
PRIVATE PIPELINES							
Pipelines are constructed as a Section 173 agreement under the provision of the Planning and Environment Act 1987. The annual rental is for the use of the roadway							
Annual Licence Fees		No	S	\$50.00	\$51.25	3%	
	Existing single pipeline crossing of a road	No	S	\$50.00	\$51.25	3%	
	New single pipeline crossing of a road	No	S	\$100.00	\$102.50	3%	
	Existing pipeline which runs longitudinally in the road reserve	No	S	\$500.00	\$512.50	3%	Per 100m of pipeline
	New pipeline longitudinally in the road reserve	No	S	\$25.00	\$27.50	10%	
	Title Search for Private Pipelines	Yes	F				
AVDATA							
	Purchase of Avdata Key	Yes	F		\$33.00		
ANIMAL CONTROL & COMMUNITY SAFETY & ENVIRONMENT LOCAL LAWS							
Animal Control							
Domestic Animals Act 1994	Not Wearing Tags or Marker	No	SF	\$72.00	\$74.00	3%	Set by State legislation
Sections 20, 21, 22, 23 and 32(1) infringements	Cat at large	No	SF	\$72.00	\$74.00	3%	Set by State legislation
	Dog at large in day time	No	SF	\$217.00	\$221.00	2%	Set by State legislation
	Dog at large at night time	No	SF	\$289.00	\$295.00	2%	Set by State legislation
	Greyhound not muzzled or controlled	No	SF	\$217.00	\$221.00	2%	Set by State legislation
	Not complying with order to abate nuisance	No	SF	\$217.00	\$221.00	2%	Set by State legislation
	Unregistered Animals	No	SF	\$289.00	\$295.00	2%	Set by State legislation
Registration Fees	Domestic Animal Business, administration fee	No	SF	\$117.00	\$124.00	6%	Set by State legislation
Dog & Cat Reduced Fee	Dog and Cat Registration 3 months and over	No	SF	\$25.00	\$25.00	0%	As per Domestic Animals Act Pensioners, add 50% discount
Dog and Cat Other	Dog and Cat Registration natural	No	SF	\$75.00	\$75.00	0%	As per Domestic Animals Act Pensioners, add 50% discount
	State Government Levy - Cat	Yes	SF	\$2.00	\$2.00	0%	Set by State legislation

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3. OUR COMMUNICATIONS AND
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

2014/15 BUDGET REPORT

FEES AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
Replacement Tags	State Government Levy - Dog	Yes	SF	\$3.50	\$3.50	0%	Set by State legislation
Trap Hire	Animal Replacement Tags	No	F	\$5.00	\$5.00	0%	
	Cat Trap Hire (Refundable Deposit)	No	F	\$ 100.00	\$ 100.00	0%	Refundable deposit
Pound Fees							
	Domestic Animals	No	F	\$ 102.00	\$ 108.00	6%	Release fee to Council plus \$10 per day sustenance
	Livestock 1-9	No	F	\$303.00	\$321.00	6%	Release fee to Council plus \$10 per day sustenance
	Livestock 10-49	No	F	\$632.00	\$670.00	6%	Release fee to Council plus \$10 per day sustenance
	Livestock 50 plus	No	F	\$949.00	\$1,005.00	6%	Release fee to Council plus \$10 per day sustenance
	Travelling livestock fees (Droving) per time with \$1,000 bond to Council	No	F	\$317.00	\$336.00	6%	
	Grazing Permit	No	F	\$23.00	\$23.00	6%	
COMMUNITY SAFETY & ENVIRONMENT LOCAL LAW							
Community Safety & Environment Local Law Permit Fees							
Application Fee for a Local Law Permit	Application for a Local Law permit (or if permit expires and renewal not sought prior to expiry)	No	F	\$50.00	\$50.00	0%	Fee for charities, not-for-profit organisations and community groups may be waived
Street Stalls incl. Raffles	Trading of goods and services on a Footpath/Road Reserve permit	No	F	\$81.00	\$86.00	6%	
Tables & Chairs on Footpath/Road Reserve	Application Fee	No	F	\$50.00	\$50.00	0%	Only applies for a new application
	Up to 4 tables	No	F	\$100.00	\$106.00	6%	Annual fee payable
	Per table (in excess of 4 tables)	No	F	\$20.00	\$21.00	6%	Annual fee payable
	Temporary Screens (Flat rate)	No	F	\$21.00	\$21.00	6%	Annual fee payable
Advertising Boards	Moveable signs on Footpath/Road Reserve permit	No	F	\$50.00	\$53.00	6%	Annual fee payable, plus \$50 application fee
Display of Goods on Footpath/Road Reserve	Display of Goods on Footpath/Road Reserve permit	No	F	\$125.00	\$133.00	6%	Annual fee payable, plus \$50 application fee

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3. OUR COMMUNICATIONS AND
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

2014/15 BUDGET REPORT

FEES AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
Car Dealerships (vehicles on nature strip)	Car Dealerships (vehicles on nature strip)	No	F	\$120.00	\$127.00	6%	Annual fee payable, plus \$50 application fee
Local Laws - Permits	Burning off Permits, Burning Off Residential, Recreation Vehicles, Advertising, Bill Posting, Camping, Circuses, Keeping of Animals, Beehives, Bulk Rubbish Bins, Scavenging at Waste Disposal Sites, Drainage Tapping	No	SF	\$86.00	\$91.00	6%	
Local Law - Parking Fines							
Parking Infringements	Road Safety Act statutory fines	No	SF	Variable from \$87.00 to \$144.00	Variable from \$89.00 to \$148.00	3%	Set by State legislation
	Council parking fines time limits	No	SF	\$50.00	\$50.00	0%	Set by State legislation
Local Law - Fines							
Local Law - Fines	Burning Off Residential, Recreation Vehicles, Advertising, Bill Posting, Camping, Circuses, Keeping of Animals, Beehives, Bulk Rubbish Bins, Scavenging at Waste Disposal Sites, Drainage Tapping	No	SF	\$200.00	\$200.00	0%	
Local Law - Seized Items							
Release of Seized Items	Impounded vehicles	No	F	Towing cost plus \$50 Admin Fee	Towing cost plus \$50 Admin Fee	0%	
	Moveable Signs/Tables & Chairs	No	F	\$50.00	\$50.00	0%	
Local Law Fines - Behaviour							
Litter Fines	Litter fines - small amount	No	S	\$144.00	\$148.00	3%	Set by State legislation
	Litter fines - large amount	No	S	\$288.00	\$295.00	2%	Set by State legislation
	4012 - Act contrary to conditions imposed when using a municipal place or property	No	SF	\$100.00	\$200.00	100%	Alignment of Local Law fine
	4001 - Behave in a boisterous/harmful manner	No	SF	\$200.00	\$200.00	0%	
	4002 - Behave in a way which is detrimental to the municipal place or public asset	No	SF	\$100.00	\$200.00	100%	Alignment of Local Law fine
	4003- As an owner or occupier of land, did allow trees, plants or any other matter on that land to cause damage to, or interfere with a municipal place	No	SF	\$200.00	\$200.00	0%	
	4006- Did behave in a dangerous manner	No	SF	\$500.00	\$200.00	(60)%	Alignment of Local Law fine
	4008 - Did damage/destroy/write on/interface with/remove or affix anything from a municipal building or structure	No	SF	\$500.00	\$200.00	(60)%	Alignment of Local Law fine

FILE NO: F13/223
3. OUR COMMUNICATIONS AND
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

MOIRA SHIRE COUNCIL

FEEs AND CHARGES SCHEDULE

2014/15 BUDGET REPORT

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF=Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
Local Law Fines - Streets & Roads							
	Discharge water onto road	No	SF	\$200.00	\$200.00	0%	
	Riding horses on reservations, public reserves and recreation grounds	No	SF	\$200.00	\$200.00	0%	
	Erecting or placing of signs and goods on footpath	No	SF	\$200.00	\$200.00	0%	
	Roadside trading	No	SF	\$200.00	\$200.00	0%	
	Loading goods for sale	No	SF	\$200.00	\$200.00	0%	
	Outdoor eating facilities	No	SF	\$200.00	\$200.00	0%	
	Street parties, street festivals and processions	No	SF	\$200.00	\$200.00	0%	
	Street collections	No	SF	\$200.00	\$200.00	0%	
Infingement Notice Offences and Codes - Alcohol							
	4017 - Consume alcohol in designated area	No	SF	\$200.00	\$200.00	0%	
	4021 - Consume/poess/control alcohol (in unsealed container) between 10pm and 6am contrary to signs	No	SF	\$200.00	\$200.00	0%	
	4018 - Possess/control alcohol in unsealed container in designated area	No	SF	\$500.00	\$200.00	(60)%	Alignment of Local Law fine
	4019 - Consume/poess/control alcohol (in unsealed container) contrary to signs	No	SF	\$500.00	\$200.00	(60)%	Alignment of Local Law fine
	4020 - Consume/poess/control alcohol (in unsealed container) between 10 pm and 6am in designated area	No	SF	\$500.00	\$200.00	(60)%	Alignment of Local Law fine
Infingement Notice Offences and Codes - Livestock							
	5001- Cause allow livestock to be driven on a road through or to a destination within the Municipal district in contravention of the local law	No	SF	\$200.00	\$200.00	0%	
	5002 - Cause/allow livestock to graze on a road without a permit	No	SF	\$200.00	\$200.00	0%	
	5003- Cause/allow livestock to be driven across/along a road from a property or part of a property to another property in contravention of the local law	No	SF	\$200.00	\$200.00	0%	
Infingement Notice Offences and Codes - False Statements							
	5016 - Make false representation or declaration (orally or written) or intentionally omit relevant information in an application for a permit or exemption	No	SF	\$200.00	\$200.00	0%	

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3. OUR COMMUNICATIONS AND
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

2014/15 BUDGET REPORT

FEEs AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF=Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
Infingement Notice Offences and Codes - Notice to Comply							
	5017 - Fail to comply with a "Notice to Comply"	No	SF	\$200.00	\$200.00	0%	
COMMUNITY SERVICES							
Community Development							
	Family Day Care Adm'n Levy	No	F	\$10.00	\$10.00	0%	Per family per week
	Immunisation - purchase of vaccination by clients	No	F	\$60.00	\$60.00	0%	Per vaccine
	Breast Pump Hire Fee	Yes	F	\$10.00	\$10.00	0%	Per hire per week
Yarrawonga Town Hall Hire							
	Town Hall (includes stage, portable stairs & dress circle)	Yes	SU	\$30.00 per hr \$100.00 per 1/2 day \$200.00 Full day \$300.00 (Max Fee)	\$33.00 per hr \$110.00 - 4 hrs \$220.00 - 8 hrs \$330.00 - 12hrs (Max fee)	10%	
	Council Chamber at Town Hall	Yes	SU	\$20.00 per hr \$50.00 1/2 day \$100.00 Full Day \$150.00 (Max Fee)	\$22.00 per hr \$55.00 - 4 hrs \$110.00 - 8 hrs \$165.00 - 12 hrs (Max fee)	10%	
	Yellowbox Meeting Room - Town Hall	Yes	SU	\$20.00 per hr \$50.00 1/2 day \$100.00 Full Day \$150.00 Max Fee	\$22.00 per hr \$55.00 - 4 hrs \$110.00 - 8 hrs \$165.00 - 12 hrs (Max fee)	10%	
	Community Hall	Yes	SU	\$15.00 per hr \$50.00 for 4hrs \$100.00 for 8 hrs \$150.00 max	\$16.50 per hr \$55.00 - 4 hrs \$110.00 - 8 hrs \$165.00 - 12 hrs (Max fee)	10%	

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

2014/15 BUDGET REPORT

FEEs AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF=Fees set by statute and full cost recovery F=Full cost recovery SU=Subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
	Community Hall - Kitchen	Yes	SU	\$15.00 per hr \$50.00 for 4hrs \$100.00 for 8 hrs \$160.00 max	\$16.50 per hr \$55.00 - 4 hrs \$110.00 - 8 hrs \$165.00 - 12 hrs (Max fee)	10%	
	Portable Building	Yes	SU	\$10.00 per hr	\$11.00 per hr	10%	
	Set up Town Hall	Yes	SU	\$50.00 1/2 day \$100.00 thereafter	\$55.00 - 4 hrs \$110.00 thereafter	10%	
	Set up Community Hall	Yes	SU	\$25.00 1/2 day \$50.00 thereafter	\$27.50 - 4hrs \$55.00 thereafter	10%	
	Rehearsals	Yes	SU	\$10.00 per hr	\$11.00 per hr	10%	
Bond							
	Key Deposit	No	F	\$50.00	\$50.00	0%	
	Town Hall	No	F	\$250.00	\$250.00	0%	
	Community Hall	No	F	\$250.00	\$250.00	0%	
	Community Hall kitchen	No	F	\$250.00	\$250.00	0%	
	Portable Building	No	F	\$250.00	\$250.00	0%	
	More than one area	No	F	\$400.00	\$400.00	0%	
	Tables and chairs	No	F	\$1.00 per table per day of hire. No fees for chairs	\$1.00 per table per day of hire. No fees for chairs	0%	
Cobram Civic Centre Hall Hire							
	Main hall includes Stage & Kitchen	Yes	SU	\$50.00 per hr \$100.00 - 1/2 day \$200.00 - full day \$300.00 Max Fee	\$33.00 per hr \$110.00 - 4 hrs \$220.00 - 8 hrs \$330.00 - 12 hrs (Max fee)	10%	
	Council Chambers	Yes	SU	\$50.00 per hr \$100.00 - 1/2 day \$200.00 - full day \$300.00 Max Fee	\$33.00 per hr \$110.00 - 4 hrs \$220.00 - 8 hrs \$330.00 - 12 hrs (Max fee)	10%	

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MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF=Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
	Commercial Kitchen	Yes	SU	\$15.00 per hr \$50.00 - 1/2 day \$100.00 - full day \$150.00 Max Fee	\$16.50 per hr \$55.00 - 4 hrs \$110.00 - 8 hrs \$165.00 - 12 hrs (Max fee)	10%	
	Set up fee	Yes	SU	\$50.00 1/2 day \$100.00 thereafter	\$55.00 1/2 day \$110.00 thereafter	10%	
	Rehearsals	Yes	SU	\$10.00 per hr	\$11.00 per hr	10%	
Bond							
	Key Deposit	No	F	\$50.00	\$50.00	0%	
	Main hall	No	F	\$250.00	\$250.00	0%	
	Council Chambers	No	F	\$250.00	\$250.00	0%	
	Commercial Kitchen	No	F	\$250.00	\$250.00	0%	
	More than one area	No	F	\$400.00	\$400.00	0%	
	PA System Hire	No	F	\$50.00/function	\$50.00	0%	
	PA System Bond	No	F	\$100.00	\$100.00	0%	
Refer to other hire conditions	Tables & chairs	No	F	\$1.00 per table per day of hire. No fees for chairs	\$1.00 per table per day of hire. No fees for chairs	0%	
Miscellaneous							
	Security Deposit on Keys	No	F	\$50.00	\$50.00	0%	Refundable deposit
LIBRARY FEES							
	Library Fees	Yes on Any Item Sold					Library Service is free
REVENUE & PROPERTY MANAGEMENT							
	Land Information Certificate	No	SF	\$20.00	\$20.00	0%	Fees set by statute

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FEES AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
	Land Information Certificate	No	F	\$30.00	\$30.00	0%	New fee. Two (2) day
	Land Information Certificates Priority	No	F	\$55.00	\$55.00	0%	Subject to increase by related authorities
	Land Title Certificate	Yes	F	From \$30.00 to \$86.00	From \$30.00 to \$86.00	0%	Fee for private land title search. Cost varies depending on information needed
	Multiple Properties Search	Yes	F	\$30.90	\$35.00	13%	Dependant on Privacy Provisions
	Reprint Rate Notice	Yes	F	\$10.00	\$10.00	0%	
	Cheque/Direct Debit/Dishonour	Yes	F	\$20.00	\$20.00	0%	
	Cheque Dishonour - Australia Post	Yes	F	\$27.00	\$20.00	(26)%	Align AP and Bank Dishonour Fees

BUILDING AND PLANNING FEES

PLANNING FEES

Use of land	Class 1 - Use only (use of land other than Single Dwelling per (d)). Further Fee applies if advertisement is Required. Also refer regulation 88	No	SSU	\$502.00	Not yet set	Fixed by State Statute
Single dwelling	Class 2 - Dwelling and ancillary: (a) Develop Land for a Single Dwelling, or (b) Use and Develop Land for a Single Dwelling, or (c) Undertake Ancillary Development to the Use of the Land for a Single Dwelling, per Lot with cost of development in the application being equal or more than \$10,000 to \$100,000 per Lot. Other than subdivision. Further Fee applies if advertisement is Required.	No	SSU	\$239.00	Not yet set	Set by State legislation
Development of land	Class 3 - Dwelling and ancillary: (a) Develop Land for a Single Dwelling, or (b) Use and Develop Land for a Single Dwelling, or (c) Undertake Ancillary Development to the Use of the Land for a Single Dwelling, per Lot with cost of development in the application being equal or more than \$100,001 per lot. Other than Subdivision. Further Fee applies if Advertisement is required.	No	SSU	\$490.00	Not yet set	Set by State legislation
	Class 4 - Development <\$10,000. Develop Land with the cost of development in the application being less than \$10,000. Other than subdivision and other than undertake Ancillary development to the use of the land for a single dwelling per lot. Further Fee applies if advertisement is Required.	No	SSU	\$102.00	Not yet set	Set by State legislation

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Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU= subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
	Class 5 - Development \$10,000 - \$250,000: Develop Land with the cost of development in the application more than \$10,000 to \$250,000. Other than subdivision and Class 2 or 3. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$504.00	Not yet set		Set by State legislation
	Class 6 - Development \$250,000 - \$500,000. Other than subdivision and Class 3. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$707.00	Not yet set		Set by State legislation
	Class 7 - Development \$500,000 - \$1,000,000. Other than subdivision and Class 3. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$815.00	Not yet set		Set by State legislation
	Class 8 - Development \$1,000,000 - \$7,000,000. Other than subdivision and Class 3. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$1,153.00	Not yet set		Set by State legislation
	Class 9 - Development \$7M - \$10M. Other than subdivision and Class 3. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$4,837.00	Not yet set		Set by State legislation
	Class 10 - Development \$10M - \$50M. Other than subdivision and Class 3. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$8,084.00	Not yet set		Set by State legislation
	Class 11 - Development \$50M +. Other than subdivision and Class 3. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$16,130.00	Not yet set		Set by State legislation
	Class 12 - Subdivide an existing building (excise). Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$386.00	Not yet set		Set by State legislation
	Class 13 - Subdivide into two lots other than Class 12. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$386.00	Not yet set		Set by State legislation
	Class 14 - Realign boundaries or consolidate land. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$386.00	Not yet set		Set by State legislation
	Class 15 - Subdivide into three or more lots other than Class 12-13-14. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$781.00	Not yet set		Set by State legislation
	Class 16 - Remove a restriction on existing lawful development. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$249.00	Not yet set		Set by State legislation
	Class 17 - Create or remove a Right of way and Create, vary or remove a restriction other than Class 16. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$541.00	Not yet set		Set by State legislation
	Class 18 - Create, vary or remove easement or a condition in the nature of the easement other than Class 17. Further Fee applies if advertisement is Required. Also refer regulation 8B	No	SSU	\$104.00	Not yet set		Set by State legislation
	Whole Farm Plan Amend an application for a permit after notice has been given for every class of application (other than a class 4 application) set out in the table in regulation 7. Further Fee applies if advertisement is Required.	No	SSU	\$302.00	Not yet set		
	Amend application Amend an application to amend a permit after notice has been given for every class of application (other than a class 4 application) set out in the table in regulation 8B. Further Fee applies if advertisement is Required.	No	SSU	\$102.00	Not yet set		Set by State legislation
		No	SSU	\$102.00	Not yet set		Set by State legislation

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Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
Amend permit	Class 1 - Permit Amendment (Change of Use) - An application to amend a permit to use land if that amendment is to change the use for which the land may be used. Further Fee applies if advertisement is Required.	No	SSU	\$502.00	Not yet set		Set by State legislation
	Class 2 - Permit Amendment (Items of Permit) - An application to amend a permit (other than a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot) to (a) change statement of what permit allows or; (b) change conditions or; (c) any way not provided in the regulation. Further Fee applies if advertisement is Required.	No	SSU	\$502.00	Not yet set		Set by State legislation
	Permit Amendment (Single Dwelling) ->\$10,000 Other than Class 3-4-5	No	\$	\$0.00	Not Yet Set		Set by State legislation
	Class 3 - Permit Amendment (Single Dwelling) ->\$10,000 and <\$100,000 - An application to amend a permit (other than a permit to subdivide land) to (a) develop land or to (b) use and develop land for a single dwelling per lot or; (c) undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of the variation is not less than \$10,000 and not more than \$100,000. Further Fee applies if advertisement is Required.	No	SSU	\$238.00	Not yet set		Set by State legislation
	Class 4 - Permit Amendment (Single Dwelling) ->\$100,000 - An application to amend a permit (other than a permit to subdivide land) to (a) develop land or to (b) use and develop land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000. Further Fee applies if advertisement is Required.	No	SSU	\$480.00	Not yet set		Set by State legislation
	Class 5 - Permit Amendment (Total) - and equal \$10,000 - An application to amend a permit to develop land if the estimated cost by the amendment is less than \$10,000, other than (a) a permit to undertake development ancillary to the use of the land for a single dwelling per lot where the total estimated cost of the development originally permitted and the additional development by the amendment is less than \$10,000 or; (b) subdivision. Further Fee applies if advertisement is Required. Also refer proposed regulation 11B	No	SSU	\$102.00	Not yet set		Set by State legislation
	Class 6 - Permit Amendment (Total) ->\$10,000 to \$250,000 - An application other than a class 3 application or a class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$10,000 and not more than \$250,000. Further Fee applies if advertisement is Required. Also refer regulation 11B	No	SSU	\$604.00	Not yet set		Set by State legislation
	Class 7 - Permit Amendment (Total) ->\$250,000 to \$500,000 - An application other than a class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$250,000 and not more than \$500,000. Further Fee applies if advertisement is Required. Also refer proposed regulation 11B	No	SSU	\$707.00	Not yet set		Set by State legislation

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	Class 8 - Permit Amendment Total > \$500,000 - An application other than a class 4 application to amend a permit if the estimated cost or any additional development to be permitted by the amendment is more than \$500,000. Further Fee applies if advertisement is Required. Also refer proposed regulation 11B	No	SSU	\$815.00	Not yet set		Set by State legislation
	Class 9 - Permit Amendment Subdivision - An application to amend a permit to: (a) Subdivide an existing building; or (b) subdivide land into two lots; or (c) effect a realignment of a common boundary between lots or to consolidate two or more lots. Further Fee applies if advertisement is Required. Also refer regulation 68	No	SSU	\$388.00	Not yet set		Set by State legislation
Amend Subdivision		No	SSU	\$388.00	Not yet set		Set by State legislation
Search Fee	Search Fee for Planning Permits and Subdivisions (per property)	No	SU	\$80.00	\$83.00	5%	
Extension Permit	Extension of time for planning permit	No	SU	\$115.00	\$120.00	4%	
Secondary Plan	Amendment endorsed plans - secondary consent	No	SSU	\$50.00	Not yet set		Set by State legislation
Compliance cert.	Certificates of Compliance	No	SSU	\$147.00	Not yet set		Set by State legislation
Satisfaction	Satisfaction Matters	No	SSU	\$102.00	Not yet set		Set by State legislation
Advertising Applications							
	Administration Fee	Yes	F	\$60.00	\$62.00	3%	
	Individual Notices	Yes	F	\$4.00	\$4.20	5%	
	Notice posted on site	Yes	F	\$56.00	\$56.00	2%	
	Notice in newspaper	Yes	F	\$160.00	As quoted by media outlet		
Amendments to Planning Scheme (VCA T)							
	On application	No	SSU	\$788.00	Not yet set		Set by State legislation
	To consider submissions	No	SSU	\$788.00	Not yet set		Set by State legislation
	Adopt an amendment	No	SSU	\$524.00	Not yet set		Set by State legislation
	Approve an amendment	No	SSU	\$788.00	Not yet set		Set by State legislation
Subdivision (Permit and Certification) Fees Regulations 2000							
	To certify a Plan of Subdivision	No	SSU	\$100.00 + \$20.00 per lot created	Not yet set		Set by State legislation
	To certify any other application	No	SSU	\$100.00	Not yet set		Set by State legislation
	Supervision of works	No	SSU	max is 2.5% of estimated cost of construction of works (value)	Not yet set		Set by State legislation

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	Subdivision Plan Checking (checking engineering plan provided)	No	SSU	max is 0.75% of estimated cost of construction of works (value)	Not yet set		Set by State legislation
	To prepare an engineering plan by Council on behalf of applicant	No	SSU	max is 3.5% of estimated cost of works proposed on plan	Not yet set		Set by State legislation
Car Parking Contributions							
	All locations except for Yarrawonga and Numurkah	No	SU	By Negotiation	By Negotiation		
	Average Cost of Parking bays" provision of parking spaces in lieu of provision of actual spaces	No	SU	By Negotiation	By Negotiation		
	Average Cost of Parking bays" provision of parking spaces in lieu of provision of actual spaces	No	SU	By Negotiation	By Negotiation		
BUILDING FEES							
Building Applications and Building Permits on Domestic Works							
	Extensions/Alterations	Yes	F	Cost/250 (Min \$800.00)	Cost/240 (Min \$600.00)	varies	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy.
	New Dwellings	Yes	F	Cost/250 (Min \$800.00)	Cost/240 (Min \$600.00)	varies	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy.
	New Dwellings Out of Shire	Yes	F	To be Quoted	To be Quoted	varies	Fee may vary with distance, by negotiation.
	Minor works, Garages, Carports and In-Ground Pools.	Yes	F	\$300.00	\$310.00	3%	All inspections included. Does not include statutory fees for lodgement or building levy.
	Demolitions/Removals (Domestic)	Yes	F	\$300.00	\$310.00	3%	All inspections included. Does not include statutory fees for lodgement or building levy.

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	Minor works, Above-Ground Swimming Pools	Yes	F	\$150.00	\$150.00	0%	All inspections included. Does not include statutory fees for lodgement or building levy. No longer includes In-Ground Pools (refer above)
	Pool Fence Compliance Certificates	Yes	F	\$130.00	\$130.00	0%	
	Restumps	Yes	F	\$300.00	\$310.00	3%	All inspections included. Does not include statutory fees for lodgement or building levy.
	Additional Inspections	Yes	F	\$130.00	\$135.00	4%	Minimum per inspection
	Retrieving Building Files from archives	Yes	F	\$45.00	\$50.00	11%	
	Council Report & Consent	No	F	Not Set	Not yet set	varies	Inspection may be required, subject to variation. Statutory Fee
	Amendment to approved plans	Yes	F	\$150.00 minor \$250.00 major	\$150.00 minor \$250.00 major	varies	
	Asset protection security deposit	No	F	\$1,000.00	\$1,000.00	0%	
	Owner/Builder inspection 137B	Yes	F	Class 1's \$300.00 Class 10's \$150.00	Class 1's \$350.00 Class 10's \$175.00	varies	
	Demolition Report & Consent	No	S	\$66.75	Not yet set		Set by State legislation
	Bond for re-erection of dwellings	No	S	\$5,000.00	Not yet set		Set by State legislation
	Liquor Licence measuring	Yes	F	\$500.00	\$500.00	0%	
	Maximum fee payable for report and consent for stormwater drainage discharge point	No	S	Not Set	Not yet set		Set by State legislation
	Place of Public Entertainment (POPE) permit	Yes	F	\$200.00	\$200.00	0%	
	Asset Protection application fee	No	F	\$80.00	\$80.00	0%	
Building Applications and Building Permits on Commercial Works							
	Minor Commercial Works (i.e.) re-classifications, signs etc	Yes	F	\$300.00	\$300.00	0%	
	Minor Commercial Works (i.e.) Shop Fronts, Awnings, etc	Yes	F	\$300.00	\$300.00	0%	
	Up to \$50,000	Yes	F	\$600.00 minimum	\$650.00 minimum	8%	The Municipal Building Surveyor will have regard to the size and complexity of the project when estimating fees

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	\$50,001 - \$100,000	Yes	F	\$1,150.00 minimum	\$1,200.00 minimum	4%	The Municipal Building Surveyor will have regard to the size and complexity of the project when estimating fees
	\$100,001 - \$150,000	Yes	F	\$1,650.00 minimum	\$1,700.00 minimum	3%	The Municipal Building Surveyor will have regard to the size and complexity of the project when estimating fees
	\$150,001 +	Yes	F	quoted	quoted		The Municipal Building Surveyor will have regard to the size and complexity of the project when estimating fees
	Building Certificates	No	SF	not set	Not yet set		Set by State legislation
	Building Lodgement Fees	No	SF	not set	Not yet set		Set by State legislation
ENVIRONMENTAL HEALTH - FOOD ACT							
Registered Food Premises Fee Structure							
	Class 4 Low Risk	No	SU	Nil	Nil	0%	Stable pre packaged food and community sausage sizzles
	Class 3 Medium Risk	No	F	\$257.00	\$273.00	6%	
	Class 2 Medium to high risk	No	F	\$483.00	\$512.00	6%	
	Class 1 High Risk	No	F	\$483.00	\$512.00	6%	
Health and Food Act	Transfer and Registration Fees	No	F	Based on 50% annual registration fee	Based on 50% annual registration fee		
Health and Food Act	Pre-purchase inspections	Yes	F	Based on 50% annual registration fee	Based on 50% annual registration fee		
Health and Food Act	High Risk Food Community groups and sporting clubs selling food	No	F	\$72.00	\$77.00	7%	
Health and Food Act	Prescribed Accommodation Premises	No	F	\$175.00	\$186.00	6%	
Health and Food Act	Hairstressing	No	F	\$110.00	\$117.00	6%	
Residential Tenancies	Caravan Parks	No	S	Price on application	Price on application		

FILE NO: F13/223
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

MOIRA SHIRE COUNCIL 2014/15 BUDGET REPORT

FEES AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
SEPTIC TANKS							
System Compliance Report	Fee for report	No	F	\$215.00	\$228.00	6%	
Permit To Install	Fee for a new septic tank	No	F	\$641.00	\$680.00	6%	
Permit to Alter	Fee for permit to alter specs	No	F	\$405.00	\$430.00	6%	
Additional Site Inspections	More than the 3 mandatory	No	S	\$173.00	\$184.00	6%	
Septic Tank Infringement	Breaches of legislation	No	S	Prescribed Penalty Units	Prescribed Penalty Units	0%	
TIP FEES							
General Waste Disposal Charges							
General Waste							
Eco Recycle Best Practice EPA Act 1970	Residents per M3	Yes	SU	\$33.00	\$36.00	9%	
	Commercial/ Non-resident per M3	Yes	SU	\$79.00	\$87.00	10%	
	Commercial - Internal - source internal to Shire per tonne (Cobram Landfill)	Yes	SU	\$176.00	\$193.60	10%	
	Commercial - External - sub Shire source per tonne	Yes	SU	\$270.00	\$300.00	11%	
Recycling							
	Commingle Recyclables	Yes	SU	Residents free, \$8.00m ³ Commercial	Residents free, \$9.50m ³ Commercial	6%	
	Organic Waste	Yes	SU	Residents \$11.00per m ³ Commercial \$14.50	Residents \$11.00per m ³ Commercial \$16.00	10%	
	Domestic Gas Bottles (per bottle)	Yes	SU	\$13.00	\$13.00	0%	Residential and Commercial
	Concrete (per metre)	Yes	F	\$29.00	\$32.00	10%	
	Plasterboard (per metre)	Yes	F	\$29.00	\$32.00	10%	

FILE NO: F13/223
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 9.1.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix E 11 Fees and Charges Schedule 2014-15

2014/15 BUDGET REPORT

FEES AND CHARGES SCHEDULE

MOIRA SHIRE COUNCIL

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/2014	Proposed 2014/2015	% Change	Comments
	Scrap Steel - White goods, car bodies, car batteries	No	SU	Free	Free		Residential and Commercial car bodies accepted at site operators discretion
	Sludge wrap	No	SU		Free (if in Flisback Bag)		
	E-Waste	No	SU		Free		Under Stewardship program
	Chemical Drums/Containers (Triple Rinsed)	No	SU	Free	Free		
	Plastic Chemical Containers (Iron Drum Muster) per drum	Yes	SU	\$6.50	\$6.50	0%	
	Contaminated Oil	No	SU	\$3.00	\$3.50	17%	
	Clean Oil	No	SU	Free	Free		
	Mattresses	Yes	F		\$12 Single \$16 Double		New recycle item
	Resource Recovery Items	No	SU	Free	Free	0%	
Tyres	Motor cycle	Yes	SU	\$5.50	\$6.00	9%	
	Car	Yes	SU	\$7.50	\$8.25	10%	Residential and Commercial
	Light Truck	Yes	SU	\$13.00	\$14.50	12%	Residential and Commercial
	Truck	Yes	SU	\$23.00	\$25.00	9%	Residential and Commercial
	Tractor	Yes	SU	\$77.00	\$85.00	10%	Residential and Commercial
	Earthmover	Yes	SU	\$110.00	Not accepted		
Weigh Bridge							
	Light vehicle	Yes	F	\$9.00	\$10.00	11%	
	Heavy vehicle including B Doubles	Yes	F	\$18.50	\$20.00	8%	
	Gross & Tare all vehicles	Yes	F	\$24.00	\$27.00	13%	

FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014

RECOMMENDATION

That Council receives and notes the Financial Position Report as at 31 May 2014.

1. Executive Summary

Highlights:

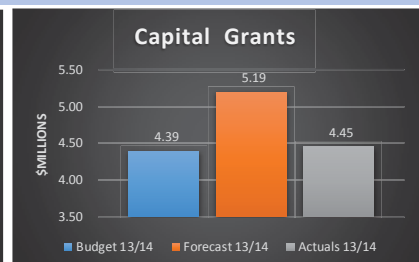
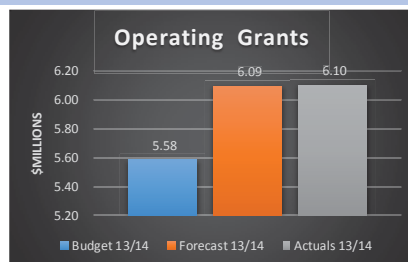
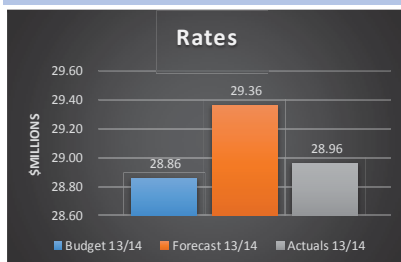
- Financial position as at 31 May 2014 is tracking to forecast.
- Council's cash position as at 31 May 2014 is \$16.9M, with the estimated free cash balance at the end of June 2014 to be \$8.6M.
- Sundry debtors and infringement balances continue to be well managed with \$1.8M in debtors outstanding. This debt includes an amount in current debtors of \$1.1M for Vic Roads as payment for Country Roads and Bridges Initiative and an amount > 90 days of \$198,000 for sale of land due for payment in November 2014.
- Rates collected to end of May 2014 are 90.1% of Total Rates Levied compared to 92.4% at the end of May 2013.
- Flood Recovery activity is drawing to a close but Wunghnu fires expenditure awaiting claims to be submitted.

2. Background and Options

Executive Summary Dashboard:

Moira Shire Council

Monthly Financial Position Report May-2014



Income Drivers Ranked in order of priority

- Rates - Sustains Council's Operations and VAGO Indicator compliance
- Operating Grants - Supports Council's Operational activities
- Capital Grants - Assists Council's Infrastructure programme, Cash flow

Actuals YTD as a % of	Adopted Budget	Forecast 2013/14
Rates	100.4%	98.6%
Operating Grants	109.3%	100.1%
Capital Grants	101.3%	85.7%

FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014 (cont'd)

Income Statement	Adopted Budget 2013/14	Current Year Forecast 2013/14	YTD Actuals May-2014	Target completion % of Forecast for month 11 of 12	Actual completion %
Capital Income					
Capital Grants	4,389,900	5,191,175	4,446,738	4,758,577	93.45%
Capital Contributions	378,531	303,531	286,971	278,237	103.14%
Net Gain /(Loss) on disposal of assets	74,050	-	679,943	-	
Other Capital Income	-	5,555	-	5,092	0.00%
Total Capital Income	4,842,481	5,500,261	5,413,652	5,041,906	91.67%
Operating Income					
Rates Income	28,858,085	29,363,715	28,960,563	26,916,739	107.59%
Operating Grant	5,582,127	6,092,297	6,100,302	5,584,606	109.23%
Other Operating Income					
Reimbursement	38,687	52,408	74,155	48,041	154.36%
Statutory Fees & Fines	906,681	906,871	921,825	831,298	110.89%
Interest Income	732,600	400,000	424,985	366,667	115.90%
Operating Contributions	66,688	170,369	166,148	156,172	106.39%
User Charges	2,692,355	2,796,850	2,139,500	2,563,779	83.45%
Contributions Non Monetary assets	200,000	200,000	-	183,333	0.00%
Net Proceeds On Sale of Land	10,000	10,000	-	9,167	0.00%
Other income	241,260	469,193	208,663	430,094	48.52%
Total Income	44,170,964	45,961,964	44,409,792	42,131,800	105.41%
Operating Costs					
Employee Costs	17,699,392	17,681,023	14,810,772	16,207,604	91.38%
External Contract Services	5,307,116	5,463,477	4,270,445	5,008,187	85.27%
Materials Services	10,689,485	9,990,732	7,595,900	9,158,171	82.94%
Utilities	1,090,776	1,116,254	1,071,050	1,023,233	104.67%
Interest on Borrowing	587,931	587,931	531,827	538,937	98.68%
Bad Debts	5,000	5,000	-	4,583	0.00%
Other Expenses	4,020,356	3,872,396	3,433,800	3,549,696	96.74%
Net Proceeds On Sale of Land	-	-	6,448	-	
Net Gain /(Loss) on Disposal of Assets	-	75,875	-	69,552	0.00%
Non Cash items					
Depreciation Amortisation	8,027,230	8,688,263	7,358,295	7,964,241	92.39%
WDV of Infrastructure replaced	200,000	200,000	-	183,333	0.00%
Unwinding Interest of Landfill	500,416	500,416	-	458,715	0.00%
Revaluation of Intangibles	-	-	-	-	
Share of Profit/[Loss] Associated Company	20,000	20,000	-	18,333	0.00%
Total operating expenditure	48,147,702	48,201,367	39,078,536	44,184,586	88.44%
Net Surplus / (Deficit)	(3,976,738)	(2,239,403)	5,331,257	(2,052,786)	(259.71)%

Note: Income and Expenses related to Disaster have been excluded from Actuals to provide a correct perspective of comparing with the Forecast

Capital expenditure	Adopted Budget 2013/14	Forecast 2013/14	YTD Actuals 2013/14	Target completion % of Forecast for month 11 of 12	Variance %
Capital expenditure	10,105,873	10,842,670	7,056,983	9,939,114	71.00%

FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014 (cont'd)

Cash & Cash Equivalents	Adopted Budget 2013/14	YTD Forecast 2013/14	YTD Actuals 13/14	Variance - Forecast Vs Actuals
Cash & Cash Equivalents	6,969,143	7,724,409	16,939,853	9,215,444

Moira Shire Council

Balance Sheet YTD Actuals May-2014

Current Assets	\$
Cash and Cash Equivalents	16,939,853
Inventories	591,702
Debtors	
Rate Debtors	3,179,845
Infringement Debtors	138,780
Fire Services Levy Debtors	651,337
Other Debtors	1,436,817
Total Current assets	22,938,333
Non-current Assets	
Intangible Assets [Water rights]	1,018,467
Investment in Associate [GVRLC]	602,266
Property Plant Equipment & Infrastructure	590,045,391
Other Debtors [Sale of land]	180,000
Total Non current assets	591,846,123
Total assets	614,784,455
Current Liabilities	
Trade and Other Payables	1,280,959
Trust Funds & Deposits	576,444
Interest Bearing Loans and Borrowings - Current	65,871
Non Interest Bearing Loans and Borrowings - Current	180,099
Fire Services Levy Creditors	1,210,416
Short Term Provisions - [Landfill & Employee]	4,793,753
Total Current liabilities	8,107,543
Non Current liabilities	
Trade and Other Payables	-
Interest Bearing Loans and Borrowings - Non current	7,301,502
Short Term Provisions - [Landfill & Employee]	6,885,229
Total Non current liabilities	14,186,730
Total Liabilities	22,294,273
Net Assets	592,490,182
Equity	
Accumulated Surplus/Deficit	165,100,602
Current Year Surplus / [Deficit]	9,804,072
Asset Revaluation Reserve	416,327,371
Statutory Reserves [Open space, Car parking & Net Gain Tree Planting]	1,258,137
	592,490,182

VAGO Financial Indicators

		Indicator
Liquidity [working capital ratio]:		
Low risk - greater than		1.5
Current Assets	22,938,333	2.83
Current Liabilities	8,107,543	
Indicates ability of Council to pay off its operating expenses from cash generated from its current assets. While the ratio is 2.85, it would be considerably lower when the year closing entries are finalised in July 2014.		
Underlying result [underlying surplus/(deficit)/underlying revenue]		
Low risk - greater than		0%
Underlying surplus	5,331,257	12.19%
Underlying revenue	43,729,849	
[Total revenue less Asset sale & Contributed assets]		
Council's Net surplus/(deficit) as a % of Adjusted revenue. It is an indication of surplus/(deficit) performance excluding non-operational income		
Indebtedness		
Low risk - less than		40%
Non Current liabilities	14,186,730	47%
Own Source revenue	29,910,248	
It is assumed that Grants supplement the Council's operational and infrastructure activities. Own source revenue [Rates, Fees, Reimbursements etc [60%] are expected to cover Operational expenses [Current liabilities] and be able to service Non current liabilities to the extent of 40%.		

FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014 (cont'd)

Cash position analysis - Monthly projection	
Cash and cash equivalents as per Balance Sheet - 31 May 2014	16,939,853
Confirmed inflow/(outflow) recorded in the books of accounts as of date	
Creditors - invoices registered in the system	(1,280,959)
Payroll	(1,260,000)
[average payroll payout amount \$630k per FN - June]	
Fire Services levy - due to SRO [net of Creditors & Debtors]	(559,079)
Flood Emergency (Payments due) / Receipts due	936,823
Loan installment due for the month	(67,554)
Estimated future (outflows) and inflows upto 30 June 2014	
Creditors - estimated year end payout	(3,000,000)
Rates	859,683
Capital Grants	345,231
Operating Grants	-
Following restrictions imposed on Cash and cash equivalents by regulations or other externally imposed restrictions or by commitments made by Council	
Restricted reserves - Open space, Car park reserve & Net Gain	(1,258,137)
Tree planing reserve	
Long Service leave	
Current	(1,285,317)
Non-current	(411,663)
Trust Funds and Deposits	(576,444)
Unexpended Grants [etimated for the year end]	(750,000)
Projected Cash Balance as at 30 June 2014	8,632,437

FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014 (cont'd)

Other Summary

Rate Collection

General Rates & Charges	May-13	May-14	Rank	Progress
Arrears carried forward	1,251,064	1,310,464	●	↔
Total rates to be collected (amount levied)	28,459,927	29,168,983	●	↔
Collection to date	26,297,855	26,280,222	●	↔
No. of rateable assessments	16,925	17,075	●	↔
Rateable Valuation C.I.V	4,884,096,600	4,785,700,600	●	↔
Supplementary rate increase since adopted budget	368,376	(116,419)	●	↓

Fire Services Levy

Fire Services Levied	0	3,544,021	●	↑
Fire Services Collected	0	2,758,465	●	↓
Supplementary Fire Services	0	38,345	●	↑

Special Rate Debtors

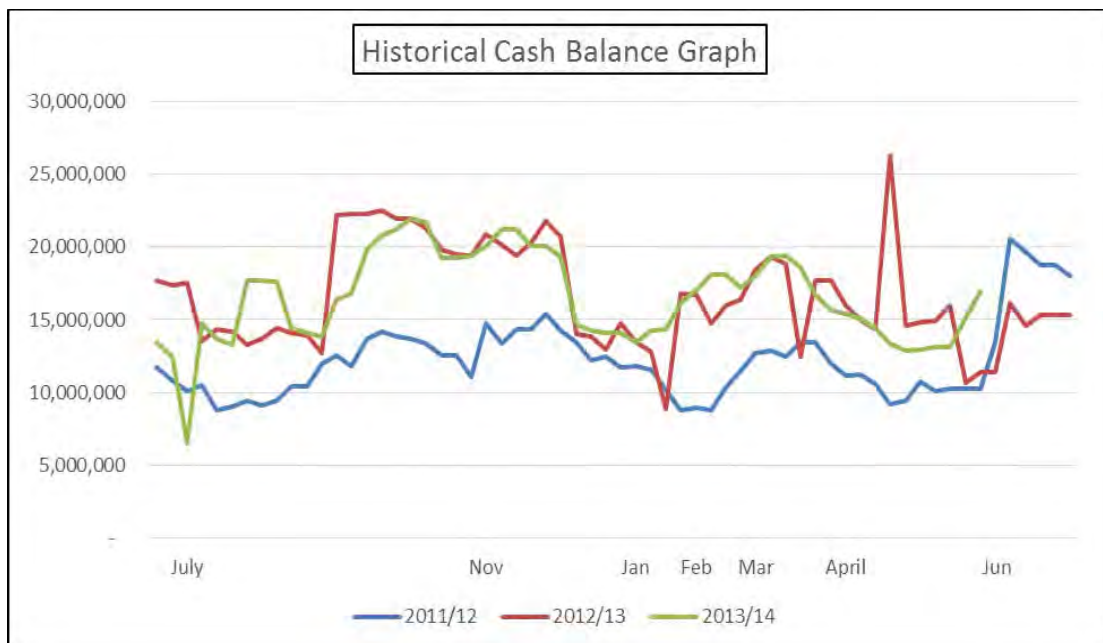
	May-13	May-14	Rank	Progress
Principal Outstanding	61,613	46,035	●	↓
Interest Outstanding	3,204	1,592	●	↓
Total	64,817	47,627	●	↓

Debtors

	Apr-14	May-14	Rank	Progress
Current	1,531,083	320,124	●	↓
30 Days	85,114	1,224,929	●	↑
60 Days	12,220	6,193	●	↓
90 Days	4,113	3,359	●	↔
> 90 Days	205,923	205,728	●	↔
Total	1,838,453	1,760,333		

Infringements

	Apr-14	May-14	Rank	Progress
Balance Outstanding	135,147	138,804	●	↔



FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

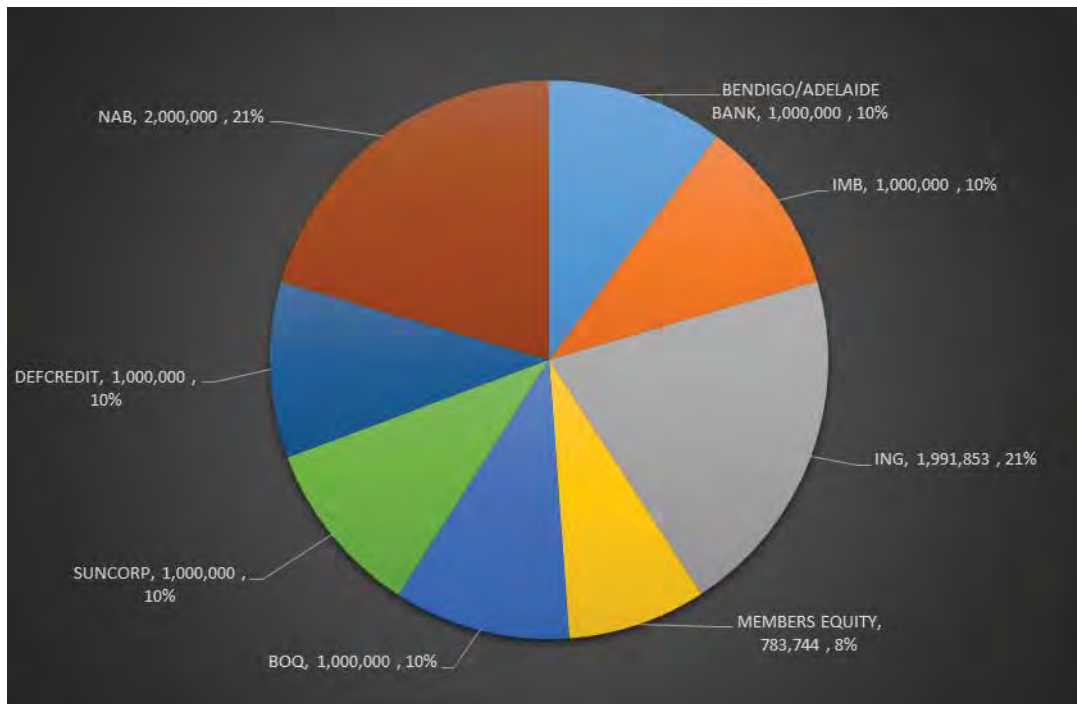
ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014 (cont'd)

Current Investments as at 31 May 2014

Bank	Deposit amount
BENDIGO/ADELAIDE BANK	1,000,000
IMB	1,000,000
ING	1,991,853
MEMBERS EQUITY	783,744
BOQ	1,000,000
SUNCORP	1,000,000
DEFCREDIT	1,000,000
NAB	2,000,000
Grand Total	9,775,598

Active Investment Spread as on 31 May 2014



FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014 (cont'd)

Capital Works Snapshot – 31 May 2014

	Current Year Adopted Budget Incl Oncosts	31 March Forecast Budget Incl Oncosts	YTD Actuals Incl Oncosts	Commitments	% Completed	Comments
Capital Works						
04252 - Plant & Equipment	600,000	258,472	209,635	48,990	100%	Fire Fighting Infrastructure - Yarrawonga Caravan Park deferred. Barmah, Cobram, Numurkah CFA audits to be done.
04253 - Land Improvements	1,062,400	548,935	520,121	16,018	98%	
04254 - Playground Equipment	0	0	0	0	0	
04256 - Land	1,431,800	2,315,778	289,909	1,570,551	80%	Nathalia Flood Plain Levee Banks upgrade work complete. Kennedy Park Cobram design work underway (environmental study to be completed in June 2014). Large commitment of \$1.57M for Cobram Landfill project
04257 - Building Capital Works	1,332,531	1,998,083	1,090,423	608,683	85%	Senior Citizens Community Hub - carpark to be completed. Waaia Sports Pavilion redevelopment work completed. Cobram municipal pound works nearing completion. Numurkah Pre-school - project to continue into 14/15 Fin year. Yarrawonga Showgrounds - building permit underway works will continue into 14/15 financial year. Cobram Library project deferred to 2014/15 year.
04258 - Road Capital Works	3,827,797	3,990,778	3,372,923	221,476	90%	Karook Street Cobram project deferred to 14/15 year (grant funded), gravel roads spot resheeting projects nearing completion
04260 - Bridges	200,000	0	0	0	0	
04261 - Kerb & Channel Works	200,000	218,864	220,059	16,364	108%	Tunnock Road Numurkah to be completed first week of June.
04262 - Footpath Capital Works	63,669	59,932	59,932	0	100%	
04263 - Drainage Capital Works	406,576	457,728	191,971	232,856	93%	Awaiting final costs for new pump at Strathmerton (all works completed). Rowe Street (Numurkah) Retention Basin, start date delayed to 1st September 2014.
04264 - Other Assets	0	13,000	10,574	950	89%	
Capital Projects Total	9,124,773	9,861,570	5,965,547	2,715,887	88%	
Other Capital Expenditure						
04250 - Capital Works to Assets	577,500	577,500	0	0	0	
04251 - Furniture Fittings & Other Equipment	0	0	0	0	0	
04252 - Plant & Equipment	403,600	403,600	1,091,436	0	0	
Other Capital Expenditure Total	981,100	981,100	1,091,436	0		
Total	10,105,873	10,842,670	7,056,983	2,715,887		
Capital Income						
01550 - Plant Disposal Proceeds Income	0	(145,700)	(145,700)	0	0	
02200 - Capital Projects Income	(4,901,431)	(5,834,024)	(5,267,952)	0	0	
Total	(4,901,431)	(5,979,724)	(5,413,652)	0		

TOTAL WORKS COMMITTED: 88% AS A PERCENTAGE OF MARCH REVIEW (\$2,715,887 COMMITMENTS)

3. Financial Implications

There are no financial implications outside of the normal quarterly review.

4. Risk Management

There are no risk management issues to consider within this report.

5. Internal and External Consultation

The following members of staff were consulted:

- Director, Corporate Governance;
- Executive Engineer;
- Manager, Construction & Assets
- Finance Manager;
- Team Leader, Financial Accountant

FILE NO: 180.11.0002
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.2
(ASSISTANT FINANCIAL ACCOUNTANT,
ANDREW WILSON)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

FINANCIAL POSITION REPORT AS AT 31 MAY 2014 (cont'd)

Finance Analysts;
Team Leader Revenue, Property and Valuation Services
Corporate Management Team

Council's Financial Position Report is provided on a monthly basis for public viewing in accordance with Council's open and transparent governance policy.

6. Regional Context

There are no regional context issues to consider within this report.

7. Council Plan Strategy

The report assists Council to deliver on its organisation plan strategy by ensuring sound financial management practices.

8. Legislative / Policy Implications

The report complies with:

- the Local Government Act S.136; and
- Council's Budget and Financial Reporting Policy.
- The 2013/14 to 2016/17 Council Plan Strategic Goal 4 and Strategic Resource Plan

9. Environmental Impact

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

10. Conflict of Interest Considerations

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

11. Conclusion

Council is in a good underlying financial position as at 31 May 2014 and will continue to be, provided capital income, capital expenditure and operational growth are managed prudently.

Attachments

Nil

FILE NO: F11/125
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.3
(MANAGER CORPORATE GOVERNANCE,
DAVID BOOTH)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

2013/14 TO 2016/17 COUNCIL PLAN REVIEW

RECOMMENDATION

That Council;

1. Adopt the reviewed 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan
2. Publish the approved 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan on Councils website and provide hard copies at each of Councils service centres and sub agencies
3. Provide the Minister for Local Government a copy of the updated document.

1. Executive Summary

At its Ordinary meeting of 19 May 2014, Council received a copy of its 2013/14 to 2016/17 Council Plan which had undergone a review.

The one year anniversary review was initiated to ensure that since its adoption at the 20 May 2013 Ordinary meeting of Council, the document continued to reflect the current strategic vision of Council.

Whilst there was no change proposed to the Strategic Objectives of the 2013/14 to 2016/17 Council Plan, there have been a number of adjustments to some elements of the plan.

In accordance with section 125(9) of the Act, Council was required to provide opportunity for the community to make submission under section 223 on the proposed adjustments to the Council Plan.

Now concluded the reviewed document can now be approved by Council and copies made available both to the community and to the Minister of local Government as is required under the Act.

2. Background and Options

The Council Plan sets the strategic direction for the Council and comprises the following;

- Strategic Objectives of the Council, namely;
 - Environment
 - Community
 - Development (Liveability)
 - Organisation
 - Infrastructure
 - Governance
- Strategies for achieving the objectives for at least the next four years and,
- Strategic indicators for monitoring the achievement of the Strategic Objectives.

The Council Plan also incorporates a Strategic Resource Plan (SRP) which identifies the resources required to achieve the Council's Strategic Objectives as expressed in the Council

FILE NO: F11/125
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.1.3
(MANAGER CORPORATE GOVERNANCE,
DAVID BOOTH)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

2013/14 TO 2016/17 COUNCIL PLAN REVIEW (cont'd)

Plan. The SRP must include at least the next four financial year's details of Council's financial and non-financial resources.

Under section 125(7) of the Local Government Act 1989, Council is required each financial year to consider whether the current Council Plan, which is inclusive of the Strategic Resource Plan (SRP), requires any adjustment in respect of the remaining period of the Council Plan.

A review of the 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan was undertaken and whilst no significant change was proposed to the Strategic Objectives of the plan, there were a number of adjustments made. These can be summarised as follows;

a. Reporting Responsibilities

Changes to reporting responsibilities are a result of an organisational re-structure which took effect in the second half of 2013. This adjustment, whilst significant in terms of which business unit reports on performance indicators does not in itself change the focus of the Council Plan, its strategies or strategic indicators.

b. Some changes to the description of a number of strategies.

Changes to strategies within the 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan are in the main, aimed at clarifying the ways in which Strategic objectives are delivered. Improvements in some descriptions make it clearer, Council intention.

c. Some adjustments to performance indicators in an effort to increase the measurability of these indicators.

Adjustments to performance indicators are aimed at improving the empirical measure of these indicators. SMART (Specific, Measurable, Attainable, Realistic and Timely) indicators enable measurement of the effectiveness of business unit actions in delivering on strategies within the Council Plan.

d. Inclusion of a number of new performance indicators developed by Council as part of a strategic planning activity in early 2014.

In January of 2014, Council developed a Strategic Roadmap as part of its ongoing planning for success. Key indicators from this roadmap have been included in this reviewed Council Plan. These include;

- Capping Staffing levels at 195 EFT
- Reducing debt by 25% by the end of the current Council Plan period, that is by 2017 and,
- Capping operational cost increases at 2% (excluding CPI)

e. Description of the "Local Government Performance Reporting Framework" (LGPRF) which will be implemented through the 2014/14 reporting period.

Throughout 2013/14, Moira Shire participated in a Pilot project to identify a new set of indicators of local government performance. The Local Government Performance Reporting Framework has now been established and will be a requirement of Council to report on in the July – September quarter of 2015 on the 2014/15 financial year. The framework consists of a number

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of financial, performance and sustainability measures which are detailed in the reviewed Council Plan attached with this report.

The Strategic Resource Plan (SRP) details Council's borrowing strategy, asset renewal funding, proposed capital expenditure investment and enables delivery of an acceptable range and level of services. The revenue raising strategy proposes how the required funds will be raised from rates and charges, user fees and government grants.

The Strategic Resource Plan has been reviewed to reflect the current financial position and future direction of Council and adjustments to the Strategic resource Plan have been made primarily to maintain alignment with revised legislation.

With these adjustments incorporated, in accordance with section 125(9) of the Act, Council provided the opportunity for the community to make submission under section 223 on the proposed adjustments to the Council Plan.

Following its Ordinary meeting of 19 May 2014, the following activities were undertaken seeking submissions to the adjustments proposed;

- A notice was published in respect of the Section 223 process of the Local Government Act in the Yarrowonga Chronicle, Cobram Courier, Strathmerton Standard, Numurkah Leader, Redgum Courier and Shepparton News.
- Members of the community were invited to make a written submission regarding the reviewed 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan from 19 May 2014 to 15 June 2014 under Section 223 of the Local Government Act 1989.
- A copy of the reviewed Council Plan was placed on Councils website and copies made available at each of Council's service centres and agencies.

There were no submissions received and so changes have now been finalised in the document now ready for Council to consider.

Given adjustments have been made, Council must within 30 days of making any adjustment advise the Minister of the details of the adjustment to the Council Plan. This is included as part of the recommendation of this report.

3. Financial Implications

All financial implications of the Council Plan are considered as part of Councils annual budget. In the case that a significant change to the Strategic Objectives of Council is proposed, the Strategic Resource Plan would be amended to account for such change. This is not required at this time on the basis that the Strategic Objectives have not changed.

4. Risk Management

The development of the 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan has been undertaken with consideration to the potential risks that Council may face through its implementation.

In accordance with Councils Risk Management Plan, all activities of Council are planned and implemented with risk as but one consideration.

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5. Internal and External Consultation

The review of the 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan was undertaken by Councillors with feedback from the Acting CEO, Directors, Managers and reporting officers.

In consideration of adjustments as contained in the 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan and in accordance with section 125 (9) of the Act, Council provided the opportunity for the community to make submission under section 223 on the proposed adjustments to the Council Plan.

The steps of this consultation as detailed in the discussion section of this report were undertaken and no submissions were received.

6. Regional Context

This report does not have any Regional implications.

7. Council Plan Strategy

The Council Plan itself is focus of this report.

8. Legislative / Policy Implications

The requirement for the Council Plan inclusive of Strategic Resource Plan (SRP) is detailed under Sections 125 and 126 of the Local Government Act 1989 (as amended). Section 125(7) of the Local Government Act requires Council review the plan at least once in a financial plan.

Section 125(9) identified the need for consultation and section 223 prescribed this process which was undertaken throughout May and June 2014.

9. Environmental Impact

Environmental Implications are discussed within the document specifically within the Strategic Resource Plan.

10. Conflict of Interest Considerations

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

11. Conclusion

The current 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan has been reviewed and an opportunity for public comment made available through a section 223 process.

With no submissions received the proposed changes have now been confirmed in the plan in readiness to be presented to Council for adoption at the June Ordinary meeting.

Attachments

1 2013 2014 to 2016 2017 Council Plan - *printed in separate document*

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COUNCIL PLAN 2013/14 - 2016/17. MAY 2014 MONTHLY REVIEW

RECOMMENDATION

That Council receive and note the Council Plan progress report for the period ending 30 May 2014 in relation to the adopted 2013/14 to 2016/17 Council Plan.

1. Executive Summary

In accordance with the requirements of the Local Government Act 1989, a quarterly report is required to be presented to Council detailing the progress against the Council Plan in that reporting period. Quarterly reports against the 2013/14 to 2016/17 Council Plan have previously been provided as part of the agenda papers for the October 2013, February 2014 and April 2014 Ordinary Council Meetings.

This report continues the commitment to exceed this minimum requirement and report monthly against the Council Plan ensuring a more regular review and raised awareness of Councils progress throughout the reporting period to 30 June 2014.

This report contains details of the Key Performance Indicators (KPIs) contained within the adopted 2013-14 to 2016/17 Council Plan as at 30 May 2014. Each of the 118 identified KPIs are on target. More detail on these KPIs is included in **Attachment 1**.

A number of the identified Key Performance Indicators relate to the results of the Department of Planning and Community Development (DPCD)'s Annual Community Satisfaction Survey. The results of this Survey have been received and will be reported as part of the forth quarterly report in July 2014.

2. Discussion

Council identified a number of Key Performance Indicators for inclusion in the Council Plan.

These KPIs form the base of the Council Plan and are KPIs which have been identified by the Victorian Auditor General's Office (VAGO) as core KPIs which will be compulsorily reported against from 2014. The identified KPIs reflect the 'core business' of Council and it is anticipated that further KPIs will be added to the Council plan as they are identified moving forward.

3. Financial Implications

This report contains no financial implications.

4. Community Consultation

Community consultation is achieved through the publishing of this report as part of Councils Agenda and also its placement on Councils website.

5. Internal Consultation

Internal consultation has been achieved through the Director of Corporate Governance, Manager of Governance, Management team and officers responsible for updating individual actions culminating in the overall review by the Corporate Management Team.

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6. Legislative / Policy Implications

This report is in compliance with legislative requirements relating to progress reporting on objectives contained within the current Council Plan.

7. Environmental Sustainability

The report contains no environmental implications.

8. Conflict of Interest Considerations

There are no identified conflicts of interest with staff responsible for the compilation of this report.

9. Conclusion

This report provides an update on progress in relation in achieving the objectives of the Council Plan as at 30 May 2014.

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- 1 Council Plan Progress Report -May 2014

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ATTACHMENT No [1] - Council Plan Progress Report -May 2014

<i>Strategic Goal 1. ENVIRONMENT</i>						
<i>Strategy : 1.1 Strengthen Moira's focus on the environment, environmental health and sustainability agendas by building on innovation, leading practice, education and communication for the community.</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
1.1.1 Annual residential waste generation (kilograms) for recycling, landfill & green waste: * Per Capital * Per residential assessment	* Less than 600 Kilograms per capita * 1000 kilograms per residential assessment	Medium	On Target	Draft Specifications for upcoming contracts are being developed in conjunction with admin officer, while the rehab is still underway.	Environment/ Operations	
<i>Strategy : 1.2 Environmental Health</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
1.2.1 Percentage community satisfaction (Index score) with waste management	65%	Medium	On Target	The Annual report submitted by Resource GV which includes these calculations is typically received by Council in May of each year. No issues Noted	Environment/ Operations	

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<i>Strategy</i> : 1.3 > Natural Resource Management > Environmental Sustainability programs and services					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
1.3.1 Implement the Environment Sustainability Strategy and report it to Council in a timely manner	* Host 4 Advisory Committee meetings * Facilitate 6 educational activities	Med	On Target	<ul style="list-style-type: none"> • Three Advisory Committee meetings have been held. • Promoted Kinnairds Wetland in numerous media articles and radio interviews. • A review of the Advisory Committee TOR and membership is completed. • The Environmental Management Plan review produced a draft which was provided for Advisory Committee comment. Comments were considered and a final draft produced for endorsement at the March meeting which the committee endorsed for immediate implementation. • Engaged Yorta Yorta Aboriginal Corporation to undertake a cultural heritage survey of Kinnairds Wetland. • Assisted GBCMA and GMW to install and commission new water management structures. • Assisted GBCMA and GMW with delivery of an environmental flow to the wetland in April 2014. Supporting post flow monitoring. • Weed control, revegetation maintenance and habitat enhancement programs are being implemented. • Undertook urgent post fire recovery works and planning for rehabilitation works. Sourced \$20,000 funding via GBCMA for revegetation rehabilitation works including replanting 3,000 seedlings. • Monitoring programs are being maintained. Post fire monitoring in collaboration with GBCMA includes aerial photography, time lapse photography and acoustic recording. • Participating in the Wetlands Working Group and sought their input to EMP review. Participated in training to identify and manage Seasonally Herbaceous Wetlands, a Critically Endangered vegetation community listed and protected 	Environment

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<p>under Federal legislation (this vegetation community is represented at Kinnairds Wetland). Participated in a wetland management field day conducted by GBCMA. Voucher for 2014 National Schools Tree day have been distributed to over 20 schools. Continuing to facilitate the coordination of Councils utility accounts. A number of accounts have been moved into the AGL corporate electricity supply account, enabling instant savings to council. CEEP Watts Working Better project is progressing with an order now placed in partnership with Wyndham City Council for our LED street lights, a total spend of around ~\$600,000. A quote from Powercor for the installation of the LED street lights is expected soon and will enable the next stage of the project to be initiated. LGEEP program delivery completed with 5 new energy efficient hot water systems now installed, final project paper work is now being completed. Funding deed for the Climate Smart Agricultural Development project now completed. This project will directly support the Strengthening Victoria's Food bowl report.</p>

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ATTACHMENT No [1] - Council Plan Progress Report -May 2014

<i>Strategy</i> : 1.4 Comply with legislative and regulatory obligations					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
1.4.1 Compliance with EPA landfill requirements	80%	High	On Target	No issues reported in this period	Operations
1.4.2 Respond to native vegetation referrals within 30 days	100% referrals processed	High	On Target	<ul style="list-style-type: none"> • 263 NRM referrals and requests processed to end of May. • Technical advice and support provided for implementation of RWPMP. Priority areas were identified, quotes sourced and a work schedule developed. Held a contractor induction meeting to discuss works plan and mapping. Works commenced early 2014 with roads Zone 1 completed by the end of January, Zone 2 completed end of February, Zone 3 completed end of May. Maintaining ongoing liaison with contractor and monitoring progress. 	Environment

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<i>Strategic Goal 1. ENVIRONMENT</i>				
<i>Strategy 1.5 Lead and support Council and the community in moving towards and adopting sustainable energy options, programs and services and reducing its own environmental footprint</i>				
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>
1.5.1 Lead by example in preparing for and adapting to a more variable climate	100% of new or upgraded Council buildings exceed the six star rating	Med	Repair carried from March and no further action required, and no further instances	<p>Provided technical assistance to VicRoads, Trust for Nature and others to assist in securing approximately 246 hectares of new conservation covenants on private land in the region between Strathmerton and Koonoomoo. Provided support to Broken Boosey CMV for land holder engagement activities including land management field days aimed at private land owners and managers. Assisting Goulburn Broken CMA to identify priority landscapes and target financial assistance to private land holders in Moira Shire. Partnered with BBCMV to deliver a field day focused on managing significant woodland areas on private land for local landholders. This day was very well supported and received by landholders who were also interested to hold follow days on their properties in future.</p> <p>Participating in a review of Goulburn Broken Revegetation Guide. Developed and implementing planning permit conditions to increase use of native species in revegetation and landscaping. Continuing to facilitate the coordination of Councils utility accounts. A number of accounts have been moved into the AGL corporate electricity supply account, enabling instant savings to council. CEEP Watts Working Better project is progressing with an order now placed in partnership with Wyndham City Council for our LED street lights, a total spend of around ~\$600,000. A quote from Powercor for the installation of the LED street lights is expected soon and will enable the next stage of the project to be initiated. LGEEP program delivery completed with 5 new energy efficient hot water systems now installed, final project paper work is now being completed.</p>
				Environment

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	<p>Funding deed for the Climate Smart Agricultural Development project now completed. This project will directly support the Strengthening Victoria's Food bowl report</p> <p>Implementing revegetation maintenance programs (weed control, watering and replacement planting) for Council's offset sites to ensure statutory requirements are addressed. Provided the annual report to Department of Environment and Primary Industries (DEPI) as required under the Local Government native vegetation roads maintenance agreement. DEPI accepted the report.</p> <p>Ongoing work on data base to collate required material is continuing. Business case put up to council for additional funds to procure LED street lights was successful as it was based on a strong business case and a solid return on investment.</p>				
					On Target
					Med
				Implement 100% of all renewable energy business cases demonstrating a feasible return on investment	
				1.5.2 Increase Councils uptake and renewable energy	

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<i>Strategy : 1.6 Reduce the environmental impacts of Council and use the communities natural resources efficiently, and protect vulnerable elements of the environment</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
1.6.1 Maintain or decrease environmental footprint	Councils emissions < 5000 TC02 e per annum	High	On Target	Planet foot print subscription will be downgraded to provide better value for money from our subscription. Council now has access to AGL insight program which provides additional account management abilities to officers. Rain fall continues to be monitored to allow storm water sampling regime to be completed. Associated reviews of the SWMP and SWUP have been postponed in responses to funded project delivery requirements.	Environment	
1.6.2 Waste Diversion from Landfill, calculated as the proportion of the overall kerbside waste stream that is recycled (includes paper, bottles and green waste) instead of being disposed to landfill	53%	Med	On Target	Working with the team leader of waste diversions are continuing to increase. Resource recovery shed is in the process of being redeveloped at the Cobram Landfill.	Environment/ Operations	
<i>Strategy : 1.7 Develop a Green Waste Strategy</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
1.7.1 Develop 1 Green Waste Strategy	100%	High	On Target	Advertising for the Organics contract is currently underway. Tenders close Wednesday 4 June 2014. Still on schedule for a September roll out.	Environment/ Operations	

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<i>Strategic Goal 2. COMMUNITY</i>						
<i>Strategy : 2 Continue to plan, deliver and improve the quality, accessibility and relevance of community services, to ensure they meet current and future needs of all the demo graphic groups in Moira Shire</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
2.1. The Disability Action Plan be implemented and reported to Council in a timely manner	Host four Advisory Committees	Medium	On Target	Understanding Disability Access Legislation and Standards Training is being held for various Moira Shire staff members that shall promote all accessible facilities throughout Moira.	Community Development	
2.1.2The Positive Ageing Strategy be reviewed and report to Council in a timely manner	Complete strategy review	Low	Below target	Consultant no longer available to complete strategy, this will now be done internally, currently developing the survey to distribute for consultation in late April and May. Survey has been distributed in the community with over 100 responses received already. Community Services staff have been visiting seniors groups to promote the survey and discuss the proposed strategy. Survey now complete with the results currently being collated, draft strategy will be commenced as soon as data is collated	Community Development	
2.1.3 Continue to provide immunisation services within Moira	* Deliver an immunisation service in all 8 Secondary schools and the four main centres within Moira * 40% of Childhood Infant Immunisations delivered by Council's service	High	On target	The first round of school immunisation has been completed. Second round was held in May. Infant programs remain well attended with high rates of infant immunisation.	Community Services	
2.1.4 Number of families participating in Parental Early Education Partnership (PEEP) support program	Increase the number of PEEP pro- grams operating from 1 (Cobram) to 2 (Cobram and Numurkah)	Low	On target	Program to be delivered in Cobram and Yarrawonga as Numurkah is already serviced. Programs commenced on 12 May 2014 and are being presented by Ann Dykes, Maternal and Child Health Nurse and Speech Therapists from Yarrawonga and Cobram.	Maternal and Child Health	

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<i>Strategy</i> : 2 Continue to plan, deliver and improve the quality, accessibility and relevance of community services, to ensure they meet current and future needs of all the demo graphic groups in Moira Shire						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
2.1.5 Provide youth focused social and sporting events	Host six events throughout the Shire	Medium	On target	National Youth Week event "Rumble in the Gums" held 13 April 2014 in Federation Park Cobram. Involved live bands, skate work shop, jumping castle and market stalls. Approximately 200 people attended throughout the day. Skate Boarding Australia Skate workshop held 17 May 2014 at the Yarrawonga Skate Park. 9 registered participants in workshop and many others attended throughout the day.	Sport, Recreation and Youth	
2.1.6 Engage with local youth	Host four Junior Council Meetings per year	Host four Junior Council Meetings per year	On target	Junior Council Celebration held 15 October 2013. The celebration was conducted at Thomson's Beach in a semi-formal format with great feedback from participants with the change from the formal sit down dinner. Well attended by parents and Councillors. Meetings held for 2014 have been at Ulupna Island on 25 February 2014, consisted mainly of planning for the coming year. Meeting was held on 29 April 2014 at Numurkah. 2 guest speakers covered topics of Emergency Management and Youth Leadership Program event. Next meeting scheduled for 24 June 2014 at the Cobram Civic Centre.	Sport, Recreation and Youth	

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<i>Strategic Goal 2. COMMUNITY</i>						
<i>Strategy - 2.2 Facilitate Maternal and Child Health and wellbeing</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
2.2.1 Proportion of infants born that receive primary immunisations	90%	Medium	On target	In June 2013, 93.51% of infants born are receiving primary immunisations (up to 15months of age).	Maternal and Child Health	
2.2.2. Percentage participation of Children in the 3.5 year old maternal and child health check * No visits attended	No. visits No. records	Medium	On target	Year to date performance indicators are at 77% of 3.5 year old Key Age and Stage Assessments have been completed.	Maternal and Child Health	
2.2.4 Percentage participation of Children in Maternal and Child Health.	Meet or exceed state average of 85%	Medium	On target	Period 1 Nov 2013 - 30 April 2014, 2014. Performance indicators, average 88%. Home visit-94%, 2w-92%, 4w-96%, 8w-95%, 4m-91%, 8m-86%, 12m-87%, 18m-84%, 2Yr-79%, 3.5yr77%. Also a 1006 telephone consultations and 1892 other visits outside Key Age and Stage visits.	Maternal and Child Health	
2.2.6 Participation satisfaction with Moira Maternal and Child Health Service	95%	Medium	On target	Results reviewed at June Team Meeting	Maternal and Child Health	
2.2.7 Operate a Family Day Care service within Moira Shire	Maintain at least 15 educators that provide Family Day Care	Low	On target	19 Educators were operating during May with 1 further registration occurring during June. A successful training day in May. Positive promotion continues.	Family Day Care	

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<i>Strategic Goal 2. COMMUNITY</i>						
<i>Strategy - 2.3 Maintain and enhance community health and wellbeing through high quality service provision and partnerships to meet the needs of the broader community</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
2.3.1 The Municipal Public Health and Wellbeing Plan be implemented and reported to Council in a timely manner	Host four meetings with relevant stakeholders to monitor MPHWP	Medium	On target	Plan was adopted at the November Council meeting. May meeting was held with good attendance, we have agreed on priorities for the year and developed an annual review template.	Community Development	
2.3.2 Continue to support Moira HealthCare Alliance (MHA) in the delivery of HACC Services	Council is an active participant on the Board of Moira Healthcare Alliance (100% meetings Councilor representative or delegate) Annual presentation by MHA to Council	low	On target	Councils Director of Corporate Governance and a Councilor attend monthly Moira Healthcare Alliance board meetings.	Community Development	

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ATTACHMENT No [1] - Council Plan Progress Report -May 2014

<i>Strategy : 2.4 Identify, develop and action community safety initiatives ad- dressing real and perceived safety issues</i>					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
2.4.1 Support the Moira Shire Safety Committee through facilitating meetings involving all relevant stakeholder	Host four Safety Committee meetings per year	Low	On target	Local Safety Committee meetings are scheduled based on calendar year, with meetings held across the four major towns on 04 February, 01 April, 03 June, 05 August and 07 October. February meeting discussed re-focusing the group on the Local Safety Plan to complete objectives identified. June meeting focused on objectives in the current Community Safety Plan. Subcommittee formed to develop next Community Safety Plan.	Community Development
<i>Strategy : 2.5 Improve community engagement, participation and effectiveness by facilitating community involvement in decision making processes</i>					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
2.5.1 Maintain and strengthen the community volunteer base	+ 22 townships within Moira meet to deliver on their Community Action Plan + Deliver two volunteer skills based workshops	Medium	On target	Community Development Officers attended a number of meetings during May with Community Coordinators, and project task groups on project priorities identified in Community Action Plans. Community Plan preparation meeting organised for Yarrawonga early June.	Community Development

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<i>Strategic Goal 2. COMMUNITY</i>						
<i>Strategy : 2.6 Provide quality facilities, open spaces and programs to increase participation and cater for the communities needs and interests</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
2.6.1 Deliver Community Assistance and Small Grants Program	100% uptake of grant program	Low	On target	The January Small Grants Scheme has closed with 21 projects recommended for funding at a total of \$38,400. Report was passed at March Council meeting. Applicants have been notified of outcome. The Community Assistance Grant program will be advertised in July 2014.	Community Development	
2.6.2 In partnership with the community and contracts proactively manage Councils community facilities	Increase the patronage of Council owned aquatic facilities to over 65,000 per year. 100% of Councils community facilities recorded usage and statistics	Medium	On target	67,721 - Next update to be provided end of June 2014.	Community Development	
2.6.3 Monthly audit scores of Parks measuring the quality, appearance and maintenance performance of public open space areas	Number of complaints received 20< per annum	Low	On Target	There was one complaint received during May regarding the appearance and maintenance of public open spaces. A total of six complaints have been received for the 2013/14 financial year.	Operations	

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<i>Strategy</i> - 2.7 Recognise and enhance Moira's diverse cultural and indigenous heritage through events and programs supporting the arts, traditions and history					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
2.7.1 Multicultural Action Plan is reported to Council in a timely manner	Establish one new multicultural advisory committee * Review new multicultural action plan and deliver on two priorities	Medium	On target	Implementation of the two identified by the committee are continuing to be implemented. Cultural Diversity Week events successfully held. Henna Workshop and Exhibition, Talking Books, and Junior World Cup were held with over 100 participants attending Cultural Diversity Week events. Multicultural Committee Meeting held on 05 June 2014.	Community Development
2.7.2 Maintain the sustainable relationship with the local indigenous committee through the development and support of social inclusion projects	Establish one community garden in Barmah	Medium	On target	Reconciliation Week Art Show launched by Mayor on Friday 30 May. Joint workshops held with Yenbena and Cockatoo Island Retreat, completed artwork displayed at Barmah Heritage & Education Centre	Community Development

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<i>Strategic Goal 2. COMMUNITY</i>						
<i>Strategy * 2.7 Recognise and enhance Moira's diverse cultural and indigenous heritage through events and programs supporting the arts, traditions and history</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
2.7.3 Develop Moira Shire Arts and Culture Board	* One board implemented * One Strategy implemented * One Strategic Plan implemented	Medium	On target	Russell Kennedy Pty Ltd currently drafting a template for the Funding Agreement between Moira Shire and Moira Arts and Culture Inc. Strategic Planning Day and Council Presentation held with 12 participants for the Presentation and 3 attendees for the Community workshop. Findings from the community workshop are informing a draft Strategic Plan which is currently being developed.	Community Development	
2.7.4 Develop a 3 year Arts and Culture Strategic Plan to steer Arts and Culture development and programs across Moira.	* Subject to funding * 10 Community Arts projects funded * In partnership host 8 community arts programs * Run four skill development workshops for the art community * Total attendance for all events 4120	Medium	On target	Developed and curated Moira's Reconciliation Week Art Exhibition on Friday 30 May at Barmah Heritage & Education Centre. Joint workshops held with Yenbena and Cockatoo Island Retreat. Organised a Governance Workshop for MAC Inc Board members to be facilitated by Dept of Justice. Hosting the 'St Kilda Film Festival in Yarroweath on June 27th. Presented and performed at Cobram U3A on Wednesday 3rd June. Delivered June E Newsletter.	Community Development	

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<i>Strategy : 2.8 Emergency Management</i>					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
2.8.1 The Municipal Emergency Management Plan be implemented and reported to Council in a timely manner	100% compliance with Emergency Management Victoria requirements	Med	On Target	The final audit of MEMP has been deferred for 6 months pending a reformat of the plan to include the latest requirements set out and recommended in the guidelines - Emergency Management Manual Victoria. The new format will include a risk assessment completed by using the newly released Community Emergency Risk Assessment (CERA) process	Environment
<i>Strategy: 2.9 Protect the Safety and Amenity for the Community</i>					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
2.9.1 The Domestic Animal Management Plan be implemented and reported to Council in a timely manner	Domestic Animal Management Plan 100% compliant with the Victorian Government requirements	Med	On Target	Five dogs were successfully rehoused. Three dogs were adopted by Victorian Dog Rescue and two dogs were adopted by new 841 Groups being Australia Kelpie Rescue and German Short Haired Pointer Rescue. The pound also rehoused a ferret and reunited a lost Jersey bull with its owner.	Safety and Amenity
2.9.2 Respond to complaints received regarding to Maira Shire Local Laws	100% responses processed	Med	On Target	Officers continue to attend to complaints received from the public in a timely manner. All requests received to date have been assigned to an action officer and responded to within the required timeframe	Safety and Amenity

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Strategy: 2.10: Regulation and Public Safety					
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department
2.10.1 Attend and undertake inspections at market and Agricultural Show venues within the Shire	100% venues inspected	Med	On Target	No markets/fetes inspected due to insufficient staff being available to conduct inspections safely	Environmental Health
2.10.2 Respond to nuisance complaints and report to Council annually the nature and frequency of nuisance complaints	100% applications processed	Med	On Target	Register continues to be maintained and recording all complaints received and their outcomes	Environmental Health
2.10.3 Process all applications for septic tank installations	100% applications processed	High	On Target	All applications for septic installation continued to be processed in a timely manner	Environmental Health
2.10.4 Number of registered premises receiving one full compliance assessment annually in accordance with the Health and Food Acts	100%	Med	On Target	All registered premises have been inspected prior to renewal.	Environmental Health
2.10.5 All registered premises inspected prior to the renewal of their registration including compliance enforcements as needed	100% premises inspected	High	On Target	The issuing of official warnings and infringements has been implemented in accordance with approved procedures. All registered premises inspected prior to renewal.	Environmental Health

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<i>Strategic Goal 3. DEVELOPMENT (LIVEABILITY)</i>						
<i>Strategy 3.1 Land use, planning and building</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
3.1.1 Percentage of building permits determined within 30 days	100%	Medium	On target	100% of building permits issued in 30 days. 56 Building permits issued for May	Planning and Building	
3.1.2 Number of planning applications: * Received * Decided	Maintain 2012/13 statistics	Low	On target	42 new applications received, 33 applications completed	Planning and Building	
3.1.3 Number decisions appealed to VCAT	Maintain 2012/13 statistics	Low	On target	0 VCAT decisions determined	Planning and Building	
3.1.4 Percentage of planning applications decided during year by: * Council * Officers under delegations	Maintain 2012/13 statistics	Low	On target	13 applications determined by Council from January 2014.	Planning and Building	
<i>Strategy 3.2 Development and Planning</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
3.2.1 Percentage of planning applications processed within 60 days statutory timeframes	95%	Medium	Below target	87.88% applications processed within 60 days timeframe	Planning and Building	
3.2.2 Median processing days (gross) for planning applications	80% gross days	Low	Below target	50% due to complex applications received	Planning and Building	
3.2.3 Percentage of appeals determined by VCAT in favour of Council	50%	Low	Above target	0% (No VCAT applications determined)	Planning and Building	
3.2.4 Community satisfaction ratings for performance compared to similar councils: * Town Planning * Planning and Building permits approvals	55%	Medium	On target	Data not available at present. Rating available at the end of the year.	Planning and Building	

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<i>Strategic Goal 3. DEVELOPMENT (LIVEABILITY)</i>						
<i>Strategy: 3.3 Community Inclusion</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
3.3.1 Number of Groups applied for Community Grants	>60	Low	On target	To date in the 2013/14 financial year we have undertaken all three of the Community Grant Rounds. Council received 33 grant applications for the Community Assistance Grants Scheme. Council approved to fund 15 of these projects totalling \$119,640. Council received 40 grant applications for the August Small Grants Scheme. Council approved to fund 20 of these projects totalling \$39,100. Council received 37 applications for the January Small Grants Round totalling \$68,550 for funding. 21 projects recommended for funding went to the March Council meeting and was passed. Applicants have been notified of outcomes. Community Assistance Grant program will be advertised in July 2014.	Community Development	
3.3.2 Value of recurrent grants provided to the Moira Shire	\$5,000,000	Medium	On target	Recurrent Funding has commenced for the 2013/14 financial year.	Community Development	

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Strategy 3.4 : Tourism, that Council provides accredited visitor Services in Yarrawonga, Cobram, Numurkah and Nathalia						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
3.4.1 Visitor attendance numbers at Information Centres; Yarrawonga, Cobram, Numurkah, Nathalia	Yarrawonga 2013:85000 2014:90000 Cobram 2013: 72000 2014: 78000 Numurkah 2013: 6000 2014: 6600 Nathalia 2013:10000 2014:13000	Low	On target		Tourism	
3.4.2 Service standards in the Visitor Information Centres through mystery shopper audits	84%	Low	Not yet started	With the cessation of Sun Country on the Murray this action will be reviewed under the new structure	Tourism	
3.4.3 Develop a three year (2013 to 2016) Destination Management Plan in consultation with Moira Shire Council and the community	That the Sun Country on the Murray Inc. 3 Year Destination Management Plan Action items are completed and progress reports presented to Council on an annual basis	Medium	Complete	A new 3 year Plan has been developed. Consultation with Local Tourism Association members in Yarrawonga, Cobram, Numurkah and Nathalia as well as a strategic workshop with Councilors was undertaken before adoption of the plan by the Sun Country on the Murray Board.	Tourism	
3.4.4 Sun Country on the Murray develops Annual Business and Marketing Plans	* That the actions outlined in the Sun Country on the Murray Annual Business and Marketing Plans are completed and reported to Council in a timely manner. * Sun Country on the Murray must address at least 80% of the action items in the plan	High	Not yet started	With the cessation of Sun Country on the Murray this action will be reviewed under the new structure	Tourism	

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<i>Strategic Goal 3. DEVELOPMENT (LIVEABILITY)</i>						
<i>Strategy 3.5: Tourism, that Council provides accredited visitor Services in Yarrawonga, Cobram, Numurkah and Nathalia</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
3.5.1.5 Sun Country on the Murray partners with Local Tourism Associations and individual businesses in the promotion and marketing of the region	That Sun Country on the Murray Inc. sources financial contributions from the industry that represents 25% of annual income	Medium	Not yet started	With the cessation of Sun Country on the Murray this action will be reviewed under the new structure	Tourism	
3.5.2 Sun Country on the Murray conducts the ongoing familiarisation program for tourism staff and tourism ambassadors (volunteers)	Familiarisations tours are undertaken at least 4 times a year. Staff participate at least twice. Volunteers participate at least once	Low	Not yet started	With the cessation of Sun Country on the Murray this action will be reviewed under the new structure	Tourism	
3.5.3 Sun Country on the Murray conducts industry training opportunities	At least three training/forum opportunities are offered annually	Low	Not yet started	With the cessation of Sun Country on the Murray this action will be reviewed under the new structure	Tourism	

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Strategy 3.6 :: Library Services						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
3.6.1 Percentage of residents who are active borrowers	* 30% * 70,000 visits * 100,000 website visits	Medium	On target	Based on 2011 census population of 28,435, 30% of residents are active members of library service as at November 2013. As of January 2014 there were 167 new members recorded at the library services across the Shire, with a slight decrease in visits over the festive season. Library are due to send updated statistics in May 2014. have not received May statistics, these will be reported in the next week and update against in the next update	Community Development	
Strategy 3.7: Support and Promote participation in Council's training and development initiatives for local businesses by delivering a comprehensive training program						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
3.7.1 Number of participants in Council's training activities	400	Low	70.5% participants year to date	Tourism Expo – 38 Bus Plan – 9 Business Plan Program - 12 EDS Consultation w/shops - 45 Business Scholarship - 13 StreetLife - 125 (across Moira/Campaspe/Shepparton) On-Line Strategy - 20 Business Bootcamp - 20	Economic Development	
3.7.2 Percentage of users/businesses satisfied with training and support initiatives for local businesses	0.8	Low	95%	Data sourced from an exit survey from training conducted.	Economic Development	

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<i>Strategic Goal 3. DEVELOPMENT (LIVEABILITY)</i>						
Strategy3.8 : Investment Attraction						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
3.8.1 Level of support to businesses investing/considering investment in Moira Shire	50 Investors	Medium	76% Businesses 38	Varying degrees of interest across these businesses. Increasing interest by local investors/business developers	Economic Development	
Strategy3.9 : Business Roundtables with businesses and Councillors						
Performance Measures	Target	Risk	Progress 31 May 2014	COMMENTS	Department	
3.9.1 Conduct roundtables in key towns for 2013/14	Four round tables	Low	75% Round tables held to this time. 3	1st - 15 businesses participated 2nd - 35 businesses participated 3rd - 10 Businesses participated	Economic Development	
Strategy3.10: Strategic Alliances						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
3.10.1 Develop strategic alliances with key government and business agencies and organisations	* 6 Government * 10 business	Low	100% Government and 8 business alliances created 9	Government - DBI, RDV, DEPI, Fisheries Victoria, Invest Victoria, EPA, CASA, ABARES, Austrade, Business - VECCI, EDA, Murray Dairy, VPAGA, Fruit Growers Victoria, Riverine Plains, Dairy Australia, Murray Now, Murray Regional Tourism Association, Sydney Melbourne Touring	Economic Development	

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	Target	Risk	Progress 31 May 2014	Comments	Department
Strategy 3.11: Commercial Development					
Performance Measures					
3.11.1 Assess the potential for commercial development of Council controlled assets	6 Assessments	Medium	66%	Assessments completed for the Yarrawonga Aerodrome and Yarrawonga Caravan Park Truck washes at Cobram and Yarrawonga CBA completed	Economic Development
Strategy 3.12: Upkeep of Council Assets					
Performance Measures					
3.12.1 Percentage of graffiti removed from Council owned assets within 48 hours of notification	95%	Medium	On target	No requests were received for graffiti removal during May. A total of 18 requests for the removal of graffiti have been received in the 2013/14 financial year.	Operations

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<i>Strategic Goal 4. ORGANISATION</i>					
Strategy 4.1 INFORMATION SERVICES Efficiency and service delivery to support business processes and information sharing reduced costs and increase service effectiveness					
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department
4.1.1 100% completion of IT Strategy	100% completion of IT strategy	Medium	On Target	7 of 7 projects underway. Aerial photography - complete Telephone system upgrade - Project team selected. 14/15 Specification development. 15/16 Implementation of new system. Maternal and Child Health software upgrade - on hold due to State Government development project. Tender being prepared by MAV/State Gov. Wireless install - complete in main administration building and cabling for Executive office and Cobram Council Chambers. Wireless to be completed July 14. Mobile computing - see 4.1.3 for update. Intranet development - testing and rollout June/July 14 WCAG requirements for website - upgrade of website added to budget for 14/15. Mobile website - responsive design component of upgraded website added to budget for 14/15.	Information Technology
4.1.2 Improve data quality and work flow between building, property and planning areas through a fully integrated IT platform (CIVICA) ensuring easy electronic retrieval of key/important information	100% completion if CIVICA implementation	Medium	Complete	Civica consultants attended in May addressing outstanding issues for property, building & planning.	Information Technology/ Building and Planning
4.1.3 Develop and implement mobile computing technologies	80%	Low	On Target	Wireless install complete Building dept. business case for solution for inspectors and mobile access to email / calendar being developed.	Information Technology

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<i>Strategic Goal 4. ORGANISATION</i>					
<i>Strategy 4.1 INFORMATION SERVICES Efficiency and service delivery to support business processes and information sharing reduced costs and increase service effectiveness</i>					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
4.1.4 Upgrade the human resources and payroll technology to improve functionality	100% implementation of payroll, HR modules and kiosk	Medium	On Target	Project scheduled for completion July 14. Further development requires next version of Authority scheduled for Feb 15.	Information Technology/ Human Resources
<i>Strategy 4.2 HUMAN RESOURCES Ensure Council's workforce is skilled, responsive, has high job satisfaction and is capable of providing quality customer orientated services and programs to Moira's communities and ratepayers.</i>					
4.2.1 Develop practical policies and procedures and staff training program reflecting legislative, regulative and staff requirements	As required	Low	On Target	Policies and procedures are continually being developed. The organisational development strategy (People Plan) has been developed, including the learning & development strategy (staff training programs).	Human Resources
4.2.2 Develop an Organisational Development Strategy to ensure the sustainability of the organisation	100% development and implementation of Strategy and training program	Low	On Target	KPI's have been developed and rolled out. HR are scoping from best practice models effective evaluation systems. On track to meet target.	Human Resources
4.2.3 Develop and implement integrated Performance Management System	100% development and implementation of system	Low	On Target	All positions within Stage 2 of restructure have been filled.	Human Resources
4.2.4 Develop and deliver Stage 2 of Organisation Review	100% complete	Low	Complete	The new performance review system commenced. Will be utilising human resources technology to improve process.	Human Resources
4.2.5 Staff Performance reviews completed	100% complete	Low	On Target		Human Resources

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Strategy 4.3 Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures, OHS training and development programs						
4.3.1 Number of workplace/site OHS inspections undertaken	100%	Medium	On Target	7 sites were inspected	Human Resources	
4.3.2 WorkCover Indicative Performance Rate	<1.0	Medium	On Target	<1.0	Human Resources	
4.3.3 WorkSafe Insurance Premium Rate	<1.8	Medium	On Target	<1.8	Human Resources	
Strategic Goal 4. ORGANISATION						
Strategy 4.3 Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures, OHS training and development programs						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
4.3.4 Lost Time Injury Frequency Rate	100%	Medium		This rate is calculated at the end of the reporting period.	Human Resources	
Strategy 4.4 FINANCIAL MANAGEMENT Ensure Council plans and resources, records and budget systems are maintained and managed sustainably						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
4.4.1 Prepare the Annual Budget and Strategic Resource Plan in line with statutory requirements and within a financial sustainability framework for consideration by Council by 30 June 2013	100%	High	Complete	Annual budget, incorporating Strategic Resource Plan adopted by Council 24 June 2013.	Finance	

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<i>Strategy 4.5</i> Provide customer-focused financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
4.5.1 Attain VAGO financial ratios as part of annual budget process	100%	High	Complete	VAGO Indebtedness ratio calculated at 43.36% for the 2012-2013 financial year.	Finance	
4.5.2 Complete the Annual Financial Statements for the year ended 30 June 2013 with full audit clearance by the legislated time frame	100%	High	Complete	Annual Financial Statements have been audited and have been forwarded to VAGO as part of preparations of the 2012-2013 Annual Report.	Finance	
4.5.3 Budgeted adjusted working capital ratio or as per the 2012-13 adopted budget	100%	High	on target	Forecast budget to be adjusted at next review.	Finance	
<i>Strategy 4.6</i> Rates Revenue Generation						
4.6.1 \$M collected	\$25.327M	High	on target		Finance	
4.6.2 Rating strategy to be delivered as per legislative requirements	Development and Delivery of 1 Rating Strategy	High	Complete	Rating strategy adopted by Council in April 2013.	Finance	

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<i>Strategic Goal 4. ORGANISATION</i>						
<i>Strategy 4.7 COMMUNICATIONS AND ENGAGEMENT Improve Council information, accessibility through effective use of communication and media and ensure services are continuing to meet community expectations and demonstrating a culture of engagement</i>						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
4.7.1 DPCD Customer Service Survey/Moira Internal Survey	75%	Low	On target		Governance	
4.7.2 Deliver effective, timely communication of Council services, activities and scope future needs and methods through Communication Strategy	Communications and engagement Strategy delivered	Medium	On target		Governance	
<i>Strategy 4.8 Provide snapshots of community views on emerging issues by establishing a community 'pulse' email panel of 1,000 - 2,000 people with an interest in Moira</i>						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
4.8.1 Number of members on the community 'pulse' email panel	>1,000	Low	Not yet started	Will be replaced by social media platforms	Governance	
<i>Strategy 4.9 Encourage higher levels of young people's engagement in Council's activities through enhanced targeted communication via social media</i>						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
4.9.1 Website quality and accessibility assessed through independent user survey	70%	Low	On Target		Governance	
4.9.2 Develop and implement integrated Communications Strategy focusing on electronic communications, publications	1 strategy 100% completed	Low	On Target		Governance	

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3. OUR COMMUNICATIONS AND
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<i>Strategy 4.10 CUSTOMER SERVICES Ensure excellent customer service by reducing the waiting time for ratepayers and other community members to councils customer centres and services</i>					
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department
4.10.1 Average time after-hours callers wait before their call is answered	<25 seconds	Medium	On Target		Governance
<i>Strategic Goal 4. ORGANISATION</i>					
<i>Strategy 4.10 CUSTOMER SERVICES Ensure excellent customer service by reducing the waiting time for ratepayers and other community members to councils customer centres and services</i>					
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department
4.10.2 Percentage of customer service enquiries resolved on first call	85%	Medium	On Target		Governance
4.10.3 Percentage satisfaction of after-hours callers with the quality of information and service received	70%	Low	On Target		Governance
4.10.4 Customer service responsiveness assessed through external and internal user surveys	90%	Medium	On Target		Governance

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<i>Strategic Goal 5. INFRASTRUCTURE</i>						
<i>Strategy 5: CAPITAL WORKS</i> In support of services delivered to our communities, undertake our annual capital works program including:						
<ul style="list-style-type: none"> • Roads • Drains studies/plans • Building • Park & gardens • Footpaths • Kerbs and channels 						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
5.1 Percentage of completed capital works infrastructure projects completed at the conclusion of the financial year (based on number of projects)	95%	Low	On Target	To be calculated at end of year	Infrastructure Planning and Design	
5.1.2 Civic Mutual Plus (Overall score) compliance with Road Management Plan	80%	Medium	On Target	To be calculated at end of year	Infrastructure Planning and Design	
<i>Strategy 5.2 ASSET MANAGEMENT</i>						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
5.2.1 Percentage of Council assets at intervention level (MAV STEP PROGRAM) Composite (roads, bridges & pathways, buildings & Drains)	70%	Low	On Target	Condition survey currently underway for buildings. No other surveys this year.	Asset Management	

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Strategy 5.3 ASSET RENEWALS						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
5.3.1 Condition based renewal gap - \$ spent on renewal divided by what \$ were required to be spent for period *MAY STEP program)> Composite (roads, bridges and pathways, buildings & drains	65%	High	On Target	To be calculated at end of year	Operations	
5.3.2 Local Roads renewed	* 6% resurfaced as % of total sealed network * 0.5% Reconstructed total sealed road network (Asset reconstructed when reaching levelB) * Re-sheeted as 5% of total gravel road network	High	100%	*Resurfacing works for the 2013/14 financial year have been completed with a total of 56kms resurfaced. *Resheeting works have been completed for 2013/14 with a total of 64 kilometres of road re-sheeted and 12kms resheeted with granitic sand for dust suppression. *The 2013 Shoulder Resheeting program was completed on the 20 December 2013 with 13.6kms (27.2km both sides) of road shoulders resheeted.	Operations	
5.3.3 Community satisfaction (index score) with conditions & maintenance of municipal roads, streets, footpaths (CSS)	85%	Low	80%	LGCSSurvey 2014	Infrastructure / Asset Management / Operations	

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<i>Strategic Goal 5. INFRASTRUCTURE</i>					
<i>Strategy 5.4 FACILITIES AND AMENITY MANAGEMENT</i>					
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>
5.4.1 Civic Mutual Plus overall score for management of sporting reserves	>50	Medium	On target	Results for 2013 show a score of 69, an increase against the average for Large Rural Shires, which were 67. Update to be provided in 2014.	Community Development
5.4.2 Community satisfaction (index score) with: * Recreational facilities * Appearance of public areas	Number of complaints <20	Low	On target	Council has received 2 complaints in recent months. One has been dealt with in relation to a staff member, the other was discussed and managed through the March Monthly contract meeting on 27 March 2014.	Community Development/ Operations

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<i>Strategic Goal 6. GOVERNANCE</i>					
Strategy 6.1 Ensure responsible resource management and ongoing adherence to good governance by ensuring completion of the annual internal audit plan					
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department
6.1.1 Percentage completion for annual internal Audit plan	100%	Medium	On Target	2013/2014 Internal Audit Plan consists of an Inventory Management Audit and a Long Term Viability Audit. The Inventory management Audit was conducted in October 2013, Contracts Audit in January 2014 and Councillor expenses as well as Fees, Charges and Sundry Debtors in April 2014.	Governance
6.1.2 Percentage completion of all scheduled external audits	100%	High	Complete	The Independent Audit of 2012/2013 financial and performance statements was completed and signed off by the Victorian Auditor General's Office (VAGO) on 23 October 2013. These audit reports were included as part of the 2012/13 Annual Report and presented to Council at its ordinary meeting on 18 November 2013.	Governance

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<i>Strategy 6.2: Enhance Councils management of electronic records in line with Public Records Office requirements (revising archiving procedures and provide ongoing user training and system improvements)</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
6.2.1 Percentage of electronic management systems actions completed within service charter timeframes	95%	Low	On Target	The reporting tool for measuring electronic management systems is now in place. In the year to date, 97% of actions have been completed within service charter timeframes.	Governance	
6.2.2 Instruments of Delegation to Council staff renewed biannually and updated upon receipt of legal advice	100%	High	On Target	Instruments from Council to the CEO and to Council Staff have been reviewed following legal advice and completion of the organisational restructure. Report on reviewed instruments was adopted at the 18 November Council meeting. Sub Delegations of CEO to Staff was signed by the CEO in February 2014.	Governance	
<i>Strategy 6.3: Enhancing Councils management and response times processing FOI requests are met</i>						
<i>Performance Measures</i>	<i>Target</i>	<i>Risk</i>	<i>Progress 31 May 2014</i>	<i>Comments</i>	<i>Department</i>	
6.3.1 Percentage of Freedom of Information Requests responded to within prescribed timeframes	100%	Medium	On Target	Six (6) Freedom of information request received and a response provided within the prescribed timeframe.	Governance	

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<i>Strategy 6.4 : Ensure strategic and operational risks are appropriately managed to protect Council and the community by updating and implementing Council's Risk Management Strategy</i>						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
6.4.1 Percentage completion of Risk Management Framework (7 elements)	100%	Medium	On Target	The 7 elements of the Victorian Government Risk Management Framework are well established in Council's operations. Review and refinement of these elements are ongoing.	Governance	
6.4.2 Quarterly updating of Council's Risk Management Register presented to the Audit Committee/ Council	Quarterly (4) per annum	High	On Target	The last report of the Risk Management Register was made to the Audit committee as part of the January meeting	Governance	
<i>Strategy 6.5: Prepare Council's Annual Report 2012-13 as an accurate and transparent record of the year and submit to the Minister for Local Government by 30 September 2013</i>						
Performance Measures	Target	Risk	Progress 31 May 2014	Comments	Department	
6.5. Annual Report presented to Council by 30 September 2013	1 Report to Council by 30 September 2013	High	Complete	The 2012/13 Annual report was included in the November Ordinary meeting agenda and noted by Council. A copy has been forwarded to the Minister, distributed to service centres and made available on Council's website.	Governance	
6.5.2 Annual Report to Minister for Local Government by 30 September 2013	1 Annual Report completed & delivered by 30 September 2013	High	Complete	The Moira Shire 2012/13 Annual Report was lodged with Minister for Local Government on 25 October 2013. Council noted the 2012/13 Annual Report at its ordinary meeting on 18 November 2013. The 30 September 2013 deadline was not met.	Governance	

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ITEM NO: 9.1.5
(QUALITY MANAGEMENT OFFICER, MEGAN GEMMILL)
(DIRECTOR CORPORATE GOVERNANCE, ALISON COE)

PROCUREMENT POLICY REVIEW

RECOMMENDATION

That:

1. Council approve the attached reviewed Procurement Policy, which addresses the requirements of Section 186A of the *Local Government Act 1989* (the Act) to be submitted to Council for approval.
2. Remove the requirement for the minimum of two verbal quotes to be supported by confirmation in writing including email and text message for the value \$5,501-\$22,000.

1. Executive Summary

The Procurement Policy was last reviewed and adopted by Council on 24 June 2013. The purpose of the policy is to:

- provide guidance to Council to allow consistency and control over procurement activities;
- demonstrate accountability to ratepayers;
- achieve compliance with relevant legislative requirements
- provide guidance on ethical behaviour in public sector purchasing;
- demonstrate the application of elements of best practice in purchasing;
- increase the probability of obtaining the right outcome when purchasing goods and services; and
- Ensure value for money, openness and fairness in dealing with all suppliers, accountability, risk management, probity and transparency, environmental objectives, support of local business and any social procurement objectives.

Significant changes were made to the Procurement Policy during the 2012 review in order to align it, as far as is reasonable, with the updated model procurement policy prepared by the Municipal Association of Victoria (MAV). Section 186A (7) of the *Local Government Act 1989* (the Act) requires Council to review its Procurement Policy at least once in each financial year.

It is recommended that Council adopt the reviewed Procurement Policy, as required under section 186A of the Act.

2. Discussion

Statutory Compliance

To comply with the requirements of section 186A (7) of the *Local Government Act 1989* the Procurement Policy must be reviewed by no later than 30 June 2014. Section 186A (10) defines a procurement policy to mean the principles, processes and procedures that will apply to all purchases of goods, services and works by the Council.

Additional direction on lower level procedures and practices are provided by Council's *Procurement Guideline* to provide consistency and compliance with the policy. A complete the of the *Procurement Guideline* has been undertaken and approved by the

Council introduced the first version of the *Procurement Guideline* in 2003, to ensure compliance with Section 186 of the *Local Government Act 1989*. A complete review / re-write of the *Procurement Guideline* has been undertaken and approved by the Corporate Management Team (CMT) February 2014. The Guideline will now reviewed at least once in each financial year upon review of the Procurement Policy

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PROCUREMENT POLICY REVIEW (cont'd)

Review Process

As part of the review process Councils procurement policy was compared against the following Councils procurement policy:

- Corangamite Shire
- City of Greater Geelong
- Moorabool Shire Council
- Rural City of Wangaratta
- Latrobe City Council
- Port Phillip City Council
- City of Moonee Valley
- City of Greater Bendigo Council

The above Councils have also adopted the MAV model procurement policy prepared by the Municipal Association of Victoria (MAV) with slight variation to align with internal terminology and processes.

Additional Policy Changes Required

The following changes are required to match the terminology used in the Chief Executive Officer level policy, the Procurement Guideline. Procurement authority is provided by the Chief Executive Officer to Council staff to provide financial limitations which may be used in conjunction with the exercise of a delegated power, duty or function to and necessary to carry out their role.

The amendment to the Procurement Guideline was required to include the information previously provided in the Instrument of Sub-Delegation by the Chief Executive Officer to Council staff. This change implements advice from Maddocks Lawyers that it is preferable to keep the instrument of sub-delegation simple and in accordance with their template.

Page 11 – **3.2.4** – 3rd paragraph – Council staff must not authorise the expenditure of funds in excess of their financial delegations procurement authority.

Page 14 – **3.4** ~~Delegation of Authority~~ **Procurement Authority**

3.4.1 Requirement

The Chief Executive Officer provides guidance on financial issues through the Procurement Guideline, including Delegations ~~define the~~ limitations within which council staff are permitted to work. ~~Delegation of procurement authority~~ This guidance allows specified council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the council. This enables the council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Delegation of procurement authority delegations ensure accountability and provide confidence to council and the public that purchasing activities are dealt with at the appropriate level.

As such, the council has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for Contract Management activities.

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PROCUREMENT POLICY REVIEW (cont'd)

3.4.2 Delegations

3.4.2.1 Council Staff

The Procurement Guideline approved by the Chief Executive Officer identifies ~~The Council shall maintain financial delegations that identify~~ Council staff who are authorised to make procurement commitments in respect of goods, services and works on behalf of the Council ;

- Acceptance of tenders etc....

Page 15 – 3.4.2.2 Decisions Reserved for the Council

Commitments and processes which exceed the CEO's delegation ~~and which~~ must be approved by the council. ~~are:~~

- ~~Signing and sealing of contract documents.~~
- ~~Tender recommendations and contract approval for all expenditure which equals or exceeds the value of \$150,000 for purchase of goods and services and \$200,000 for carrying out of works, inclusive of GST. These thresholds are fixed by an Order in Council under section 186(1) of the Local Government Act 1989.~~
- ~~Contract term extensions for contracts signed and sealed by Council.~~

From the eight Councils identified in the review process, only one Council has kept the above wording from the MAV procurement policy template.

The initial two dot points duplicate existing process and delegations and therefore should be removed on this basis.

The third dot point includes the requirement for Council to approve contract term extensions, which was introduced from the implementation of the MAV template, not from strategic direction or decision from within Council. There is no requirement for Council to approve contract term extensions. Other Councils have confirmed that Council does not approve their contract extensions, on this basis it is recommended that the third dot point be removed.

If Council approval is required for contract term extensions problems may arise around timing, with the potential impact that Council may miss the opportunity to extend contracts because the matter in question does not get to Council in time for a decision to be made within the specified notice period.

Performance Audits are conducted and approved by the Superintendent prior to the end of the term of a contract. If there are no reason(s) provided not to extend for a further term, it is a far more cost effective option to extend under the provisions within the Contract.

The remaining statement (3.4.2.2) "Commitments and processes which exceed the CEO's delegation must be approved by the council" provides clear direction.

Page 16 – 3.8 Contract Terms

Change reference to "council Delegations" in paragraph two and three to "Procurement Guideline".

All proposed changes are in red type in the attached draft of the reviewed Procurement Policy document. The changes add further detail and focus on Council's existing policy directions.

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PROCUREMENT POLICY REVIEW (cont'd)


The previous adoption of the Procurement Policy included the following amendment to the recommendation:

- 2. Minimum of two verbal quotes to be supported by confirmation in writing including email and text message for the value \$5,501-\$22,000.

The ability to comply with this amendment has proven difficult due to;

- the reluctance from suppliers to confirm low level purchases in writing after they have provided a verbal quote.
- text messages cannot be recorded, stored or filed as a Council record.

The Procurement Guideline provides guidance and templates for verbal quotations. The Verbal Quote File Note (see below) is used to record this information which is then filed for audit purposes.



VERBAL QUOTATION FILE NOTE
Verbal Quotations for purchases between \$2,001 to \$20,000

DATE:		REF NO:	
PREPARED BY:			
SUBJECT:			
Company Name:			Phone No.
Contact:	on / /	at	am/pm
Details of Conversation:			

3. Financial Implications

The reviewed Procurement Policy will play an important role in achieving best practice in procurement and value for money for the community.

4. Risk Management

The Procurement Policy ensures, as far as is reasonably possible, that risk is identified, assessed and managed at all stages of the procurement process.

5. Community Consultation

The *Local Government Act 1989* (the Act) does not require Council to undertake community consultation on the Procurement Policy. However, as required by the Act the Procurement Policy will be made available for public inspection at Council’s Office and on Council’s Internet website.

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PROCUREMENT POLICY REVIEW (cont'd)

6. Internal Consultation

The Policy has been circulated internally to the Manager and Directors for comment and approved by the Corporate Management Team (CMT).

7. Legislative / Policy Implications

As mentioned earlier in this report, the *Local Government Act 1989*, in particular Sections 186 and 186A are relevant to the Procurement Policy.

Guidance is also provided by the:

- *Model Procurement Policy*, MAV August 2011;
- *Victorian Local Government Best Practice Procurement Guidelines DPCD 2013*; and
- *Local Government Procurement Strategy*, DPCD September 2008.

8. Environmental Sustainability

The policy demonstrates Council's continued commitment to adopting a green procurement approach by supporting the principles of sustainable procurement.

9. Conflict of Interest Considerations

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

10. Conclusion

The reviewed Procurement Policy (attached) will provide guidance to achieve consistency in and good management of procurement activities. Adoption of the reviewed policy fulfils the statutory requirements under Section 186A of the Act and will demonstrate accountability in procurement to the Moira Shire community. The reviewed policy will be available for public inspection at Council's office and on Council's internet website.

Attachments

- 1 Procurement Policy Review

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Moirashire Council

Procurement Policy

June 2014



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Moira Shire Council Procurement Policy



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Moira Shire Council Procurement Policy



Foreword

In November 2008, amendments to the *Local Government Act 1989* were passed which included a new section 186 that required a Council to "prepare and approve a procurement policy".

The Municipal Association of Victoria (MAV) reviewed its Model Procurement Policy in August of 2011. The Moira Shire Council Procurement Policy includes the recommended amendments from the MAV review.

1. Strategy

Council's strategy is to achieve the aims contained within the Council Plan by ensuring sustainable and socially responsible procurement outcomes, value for money, supporting the local economy, achieving innovation and better services for communities. These outcomes will be facilitated by the formulation of a Procurement Policy and Procurement Guideline.

2. Policy Principles

2.1 Background

Moira Shire Council:

- Recognises that:
 - Developing a procurement strategy and adopting appropriate best practice contracting and procurement principles, policies, processes and procedures for all goods, services and works by council, will enhance achievement of council objectives such as sustainable and socially responsible procurement; bottom-line cost savings, supporting local economies; achieving innovation; and better services for communities.
 - The elements of best practice applicable to local government procurement incorporate:
 - broad principles covering ethics, value for money, responsibilities and accountabilities;
 - guidelines giving effect to those principles;
 - a system of delegations (ie the authorisation of officers to approve and undertake a range of functions in the procurement process);
 - procurement processes, with appropriate procedures covering minor, simple procurement to high value, more complex procurement; and
 - a professional approach.
- Requires that council's contracting, purchasing and contract management activities:
 - support the council's corporate strategies, aims and objectives including, but not limited to those related to sustainability, protection of the environment, and corporate social responsibility;
 - provide a robust and transparent audit trail which ensures that procurement projects are delivered on time, within cost constraints and that the needs of end users are fully met;
 - are conducted and seen to be conducted, in an impartial and ethical manner;
 - take a long term strategic view of its procurement needs while continually assessing, reviewing and auditing its procedures, strategy and objectives;

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- ensure, as far as is reasonably possible, that risk is identified, assessed and managed at all stages of the procurement process;
- use strategic procurement practices and innovative procurement solutions to promote sustainability and best value;
- comply with legislation, corporate policies or other requirements, ensuring that all staff responsible for procurement and contract management are aware of and adhere to the legislative requirements, Council standards and best practice.
- span the whole life cycle of an acquisition from initial concept to the end of the useful life of an asset, including its disposal, or the end of a service contract;
- achieve value for money and quality in the acquisition of goods, services and works by the council;
- can demonstrate that public money has been well spent;
- are conducted, and are seen to be conducted, in an impartial, fair and ethical manner;
- seek continual improvement including the embrace of innovative and technological initiatives such as electronic tendering processes to reduce activity cost; and
- generate and support business in the local community.

2.2 Purpose

The purpose of this policy is to:

- provide guidance to Council to allow consistency and control over procurement activities;
- demonstrate accountability to ratepayers;
- provide guidance on ethical behaviour in public sector purchasing;
- demonstrate the application of elements of best practice in purchasing; and
- increase the probability of obtaining the right outcome when purchasing goods and services.

2.3 Scope

This Procurement Policy is made under section 186a of the *Local Government Act 1989* (the Act). The Act is the key legislative framework that regulates the process of all local government procurement in Victoria. Section 186a of the Act requires the Council to prepare, approve and comply with a Procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Council.

This policy applies to all contracting and procurement activities at Council and is binding upon Councillors, Council Staff and temporary employees, contractors and consultants while engaged by the Council.

The Act and the Procurement Policy of the Council is the primary reference point for how all procurement should be performed.

2.4 Treatment of GST

All monetary values stated in this policy include Goods and Services Tax (GST) except, where specifically stated otherwise.

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2.5 Definitions and Abbreviations

Term	Definition
Act	Local Government Act 1989.
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party e.g., prices, discounts, rebates, profits, methodologies and process information.
Contract Management	The process that ensures both parties to a contract that fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council Staff	Includes full-time, part-time and temporary council employees, and contractors and consultants while engaged by the council.
Category Management	A 'Category' is an area of spend determined by known market boundaries separating different products, services or industries. Category management recognises that suppliers within a certain market are likely to have similarities which enable a tailored approach to procurement.
GST	Goods and Services Tax.
e-Procurement	e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system/s to acquire and pay for supplies, services and works.
Corporate Social Responsibility (CSR)	Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts.
Social Procurement	Social Procurement uses Procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.
Expression of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the Goods and/or Services generally set out in the overview of requirements contained in the document. This Invitation is not an offer or a contract
Probity	Within government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.

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Term	Definition
Service Officer	Is a member of Moira Shire Council staff responsible for the initiation of a tender process and who will usually supervise a particular purchase or service on behalf of Council. The Service Officer will participate in tendering processes, including tender evaluation within their area of responsibility and may be the nominated Superintendent or the Superintendent's representative.
Standing Offer Arrangements (SOA)	A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Tender Process	The process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Value for Money	Value for Money in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> • contribution to the advancement of the council's priorities; • non-cost factors such as fitness for purpose, quality, service and support; and • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.
Best Value	Best value in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> • contribution to the advancement of the Council's priorities; • non-cost factors such as fitness for purpose, quality, service and support; and • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

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3. Effective Legislative and Policy Compliance and Control

3.1 Ethics and Probity

3.1.1 Requirement

The council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny.

3.1.2 Conduct of Councillors and Council Staff

3.1.2.1 General

Councillors and council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and *will*:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- provide all suppliers and tenderers with the same information and equal opportunity; and
- be able to account for all decisions and provide feedback on them.

Council staff who are responsible for managing or supervising contracts are prohibited from performing any works under the contract they are supervising.

3.1.3 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

3.1.4 Conflict of Interest

Councillors and council staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict or have the potential to conflict, with their council duties.

Councillors and Council staff are subject to conflict of interest provisions in:

- The Act: [Division 1A - Conduct and Interests](#);
- [Conflict of Interest Guides](#);
- [Councillor Code of Conduct](#); and
- [Employee Code of Conduct / Ethical Behaviour](#)

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Councillors and Council staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications, tender opening, and tender evaluation panels, must:

- **Avoid** conflicts, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council Staff, plus their relatives and close associates.
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise Council Staff must make their manager, or the chairperson of the relevant tender assessment panel or board aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise
- **Observe** prevailing Council, Victorian Government Purchasing Board (VGPB) and e-hub guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

3.1.5 Fair and Honest Dealing

Prospective contractors and suppliers will be afforded an equal opportunity to tender or quote in accordance with this policy.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected. Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information. For further information refer to **Appendix A**.

3.1.6 Accountability and Transparency

Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

The processes by which all procurement activities are conducted will be in accordance with the over-arching *Victorian Local Government Best Practice Procurement Guideline*, this Council policy and Council's *Procurement Guidelines*.

Additionally:

- Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the council and provide feedback on them; and
- all procurement activities are to provide for an audit trail for monitoring and reporting purposes.

3.1.7 Gifts and Hospitality

No councillor or member of council staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which the council is interested.

Councillors and council staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings.

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Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how flimsy the evidence available), must be promptly brought to the attention of the CEO.

3.1.8 Disclosure of Information

Commercial in-confidence information received by the Council must not be disclosed and is to be stored in a secure location.

Councillors and council staff are to protect, by refusing to release or discuss the following:

- information disclosed by organisations in tenders, quotation or during tender negotiations;
- all information that is Commercial in Confidence information; and
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

3.2 Governance

3.2.1 Structure

Council shall:

- establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by the council;
- ensure that the councils' procurement structure:
 - is flexible enough to purchase in a timely manner the diverse range of material, goods, works and services required by council;
 - ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote;
 - encourages competition; and
 - ensures that policies that impinge on the purchasing policies and practices are communicated and implemented.

3.2.2 Standards

Council's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- The *Local Government Act 1989*;
- Council's policies, CEO directives, guidelines and procedures;
- The council's *Employee Code of Conduct / Ethical Behaviour and the Councillor Code of Conduct*, and
- Other relevant legislative requirements such as but not limited to the *Trade Practices Act 1974 (Cth)*, *Goods Act 1958* and the *Environmental Protection Act 1970*.
- Victorian Local Government Best Practice Procurement Guidelines 2013.

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3.2.3 Methods

The council's standard methods for purchasing goods, services and works shall be by some or all of the following methods:

- Credit or purchasing card;
- purchase order following a quotation process from suppliers for goods or services that represent best value for money under directed quotation thresholds;
- under contract following a tender process; or
- using aggregated purchasing arrangements with other councils, Municipal Association of Victoria (MAV) Procurement, Victorian Government, or other bodies;

other arrangements authorised by the Council or the CEO on a needs basis as required by abnormal circumstances such as emergencies.

The Council may, at its discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders.

Typically a multi-stage tender process will commence with an expression of interest stage followed by a tender process involving the organisations selected as a consequence of the expression of interest stage.

Expressions of Interest (EOI) may be appropriate where:

- the requirement is complex, difficult to define, unknown or unclear;
- the requirement is capable of several technical solutions;
- the council wishes to consider ahead of formal tender processes such issues as whether those tendering possess the necessary technical, managerial and financial resources to successfully complete the project;
- tendering costs are likely to be high and council seeks to ensure that companies incapable of supplying the requirement don't incur unnecessary expense;
- it is necessary to pre-qualify suppliers and goods to meet defined standards; and
- the requirement is generally known but there is still considerable analysis, evaluation and clarification required (both of the objective and the solution).

Additionally, for highly complex projects Council may run sequential tenders, the first to solicit solutions, the second to compete to provide the solution selected by Council. Such sequential tenders may or may not be preceded by the registration of interest phase as required by the Council based on the actual needs of the project.

3.2.4 Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council staff must not authorise the expenditure of funds in excess of their procurement authority.

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Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

3.3 Procurement Processes and Thresholds

3.3.1 Requirement

The value of all contracts for the purposes of compliance with section 186 of the Act includes:

- costs for the full term of the contract,
- including any options for either party to extend the contract
- applicable goods and services tax (GST)
- anticipated contingency allowances or variations
- all other known, anticipated and reasonably foreseeable costs.

Council procurement processes are based on a number of principles:

Best Value

The benefits of the purchase are weighted against the costs necessary for the optimum result for the Council and local community. The Council is not required to accept the lowest tender. Instead, the Council is required to take into account issues of quality, cost, the accessibility of the service and other factors relevant to both the overall objectives of the *Local Government Act 1989*.

Best value is often mistaken for meaning the lowest price, however, in terms of the contracting process, best value requires us to balance quality and price with as much transparency as is reasonably achievable. In this context price should take into account the whole life cost of the provision so far as is practicable. It follows that the delivery of Best value is dependent upon Council priorities.

Achieving best value also requires *challenging* the need for the procurement and the way in which the service may be reconfigured to achieve improvements in service delivery, *comparing* service provision options against all those available, *consulting* with key stakeholders and ensuring *competition* in the open market.

Achieving best value for money must be the basis of all procurement decisions within the Council.

Open and Fair Competition

All suppliers are treated fairly in an open and transparent manner and have access to the same information.

Accountability

The Council maintains consistency in the approach to procurement across the whole organization through coherent frameworks, policies and procedures. Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted will be in accordance with the Council's procurement policies and procedures as set out in this policy and relevant Council policies and procedures.

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Additionally:

- all Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them; and
- all procurement activities are to provide for an audit trail for monitoring and reporting purposes.

Risk Management

Strategies for managing risks associated with all procurement processes are to be implemented and consistent.

Probity and Transparency

All Council procurement processes must be conducted in a fair, honest and open and transparent manner, with the highest possible levels of integrity and in the public interest.

3.3.2 Minimum Spend Competition Thresholds

3.3.2.1 Tenders

In accordance with s186 of the Act and any subsequent Order in Council made, purchase of all goods and services for which the estimated expenditure equals or exceeds \$150,000, and works for which the estimated expenditure equals or exceeds \$200,000, must be undertaken by public tender as per the thresholds contained in the Act, and are inclusive of GST.

The tender thresholds shall apply for two financial accounting periods.

However, should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the Council, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below the above thresholds.

3.3.2.2 Quotations

Purchase of goods, services having a total of less than \$150,000 and works having a total valuation of less than \$200,000 Council will maintain a formalised system of procurement requirements using the procurement methods as described below.

\$ Value (inc GST)		Tendering Requirement
From	To	
\$0	\$5,500	Seek value for money low risk, every day/routine type purchases
\$5,501	\$22,000	Minimum of 2 verbal quotes Simple service requirements and/or presents low risk

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\$ Value (inc GST)		Tendering Requirement
From	To	
\$22,001	\$88,000	Seek a minimum of 3 written quotes Written invitation detailing requirements Simple service requirements and/or presents low risk
\$88,001	\$149,999 for the supply of Goods & Services and \$199,999 for Works	Minimum of 3 written quotes. A written specification/contract is required Complex service requirements and/or presents high degree of risk.
Over \$150,000 for Goods & Services and \$200,000 for Works		Advertised, Public Tender

Below the threshold there are no limitations on when council may undertake a public tender, the above methods are the minimum requirements. There may be situations when a field of potential tenderers has not been established, where there is a high risk, a desire for greater transparency or requirement for a more comprehensive tender/contract document.

* Please note that CEO exemptions can only be approved for values below the threshold. A Certificate of Exemption is required in accordance with Council's Procurement Guideline.

3.4 Procurement Authority

3.4.1 Requirement

The Chief Executive Officer provides guidance on financial issues through the Procurement Guideline, including limitations within which council staff are permitted to work. This guidance allows specified council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the council. This enables the council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Delegation of procurement authority ensure accountability and provide confidence to council and the public that purchasing activities are dealt with at the appropriate level.

As such, the council has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for Contract Management activities.

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3.4.2 Delegations

3.4.2.1 Council Staff

The Procurement Guideline approved by the Chief Executive Officer identifies Council staff who are authorised to make procurement commitments in respect of goods, services and works on behalf of the Council ;

- Acceptance of tenders
- Acceptance of quotes
- Contract term extensions (within authorised budget)
- Contract amendment (non-financial)
- Contract amendment (financial)
- Appointment to register of pre-qualified suppliers
- Credit Card or purchasing card purchases
- Procedural exceptions

3.4.2.2 Decisions Reserved for the Council

Commitments and processes which exceed the CEO's delegation must be approved by the council. -

3.5 Internal Controls

The council will install and maintain a framework of internal controls over procurement processes that will ensure:

- more than one person is involved in and responsible for a transaction end to end;
- transparency in the procurement process;
- a clearly documented audit trail exists for procurement activities;
- appropriate authorisations are obtained and documented; and
- systems are in place for appropriate monitoring and performance measurement.

These internal controls are implemented in accordance with Council's *Procurement Guide*.

3.6 Commercial Information

Procurement activities will be carried out in a way that supports council staff in meeting their obligations - to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) in an appropriate manner in accordance with the relevant council guidelines.

3.7 Risk Management

3.7.1 General

Risk Management is to be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

3.7.2 Supply by Contract

The provision of goods, services and works by contract potentially exposes the council to risk.

The council will seek to minimise its risk exposure by measures such as:

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- standardising contracts to include current, relevant clauses;
- requiring security deposits where appropriate;
- referring specifications to relevant experts;
- requiring contractual agreement before allowing the commencement of work;
- use of or reference to relevant Australian Standards (or equivalent); and
- effectively managing the contract including monitoring and enforcing performance.

3.8 Contract Terms

All contractual relationships must be documented in writing based on standard terms and conditions.

Where this is not possible, approval must be obtained from the appropriate member of council staff listed in the council Procurement Guideline. A request for such an approval should be supported with procurement and legal advice as relevant.

To protect the best interests of the council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the council to risk and thus must be authorised by the appropriate member of council staff listed in the council Delegations.

3.9 Endorsement

Council staff must not endorse any products or services. Individual requests received for endorsement must be referred to Director level or above.

3.10 Dispute Resolution

All council contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes getting out of hand and leading to legal action.

3.11 Category Management

The Council has a Category Management approach to procurement which brings together expertise from across the Council to identify the most appropriate and effective approach to deliver the Council's outcomes through sourcing and supply arrangements.

The main objective of category management is to reach a point where all, or a very high percentage of the Council's spend within a category, is being channeled through approved arrangements, aligned with strategic priorities such that value is maximised on every dollar of expenditure.

3.12 Contract Management

The purpose of contract management is to ensure that the council, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- establishing a system monitoring and achieving the responsibilities and obligations of both parties' under the contract; and
- providing a means for the early recognition of issues and performance problems and the identification of solutions.
- adhering to Council's risk management framework and adhering to relevant Occupational Health and Safety Contractor Management procedure.

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All council contracts are to include contract management requirements. Furthermore, contracts are to be proactively managed by the Council staff that have been nominated as the Superintendent or Superintendents Representative responsible for the delivery of the contracted goods, services or works to ensure the council receives Value for Money.

3.13 e-Procurement

e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system/s to acquire and pay for supplies, services` and works.

By utilising e-procurement the Council aim to:

- reduce transaction costs
- achieve greater leverage
- make processes more efficient;
- improve management information and visibility of spend;
- increasing control and consistency of processes, and
- improve spend compliance.

4. Demonstrate Sustained Value

4.1 Triple Bottom Line Approach

A triple bottom line approach to procurement in Moira Shire considering environmental, social and financial aspects will enable the effective and efficient consideration of extrinsic cost considerations alongside conventional procurement criteria such as price and quality.

4.2 Integration with Council Plan

The council procurement policy shall support the aims and objectives of its Council Plan, including but not limited to those related to sustainability, protection of the environment, (as supported by the Environment Sustainability strategy) corporate social responsibility and meeting the needs of the local community such as:

- feeling safe,
- living in a clean and pleasant environment, and
- receiving good quality and well managed council services that are Value for Money.

4.3 Achieving Value for Money

4.3.1 Requirement

The council's procurement activities will be carried out on the basis of obtaining Value for Money.

This means minimising the total cost of ownership or of the economic benefit over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinate of best value.

4.3.2 Approach

This will be facilitated by:

- developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle;
- effective use of competition;
- using aggregated contracts and SOA where appropriate;

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- identifying and rectifying inefficiencies in procurement processes;
- developing cost efficient tender processes including appropriate use of e-solutions;
- council staff responsible for providing procurement services or assistance within the council providing competent advice in terms of available products and agreements;
- working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.; and
- supported by the implementation of Council's Procurement Guidelines.

4.3.3 Role of Specifications

Specifications used in quotations, tenders and contracts are to support and contribute to the council's Value for Money objectives through being written in a manner that:

- ensures impartiality and objectivity;
- encourages the use of standard products;
- encourages sustainability;
- eliminates unnecessarily stringent requirements

4.3.4 Support of Local Business

Council is committed to buying from local business where such purchases may be justified on Value for Money grounds. For detail refer to **Appendix B**.

4.4 Performance Measure and Continuous Improvement

Appropriate performance measures are to be established and reporting systems will be used to monitor performance and compliance with procurement policies, procedures and controls

Procurement procedures, practices and costs will be benchmarked externally. Internal service standards will be agreed within the council and performance against these targets will be measured and reviewed regularly to support continuous improvement.

The performance measurements developed will be used to:

- Highlight trend and exceptions where necessary to enhance performance.
- Improve the internal efficiency of the procurement process and where relevant the performance of suppliers
- Facilitate programmes to drive improvement in procurement to eliminate waste and inefficiencies across key spend categories

4.4.1 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means the Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

The Council integrates CSR into its organisational policies and practices through social procurement, sustainability and diversity.

4.4.2 Social Procurement

Social Procurement generates positive outcomes by building on initiatives already undertaken by the Council in enhancing sustainable and strategic procurement practice,

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(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

PROCUREMENT POLICY REVIEW (cont'd)

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further enabling procurement to effectively contribute towards building stronger communities and meeting the social objectives of the Council.

The Council is committed to Social Procurement by:

- Ensuring all procurement practices are sustainable and strategically aligned with the wider Council objectives
- Achieving greater value for money across the community through the use of effective procurement
- Ensuring all businesses have the same opportunity to tender for Council contracts
- Enhancing relationships with other Councils, suppliers and community stakeholders
- Building and maintaining a strong community by exploring ways to generate local employment (particularly among disadvantaged residents) and further strengthening the local economy
- Purchasing ethical and fair trade goods to support equitable, local, national and international trade.

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4.5 Diversity

Promoting equality through procurement can improve competition, Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

4.6 Sustainability

4.6.1 General

The council is committed to achieving sustainability and ensuring it monitors and reports on council activities and programs that have an impact on or contribute to the environment including but not limited to the following:

- waste management,
- recycling,
- energy management,
- emission management
- water conservation,
- green building design, and
- procurement

4.6.2 Sustainable Procurement

The council is committed to adopting a Green Procurement approach by supporting the principles of sustainable procurement within the context of purchasing on a Value for Money basis. For further details refer to **Appendix C**.

The Council recognises it has an implicit role in furthering sustainable development, through its procurement of goods, and services and works.

In addition, the Council recognises the potential impact this spend has on the environment and where applicable will integrate sustainability, environmental and social issues into the procurement process. The Council aims to achieve this by:

- Taking into account the need to minimise emissions and reducing the negative impacts of transportation when purchasing goods and services
- Taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured
- Considering the environmental performance of all suppliers and contractors, and encouraging them to conduct their operations in an environmentally sensitive manner
- Considering the basic life cycle analysis of products to minimise the adverse effects on the environment resulting directly or indirectly from products
- Selecting products / services that have minimal effect on the depletion of natural resources and biodiversity
- Giving a preference to Fairtrade, or equivalent, and ethically sourced and produced goods and services
- Working more effectively with local suppliers to ensure they are encouraged to bid for the Council's business in line with the Procurement Policy.
- Ensuring all relevant procurement contracts and tenders contain sustainability specifications as appropriate to the product or service being procured.
- Comply with all Australian regulations and legislation and ensuring our suppliers do the same
- Training all Council staff on sustainability considerations within the procurement process

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5. Apply a Consistent and Standard Approach

The council will provide effective and efficient commercial arrangements for the acquisition of goods and services. This is facilitated by the implementation of Council's Procurement Guidelines.

5.1 Standard Processes

The council will provide effective commercial arrangements covering standard products and provision of standard services across the council to enable employees to source requirements in an efficient manner.

This will be achieved via establishing the following:

- Pricing where relevant
- Processes, procedures and techniques
- Tools and business systems (e.g. implementing appropriate e-tendering, e-evaluation; e-catalogue or e-sourcing arrangements).
- Reporting requirements
- Application of standard contract terms and conditions.

5.2 Performance Indicators

A list of performance indicators will be developed to measure procurement performance. They will include criteria such as:

- The proportion of spend against corporate contracts
- User and supplier satisfaction levels
- Knowledge and skill of council employees in procurement process
- Level of compliance and understanding of council procurement policies and guidelines.
- Measuring the success of procurement initiatives eg. procurement cards.

5.3 Management Information

The council seeks to improve its' performance by capturing and analysing procurement management information in a variety of areas, including:

- Volume of spend
- Number of transactions per supplier
- Supplier performance
- User satisfaction
- Category management
- Green spend

The council will also use external sources of management information to assist with the procurement decision making process including:

- Benchmarking data
- Information from professional bodies such as the Chartered Institute of Purchasing and Supply Australia
- Supplier reports

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6. Build and Maintain Supply Relationships

Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. Council will consider supply arrangements that deliver the best value outcomes in terms of time, expertise, cost, value and outcome.

6.1 Developing and Managing Suppliers

Council recognises the importance of effective and open working relationships with its suppliers and is committed to the following:

- Managing existing suppliers, via the appropriate development programmes and performance measurements to ensure the benefits are delivered.
- Maintaining approved supplier lists
- Developing new suppliers and improving the capability of existing suppliers where appropriate.

6.2 Supply Market Development

A wide range of suppliers should be encouraged to compete for council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations offering business diversity include:

- Local businesses
- Green suppliers
- Small to medium sized enterprises (SME's)
- Social enterprises
- Ethnic and minority business
- Voluntary and community organisations

6.3 Relationship Management

The council is committed to developing constructive long-term relationships with suppliers. It is important that the council identifies its key suppliers so that its efforts are focused to best effect. Such areas may include:

- Size of spend across the council
- Criticality of goods / services, to the delivery of the council's services
- Availability of substitutes

6.4 Communication

External communication is very important in ensuring a healthy interest from potential suppliers and partners to the council. Council will endeavor to provide and update on its website:

- Information about council and how to become an approved supplier.
- A list of existing and forthcoming contract opportunities.
- Guidelines for doing business with council.
- Links to other relevant sites.

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7. Continual Improvement

The council is committed to continuous improvement and will review the procurement policy on an annual basis, to ensure that it continues to meet its wider strategic objectives.

8. Policy Owner and Contact Details

Moira Shire Council's Chief Financial Officer is the designated owner of this policy.

For further information on the policy, please contact via email: webmaster@moira.vic.gov.au phone 03 5871 9222.

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Attachment A

The Australian Competition and Consumer Commission's proposed anti-collusion tender clauses 1

The following clauses may be included in Council's tender documents. These clauses indicate that Council is alert to collusion and will go a long way to deterring such behaviour.

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The material presented in this publication is not and must not be regarded as legal advice. Users should seek their own legal advice where appropriate.

While everything practicable has been done to ensure the information in this book is accurate, no liability is accepted for any loss or damage whatsoever that can be attributed to reliance on any of that information.

Published by the ACCC 12/08

Option 1

Tender Clause 1: Facilitating reporting to the ACCC

The purchasing authority reserves the right, at its discretion, to report suspected collusive or anti-competitive conduct by tenderers to the appropriate regulatory authority and to provide that authority with any relevant tenderer information.

The purchasing authority's obligation to keep tenderer information confidential will not be breached if the information is disclosed by the purchasing authority to the appropriate regulatory authority because of suspected collusive or anti-competitive tendering behaviour.

Option 2

Tender Clause 2: Disclosure of subcontracting

Tenderers must indicate if they intend any person or organisation who is not an employee to perform work on the services, and must provide their details. The contract with the successful tenderer will require the purchasing authority's prior written approval for any changes to these arrangements, and any further sub-contracting.

Tender Clause 3: Warranty

The bidder warrants that their tender has not been prepared with any consultation, communication, contract, arrangement or understanding with any competitor, other than:

- Where certain joint venture arrangements exist between the bidder and a competitor.
- Where the bidder and a competitor have an agreement that has been authorised by the ACCC.
- Where the bidder has communicated with a competitor for the purpose of subcontracting a portion of the tender, and where the communication with that competitor is limited to the information required to facilitate that particular subcontract.

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In such a situation the bidder agrees to fully disclose the full nature and extent of any agreements with competitors to the tendering body.

In the event that no such disclosure is made, the bidder warrants that their bid has not been prepared with any consultation, communication, contract, arrangement or understanding with any competitor regarding:

- prices
- methods, factors or formulas used to calculate prices
- the intention or decision to submit, or not submit, a bid
- the submission of a bid which is non-conforming
- the quality, quantity, specifications or delivery particulars of the products or services to which this call for bids relates
- the terms of the bid

The bidder acknowledges that if the [department/agency etc] accepts the bidder's offer and completes any contract the [department/agency etc] will do so in reliance of this warranty.

Tender clause 4: Disclosure of prior anti-competitive conduct

Tenderers must indicate if they, or any corporation or person associated with their tender, including directors and senior management, are or have ever been subject to proceedings related to anti-competitive conduct in Australia or overseas. The information must include:

- The names of the parties to the proceedings
- The case number
- The general nature of the proceedings
- The outcome or current status of the proceedings

The [department/agency etc] reserves the right, at its discretion, to exclude any tenderer from the procurement process if the tenderer, or any corporation or person, including directors or senior managers associated with their tender, have ever contravened the anti-competitive provisions of the *Trade Practices Act 1974* or equivalent laws in Australia or overseas.

The [department/agency etc] reserves the right, at its discretion, to exclude any tenderer from the procurement process if full disclosure of any or all contraventions of the anti-competitive provisions of the *Trade Practices Act* or equivalent laws in Australia or overseas has not been made.

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Attachment B

Support of Local Business

Additional clauses for consideration to give additional emphasis could include the following:

- Council is committed to buying from local business where such purchases may be justified on Value for Money grounds.
- Open and effective competition is important to obtaining the best possible outcomes from dealings with suppliers.
- Competition implies pursuit of best value for money, the opportunity for potential suppliers to do business with Council, absence of bias or favouritism, accountability for results and transparency of process. The extent to which competition may be available and appropriate will vary from case to case, depending upon such things as the number of potential suppliers and the costs and benefits of promoting competition.
- Council may give preference to local economic benefit when sourcing products and services. When this criteria is nominated the benefit must be identifiable and reasonable and in compliance with the Trade Practices legislation. These benefits may take the form of:
 - increased local employment.
 - increased activity and spend in the local economy with identifiable benefits.
 - the level of local content in the goods, services and works.
 - The application of local content shall have consideration of both: Best Value Principles of the Local Government Act 1989; and National Competition Policy (Trade Practices Act).

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PROCUREMENT POLICY REVIEW (cont'd)

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Attachment C

Green Procurement Initiatives¹

Green Procurement initiatives implemented by Council may include:

- Benchmarking purchasing, sustainability and operational processes and goals for comparative purposes.
- development of a risk profile of relevant suppliers' products and services or utilise existing databases (e.g. ECO-Buy database);
- Specific Information Communication Technology (ICT) "green" initiatives, include:
 - server optimisation and network consolidation;
 - conversion of physical servers to virtual servers;
 - implementation of multi-tiered storage solutions;
 - combination of voice and data networks;
 - decommission inactive servers running in data centres;
 - replacement of printers with multi-function devices with green printing defaults;
 - replacement of high energy consuming cathode-ray tubes with new, low energy LCD monitors; and
- Council is committed to reducing resource use through minimizing unnecessary purchasing, reducing consumption, minimising waste, and purchasing more efficient products. To achieve this, Council will where possible encourage and prefer environmentally preferable products in purchasing decisions.
- Council will seek to select energy, fuel and water efficient products (ideally Energy and Water Star Ratings of 4 Star and above, and the highest Green Vehicle Guide star rating)
- Council will seek to purchase from a source which is less polluting or uses clean technology
- Council will consider the provision of re-use and recycling as part of the project planning process, including the consideration of whole-of-life costs and disposal considerations.
- Council will seek to purchase goods that
 - have not been transported long distances
 - minimise habitat destruction
 - are obtained from recycled, plantation, salvaged or renewable sources
 - that reduce or eliminate the use of toxic chemicals.
 - reduce or eliminate toxic or polluting materials,
 - minimise or eliminate the release of toxic substances that can affect human health and pollute water, land or air at any stage of their life cycle
 - products that conserve water or use water in an efficient way

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4. OUR PEOPLE

ITEM NO: 9.1.6
(EXECUTIVE SUPPORT OFFICER,
ELIZABETH COX)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

VARAPODIO AND MOLOCHIO EXCHANGE VISIT

RECOMMENDATION

That:

1. Council approve the Mayor, Cr Peter Mansfield attending Varapodio and Molochio in Italy as part of the delegation and that Council covers the costs of the Mayor attending.

1. Executive Summary

In 2005 Council formalised a relationship with Varapodio (Calabria region in Italy).

Moira Shire Council has been asked to send a representative to attend the delegation to Varapodio and Molochio in July this year.

2. Background and Options

Moira Shire Council formalised a relationship with Varapodio in 2005. Since that time, delegations from Varapodio and Molochio have visited Moira Shire Council five times. Most recently the delegation visited Moira Shire Council in June 2013. Council has visited Varapodio and Molochio once in 2011. The Mayor and Chief Executive Officer visited Italy with the delegation that included community members, students from Cobram Secondary College, the Principle of Cobram Secondary College and a teacher.

The delegation for the trip departs in July and returns in August and includes approximately 16 community members, Vicki Nolen Principle of Cobram Secondary College and Sally Moore a teacher at Cobram Secondary College and 12 students.

The delegation will depart from Melbourne on 10 July 2014 and arrive in Dubai on 11 July 2014. There will be two nights' accommodation in Dubai. The delegation will depart Dubai on 14 July 2014 and arrive in Rome with a connecting flight to Reggio. The delegation will remain in Reggio (Calabria), Italy from 14 to 26 July 2014.

It is optional whether the Mayor and Mary would like to travel with the delegation to Nice, France. The delegation will be in Nice from 26 July to 31 July 2014 and will return to Reggio on the 31 July 2014 and remain there until 3 August 2014.

The delegation will then travel to Rome for three (3) days before flying back to Australia on 6 August 2014.

3. Financial Implications

A quote has been provided by helloworld Cobram:

- Flights from Melbourne to Reggio and return will be approximately: \$3899.00
- Accommodation in Dubai for two nights: \$400.00
- Rome Accommodation for three nights: \$690.00

The trip will be booked through Helloworld Cobram. All delegates have booked their trip through Helloworld Cobram. An additional allowance will need to be made to cover meals, entertainment and materials (transport costs).

Mayor, Cr Peter Mansfield will reimburse Council for the costs associated with Mary Mansfield being part of the delegation.

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(DIRECTOR CORPORATE GOVERNANCE,
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VARAPODIO AND MOLOCHIO EXCHANGE VISIT (cont'd)

4. Risk Management

There is no risk management to consider.

5. Internal and External Consultation

This report has been discussed with the Corporate Management Team. A briefing note has been provided to Councillors in advance of this report.

6. Regional Context

The Italian community is 1,353 in Moira Shire (www.profile.id.com.au/moira/ancestry). There are 292 Moira Shire residents that were born in Italy (www.profile.id.com.au/moira/birthplace) and 432 speak Italian (excludes English) in Moira.

7. Council Plan Strategy

Community: Recognise and enhance Moira's diverse cultural and indigenous heritage through events and programs supporting the arts, traditions and history.

8. Legislative / Policy Implications

Council resolved in March 2005 to establish a friendship / relationship with Varapodio Council in order to create links between schools, community, groups, individuals and local governments.

9. Environmental Impact

There are no environmental sustainability implications.

10. Conflict of Interest Considerations

There are no conflict of interest considerations.

11. Conclusion

That Council approve the Mayor, Cr Peter Mansfield attending Varapodio and Molochio in Italy as part of the delegation and that Council covers the costs of the Mayor attending.

Attachments

Nil

FILE NO: F13/149
1. OUR COMMUNITIES

ITEM NO: 9.2.1
(COMMUNITY DEVELOPMENT OFFICER,
ANNABELLE MENDOZA)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

MOIRA SHIRE COMMITMENT TO BEING A "REFUGEE WELCOME ZONE"

RECOMMENDATION

That:

1. Council declare Moira Shire as a Refugee Welcome Zone.
2. Authorise the Mayor to sign the refugee welcome zone declaration.

1. Executive Summary

Moira Shire Council has long been a supporter of multicultural initiatives and program that further a sense of belonging within and amongst our mainstream and ethnic communities.

Council's support has been significantly shown in the Council formalisation of a Multicultural Advisory Committee and adoption of the Multicultural Action Plan in 2013.

Whilst the Moira community, particularly in Cobram is home to a large number of refugees mostly from Iraq, and have been a strong supporter of programs and initiatives that further understanding, cohesion and belonging within our community, we have not had the chance to formalise this through proper recognition.

Signing the Refugee Welcome Zone Declaration, and becoming a Refugee Welcome Zone is a good opportunity for Council to highlight and reiterate our ongoing support and commitment to multiculturalism and recognition for the contributions of our multicultural and ethnic groups, including refugees, in our community.

2. Background and Options

Moira Shire is home to a significant number of refugees from different countries, mainly from Iraq. In the mid-1990s, Iraqi refugees moved to Shepparton because of perceived employment opportunities. Being a neighbouring locality, Moira saw a significant number of them heading and settling this way.

Whilst In Victoria, most Iraqis settled in Melbourne, particularly in the northern suburbs (municipalities of Hume and Moreland had the greatest numbers in 2001), the two regional areas with largest numbers of Iraq-born in 2001 were Greater Shepparton (265) and Moira Shire (Cobram) (105) (*Refugees and Regional Settlement*, Janet Taylor & Dayane Stanovic, May 2005).

For the period 2011-2012, 3% of new settlers in Moira Shire were classified as humanitarian arrivals who arrived under the permanent resident visa category of humanitarian. Moira Shire was ranked 33rd among the Victorian local government areas with the most number of humanitarian settlers. (Department of Immigration and Citizenship, 2011-2012).

Since 2002, Moira Shire Council has been a strong supporter of multiculturalism and recognises the fact that we are home to families from migrant and refugee backgrounds. Moira Shire has been identified as one of the localities where humanitarian entrants are settled through the state government's humanitarian settlement programs for migrant refugees, with Shepparton being one of the initial pilot locations for the Integrated Humanitarian Settlement Strategy.

Being a nearby locality, some refugee families whilst initially settled in Shepparton or surrounding areas, chose to settle in Cobram whilst remaining connected to their peers and

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(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

MOIRA SHIRE COMMITMENT TO BEING A "REFUGEE WELCOME ZONE" (cont'd)

families in Shepparton. Most of these families have settled in Cobram, schooled their children in our local schools and have created a life in the community participating in a number of Council and local initiatives within the community.

The Refugee Welcome Zone program is an initiative of the Refugee Council of Australia (RCOA), the national peak body for refugees and the organisations and individuals who support them. As an organisation, RCOA promotes the adoption of flexible humane and constructive policies towards refugees and asylum seekers through conducting policy analysis, research, advocacy and public education on refugee issues.

What is a Refugee Welcome Zone?

A **Refugee Welcome Zone** is a Local Government Area which has made a commitment in spirit to:

- a. welcoming refugees into the community
- b. upholding the human rights of refugees
- c. demonstrating compassion for refugees, and;
- d. enhancing cultural and religious diversity in the community.

This public commitment is also an acknowledgment of the tremendous contributions refugees have made to Australian society in the fields of medicine, science, engineering, sport, education and the arts.

Through this initiative, it is hoped that local government will be encouraged in their continuing efforts to support the men, women and children who make the difficult journey to Australia to seek our protection by making this Declaration.

This initiative began in June 2002 as part of Refugee Week celebrations, with 15 local Councils in Victoria, New South Wales and South Australia initially declared Refugee Welcome Zones.

To date, there are now more than 90 Local Government Areas declaring themselves Refugee Welcome Zones.

How to Become a Refugee Welcome Zone

Becoming a Refugee Welcome Zone is very straightforward process. It only involves the Council signing the **Refugee Welcome Zone Declaration**, which is "a commitment in Spirit to welcoming refugees into our community, upholding the human rights of refugees, demonstrating compassion for refugees and enhancing cultural and religious diversity in our community".
(see attached a *Refugee Welcome Zone Declaration template*)

Many Councils choose to hold public signing ceremonies that provide an opportunity to highlight the initiative and acknowledge the work of local groups and individuals that support refugees and asylum seekers.

Benefits of Becoming a Refugee Welcome Zone

Local Government has historically played an important role in assisting refugee settlement and promoting community harmony. Australia since Federation in 1901 has become home to over 800,000 refugees and we have a proud history of settling refugees from all over the world who have gone on to make a huge contribution to our economic, social and cultural life.

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MOIRA SHIRE COMMITMENT TO BEING A "REFUGEE WELCOME ZONE" (cont'd)

Becoming a Refugee Welcome Zone is a way of continuing this proud tradition of supporting the settlement of refugees. Also, signing the Declaration has the following benefits:

- a. it promotes harmony, social cohesion and respect for human rights in our local community.
- b. becoming a Refugee Welcome Zone is a great way to demonstrate support for refugees and take a strong stand against racism and discrimination.
- c. it helps raise awareness about the issues affecting refugees, foster a culture of mutual respect and promote an appreciation of cultural diversity.
- d. it encourages the development of a more coordinated approach to supporting refugee settlement
- e. it motivates Local Government and local organisations and support groups to work together more effectively so as to improve settlement outcomes for refugees.

Obligations and responsibilities of Refugee Welcome Zones

The Refugee Welcome Zone Declaration does not confer any formal obligations. Refugee Welcome Zones are not required to uphold any statutory responsibilities or financial commitments. Signing of the Declaration is simply a way of demonstrating broad support for the principles it contains. Any actions or activities undertaken by Refugee Welcome Zones to implement the Declaration are voluntary.

However, while signatories to the Refugee Welcome Zone Declaration are not required to undertake any specific activities, any initiatives which help to create a welcoming atmosphere and assist the settlement of refugees and their communities are welcomed and encouraged.

Launching the Signing of the Refugee Welcome Zone Declaration

Should Council approve signing this declaration, and with Refugee Week coming up in 15 – 21 June, 2014, it may be timely to launch the signing during this week as a way of making a statement and reiterating Council's commitment to multiculturalism and cultural diversity.

Refugee Week would be a timely opportunity for Moira Shire Council to mark the occasion of becoming a Refugee Welcome Zone.

3. Financial Implications

As stated, there are no financial commitments involved in becoming a Refugee Welcome Zone; neither are there any statutory responsibilities involved in becoming as such.

Current support for multiculturalism is funded by Council to support ongoing activities and initiatives through the Advisory Committee facilitated by the Community Building Community Development department. When needed, external funding are being sought for initiatives and programs outside the scope of the current council funding.

4. Risk Management

There are no risk management issues to consider within this report.

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MOIRA SHIRE COMMITMENT TO BEING A "REFUGEE WELCOME ZONE" (cont'd)

5. Internal and External Consultation

The Community Development Officer working on multiculturalism had consulted with the Acting Director and Acting Manager of Community Development and had been advised that in line with Council's support for multiculturalism, this may be a good initiative that the Moira Shire Council can participate in to signify its ongoing commitment.

Support for multiculturalism and cultural diversity is in the main agenda of the Multicultural Advisory Committee. In fact, the drafting and adoption of the Action Plan itself was driven by community input and feedback, hence, supported by the local community through representation in the Multicultural Advisory Committee.

Whilst this proposal has been discussed and proposed in the previous Cultural Diversity Advisory Committee, this proposal has been calendared and will be discussed in the next Multicultural Advisory Committee meeting on 5 June 2014 for formal endorsement, if acceptable. Prior to this meeting, majority of the members have individually indicated that they support this proposal in principle.

6. Regional Context

At the moment, there are now 92 councils across Australia that has declared themselves as Refugee Welcome Zones. Our neighbouring Councils, including the City of Greater Shepparton and Campaspe Shire, are signatory to this, including the following Councils in Victoria:

This initiative has proven to be a great success in connecting local governments with the issues facing refugees and asylum seekers.

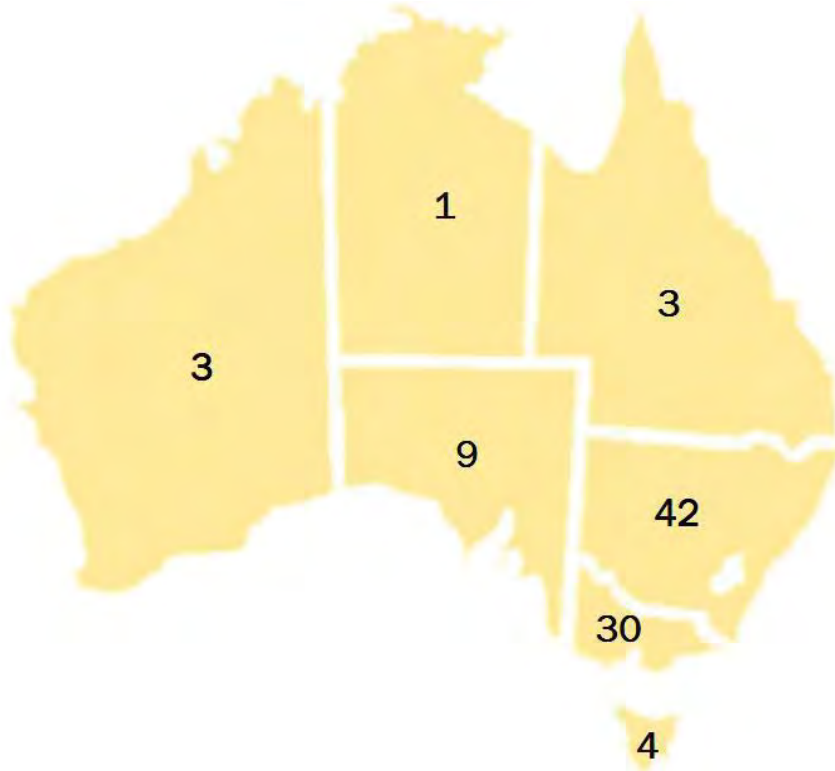
- City of Ballarat
- Bass Coast Shire Council
- Brimbank City Council
- Shire of Campaspe
- City of Casey
- City of Darebin
- City of Greater Bendigo
- City of Greater Dandenong
- Greater City of Greater Geelong
- Hepburn Shire Council
- Horsham Rural City Council
- Greater Shepparton City Council
- Swan Hill Rural City Council
- Wyndham City
- Yarra Ranges Council
- Hume City Council
- Maribyrnong City Council
- Maroondah City Council
- City of Melbourne
- Mildura Rural City Council
- City of Monash
- City of Moonee Valley
- Moreland City Council
- Mornington Peninsula Shire
- Mount Alexander Shire Council
- City of Port Phillip
- Surf Coast Shire
- City of Whittlesea
- City of Yarra

Below is the map of Refugee Welcome Zones across Australia:

FILE NO: F13/149
1. OUR COMMUNITIES

ITEM NO: 9.2.1
(COMMUNITY DEVELOPMENT OFFICER,
ANNABELLE MENDOZA)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

MOIRA SHIRE COMMITMENT TO BEING A "REFUGEE WELCOME ZONE" (cont'd)



7. Council Plan Strategy

This proposal supports Council Strategic Goal "Community" under the following Strategy:

"Recognise and enhance Moira's diverse cultural and indigenous heritage through events and programs supporting the arts, traditions and history."

8. Legislative / Policy Implications

Multiculturalism and cultural diversity is linked with Council's commitment to developing a community that is aware of its heritage, recognises and celebrates its diversity and is inclusive for all. This is reflective of Council's commitment to celebrating the Shire's rich cultural diversity under the Council Plan key strategic goal focused on Community, with the strategic intent of establishing a Shire where all its people and communities are happy, healthy and safe with the ability and the opportunity to integrate, participate, connect and contribute to their communities. This is also underpinned in Council's support to MAV's Statement of Commitment to cultural diversity.

Also, local governments have legal obligations under the Charter of Human Rights and Responsibilities Act 2006 which requires all public authorities in Victoria to think about human rights when decisions are made about people. This includes ensuring that community members regardless of ethnicity are involved in the planning and decision making processes.

9. Environmental Impact

There are no environmental implications to consider within this report.

FILE NO: F13/149
1. OUR COMMUNITIES

ITEM NO: 9.2.1
(COMMUNITY DEVELOPMENT OFFICER,
ANNABELLE MENDOZA)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

MOIRA SHIRE COMMITMENT TO BEING A "REFUGEE WELCOME ZONE" (cont'd)

10. Conflict of Interest Considerations

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

11. Conclusion

It is recommended that Council participate and sign the Refugee Welcome Zone Declaration to signify and reiterate its commitment to multiculturalism and cultural diversity. Signing this declaration is a simple way of formalising our commitment to the principles embedded in this declaration, namely, welcoming refugees into the community; upholding the human rights of refugees; demonstrating compassion for refugees, and; enhancing cultural and religious diversity in our community.

Attachments

- 1 Refugee Welcome Zone Declaration Template

FILE NO: F13/149
1. OUR COMMUNITIES

ITEM NO: 9.2.1
(COMMUNITY DEVELOPMENT OFFICER,
ANNABELLE MENDOZA)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

MOIRA SHIRE COMMITMENT TO BEING A "REFUGEE WELCOME ZONE"
(cont'd)

ATTACHMENT No [1] - Refugee Welcome Zone Declaration Template

Attachment 1: Refugee Welcome Zone Declaration Template

The Refugee Welcome Zone Declaration

(Council crest/logo)

The _____ Council,

Declares the Council of _____ a

Refugee Welcome Zone

This Declaration is a Commitment in Spirit to

Welcoming refugees into our community,

*Upholding the **Human Rights** of refugees,*

*Demonstrating **Compassion** for refugees and*

*Enhancing cultural and religious **Diversity** in our community.*

[name and title of signatory]

Date: _____

This Declaration is proudly supported and endorsed by the



**Refugee Council
of Australia**

The Refugee Council of Australia is a national umbrella organisation representing over 900 organisational and individual members. The aim of the Refugee Council is to promote the adoption of flexible, humane and constructive policies toward refugees and asylum seekers by the Australian and other Governments and their communities.

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE

RECOMMENDATION

That Council:

1. Adopt the attached Terms of Reference (ToR) for the Moira Shire Tourism Advisory Committee;
2. Appoint a Councillor Representative to the Tourism Advisory Committee
3. Invite organisation representatives; and
4. Advertise skill-based community representatives positions

1. Executive Summary

Under Section 3 of the *Local Government Act 1989* councils can establish Advisory Committees whose role it is to provide advice and recommendations on specific matters.

On 21 October 2013 Council carried the motion to establish a Moire Shire Tourism Advisory Committee. The Tourism Advisory Committee will be established for an initial two year period ending on 30th June 2016. The key purpose of the Tourism Advisory Committee is to provide advice to Council on a range of, and to act as forum to share, issues related to the tourism industry.

The attached document sets out the proposed Terms of Reference (ToR) for the Tourism Advisory Committee. The success of advisory committees in general relies heavily on the participation of the community and stakeholders. This is reflected in the proposed spread of member representatives of the Tourism Advisory Committee across community, local tourism associations, state government departments, statutory corporations and Moira Shire Council.

The purpose of this report is to seek Council's endorsement of the ToR, appointment of a Councillor Representative to the Tourism Advisory Committee, and endorsement of invitations to identified organisation representatives and the advertisement of the skills-based community representative positions.

2. Background and Options

Under Section 3 of the *Local Government Act 1989* councils can establish Advisory Committees to provide advice to:

- a) the Council; or
- b) a special committee; or
- c) a member of Council staff who has been delegated a power.

In accordance with Section 3 of the *Local Government Act 1989*, a Moira Shire Tourism Advisory Committee is proposed to be established for an initial period of two years, ending on 30th June 2016.

Moira Shire Tourism Advisory Committee

Council will establish a Tourism Advisory Committee for an initial two year period to:

- Provide a forum to share information about relevant tourism-related programs and projects;
- Provide Moira Shire Council with informed and constructive advice on issues facing the tourism sector; and
- Provide input and support towards the development of a tourism strategy, and the implementation and monitoring of the individual actions of the tourism strategy.

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

As set out in the attached ToR, it is proposed that the objectives of the Tourism Advisory Committee shall be to:

- Provide a forum to raise and share tourism industry issues relating to local and regional matters.
- Provide input into the development and implementation of a tourism strategy for Council.
- Identify key priorities for the marketing of tourism.
- Ascertain opportunities for upgrades to existing infrastructure and services.
- Present new ideas for future infrastructure and services' projects.

Community and stakeholder participation on these committees is critical to their success. It is therefore suggested that the Committee shall comprise of up to 14 members as follows:

- Community representatives (up to 4)
 - Skills based in the area of tourism, events, recreation or leisure management
- Local Tourism Association (LTA) representatives (notionally the LTA's Chairperson) (4)
 - Yarrawonga-Mulwala Tourism Inc.
 - Cobram-Barooga Business and Tourism Development Inc.
 - Western Moira Tourism Inc.
 - Numurkah Love Our Lifestyle Inc.
- Other organisations' representatives:
 - Parks Victoria representative
 - Goulburn-Murray Water representative
- Moira Shire Council representatives
 - Moira Shire Council, Councillor representative
 - Moira Shire Council, Executive Manager, Business & Innovation
 - Moira Shire Council, Tourism Development Officer
 - Moira Shire Council, Tourism Support Officer

Timely review of the committee's composition ensures that the membership is appropriate in its expertise and is suitably representative of user groups, stakeholders and the broader community. It is proposed that this Committee is reviewed on an annual basis.

3. Financial Implications

There are no financial implications associated with the establishment of the Advisory Committee and the ToR that are the subject of this report. The operating costs of the Advisory Committee are factored into Council's annual operating budget.

4. Risk Management

The Tourism Advisory Committee is established for a two-year period with specific ToR that have been drafted based on Council's template for ToR for advisory committees set up under Section 3 of the *Local Government Act 1989* that also deal with risk management to Council.

5. Internal and External Consultation

The drafting of the Tourism Advisory Committee ToR was conducted by members of the Business and Innovation Department with advice from Council's Corporate Governance Officer and Corporate Management Team.

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

Being an Advisory Committee to be established under the Local Government Act a Councillor shall be appointed to be a representative on the Tourism Advisory Committee. Council staff from the Business & Innovation department will also be representatives on the Tourism Advisory Committee.

Public participation is an integral and complementary part of Council operations and Advisory Committees play a significant role in facilitating this participation. Advisory Committees offer the opportunity for community, business and organisations to work closely with and provide specialist advice to Council on particular matters.

Following adoption of the ToR a process seeking nominations for the Tourism Advisory Committee will be initiated. This will involve:

- Invitations to identified organisations to nominate a representative;
- A media campaign to promote the opportunity to nominate for community based positions; and
- Targeting key stakeholder groups who are active in the region, share interests and have expertise relevant to these Advisory Committees and encouraging members of these to nominate for the community based positions.

6. Regional Context

The establishment of a Tourism Advisory Committee supports the regional tourism structure in that it provides a forum for discussion of local and regional tourism issues. Significant local issues discussed at these meetings can then be raised at Tourism Manager Meetings with the regional tourism organisation Murray Regional Tourism Board.

7. Council Plan Strategy

The establishment of a Tourism Advisory Committee supports the implementation of Moira Shire Council's key strategic goal for Development, which is:

"Moira will be a great place to live and a vibrant, thriving community and a premier tourist, retail and investment destination with growing local business and an adaptive, entrepreneurial infrastructure and ethos".

8. Legislative / Policy Implications

Under Section 3 of the *Local Government Act 1989* councils can establish Advisory Committees to provide advice to:

- d) the Council; or
- e) a special committee; or
- f) a member of Council staff who has been delegated a power.

In accordance with Section 3 of the *Local Government Act 1989*, a Moira Shire Tourism Advisory Committee is proposed to be established.

The ToR follows Council's generic template for advisory committees.

9. Environmental Impact

The environmental impact of meetings held by the Tourism Advisory Committee will be minimal and reduced where possible.

10. Conflict of Interest Considerations

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

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

11. Conclusion

Council is in the process of establishing a Tourism Advisory Committee for a two-year period to provide specific advice and recommendations to Council according to the objectives outlined in the ToR.

Community and stakeholder participation on these committees is critical to their success and this is reflected in the structure of the Tourism Advisory Committee

This report seeks Council's endorsement of the ToR, appointment of a Councillor Representative to the Tourism Advisory Committee, and endorsement of invitations to identified organisation representatives and the advertisement of the skills-based community representative positions.

Attachments

- 1 Terms of Reference for Moira Shire Tourism Advisory Committee

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

ATTACHMENT No [1] - Terms of Reference for Moira Shire Tourism Advisory Committee



Terms of Reference
for the
Tourism Advisory Committee

adopted by Council ## ##### 2014



FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

ATTACHMENT No [1] - Terms of Reference for Moira Shire Tourism Advisory Committee

Terms of Reference for the Tourism Advisory Committee



1. PURPOSE

Council will establish a Tourism Advisory Committee for an initial two year period to:

- Provide a forum to share information about relevant tourism-related programs and projects.
- Provide Moira Shire Council with informed and constructive advice on issues facing the tourism sector.
- Provide input and support towards the development of a tourism strategy, and the implementation and monitoring of the individual actions of the tourism strategy.

2. DEFINITIONS

In this Schedule unless contrary intention appears:

Committee means the Tourism Advisory Committee

Council means Moira Shire Council.

3. OBJECTIVES

The objectives of the Committee shall be to:

- 3.1. Provide a forum to raise and share tourism industry issues in relating to local and regional matters.
- 3.2. Provide input into the development and implementation of a tourism strategy for Council.
- 3.3. Identify key priorities for the marketing of tourism.
- 3.4. Ascertain opportunities for upgrades to existing infrastructure and services.
- 3.5. Present new ideas for future infrastructure and services' projects.

4. COMPOSITION AND PROCEEDINGS

4.1. The Committee shall comprise of up to 14 members as follows, with individual community representatives being appointed by resolution of Council:-

- Community representatives (up to 4)
 - Skills based in the area of tourism, events, recreation or leisure management
- Local Tourism Association (LTA) representatives (notionally the LTA's Chairperson) (4)
 - Yarrawonga-Mulwala Tourism Inc.
 - Cobram-Barooga Business and Tourism Development Inc.
 - Western Moira Tourism Inc.
 - Numurkah Love Our Lifestyle Inc.
- Other organisations' representatives:
 - Parks Victoria representative
 - Goulburn-Murray Water representative
- Moira Shire Council Representatives
 - Moira Shire Council, Councillor representative

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

ATTACHMENT No [1] - Terms of Reference for Moira Shire Tourism Advisory Committee

Terms of Reference for the Tourism Advisory Committee



- Moira Shire Council, Executive Manager, Business & Innovation
 - Moira Shire Council, Tourism Development Officer
 - Moira Shire Council, Tourism Support Officer
- 4.2. All organisations and persons nominated to serve on the Committee are subject to the initial and continued approval of Council. Revocation provisions are contained in section 8.
- 4.3. The term of office for Committee members, unless otherwise specified by Council, will be two years, after which term they may be eligible for re-appointment. To balance the provision of continuity in the group and diversity of views, in the initial term, two community representatives will serve one year and up to two community representatives will serve two years, ensuring that new community representatives commence annually on the Committee.
- 4.4. On the resignation of a community representative Committee member the Council may advertise for a replacement person. The term of office of persons appointed to fill such a vacancy shall expire on the date at which the previous member would have gone out of office. Members of the Committee so appointed may be eligible for re-appointment.
- 4.5. A Committee member may be granted leave of absence by the Committee. Where the member is an appointed representative of an organisation or group, they may be replaced by another representative during any period of leave of absence.
- 4.6. The Council is empowered to declare a Committee member's office vacant if he/she fails to attend three consecutive meetings without leave of the Committee by resolution duly passed or on the recommendation of the Committee.
- 4.7. The Council may at its discretion nominate a Chairperson for the Committee. If Council chooses not to use this discretion then the Committee, at its first meeting, shall elect from its members a Chairperson.

Confidentiality

- 4.8. On occasions the Committee may be required to deal with a matter that has been identified as confidential in nature. Before a confidential matter can be dealt with any person in attendance, who is not an official member of the Committee, must leave the meeting. Committee members are required to deal with such matters in confidence and with discretion.

Conflict of Interest

- 4.9. The *Local Government Act 1989* is the primary source of guidance to any Councillor or Council officer on conflict of interest.
- 4.10. If a member of the Committee has a conflict of interest in any matter in which the Committee is concerned, the member must disclose the nature of that interest at the meeting at which the matter is discussed. The member must leave the room and remain outside until conclusion of discussion or any vote on the item.

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

ATTACHMENT No [1] - Terms of Reference for Moira Shire Tourism Advisory Committee

**Terms of Reference for the
Tourism Advisory Committee**



- 4.11. A conflict of interest is considered to apply if a committee member:
- (a) has a direct or indirect financial interest in the matter; or
 - (b) is of the opinion that the nature of his or her interest in the matter is such that it may conflict with the proper performance of his or her public duties in respect of the matter.
5. MEETINGS
- 5.1. Meetings of the Committee shall be held at least once every two months.
- 5.2. A meeting of the Committee must be held at a time and place determined by the Committee.
- 5.3. The Committee will seek to operate on a consensus basis on any motions it considers. Should a vote be necessary:
- (a) Each member of the Committee who is entitled to vote is entitled to one vote;
 - (b) Unless the procedures of the Committee otherwise provide, voting must be by show of hands;
 - (c) If there is an equality of votes the motion is lost.
- 5.4. The Committee shall keep a record of each of its meetings and the Chairperson shall ensure that the minutes of the meeting are submitted to the next meeting for confirmation.
- 5.5. The majority of members of the Committee shall constitute a quorum at any meeting of the Committee and no business shall be transacted at any such meeting unless a quorum is present.
- 5.6. The Committee may form sub-committees from amongst its members for the purpose of recommending on matters pertaining to the provisions of this Instrument, provided that no decision may be acted upon until adopted by the full Committee.
- 5.7. The Chairperson shall be an ex-officio member of all sub-committees.
- 5.8. Such sub-committees shall only be established by resolution of the Committee and shall only carry out those functions stated in such resolution.
6. INDEMNITY
- 6.1. The Council will indemnify members of the Committee against any action liability claim or demand on account of any matter or thing done by them on behalf of the Committee when they are acting in accordance with this terms of reference in the honest and reasonable belief or under a mistake of law that the member was properly exercising any function or power of the Committee.

FILE NO: F14/232
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.2.2
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

TOURISM ADVISORY COMMITTEE TERMS OF REFERENCE (cont'd)

ATTACHMENT No [1] - Terms of Reference for Moira Shire Tourism Advisory Committee

**Terms of Reference for the
Tourism Advisory Committee**



7. TERM OF COMMITTEE AND APPOINTMENTS

- 7.1. The Committee has been established for an initial period of two years, ending 30th June 2016. Council may review the Committee and could consider extending its term beyond this date.
- 7.2. Appointment of Advisory Committee members will be for a term ending on 30th June 2016, unless otherwise extended or revoked in writing by the Council.

8. REVOCATION

- 8.1. A Committee member may have his or her term of office revoked by Council upon request by the Committee following a resolution carried by a two thirds majority vote of members of the Committee.
- 8.2. Council may at its discretion revoke the membership of any member or the entire Committee at any time.
- 8.3. The Council has the power to terminate the services of the Committee at any time.
- 8.4. The Committee will terminate on 30th June 2016, unless otherwise extended or revoked in writing by the Council.

9. COMMITTEE REPRESENTATION

- 9.1. It will be the responsibility of the Committee to notify Council of the resignation of members from the Committee.

FILE NO: F13/2986
1. OUR COMMUNITIES

ITEM NO: 9.2.3
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

EVENT SPONSORSHIP GRANTS SCHEME - MAY ROUND 2013/14

RECOMMENDATION

That Council:

1. approve funding for 4 projects under the Event Sponsorship Grants Scheme May Round 2013/14 as detailed in this report including:
 - \$300.00 for the Third Annual Rotary Art Show organised by Rotary Club of Nathalia
 - \$200.00 for the Afternoon Tea Dance organised by The Country Women's Association of Victoria Inc.
 - \$300.00 for the Tungamah Lions Ten Thousand organised by Lions Club of Tungamah
 - \$3,000.00 for the Numurkah Foodbowl Festival organised by Numurkah & District Tourism Association Inc.
2. notify all successful and unsuccessful applicants of the outcome of their application.

1. Executive Summary

Council received 6 applications totalling \$6,500.00 in requested funding for the Event Sponsorship Grants Scheme May 2013/14 Round.

The Grant Review Panel carefully reviewed all applications according to the selection criteria. The panel consisted of the following Council officers:

- Acting Executive Manager Business & Innovation;
- Tourism Development Officer;
- Tourism Support Officer
- Team Leader Community Building

The review panel has recommended the funding of 4 events under the Event Sponsorship Grants Scheme May 2013/14 Round.

2. Background and Options

Council received 6 applications totalling \$6,500.00 in requested funding for the Event Sponsorship Grants Scheme May 2013/14 Round.

There were two applications for the major events sponsorship for the following events:

- Numurkah Foodbowl Festival
- Rotary Club of Cobram 8th Cobram Swap Meet and All Wheels Show

There were four applications for the community events sponsorship for the following events:

- Third Annual Rotary Art Show
- Afternoon Tea Dance
- Tungamah Lions Ten Thousand
- Murray River Cruise Cocktail Party and Information Event

A grant panel was established and consisted of the following Council officers:

- Acting Executive Manager Business & Innovation;
- Tourism Development Officer;
- Tourism Support Officer
- Team Leader Community Building

FILE NO: F13/2986
1. OUR COMMUNITIES

ITEM NO: 9.2.3
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

EVENT SPONSORSHIP GRANTS SCHEME - MAY ROUND 2013/14 (cont'd)

The Grant Review Panel carefully reviewed all applications according to the funding criteria.

The review panel has recommended the funding of 4 events under the Event Sponsorship Grants Scheme May 2013/14 Round based on the assessment of each application in accordance with the funding criteria.

The following 4 events are recommended for Event Sponsorship funded by the Grants Review Panel:

Organisation	Project	Amount
Rotary Club of Nathalia	Third Annual Rotary Art Show	\$300.00
The Country Women's Association of Victoria Inc.	Afternoon Tea Dance	\$200.00
Lions Club of Tungamah	Tungamah Lions Ten Thousand	\$300.00
Numurkah & District Tourism Association Inc.	Numurkah Foodbowl Festival	\$3,000.00
TOTAL		\$3,800.00

The **Third Annual Rotary Show** is an art show attracting local and national artists. It is anticipated to attract more than 100 visitors from outside Moira Shire and more than 400 participants from within Moira Shire. The event covers aspects of tourism, arts and culture, community and youth. The Rotary Club of Nathalia has been funded by Council for arts events and projects in the past (i.e. in 2012 and 2013). The event is proposed to generate some profit. It is, therefore, recommended that the event is funded only \$300.00 instead of the request of \$500.00.

The **Afternoon Tea Dance** provides afternoon entertainment for locals as well as visitors. It is anticipated to attract around 90 visitors from outside Moira Shire and 60 participants from within Moira Shire. The event covers aspects of tourism, arts and culture, community and youth. The event is proposed to generate some profit and is attracting a smaller number of participants thereby having less economic impact. It is, therefore, recommended that the event is funded only \$200.00 instead of the request of \$500.00.

The **Tungamah Lions Ten Thousand** is expected to attract more than 100 visitors from outside Moira Shire and 150 participants from within Moira Shire. The event covers aspects of tourism, sports, youth, culture and heritage. The event has been funded by Council in previous years and is proposed to generate some profit, it is therefore recommended that the event is funded only \$300.00 instead of the request of \$500.00.

The **Numurkah Foodbowl Festival** has significant community and economic benefits. It is expected to attract more than 1,500 visitors from outside the shire, 200 visitors will stay in local accommodation with 50 people staying for two to three nights. The event covers aspects of tourism, community, youth and culture. The event attracts a range of stakeholders, builds on the shire's reputation as a premier food producing region and creates good media exposure for Moira Shire, as evidenced from previous years. It is recommended that the event is funded the requested amount of \$3,000.00.

FILE NO: F13/2986
1. OUR COMMUNITIES

ITEM NO: 9.2.3
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

EVENT SPONSORSHIP GRANTS SCHEME - MAY ROUND 2013/14 (cont'd)

The following two events are recommended not to receive an Event Sponsorship by the Grants Review Panel:

Organisation	Project	Reason Not Successful
Soroptimists International of Cobram Barooga Inc.	Murray River Cruise Cocktail Party and Information Event	Membership drive rather than an event, minimal attendance by general public – open to max. 49 people
Rotary Club of Cobram Inc.	Rotary Club of Cobram 8 th Cobram Swap Meet and All Wheels Show	In accordance with the Events Sponsorship policy – 4. Sponsorship Exclusions, (d) events which have demonstrated financial self-sufficiency by running at a profit: Event has demonstrated self-sufficiency by running at a profit, budgeted profit of \$9,400.00.

3. Financial Implications

Council has allocated \$30,000.00 to the Event Sponsorship Grants Scheme in 2013/14 that comprises of two rounds. This is the second round with \$3,800.00 being allocated.

4. Risk Management

All of the applicants have supplied a certificate of currency, ensuring that each event has public liability insurance.

Successful applicants will sign an Acceptance of Conditions of Grant form, which includes the following clause:

“All the necessary approvals and permits involved in the event, whether from Council or another body, are the responsibility of the event organiser. If the organiser is unsure what is required advice should be sought from Council. Sponsorship from Council does not provide any exemption from the need to obtain all necessary permits or approvals.”

5. Internal and External Consultation

Internal consultation has taken place with the grant review panel meetings. Separate to these meetings, officers who have regular contact with applicants or those who can provide relevant technical advice regarding projects were contacted for feedback.

Throughout the application advertising period, Council officers assisted potential applicants with their applications, as requested.

Following Council’s adoption of this report, all applicants will be notified by letter of the outcome of their application and those unsuccessful are encouraged to contact the Tourism Support Officer or Tourism Development Officer for feedback on their application.

FILE NO: F13/2986
1. OUR COMMUNITIES

ITEM NO: 9.2.3
(TOURISM DEVELOPMENT OFFICER,
LOUISE MUNK KLINT)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

EVENT SPONSORSHIP GRANTS SCHEME - MAY ROUND 2013/14 (cont'd)

6. Regional Context

The events small and large promote Moira Shire as *a great place to live and a vibrant, thriving community and a premier tourist destination* thereby helping to achieve one of Council's strategic goals.

7. Council Plan Strategy

This is linked to Council's strategic goal of Development, which is:

"Moira will be a great place to live and a vibrant, thriving community and a premier tourist, retail and investment destination with growing local business and an adaptive, entrepreneurial infrastructure and ethos"

8. Legislative / Policy Implications

The event sponsorship grants applications have been assessed in accordance with the Moira Shire events sponsorship policy and guidelines.

9. Environmental Impact

Moira Shire's event sponsorship grants program aims to support wide range of diverse projects. Where appropriate, the grant review panel ensure that projects consider environmentally sustainable options when scoping projects.

10. Conflict of Interest Considerations

There are no council officer conflicts of interest issues relating to the projects recommended for funding.

11. Conclusion

Council has received 6 applications totalling \$6,500.00 in requested funding for the Event Sponsorship Grants Scheme May 2013/14 Round. The Grant Review Panel carefully reviewed all applications according to the selection criteria and has recommended the funding of 4 events under the Event Sponsorship Grants Scheme May 2013/14 Round.

Attachments

Nil

FILE NO: F13/25
1. OUR COMMUNITIES

ITEM NO: 9.2.4
(ADMINISTRATION SUPPORT OFFICER -
S86 COMMITTEES (HOME BASE), FIONA
MULQUINEY)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

**SECTION 86 COMMITTEE OF MANAGEMENT REPRESENTATIVE APPOINTMENTS
- AMENDMENTS**

RECOMMENDATION

That Council:

1. Rescind the appointments of the following persons representing Community and/or User Groups on the Special Committee of Management, as indicated, for the four (4) year term which commenced 1 October 2013 and concludes on 30 September 2017.

Committee of Management	User Group	First Name	Last Name
Katunga Recreation Reserve	Community	Steven (Jake)	O'Hara
Wunghnu Recreation Reserve	Community	George	Timmis
Yarrowonga Showgrounds Reserve / Victoria Park	Yarrowonga Mulwala Mens Shed	John	Shorten
Yarroweyah Memorial Hall	Cobram River Rockers	Anne	Crawford

2. Approve the appointments of the following persons representing Community and/or User Groups, on the Special Committee of Management, as indicated, for the remaining period of the four (4) year term which commenced on 1 October 2013 and concludes on 30 September 2017.

Committee of Management	User Group	First Name	Last Name
Katunga Recreation Reserve	Community	Lisa	Cox
Wunghnu Recreation Reserve	Community	Elizabeth (Beth)	Rogers
Yarrowonga Showgrounds Reserve / Victoria Park	Equestrian Users	Trevor	Patrick
Yarrowonga Showgrounds Reserve / Victoria Park	Yarrowonga Mulwala Mens Shed	Vic	Beveridge
Yarroweyah Memorial Hall	Cobram River Rockers	Sandra	Sullivan

3. Write and thank outgoing Committee of Management members.

1. Executive Summary

At Council's meeting held 16 September 2013, Council, in exercise of the powers conferred by sections 86 of the *Local Government Act* 1989 (the Act), resolved to appoint persons as Community or User Group representatives on various Special Committees, for the four (4) year period which commenced on 1 October 2013 and concludes on 30 September 2017.

Even though representatives are initially appointed for a period of four years, should they wish to relinquish their position, they are not obliged to remain on the Committee for the entire period, and a replacement representative would be appointed.

2. Background and Options

It is expected that, during the four (4) year term, individuals who represent the Community and/or User Groups on the Committee of Management will change.

FILE NO: F13/25
1. OUR COMMUNITIES

ITEM NO: 9.2.4
(ADMINISTRATION SUPPORT OFFICER -
S86 COMMITTEES (HOME BASE), FIONA
MULQUINEY)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

SECTION 86 COMMITTEE OF MANAGEMENT REPRESENTATIVE APPOINTMENTS - AMENDMENTS (cont'd)

Some User Groups feel it is more appropriate to change their representative on a regular basis, annually for example. Also the situations of individuals may change, requiring their appointment to be rescinded and another individual to be appointed as a replacement.

Also, it is important to have representation on the Committee of Management from those user groups who utilise the facility, as such the composition may change.

Detailed below are any amendments to the current composition and/or Community or User Group representation for those Committees of Management specified.

Katunga Recreation Reserve

Steven (Jake) O'Hara recently passed away, Lisa Cox has nominated to replace Jake as a Community representative.

Wunghnu Recreation Reserve

George Timmis has tendered his resignation, Elizabeth (Beth) Rogers has nominated as a replacement Community representative.

Yarrowonga Showgrounds Reserve / Victoria Park

Trevor Patrick has been nominated as the Equestrian Users representative. Vic Beveridge has been nominated to replace John Shorten as the Yarrowonga Mulwala Mens Shed representative.

Yarroweyah Memorial Hall

Sandra Sullivan has been nominated to replace Anne Crawford as the Cobram River Rockers representative.

3. Financial Implications

There are no financial implications to consider within this report.

4. Risk Management

There are no risk management implications to consider within this report.

5. Internal and External Consultation

As the Section 86 Committees are in essence an extension of Council and are managing the facilities on behalf of Council, it is important for Council to maintain an appropriate balance of representation from user groups and the community and also maintain an accurate and up to date database of representatives on each of the Committees of Management.

To ensure the accuracy of the database, it is essential that each Committee advise Council when changes are required to individual representatives and also to user group representation. When changes do occur, a Council resolution is required. Council Officers are aware of the amendments

FILE NO: F13/25
1. OUR COMMUNITIES

ITEM NO: 9.2.4
(ADMINISTRATION SUPPORT OFFICER -
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MULQUINEY)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

**SECTION 86 COMMITTEE OF MANAGEMENT REPRESENTATIVE APPOINTMENTS
- AMENDMENTS (cont'd)**

6. Regional Context

There are no regional context issues to consider within this report.

7. Council Plan Strategy

This report supports the Council Plan Strategy to provide quality facilities, open spaces and programs to increase participation and cater for the community's needs and interests.

8. Legislative / Policy Implications

There are no legislative / policy implications to consider within this report.

9. Environmental Impact

There are no environmental implications to consider within this report.

10. Conflict of Interest Considerations

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

11. Conclusion

As part of Councils efforts to ensure that interested and appropriate person(s) and user groups be appointed to the Section 86 Committees, it is recommended that the proposed amendments to the current composition and/or Community or User Group representation for those Committees of Management specified, be approved.

Attachments

Nil

FILE NO: 9.1.4
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 9.2.5
(MANAGER SAFETY AMENITY AND
ENVIROMENT, SALLY RICE)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY REVIEW

RECOMMENDATION

That:

1. That Council adopt the attached Kerbside Garbage, Recycling and Organic Collection policy and revoke the Garbage and Recycling Collection policy.

1. Executive Summary

The purpose of the kerbside garbage, recycling and organic collection policy is to provide guidance on the provision of kerbside garbage, recycling and organic collection services, to determine kerbside collection routes, criteria for exemptions and the application of the associated service charges.

The existing Garbage and Collection policy has been reviewed following Councils decision, at the April 2014 Ordinary Council meeting to implement a full organic kerbside service within the Shire.

A review of the existing Garbage and Recycling Collection policy has found that it remains relevant. The changes as a result of this current review relate to broadening the scope of the policy to be inclusive of the organic service.

2. Background and Options

A Garbage and Recycling Collection policy was initially adopted by Council on 16 June 2003, with the latest version being adopted on 19 March 2012. Its purpose is to provide guidance on the provision of garbage and recycling collection services, determining kerbside collection routes and the application of the associated service charges.

This review of the policy is in response to the decision of the April 2014 Ordinary Council meeting where Council carried a motion approving the implementation of a full organic kerbside service for the residential areas of the four major towns of Cobram, Nathalia, Numurkah and Yarrawonga based on a full cost recovery model.

Review of the policy has been guided by the Council's policy on *Development of Policy Documents* and the associated *Policy Guideline*. The review found that the policy remains relevant to garbage and recycling collection services. The proposed changes are effective in broadening the scope of the policy to be inclusive of a kerbside organic service.

The attached reviewed policy has the following inclusions and changes:

- two circumstances through which an exemption from the kerbside organic service may be granted;
- details of the application for an exemption (from the organic service) process; and
- the introduction of the term Mobile Organics Bin (MOB) and Mobile Recycling Bin (MRB) to reflect terminology commonly used.

The inclusion of an exemption allowance is considered, in the case of the organic service to be appropriate in the following circumstance.

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3. OUR COMMUNICATIONS AND PROCESSES

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BERTOLUS)

KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY REVIEW (cont'd)

- unit complexes where a shared MOB is adequate for the needs of multiple residences; and
- tenements receiving, at the time of the service implementation a regular organic service through a private operator.

Within the “Organics Collection Contract” documents these exemptions can be facilitated through Clause 15.1:

“The contract must provide the kerbside Service to –

15.1.1 all Residential tenements, unless directed otherwise by the Superintendent.”

The rationale behind these exemption allowances is to make allowance for those residents who:

- a) live in unit style accommodation with minimal gardens and low housing density. In this scenario it is considered unlikely that each household would generate 240Lt of organic waste per fortnight; or
- b) have an existing arrangement with a private operator to provide a regular organic service.

The proposal is that expemptions:

- will be considered upon the completion of a “Request for exemption from kerbside organic collection application” form;
- will be granted for a 1 year period and subsequent applications from the same property will be considered, without bias, on an annual basis;
- requests will be considered and decided by the organic collection contract Superintendent and applicants will be notified in writing;
- supporting documents are required to accompany a request for exemption.

The *Rates and Charges* Council policy has been included as a related policy as it provides guidance on property charges in general, which includes garbage and recycling service charges.

There are two quality assurance procedures associated with implementing this policy and both will be reviewed to ensure they align with Council’s policy.

3. Financial Implications

The collection of kerbside garbage, recyclables and organics are a rated serviced and costs are recovered through property service charges annually.

The possibility for exemptions from the organic service is to reduce unnecessary financial burden on residences that do not require the organic service, either in part or full, for the approved reasons.

4. Risk Management

The primary objective of providing a kerbside organic service is to remove organic material from landfill. In doing so Councils exposure to a number of environmental and financial risks associated with operating a landfill are reduced. These risks are described in the 22 April Council meeting report.

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3. OUR COMMUNICATIONS AND PROCESSES

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KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY REVIEW (cont'd)

A risk in implementing a kerbside organic service is community backlash in relation to the additional service and its cost. Compulsory implementation is considered critical to ensure viability of the service; both in terms of providing suitable scale of economy for the contractors and a critical mass of ratepayers to cover the costs.

In addition to these financial considerations is doubtful that a voluntary service would:

- a) achieved Councils commitment (8000 tenements) to the Sustainability Victoria funded Resource GV regional project; or
- b) effective in diverting significant organic material from landfill.

By having a Council Policy that guides the provision of the service consistency of decision making will be ensured and exemptions will only be considered through a fair and transparent process.

5. Internal and External Consultation

Collection service charges are determined annually through the budget process, which is subject to community consultation in accordance with the *Local Government Act 1989*.

Since approving the Kerbside Organic Service Council Officers have received inquiries from members of the public seeking further information about the service. Of these inquiries two relate to households that currently receive a private service; one from person who has a gardener and the only other two relate to keen gardeners who compost their own organic matter at home.

Offices of the Environmental Services Unit have discussed the 'keen gardener/ home composter' circumstance for inclusion as an approved exemption. Deliberations concluded that this circumstance should not be approved for exemption. This decision was due to the difficulty determining what makes a property eligible for the exemption and the complexity in measuring associated ongoing compliance with the exemption conditions. It was also noted that the entire scope of the service such as meat scraps being diverted may not be addressed under this scenario.

Internal input into the policy review has been provided by the Environmental Services Unit, the Finance, Rates and Corporate Governance areas of Council.

6. Regional Context

Diversion of organic waste from landfill is a priority of the current Victorian State Government. This has direct impacts on local government with its fundamental role in waste management. Within the industry there is significant discussion about the implementation of a kerbside organic service.

Moira Shire is implementing an Organic kerbside service as part of a regional project with Resource GV and its member Councils. This regional project has funding support through Sustainability Victoria. In order to achieve the targets defined in the grant a compulsory service is considered essential.

The following tables summarises some examples of other councils kerbside organic services. Due to the different stages of planning and implementation the name of the Councils has not been used:

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3. OUR COMMUNICATIONS AND PROCESSES

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BERTOLUS)

**KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY
REVIEW**
(cont'd)

Municipality	Stage of Implementation	Exemptions	Material	Comment
Outer Metro Melbourne Council	Underway	Nil	Full organics	
Regional Victorian Council	Investigating	Nil	Full organics	Major towns approx. 11,000 tenements
Metro Council South Australia	Underway	Sharing for multiple tenancies (Strata title, Multi-unit or Similar High density dwellings)	Full organics	Requests to share must be approved by Council and the Body Corporate or equivalent
Regional Victorian Council	Planning	Sharing for multi-unit dwellings.	Full organics	Sharing option available in acknowledgement of limited storage capacity and less volume of organic material. Considering options for different size bins for different type tenements
Regional Victorian Council	Currently provide green waste. Planning full organic	Currently "opt out" planning compulsory	Currently provide green bin. Planning full organic	
Regional Victorian Council	Currently providing green waste	Optional Service	Green Waste	Approximate 30% uptake Planning compulsory and full service

As the above table demonstrates, there are a number of possible options for a kerbside organic service. Having a compulsory service is effective in delivering a financially viable service and achieving the ultimate goal of maximising the diversion of organic waste from landfill in line with the State Governments policy. The reviewed policy supports this position while also making allowance, through approved exemption circumstance, to the unique Moira Shire context.

7. Council Plan Strategy

The implementation of a kerbside organics service is in line with the strategies of the Moira Shire Council Plan.

8. Legislative / Policy Implications

The reviewed policy has been checked for compliance with Council's policy on Development of Policy Documents and the Policy Guideline.

9. Environmental Impact

Council encourages recycling by providing a 240 litre mobile garbage bin (MGB) for the recycling collection service, which is twice the size as the MGB used for garbage collection.

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**KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY
REVIEW**
(cont'd)

The introduction of a kerbside organic service has significant environmental benefits. These will be achieved through the diversion of organic waste by improving leachate control, reducing greenhouse gas emissions and producing a valuable organic compost material.

10. Conflict of Interest Considerations

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

11. Conclusion

The Garbage and Recycling Collection policy has been reviewed in accordance with Council's *Policy Guideline*. While the policy remains relevant, the changes as a result of this current review relate to broadening the scope of the policy to be inclusive of the organic service

The attached reviewed policy recommends the following inclusions and changes:

- two circumstances through which an exemption from the kerbside organic service may be granted;
- details of the application for an exemption (from the organic service) process; and
- the introduction of the term Mobile Organics Bin (MOB) and Mobile Recycling Bin (MRB) to reflect terminology commonly used.

Attachments

- 1 Draft - Kerbside Garbage Recycling and Organic Collection Policy

FILE NO: 9.1.4
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 9.2.5
(MANAGER SAFETY AMENITY AND
ENVIROMENT, SALLY RICE)
(DIRECTOR, COMMUNITY, PETER
BERTOLUS)

KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY REVIEW

(cont'd)

ATTACHMENT No [1] - Draft - Kerbside Garbage Recycling and Organic Collection Policy



Kerbside Garbage, Recycling and Organic Collection

Policy type	Council
Adopted by	Moira Shire Council
Responsible director	Director Community
Responsible officer	Manager Safety Amenity and Environment
Date adopted	23 June 2014
Scheduled for review	23 June 2017

PURPOSE

To provide guidance in the provision of kerbside garbage, recycling and organic collection services, determining collection routes, criteria for exemptions and the application of the associated service charges.

SCOPE

This policy applies to the kerbside garbage, recycling and organic collection services provided by Council and the application of associated service charges.

DEFINITIONS

MGB: Mobile garbage bin

MOB: Mobile organics bin

MRB: Mobile recycling bin

Service Charges: Garbage, recycling and organic service charges as declared by Council.

POLICY

1. About the Service Charges

- (a) Council will consider declaring garbage, recycling and organic service charges and their quantum during the budget process each year.
- (b) A service charge is a charge on a property.
- (c) The charge will be per collection service (one MGB, MOB or MRB).

2. About the Services

- (a) The services provided will be delivered as follows:

Garbage	120 litre MGB
Organic	240 litre MOB
Recycling	240 litre MRB
- (b) MGBs, MOBs and MRBs provided to residents remain the property of Council and must be kept at the address they have been issued to.

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KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY REVIEW

(cont'd)

ATTACHMENT No [1] - Draft - Kerbside Garbage Recycling and Organic Collection Policy



- (c) The cost of replacement of a damaged or stolen MGB, MOB, MRB may be sought from the ratepayer of the property it is allocated to.
 - (d) A service charge will be levied on all properties along a collection route with a dwelling, whether permanently occupied or not, and regardless of whether the service is required or utilised (unless an exemption has been approved for an organic collection under clause 6).
 - (e) Council will only arrange for a new or additional collection service upon written request from the property owner, or person legally responsible for payment of rates.
 - (f) A collection service may be available for properties not on a collection route, provided the MGB, MOB, or MRB is delivered to and from an agreed location on the route and any other criteria contained within Council's procedure is met.
 - (g) Commercial and Industrial Properties
Commercial and industrial properties on a collection route have the option of arranging a collection service by contacting Council, provided that the waste being disposed of is suitable for the bin supplied.
- 3. Collection Routes**
- (a) Given the constraints of the large geographic size of the municipality it is not economically feasible to support a collection service in all areas with a low density of settlement. On this basis collection routes have evolved to include:
 - i. Most townships within the shire;
 - ii. Rural areas where the ratio of homes to the distance involved makes provision of a service economically feasible; and
 - iii. Roads travelled that link collection routes together.
 - (b) The initial route for the organic collection service is the residential areas of the towns of Cobram, Nathalia, Numurkah and Yarrawonga.
 - (c) Garbage, recycling and organic collection routes are mapped and set the scope of the services to be provided.
- 4. Requests from residents to Extend Collection Routes**
- (a) Requests will be considered within the scope of any contract agreement Council has with the service provider.
 - (b) Existing collection routes will only be extended after thorough investigation. The following criteria will be considered:
 - i. Number of collections on the proposed route;
 - ii. Additional distance;
 - iii. Condition of the road;
 - iv. Written agreement by a majority of effected residents;

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Mail PO Box 578 Cobram VIC 3643 Web www.moira.vic.gov.au Email webmaster@moira.vic.gov.au

FILE NO: 9.1.4
3. OUR COMMUNICATIONS AND
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ITEM NO: 9.2.5
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KERBSIDE GARBAGE, RECYCLING AND ORGANIC COLLECTION POLICY REVIEW

(cont'd)

ATTACHMENT No [1] - Draft - Kerbside Garbage Recycling and Organic Collection Policy



Kerbside Garbage, Recycling and Organic Collection



- v. Contractor's capacity (plant and staff); and
- vi. The extension is able to be fully funded by the service charge/s to be collected.

5. Extension of Collection Routes by Council

- (a) In addition to requests from residents to extend collection routes, Council at its discretion could choose to extend routes. This may be based on, but not limited to the following:
 - i. Township growth.
 - ii. Contractor's collection schedules.

6. Exemption from the Organic Collection

- (a) An exemption from the organic collection service may be granted in the following circumstances:
 - i. Multiple residences, unit complexes or similar, where a reduced number of MOBs are adequate for the volume of organic material being generated; or
 - ii. Tenements receiving from the time of the collection service being implemented and continuing thereafter, an organic collection service through a private operator.

RELATED POLICIES

*Development of Policy Documents, and Policy Guideline
Rates and Charges*

RELATED LEGISLATION

Local Government Act 1989 (s 162)

REFERENCES

Moira Shire Council, *Contract No. C57/07 (Domestic Kerbside Waste and Recyclables Collection and Disposal)*

Moira Shire Council, *Contract No C027/14 (Organics Collection Contract and Organics Acceptance and Processing Contract)* Moira Shire Council, *Extension of Garbage and Recycling Collection Routes Quality Assurance Procedure QWP408001*

Moira Shire Council, *Garbage and Recycling Collection Advice Forms Quality Assurance Procedure QWP41003*

Moira Shire Council, *Kerbside Organic Collection Service Exemption Procedure*

REVIEW

This policy will be reviewed three years from the date of adoption, with operational amendments as required, in accordance with Council's approval.

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FILE NO: F13/2398
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.1
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY

RECOMMENDATION

That:

1. Council adopt “in principle” the Hume Region Significant Tracks and Trails Strategy 2013 – 2022.
2. Request that a Staff Member be involved in the future review and development of the Hume Region Significant Tracks and Trails Strategy 2013 – 2022.

1. Executive Summary

Council has been requested by the Hume Region Local Government Network (HRLGN) to provide support to the Hume Region Significant Tracks and Trails Strategy (HRSTTS) 2013-2022.

The Strategy provides an assessment of currently proposed, as well as future opportunities for development of walking cycling and other paths.

The Strategy has been developed to help describe and ascertain what regional significance can be attributed to various paths throughout the Hume Region.

Council’s endorsement of the document will help underpin the value of the Strategy throughout the Region. Participation in the future development and review of the document will ensure that Council will continue to be able to take advantage of any future funding for works as well as development of trails.

2. Background and Options

a. The Study

The Hume Region Significant Tracks and Trails Strategy (HRSTTS) 2013-2022 is a project that has been championed by the Hume Region Local Government Network (HRLGN) supported by a commitment by each Council in funding the project. The Rural City of Wangaratta has auspiced the project on behalf of the Hume region and each Local Council has selected relevant staff to sit on a project steering committee alongside other crucial stakeholders such as Department of Planning and Community Development and Parks Victoria.

The aim of the HRSTTS is to improve existing regionally significant tracks / trails in the Hume region of Victoria, identify any new regionally significant tracks/trails or extensions required; and identify other factors that will encourage greater use and awareness of tracks and trails in the region.

Tracks and trails play a varied role across the Hume Region with benefits including economic, social and environmental awareness. The wide variety of roles underpin the need to have a strong strategic position on the future development of track and trail infrastructure throughout the region.

Across the Hume Region tracks and trails attract visitors and they are also used by residents of the region. The resulting economic activity has seen tracks and trails elevated as priority

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

projects across some municipalities with financial support coming from local, state and federal government.

Ongoing financial support from State and Federal Governments will be enhanced by a stronger regional strategic context.

Tracks and trails can play a crucial role in connecting communities and encouraging active transport options. The HRSTTS also identifies projects that connect residential areas to economic precincts within the Region.

The project has been developed by Consultants - Community Vibe which has previously delivered a similar project for the Loddon Region.

Included in the consultation were the following activities,

- 40 documents were reviewed
- 7 new regionally significant tracks and trails physically audited
- 10 existing regionally significant tracks and trails physically audited
- 40 interviews / workshops with local government staff, state government staff alpine resort management and representatives of cycling groups, walking groups, horse riding groups, business operators and general community members
- 536 surveys completed
- 20 written submissions from community members
- Regular newsletter updates provided to interested parties including Councils, cycling groups, stakeholders, businesses and other community members.

b. Regionally Significant Trails

The key challenge in the early stages of the process was to establish a clear framework by which each trail could be assessed so as to achieve the original intent of the project. The following criteria was established to undertake this assessment:

- Level of support by key stakeholders
- Level of appeal for track / trail users
- Degree by which it strengthens tourism potential of a region and creates opportunities for economic development
- Level of protection and enhancement for the natural environment and or cultural heritage of a region
- Level of support through planning
- Designed according to industry standards and current best practice methods
- Connections to settlement areas, transport and other tracks / trails

The HRSTTS does not assess the merits of local or municipal tracks and trails. This will be completed by each Local Council as part of their normal project assessment process.

c. Ongoing use of the strategy

It is envisaged that the HRSTTS will be utilised as a reference document for the development of track and trail based infrastructure projects across the region. Each Local Council will continue to pursue tracks and trails projects in their own right with the HRSTTS adding value through the regional strategic framework set out in the document.

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

d. Priority Setting

An original intent of the project was to establish a prioritised list and whilst the list of recommendations in relation to track / trail development are currently in priority order, it must be noted that these priorities may be reviewed and altered over the next ten years depending on factors such as community support, available funding opportunities, political will, land manager priorities and planning work undertaken to further advance specific track / trails.

Identified Trails in the Strategy

Location	Land Owner / Manager(s)
1 Winton Wetlands	<i>Benalla Rural City Council</i>
2 Bright to Harrietville	<i>Alpine Shire</i>
3 Falls to Hotham Alpine Crossing	<i>Falls Creek and Mt Hotham Alpine Resorts</i>
4 Beechworth to Yackandandah	<i>Indigo Shire Council</i>
5 Oxley to Whitfield	<i>Rural City of Wangaratta</i>
6 Wandong to Heathcote	<i>Mitchell Shire, City of Greater Bendigo</i>
7 Wandiligong HVP MTB trail network	<i>Alpine Shire Council, Hancock Victoria Plantations</i>
8 Lake Mountain to Marysville MTB Trail	<i>Lake Mountain Alpine Resort, Murrindindi Shire</i>
9 Falls Creek to Mt Beauty MTB trail	<i>Falls Creek Alpine Resort, Alpine Shire Council</i>
10 High Country Rail Trail Wodonga CBD connection	<i>Wodonga City Council, Parklands Albury Wodonga</i>
11 Mount Stirling Horse Trail	<i>Mt Buller Mt Stirling Alpine Resort, Mansfield Shire Council</i>
12 Wahgunyah to Lake Moodemere	<i>Indigo Shire Council</i>
13 High Country Rail Trail - Wodonga to Tallangatta trail sealing	<i>Wodonga City Council, Indigo Shire, Towong Shire Council, Parklands Albury Wodonga</i>
14 Alexandra to Eildon	<i>Murrindindi Shire Council</i>
15 Yackandandah to Huon	<i>Indigo Shire Council</i>
16 Bonegilla to Lake Hume	<i>Wodonga City Council</i>
17 Barmah Canoe Trail	<i>Moira Shire Council, Parks Victoria</i>
18 Tallarook to Seymour	<i>Mitchell Shire Council</i>
19 Chiltern to Rutherglen	<i>Indigo Shire Council</i>
20 Yarrawonga to Echuca	<i>Moira Shire Council, Campaspe Shire Council, DEPI, Parks Victoria</i>
21 Alexandra to Rubicon	<i>Murrindindi Shire Council</i>
22 Shepparton to Seymour River Trail	<i>Greater Shepparton Shire Council, Strathbogie Shire Council, Mitchell Shire Council</i>
23 Old Tallangatta to Corryong	<i>Towong Shire Council, Parklands Albury Wodonga</i>

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2. OUR ENVIRONMENT AND LIFESTYLE

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

3. Financial Implications

There are no direct financial considerations arising from this report of itself, however the development of any physical works as a result of the strategy may be very significant in terms of capital as well as operational expenditure.

It is envisaged that Council will continue to seek funding for tracks and trails that are presently part of approved Studies and Strategies such as the Yarrowonga to Bundalong Foreshore Master Plan, and Bicycle Network Plan. Funding applications are likely to be helped if the trails are in accordance with the Strategy.

4. Risk Management

There are no direct risk management issues arising from this report. Risks in terms of physical works would be assessed as part of the development of any project that included physical works.

5. Internal and External Consultation

The consultants who developed the Strategy have carried out extensive consultation across the Hume Region. No specific consultation has been undertaken within Moira Shire.

Additional consultation would need to be developed for any project that arose from the strategy. In many cases, such as the Yarrowonga to Bundalong Foreshore Master Plan, which is part of the Yarrowonga to Echuca path mentioned within the Strategy, consultation has already been done.

6. Regional Context

The Strategy is a Regional Strategy. It has been specifically designed as such in order to help describe and ascertain what regional significance can be attributed to various paths throughout the Hume Region.

Council's participation in the future development and review of the document will ensure that Council will continue to be able to take advantage of any future funding for works as well as development of trails.

7. Council Plan Strategy

The project has direct relationship to the Council Plan in terms of the maintenance and renewal of existing paths.

The development of paths and trails, particularly those with regional significance will contribute to tourism and the local economy as a result of flow on effects

Council's Strategic Goal – Development is particularly relevant - *Moira will be a great place to live and a vibrant, thriving community and a premier tourist, retail and investment destination with growing local business and an adaptive, entrepreneurial infrastructure and ethos.*

The Infrastructure Strategic Goal is also relevant - *Moira will be a desirable place to live, work and visit in North Central Victoria supported by its infrastructure, assets and facilities. It will proactively fund, maintain and develop Council's assets and facilities to meet its community's current and future needs in partnership with private development.*

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In terms of the Regional context the Strategy has direct relationships with the following;

- 2030 community Vision
- Tourism North East Strategic Plan
- Hume Region Strategy for Sustainable Communities
- Victorian Trails Strategy

8. Legislative / Policy Implications

There are no direct legislative or policy implications arising from this report.

9. Environmental Impact

There are no direct environmental impacts as a result of this report. There may be environmental impacts arising out of works that may be developed or contained within the Strategy. Any such effects will be addressed at the time of development of any specific plan for physical works.

10. Conflict of Interest Considerations

There are no Officer conflict of interest considerations in respect of this report.

11. Conclusion

The Hume Region Significant Tracks and Trails Project Steering Committee are seeking endorsement by the Hume Region Local Government Network, and in turn, support from each of the partnering Council's for:

The endorsement of the Hume Region Tracks and Trails Strategy and;

Commitment by the HRLGN to establish an ongoing committee to review and update the strategy every 12 months.

It is recommended that Council adopt the Strategy, in principle, and request that a staff member be involved on the Steering Committee that will review and update the Strategy into the future.

Attachments

- 1 Hume Region Significant Tracks and Trails Strategy

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Hume Region Significant Tracks and Trails Strategy 2013-2022



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Disclaimer

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Images

Front cover photos courtesy of Mt Buller-Mt Stirling Resort (horse riding) and Finish Line Events (mountain bike riding). All other photos courtesy of communityvibe unless otherwise stated.

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Acknowledgements

This report has been prepared with considerable input by many individuals and organisations in the Hume region and beyond, including the following members of the Project Steering Committee:

Name	Organisation
Ruth Tai (Chair person)	Rural City of Wangaratta Council
Zoe Giglio (Administrative Support)	Rural City of Wangaratta Council
Wendy Daly (Administrative Support)	Rural City of Wangaratta Council
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David Koren	Indigo Shire Council
Ian Geer	Mansfield Shire Council
John Myles	Murray to Mountains Rail Trail

Many other individuals and organisational representatives attended workshops, provided written submissions, took part in key stakeholder workshops and completed the trail user survey. Their input is greatly appreciated. A new committee will be established to drive the Strategy.

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In addition to:

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- Alpine Shire Council
- Benalla Rural City Council
- Greater Shepparton City Council
- Indigo Shire Council
- Mansfield Shire Council
- Mitchell Shire Council
- Mt Buller and Mt Stirling, Falls Creek and Mt Hotham Alpine Resorts
- Moira Shire Council
- Murrindindi Shire Council
- Strathbogie Shire Council
- Towong Shire Council
- Rural City of Wangaratta Council
- Wodonga City Council

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Figure 1: Wahgunyah on the Murray to Mountains Rail Trail

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1.0 Executive Summary

How Will This Document Be Used?

The Hume Region Significant Tracks and Trails Strategy 2013-2022 will be championed by the Hume Regional Manager's Forum and endorsed by the Hume Alliance Executive Group. In order to implement the recommendations contained within the Strategy, the first step is to establish a Hume Region Significant Tracks and Trails Committee. This Committee will comprise of Local Government representatives, Alpine Resort representatives, Department of Environment and Primary Industries, Parks Victoria, Department of Transport, Planning and Local Infrastructure, Regional Development Victoria, Tourism Victoria and community representatives. Regular liaison will need to occur with peak bodies, businesses, tourism bodies, VicRoads, indigenous representatives, community based organisations and user groups. The first priority of the Hume Region Significant Tracks and Trails Committee is to establish the terms of reference to outline the roles and responsibilities of each organisation and the overall purpose of the Committee.

Meeting half yearly, the Hume Region Significant Tracks and Trails Committee will use the Strategy to support land managers (Local Government Authorities, State Government Agencies and community based groups), to promote tourism potential and to seek funding and resources to develop, enhance and upgrade regionally significant tracks and trails in the region in accordance with the recommendations contained within the Strategy. Whilst the list of recommendations in relation to track and trail development is currently in priority order, it must be noted that these priorities may be reviewed and altered over the next ten years, depending upon a variety of factors, such as levels of community support, available funding, land manager priorities, political will and planning work undertaken to further advance the track / trail. Each of the recommendations contained within the Strategy is therefore of importance to the development of an overall high quality network of regionally significant track and trail opportunities in the Hume region, regardless of its current ranking.

From snow covered mountains to river plains, thick native bush land, waterfalls, river flats and undulating agricultural land, the Hume region of Victoria provides some of the most scenic and diverse opportunities for cycling, walking and horse riding in the nation. It is widely renowned for its natural beauty; its high quality gourmet food and wines; and its ecotourism opportunities. Already thousands of visitors flock to the region annually to enjoy riding or walking along some of Victoria's, and indeed Australia's, best quality rail trails, hiking tracks, horse riding trails, on road mountainous cycle trails and mountain bike tracks. Many local residents also take advantage of the magnificent resources available on their doorstep to improve their health and wellbeing and to enjoy time with family and friends.

The Hume region of Victoria, which encompasses 40,000 square kilometres of land, is managed by 12 Local Government Authorities and three Alpine Resorts. Parks Victoria and Department of Environment and Primary Industries manage vast tracks of this land too. Collectively these organisations wish to continue to lead the way in providing a diverse range of world class tracks and trails that provide a high quality recreational experience for visitors to the region and local residents.

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At the same time they wish to enhance and protect our natural environment and cultural features; and provide economic development throughout the various villages, towns and cities that make up the Hume region.

Through this Strategy, specific issues that need to be addressed to further advance track and trail development, create an improved visitor experience, provide opportunities for business development and partnerships, along with several new or upgraded track and trail experiences, have been identified. These strategies link to and complement a wide range of local, municipal and state-wide strategies, including the Victorian Trails Strategy, as detailed in Section 7.0 and the Appendix. The Hume Region Significant Tracks and Trails Strategy is therefore a blueprint for the Hume region in relation to the development and enhancement of tracks and trails over the next ten years.

Although many track / trail development opportunities were identified through community consultations, a number of these were considered to be very important at a local or municipal level, but not considered to be regionally significant. It is important that Local Government Authorities continue to develop and seek funding for local and municipal level tracks and trails as these facilities create important connections within and between communities and help to facilitate active transportation from people's homes to schools, workplaces, retail areas and recreational facilities. This strategy does not focus on local and municipal level tracks / trails, but does acknowledge the importance of connecting regionally significant tracks / trails to these facilities wherever possible to create better linkages.

A regionally significant track / trail is one that connects areas of significant natural, cultural or economic importance, is likely to appeal to international visitors and is also likely to attract economic development opportunities as well as social, health and environmental benefits. Such tracks / trails may have some degree of length attached to them or provide opportunities for a range of different experiences emanating from one central location and may lie with a number of different agencies across the Hume region and beyond. Ten existing tracks / trails in the Hume region are considered to be of regional significance. These include:

- Murray to Mountains Rail Trail (Bright, Myrtleford, Beechworth, Milawa, Wangaratta, Wahgunyah and Rutherglen)
- High Country Rail Trail (Wodonga to Tallangatta)
- Great Victorian Rail Trail (Tallarook, Yea, Alexandra, Bonnie Doon, Mansfield)
- Mt Buller-Mt Stirling Mountain Bike Trails
- Australian Alps Walking Track (Walhalla to Canberra)
- Bicentennial National Trail (Healesville to Cooktown via the Alpine region)
- Falls to Hotham Alpine Crossing
- Razorback Walk
- Mt Buffalo Big Walk
- Alpine Loop Road Ride (from Falls Creek, through Omeo, Mt Hotham, then back to Falls Creek via Mt Beauty).

To determine new or upgraded tracks / trails likely to produce the most benefits within the Hume region, the project steering committee and the project team firstly classified suggested trails as local,

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municipal or regional level. All tracks / trails classified as having regional significance were then assessed using a specific planning tool which focussed on seven key areas:

1. Support by key stakeholders
2. Appealing to track / trail users
3. Strengthens tourism potential of a region and creates opportunities for economic development
4. Protects and enhances the natural environment and / or cultural heritage of a region
5. Supported through planning
6. Designed according to industry standards and current best practice methods
7. Connected to communities, transport and other tracks / trails

These key areas have been weighted differently depending on their relative importance in determining the likely success of a trail and each key area clearly outlined (refer to Appendix). Members of the project steering committee (which comprised of representatives of Local Government, State Government and track / trail users) used this tool to produce a final score for each trail, based on information obtained through the consultative and research processes of the project (noting that the final score reflects a snapshot in time, and therefore that the score can change as more work is undertaken). These scores were then averaged out to provide a final score. Specific trail development opportunities (in no particular order) include:

#	Track / Trail Name	New or existing track / trail	Support by key stakeholders	Appealing to track / trail users	Strengthens tourism potential of a region and creates opportunities for economic development	Protects and enhances the natural environment and / or cultural heritage of a region	Supported through planning	Designed according to industry standards and current best practice methods	Connected to communities, transport and other tracks / trails
1	Winton Wetlands	New	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	✓✓	✓
2	Bright to Harrietteville	Murray to Mountains Rail Trail	✓✓✓	✓✓✓	✓✓✓	✓✓	✓	✓✓	✓
3	Falls to Hotham Alpine Crossing		✓✓✓	✓✓✓	✓✓	✓✓	✓	✓	✓
4	Beechworth to Yackandandah	Murray to Mountains Rail Trail	✓✓	✓✓	✓✓	✓✓	✓	✓	✓
5	Oxley to Whitfield	Murray to Mountains Rail Trail	✓✓	✓✓	✓✓	✓✓	✓	✓	✓
6	Wandong to Heathcote	New – extension of O'Keefe Rail Trail	✓✓	✓✓	✓✓	✓✓		✓	✓
7	Wandiligong HVP MTB Trail Network	New	✓✓	✓✓	✓✓	✓✓		✓	✓
8	Lake Mountain to Marysville	New	✓✓	✓✓	✓✓	✓✓	✓	✓✓	✓

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#	Track / Trail Name	New or existing track / trail	Support by key stakeholders	Appealing to track / trail users	Strengthens tourism potential of a region and creates opportunities for economic development	Protects and enhances the natural environment and / or cultural heritage of a region	Supported through planning	Designed according to industry standards and current best practice methods	Connected to communities, transport and other tracks / trails
	MTB Trail								
9	Falls Creek to Mt Beauty MTB Trail	New	✓✓	✓✓	✓✓	✓✓	✓	✓	✓
10	High Country Rail Trail Wodonga CBD Connection	High Country Rail Trail	✓✓	✓✓	✓	✓✓	✓	✓	✓
11	Mount Stirling Horse Trail	New	✓✓	✓✓✓	✓✓	✓✓		✓	✓
12	Wahgunyah to Lake Moodemere	Murray to Mountains	✓✓	✓✓	✓✓	✓✓	✓	✓	✓
13	High Country Rail Trail - Wodonga to Tallangatta Trail Sealing	High Country Rail Trail	✓✓	✓✓	✓✓	✓✓		✓	✓
14	Alexandra to Eildon	Great Victorian Rail Trail	✓✓	✓✓	✓✓	✓✓	✓	✓	✓
15	Yackandandah to Huon	Murray to Mountains Rail Trail	✓✓	✓✓	✓✓	✓✓	✓	✓	✓
16	Bonegilla to Lake Hume	High Country Rail Trail	✓✓	✓✓	✓✓	✓✓		✓	✓
17	Barmah Canoe Trail	New	✓	✓✓	✓✓	✓✓		✓	
18	Tallarook to Seymour	Great Victorian Rail Trail	✓✓	✓✓	✓	✓		✓	✓
19	Chiltern to Rutherglen	Murray to Mountains Rail Trail	✓✓	✓✓	✓✓	✓		✓	✓
20	Yarrowonga to Echuca	New	✓	✓✓	✓✓	✓		✓	✓
21	Alexandra to Rubicon	Great Victorian Rail Trail	✓✓	✓	✓✓	✓✓		✓	✓
22	Shepparton to Seymour River Trail	New	✓	✓✓	✓✓	✓		✓	✓
23	Old Tallangatta to Corryong	High Country Rail Trail	✓	✓✓	✓	✓✓		✓	

Each of the priority tracks / trails identified within this Strategy is likely to bring increased revenue into the Hume region, either by providing a completely new experience (e.g. Winton Wetlands and Mount Stirling Horse Trail), or by providing additional experiences or improvements to existing

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tracks / trails to encourage walkers, cyclists, horse riders or canoeists to stay in the region longer (e.g. the Bright to Harrietville section of the Murray to Mountains Rail Trail and the sealing and CBD upgrades to the High Country Rail Trail). Details of each of these trails, including proposed route and indicative costings, are included in the Appendix.

The project not only focussed on identifying physical track / trail developments in the Hume region, but also identified many other initiatives to improve existing trails in terms of planning, management, maintenance, marketing, development of partnerships (between government agencies, the business sector and community groups) and enhancing the visitor or user experience. These improvements are likely to encourage people to stay in the region longer and continue to come back to the region to enjoy the diversity of trails. At the same time, these improvements will provide local residents with access to high quality, well connected recreational tracks / trails to enhance their own health and wellbeing.

These improvements include:

Governance and Communication

- A Hume Region Tracks and Trails Committee comprising of Local Government representatives, Alpine Resort representatives, Department of Environment and Primary Industries, Parks Victoria, Department of Transport, Planning and Local Infrastructure, Regional Development Victoria, Tourism Victoria and community representatives will be established. Regular liaison will occur with peak bodies, businesses, tourism bodies, VicRoads, indigenous representatives, disability advocacy groups, community based organisations and user groups.

- Processes for governance of regionally significant tracks and trails in terms of composition of committee and roles and responsibilities of the committee are established.

Management

- Track / trail managers are informed of best practice regarding track / trail management, including roles and responsibilities, management plans, MOUs, management options, community engagement and volunteer support.

Communication Structures

- Advocate for the establishment of a state and / or national tracks and trails advocacy group or think tank comprising of representatives from Local Government Authorities, Alpine Resorts, State Government Authorities, Federal Government Agencies, Tourism Victoria, Regional Tourism Bodies, Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association (Australia), Rail Trails Australia and Australian Trail Horse Riders Association, which meets once per year (or more if required) to discuss track / trail related issues.

- Track / trail managers establish a database of track / trail users and provide regular information via tools such as e-newsletters.

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Resources

- Lobby State and Federal Governments for additional funding to Local Government Authorities for the development and management of tracks and trails.
- Lobby the State Government for additional resources to be made available to public land managers and partners to manage and maintain tracks and trails in their jurisdiction.
- Work in partnership with state/ national based agencies such as Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association (Australia), Australian Trail Horse Riders Association, Rail Trails Australia, VicHealth, Tourism Victoria, Department of Transport, Planning and Local Infrastructure and Sport and Recreation Victoria to develop resources to promote the benefits of tracks and trails to Local Government Authorities.
- Local Government Authorities and Tourism bodies in the Hume region support volunteers and Friends of Groups through recruitment, training, assistance with grant writing and provision of shared trail development and maintenance tools.

Marketing

- Regionally significant tracks / trail managers develop a marketing plan.
- Regionally significant track / trail managers work collectively to market the track / trail opportunities available across the entire Hume region, with support from the Hume Region Tracks and Trails Committee and regional tourism bodies.
- Regionally significant track / trail managers develop suitable high quality, fully integrated and fully mobile marketing resources.
- Regionally significant track / trail managers establish links with appropriate external bodies to assist with cross-marketing.
- Regionally significant track / trail managers develop a brand style guide, outlining expectations in terms of the tone, style and resources as well as specific details around the brandmark, colours, typography, photography, stationery, online applications, pull up banners, etc.

Signage and Wayfinding

- Regionally significant track / trail managers adhere to Australian Standards and best practice when installing or upgrading signage.

Risk Management

- Regionally significant track / trail managers develop a suitable risk management plan and effective mechanisms and procedure for addressing identified risks.

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Maintenance

- Regionally significant track / trail managers develop a suitable maintenance program and budget and commit long term to maintaining each track / trail that it is responsible for.

Business / Private Sector Development

- Advocate to State Government authorities to create an environment that is more conducive to private sector development (to meet the needs of walkers and cyclists) on public land where regionally significant tracks / trails exist.
- Provide information to the private sector of the benefits of investing in track / trail related opportunities.
- Facilitate training to existing and potential businesses about the culture and needs of cyclists, mountain bike riders, hikers and horse riders so that they are better able to meet their needs and expectations.
- Advocate to State Government for planning support, advice and small start up grants for businesses wishing to establish themselves along regional tracks and trails to support the needs of walkers and cyclists.
- Advocate to Tourism Victoria to promote the benefits of working in the hospitality industry to the workforce, including young school leavers.
- Encourage local tourism bodies to implement an annual award (as part of existing Tourism awards) for exemplary track / trail related businesses and hospitality staff who provide exemplary customer service standards.

Planning

- Regionally significant tracks / trails managers undertake a feasibility study prior to developing any new tracks / trails.
- Regionally significant tracks / trails managers develop a track / trail management plan, Memorandum of Understanding, maintenance plan and marketing plan prior to the establishment of the track / trail wherever possible.
- Regionally significant tracks / trails managers engage with local communities and all other relevant land managers (such as VicRoads, DEPI, Parks Victoria, VicTrack, etc) in track / trail developments from the very beginning of the planning stage and prior to preparing funding submissions.
- Encourage State Government to identify and document clear processes and requirements around the development of tracks / trails.
- Advocate to State Government for the development of a state-wide mountain bike strategy.

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Trail Design and Planning Guidelines

- Local Government Authorities undertake their own planning in relation to potential business and partnership opportunities, marketing, and management of local or municipal level tracks and trails throughout the municipality.
- Distribute the Planning Guidelines contained within the Appendix to Local Government Authorities, public land managers and other track / trail designers and builders in the Hume region and where possible, incorporate this information into Local Government design guidelines.
- Encourage Local and State Government agencies to ensure that track / trail designers and builders are adhering to relevant Australian Standards, industry guidelines, best practice and universal design principles prior to issuing planning permits.
- Facilitate a series of training opportunities for track / trail designers, builders and managers relating to track / trail planning, design and development.
- Advocate to Tourism Victoria to establish a centralised knowledge hub for the sharing of information and best practice examples of all types of tracks / trails, potentially in partnership with Bicycle Network Victoria, Bushwalking Victoria, International Mountain Biking Association (Australia) and Australian Trail Horse Riders Association.

Visitor Experience

- Provide local businesses and regionally significant track / trail managers with information about how to create positive visitor experiences and the benefits that such experiences can make locally.

Events

- Regionally significant track / trail managers consider developing suitable infrastructure during the design stage to accommodate future events.
- Regionally significant track / trail managers develop events policies so that processes, expectations, roles and responsibilities of all parties are clearly defined.
- Support the establishment of events using regionally significant tracks / trails in the Hume region as per locally developed event policies.
- Work with tourism bodies to cross-populate an events calendar (advertised through facebook, emails and relevant websites) to avoid potential clashes between events and to inform potential participants of opportunities available.

Public Transport Access

- Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to retrofit existing trains to allow for additional bicycles to be carried.

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- Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to purchase new train carriages (when required) that have a greater carrying capacity of bicycles.
- Advocate to V/Line to establish a bicycle booking service for trains and buses.
- Advocate to V/Line to provide linkages from its website to private shuttle buses in the Hume region that are capable of carrying riders and their bikes.
- Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to install a bicycle carriage rack on the front of buses in high trail use areas (subject to feasibility).
- Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to provide a car and trailer at Southern Cross Railway Station on Friday evenings and /or Saturday mornings to transport bicycles to trail heads when it is not possible to secure a D Van attached to the rear of a train, returning on Sunday evenings.
- Regionally significant track / trail managers design tracks / trails so that they connect to transportation hubs wherever possible.
- Regionally significant track / trail managers and tourism bodies work in partnership with airlines to create all inclusive track / trail related packages.

Universal Design

- Facilitate training to regionally significant track / trail managers in relation to universal design principles.
- Regionally significant track / trail managers use universal design principles in the design phase of tracks / trails.

Research and Data Collection

- Managers responsible for regional tracks / trails undertake regular, if not permanent, counts of trail users.
- Managers responsible for regional tracks / trails undertake regular evaluations of the satisfaction levels of existing track / trail users.
- Advocate for improved track / trail data collection and distribution of this information by Australian Sports Commission, Australian Bureau of Statistics and Tourism Research Australia.
- Advocate for the development of tools to assist track / trail builders and managers to estimate potential usage and economic benefits of tracks / trails.
- Local indigenous communities and regional track / trail managers to work together to create opportunities for indigenous tourism and interpretation on tracks / trails.

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Key investments likely to make a difference to the utilisation of tracks / trails and enhanced visitor experience and spend in the Hume region are:

- Tracks / trails developed in unique and attractive places where cyclists, walkers and horse riders want to walk, ride and explore.
- Quality, well designed and maintained track / trail surfaces.
- Well signed tracks / trails.
- Suitable promotional materials including the ability to book all aspects of the trip online and fully integrated and fully mobile marketing resources.
- Suitable private sector business development to support trails (e.g. accommodation, shuttle services along and between tracks / trails, cafes, etc.)
- A high standard of customer service levels of businesses within towns and cities supporting tracks / trails.
- Ability to transport track / trail users and bicycles to, and particularly within, the region on public or private transportation.
- Tracks / trails that connect to key focal points of towns and cities, e.g. railway stations and Visitor Information Centres.
- Tracks / trails that provide options for a variety of experiences, such as self-contained loops and options for different skill levels (especially for mountain bike trails).
- Tracks / trails that provide opportunities for events.
- Supporting infrastructure such as bike parks, seating, etc along trails and at key destinations.
- Tracks / trails that help people connect to the history, stories, culture and natural environment of a location through interpretive opportunities.



Figure 2: High Country Rail Trail

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2.0 Introduction

2.1 Aim and Process

The aim of this strategy is to improve existing regionally significant tracks / trails in the Hume region of Victoria; identify any new regionally significant tracks / trails or extensions required; and identify other factors that will encourage greater use and awareness of tracks and trails in the region.

To assist in the data and information gathering required to produce this strategy, the following activities were undertaken:

- Establishment of a project steering committee to oversee the development of the strategy and to provide advice on policies, strategies, etc
- 40 documents reviewed and analysed to identify key directions, policies and priorities
- 7 regionally significant tracks and trails from Australia and internationally researched in detail
- 10 existing regionally significant tracks and trails physically audited
- 40 interviews / workshops with Council staff, State Government staff, Alpine Resort staff
- representatives of cycling groups, walking groups, horse riding groups, business operators and general community members throughout the entire Hume region as well as Melbourne (154 participants).
- 536 community surveys completed
- 20 written submissions received from community members

The Strategy is divided into three sections. This document provides an overview of key findings and directions, whilst Appendix One contains information such as definitions, overview of cultural and natural attractions in the Hume region, policy context, benchmarking details, survey results, key stakeholder interviews, written submissions, potential funding options and maps. Appendix Two provides some basic design guidelines for consideration when designing tracks / trails.

2.2 Vision and Planning Principles

A key aspect of the project involved developing a vision for regionally significant tracks and trails in the Hume region. This vision is based on the planning principles that have also been developed to guide decision making in relation to tracks and trails developments. Both the vision and planning principles are based on feedback obtained from key stakeholders and community members during the consultative process.

The vision for tracks and trails in the Hume region is:

The Hume region provides diverse, high quality, sustainable tracks and trails of regional, state and national significance to facilitate economic, social, health and environmental benefits.

The seven planning principles which have been designed to guide the strategy and regional track / trail developments are:

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Key Planning Principle	Description
Support by key stakeholders.	Track / trail is very well supported at the local, regional and state level by community, private sector, government and other agencies with ongoing support likely. Stakeholders have, or are very likely to make a funding commitment to the trail. Stakeholders have developed or are committed to developing relevant processes to assist with ongoing management and maintenance.
Appealing to track / trail users.	Track / trail has very high appeal and is likely to attract users from local, municipal, regional, state, national and international levels.
Strengthens tourism potential of a region and creates opportunities for economic development.	Track / trail presents significant opportunities for economic or tourism development, e.g. development of accommodation, tours, shuttle services, increased visitation and expenditure in areas, etc.
Protects and enhances the natural environment and / or cultural heritage of a region.	Works along the track / trail enhances and protects environmental / cultural heritage values, e.g. tree planting, interpretive information, diverts users away from highly significant sites or degraded areas, etc.
Supported through planning.	Planning permits issued and the following plans developed: <ul style="list-style-type: none"> • Feasibility Study • Trail Management Plan • Maintenance Plan • Marketing Plan • Memorandum of Understanding.
Designed according to industry standards and current best practice methods.	Track / trail designed according to industry standards and current best practice methods, e.g. Australian Standards, IMBA standards, DSE walking track classifications, VicRoads Cycle Notes, universal design principles, etc.
Connected to communities, transport and other tracks / trails.	Track/ trail is very well connected to local communities, other tracks / trails, existing infrastructure and transport options in accordance with the type of trail experience planned.

It is a given that each track / trail will also provide a diversity of recreational, cultural and natural experiences which may result in improved health and wellbeing and social benefits for local residents and other track / trail users.

Where new or upgraded regionally significant tracks or trails are to be developed in the Hume region, planners must demonstrate that serious consideration has been given to incorporating universal design principles into the track / trail design. Hence wherever possible, tracks / trails will incorporate at least a section of each track / trail which has been specifically designed to be used by

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as many people as possible. In some instances, however, some of the regionally significant tracks / trails in the Hume region will only be able to incorporate a few elements of universal design due to issues such as steep terrain.

Further, it is recognised that a partnership approach between community organisations, the private sector and government agencies can be extremely beneficial in terms of sharing limited resources; developing a strong sense of community ownership and engagement; and developing a sustainable management model (e.g. Parklands Albury Wodonga's model). Support from local community groups and individuals (local champions) in relation to the planning, development, management, maintenance and running of events will therefore be strongly encouraged on all regionally significant tracks / trails.

These planning principles have also been used in this Strategy to evaluate and prioritise potential regional trail developments (refer to Appendix).

2.3 Focus of the Strategy

The Hume region comprises a wide variety of tracks and trails, including:

- **Local tracks / trails** which provide recreational or commuter linkages from residential areas to community facilities or central business districts and are generally managed by one State or Local Government Authority.
- **Municipal level tracks / trails** which connect key attractions in the municipality or connect towns and may be the responsibility of individual Local Government Authorities, State Government Agencies and / or Alpine Resorts.
- **Regionally significant tracks / trails** which connect areas of significant natural, cultural or economic importance, are likely to appeal to international visitors and are also likely to attract economic development opportunities as well as social, health and environmental benefits. Responsibility for planning, development and management of regionally significant tracks and trails may lie with a number of different agencies across the Hume region and beyond.

Each of these trails is important within the tracks and trails network, and each provides different benefits to local residents and visitors to the area. However, this particular strategy is focussed on regionally significant walking, cycling, mountain biking and horse riding tracks and trails only. Although outside the scope of the Strategy, the opportunity to develop a regionally significant canoe trail has been identified in one municipality. Only a basic level of information has been provided to support this development as it is still in the early stages of investigation.

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2.4 What is a Regionally Significant Trail?

A regionally significant track or trail can be described in the following way:

Planning and Design	Some form of formal planning has been undertaken, e.g. feasibility study or master plan. Landholder approval granted.
Management and Maintenance	Track / trail managed and maintained by a variety of key stakeholders (e.g. LGAs, State Government Authorities and Alpine Resorts) possibly in partnership with a community based committee of management. Relevant plans are in place, e.g. Track / Trail Management Plan, Maintenance Plan, Memorandum of Understanding, etc.
Surface	Surface is high quality and is specifically designed and constructed for the intended user groups.
Usage	Likely to attract users from the local, municipal, regional, state, national and international levels.
Infrastructure	Track / trail will incorporate additional supportive infrastructure such as seats, shelter, BBQs, picnic tables, bike racks, public toilets, camping platforms, car parks, viewing areas, etc.
Distance	Track / trail will provide the opportunity to spend multiple hours or potentially days on the track / trail. A variety of alternative / adjunct loops, experiences or attractions are available from the primary track / trail.
Connections	Track / trail should be connected to visitor information services and should connect areas of significant natural, cultural or economic importance such as parks, waterways and tourist destinations. Track / trail should be easily accessible for potential users.
Signage	Track / trail includes combinations of trail head signage, distance markers, interpretive signage, directional signage, regulatory signage, warning signage, and advertising signage appropriate to the desired trail experience.
Promotion / Marketing	Track / trail will be featured on its own website, brochures and maps. It will be well advertised throughout the region, state, nationally and internationally.
Benefits	Track / trail will link tourism products and will encourage economic and tourism growth.

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3.0 Why Invest in Tracks and Trails?

Tracks and trails can provide an array of benefits to both the communities in which they are situated and to trail users themselves. These benefits include:

3.1 Economic Benefits

Given that 1.08 million Victorians ride a bike each week and more bicycles than cars are sold in Australia each year¹, the economic impact of cycling alone is significant.

In terms of the total expenditure of all visitors who participated in cycling in 2010, Tourism Victoria estimates that in Victoria alone \$362 million was spent, and in Australia the figure is estimated to be approximately \$2.4 billion².

Data provided in the Alpine Shire's Economic Impact of Cycle Tourism report³ suggests that overnight recreational cyclists spend approximately \$250 per day in the region and day recreational cyclists spend in the vicinity of \$50. Cycle event competitors are estimated to spend between \$80 and \$800 per day. AUDAX race competitors spend an average of \$167 per day. The total visitor spend is estimated to be \$16,311,000. The study states that the initial stimulus into the NE Victorian regional economy is \$17.4 million per annum. By incorporating flow on effects, the regional output / income is \$24.4 million per annum and the regional value added is \$12.1 million per annum. This translates to 157 full time jobs.

Regionally significant tracks and trails can provide increased income for local businesses that sell walking, cycling or horse riding equipment and gear, as a result of greater demand for such products from local and visiting trail users. According to the Australian Bureau of Statistics, 85,400 Australian households reported spending money on bicycles during 2009-10. The total expenditure on bicycles by Australian households is \$96.3 million per year. A further 130,600 Australian households reported the purchase of sports or physical recreation footwear during this time, accounting for a total of \$315.3 million annual expenditure by Australian households.⁴

As more income is generated in the local area, employment opportunities are also likely to increase, particularly in accommodation, food, transport, entertainment, guiding and tourist services. During construction of regionally significant tracks / trails there may be some increased employment opportunities for local trades. Events in the region may also contribute to increasing revenue and expenditure in the region. In many areas, properties located near regionally significant tracks and trails have increased in value^{5, 6}.

From a local resident's perspective, tracks and trails are free of charge to use and are therefore an accessible and affordable physical activity to undertake with family and friends. For Local, State and Federal Governments, the savings to the health services budget as a result of people being physically

¹ Victorian Government (2012) *Cycling into the Future 2012-2013 and Action Plan 2013-2014*

² Tourism Victorian (2011) *Victoria's Cycle Tourism Action Plan 2011-2015*

³ Alpine Shire Council (2011) *Economic Impact of Cycle Tourism*

⁴ Australian Bureau of Statistics (2012) *4156.0 Sport and Physical Recreation: A Statistical Overview, Australia*

⁵ <http://www.tourism.vic.gov.au/images/stories/Documents/StrategiesandPlans/Victorian-trails-strategy-2005-2010.pdf>

⁶ http://www.ce.udel.edu/dct/publications_files/Rpt.%20188%20Bike%20Paths.pdf

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active can be significant. According to VicHealth⁷, physical inactivity costs Australia more than \$719 million per year. 22% of heart disease can be attributed to lack of physical activity, as can 11% of strokes, 14% of diabetes and 10% of breast cancer. There are 16,178 premature deaths in Australia each year as a result of insufficient physical activity. Hence by providing cycling, walking and horse riding opportunities, local government authorities can invest in the health of local residents and the nation.

Walking and cycling tracks and trails can help to reduce local traffic congestion and reduce the amount of expenditure required on maintaining roads. There may also be less demand for creation of car parks.

3.2 Social and Health Benefits

Participation in physical activity, such as walking and cycling, can reduce the likelihood of developing chronic diseases such as cardiovascular disease, type 2 diabetes, osteoporosis and certain types of cancers such as breast and colon cancer. It also reduces the likelihood of becoming overweight and developing high blood pressure and high cholesterol. Currently the National Physical Activity Guidelines recommend that adults take part in at least 30 minutes of accumulated moderate physical activity each day. Walking, cycling and horse riding along tracks / trails in the Hume region, by local residents or visitors to the area will help them to achieve these minimum guidelines and at the same time help to off-set chronic disease within the community. In addition, participation in physical activity can increase confidence, self esteem, resilience and social connections.

Tracks and trails can provide opportunities for young people to improve their road skills and to have a greater sense of freedom, through a reduced reliance on parents for transportation in the local area. With more people using public spaces such as shared trails, a sense of activity is created, which may in turn lead to safer places through passive surveillance. Events on tracks / trails can also provide opportunities for community strengthening and connectedness, as well as an alternative form of physical activity to organised sports.

3.3 Environmental Benefits

Tracks and trails produce minimal impact on the environment due to limited or no use of fuel as part of the overall activity. This may result in reduced greenhouse gas emissions as well as reduced noise pollution.

Through the use of interpretive information or licensed tour operators, trail users are likely to develop a greater understanding and appreciation of the environment, history, geography and culture of an area. Tracks and trails provide an opportunity to experience and enjoy nature, views and local landmarks.

By planting trees, re-vegetating areas and re-directing trail users away from environmentally or culturally significant areas, the environment can be enhanced.

⁷ VicHealth (2012) *Increasing Participation in Physical Activity. Local Government Action Guide No. 3*

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4.0 Overview of the Hume Region

Covering an area of 40,000 square kilometres, the Hume region of Victoria has a diversity of geographical features, ranging from snow covered mountains in the High Country through to thick native bush land, waterfalls, river flats and undulating agricultural land. It is widely renowned for its natural beauty; its high quality gourmet food and wines; and its ecotourism opportunities.

The area incorporates major population centres such as Wodonga, Shepparton, Wangaratta, Seymour and Benalla, and features two major transportation routes – the Hume Freeway and the Goulburn Valley Highway as well as two major rail corridors – Melbourne to Wodonga (and onwards to Sydney) and Melbourne to Shepparton. There are also several major waterways including the Murray River, the Goulburn River, the Ovens River, the Broken River, the Kiewa River and the King River.

From a cultural perspective, the region is rich with indigenous history, gold mining relics, art galleries and stories of high country cattlemen and Ned Kelly.

The current population of the Hume region (around 270,000) is expected to grow by approximately 23% in the next 13 years.

There are twelve Local Government Authorities and five Alpine Resorts that make up the Hume region. These are illustrated in the map on the following page:

- Alpine Shire
- Benalla Rural City
- City of Wodonga
- Greater Shepparton City
- Indigo Shire
- Mansfield Shire
- Mitchell Shire
- Moira Shire
- Murrindindi Shire
- Strathbogie Shire
- Towong Shire
- Wangaratta Rural City
- Falls Creek Alpine Resort
- Lake Mountain Alpine Resort.
- Mt Buller Alpine Resort
- Mt Hotham Alpine Resort
- Mt Stirling Alpine Resort

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4.1 Existing Regionally Significant Tracks and Trails in the Hume Region



Figure 3: Farmland near Mansfield

Existing tracks and trails in the Hume region that are considered to be regionally significant include:

- Murray to Mountains Rail Trail (Bright, Myrtleford, Beechworth, Milawa, Wangaratta, Wagungah and Rutherglen)
- High Country Rail Trail (Wodonga to Tallangatta)
- Great Victorian Rail Trail (Tallarook, Yea, Bonnie Doon, Mansfield)
- Mt Buller-Mt Stirling Mountain Bike Trails
- Australian Alps Walking Track (Walhalla to Canberra)
- Bicentennial National Trail (Healesville to Cooktown via the Alpine region)
- Falls to Hotham Alpine Crossing
- Razorback Walk
- Mt Buffalo Big Walk
- Alpine Loop Road Ride (from Falls Creek, through Omeo, Mt Hotham, then back to Falls Creek via Mt Beauty).

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Of these tracks and trails, the Murray to Mountains Rail Trail is recognised as a world class rail trail; the best of its kind in Australia. The EPIC mountain bike experience offered by Mt Buller-Mt Stirling Alpine Resorts is the only recognised EPIC mountain bike facility in Australia, which essentially means that it too is considered to be of an international standard and therefore very appealing to both the domestic mountain bike market and the international mountain bike market. It has recently secured funding to construct a new 40.39km long distance, cross country descending trail in December 2013⁸. Further, the Alpine Loop Road Ride is one, if not the most, challenging scenically spectacular road rides in Australia. Its appeal is international als.

The Bicentennial Trail commences in Healesville and finishes in Cooktown, Queensland. With a total length of 5,330km, it is recognised as the longest connected horse riding trail in the world. Beginning in Walhalla and finishing in Canberra, the 650km long Australian Alps Walking Track is also widely renowned as a regionally significant trail. Spectacular views and challenging walks in remote regions are all part of the attraction of the Falls to Hotham Alpine Crossing, the Razorback Walk and Mt Buffalo Big Walk. Both the High Country Rail Trail and the Great Victorian Rail Trail provide quality facilities for walkers, cyclists and horse riders, attracting people from all over Australia and internationally to enjoy the experiences offered in the region.



Figure 4: Australian Alps Walking Track

⁸ <http://flowmountainbike.com/2013/04/375000-toward-australias-first-imba-epic-mountain-bike-trail/>

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4.2 Current Geographic Distribution of Tracks / Trails in the Hume Region

From a geographic perspective, the majority of the regionally significant existing tracks and trails in the Hume region are confined to the south and north east. At present there are no regionally significant tracks or trails in Moira Shire, Greater Shepparton City, Strathbogie Shire or Benalla Rural City. Parks Victoria and Parks NSW are currently investigating the feasibility of developing a canoe trail in the Barmah Forest (Moira Shire and Murray Shire) and Benalla Rural City is in the process of developing Winton Wetlands as a regionally significant area for walking, cycling and bird watching. Greater Shepparton City Council has developed a small municipal level rail trail at Dookie and has plans to develop another small rail trail between Rushworth (in Campaspe Shire, Loddon Mallee region) and Murchison. Alpine Shire and Falls Creek Alpine Resort are in the process of developing additional mountain bike trails.

Areas with the largest number of regionally significant trails are Falls Creek Alpine Resort, Mt Hotham Alpine Resort, Alpine Shire and Mansfield Shire. The following table provides an overview of the geographic distribution of existing regionally significant tracks / trails in the Hume region:

Tracks / Trails	Municipality / Alpine Resort
Alpine Loop Road Ride	Alpine Shire Falls Creek Alpine Resort* Mt Hotham Alpine Resort*
Australian Alps Walking Track	Alpine Shire Mansfield Shire Falls Creek Alpine Resort* Mt Hotham Alpine Resort*
Bicentennial National Trail	Lake Mountain Alpine Resort Mansfield Shire Murrindindi Shire
Falls to Hotham Alpine Crossing	Falls Creek Alpine Resort* Mt Hotham Alpine Resort*
Great Victorian Rail Trail	Mansfield Shire Mitchell Shire Murrindindi Shire
High Country Rail Trail	Indigo Shire Towong Shire City of Wodonga
Mt Buffalo Big Walk	Alpine Shire
Murray to Mountains Rail Trail	Alpine Shire Indigo Shire Rural City of Wangaratta
Mt Buller-Mt Stirling Mountain Bike Trails	Mt Buller Alpine Resort Mt Stirling Alpine Resort
Razorback Walk	Falls Creek Alpine Resort* Mt Hotham Alpine Resort*

*Some of the walks at Falls Creek and Mt Hotham Alpine Resorts incorporate parts of another trail, e.g. the Falls to Hotham Alpine Crossing is a regionally significant trail that is primarily located on another regionally significant trail: the Australian Alps Walking Track.

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4.3 Activity Type Distribution of Tracks / Trails in the Hume Region

From an activity type distribution perspective walking is possible on nine of the ten regionally significant tracks / trails. Horse riding is possible on three of the ten trails, although only part of the High Country Rail Trail is accessible and additional work needs to be undertaken to improve the experience along the Great Victorian Rail Trail. From a cycling perspective, recreational cycling is possible along three of the ten trails; mountain biking on two; and road cycling on one. The following table shows the distribution of track / trail based activities within the region:

Track / Trail Name	Walking	Recreational Cycling	Mountain Biking	Road Cycling	Horse Riding
Murray to Mountains Rail Trail	✓	✓			
High Country Rail Trail	✓	✓			✓ part
Great Victorian Rail Trail	✓	✓			✓ possible
Mt Buller-Mt Stirling Mountain Bike Trails	✓ possible		✓		
Australian Alps Walking Track	✓				
Bicentennial National Trail	✓		✓		✓
Falls to Hotham Alpine Crossing	✓				
Razorback Walk	✓				
Mt Buffalo Big Walk	✓				
Alpine Loop Road Ride				✓	

4.4 Current Participation Rates in Track / Trail Based Activities in the Hume Region

In order to determine the need for additional opportunities and further investment in track / trail activities, it is important to understand current participation rates. Unfortunately there is very little data available regarding the number of users on tracks and trails at present. We do however know that the Murray to Mountain Rail Trail attracted 59,900 annual visitor days in 2010⁹ and that three of the trails at Mt Buller Mt Stirling Mountain Bike Trails attracted 14,472 users in 2012 (up from 6,112 users in 2010). The Australian Bureau of Statistics¹⁰ states that 22.9% of Australians use off-road cycle ways or bike paths. In Indigo Shire¹¹ 34% of local residents regularly use tracks and trails in the area and another 31% occasionally use these facilities. In the City of Wodonga¹², 49% of local

⁹ SGS Economics and Planning (2011) *Economic Impact of Cycle Tourism for Alpine Shire Council*.

¹⁰ Australian Bureau of Statistics: *4156.0 Sport and Physical Recreation: A Statistical Overview, Australia, 2012*

¹¹ Indigo Shire (2008) *Recreation Plan – Volume 3*

¹² Wodonga City Council (2007) *Wodonga City Municipal Recreation Plan*

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residents stated that they used the Wodonga Cycleway in the previous 12 months, primarily for walking or jogging.



Figure 5: Cyclists

The following table shows participation rates in the top 17 physical activities in Victoria. Where local data was available, it was included in this table. A key factor to highlight is the fact that three of the most common track / trail based activities rate in the top five physical activities in Victoria, ahead of more traditional organised team sports such as AFL football, golf, tennis, cricket, netball, basketball and soccer.

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No.	Activity	% of Adults 15+ who Participate in these Activities					% of Australian children 5-14 years who participate in these activities ¹³
		Victoria ¹⁴	Alpine Shire Council ¹⁵	Indigo Shire Council ¹⁶	Rural City of Wangaratta ¹⁷	City of Wodonga ¹⁸	
1	Walking	36.6%	63%	33%	61%	38.8%*	52.1%
2	Aerobics / Fitness	24.7%	11%	4%	18%	8.3%	Not available
3	Swimming	13.5%	15%	19%	20%	9.4%	37.8%
4	Cycling	12.7%	35%	18%	30%	9.6%	48.1%
5	Running	12.7%	9%	2%	5%	2.4%	7.8%
6	Golf	7.3%	6%	11%	5%	3.3%	Not available
7	Tennis	6.8%	7%	10%	5%	4.1%	10.6%
8	Australian Rules Football	5.4%	6%	4%	Not available	Not available	8.7%
9	Basketball	4.8%	5%	Not available	Not available	Not available	9.7%
10	Bushwalking	4.6%	7%	7%	7%	Not available*	4.3%
11	Yoga	4.3%	3%	Not available	Not available	Not available	Not available
12	Netball	3.8%	5%	5%	Not available	2.0%	Not available

¹³ Australian Sports Commission (2010) *Participation in Exercise, Recreation and Sport – Children's Report 2010*

¹⁴ Australian Sports Commission (2010) *Participation in Exercise, Recreation and Sport*

¹⁵ Alpine Shire Recreation and Open Space Plan 2013

¹⁶ Indigo Shire Recreation Plan 2008

¹⁷ Rural City of Wangaratta Recreation Strategy and Open Space Strategy 2012

¹⁸ Wodonga Municipal Recreation Plan 2007

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No.	Activity	% of Adults 15+ who Participate in these Activities					% of Australian children 5-14 years who participate in these activities ¹³
		Victoria ¹⁴	Alpine Shire Council ¹⁵	Indigo Shire Council ¹⁶	Rural City of Wangaratta ¹⁷	City of Wodonga ¹⁸	
13	Cricket (outdoor)	3.5%	2%	2%	Not available	Not available	Not available
14	Soccer (outdoor)	3.5%	3%	Not available	Not available	1.3%	16.5%
15	Soccer (indoor)	2.6%	Not available	Not available	Not available	Not available	Not available
16	Dancing	2.1%	2%	Not available	Not available	Not available	13.7%
17	Horse Riding	0.8%	3%	4%	Not available	0.9%	2.6%



Figure 6: The Big Walk, Mt Buffalo

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4.5 Visitors to the Hume Region

An estimated 7,902,000 visitors to the Hume region (and parts of southern NSW) in the past year. This figure is made up of 4,870,000 domestic day visitors, 2,975,000 domestic overnight visitors and 57,000 international visitors. Expenditure by these visitors is estimated to be in the vicinity of \$100-\$129 per domestic day visitor to \$101-\$149 per night for domestic overnight visitors. There are no reliable statistics available for international visitor expenditure, however, based on the average nightly spend of domestic overnight visitors, we will assume that this figure is \$124. Based on these figures, visitors to the Hume region (and parts of southern NSW) contributed approximately \$1,472 billion in the region in 2012.

Tourism Region	Domestic Day Visitors	Expenditure	Domestic Overnight Visitors	Expenditure	International Visitors	Expenditure
North East / High Country ¹⁹	1,555,000	\$148m or \$100 per visitor	1,285,000	\$594m or \$149 per night (average of 3.1 nights)	20,000	Statistically unreliable.
Goulburn River Valley ²⁰	1,971,000	\$197m or \$100 per visitor	702,000	\$167m or \$101 per night (average of 2.4 nights)	17,000	Statistically unreliable.
Albury Wodonga ²¹	870,000	\$112m or \$129 per visitor	539,000	\$195m or \$127 per night (average of 2.8 nights)	14,000	Statistically unreliable.
Sun Country ²²	474,000	\$52m or \$111 per visitor	449,000	\$183m or \$119 per night (average of 3.4 nights)	6,000	Statistically unreliable.
TOTAL	4,870,000	\$509m	2,975,000	\$956m	57,000	Statistically unreliable (we will assume a night rate of \$124 will equal \$7m).

NB:

- Tourism North East – incorporates the following municipalities: Wangaratta, Indigo, Alpine, Benalla, Towong, Mansfield and alpine resorts

¹⁹ <http://www.tourismnortheast.com.au/wp-content/uploads/2012/03/High-Country-YE-Jun-12.pdf>

²⁰ <http://www.goulburnrivervalley.com.au/sitebuilder/visitationstatistics/knowledge/asset/files/17/goulburnrivervalleyedec12.pdf>

²¹ Murray Regional Tourism Board (2013) *Travel to the Murray Region – Year Ended December 2012*

²² Murray Regional Tourism Board (2013) *Travel to the Murray Region – Year Ended December 2012*

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- Goulburn River Valley Tourism – incorporates the following municipalities: Greater Shepparton, Murrindindi, Mitchell, Strathbogie and Euroa
- Albury Wodonga – incorporates Albury (NSW) and Wodonga
- Sun Country (incorporates Cobram, Moira, Numurkah, Corowa (NSW), Corowa region (NSW), Tocumwal (NSW), Finley (NSW) and Jerilderee (NSW).

The majority of these visitors come to the Hume region for 2-4 nights to have a holiday or to enjoy their leisure time. At least three quarters of all domestic visitors to the region are from other parts of Victoria, particularly Melbourne. Domestic visitors are likely to be an older couple or a family grouping comprising at least one parent and the youngest child aged 14 or less. International visitors tend to be either over 65 years of age or between 15-34. Primary countries of origin at present for international visitors are: UK, New Zealand , USA and France.

There is no information available about the number of these visitors who undertake track / trail based activities.



Figure 7: Historic Streetscape in Chiltern

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4.6 Tracks and Trails in Neighbouring Areas

Both the Bicentennial Trail and the Australian Alps Walking Track extend beyond the boundaries of the Hume region. Commencing in Healesville, the Bicentennial Trail traverses through the High Country and much of rural NSW and Queensland on its way to its end point in Cooktown, Queensland. The Australian Alps Walking Track commences in Walhalla and traverses through part of the Gippsland region and rural NSW on its way to Canberra.

There are a number of other existing tracks / trails of municipal and regional significance in neighbouring areas of Victoria and NSW which could potentially be linked to tracks and trails in the Hume region. However, linking to other regionally significant tracks / trails would only be recommended if the development is likely to encourage greater use of the regionally significant tracks and trails in the Hume region by local residents and visitors.

Only two of these are connected to the Hume region at Wodonga at present: Hume and Hovell Walking Track which commences in Yass and finishes in Albury, NSW and the network of tracks and trails in Albury, NSW. There is some potential to develop a link from Albury to the High Country Rail Trail via the west side of Lake Hume and Bonegilla. This development could create a good loop along the High Country Rail Trail, but could potentially draw people away from travelling further along the Rail Trail to Tallangatta. Further research needs to be undertaken to determine the possible impact of such a development, although each sections is most likely to attract different user groups. Funding for such a development would need to be shared between Albury City Council and Wodonga City Council. At this stage the priority of Wodonga City Council is to improve its existing trail assets.



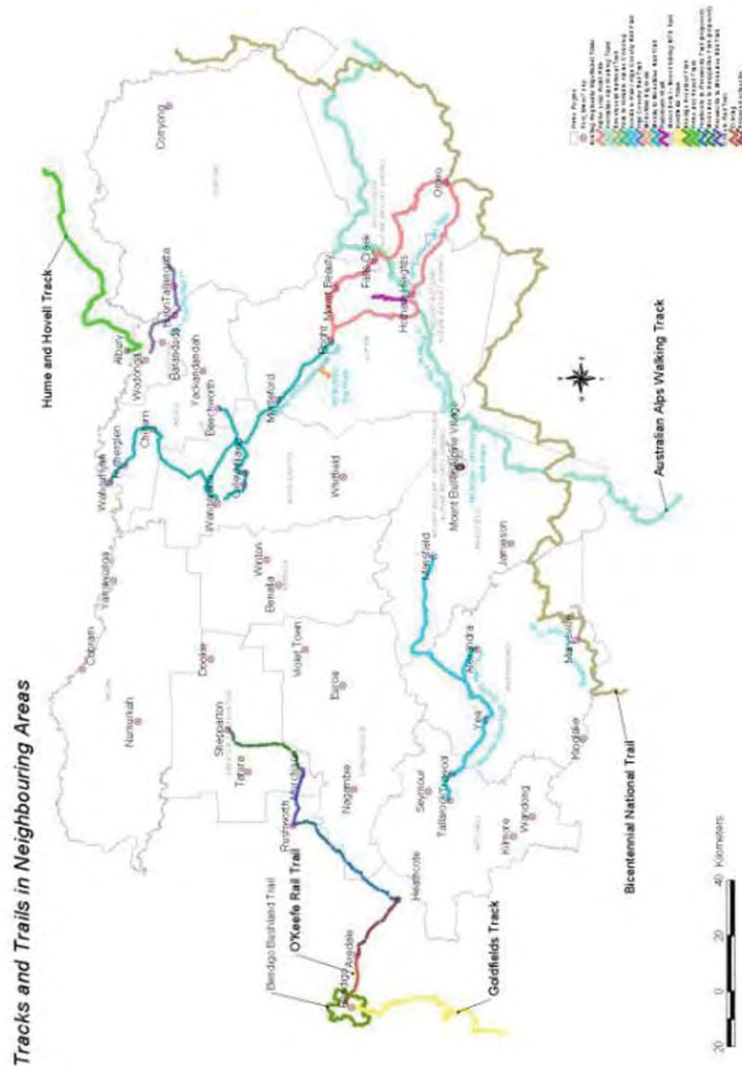
Figure 8: High Country Rail Trail, Wodonga

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Figure 9: Beginning of proposed Rushworth to Murchison Rail Trail

The O'Keefe Rail Trail (located between Bendigo and Heathcote in the City of Greater Bendigo) could potentially link with the Great Victorian Rail Trail if the Wandong to Heathcote Trail is established by Mitchell Shire and if linkages are made across to Seymour and Tallarook. The O'Keefe Rail Trail could also potentially link through state forest from Heathcote in the City of Greater Bendigo to Rushworth in Campaspe Shire, all the way through to Murchison in Greater Shepparton via the proposed Rushworth to Murchison Rail Trail and then potentially into Shepparton itself. Both of these are long term plans and are dependent upon the Rushworth to Murchison and the Kilmore to Heathcote trails being established.



Figure 10: Potential site for trail from Rushworth to Murchison

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The following table provides an overview of tracks and trails in neighbouring areas:

Track / Trail	Comments
Hume and Hovell Walking Track, Albury (NSW)	Trail currently finishes in Albury. Mostly single track through bushland, part will be converted to a 2.5-3m wide trail. Managed by NSW Crown Lands. Will be sealed. Currently narrow and undefined.
O'Keefe Rail Trail (with links to Goldfields Track and proposed Daylesford to Woodend Rail Trail). Greater Bendigo City Council	Located between Bendigo and Axedale. Currently being extended to Heathcote. Could connect to Hume region through the proposed Rushworth to Murchison Rail Trail or through the proposed Wandong to Heathcote Trail. The O'Keefe Rail Trail connects to Castlemaine, Daylesford, Ballarat and Bacchus Marsh via the 210km long Goldfields Track (an unsealed walking / mountain bike riding trail). Planning is also currently underway for the development of a rail trail between Daylesford and Woodend and an extension of the Goldfields Track from Blackwood to Macedon. Direct connection to Hume region does not yet exist.
Craigieburn Bypass Melbourne	The Craigieburn bypass is a 17km shared off road pathway which connects to the Metropolitan Ring Road Pathway from Craigieburn. It will run along the east side of the bypass to Curly Sedge Creek. At this point it will go underneath the bypass and continue along the west side of the bypass to join the Hume Highway at Amaroo Road, Craigieburn. Direct connection to Hume region does not yet exist.
Merri Creek Trail Melbourne	The Merri Creek Trail commences at Dights Falls where it joins the Main Yarra Trail (Melway 44 F3) and follows the Merri Creek to Moomba Park where it joins the Western Ring Rd path (Melway 7 J11). It is approximately 25km in length. Direct connection to Hume region does not yet exist.
Lilydale to Warburton Melbourne	The Lilydale to Warburton Rail Trail is a 38km trail that travels between the Lilydale and Warburton railway stations. Direct connection to Hume region does not yet exist.
Albury Trails (NSW)	A number of trails in Albury travel south to the Murray River and feed into Wodonga's urban network, i.e. Murray River Trail, West Albury Trail, Bungambrawartha Creek Trail, South Albury Trail, Albury Thurgoona Trail, East Albury Trail, Thurgoona Trail and Norris Park Link. The proposed Lake Hume to Wonga Wetlands trail will be mostly off road. Private land issues. Will go to Apex Park. There are trail linkages across bridge. Need to undertake some improvements on causeway around Wodonga Creek. May ultimately link to Howlong.

In terms of value to the Hume region, physical or transportation linkages between the High Country Rail Trail, the Murray to Mountains Rail Trail and the Great Victorian Rail Trail are likely to be more beneficial than linking to tracks / trails outside the region. These linkages will help to create an extensive network of trails which is likely to encourage people from all over Australia and nationally to visit the region for an extended period of time.

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5.0 What do we Know About our Tracks and Trails Users?

In order to gain an understanding of the needs of track / trail users, a survey was designed and distributed electronically via a range of different networks. 536 people completed this survey. Based on the result of the survey, we know that:

5.1 Motivation for Trail Use

The prime motivation for using tracks and trails in the Hume region by survey respondents is for enjoyment (36.5%), followed closely behind as an activity to do with family and friends (28.5%).

5.2 Mode of Transport

The majority of people who completed the survey primarily used a mountain or hybrid bike to travel along their chosen track / trail (60.0%). Road riders (17.6%) and walkers (15.9%) were the next two most popular answers.

5.3 Distance Travelled

Distance travelled along regionally significant tracks and trails by survey respondents varied greatly (note that the three quarters of survey respondents travelled by some form of bicycle). Forty-five percent (45%) of trail users travel anywhere between 16-50km per day. Another 15.6% indicated a total travel distance of more than 100km.

5.4 Length of Stay in the Hume Region

Forty percent (40%) of survey respondents were local people. Of those who completed the survey from other parts of Australia, most stayed between two days (30.3%) and three (24.9%), with a reasonable number staying for four or more days (23.9%).

5.5 Track / Trail Experience

In general, users of regionally significant tracks and trails in the Hume region agree or strongly agree that their experience using trails has been positive.

5.6 Most Desired Characteristics or Features of Tracks and Trails

Respondents were asked (via an open ended question) to identify the characteristics or features that they would like to see included on any new regionally significant tracks or trails in the region. The top ten responses included:

1. Smooth all weather surface – bitumen or well compacted gravel surface (53)
2. Signage that is clear; provides interpretive information; shows distances; and is not able to be vandalised (32)
3. Accommodation, food and attractions accessible to the track / trail (32)
4. Trails that are multi-purpose and suitable for all users including families and people riding road bikes and hybrids (27)
5. Natural bush scenery along the track / trail (18)
6. Access to drinking water along the track / trail (18)
7. Historical landmarks and information to be featured along the track / trail (16)
8. Off road trails with minimal road crossings (16)
9. Opportunities to access tracks / trails by using public transport (15)
10. Links with other existing tracks / trails (15)

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5.7 Important Initiatives or Features for Tracks and Trails

Survey respondents were asked to identify the key features of importance (from a specified list) when choosing to use a track or trail in the Hume region in the future. The top ten responses included:

1. Information to allow self-guided tours (301)
2. E-newsletters to keep users up to date on tracks/trails in the region (244)
3. Bicycle transfers between destinations (215)
4. Development of other types of tracks or trails e.g. kayaking/canoeing (204)
5. Development of apps and QR codes for smart phones incorporating track/trail information (196)
6. Ability to transport bicycle on public transport or plane to region (182)
7. Luggage transfers between destinations (173)
8. Ability to book all aspects of visit online (167)
9. Budget packages including guide, luggage transfer, accommodation (163)
10. Mid-range packages including guide, luggage transfer, accommodation (141)

5.8 Preferred Information Sources

Survey respondents were asked to identify their preferred way to find out about tracks and trails. The four most popular sources of information are:

- information on individual track / trail websites (39.7%);
- information on state or regional tourism websites such as Tourism North East or Tourism Victoria (19.1%);
- brochures / maps from tourist information centres (18.5%); and
- signage on the track / trail (9.4%).

Whilst some people like to hear from others about tracks and trails (5.3%), there was little support by survey respondents for sourcing information from activity specific magazines (3.2%); from state based organisations (2.4%) or from guide books (2.4%). Others suggested the Rail Trails Australia website, apps, e-newsletters and online mountain bike forums. A number of respondents believe that the marketing approach needs to be multi-faceted, rather than relying on one source only.

5.9 Barriers to Trail Use

The 70 survey respondents who indicated that they don't use regionally significant tracks or trails were asked to identify the main barrier to participation. Just over one third of these people said that they are not aware of the opportunities available (34.3%). A further 27.1% said that they live too far away from any of the regionally significant tracks or trails; and another 10.0% stated that they don't own a road bike, mountain bike or horse to enable them to use the tracks or trails.

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6.0 What can we Learn from Other Internationally Significant Tracks and Trails?

As part of the research component of the Strategy, seven internationally significant tracks and trails were assessed to identify what makes these tracks / trails successful; how they are managed; how they attract funds; etc. These tracks and trails include:

Name of Track / Trail	Track / Trail Type	Distance	Surface	No. of Trail Users Each Year
Milford Track, New Zealand	Hiking track.	54 km	Natural surface.	6,500
Overland Track, Cradle Mountain, Tasmania	Hiking track.	65km	Natural surface.	8,000
Lilydale to Warburton Rail Trail, Victoria	Shared trail for walkers, cyclists and horse riders.	39km	Crushed rock and tar.	Not known. Most used rail trail in Victoria.
Otago Rail Trail, New Zealand	Shared trail for mountain bikers, walkers and horse riders.	150km	Gravel surface.	Entire length: 14,503. Poolburn section 20,588.
Mule Trail, Grand Canyon, USA	Trail for mules, horses and walkers.	34km	Natural surface.	10,000 per year (capped)
Valmont Bike Park, Boulder, Colorado, USA	Bike park facilities.	42 acres	Natural surface.	50,000 per year.
The Whole Enchilada	Mountain bike track.	48km descending over 2km	Natural surface.	Not known. Up to 500 users on Saturdays during peak season.

Detailed information on each of these tracks / trails is provided in the Appendix. Key learnings from this exercise include are detailed below.

6.1 Partnerships with Private Businesses

All trails assessed through the benchmarking exercise are supported by private businesses near the track / trail such as accommodation operators, tour operators, transport operators, etc; and some are supported by licensed tour operators or concessions on the track / trail.

Milford Track and the Overland Track have both partnered with private businesses to create more upmarket guided tours and accommodation options along their respective tracks. Each of these private operators pays a license fee each year to the management authority to use the track. These funds are then redirected back into the development, management and maintenance of the track.

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Guided tour companies typically charge between \$2,000 to \$3,000 per walker for an all inclusive guided tour sleeping in more luxurious accommodation.

Otago Central Rail Trail businesses displaying the New Zealand Cycle Trail Official Partner logo meet minimum cycle-friendly standards. They provide a quality experience, high level of customer service for cyclists and prompt friendly service to all cyclists. Their staff can provide first-hand knowledge of the Otago Central Rail Trail and explain how to get more information and maps of other local bike trails. Cycle friendly accommodation will have made provision for securing bikes, a bike stand, basic tools, and/or know the contact details and opening hours of the nearest bike repair shop.

The City of Boulder Parks and Recreation Department selected Avid4 Adventure to provide a variety of cycling classes and programs at Valmont Bike Park. A one-year contract with renewal options for up to two additional years was awarded. Selection was based on criteria established by the department for management of programs and classes to be offered at the park. Avid4 Adventure is the primary provider of all organised recreational programming at Valmont Bike Park, including program development, staffing and registration. The City of Boulder shares revenue generated from these programs.

6.2 Limiting the Number of Trail Users

Both the Milford Track and the Overland Track limit the number of walkers who can start the track each day. The Milford Track allows for 40 independent walkers to start the track each day and 50 through guided opportunities; the Overland Track allows only 60 departures each day during the peak walking season: 34 independent walkers; 13 group members from schools / community groups; and 13 walkers departing with the commercial tour company using private hut accommodation.

The Grand Canyon has capped the number of riders on its Mule Trail to 10,000 per annum.

6.3 Limiting the Season

Due to the potential for snow and wintery conditions, the Milford Track is only open from late October to late April each year. Similarly, the Mule Trail in the Grand Canyon on the north rim is only available from 15 May to 15 October due to the potential for heavy snow. Valmont Bike Park is open daily from dawn to dusk, but is closed during bad weather.

6.4 Raising Revenue

The Overland Track charges walkers a Parks Pass (\$30 for up to 8 weeks per person) and an Overland Track Fee (\$200). These fees, along with revenue raised through commercial licenses, fully recover the operational and maintenance costs of the Overland Track at T1 standard.

The Otago Rail Trail is operated by the Otago Central Rail Trail Charitable Trust. As this is a registered charitable organisation, it can receive donations from community members. It also sells advertisements on the trail pamphlet, on the website and in the trail passport to help cover the cost of maintenance. Additional revenue raising initiatives of the Otago Rail Trail are a guide book (\$25), a trail passport (\$10) and a DVD (\$20).

The Mule Trails in the Grand Canyon (USA) receives maintenance revenue through park entrance fees; concession franchise fees; Grand Canyon Association (an official fundraising entity for the park) and other Federal Government funding, however this amount is insufficient to carry out all works.

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Boulder Mountain Bike Alliance sells individual membership to the Alliance for between \$50 and \$1,000 to assist with maintenance and development costs of the Valmont Bike Park. Entry to the park is free. Donations were sought from the private sector, various foundations and individuals to establish the park initially.



Figure 11: Donation board at Valmont Bike Park, Boulder, Colorado, USA

6.5 Transportation and Parking

Parking is generally available at trail heads of most of the tracks and trails assessed as part of the benchmarking exercise, and many are serviced by shuttle buses or regular buses or trains. Catch-A-Bus is a passenger service that follows the Otago Rail Trail in its entirety. It offers a 24 hour booking line and will pick up passengers, luggage and bikes door to door. It will also forward baggage to the next overnight stop. Some tour operators along the Otago Rail Trail offer secure off road and undercover parking.

6.6 Protecting the Environment

Trail erosion has been reported as an issue on the Milford Track, the Overland Track, the Mule Trail in the Grand Canyon and the Whole Enchilada Mountain Bike Track. The effects on the sensitive natural ecosystems is a concern on the Milford Track. A key concern for the Overland Track is to protect the area from devastating pests and diseases. To help reduce this risk, boot wash down stations have been installed and Parks and Wildlife Tasmania has produced a bio-security fact sheet which is available on its website. This fact sheet provides information about staying on the track at all times and cleaning and drying all equipment and camping gear.

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Waterless composting toilets are used along the Overland Track. This system costs considerably more to maintain than a regular toilet, as it requires helicopter removal of solid wastes and remnant liquid, to an authorised 'Controlled Waste' site. This work is undertaken annually by a licensed waste removal contractor, typically during autumn. This ensures no discharge of faecal matter to the environment.

The Otago Rail Trail and the Grand Canyon Mule Trail have also installed environmentally friendly toilets.

To prevent the introduction of non-native plants into the Grand Canyon, only certified weed free forage (hay, straw, mulch) can be used on the Mule Trails in the park. Stock groups must be prepared to display proof of certification tags. Both in-state and out-of-state residents are required to bring a current health certificate with negative Coggins test for each equine. Horse riders are encouraged to prevent the spread of noxious weeds by cleaning stock trailers and the hooves, coat, mane and tail of stock before entering the park and to feed weed free forage or processed feed to stock for a few days before.



Figure 12: Grand Canyon, Arizona, USA

In relation to the Whole Enchilada Mountain Bike Track, the US Forest Service is constantly pressured by competing user groups to open new trails and sensitive areas and to relax regulations. However, the Forest Service is mandated to conserve resources for future generations and to limit impacts to the level at which the forest health can be sustained on all levels, including water quality, ecology and scenic value. Some strategies of the US Forest Service in Utah are: to encourage

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mountain bike riders to wash their bikes before leaving or entering a new area to help prevent the spread of weeds; changing the use designation of some existing non-motorised trails; placing seasonal closures on some trails; and closing and reclaiming some existing trails that are no longer needed on the trail system.

6.7 Trail User Conflict

Both the Milford Track and the Overland Track report some level of trail user conflict and negative interactions between trail users. Crowding has been reported on the Milford Track and both Tracks have reported some conflict between trail users making too much noise in huts. The Milford Track has reported incompatible uses (e.g. those seeking an experience of self-reliance versus those who prefer to be guided). To help alleviate some potential trail conflict, the Overland Track insists that walkers travel in a north to south direction in peak time; limits the number of walkers during peak season; and requires bookings to be made between 1 October and 31 May each year.

Similarly, the Mule Trail in the Grand Canyon has reported conflict between mule riders and hikers, which has partially been alleviated through the introduction of trail etiquette and the realignment of some trails. To prevent congestion and conflicts on the Mule Trail, rules have been established regarding specific times of the day when each trail can be travelled downhill and when it can be travelled uphill.

Occasional conflicts have also been reported between mountain bike riders and hikers on the Whole Enchilada Mountain Bike Track.

6.8 Marketing

All tracks / trails assessed through the benchmarking exercise have their own websites and many use social media sites too. The Otago Central Rail Trail uses social media sites extensively. It is listed with Trip Advisor, features on Stumble Upon, Social Mention, TweetGrader, About Me, Facebook, LinkedIn and YouTube. In addition to having its own website, its e-newsletter has 3,500 subscribers.

6.9 Bookings

The Milford Track, the Overland Track and the Otago Rail Trail experiences can be completely booked on line, either through the government agency responsible for the management of the track / trail; through licensed operators or through agencies such as Otago Rail Trail Booking Service (a free service to book accommodation, as well as bike hire, luggage transfers, transport and train bookings).

Due to strong demand, the Mule Trail at the Grand Canyon needs to be booked approximately 13 months in advance.

6.10 Drinking Water

Rainwater tanks are provided at each of the main huts on the Overland Track, whereas on the Mule Trail in the Grand Canyon, trail operators supply overnight riders with a new water canteen and day riders with water.

The Otago Central Rail Trail website encourages people to take their own drinking water with them and to replenish water supplies at local businesses. It states that treated drinking water is not always readily available. It also states: "The Central Otago climate is unique and rainfall is scarce.

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Suitable drinking water can be costly for businesses to provide, so you shouldn't expect to be able to fill your water bottle as and when you need to".

Although the Valmont Bike Park provides a drinking fountain, it still encourages users to bring their own water along.

6.11 Risk Management

One of the main issues impacting upon the Overland Track and the Grand Canyon Mule Trail is evacuating walkers and / or mule and horse riders if there is a bushfire. So that management has an idea of how many people are along the trail at a given time, the Overland Track uses information contained within the booking data as well as log books at the beginning and end of the track. Another issue for the Grand Canyon Mule Trail is the emergency evacuation of riders at the bottom of the Grand Canyon.

The Lilydale to Warburton Rail Trail indicates the state road network number and highlights dangerous road crossings. Trail users along the Otago Rail Trail are advised via websites and promotional materials that there may be some loose material and bumps along the trail and that there are some areas where mobile phone reception is weak or not available.

The Boulder Mountainbike Alliance provides updates on the condition of all trails at Valmont Bike Park on its website and also onsite.

6.12 Involving Community Members and Groups

The City of Boulder Parks & Recreation Department initiated a Trail Crew Volunteer Program at the Valmont Bike Park, which attracted over 600 volunteers. These volunteers firstly learned about bike trail maintenance and then worked side by side with staff to maintain, rebuild, and in the future enhance the bike park. Regular workdays are held on Tuesdays from 9 a.m. to 1 p.m. Boulder Mountainbike Alliance also contributes funding and volunteer effort to build and maintain these trails.

The City of Boulder Parks and Recreation Department has also trained up more than 100 people as Park Hosts to convey information to the general public about the park features including which jump lines are right for them or the best way around the Glade trails.

Many hours of voluntary labour are contributed to the Otago Rail Trail by the four members of the Otago Central Rail Trail Charitable Trust.

6.13 Data Collection

The seven permanent counters on the Otago Rail Trail (metal pads that sit below the ground) cannot differentiate between cyclists and walkers; however technology is currently being developed by New Zealand Department of Conservation to achieve this.

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7.0 What Have We Learned from the Literature Review?

A total of 40 documents were reviewed and analysed in order to understand the context and policy directions associated with the development of tracks and trails at a state, regional and local level. A full summary of these state, regional and local level documents are contained within the Appendix.

Key findings of the literature review are:

Issue	Comments
Hume region	<p>The High Country in the Hume region is recognised by Tourism Victoria as the leading cycle tourism region in Victoria due to its diverse terrain suitable for road cycling, mountain biking and rail trails, as well as its existing and potential events (e.g. the Audax Alpine Classic and Terra Australis)²³. Tourism Victoria's priorities are to further enhance the Murray to Mountains Rail Trail and the Great Victorian Rail Trail, as well as developing mountain bike attractions of an international standard in the High Country.</p> <p>One of the opportunities identified in The Hume Strategy for Sustainable Communities (2010)²⁴ is to strengthen and expand the cycling economy in the region. Three specific trail developments were identified in this document: Bright to Harrietville; Wangaratta to Whitfield; and Winton Wetlands.</p>
Data and Research	<p>There needs to be a greater emphasis on collecting, collating and analysing data. A methodology for modelling current and potential demand for trails also needs to be developed. This could then help promote a better understanding of the potential impact of cycling on regional tourism^{25 26 27}.</p>
Governance	<p>The process for delivering shared trails across municipal boundaries with multiple land managers needs to be reviewed. Similarly, legislation regarding managing and maintaining off road paths needs to be reviewed²⁸.</p>
Communication	<p>There is a need to improve communication between industry stakeholders at a local, state and national level that create a productive and supportive industry structure and that also benefits local communities.²⁹ Consider dissemination of a monthly industry and consumer e-newsletters³⁰.</p>
The Market	<p>Shared trails, such as rail trails, are predominantly used by couples aged fifty plus and families with children, mostly from Melbourne. They seek an experience that allows them to spend quality time with friends and family and perhaps explore villages and food and wine attractions.</p>

²³ Tourism Victoria (2011) *Victoria's Cycle Tourism Action Plan 2011-2015*

²⁴ Hume Regional Management Forum (2010) *The Hume Strategy for Sustainable Communities (2010-2020)*

²⁵ Victorian Government (2012) *Cycling into the Future 2012-2013 and Action Plan 2013-2014*

²⁶ Victorian Government (2004) *Victorian Trails Strategy 2005-2010*

²⁷ Murray to Mountains Committee of Management (2010) *Murray to Mountains Cycle Tourism Strategy 2010-2013 (Draft)*

²⁸ Victorian Government (2012) *Cycling into the Future 2012-2013 and Action Plan 2013-2014*

²⁹ Murray to Mountains Committee of Management (2008) *Murray to Mountains Cycle Tourism Strategy 2008-2010*

³⁰ Murray to Mountains Committee of Management (2010) *Murray to Mountains Cycle Tourism Strategy 2010-2013 (Draft)*

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Issue	Comments
	<p>Mountain bike riders are generally well educated professional males between 30-39 years of age with high disposable incomes. These riders may come from interstate and enjoy the challenge and health and fitness benefits that can be obtained from riding. They generally travel to an area specifically for mountain bike riding with like-minded people.</p> <p>People who take part in cycling events are generally well educated professional males between 40-54 years of age with high disposable income. They enjoy the health and fitness benefits of cycling and may come from interstate to compete (especially NSW or ACT). They may bring some others along with them as spectators³¹.</p>
Private Investment	<p>Private investment is needed to complement tracks / trails and the associated natural attractions³². There needs to be an integrated policy and planning framework, or an enabling environment, to encourage private investment. Consideration should be given to:</p> <ul style="list-style-type: none"> • “providing for longer-term leases of up to 65 years that match tenure to return on investment (excluding national parks) • investigating planning mechanisms to facilitate nature-based tourism infrastructure development on private land • increasing maximum licence terms to 10 years for tour operators on public land • creating a sustainable model for private investment into public land infrastructure.”³³
Business Development	<p>Need to provide training to existing and potential businesses, as well as land managers and business partners to improve tourism knowledge, professionalism and excellence. Also need to consider business skills mentoring programs and other resource tools^{34 35 36}.</p> <p>Additional aspects such as websites, online booking systems, new events, new tours, infrastructure fund for small businesses to become bicycle friendly and an information strategy targeting the visiting friends and relatives markets should also be considered³⁷.</p>
Transport	<p>The capacity to carry bikes on public transport in Victoria is limited and innovative ways to increase the accessibility of cycle tourism experiences, in</p>

³¹ Tourism Victoria (2011) *Victoria's Cycle Tourism Action Plan 2011-2015*

³² Tourism Victoria (2011) *Victoria's Cycle Tourism Action Plan 2011-2015*

³³ Victorian Government (2008) *Victoria's Nature Based Tourism Strategy 2008-2012*

³⁴ Victorian Government (2008) *Victoria's Nature Based Tourism Strategy 2008-2012*

³⁵ Murray to Mountains Committee of Management (2010) *Murray to Mountains Cycle Tourism Strategy 2010-2013 (Draft)*

³⁶ Towong Shire (2010) *Tourism Strategy 2010-2013*

³⁷ Murray to Mountains Committee of Management (2008) *Murray to Mountains Cycle Tourism Strategy 2008-2010*

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Issue	Comments
	partnership with relevant government agencies and public transport operators needs to be explored ^{38, 39} .
Events	Events can bring significant resources into a community. A key action is to identify and prioritise mountain biking events that have the potential to attract visitors to the State, including Terra Australis MTB Epic and Bike Buller MTB Festival. ⁴⁰
Packages	There is a need to encourage the private sector to develop tourism packages that combine trails, transport, tours, accommodation and attractions. ⁴¹
Need to Increase Visitor Yield	Whilst opportunities exist for self-reliant nature tourism visitors, there are limited experiences available for high yield visitors in regional Victoria. Issues hindering growth are the five A's: attractions; access; activities; amenities; and accommodation. ^{42, 43, 44}
Sustainability	Maintain a healthy environment by developing and implementing a consistent approach for reducing visitor impacts on public land. ^{45, 46} Work with Aboriginal communities to establish Aboriginal tourism products ⁴⁷ .
Visitor Experiences	Develop authentic and memorable experiences by encouraging high yield commercially-run walking tours and demountable standing camps / accommodation in the High Country. Develop world class visitor attractions at key national parks and position Victoria as Australia's premier mountain bike destination ⁴⁸ . Visitor experience includes: place; infrastructure; services; tours / activities / attractions; and interpretation. ^{49, 50, 51}
Marketing	Need to develop online booking systems; increase presence of tracks / trails online; develop a full suite of maps; undertake collective or cooperative

³⁸ Tourism Victoria (2011) *Victoria's Cycle Tourism Action Plan 2011-2015*

³⁹ Murray to Mountains Committee of Management (2010) *Murray to Mountains Cycle Tourism Strategy 2010-2013 (Draft)*

⁴⁰ Tourism Victoria (2011) *Victoria's Cycle Tourism Action Plan 2011-2015*

⁴¹ Tourism Victoria (2011) *Victoria's Cycle Tourism Action Plan 2011-2015*

⁴² Victorian Government (2008) *Victoria's Nature Based Tourism Strategy 2008-2012*

⁴³ Murray to Mountains Committee of Management (2008) *Murray to Mountains Cycle Tourism Strategy 2008-2010*

⁴⁴ Towong Shire (2010) *Tourism Strategy 2010-2013*

⁴⁵ Victorian Government (2008) *Victoria's Nature Based Tourism Strategy 2008-2012*

⁴⁶ Victorian Government (2004) *Victorian Trails Strategy 2005-2010*

⁴⁷ Victorian Government (2008) *Victoria's Nature Based Tourism Strategy 2008-2012*

⁴⁸ Victorian Government (2008) *Victoria's Nature Based Tourism Strategy 2008-2012*

⁴⁹ Australian Alps National Landscape Inc. (2010) *Australian Alps National Landscape Tourism Strategy for the International Experience Seeker Market*

⁵⁰ Murray to Mountains Committee of Management (2010) *Murray to Mountains Cycle Tourism Strategy 2010-2013 (Draft)*

⁵¹ Towong Shire (2010) *Tourism Strategy 2010-2013*

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Issue	Comments
	marketing; utilise technology and social media; and use high quality images and text to promote tracks and trails in the media ^{52 53 54 55} . Also need to undertake market research to identify what existing and potential trail users want. ⁵⁶
Green Season Visitation	Need to selectively develop 'green season' visitation, or spring, summer and autumn visitation to Alpine Resorts. However, there needs to be product differentiation between resorts and realistic expectations about what is possible in economic terms. It is suggested that the Government build market confidence and show leadership by supporting a small number of key initiatives, which may be of benefit beyond the green season ⁵⁷ .
Infrastructure Development	Need to improve existing infrastructure and develop new infrastructure to build on the overall product offering in the Hume region ^{58 59 60} .
Trail Design	Flooding and fires both occur regularly in the Hume region and therefore tracks / trails need to be designed to account for these issues. Steel and earthen structures are generally preferred over timber in such locations ⁶¹ .



Figure 13: Great Victorian Rail Trail

⁵² Victorian Government (2008) *Victoria's Nature Based Tourism Strategy 2008-2012*

⁵³ Victorian Government (2004) *Victorian Trails Strategy 2005-2010*

⁵⁴ Murray to Mountains Committee of Management (2010) *Murray to Mountains Cycle Tourism Strategy 2010-2013 (Draft)*

⁵⁵ Towong Shire (2010) *Tourism Strategy 2010-2013*

⁵⁶ Murray to Mountains Rail Trail Committee of Management (2012) *Strategic Plan 2012-2017*

⁵⁷ Alpine Resorts Coordinating Council (2012) *Draft Alpine Resorts Strategic Plan*

⁵⁸ Murray to Mountains Committee of Management (2008) *Murray to Mountains Cycle Tourism Strategy 2008-2010*

⁵⁹ Murray to Mountains Rail Trail Committee of Management (2012) *Strategic Plan 2012-2017*

⁶⁰ Towong Shire (2010) *Tourism Strategy 2010-2013*

⁶¹ Parklands Albury Wodonga Ltd (2010) *The Murray River Strategic Plan 2010-2022*

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8.0 What Have We Learned from the Tracks and Trails Audit?

Each of the existing regionally significant tracks and trails in the Hume region was physically audited to identify possible areas of improvement, prior to consultations taking place. Individual trail observations and suggested improvements are contained within the Appendix of the Strategy. Generic issues that have been identified include:

8.1 Marketing and Promotion

- Need to update promotional materials such as brochures and websites, as much of the information is out of date on some websites.
- Need to articulate the type of surface track / trail users are likely to encounter through marketing material.
- Need develop consistent branding of signage along a trail.
- Need to ensure that track / trail information (including accommodation, guided tours, bicycle hire, shuttle services, etc) is available at Visitor Information Centres in neighbouring municipalities.



Figure 14: Trail head signage on the High Country Rail Trail at Tallangatta

8.2 Signage

- Need to improve signage to trail heads from the centre of towns; to toilets; to drinking water; to car parks / access points; from main roads to the track / trail; and to businesses available in towns.
- Ensure safety signage on trails and roads is adequate (e.g. 'Warning Cyclists' road signs)

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- Ensure directional / reassurance signage is adequate, particularly in towns where no formed trail is present.
- Provide good interpretive signage to improve overall appeal of trail e.g. Cobungra Ditch and The Huts Walk at Mt Hotham.

8.3 Surfaces

- Need to improve some track / trail surfaces (e.g. particularly at the Wodonga end of the High Country Rail Trail)

8.4 Maintenance

- Need to ensure maintenance issues are regularly identified and attended to.

8.5 Safety

- Safety is of paramount importance, particularly on road routes such as the Alpine Loop Road Ride. Need to consider widening of road shoulders on dangerous stretches.

8.6 Infrastructure

- Provide sufficient supporting infrastructure such as bike racks, seats, drinking fountains, toilets and shelters.

8.7 Connections

- Need to improve connections from the centre of town to the track / trail (e.g. in Mansfield and Wodonga)

8.8 Businesses

- Need to increase the number of supporting businesses alongside some tracks / trails (e.g. High Country Rail Trail)

8.9 Access

- Need to identify which sections of tracks / trails are accessible for people with disabilities.

8.10 Public Transport

- There are limited connections to public transport along some tracks / trails.

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9.0 What Have We Learned from the Consultations?

Extensive consultation was undertaken to determine the key issues and actions required to advance the development, management and maintenance of regionally significant tracks and trails in the Hume region. There were three different types of consultation undertaken with the community. These processes included:

- Conducting 40 interviews / workshops with Council staff, State Government staff, Alpine Resort staff, representatives of cycling groups, walking groups, horse riding groups, business operators and general community members throughout the entire Hume region as well as in Melbourne (154 participants).
- Analysing 556 community surveys.
- Reviewing 19 written submissions received from community members.

Detailed results from each of these consultative processes can be found in the Appendix. Key findings from the consultation included:

9.1 Specific Trail Developments Suggested

Issue	Details	Source		
		Workshops	Surveys	Submissions
Murray to Mountains Rail Trail 	Support for connecting the trail from Rutherglen to Chiltern and Springhurst	✓	✓	✓
	Support for trail extension from Beechworth to Yackandandah (Indigo Shire's #1 priority)	✓	✓	✓
	Support for trail extension from Beechworth to Huon via Yackandandah	✓	✓	✓
	Support for completion of Lake Moodemere loop from Wahgunyah	✓	✓	✓
	Support for extension of trail from Bright to Harrietville	✓	✓	✓
	Support to develop the trail from Oxley to Whitfield via the King Valley (Wangaratta Rural City's #1 priority)	✓	✓	✓
	Support to upgrade and widen high use sections, e.g. Bright to Porepunkah	✓	✓	✓
	Support for extension from Chiltern to Beechworth	✓	✓	✓
Support for off road mountain bike trail beside M2M between	✓	✓	✓	

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Issue	Details	Source		
		Workshops	Surveys	Submissions
	Beechworth and Everton	✓	✓	
	Support for trail from Rutherglen to El Dorado	✓		
	Support for track from Wahgunyah to Corryong via Wodonga			
	Support for trail from Bright to German Town (Freeburgh)		✓	
	Support for trail from Moyhu to Tarrawingee or Everton		✓	
	Support for trail from Oxley to Glenrowan	✓		
	Support for trail from Wangaratta to Rutherglen via Bowser	✓	✓	
	Support for trail from Beechworth to Albury / Wodonga	✓	✓	
	Support for trail from Wangaratta to Glenrowan	✓		
	Support for trail from Bright to Wandiligong		✓	
	Support for trail from Beechworth to Stanley		✓	
	Support for trail from Myrtleford to Yackandandah via Beechworth		✓	
	Support to extend the High Country Rail Trail from Old Tallangatta to Corryong		✓	✓
	Support for upgrading the surface of the trail between Wodonga and Huon (Wodonga City and Towong Shire's #1 priority)	✓		
	Support for linking the HCRT to Bonegilla Migrant Experience and associated signage	✓	✓	✓
	Support for improving links from Whites Rd, Wodonga to Visitor Information Centre (VIC) in Reid St, Wodonga	✓	✓	✓
	Support to upgrade area around Kiewa River flats			✓
	Support for sealing of the trail between Wodonga and Tallangatta			✓
	Support for upgrading surface of trail from Corryong to Colac Colac			✓
	Support for trail from Wodonga to Yackandandah	✓	✓	
	Support for trail from Corryong to Cudgewa		✓	
	Support for trail from Corryong to Khancobhan via Cudgewa and Tiltandra		✓	
	Support to develop Kiewa Valley Walking Tracks		✓	

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Issue	Details	Source		
		Workshops	Surveys	Submissions
	Support for trail from Old Tallangatta to Shelley		✓	
	Support for trail from Old Tallangatta to Burrowye Pine Mountain		✓	
	Support for trail from Bellbridge to Granya	✓		
	Support to improve horse riding opportunities along the trail			✓
	Support for on-road trail suitable for mountain bikes along Greenslopes Road near Trawool	✓		✓
	Support to link the Great Victorian Rail Trail to the tourist railway (Alexandra Timber Tramway and Museum) from Alexandra to Rubicon via Thornton	✓	✓	✓
	Support to extend Great Victorian Rail Trail from Alexandra to Eildon (Murrumbidgee Shire's #1 priority)	✓	✓	
	Support for developing a link from Mansfield to Whitfield (to connect with possible Murray to Mountain Rail Trail extension)		✓	
	Support for extension of trail from Tallarook to Seymour (Michell Shire Council's #1 priority)	✓	✓	
	Support for extension of trail from Tallarook to Kilmore and Wallan	✓	✓	




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Issue	Details	Source		
		Workshops	Surveys	Submissions
Mt Buller-Mt Stirling Mountain Bike Trails 	Support for adding single trail sections to Delatite River Trail		✓	
	Support for off road cycle links to Mansfield along Delatite River		✓	
	Support for more mountain bike tracks, e.g. a single track downhill from Corn Hill to Howqua Gap			
	Support for more shuttle services to Mt Buller		✓	
Australian Alps Walking Track 	Support to upgrade the Australian Alps Walking Track through better maintenance and signage			✓
	Support to eliminate road sections, join sections together, improve signage, improve maintenance and repair bridges		✓	
	Support for retaining as a remote experience		✓	
	Support for multi-purpose trail between Sun Valley and Wallace's Hut			✓

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Issue	Details	Source		
		Workshops	Surveys	Submissions
Bicentennial National Trail 	Support for connecting Lake Mountain to Lake Eildon	✓		
	Support for connecting Kinglake to the Bicentennial Trail	✓		
	Support for completing the missing sections of the Tall Trees Trail component	✓		
	Support for retaining trail as an undeveloped, challenging experience			
Falls to Hotham Alpine Crossing 	Support for better signage		✓	

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Issue	Details	Source		
		Workshops	Surveys	Submissions
<p>Razorback Walk</p> 	<p>Support for retaining trail as an undeveloped, challenging experience</p>		✓	
<p>Mt Buffalo Big Walk</p> 	<p>Support to link walk to other tracks in the region and to accommodation options</p>		✓	

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Issue	Details	Source		
		Workshops	Surveys	Submissions
Alpine Loop Road Ride 	Support for development of hard shoulders on the road		✓	
	Support construction of verge between Bright and Harrietville		✓	
Other Trail Suggestions 	Support for development of a north south walking track and mountain bike tracks through the Warby Ranges with a link to Wangaratta and Glenrowan	✓	✓	✓
	Support for Rushworth to Murchison Rail Trail to be developed	✓		✓
	Support for extension to Dookie Rail Trail firstly to Cosgrove Golf Course and secondly to Shepparton	✓	✓	✓
	Support for Wandong to Heathcote Rail Trail	✓	✓	✓
	Support for trail from Wangaratta to Yarrowonga via Rutherglen, Bundalong and Mulwala	✓	✓	✓
	Support for development of a canoe trail through Barmah State Forest (Moirā Shire's #1 priority)	✓		
	Support for trail from Cobram to Tocumwal	✓		
Support for trail from Cobram to the Big Strawberry (Koonoomoo)	✓	✓	✓	

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Issue	Details	Source		
		Workshops	Surveys	Submissions
	Support for trail from Numurkah to Nathalia		✓	✓
	Support for trail from Yarrawonga to Echuca via Cobram, Tocumwal and Barmah Forest		✓	
	Support for trail from Shepparton to Seymour via Nagambie along the Goulburn River	✓		
	Support for mountain bike park at Balmadle Hill near Euroa (Strathbogie's #1 priority)	✓	✓	
	Support for a new mountain bike park, potentially at Barranduda	✓		
	Support for mountain bike track from Falls Creek to Mt Beauty	✓	✓	
	Support for mountain bike track that links Bright, Mt Hotham, Dinner Plain and Falls Creek		✓	
	Support for trails to connect Shepparton with Mooroopna, Kids Town, Kialla West, Tatura, Toolamba and Murchison	✓	✓	✓
	Support for development of horse riding trails on Mt Stirling	✓		
	Support for developing trails at Winton Wetlands (Benalla Rural City's #1 priority)	✓	✓	
	Support for bridle trail from Wangaratta to the Warby's	✓		
	Support for additional trails around Corryong			✓
	Support for development of recreational and mountain bike trails at the Hancock Victoria Plantations (HVP) site at Mystic Park near Wandiligong	✓		
	Support for trail from Kilmore to Kilmore East (Mitchell Shire's #1 priority)	✓		
Support for 'Murray River Track' along the Murray River from Wodonga to Wangunyah	✓		✓	
Support for link from Riflebutts Reserve to South Blue Range Trail		✓		
Support for MTB Trail from Lake Mountain to Marysville	✓		✓	

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9.2 Other Issues

A variety of other issues were identified through key stakeholder workshops, surveys and written submissions, including

Issue	Comments
Accommodation	Need for additional accommodation and food options along some tracks / trails, including camp sites
Assets Planning	Need to consider whole of life costs, including replacement and maintenance
Business Development	Need to improve training and customer service standards of businesses and at the same time clearly articulate the benefits of trails to businesses.
Communication	Need to identify a structure of communication with trail users and also trail planners / managers / maintainers. Perhaps Regional Leaders Forum made up of industry and agencies could work, or perhaps two separate groups may work better with trail management groups reporting to a committee made up of Local and State government representatives.
Community Involvement	Need to establish ways for community members to actively be involved in tracks and trails management and maintenance and ways to make it easier, e.g. tool sharing scheme.
Data	Need to collect data on track / trail usage
Drinking Water	Need to provide drinking water / information about where to purchase water
High Yield Products	Need to develop some high yield products to attract more revenue to the region.
Horse Riding	Need to provide more opportunities on existing tracks / trails and improved marketing for horse riders. Horse riding along trails is an untapped market.
Infrastructure	Need more infrastructure along tracks / trails, e.g. shelters, picnic tables, toilets, car parks, etc
Innovations	Need to consider areas such as nature strips and levy banks for track / trail developments, particularly if space is limited
Maintenance	Need to improve maintenance of tracks / trails. Agreements in place between State or Federal Government and LGAs re new tracks / trails ensures that LGAs buy into maintenance for a minimum of 10 years. Trail managers need to adhere to maintenance schedules.

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Issue	Comments
Market Gaps	Need to consider developing mountain bike experiences for recreational level riders and families; and programs to teach women how to mountain bike ride.
Marketing	Need improved maps and digital resources (e.g. websites and apps) and consistent branding. Need to understand the needs of the market and also need to understand that tracks / trails are not the total experience for a visitor to an area, rather, they are an 'enabler'. Collective marketing is also important. Consider an events calendar.
Natural Disasters	Need to recognise that the Hume region is periodically subjected to fires and floods, hence trail design needs to accommodate these issues.
Packaged tours	Need to develop some sample itineraries for self-guided trail users.
Planning and Policy	Need to address current planning and policies to create a more enabling environment for business investment.
Planning Processes and Regulations	Need to factor in costs of Cultural Heritage Management Plans into project planning; however these costs can be prohibitive for some organisations. VicTrack processes can take a long time to work through. Need to specify planning processes required (e.g. planning permits, biodiversity assessments, etc)
Private Land Ownership	Need to recognise the challenges that private land ownership can play in track / trail development and develop strategies to work with private land owners near tracks / trails.
Public Transport	Need improved public transport services (particularly on weekends) and better opportunities to transport bicycles on public transport. High level consultations at policy level are required to effect change.
Regional Groups of Trails	Need to consider groups of trails such as the Dirty Dozen Mountain Bike Parks (comprising Mt Buller, Falls Creek, Beechworth, Bright and Mt Beauty) as a regional facility.
Resources	Need to lobby State Government for increased resources for Parks Victoria to manage tracks and trails
Risk management	Need to make tracks / trails as safe as possible through sealing shoulders on relevant roads and installing emergency markers.

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Issue	Comments
Shade trees	Need to plant more shade trees along tracks / trails
Shuttle Services	Need for more shuttle services for riders and baggage
Signage	Need improved signage for access points, car parks, businesses, directions, interpretation
Trail Design	Need to ensure that tracks and trails adhere to standards
Trail Grading	Need to ensure that all tracks / trails adhere to statewide, national and international grading systems
Trail Heads	Need to improve access from centre part of towns (i.e. Visitor Information Centres and railway stations) to trail heads
Trail Planning Resources	Need a centralised track / trail resource where operators can access information about costings, specifications, suppliers, etc.
Trail Surface	Need to ensure that track / trail surfaces are well maintained and that trail surfaces are accurately described in marketing materials.
Visitor Experience	Need to focus on developing quality and unique visitor experiences

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10.0 Identifying Track / Trail Development Priorities

Through the consultation undertaken as part of this Strategy, numerous potential track / trail developments were identified by key stakeholders and the general community. Many of these suggestions were for new tracks / trails or upgrades to tracks / trails of local or municipal significance, rather than regional significance. Hence these suggestions have not been assessed within the Strategy. Nevertheless each of these proposals has been identified in Section 9.1 of the Strategy so that they may be considered within future municipal track / trail strategy developments or by Parks Victoria, Department of Environment and Primary Industries, Alpine Resorts or other land managers more at a local level.

Potential track / trail developments deemed to be of regional significance, based on the definition of a regionally significant track / trail contained within this Strategy, were then assessed against the Hume Region Tracks / Trails Evaluation Tool. This tool was used to assess each potential development against the planning principles and was designed in such a way as to provide each track / trail with a score (refer to the Appendix). From this assessment, a priority list of regionally significant tracks / trails have been identified for the Hume region to focus on.

The following list provides an overview of physical track / trail development priorities in the Hume region (in no particular order):

- Winton Wetlands
- Bright to Harrietville
- Falls to Hotham Alpine Crossing
- Beechworth to Yackandandah
- Oxley to Whitfield
- Wandong to Heathcote
- Wandiligong HVP MTB Trail Network
- Lake Mountain to Marysville MTB Trail
- Falls Creek to Mt Beauty MTB Trail
- High Country Rail Trail Wodonga CBD Connection
- Mount Stirling Horse Trail
- Wahgunyah to Lake Moodemere
- High Country Rail Trail - Wodonga to Tallangatta Trail Sealing
- Alexandra to Eildon
- Yackandandah to Huon
- Bonegilla to Lake Hume
- Barmah Canoe Trail
- Tallarook to Seymour
- Chiltern to Rutherglen
- Yarrawonga to Echuca
- Alexandra to Rubicon
- Shepparton to Seymour River Trail
- Old Tallangatta to Corryong

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The status of each track / trail proposal should be reviewed each three years to determine changes that may increase or decrease the priority, e.g. political willpower, available funding, community support, etc.

Also, given resource capacities of Local Government Authorities, Alpine Resorts and State Government Authorities and community based organisations it may not be possible to develop each and every one of these trails in the future. In some instances, it may be more beneficial or cost effective to focus on strategies to improve existing assets, rather than to develop a whole suite of new tracks / trails or extensions to a regionally significant track / trail. These improvements, which are outlined in this strategy, include improved management, improved signage, improved marketing, establishment of partnerships with the private sector, improved transportation links, improved trail surfaces, improved infrastructure, etc and are outlined in the next section.

Whilst some consideration has also been given to the geographic distribution of tracks / trails in the Hume region through this Strategy, unless a location is of high appeal to trail users from throughout Australia and internationally; and able to present significant opportunities for tourist product development, it will not be considered for regional track / trail development. However, these locations may still present opportunities for local or municipal level track / trail development which will be widely used by local residents and domestic visitors to the region.

Another focus of the Strategy was to provide linkages to other regionally significant tracks / trail both within the Hume region and in adjoining regions. Whilst it may be technically possible to join up a considerable section of Victoria with tracks / trails if all proposed suggestions eventuate, the Strategy wants to focus on quality, diverse track / trail opportunities that are attractive to the national and international market, rather than necessarily creating the largest network or the longest track / trail which may be constructed in areas where there is limited appeal to trail users. Already there are examples in the Hume region of very under-utilised extensions to regionally significant tracks / trails because track / trail users simply do not want to go to those destinations. These tracks / trails have not necessarily been a good investment of resources, particularly when there are other potential extensions which offer greater appeal and greater potential for economic, recreation, social, health and environmental benefits.



Figure 15: Alpine Loop Road Ride near Falls Creek

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11.0 Key Issues to be Addressed to Improve Regionally Significant Tracks and Trails

11.1 Governance and Coordination

In order to work collaboratively on developing regionally significant tracks / trails in the Hume region, it is important that an appropriate governance and communication structure is established. It is recommended that a high level regional committee is established to oversee regionally significant tracks and trails in the Hume region. This committee will set policies and advocate for additional resources for regionally significant tracks and trails in the region. It may develop initiatives to market a number of trails in the region collectively and to pursue issues which are of relevance to many of the regionally significant tracks and trails such as changing to planning regulations to create a more 'enabling' environment for business investment or advocating for improved access to public transport for bicycles. This committee will not be responsible for the direct management and maintenance of tracks and trails. It is expected that this committee will regularly liaise with State and Federal Government agencies as well as peak bodies and user groups such as Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association, Australian Trail Horse Riders Association, Rail Trails Australia, businesses, tourism bodies, VicRoads, local indigenous networks and people, disability advocacy groups and community based organisations.

Ideally this committee will comprise of the following representatives:

- Local Government Authorities (4)
- Alpine Resorts – Falls Creek, Mt Hotham, Mt Buller-Mt Stirling (3)
- Department of Environment and Primary Industries (1)
- Parks Victoria (1)
- Department of Transport, Planning and Local Infrastructure (1)
- Regional Development Victoria (1)
- Community representatives (cycling, walking and horse riding) (3)

Some discussion occurred during the key stakeholder interviews about the most appropriate model for this committee. While some suggested that it is a role that the regional tourism boards could potentially take on, others suggested that the proposed committee needs to be more representative of other organisations, including those with a health promotion or community connections focus.

The tracks and trails related roles and responsibilities of this group may include:

- Developing regional level policies
- Advocating for regional related issues and resource allocations
- Coordinating collective marketing activities with regional tourism bodies
- Supporting regional track / trail funding submissions, within the context of the Strategy
- Communicating with other relevant organisations such as Local, State, Federal Government agencies as well as state track / trail related associations (e.g. Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association, Australian Trail Horse Riders Association, Rail Trails Australia, businesses, tourism bodies, VicRoads, local indigenous networks and people, disability advocacy groups and community based organisations).

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- Coordinating a calendar of events across the region in partnership with tourism bodies and Visitor Information Centres.
- Providing information to regionally significant tracks and trails managers on specific issues
- Reviewing the Hume Region Significant Tracks and Trails Strategy.

It is envisaged that this committee will meet half yearly to discuss issues related to tracks and trails in the Hume region (on the proviso that additional meetings can be held if need be) and that the committee will review the Hume Region Significant Tracks and Trails Strategy every three years.

Underneath this committee will be individual regionally significant tracks and trails committees (e.g. Murray to Mountains Rail Trail Committee of Management) possibly supported by a regional tourism body and Project Control Groups (PCGs). If a regional tourism body is involved, it will primarily be responsible for marketing and promotion of the tracks / trails and will also provide support to local tracks / trails related businesses. It may also assist with some lobbying or advocacy. If a regionally significant track / trail does not have such an arrangement with a regional tourism body, it will be responsible for each of these functions described above, as well as operational management issues such as developing local policies and managing and maintaining tracks and trails.

Regionally significant tracks and trails committees should ideally comprise of the following organisations / individuals:

- Relevant land owners and managers: Local Government Authority / Alpine Resorts / DEPI / Parks Victoria.
- Relevant Tourism Authority (e.g. Tourism North East).
- Track / trail related businesses.
- Private landholders.
- Relevant track / trail users – walkers, cyclists, mountain bike riders and horse riders.

Key roles of these committees / tourism bodies are:

- Identify a vision for the track / trail.
- Identify the actions required to achieve the vision.
- Develop suitable policies of relevance to the trail.
- Seek resources and allocate accordingly.
- Develop and implement a track / trail management plan.
- Develop and implement a track / trail maintenance plan.
- Develop and implement a track / trail marketing plan (including branding).
- Develop and implement a wayfinding strategy.
- Organise events associated with their particular track / trail.
- Maintain website.
- Data collection.
- Organise for upgrades and works to be undertaken.
- Maintain a register of works undertaken.
- Liaison with trail users.
- Organisation of promotional activities, e.g. visiting journalists program.
- Development of track / trail packages.

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- Retail sales (if applicable).
- Support Friends of Groups or other voluntary groups through training, funds and resources.
- Identify risk management issues and take actions to reduce likelihood and impact of risks.
- Communicate with key stakeholders including Local, State and Federal Government partners, businesses, trail users.
- Provide information and training for track / trail related businesses.

Action: A Hume Region Tracks and Trails Committee comprising of Local Government representatives, Alpine Resort representatives, Department of Environment and Primary Industries, Parks Victoria, Department of Transport, Planning and Local Infrastructure, Regional Development Victoria and community representatives will be established. Regular liaison will occur with peak bodies, businesses, tourism bodies, VicRoads, indigenous representatives, disability advocacy groups, community based organisations and user groups.

Action: Processes for governance of regionally significant tracks and trails in terms of composition of committee and roles and responsibilities of the committee are established.

11.2 Management

So that tracks or trails are safe, well utilised, protect the natural and cultural environment and create a memorable positive experience which encourages return visits, it is essential that they are managed effectively.

Management of tracks and trails encompasses the following types of tasks:

- Regular meetings with partners and communications with key stakeholders
- Development of relevant policies and procedures
- Management and maintenance of leases and licences along the track / trail
- Establishment of a budget and funding arrangements to undertake maintenance and upgrade works required along the track / trail
- Ensuring that maintenance is carried out as per the maintenance plan
- Ensuring that marketing activities are carried out as per the marketing plan
- Data collection of track / trail users
- Maintenance of an asset register
- Grant applications
- Monitoring of the management plan

A regionally significant track or trail should, at a minimum develop a track / trail management plan incorporating:

- Vision and planning principles for the track / trail
- Objectives of the track / trail
- Governance structure
- Management roles and responsibilities of all agencies and partners
- Maintenance roles and responsibilities for track / trail surface and associated infrastructure
- Agreed track / trail standards
- Signage strategy

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- Identification of areas of natural, environmental and cultural heritage significance and the protection processes that need to be put in place
- Policies
- Risk management plan
- Emergency management procedures
- Conflict resolution / complaints procedures
- Asset register
- Media liaison process
- Event management
- Capital works contributions
- Stakeholder engagement
- Agreed strategies and actions

A Memorandum of Understanding (MOU) should also be prepared and signed by all partners, detailing the objectives of a particular track / trail, the purpose of the MOU, the laws / acts that relate to the MOU, the term of the MOU, any exclusions to the MOU, conflict resolution processes, termination clauses, amendment processes, contact details for each partner and roles and responsibilities of all partners.

Trails may be managed by one of or a combination of the following: Local Government Authorities, State Government Authorities, Alpine Resorts or community groups through structures such as Section 86 Committees of Management, Friends Groups, Foundations, etc. Each of these different models of management has a number of benefits and the structure most suited to a track / trail is dependent upon a range of factors including how and why it was originally established, resource availability and location.

These management options include:

Management by Local / State / Federal or Alpine Resort Management	Management by Local / State / Federal or Alpine Resort Management with Friends Group or similar community group	Management by Local Government Act (1989) Section 86 Committee of Management	Management by Track / Trail Foundation
<ul style="list-style-type: none"> • Usually a committee comprising of representatives from the various land owners. • One organisation is likely to act as lead agency. • Works are carried out by staff of the various agencies, or may be contracted 	<ul style="list-style-type: none"> • Usually a committee comprising of representatives of land owners, key stakeholders and community representatives. • One organisation is likely to act as lead agency. • Works are generally carried out by staff 	<ul style="list-style-type: none"> • A committee, comprising of trail users and other key stakeholders, is delegated responsibility by Council to directly manage the track / trail on behalf of Council. • Council has some control over who is on the committee 	<ul style="list-style-type: none"> • Incorporated not-for-profit organisations • Usually governed by a board of management. • May have paid staff. • May have its own office. • Is a membership based organisation and charges

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Management by Local / State / Federal or Alpine Resort Management	Management by Local / State / Federal or Alpine Resort Management with Friends Group or similar community group	Management by Local Government Act (1989) Section 86 Committee of Management	Management by Track / Trail Foundation
<p>out.</p> <ul style="list-style-type: none"> Agencies contribute to financial costs associated with developing, managing and maintaining trails. Some external grants may be applied for. Some funds may be available from leases and licenses. Specialist roles such as marketing may be contracted out. Occasionally have a designated officer, but generally utilise existing staff. Some tracks / trails managed in this way may have limited involvement by local groups, so may limit opportunities for community capacity building and a sense of ownership. 	<p>of the various agencies with support from Friends Groups or community groups.</p> <ul style="list-style-type: none"> Agencies contribute to financial costs associated with developing, managing and maintaining trails. Some external grants may be applied for. Some funds may be available from leases and licenses. Specialist roles such as marketing may be contracted out. Occasionally have a designated officer, but generally utilise existing staff. Volunteers or Friends Groups are protected under the trail manager's insurances. 	<p>as members must be appointed by Council and there are opportunities for Councillors and Council officers to form part of the committee, either as a Committee member or in an ex-officio capacity.</p> <ul style="list-style-type: none"> Roles and responsibilities are set out in a Deed of Delegation. Committee must be auspiced by Council in order to receive grants. Committee cannot make any alterations to the assets without approval from Council. Committee members are protected by Council insurance. Financial checks are in place as the committee is unable to borrow money, set fees, incur any bank overdraft or enter into contracts exceeding a prescribed amount. 	<p>membership fees in return for newsletters, discounted merchandise; and discounted events.</p> <ul style="list-style-type: none"> Membership fees help to cover maintenance and marketing costs. Business packages available for a fee and include advertising in newsletters and promotional materials. Sponsorship packages also usually available. Seek funding from grants, donations, gifts and bequests. Can borrow money. Uses volunteers to help maintain tracks / trails.

The most effective tracks / trails are generally those that involve shared management between government agencies and the community. Such an arrangement has considerable benefits including:

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- Regular passive surveillance of the track / trail by local residents and notification of any issues or concerns.
- A sense of ownership of the track / trail by local residents.
- A sense of pride in the track / trail by local residents.
- Potentially greater use by local residents.
- Development of community networks and community strengthenedness, brought about by local people working together towards common goals.
- Potential to undertake developments at a faster pace than if reliant on accessing local or state government resources and funding calendars.
- Potential to undertake developments at less cost than if reliant on local or state government budgetary allocation processes, due to potential for in-kind labour and donation of local materials.

However, in order for shared community management to work well, the following issues need to be addressed:

- Insurance cover must be made available for all community volunteers working on the track / trail.
- Training for volunteers in track / trail design and maintenance would be of considerable value and would ensure that the community is skilled and empowered to develop and maintain quality tracks / trails.
- Suitable maintenance equipment needs to be made available to community groups so that they can maintain the tracks / trails to an agreed standard. This equipment may form part of an equipment pool, or may be shared between several locations.
- Grants need to be made available to community organisations to help them undertake track / trail development and improvement projects. Assistance with grant writing could also be of benefit if required.
- Rewards for community organisations managing tracks / trails also need to be considered. Certificates of appreciation, an award luncheon and positive media coverage can all help to sustain enthusiasm and boost morale.
- Support from Councils, Alpine Resorts, Parks Victoria, DEPI and Catchment Management Authorities with major works that are beyond the capacity of local people to perform or fund will also be required periodically.
- Although local community groups could install signage, the signage needs to be provided by the managing authority to ensure consistency across the municipality and across the state and to ensure that Australian Standards regarding signage are met.
- Marketing assistance needs to be provided to ensure that the tracks / trails are included in local and state publications, e.g. Park Notes, Council websites, tourism brochures, tourism websites, etc.

Actions: Track / trail managers are informed of best practice regarding track / trail management, including roles and responsibilities, management plans, MOUs, management options, community engagement and volunteer support.

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11.3 Communication Structures

As many regionally significant tracks and trails in the Hume region cross the boundaries of several different Local Government Authorities, Alpine Resorts or State Government Authorities, it is important that robust communication strategies are developed and involve all relevant stakeholders. Ideally the structure for communication will be articulated in each track / trail's Management Plan. Regular and effective communication allows stakeholders to undertake informed planning, discuss potential issues, share information and share limited resources.

However, communication structures should not just be confined to stakeholders managing individual regionally significant tracks / trails. Many of the issues identified at an individual track / trail level, such as being able to transport bicycles on public transport, may be an issue across the entire Hume region or even across Victoria or Australia. Therefore structures need to be developed at a regional, state and national level to provide opportunities for industry stakeholders to communicate and discuss relevant issues.

At present, communication about tracks and trails related issues and opportunities (such as grant availability, track / trail gradings, training opportunities, legislation, etc) are provided by Local Government Authorities, Alpine Resorts, State Government Authorities, Federal Government Agencies, Regional Tourism Bodies or state / national based associations such as Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association (Australia), Rail Trails Australia and Australian Trail Horse Riders Association. There is no one overarching track / trail related organisation in existence and communication between each of the existing bodies is limited. This has the potential for fragmented advice or even duplication of information to regional track / trail organisations.

At a more local level, track and trail users have expressed a desire to be kept more informed of developments. Tools such as monthly emails and consumer e-newsletters should be considered.

Actions: Advocate for the establishment of a state and / or national tracks and trails advocacy group or think tank comprising of representatives from Local Government Authorities, Alpine Resorts, State Government Authorities, Federal Government Agencies, Regional Tourism Bodies, Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association (Australia), Rail Trails Australia and Australian Trail Horse Riders Association, which meets once per year (or more if required) to discuss track / trail related issues.

Actions: Track / trail managers establish a database of track / trail users and provide regular information via tools such as e-newsletters.

11.4 Resources

One of the major inhibitors to the development of regionally significant tracks and trails is the limited amount of resources (human and financial) available.

Many key stakeholders and community groups consider that although Parks Victoria is an important provider of track / trail based experiences, it is under-resourced in relation to personnel and funds to perform the tasks required, particularly maintenance. The Victorian Government's recent reduction in funding to cycling infrastructure has also had a significant impact on track and trail investment in the past 12 months by Local Government Authorities.

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Many Local Government Authorities have not in the past allocated an annual budgetary amount for maintenance or replacement of track / trail assets. In some instances, this has led to tracks and trails being poorly maintained and therefore being used less by cyclists, walkers and horse riders. Presumably the recent focus on development of asset management plans in Local Government Authorities will have redressed this issue somewhat; however there is concern that some LGAs may be reluctant to further develop regionally significant tracks and trails in their municipality due to the ongoing costs of asset maintenance and replacement.

Community based organisations, such as Friends of Groups, also report difficulties in attracting resources such as volunteers, equipment, and funds. They report a lack of knowledge of where to access information, specifications and pricing regarding items such as signage (business, directional, entry/exit points), shelters and picnic tables, interpretive signage/pause points), mapping and digital resources. There is no one central location that such groups can access to find out information about trail design and infrastructure.

In terms of human resources, many tracks / trails rely heavily on volunteer labour as there simply is not enough money available from Government agencies to carry out all of the works required. Whilst recruiting, training and retaining volunteers can be a costly and time intensive exercise, if done well, the benefits can be enormous. Not only will the cost of maintaining trails be decreased, but volunteers also have the opportunity to share their skills, learn new skills and make connections with like minded people in the community. These volunteers are also likely to become protectors or stewards of the track / trail and develop a real sense of ownership of the site.

Action: Lobby State and Federal Governments for additional funding to Local Government Authorities for the development and management of tracks and trails.

Action: Lobby the State Government for additional resources to be made available to public land managers and partners to manage and maintain tracks and trails in their jurisdiction.

Action: Work in partnership with state/ national based agencies such as Bicycle Victoria, Bushwalking Victoria, International Mountain Bike Association (Australia), Australian Trail Horse Riders Association, Rail Trails Australia, VicHealth, Tourism Victoria, Department of Transport, Planning and Local Infrastructure and Sport and Recreation Victoria to develop resources to promote the benefits of tracks and trails to Local Government Authorities.

Action: Local Government Authorities and Tourism bodies in the Hume region support volunteers and Friends of Groups through recruitment, training, assistance with grant writing and provision of shared trail development and maintenance tools.

11.5 Marketing

The Hume region has several competitive advantages over other areas of Victoria in terms of current tracks and trails and also in terms of natural beauty. The high country for example offers a landscape like no other in Victoria, with spectacular views and excellent opportunities for walking, cycling, mountain bike riding and horse riding. Other features such as the new bridge along the High Country Rail Trail differentiates this particular trail from others in Victoria. The well established gourmet food and wine areas of the region are also a point of difference. It is important to take advantage of our key strengths and market them appropriately so that we can continue to maintain

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a competitive edge over other tracks and trails in the state and interstate and thereby increase visitor numbers and visitor yield. We need to continually focus on improving what we already have, and adding unique features or opportunities unlikely to be found elsewhere.

An important part of marketing involves understanding the needs and desires of the track / trail user or consumer. Rather than simply marketing a track or trail as an item of infrastructure, we need to market the entire experience that the track / trail contributes to when a person visits a region.

It is recommended that a marketing plan be developed for each regionally significant track / trail in the Hume region in order to most effectively:

- raise awareness of the existence of a regional track / trail in the Hume region at a local, regional, state, national and international level;
- attract more high yielding visitors to use the track / trail;
- create a product that is different and unique compared with others within and outside the Hume region;
- reach target markets;
- build new markets;
- create a cost effective strategy; and
- position the track / trail as regionally significant.

A marketing plan⁶² should essentially encompass:

- Objectives and goals
- Current situation
 - Macro environment – influences of technology, socio-cultural, ecological, economic, legal, etc on the site
 - Market analysis – market definition, market size, market segmentation, trends, competitors, etc
 - Consumer analysis – participants, demographics, track / trail user motivations and expectations, nature of the decision to use a track / trail, etc
 - Internal – available internal resources – labour, time, skills, finance, objectives, corporate culture
 - Summary of Situation Analysis – strengths, weaknesses, opportunities and threats, critical success factors, sustainable competitive advantages
- Marketing Research – results of any research (such as surveys, track / trail counters, focus groups, etc) undertaken
- Marketing Strategy
 - Product - description of the experience on offer, strengths and weaknesses of product, etc
 - Market segmentation - description of various track / trail users and their needs and expectations, geographical market, distribution channels, etc
 - Price – objectives, method, pricing strategy, discounts, break even analysis, etc (where relevant)

⁶² http://en.wikipedia.org/wiki/Marketing_plan:

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- Promotion – promotional mix, advertising, sales force, sales promotion, publicity, electronic promotion, etc
- Distribution – geographic coverage, distribution channels, physical distribution and logistics, electronic distribution
- Implementation – personnel requirements, financial requirements, management information systems, monitoring results and benchmarks, contingencies, etc
- Financial Summary – assumptions, break-even analysis (if relevant), etc
- Scenarios – predictions of future scenarios and action plan for each scenario.

It is also recommended that the managers of regionally significant tracks / trails in the Hume region all work together to develop a connected family of recreational experiences through physically connecting and aligning with each other where feasible and through collective marketing and promotion. Together the suite of trails available will define the Hume region and result in much stronger product and diversity of experiences that is likely to appeal to the national and international market.

Observations and information obtained from the consultative phase relating to marketing based issues include:



Figure 16: Visitor Information Centre in Mansfield

- Information about some tracks / trails in the Hume region is difficult to find at some Visitor Information Centres (although others are well geared for such enquiries).
- There is strong demand to change the name of the Great Victorian Rail Trail.
- There is limited access on the internet and on some Council websites to promote regionally significant tracks / trails.
- There seems to be lack of understanding by some community based track / trail groups regarding their market and the needs of the market.
- Some promotional materials fail to provide sufficient information about track/ trail conditions, particularly track / trail surfaces, thereby diminishing visitor experiences when their expectations are not met.

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- Some promotional materials need to be clearer about explaining track / trail gradings so visitors can have a shared understanding of expectations and conditions and be able to make informed choices in advance about where they will ride or walk.
- Signage and mapping were two areas frequently identified as needing improvements.
- There is a need to develop a consistent standard of product throughout the Hume region.
- Need to consider new marketing tools such as rider / walker passports whereby track / trail users get a stamp at each railway station along a particular track / trail. The passport becomes a collector's book with a map and history of the track / trail. The passport might cost around \$10 to buy, with profits funding the maintenance of the track / trail. Each passport would contain a slip which could be sent in to win a prize – this helps create a database. Businesses could also advertise in the passport to help increase revenue.
- Branding along some tracks / trails has been inconsistent with different images and signs used, depending upon which jurisdiction the track / trail was located.
- There is potential for duplication of information and resources by having three different tourism bodies responsible in part for promotion of regional tracks / trails, unless these organisations work in partnership with each other.
- The Pedal to Produce product is highly regarded as a way to encourage a quality visitor experience and a higher yield.
- There has been a small but steady growth recently in cycling / walking packages in the region, e.g. Rutherglen Belles, Bikes and Bubbles.



Figure 17: Beechworth on the Murray to Mountains Rail Trail

In terms of marketing resources or tools, regionally significant tracks / trails in the Hume region should have:

- A website providing information about the track / trail, including:

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- Description of the track / trail and its key features (location, length, surface, user groups, infrastructure, etc)
- Interactive mapping, preferably with elevation profiles and gradings
- Links to Visitor Information Centres, accommodation providers, shuttle buses, guided tours, etc (preferably with online booking capabilities)
- Interpretive information – environmental, cultural, historic, local stories, etc (possibly as downloadable podcasts)
- Integration with social media sites such as facebook, twitter, etc
- Links to third party endorsement sites such as Trip Advisor
- Links to other regionally significant tracks / trails in the Hume region
- Calendar of events (if applicable)
- Details of volunteer / friends of groups opportunities (if applicable)
- Printed / hard copy maps or brochures.
- Electronic newsletters sent to a database of interested track / trail users, linked to the website.
- Signage which reflects the theme and branding of the track / trail and incorporates relevant information such as maps, strong visual images and other relevant information such as distance, trail surface, accessibility, etc. May also incorporate QR codes.
- Display materials (such as pull up banners) suitable for use at trade shows, conferences, etc to promote the tracks / trails.
- A series of quality photographs that can be used to promote the tracks / trails on websites and in the general media.

Marketing resources needs to be fully integrated and fully mobile so that potential track / trail users can access information via websites, smart phones, laptops / notebooks and tablets. A dedicated application (app) for smart phones integrated with the website may also be considered.

There should be linkages to each of the regionally significant tracks and trails from Local Government Authority and Alpine Resort websites, regional tourism association websites and possibly from local bike shops, accommodation venues, etc. Further, there should be a marketing package produced to enable local businesses and event managers to 'buy into' trails through signage along trails, advertisements on maps, website advertising, etc, providing details on the various options, standards and costings available. Ideally sponsorship and purchasing of advertising space from the private sector will off-set most, if not all, of the costs associated with marketing regionally significant tracks / trails in the Hume region.

Marketing resources need to have consistent branding. Branding refers to something such as a logo, a name, a colour combination or a symbol that is easily recognisable by people as representing a particular organisation, service or product. In relation to tracks and trails in the Hume region, it is important that all tracks and trails are branded with the particular style adopted by key stakeholders and used consistently along the entire length of the track / trail. It is recommended that a specific set of colours, possibly representing the features of the regional track / trail will be utilised along with a specific logo.

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Action: Regionally significant tracks / trail managers develop a marketing plan.

Action: Regionally significant track / trail managers work collectively to market the track / trail opportunities available across the entire Hume region, with support from the Hume Region Tracks and Trails Committee and regional tourism bodies.

Actions: Regionally significant track / trail managers develop suitable high quality, fully integrated and fully mobile marketing resources.

Actions: Regionally significant track / trail managers establish links with appropriate external bodies to assist with cross-marketing.

Action: Regionally significant track / trail managers develop a brand style guide, outlining expectations in terms of the tone, style and resources as well as specific details around the brandmark, colours, typography, photography, stationery, online applications, pull up banners, etc.

11.6 Signage and Wayfinding

Clear, consistent and well branded signage is of great importance on tracks and trails as it helps people to find their way; warns them of any dangers or inappropriate uses of the trail; and provides them with useful information to enhance their experience. The four key signing principles as identified by the Queensland Department of Transport, Planning and Local Infrastructure and Main Roads (TMR)⁶³ are:

- Conspicuity
- Legibility
- Coherence
- Function

Key considerations of a signage system, as identified by TMR⁶⁴ are:

- Ensure consistency of signage layout and quality across the networks
- Identify important departure / destination locations and decision points
- Maintain rigid consistency in naming locations
- In the event of alternative routes, sign the most direct route
- Indicate distances in kilometres
- Use map display boards at key entry points / trail heads
- Ensure road and street name signs are in place at all network intersections.

A hierarchy of different signs types will be required on tracks and trails in the Hume region. Typically this would include the following:

- Large, clearly visible **trail head signs** – including some with **interpretive** information

⁶³ Queensland Department of Transport, Planning and Local Infrastructure and Main Roads:
http://www.tmr.qld.gov.au/~media/5f790073-df42-4af3-8770-963f30253e55/pdf_guide_to_signing_cycle_networks_part1.pdf

⁶⁴ Queensland Department of Transport, Planning and Local Infrastructure and Main Roads:
<http://www.tmr.qld.gov.au/~media/987e62b3-9a36-40a5-ae5c-1780ade32d43/1%2036.pdf>

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- **Directional signage** providing information about distances to key locations
- **Trail markers** to reassure people that they are still on the right track
- **Regulatory, behavioural and warning signs.**

Interpretive opportunities can play a significant part in helping local residents and visitors understand and appreciate the natural, historical, cultural and built environment in which a regional track or trail is located. Often such information is provided on a track / trail head sign, but many tracks / trails will feature signage at key locations along the route to provide users with snippets of information.

QR (quick response) codes are becoming more common on signs at major tourist attractions or in magazines, newspapers and brochures as a way of providing trail users with additional interpretive information about a particular feature. QR codes essentially provide a quick link to websites through a user's smart phone on which the QR app has been installed.



Figure 18: Interpretive Signage at Mt Hotham

Apps designed specifically for tourism areas or tracks / trails which can be accessed via Apple iOS and Android mobile devices are becoming increasingly popular worldwide. Examples of such apps include:

- Backpacker GPS Trails Lite (doubles as a portable trip database and personal navigation device, without relying on data and mobile phone signals)⁶⁵

⁶⁵

<https://play.google.com/store/apps/details?id=com.trimble.outdoors.backpackerle.android&feature=related>
[apps#?t=W251bGwsMSwxLDEwOSwiY29tLnRyaW1ibGUub3V0ZG9vcnMuYmFja3BhY2t1cmxLLmFuZHIvaWQjXQ.](https://play.google.com/store/apps/details?id=com.trimble.outdoors.backpackerle.android&feature=related)

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- BackCountry Navigator PR (offroad topographic mapping GPS)⁶⁶
- Hiker (includes a compass, map and GPS in one integrated application)⁶⁷
- Mountain Bike Trails (lists location of mountain bike trails in Australia, UK, USA and Canada and provides user reviews)⁶⁸
- Every Trail (provides guides, maps, description and points of interest for Australian hiking trails)⁶⁹.



Figure 19: Signage on Murray to Mountains Rail Trail near Wahgunyah

Apps can provide a more cost effective way of providing up to date information, compared with the production of numerous signs along a track / trail which need to be regularly maintained and upgraded. A key consideration when designing QR Codes and apps, however, is the availability of mobile phone coverage. Whilst some apps allow people to download and store data prior to the trip, so that it doesn't matter whether or not there is 3G mobile internet available, others do not.

⁶⁶

https://play.google.com/store/apps/details?id=com.critter.map.backcountrynavigator.license&feature=related_apps#?t=W251bGwsMSwxLDEwO5wiY29tLmNyaXR0ZXItYXAuYmFja2NvdW50cnluYXZpZ2F0b3lubGllZW5zZS1

⁶⁷

https://play.google.com/store/apps/details?id=com.grdurand.hiker&feature=also_installed#?t=W251bGwsMSwxLDEwNCwiY29tLmNmdyZHVyYyW5kLmhp2Vvll0

⁶⁸ <https://itunes.apple.com/us/app/mountain-bike-trails/id330046884?mt=8>

⁶⁹ http://www.everytrail.com/browse.php?activity_id=5&country=AUSTRALIA

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Another area in which the development of apps can be advantageous for tracks / trails in the Hume region, is as a form of revenue. Advertisements on apps with a direct linkage to accommodation providers and transport operators for example, can be sold for a fee. However, if budgets do not allow, rather than developing a specific app, trail managers may choose to link tracks / trails in the Hume region to existing walking, cycling, mountain bike riding and horse riding apps.

Good quality signage was consistently noted during the consultation phase of the Strategy as vitally important. Specific mention was made in relation to directing people from Visitor Information Centres, railway stations and major roads to track / trail heads or access points. Details of the type of information required on each type of sign along regional level tracks and trails in the Hume region is provided within the Appendix.

Actions: Regionally significant track / trail managers adhere to Australian Standards and best practice when installing or upgrading signage.

11.7 Risk Management

Risk management is an issue that needs to be explored in detail by trail management groups. It is important to construct and maintain all tracks and trails according to Australian Standards and industry regulations where applicable (refer to Appendix for details).

Land management agencies have a duty of care to track / trail users to provide a safe experience. Therefore they are responsible for ensuring that the track / trail is kept in a good state of repair; that the track / trail is inspected regularly and all hazards responded to appropriately within a reasonable timeframe; anticipating potential risks to track / trail users and then taking precautions to protect them from such risks.

At the same time, potential risks should not deter tracks and trails from being developed. Instead, these potential risks need to be identified and strategies developed to manage such risks proactively to an acceptable level.

Some of the specific risks identified in the Hume region and potential solutions include:

Identified Risk	Potential Solution
Unauthorised access to several trails (High Country Rail Trail and Great Victorian Rail Trail) by people driving motorised vehicles.	Installation of suitable barriers or bollards that prevent unauthorised motor vehicles from accessing tracks / trails, accompanied by appropriate signage at access points. However, it is important that these barriers / bollards do not exclude legitimate users due to their design, such as people in wheelchairs, people riding motorised scooters, people with prams, etc.
Narrow roads with limited passing opportunities for motor vehicles.	Sealing of road shoulders; development of overtaking lanes in areas with high numbers of on-road cyclists; and appropriate signage informing motorists that cyclists have the right to share the road.
Fast vehicles near tracks / trail crossings.	Warning signs advising motorists to slow down and be aware of points where cyclists, walkers or horse riders may cross a road. If necessary, some form of traffic calming devices in areas with high numbers of track / trail user crossings. A recent study has shown that trees planted close to the road

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Identified Risk	Potential Solution
	give drivers a heightened perception of speed causing them to drive more slowly.
Poor mobile phone reception in some areas	Advise trail users through promotional materials (such as maps, brochures and websites) of the location of public telephones available on trails and that mobile reception may be poor or non-existent.
Walking, cycling and horse riding groups which are not incorporated and may not have insurance cover.	Provide information to groups of the benefits of incorporation and insurance and the disadvantages of not being incorporated or insured.
Logging trucks travelling close to some trails, particularly between Tallangatta and Corryong.	Install signage to warn both trail users and truck drivers that cyclists, walkers, horse riders and logging trucks may all share the road. Indicate on promotional materials specific locations where logging trucks may be found.
Wombat and rabbit holes creating a risk for track / trail users	Inspect trails on a regular basis and provide a mechanism for trail users to report maintenance concerns of this nature. Rectify the situation as per the maintenance schedule.
Possibility of injured track / trail user not aware of their specific location when requesting medical assistance	Install emergency markers on trails.

Actions: Regionally significant track / trail managers develop a suitable risk management plan and effective mechanisms and procedure for addressing identified risks.

11.8 Maintenance

Regular maintenance of regionally significant tracks and trails is critical in terms of providing a safe and enjoyable experience for cyclists, walkers and horse riders and to retain assets in optimum condition so that they do not deteriorate unnecessarily or do not pose an unnecessary or avoidable risk. As many regionally significant tracks and trails cross onto land owned by different authorities, it is imperative that an agreed maintenance plan is adopted and adhered to. In general this plan will detail: the standard of maintenance required; tasks and response times; and roles and responsibilities of each partner. It will also include an asset register; detailed maps of the track / trail; inspection templates; and action report forms.

There may however be circumstances where an agreement is made between the various agencies to distribute maintenance costs differently, e.g. equal distribution of costs, in recognition of the fact that although each agency has different lengths of the track / trail to maintain, the benefits are equally shared amongst agencies. This arrangement should ideally be negotiated during the planning stage of any new track / trail development, and agreed upon by all parties.

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Figure 20: Signage on the Murray to Mountains Rail Trail in Wangaratta

The accepted industry standard for the annual maintenance cost of a trail is approximately 3% of the development cost of the trail. The Lilydale to Warburton Rail Trail, for example, has estimated that the annual recurrent cost based on 2011/12 works for the upgrade and maintenance of the trail is in the vicinity of \$410,000. \$150,000 of this amount is incorporated into Council's annual capital budget, and the remainder sourced from lease and license income⁷⁰. Maintenance expenditure for regionally significant tracks and trails will need to increase each year as new tracks and trails are developed. It may be possible to reduce maintenance costs by utilising Friends Groups or people involved in supervised community based order programs. However, if using Friends of Groups or other voluntary community organisations, it is important that they are provided with suitable training, support and resources to carry out their roles safely, effectively and to the standard required.

As well as inspecting for hazards, a suitable response time needs to be identified, as well as a suitable mechanism for the reporting of hazards, inspection of hazards and the completion of works required. The following maintenance plan details suggested minimum maintenance tasks and timeframes for regionally significant tracks and trails in the Hume region:

⁷⁰ Yarra Ranges Council (2012) *Lilydale to Warburton Rail Trail Management and Development Plan*

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Tasks	Regionally Significant On Road Trail	Regionally Significant Off Road Track / Trail
Clean toilets and replace toilet paper	N/A	Weekly (if provided)
Empty bins at rest stops	N/A	Weekly (if provided)
Full inspection of the track / trail	Every six months	Every six months
Check all directional and warning signage and repair or replace as required	Every three months	Every three months
Check vegetation adjoining track / trail and cut back if necessary	Every six months	Every six months
Check surface of track / trail for weeds, broken glass, branches, etc and clear as required	Every six months	Every six months
Check surface of track / trail for erosion and repair or grade as required	Every six months	Every six months
Check bridges, bollards, culverts and drains	Every six months	Every six months
Check structural stability of infrastructure along the track / trail, e.g. seats, shelters, etc	N/A	Every six months
Undertake hazard identification inspection and prepare a report to be actioned	Annually	Annually
Undertake major repairs and replacements	Every five to eight years	Every five to eight years
Reduce fire hazard by coordinating with State Fire agencies (DEPI and CFA) to carry out fuel reduction burning.	N/A	Once every six years.

Ideally some form of mechanism should be produced to allow track / trail users to report specific maintenance issues, e.g. telephone number or web address on brochures, trail head signs and websites.

In terms of maintenance in the Hume region, several Local Government Authorities have been required to sign an agreement with State and / or Federal Government to commit to maintaining a specific track or trail for a minimum of ten years. This arrangement provides an assurance that Local Government Authorities will carry out necessary works to keep the track / trail in good condition, and will hopefully ensure that the LGA will, after a ten year period, automatically incorporate trail maintenance into its ongoing maintenance budget.

Actions: Regionally significant track / trail managers develop a suitable maintenance program and budget and commit long term to maintaining each track / trail that it is responsible for.

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11.9 Business / Private Sector Development

It is generally the role of the public sector to provide infrastructure to support the development of tourism product and the creation of quality visitor experiences, such as tracks / trails, toilets, shelters, BBQs, bike racks, etc. Often these organisations contribute to the marketing and promotion of visitor experiences through the development of maps, brochures and information on their own websites. Sometimes they will provide seeding grants or training opportunities too. The development of other forms of infrastructure and experiences such as accommodation, food and beverages, tour guiding, shuttle services, etc, usually falls within the realm of the private sector. In order to create quality, viable tracks and trails, it is necessary for both the public sector and the private sector to work collaboratively.

The Murray to Mountains Rail Trail is the most mature trail in the Hume region, and possibly the most mature rail trail in Australia. Since its conception approximately twenty years ago, it has been the recipient of considerable investment from both the public sector and local businesses along the trail and in nearby towns. However, it has taken time to develop the trail to this standard with its current level of investment by the private sector.



Figure 21: Business signage along the Murray to Mountains Rail Trail

Based on consultations with key stakeholders and various private enterprises, it appears that there are several businesses willing to invest in tracks and trails based opportunities in the Hume region (through accommodation development, shuttle bus operations and trail packages), but as yet they do not necessarily believe that a suitable investment environment exists and are unsure of the viability of such operations. Hence in order to encourage private sector development, the public sector needs to be able to demonstrate the potential benefits that such tracks / trails can provide and help to facilitate and support an environment that is conducive to private sector development.

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Figure 22: Shuttle bus with bike trailer at Milawa on the Murray to Mountains Rail Trail

Other factors, such as land management and regulation issues may also impede the development of private sector development. The key message contained within the Victorian Competition and Efficiency Commission (2011) *An Inquiry into Victoria's Tourism Industry Report*, for instance, is that the way public and private land is managed and regulated, especially in national parks, impedes investment in tourism. A follow up report released by Department of Environment and Primary Industries in April 2013, *Tourism Investment Opportunities of Significance in National Parks* paves the way for sensible and sensitive tourism investment opportunities in national parks, providing that such opportunities provide a benefit to the public and complement environmental and heritage values. All proposals will be subjected to a comprehensive assessment of potential impacts and lease conditions. It is anticipated that the new guidelines will allow Victoria to compete on a more level playing field with other locations nationally and internationally where such investment is already permitted. The public sector in Tasmania and New Zealand, for example, has allowed the development of high yielding private sector developed tours and accommodation on public land (i.e. on The Overland Track in Tasmania and on the Milford Track in New Zealand). As a condition of agreement between the public sector and the private sector, a proportion of income raised through these tourist ventures is returned to the public sector to be reinvested in infrastructure development and maintenance.

There is a very clear need for additional private sector development along most of the tracks and trails in the Hume region, including the Great Victorian Rail Trail and the High Country Rail Trail, such as cafes, camping sites and the packaging of trail opportunities. The Alpine Resorts have indicated a desire for more of the ski resorts, hotels and cafes to open over summer months to support the growth in mountain bike riding and hiking in those areas. However, businesses will only do so if they are confident that they will make a profit.

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Facilitated cycling experiences are also a key priority in the north east of the region.⁷¹ Such experiences have the potential to “reposition the North East as Australia’s premier cycle destination”, particularly if integrated with other experiences, services and authentic connections with local cultures and characters. The ability to book all aspects of a trip online is also very important.

In order to ensure that existing businesses have the opportunity to benefit from the cyclists, walkers and horse riders who may visit their area, they need to develop an understanding of the culture of these activities and the needs of participants. For example, they may choose to provide drop sheets in hotel rooms for bicycles, bike racks in front of wineries, energy gels in their cafe, water troughs for horses, horse yards, etc. They also need to understand the potential economic value to their business that can be generated through word of mouth by cyclists, walkers and horse riders who may have previously visited their establishment, as many of these people will report their experiences to websites such as Urban Spoon and Trip Advisor.

The public sector can play a key role in educating businesses about the benefits of tracks and trails and the benefits of providing high quality service. There may be a role for Tourism Victoria to change some people’s perceptions about careers in hospitality as being considered short term jobs to actually being considered a worthwhile, long term and enjoyable career option. There also needs to be a greater focus on encouraging exemplary customer service levels throughout the region if high yielding visitors are to be encouraged to return. Partnering with non-traditional tracks / trails businesses should also be considered.

Actions: Advocate to State Government authorities to create an environment that is more conducive to private sector development (to meet the needs of walkers and cyclists) on public land where regionally significant tracks / trails exist.

Actions: Provide information to the private sector of the benefits of investing in track / trail related opportunities.

Actions: Facilitate training to existing and potential businesses about the culture and needs of cyclists, mountain bike riders, hikers and horse riders so that they are better able to meet their needs and expectations.

Actions: Advocate to State Government for planning support, advice and small start up grants for businesses wishing to establish themselves along regional tracks and trails to support the needs of walkers and cyclists.

Actions: Advocate to Tourism Victoria to promote the benefits of working in the hospitality industry to the workforce, including young school leavers.

Actions: Encourage local tourism bodies to implement an annual award (as part of existing Tourism awards) for exemplary track / trail related businesses and hospitality staff who provide exemplary customer service standards.

⁷¹ Tourism North East (2012) *Tourism Gap Analysis*

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11.10 Planning

Rigorous planning of tracks and trails should be undertaken prior to deciding whether or not to develop such a facility, or to determine the most suitable location for such a facility. A study to determine the feasibility of a track / trail is usually the first step. This planning process involves determining:

- The rationale and evidence to demonstrate the need for the track / trail
- The exact location of the track / trail and its length
- Who owns the land on which the track / trail is proposed to be developed
- Land zoning and potential restrictions associated with such zoning.
- Issues associated with leases and licenses
- Potential partners – local community groups, Local Government, State Government, Federal Government, business sector, etc.
- Proposed market / user groups and potential numbers
- Likely benefits to be achieved, e.g. recreational, health, social, economic (note that local economic data will be needed to support funding applications) and environmental
- Track / trail requirements or specifications (e.g. width, surface, signage, loops, access points, etc)
- Proposed trail grading
- Any potential linkages to other tracks / trails and transportation (both public and private options)
- Existing supporting infrastructure, e.g. public toilets, car parks, etc
- Existing businesses to support track / trail users and identification of gaps
- Issues that may impact track / trail development, e.g. Cultural Heritage, environmental sensitivity / biodiversity issues, land prone to floods, etc.
- Potential risks
- Estimation of whole of life costs related to track / trail and infrastructure planning, design, construction, maintenance, upgrades and replacement
- An assessment of the feasibility or otherwise of the track / trail.

If a proposed track / trail is deemed feasible, it will then be necessary to undertake detailed design work either as a stand-alone document or as a master plan, incorporating drawings of track / trails, bridge designs, road crossings, drainage requirements, legislative requirements (e.g. Cultural Heritage Management Plan) and cost estimates. These tasks may be undertaken internally or contracted out.

It is recommended that a track / trail management plan, Memorandum of Understanding, maintenance plan and marketing plan are developed prior to the establishment of the track / trail so that all parties are committed to the development and are aware of their ongoing roles and responsibilities. Local communities should be engaged in track / trail developments from the very beginning so that they can have genuine input, share their knowledge and expertise and develop a real sense of ownership of the facility and its outcomes.

In relation to the development of future local or municipal level tracks / trails, it is important that individual Local Government Authorities undertake their own planning in relation to potential

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business and partnership opportunities, marketing, and management of tracks and trails throughout the municipality.

Some specific feedback obtained during the consultative period of relevance to the Hume region includes:

- The process to develop tracks / trails on land managed by Parks Victoria and DEPI is unclear.
- It can be time consuming and difficult to obtain leases from VicTrack for access to disused rail lines.
- Privately owned land and leases may have a great impact on track / trail locations and developments and needs to be dealt with carefully.
- Some of the older logging areas may have good infrastructure for trail users, but there is limited planning in relation to usage of this infrastructure.
- Need to ensure that land zoning along tracks / trails is suitable so that businesses can start operating as soon as a trail is developed.
- The need for and benefits associated with tracks / trails needs to be clearly demonstrated in order to attract Government grants.
- Although DEPI has just developed a Mountain Bike Guide as an internal document to assist its staff and Parks Victorian staff to assess authorised and unauthorised trails and to determine which trails should be further developed and which ones should be closed, there is no mountain bike strategy in existence at present to prioritise developments across the state or regions.
- Cultural heritage management assessments can be prohibitive for some organisations from a financial perspective.
- There is considerable environmental sensitivity and restrictions related to developing or upgrading trails in the alpine region.
- Balancing environmental concerns with the desire to allow people to enjoy and appreciate the natural environment is a challenge.

Actions: Regionally significant tracks / trails managers undertake a feasibility study prior to developing any new tracks / trails.

Actions: Regionally significant tracks / trails managers develop a track / trail management plan, Memorandum of Understanding, maintenance plan and marketing plan prior to the establishment of the track / trail wherever possible.

Actions: Regionally significant tracks / trails managers engage with local communities and all other relevant land managers (such as VicRoads, DEPI, Parks Victoria, VicTrack, etc) in track / trail developments from the very beginning of the planning stage and prior to preparing funding submissions. .

Actions: Advocate to State Government to identify and document clear processes and requirements around the development of tracks / trails.

Actions: Advocate to State Government for the development of a state-wide mountain bike strategy.

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Actions: Local Government Authorities undertake their own planning in relation to potential business and partnership opportunities, marketing, and management of local or municipal level tracks and trails throughout the municipality.

11.11 Trail Design and Planning

Poor trail design can greatly influence not only the track / trail user's overall experience, but also create potential safety risks. Regardless of the fact that track / trail standards exist and that best practice design information is widely available, some tracks / trails that have been developed in the Hume region in recent years still fail to observe some of the standards and best practices. It appears that track / trail designers are overlooking, ignoring or simply not aware of the trail design resources that are available, or may be looking at ways of reducing the establishment cost of a track / trail. Invariably poor quality design leads to more intensive maintenance requirements and costs, as well as the potential for earlier replacement of infrastructure and / or costly retrofits.

During the audit of regionally significant tracks / trails in the Hume region, it was observed that:

- Some tracks / trails are not sufficiently wide to meet Australian Standards / industry guidelines and the amount of use they receive.
- Some tracks / trails have fences built right to the edge of the track / trail thereby not allowing space for cyclists, walkers or horse riders to get off the path or enough space for maintenance equipment.
- Inappropriate fencing (i.e. star pickets) has been placed along some tracks / trails.
- The surfacing of some tracks / trails is poor resulting in bicycle punctures and the potential for minor accidents by less experienced riders.
- There is inadequate signage along many of the tracks / trails.
- There are insufficient car parking spaces and a lack of secure car parking at some track / trail heads.
- There are insufficient secure lockable bicycle parking facilities at track / trail heads and key attractions along the track / trail such as wineries.
- There are poor linkages from Visitor Information Centres and railway stations to track / trail heads.
- There is a lack of sealed shoulders along regionally significant on road cycle routes.

Some key aspects to consider when designing tracks and trails, as identified through the community consultation component are the need to consider:

- The impact of flooding and fires on track / trail surfaces and infrastructure.
- Future-proofing vulnerable areas such as bridges and boardwalks through the construction of rock armoury and use of concrete materials.
- The use of shuttles (using existing or new transport operators) in preference to building new trails in some areas
- The use of innovative ways to create trails in locations where there is limited space, e.g. use nature strips where required.
- Infrastructure needs to have a long life, low maintenance requirements and be reasonably vandal resistant.

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- Need to use materials that are sourced locally, long lasting and limit maintenance costs wherever possible.
- Track / trail should be safe to use and accessible in the case of an emergency.
- Track / trail is accessible for people of all abilities wherever possible.
- Need to develop vantage points for officials and spectators, as well as viewing areas along track / trails that will be used for events.
- The use of consistent branding and similar signage along tracks / trails.
- Provision of suitable infrastructure, e.g. rest areas, toilets, parking areas and horse tie up areas.
- Designing, constructing and signing tracks / trails in accordance with industry gradings, i.e. DEPI (DSE) Walking Track Standards and International Mountain Bike Association (Australia).

Planning Guidelines have been incorporated into the Appendix, along with details of relevant Australian Standards and industry sources. Note that best practice, guidelines and standards are regularly updated, so this information should only be used as a guide.

Action: Distribute the Planning Guidelines contained within the Appendix to Local Government Authorities, public land managers and other track / trail designers and builders in the Hume region and where possible, incorporate this information into Local Government design guidelines.

Action: Facilitate a series of training opportunities for track / trail designers, builders and managers relating to track / trail planning, design and development.

Action: Encourage Local and State Government agencies to ensure that track / trail designers and builders are adhering to relevant Australian Standards, industry guidelines, best practice and universal design principles prior to issuing planning permits

Action: Advocate to Tourism Victoria to establish a centralised knowledge hub for the sharing of information and best practice examples of all types of tracks / trails, potentially in partnership with Bicycle Network Victoria, Bushwalking Victoria, International Mountain Biking Association (Australia) and Australian Trail Horse Riders Association.

11.12 Visitor Experience

A key tourism and economic development priority for the Hume region is to provide existing and potential visitors to the area with a diversity of year-round high quality experiences that will encourage them to stay in the region longer, spend more money in the region and return again. In the past, some areas of the Hume region have attracted high numbers of visitors, however the yield, or spend, has been quite low. The focus now is on retaining these existing visitors, but also providing additional opportunities to attract higher yielding visitors and therefore more economic benefits (such as viable business development; local employment opportunities; and investment in infrastructure development to support residents, etc) in the villages, towns and cities that make up the Hume region.

It is important to note that tracks / trails are enablers, or one of the many activities that visitors may choose to enjoy whilst in the region. Therefore tracks and trails, whilst part of the overall visitor experience, are not the sum total experience for visitors.

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In order to create a quality visitor experience, that will encourage people to return to the region, we need to develop product (i.e. opportunities, services and facilities) that meet or exceed visitor needs and expectations; are easily accessible; and are of a very high standard.



Figure 23: Murray to Mountains Trail

In relation to regional tracks / trails, this means:

- Providing opportunities for visitors to book every aspect of their visit to the region online prior to arriving.
- Developing tracks / trails in areas where people want to walk, cycle or horse ride, i.e. areas that have unique natural, built or cultural features and provide an enjoyable experience for users.
- Developing tracks / trails that create a sense of journey and allow users the chance to immerse themselves in the natural, built and cultural aspects of the region.
- Creating opportunities for track / trail users to come away with more knowledge / education of the local area and possibly a spiritual connection with the area through the use of interpretive materials, guided tours, carefully placed look-outs, etc.
- Creating tracks / trails that are appealing from a landscape amenity perspective (i.e. not developed in industrial areas or next to busy freeways) and have supporting infrastructure that is aesthetically pleasing.
- Regularly developing new product to enhance the tourism potential of the region and ensuring that there is a concentration of tourism product along a track / trail.
- Instigating initiatives that may reduce visitor conflict such as well designed tracks / trails or limitations on visitor numbers in highly sensitive areas.
- Providing the expected level of services and infrastructure in relation to issues such as secure car parking, public transport access, bicycle hire, easily accessible shuttle services, luggage transfers, signage, etc.

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- Ensuring that local businesses have sufficient training to provide a quality service to all track / trail users through things such as accommodation venues providing secure places to lock bicycles, through to cafes providing information on tracks / trails in the region.



Figure 24: Winton Wetlands

A number of issues specific to the Hume region were identified through the community consultations that may have a negative impact on visitor experiences. These include:

- Visitors often get lost in larger towns trying to locate track / trail heads from Visitor Information Centres or train stations.
- Visitors may arrive at a railway station with their bicycle, only to find that there is no room available to carry their bicycle, or the train service has been replaced by a bus.
- The need to pre-book shuttle services around 48 hours prior to use may limit spontaneous rides or walks.
- Inability to book the track / trail experience online may lead visitors to regional trails in other locations.
- Inadequate signage sometimes causes riders or walkers to get lost.
- Logging trucks travelling close to the road and the landscape degradation associated with a recently cleared forest may reduce the overall experience for many riders / walkers.
- Conflicts with motorised trail bike riders and four wheel drivers can reduce the overall experience and enjoyment of riders / walkers.

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- Lack of clarity on marketing material about water access has led to conflicts with shop owners.
- Some businesses along tracks / trails tend to over-promise, but under-deliver.
- Some tracks / trails, especially during peak times, are too busy and deplete the visitor experience.

We must be mindful that when developing upgraded or new tracks/ trails in the Hume region that we are building new product, rather than just moving people from one trail to another.

Actions: Provide local businesses and regionally significant track / trail managers with information about how to create positive visitor experiences and the benefits that such experiences can make locally.

11.13 Events

Cycling, mountain bike riding, walking and horse riding events not only provide recreational and / or competitive opportunities for local residents and visitors to an area, they can also create pride in local communities and bring in significant revenue to a region. There are numerous events held throughout the Hume region related to existing regionally significant tracks and trails including (but not limited to):

Name of Event	Type of Event	Date Held / Last Held	Description
SCODY 3 Peaks Challenge	Road ride	Victorian Labour Day long weekend (10 March 2013)	This is one of the world's toughest and most picturesque cycling challenges of the Victorian Alps. It features a 13 hour one-day ride over a 235km course with three major climbs: Tawonga Gap, Mount Hotham, and the back side of Falls Creek. It attracted 1,800 entries in its first year and has significant potential for growth ⁷² .
Marysville Lake Mountain Challenge	Road ride	3 March 2013	Short course (35km) Short course plus Lake Mountain (80km) Long course (120km) Long course plus Lake Mountain (160km) ⁷³
Audax Alpine Classic	Road ride	27 January 2013	Starting in Bright, this event attracts 2,500 riders and 3,000 supporters. The event incorporates the road climbs up Mt Buffalo and Falls Creek as well as the full QVR route ⁷⁴ .
Kelly Country Classic	Road ride	11 November 2012	A recreational challenge ride based out of Glenrowan that supports the fundraising efforts of North East Health Wangaratta. There are two

⁷² <http://www.bicyclenetwork.com.au/general/great-rides/42359/>

⁷³ http://www.vic.cycling.org.au/?MenuID=Recreation%2Fc20073%2F17268%2CMarysville_Lake_Mountain_Challenge%2Fc20345%2F40045

⁷⁴ http://www.alpineclassic.com.au/index.php?option=com_content&view=article&id=64&Itemid=83

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Name of Event	Type of Event	Date Held / Last Held	Description
			routes: 105km and 55km. 200+ riders take part in the event ⁷⁵ .
Tour de Rutherglen	Road ride	29 September 2012	A recreational ride focussed on showcasing the food and wine of the Rutherglen region. The event is capped at 100 and has been going for over a decade ⁷⁶ .
Rutherglen Cycling Classic	Road ride	1 May 2010	100km circuit road race commencing in Rutherglen. Attracted 140+ participants. Graded Criterium over a 1.2 circuit. Attracted 70 riders. Winemakers of Rutherglen challenge race. First event held in 2010 ⁷⁷ .
Tour of Bright	Road ride	1-2 December 2012	This competitive event is a two day race format, organised by the Alpine Cycling Club, and is centered around the township of Bright. The event is capped at 550 competitors and is one of the most popular events on the club race calendar in Australia ⁷⁸ .
Bright 6 Hour	Mountain bike		The Bright 6 Hour is run by the Alpine Cycling Club. The event attracts 200+ riders ⁷⁹ .
Six Hours in The Saddle (S.H.I.T.S)	Mountain bike	31 August 2013	The S.H.I.T.S is a popular MTB race that uses the course through the Beechworth Mountain Bike Park. Capped at 400 riders. Usually attended by 300 supporters ⁸⁰ .
Mitta to Mt Beauty	Mountain bike	27 April 2013	A legendary race run by Team Mt Beauty. The event attracts 150 riders ⁸¹ .
Alpine Assault	Mountain bike	31 March 2012	A 100km epic mountain bike race from Falls Creek to Mt Beauty incorporating the Big Hill Mountain Bike Park ⁸² .
Terra Australis	Mountain bike	18-22 March 2013	An epic 5 day stage race through Victoria's High Country, based out of Bright (Holiday Park). Terra is the showcase MTB event for the region and may

⁷⁵ http://www.wangarattabug.org.au/index.php?view=article&id=63%3Akelly-country-classic-2012&option=com_content&Itemid=28

⁷⁶ <http://www.rutherglenrotary.org/tour%20de.htm>

⁷⁷

http://www.victoriahotelrutherglen.com.au/index.php?option=com_content&view=article&id=21:rutherglen-cycling-classic&catid=1:news&Itemid=2

⁷⁸ <http://www.tourofbright.com.au/>

⁷⁹ <http://www.alpinecyclingclub.com.au/>

⁸⁰ <http://adventurerace.com.au/Events/2536/Six-Hours-in-the-Saddle>

⁸¹ <http://tmb.org.au/>

⁸² <http://www.alpineassault.com.au/default.htm>

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Name of Event	Type of Event	Date Held / Last Held	Description
			develop into Australia's premier MTB event and become a strong international drawcard ⁸³ .
Gravity 12 Hour	Mountain bike	2 February 2013	This mountain bike event is based out of Bright (Holiday Park) and attracts 750 riders and 500 supporters from all over Australia. The competitor (or team) with the most laps after 12 hours of racing is declared the winner ⁸⁴ .
Bike Buller Mountain Bike Festival	Mountain bike	8-10 March 2014	Four different mountain bike events including cross country, enduro and downhill. Attracts 700+ riders. 30% of participants are from interstate. Held in conjunction with Picnic in the Park food, wine and music festival.

The most popular of these events, amongst survey participants, are the Audax Alpine Classic in Bright (26.4%); followed by State or National series mountain bike events (15.7%); Bike Buller Festival (14.6%); and the 3 Peaks Challenge (14.0%).

It is important in the design stage of tracks and trails to identify whether or not the asset is likely to be used for events. Mountain bike tracks in particular, such as those located at Mt Buller-Mt Stirling, are often used for major events with hundreds of participants. Where events are likely, consideration needs to be given to tracks / trails that are designed for multiple riders / walkers at the one time, administration areas, viewing areas, parking, emergency vehicle access, toilets, food and beverage outlets, etc.



Figure 25: Alpine Assault Event (Finish Line Events)

Whilst events should be strongly supported due to the benefits that they can provide the region and participants, it is important that access to regionally significant tracks / trails is not restricted on a

⁸³ <http://www.terraaustralismtbepic.com/RaceInformation.asp>

⁸⁴ <http://adventurerace.com.au/Events/2595/Bicycle-Superstore-Gravity-12-Hour>

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regular basis. Such restrictions can create resentment amongst regular users and may turn other potential users away permanently. A policy should be developed as part of the management plan by managers of regionally significant tracks / trails around events, to ensure that hosting of the event does not place undue costs on their staff or volunteers and so that access times along with roles and responsibilities of all parties are clearly identified.

Survey participants also expressed demand for more events aimed at families, lower entrance fees, shorter / modified events as part of larger events for beginners or young people; improved advertising through local media; and more horse riding events. The need for an events calendar in the Hume region so that events can be spread out across the year and so that all parties are aware of existing annual events was also identified by survey respondents and key stakeholders.

Actions: Regionally significant track / trail managers consider developing suitable infrastructure during the design stage to accommodate future events.

Actions: Regionally significant track / trail managers develop events policies so that processes, expectations, roles and responsibilities of all parties are clearly defined.

Actions: Support the establishment of events using regionally significant tracks / trails in the Hume region as per locally developed event policies.

Actions: Work with tourism bodies to cross-populate an events calendar (advertised through facebook, emails and relevant websites) to avoid potential clashes between events and to inform potential participants of opportunities available.

11.14 Public Transport Access

The ability to carry bicycles on public transport services such as V/Line trains, bus services and aeroplanes originating in locations such as Melbourne and Sydney and travelling to the Hume region was identified as a key issue through community consultations. 182 out of a total of 536 survey respondents (34%) indicated that being able to transport bicycles on a train or bus is a priority. A further 215 survey participants (40%) indicated that intra-regional transportation (such as bicycle transfers between destinations) is an even greater priority to most trail users, i.e. how to get from A to B when in the region, particularly if using a linear trail such as a rail trail. This priority is also supported through the literature, e.g. Tourism North East (2012) *Tourism Gap Analysis*.

Currently bicycles can only be carried on V/Line trains if there is sufficient space. Available space is anywhere between two to six bicycles, depending upon the type of train in operation. D Vans can be attached to the rear of larger trains servicing long distance travel (e.g. Melbourne to Albury / Wodonga or Shepparton). These vans can be booked in advance for special events and are able to transport around 30-40 bicycles. The major issue for cyclists in the Hume region is the lack of certainty about whether or not their bicycle can be transported on the train when they turn up at a railway station, as there is currently no booking service in place. This is particularly the case when several people are travelling as a group of friends or as a group of family members. For train operators and other passengers, the key issue is whether or not there is sufficient space to safely store bicycles on board trains.

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Only folding bicycles of certain dimensions which are placed in a cover or bag can be transported on V/Line buses. However, some bus drivers will, at their own discretion, allow the carriage of bicycles.

In relation to aeroplanes, bicycles will generally only be accepted as checked baggage on Virgin Airlines and Qantas if packaged in a suitable bike box / bag and checked in at least one hour prior to departure. Some of the smaller aeroplanes which fly into Albury, such as Skywest will only carry bicycles if there is available space and if the bicycle fits within the limit of one piece of checked baggage under 23kg (appropriately boxed). Rex Airlines only allows one checked bag per person to a total of 15kg. Any baggage over 15kg will be charged at \$6.50 per kilogram and will only be carried if there is sufficient space. Where there is insufficient space, the bicycle may be transported on a later aeroplane.

A study undertaken by the Institute for Sensible Transport (2010)⁸⁵ reported that cyclists interviewed as part of the strategy believed that the four most useful improvements to better connect cycling with regional public transport in priority order are:

- More room for bikes on trains.
- Ability to travel with bicycle on coach.
- Better cycling network.
- Booking system to ensure that bicycle will be carried on train or coach.

Currently 0.9% of V/Line passengers or 119,000 people annually take a bicycle on board. During weekdays the majority of these passengers use their bicycle for commuting purposes, whereas on weekends, the majority of these passengers use their bicycle for recreational purposes. Forecasts provided by the Institute of Sensible Transport (2010) indicates that the percentage of people who may carry a bicycle on public transport if a range of new initiatives are introduced could potentially reach 3% by 2020, or 560,000 people. This figure is comparable with bicycle passenger numbers in the UK. The study indicates that forecasting recreational demand is quite difficult as many recreational cyclists are likely to be infrequent users of the service.

Bicycle Network Victoria, in partnership with the Victorian Department of Transport, Planning and Local Infrastructure, instigated a 6 week pilot project called Trail Transporter in the Ballarat and Leongatha regions in 2010 in order to provide an alternative to cyclists transporting their bicycles on board trains or in the luggage compartment of buses. This pilot project involved the provision of a large trailer at a transport terminal (e.g. Southern Cross), which cyclists could load their bikes onto free of charge at least 15 minutes prior to the departure of a corresponding V/Line service on Friday afternoons, returning on Sunday afternoons. Riders were required to pre-book their bicycles onto the service.

In relation to the Hume region, the initiatives that are most likely to improve the ability of cyclists to carry their bicycles on public transport, whilst being mindful of the needs of other passengers and transport operators, are:

- Retrofit existing train carriages to allow the carriage of bicycles so that they hang vertically and do not take up as much floor space as bicycles stored on the floor. In the long term,

⁸⁵ Institute for Sensible Transport and Victorian Department of Transport, Planning and Local Infrastructure (2010) A Technical Evaluation of Bicycle Carriage on Victorian Trains and Coaches

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new carriages should be designed to allow greater numbers of bicycles to be safely stored on board.

- Provide a booking service through V/Line website and booking offices so that bicycle passengers have greater certainty about being able to take their bicycle on board a train. Discussions need to take place to determine if an additional fee is required and how this booking system will fit into the Victorian Government's MYKI card scheme.
- Provide linkages on the V/Line website and all regionally significant tracks and trails websites to private shuttle bus companies operating in the Hume region so that all train users, including larger groups, are provided with information about an alternative transportation option.
- Install a bicycle carriage rack on the front of buses in high trail use areas to allow the carriage of up to three bicycles at a time, whilst freeing up the luggage compartment area for storage of bags and suitcases.



Figure 26: Bus carrying a bicycle on the front of the vehicle, Flagstaff, Arizona, USA.

- When it is not possible to secure a D Van attached to the rear of a train, provide a car and trailer at Southern Cross Railway Station on Friday evenings and /or Saturday mornings to transport bicycles to trail heads in Tallarook / Seymour (Great Victorian Rail Trail), Wangaratta (Murray to Mountains Rail Trail) and Wodonga (High Country Rail Trail), whilst the owner of the bicycle travels via train (operating at the same time). Relationships with private shuttle services on these routes should be established so that bicycles can be transported back to the Tallarook / Seymour, Wangaratta and Wodonga trail heads in time for a Sunday afternoon departure back to Melbourne. These private operators could also meet trail users at one of the trail heads on Friday evening or Saturday morning and then transport them to other regionally significant tracks / trails which are a little further away such as the Mt Buller-Mt Stirling Mountain Bike Trails or to a different section of the rail trails (e.g. Bright). On weekdays it is expected that larger groups will use the services of private shuttle bus operators due to the limited capacity of trains and buses.
- Ensure that all regionally significant tracks and trails in the Hume region are connected to transportation hubs such as train stations or bus terminals wherever possible.

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Actions: Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to retrofit existing trains to allow for additional bicycles to be carried.

Actions: Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to purchase new train carriages (when required) that have a greater carrying capacity of bicycles.

Actions: Advocate to V/Line to establish a bicycle booking service for trains and buses

Actions: Advocate to V/Line to provide linkages from its website to private shuttle buses in the Hume region that are capable of carrying riders and their bikes

Actions: Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to install a bicycle carriage rack on the front of buses in high trail use areas (subject to feasibility)

Actions: Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to provide a car and trailer at Southern Cross Railway Station on Friday evenings and /or Saturday mornings to transport bicycles to trail heads when it is not possible to secure a D Van attached to the rear of a train, returning on Sunday evenings.

Actions: Regionally significant track / trail managers design tracks / trails so that they connect to transportation hubs wherever possible.

Actions: Regionally significant track / trail managers and tourism bodies work in partnership with airlines to create all inclusive track / trail related packages.

11.15 Universal Design

It is important to provide regionally significant tracks / trails in the Hume region which are designed according to universal design principles wherever possible. This will ensure that such tracks / trails are usable to as many people as possible. Universal design principles refers to equitable use; flexibility in use; simple and intuitive use; perceptible information; tolerance for error; low physical effort; and size and space approach and use⁸⁶.

The surface of both the Great Victorian Rail Trail and the Murray to Mountains Trail are both designed to meet the needs of as many users as possible. However, there will be other tracks / trails where such broad use may only be achieved for a portion of track / trail, or perhaps not at all, especially for those located in steep and remote mountainous areas. It is important to note on all promotional materials such as brochures, maps, websites and signs which components of tracks / trails incorporate universal design principles.

To help ensure that as many people as possible can use regionally significant tracks / trails in the Hume region, the following works and initiatives could be considered, depending on the type of track / trail and the experience offered:

- Relatively flat tracks / trails (where appropriate) with a compacted or hardened surface such as asphalt, concrete or granitic sand. Any compacted granitic sand surfaces should be cement stabilised and require excellent drainage to avoid the forming of erosion

⁸⁶ Department of Planning and Community Development Universal Design Fact Sheet

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corrugations. Granitic sand surfaces need to be regularly maintained to repair soft spots or scouring.

- Signage that is clear and easy to read using simple English and recognised symbols, with a contrast luminance of greater than 30%.
- Directional signage at intersections.
- Use architectural statements / public art to assist with wayfinding.
- Raised tactile information with adjacent Braille signage.
- Toilets suitable for people with mobility aids and which provide baby change facilities.
- Bollards that are easily distinguishable from the track / trail with a luminance contrast of greater than 30%.
- Picnic tables designed to allow a person in a wheelchair to sit at the table.
- Seats with arm rests and backs.
- Parking at track / trail heads suitable for mini buses and for vehicles requiring extra space (such as those with prams or wheelchairs).
- Good sight lines so that people can see oncoming track / trail users
- Tracks / trails sufficiently wide to allow people to pass oncoming track / trail users.
- Tracks / trails with sufficient flat run-off at the sides.
- Tactile ground surface indicators (where applicable).

Actions: Facilitate training to regionally significant track / trail managers in relation to universal design principles.

Actions: Regionally significant track / trail managers use universal design principles in the design phase of tracks / trails.

11.16 Research and Data Collection

In order to encourage further investment in tracks and trails opportunities and infrastructure, data is needed in relation to:

- Existing number of track / trail users
- Latent demand for track / trail users (especially for tracks / trails that are not yet developed)
- Number of local residents participating in cycling, walking and horse riding
- Number of visitors to the region who participate in cycling, walking and horse riding
- The economic spend by trail users (both local residents and visitors) to the region on items such as accommodation, cycling / walking / horse riding equipment, food and beverages, entertainment, fuel, etc.

Unfortunately where such data is available for the Hume region, the data is often not specific enough, not relevant to specific types of tracks / trails, and in some instances it may even be misleading. The collection of accurate and useful data is therefore a very high priority in the Hume region so that informed decisions about track / trail investments can be made. Local Government Authorities, Alpine Resorts, State Government, Federal Government and community based organisations need accurate data to determine the feasibility and cost-benefits of developing new tracks / trails or undertaking extensions to existing tracks / trails.

Trail counters are used on the Murray to Mountains Rail Trail and the High Country Rail Trail during peak weekends such as Melbourne Cup, Australia Day, Easter and Queen's Birthday to determine

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the number of users of various sections of the trail. Mt Buller-Mt Stirling Mountain Bike Trails has also used counters on several of its mountain bike trails, and the Great Victorian Rail Trail has recently installed counters along the trail. Hence some base data will become available shortly from which to make assumptions, although there are still some gaps in this data collection. It is imperative that all regionally significant tracks and trails developed contain data counters to assist with monitoring and good management.

Further research is required into the needs of existing track / trail users and potential track / trail users to determine key enablers to participation. Our community consultation indicates that riders and walkers are particularly interested in:

1. Smooth all weather surface – bitumen or well compacted gravel surface (53)
2. Signage that is clear; provides interpretive information; shows distances; and is not able to be vandalised (32)
3. Accommodation, food and attractions accessible to the track / trail (32)
4. Trails that are multi-purpose and suitable for all users including families and people riding road bikes and hybrids (27)
5. Natural bush scenery along the track / trail (18)
6. Access to drinking water along the track / trail (18)
7. Historical landmarks and information to be featured along the track / trail (16)
8. Off road trails with minimal road crossings (16)
9. Opportunities to access tracks / trails by using public transport (15)
10. Link with other existing tracks / trails (15).

More specific and localised data would assist track / trail managers to provide a better quality visitor experience and encourage repeat visitation.

Over the past decade, the Australian Sports Commission has published its Exercise, Recreation and Sport Survey (ERASS) results on an annual basis. This information has been extremely valuable in determining Victoria wide participation in certain activities such as walking, bushwalking, cycling and horse riding. It did not however provide information specific to mountain bike riding. Unfortunately funding for this survey by the Federal Government has been discontinued and so such information is no longer available. Some data is available through the Australian Bureau of Statistics in relation to participation levels of children between 5-14 years of age in certain activities and people over 15 years of age, but this information is fairly limited.

Although municipal level recreation needs strategies conducted in the Hume region generally includes a survey of participation levels in certain activities by local residents, there is no standardised set of questions used in these strategies to allow data to be easily compared between municipalities. Similarly, an analysis of the demographics of respondents indicates that a significant number of people who may have filled in a participation survey are females over the age of fifty. The results therefore may not be representative of the broader community's participation levels and needs.

Tourism data available for the Hume region is not specific enough to make accurate assessments of existing and potential participation levels in track / trail based activities as the National Visitor Survey and Tourism Research Australia does not provide information at a municipal level. Currently there are three tourism bodies covering the region (and into southern NSW):

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- Tourism North East – incorporating the following municipalities: Wangaratta, Indigo, Alpine, Towong and Mansfield
- Goulburn River Valley Tourism – incorporating the following municipalities: Greater Shepparton, Murrindindi, Mitchell and Strathbogie.
- Murray Tourism – incorporating the following regions: Albury Wodonga, Sun Country, Echuca Moama, Swan Hill and Mildura Wentworth. Specific information is available for Albury Wodonga and Sun Country (incorporating Cobram, Moira, Numurkah, Corowa, Corowa region, Tocumwal, Finley and Jerilderee).



Figure 27: Vineyard between Oxley and Whitfield

These bodies provide information about domestic day trippers, domestic overnight visitors and international visitors in terms of numbers, market share, purpose of visit, accommodation used, origin of visitors, length of stay, age, lifecycle, activities undertaken and expenditure. Local Visitor Information Centres also provide some level of data, but it does not specifically identify the number of people who use tracks and trails.

A number of studies have attempted to determine the economic contribution of cycle based tourism in recent years. One study, undertaken by Dr Sue Beeton of La Trobe University in 2009⁸⁷, indicated that the average daily contribution of people using the Murray to Mountains Rail Trail was \$258 per person (not including multipliers). This amount included:

⁸⁷ Presentation by Dr Sue Beeton at Parks and Leisure Australia Nature Based Tourism and Trails Seminar in Bendigo on 19 May 2010.

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- \$52 for accommodation
- \$123 for food and beverages
- \$18 for fuel
- \$6.50 for cycling expenses
- \$6.50 for souvenirs / gifts
- \$38 for other expenses

The figures developed by Dr Sue Beeton have been widely cited in recent years in track / trail feasibility studies and other reports. However there are very few tracks / trails at the same standard as the trails researched by Dr Beeton, and less developed tracks / trails are unlikely to be able to deliver the same results (in the immediate future at least).

Several studies undertaken to determine the economic benefits of tracks / trails do not take into account the moderate economic contribution of local users. Nor do they take into consideration that the time spent on a track / trail may not have been the reason for the visit to the area, or the main activity undertaken whilst in the region.

The Barwon South West Regional Trails Master Plan⁸⁸ suggested that visitor contributions should be in the realm of \$10 per trail user and the Loddon Mallee Regionally Significant Tracks and Trails Strategy⁸⁹ conservatively suggested \$50 for overnight visitors (in recognition that tracks / trails may not be the primary purpose of the visit to the region); \$10-\$25 per day visitor; and \$2-\$5 local user. SGS Economics and Planning used an amount of \$50 per day trip cyclist and \$250 per overnight cyclist in its *Economic Impact of Cycle Tourism for Alpine Shire* (2011) study. As can be seen from these figures, there are numerous different methodologies and assumptions used in determining possible economic impacts of tracks and trails.

The economic impact of a track / trail can also be dependent upon its location and the activities available. Information supplied by Mt Buller Mt Stirling⁹⁰ states that mountain bike riders at the Mt Buller Mt Stirling Mountain Bike Trails will spend in the vicinity of \$149 per day. Similarly, organisers of the AUDAX event state that competitors spend an average of \$167 per day. People visiting the Mt Buller Mt Stirling Mountain Bike Trails or taking part in the AUDAX event are likely to be visiting the area specifically for these activities and therefore their expenditure is directly attributed to the facility they are visiting or the event that they are taking part in. For many people using other tracks / trails in the region, time spent on a track / trail may form only a fraction of their time in the area and may be one of many activities undertaken.

An input output model was developed by SGS Economics and Planning to attempt to determine the economic and employment contribution from visitors, marketing and promotion expenditure and infrastructure investment expenditure in terms of direct benefits and flow on effects. However, this tool still relies on knowing what a reasonable amount of expenditure is likely from event cyclists (both road riding and mountain bike riding) and trail based recreational cyclists. It does not have fields available for walkers or horse riders and does not cater for the fact that cyclists typically involved in road riding and mountain bike riding may in fact spend quite different amounts per day. Nor does this model assist in identifying potential usage of a track / trail.

⁸⁸ Barwon South West Region (2009) *Barwon South West Regional Trails Master Plan*

⁸⁹ Loddon Mallee Region (2010) *Loddon Mallee Regionally Significant Tracks and Trails Strategy*

⁹⁰ Mt Buller Mt Stirling (2013) *Epic Mountain Bike Trail Project – Stakeholder Consultation Information*

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REMPLAN is an economic modelling tool used by the majority of Local Government Authorities within the Hume region. In relation to tourism initiatives, this tool relies on users from a particular area (e.g. a local government area or the whole Hume region) inputting information about user numbers and / or economic contributions from users (obtained through surveys implemented by the LGA or region). In the case of the Hume Region Significant Tracks and Trails Strategy, there is very little (if any) data available on some of the tracks / trails, and where new tracks / trails proposed, there is no data. Similarly, many of the existing or proposed regionally significant tracks / trails cross boundaries of several different areas. Further, the economic impact of some groups, i.e. those specifically going to Mt Buller-Mt Stirling to ride mountain bikes for a weekend, as opposed to someone who may be passing through Mansfield and decides to walk along the Great Victorian Rail Trail for one hour, is significantly different. Hence whilst the REMPLAN tool works well for a variety of different purposes within Local Government, it still has some limitations for a study of this type.

More research is required into an accurate model of determining the economic contribution of existing and proposed regionally significant tracks and trails. In addition, more local research and data collection is required to identify existing usage levels and characteristics of such users. That being said, based on existing trails such as the Murray to Mountains Trail, the economic contribution of tracks and trails to the Hume region can be significant.

Actions: Managers responsible for regional tracks / trails undertake regular, if not permanent, counts of trail users.

Actions: Managers responsible for regional tracks / trails undertake regular evaluations of the satisfaction levels of existing track / trail users.

Actions: Advocate for improved track / trail data collection and distribution of this information by Australian Sports Commission, Australian Bureau of Statistics and Tourism Research Australia.

Actions: Advocate for the development of tools to assist track /trail builders and managers to estimate potential usage and economic benefits of tracks / trails.



Figure 28: Great Victorian Rail Trail

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12.0 New Opportunities for Track / Trail Development

Some of the key gaps and opportunities identified in the Hume region in terms of regionally significant tracks and trails developments and usage for future consideration include:

12.1 Horse Riding

There are a significant number of horse riders living in the Hume region. Throughout the consultation process, there was a strong desire expressed to develop more and improved opportunities for horse riding along trails. One of the key recommendations in the strategy is to develop a horse riding trail in the vicinity of Mt Stirling. To accommodate horses and their riders, there may need to be larger car parks developed at trail heads for parking of horse floats, as well as rails, horse yards, drinking troughs along the trail and at accommodation venues. In some instances, it may be best to develop a separate bridle trail.



Figure 29: Horse riding at Mt Stirling (photo courtesy of Mt Buller-Mt Stirling Alpine Resort)

12.2 Mountain Bike Riding

Key stakeholders suggested that there are two specific gaps in the suite of mountain bike experiences currently offered in the Hume region. The first of these is a 'gateway' trail, which is essentially an easy trail where beginners learn the basic skills of mountain bike riding. It may form part of a bike park and could incorporate features such as wide open trails, some smooth flowing turns, some small climbs and descents, berms, rollers, log rides, ramps, platforms, etc. Such trails or facilities help beginners to develop the skills to tackle more technically advanced mountain bike tracks / trails in the future. There are numerous gateway trails and bike parks throughout the USA such as the Valmont Bike Park in Boulder, Colorado. The Village Family Trail at Mt Buller-Mt Stirling Mountain Bike Trails is an example of one basic level trail in the Hume region and the Easy Skills Trail provides opportunities for people to develop basic skills before tackling more difficult trails.

The other gap in the mountain bike track / trail suite of experiences at present in the Hume region is in the area of gravity trails. Gravity trails generally entail riders being driven to the top of a

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mountain by a shuttle bus or vehicle, and then descending by mountain bike to the bottom of the mountain over several hours. The Moab Whole Enchilada in Utah, USA, is a good example of this type of trail experience. Mt Buller-Mt Stirling Mountain Bike Trails provides opportunities for mountain bike riders to travel downhill on several different trails, varying in length from 1km to 8.65km and then to return to Northside Discovery Centre via a chairlift (except for the Klingsporn Bridle Trail which finishes in Mirimbah at the base of the mountain) or shuttle service.

12.3 Events

There are already a number of road riding and mountain bike events held throughout the Hume region. These events bring considerable economic benefits to the areas in which they are held. There is also the opportunity to use existing regionally significant tracks / trails more effectively for other types of events. For example, triathlons could be considered along the High Country Rail Trail, or music events could be organised in townships along the Murray to Mountains Rail, with participants being encouraged to travel by bicycle between each destination. Festivals such as the Fat Tyre Festival in Melrose, South Australia and the Fat Tire Festival held in Fruita, Colorado, USA provide mountain bike riders with a range of different non-competitive recreational rides during the day and entertainment in the evening. The Mt Buller-Mt Stirling Mountain Bike Trails holds the Picnic in the Park food, wine and music festival in March each year in partnership with a major mountain biking event.

There was support identified through the community surveys for more social events suitable for families, rather than events geared towards the more elite athletes. Other events that could be considered include trail running, triathlons, group fitness challenges (e.g. Tough Mudder), endurance racing and horse versus human endurance challenges, to name a few.



Figure 30: Mountain Bike Riders at Mt Buller-Mt Stirling Mountain Bike Trails

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12.4 School Groups

Regionally significant tracks and trails have the potential to be used by large groups, such as schools. In order to further encourage school groups to use the tracks / trails, the opportunity needs to be packaged, preferably as an all inclusive product that incorporates bike hire, support vehicle, mechanical support, skills development, accommodation, food and tour guiding. The rail trails in the Hume region in particular could lend themselves very well to school groups.

12.5 Recreational Vehicle Travellers

There are over 360,000 Recreational Vehicle travellers in Australia, many of whom already travel to regional areas such as the villages, towns and cities within the Hume region. A number of these travellers carry bicycles on their vehicles, whilst others may be interested in walking; hence there is likely to be a proportion of these travellers who would be very interested in enjoying the regionally significant tracks / trails in the Hume region. The challenge is to identify ways to market the regionally significant tracks and trails in the region to this group of travellers so that they will visit the region and further contribute to local economies by staying longer and spending more money. Possible marketing opportunities could include the Campervan and Motorhome Club of Australia and the various industry related magazines supporting people who enjoy caravans, campervans and motorhomes / recreational vehicles.

12.6 Indigenous Interpretation and Tourism

Given the wealth of indigenous cultural places and artefacts within the Hume region, there is potential that providing permission has been received from relevant authorities and communities, and providing measures are in place to protect artefacts and significant sites, that small guided walking tours or canoeing tours could be conducted by indigenous people to promote their customs, dreamtime stories and their traditional ways of life. The ability to offer such tours may be a major draw card to tracks / trails in the region (particularly for international visitors) and could also create employment in indigenous communities. There is potential to partner with relevant training providers to offer tour guiding training to indigenous people. Funds may also be available from the Victorian Government to support the growth of indigenous businesses. As a minimum, interpretive signage could be installed along tracks / trails to help share the Dreamtime stories and cultural practices of indigenous people in the Hume region.

According to Aboriginal Affairs Victoria⁹¹, specific indigenous artefacts likely to be found in the Hume region include:

- Scarred Trees
- Mounds
- Rock Art
- Freshwater Shell Middens
- Quarries
- Ground Edge Axes
- Surface Scatters
- Axe Grinding Grooves
- Flaked Stone Tools
- Grinding Stones
- Burial Sites
- Historic Places

Actions: Local indigenous communities and regional track / trail managers to work together to create opportunities for indigenous tourism and interpretation on tracks / trails.

⁹¹ Aboriginal Affairs Victoria website: <http://www.dpcd.vic.gov.au/aboriginal-affairs/publications-and-research/aboriginal-cultural-heritage-mini-posters>. Viewed 3 July 2013.

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13.0 Recommendations

13.1 Track / Trail Developments

The following tracks / trails upgrades or developments have been identified to enhance the quality and diversity of regionally significant track / trail experiences in the Hume Region and to encourage increased and repeat visitation. Whilst some of the proposals involve an extension to an existing track / trail, others are completely new tracks / trails. In some instances, very little planning has yet been undertaken, hence costings proposed are indicative only and may vary considerably once the tracks / trails are more fully scoped.

Indicative costings are based on the following assumptions:

Cost per metre for sealed trail	\$ 120.00
Cost per metre for unsealed trail	\$ 80.00
Cost per metre to seal existing trail	\$ 100.00
Cost per metre for signage on existing track	\$ 1.00

Once raw costs are calculated a mark-up of 50% has been applied to account for ancillary project development costs such as planning, project management, engineering design and trail infrastructure. Although this method provides only a coarse estimate, it aligns well with project cost estimates provided by several councils for specific trail developments that have been costed in more detail.

The planning stage for any new trail of regional significance will require the production of detailed cost estimates. Some trail managers in the region are able to develop trails at a lower cost per metre than those indicated above, by using volunteer labour and donated materials. However, for the purpose of this Strategy, all costs will be based on industry figures or actual costings developed by land managers.

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2. OUR ENVIRONMENT AND LIFESTYLE

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Location	Land Owner / Manager(s)	Indicative Costing
1	Winton Wetlands	Benalla Rural City Council	\$57M ⁹²
2	Bright to Harrietville	Alpine Shire	\$1.8M ⁹³
3	Falls to Hotham Alpine Crossing	Falls Creek and Mt Hotham Alpine Resorts	Not known ⁹⁴
4	Beechworth to Yackandandah	Indigo Shire Council	\$3.05M ⁹⁵
5	Oxley to Whitfield	Rural City of Wangaratta	\$6.9M ⁹⁶
6	Wandong to Heathcote	Mitchell Shire, City of Greater Bendigo	\$9.4M ⁹⁷
7	Wandiligong HVP MTB trail network	Alpine Shire Council, Hancock Victoria Plantations	\$225,000 ⁹⁸
8	Lake Mountain to Marysville MTB Trail	Lake Mountain Alpine Resort, Murrindindi Shire	\$595,000 ⁹⁹
9	Falls Creek to Mt Beauty MTB trail	Falls Creek Alpine Resort, Alpine Shire Council	\$100,500 ¹⁰⁰
10	High Country Rail Trail Wodonga CBD connection	Wodonga City Council, Parklands Albury Wodonga	\$1.13M ¹⁰¹
11	Mount Stirling Horse Trail	Mt Buller Mt Stirling Alpine Resort, Mansfield Shire Council	\$300,000 ¹⁰²
12	Wahgunyah to Lake Moodemere	Indigo Shire Council	\$145,000 ¹⁰³

⁹² As detailed in *The Winton Wetlands @ Benalla MASTER PLAN, 2012*. Only a portion of this will relate to cycling / walking tracks / trails.

⁹³ Based on 10km in centre section of trail currently unfunded. Estimated at \$120/metre plus 50% mark-up for planning, management, engineering and infrastructure.

⁹⁴ A master plan is currently being developed and will include detailed cost estimates.

⁹⁵ Estimate supplied by Indigo Shire.

⁹⁶ Cost estimate based on 78 km of sealed trail at \$120/metre, plus 50% mark-up for planning, management, engineering and infrastructure.

⁹⁷ Cost estimate based on 38.3 km of unsealed trail at \$80/metre, plus 50% mark-up for planning, management, engineering and infrastructure.

⁹⁸ Cost estimate provided by Alpine Shire

⁹⁹ Cost estimate from World Trail Concept Plan, August 2012

¹⁰⁰ Cost estimate based on installing signage over 67km of unsealed trail at \$1000/km, plus 50% mark-up for planning, management and contingencies.

¹⁰¹ Cost estimate based on 6.3 km of sealed trail at \$120/metre, plus 50% mark-up for planning, management, engineering and infrastructure. Estimate will vary depending on which route is chosen.

¹⁰² Estimate provided by Mt Buller-Mt Stirling Resort Management.

¹⁰³ Cost estimate provided by Indigo Shire.

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Location	Land Owner / Manager(s)	Indicative Costing
13	High Country Rail Trail - Wodonga to Tallangatta trail sealing	Wodonga City Council, Indigo Shire, Towong Shire Council, Parklands Albury Wodonga	\$4.2M ¹⁰⁴
14	Alexandra to Eildon	Murrindindi Shire Council	\$3M ¹⁰⁵
15	Yackandandah to Huon	Indigo Shire Council	\$3.8M ¹⁰⁶
16	Bonegilla to Lake Hume	Wodonga City Council	\$900,000 ¹⁰⁷
17	Barmah Canoe Trail	Moira Shire Council, Parks Victoria	Not determined
18	Tallarook to Seymour	Mitchell Shire Council	\$1.08M ¹⁰⁸
19	Chiltern to Rutherglen	Indigo Shire Council	\$4.3M ¹⁰⁹
20	Yarrowongga to Echuca	Moira Shire Council, Campaspe Shire Council, DEPI, Parks Victoria	\$18.8M ¹¹⁰
21	Alexandra to Rubicon	Murrindindi Shire Council	\$2.75M ¹¹¹
22	Shepparton to Seymour River Trail	Greater Shepparton Shire Council, Strathbogie Shire Council, Mitchell Shire Council	\$17.4M ¹¹²
23	Old Tallangatta to Corryong	Towong Shire Council, Parklands Albury Wodonga	\$10M ¹¹³

¹⁰⁴ Estimate based on sealing 28km of existing trail at \$100/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹⁰⁵ Cost estimate based on 25.3 km of unsealed trail at \$80/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹⁰⁶ Estimate based on 29.7 km of sealed trail at \$120/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹⁰⁷ Estimate based on 5 km of sealed trail at \$120/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹⁰⁸ Estimate based on 9 km of unsealed trail at \$80/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹⁰⁹ Estimate based on 23.8 km of sealed trail at \$120/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹¹⁰ Estimate based on 157 km of unsealed trail at \$80/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹¹¹ Estimate based on 22.9 km of unsealed trail at \$80/metre, plus 50% mark-up for planning, management, engineering and infrastructure.
¹¹² Estimate based on 145 km of unsealed trail at \$80/metre, plus 50% mark-up for planning, management, engineering and infrastructure. Being a river trail final cost may be significantly higher due to requirements for bridges, culverts and other engineering structures.
¹¹³ Estimate based on 83.8 km of unsealed trail at \$80/metre, plus 50% mark-up for planning, management, engineering and infrastructure.

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

13.2 Track / Trail Initiatives						
No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority	
1	Governance and Coordination	A Hume Region Tracks and Trails Committee comprising of Local Government representatives, Alpine Resort representatives, Department of Environment and Primary Industries, Parks Victoria, Department of Transport, Planning and Local Infrastructure, Regional Development Victoria and community representatives will be established. Regular liaison will occur with peak bodies, businesses, tourism bodies, VicRoads, indigenous representatives, disability advocacy groups, community based organisations and user groups.	Hume Region Tracks and Trails Committee Local Government Authorities Alpine Resort representatives Department of Environment and Primary Industries Parks Victoria Department of Transport, Planning and Local Infrastructure Regional Development Victoria Community representatives Peak bodies Businesses Tourism Bodies VicRoads Indigenous representative(s) Disability advocacy groups Community based organisations User groups	Officer time	High	
2		Processes for governance of regionally significant tracks and trails in terms of composition of committee and roles and responsibilities of the committee are established.	Hume Region Tracks and Trails Committee	Officer time	High	
3	Management	Track / trail managers are informed of best practice regarding track / trail management, including roles and responsibilities, management plans, MOUs, management options, community engagement and volunteer support.	Hume Region Tracks and Trails Committee Bicycle Network Victoria Bushwalking Victoria International Mountain Bike Association (Australia)	Officer time	Ongoing	

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
4	Communication Structures	Advocate for the establishment of a state and / or national tracks and trails advocacy group or think tank comprising of representatives from Local Government Authorities, Alpine Resorts, State Government Authorities, Federal Government Agencies, Regional Tourism Bodies, Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association (Australia), Rail Trails Australia and Australian Trail Horse Riders Association, which meets once per year (or more if required) to discuss track / trail related issues.	Rail Trails Australia Australian Trail Horse Riders Association Hume Region Tracks and Trails Committee Local Government Authorities Alpine Resorts State Government Authorities Federal Government Agencies Regional Tourism Bodies Bicycle Network Victoria Bushwalking Victoria International Mountain Bike Association (Australia) Rail Trails Australia Australian Trail Horse Riders Association	Officer time	High
5		Track / trail managers establish a database of track / trail users and provide regular information via tools such as e-newsletters.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
6	Resources	Lobby State and Federal Governments for additional funding to Local Government Authorities for the development and management of tracks and trails.	Hume Region Tracks and Trails Committee	Officer time	Ongoing
7		Lobby the State Government for additional resources to be made available to public land managers and partners to manage and maintain tracks and trails in their jurisdiction.	Hume Region Tracks and Trails Committee	Officer time	High
8		Work in partnership with state/ national based agencies such as Bicycle Network Victoria, Bushwalking Victoria, International Mountain Bike Association (Australia), Australian Trail Horse Riders Association, Rail Trails Australia,	Hume Region Tracks and Trails Committee Bicycle Network Victoria Bushwalking Victoria	Funding to develop resources	Medium

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
		VicHealth, Tourism Victoria, Department of Transport, Planning and Local Infrastructure and Sport and Recreation Victoria to develop resources to promote the benefits of tracks and trails to Local Government Authorities.	International Mountain Bike Association (Australia) Australian Trail Horse Riders Association Rail Trails Australia VicHealth Tourism Victoria Department of Transport, Planning and Local Infrastructure Sport and Recreation Victoria		
9		Local Government Authorities and Tourism bodies in the Hume region support volunteers and Friends of Groups through recruitment, training, assistance with grant writing and provision of shared trail development and maintenance tools.	Hume Region Tracks and Trails Committee Local Government Authorities Tourism Bodies	Officer time. Some funding to purchase tools and contract trainers.	Ongoing
10	Marketing	Regionally significant tracks / trail managers develop a marketing plan.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
11		Regionally significant track / trail managers work collectively to market the track / trail opportunities available across the entire Hume region, with support from the Hume Region Tracks and Trails Committee and regional tourism bodies.	Regionally Significant Track / Trail Managers Hume Region Tracks and Trails Committee Tourism Bodies	Officer time	Ongoing
12		Regionally significant track / trail managers develop suitable high quality, fully integrated and fully mobile marketing resources.	Regionally Significant Track / Trail Managers Tourism Bodies	Officer time	Ongoing
13		Regionally significant track / trail managers establish links with appropriate external bodies to assist with cross-marketing.	Regionally Significant Track / Trail Managers Tourism Bodies	Officer time	Ongoing

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
14		Regionally significant track / trail managers develop a brand style guide, outlining expectations in terms of the tone, style and resources as well as specific details around the brandmark, colours, typography, photography, stationery, online applications, pull up banners, etc.	Regionally Significant Track / Trail Managers Tourism Bodies	Officer time	High
15	Signage and Wayfinding	Regionally significant track / trail managers adhere to Australian Standards and best practice when installing or upgrading signage.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
16	Risk Management	Regionally significant track / trail managers develop a suitable risk management plan and effective mechanisms and procedure for addressing identified risks.	Regionally Significant Track / Trail Managers Local Government Authorities Parks Victoria Department of Environment and Primary Industries	Officer time	High
17	Maintenance	Regionally significant track / trail managers develop a suitable maintenance program and budget and commit long term to maintaining each track / trail that it is responsible for.	Regionally Significant Track / Trail Managers	Officer time	High
18	Business / Private Sector Development	Advocate to State Government authorities to create an environment that is more conducive to private sector development (to meet the needs of walkers and cyclists) on public land where regionally significant tracks / trails exist.	Hume Region Tracks and Trails Committee	Officer time	High
19		Provide information to the private sector of the benefits of investing in track / trail related opportunities.	Hume Region Tracks and Trails Committee	Officer time	Medium
20		Facilitate training to existing and potential businesses about the culture and needs of cyclists, mountain bike riders, hikers and horse riders so that they are better able to meet their needs and expectations.	Hume Region Tracks and Trails Committee Business Victoria Tourism Victoria	Officer time	Medium

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
21		Advocate to State Government for planning support, advice and small start up grants for businesses wishing to establish themselves along regional tracks and trails to support the needs of walkers and cyclists.	Hume Region Tracks and Trails Committee	Officer time	Medium
22		Advocate to Tourism Victoria to promote the benefits of working in the hospitality industry to the workforce, including young school leavers.	Hume Region Tracks and Trails Committee Tourism Victoria	Officer time	Medium-Low
23		Encourage local tourism bodies to implement an annual award (as part of existing Tourism awards) for exemplary track / trail related businesses and hospitality staff who provide exemplary customer service standards.	Hume Region Tracks and Trails Committee Tourism Bodies	Officer time	Medium
24	Planning	Regionally significant tracks / trails managers undertake a feasibility study prior to developing any new tracks / trails.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
25		Regionally significant tracks / trails managers develop a track / trail management plan, Memorandum of Understanding, maintenance plan and marketing plan prior to the establishment of the track / trail wherever possible.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
26		Regionally significant tracks / trails managers engage with local communities and all other relevant land managers (such as VicRoads, DEPI, Parks Victoria, VicTrack, etc) in track / trail developments from the very beginning of the planning stage and prior to preparing funding submissions.	Regionally Significant Track / Trail Managers Local communities Land managers	Officer time	Ongoing
27		Encourage State Government to identify and document clear processes and requirements around the development of tracks / trails.	Hume Region Tracks and Trails Committee	Officer time	Medium
28		Advocate to State Government for the development of a state-wide mountain bike strategy.	Hume Region Tracks and Trails Committee Parks Victoria Department of Environment and Primary Industries	Officer time	Medium

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
29		Local Government Authorities undertake their own planning in relation to potential business and partnership opportunities, marketing, and management of local or municipal level tracks and trails throughout the municipality.	Local Government Authorities		
30	Trail Design and Planning Guidelines	Distribute the Planning Guidelines contained within the Appendix to Local Government Authorities, public land managers and other track / trail designers and builders in the Hume region and where possible, incorporate this information into Local Government design guidelines.	Hume Region Tracks and Trails Committee Local Government Authorities Regionally Significant Track / Trail Managers	Officer time	High
31		Encourage Local and State Government agencies to ensure that track / trail designers and builders are adhering to relevant Australian Standards, industry guidelines, best practice and universal design principles prior to issuing planning permits.	Hume Region Tracks and Trails Committee Local Government Authorities	Officer time	Ongoing
32		Facilitate a series of training opportunities for track / trail designers, builders and managers relating to track / trail planning, design and development.	Hume Region Tracks and Trails Committee	Officer time	Medium
33		Advocate to Tourism Victoria to establish a centralised knowledge hub for the sharing of information and best practice examples of all types of tracks / trails, potentially in partnership with Bicycle Network Victoria, Bushwalking Victoria, International Mountain Biking Association (Australia) and Australian Trail Horse Riders Association.	Hume Region Tracks and Trails Committee Tourism Victoria Bicycle Network Victoria Bushwalking Victoria International Mountain Biking Association (Australia) Australian Trail Horse Riders Association	Officer time	Medium
34	Visitor Experience	Provide local businesses and regionally significant track / trail managers with information about how to create positive	Hume Region Tracks and Trails Committee	Officer time	Ongoing

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
		visitor experiences and the benefits that such experiences can make locally.	Tourism bodies		
35	Events	Regionally significant track / trail managers consider developing suitable infrastructure during the design stage to accommodate future events.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
36		Regionally significant track / trail managers develop events policies so that processes, expectations, roles and responsibilities of all parties are clearly defined.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
37		Support the establishment of events using regionally significant tracks / trails in the Hume region as per locally developed event policies.	Hume Region Tracks and Trails Committee	Officer time	Ongoing
38		Work with tourism bodies to cross-populate an events calendar (advertised through facebook, emails and relevant websites) to avoid potential clashes between events and to inform potential participants of opportunities available.	Hume Region Tracks and Trails Committee	Officer time	High
39	Public Transport Access	Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to retrofit existing trains to allow for additional bicycles to be carried.	Hume Region Tracks and Trails Committee Department of Transport, Planning and Local Infrastructure V/Line	Officer time	Medium
40		Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to purchase new train carriages (when required) that have a greater carrying capacity of bicycles.	Hume Region Tracks and Trails Committee Department of Transport, Planning and Local Infrastructure V/Line	Officer time	Medium
41		Advocate to V/Line to establish a bicycle booking service for trains and buses.	Hume Region Tracks and Trails Committee Department of Transport,	Officer time	High

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
42		Advocate to V/Line to provide linkages from its website to private shuttle buses in the Hume region that are capable of carrying riders and their bikes.	Planning and Local Infrastructure V/Line Hume Region Tracks and Trails Committee Department of Transport, Planning and Local Infrastructure V/Line	Officer time	Medium
43		Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to install a bicycle carriage rack on the front of buses in high trail use areas (subject to feasibility).	Hume Region Tracks and Trails Committee Department of Transport, Planning and Local Infrastructure V/Line	Officer time	Medium
44		Advocate to Department of Transport, Planning and Local Infrastructure and V/Line to provide a car and trailer at Southern Cross Railway Station on Friday evenings and /or Saturday mornings to transport bicycles to trail heads when it is not possible to secure a D Van attached to the rear of a train, returning on Sunday evenings.	Hume Region Tracks and Trails Committee Department of Transport, Planning and Local Infrastructure V/Line	Officer time	Medium
45		Regionally significant track / trail managers design tracks / trails so that they connect to transportation hubs wherever possible.	Regionally Significant Track / Trail Managers Department of Transport, Planning and Local Infrastructure	Officer time	Ongoing
46		Regionally significant track / trail managers and tourism bodies work in partnership with airlines to create all inclusive track / trail related packages.	Regionally Significant Track / Trail Managers Tourism bodies Airlines	Officer time	Ongoing

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HUME REGION SIGNIFICANT TRACKS AND TRAILS STRATEGY (cont'd)

ATTACHMENT No [1] - Hume Region Significant Tracks and Trails Strategy

No.	Focus Area	Action	Lead Agency and Potential Partners	Resource Requirements	Priority
47	Universal Design	Facilitate training to regionally significant track / trail managers in relation to universal design principles.	Hume Region Tracks and Trails Committee	Officer time	Ongoing
48		Regionally significant track / trail managers use universal design principles in the design phase of tracks / trails.	Regionally Significant Track / Trail Managers Hume Region Tracks and Trails Committee	Officer time	Ongoing
49	Research and Data Collection	Managers responsible for regional tracks / trails undertake regular, if not permanent, counts of trail users.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
50		Managers responsible for regional tracks / trails undertake regular evaluations of the satisfaction levels of existing track / trail users.	Regionally Significant Track / Trail Managers	Officer time	Ongoing
51		Advocate for improved track / trail data collection and distribution of this information by Australian Sports Commission, Australian Bureau of Statistics and Tourism Research Australia.	Hume Region Tracks and Trails Committee	Officer time	High
52		Advocate for the development of tools to assist track / trail builders and managers to estimate potential usage and economic benefits of tracks / trails.	Hume Region Tracks and Trails Committee	Funding for tool development	High
53	Other Opportunities	Local indigenous communities and regional track / trail managers to work together to create opportunities for indigenous tourism and interpretation on tracks / trails.	Regionally Significant Track / Trail Managers Local indigenous communities	Possibly some Government funding to help develop indigenous business opportunities	High

FILE NO: 250.09.0027
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.2
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

HOLGATE DEVELOPMENT PLAN

RECOMMENDATION

That:

1. Council approve the Holgate Development Plan for 8228 Murray Valley Highway, Bathumi.
2. That the Road Reserve (Service Road) is designed and constructed in accordance with the Austroads Guide to Road Design and the Infrastructure Design Manual.

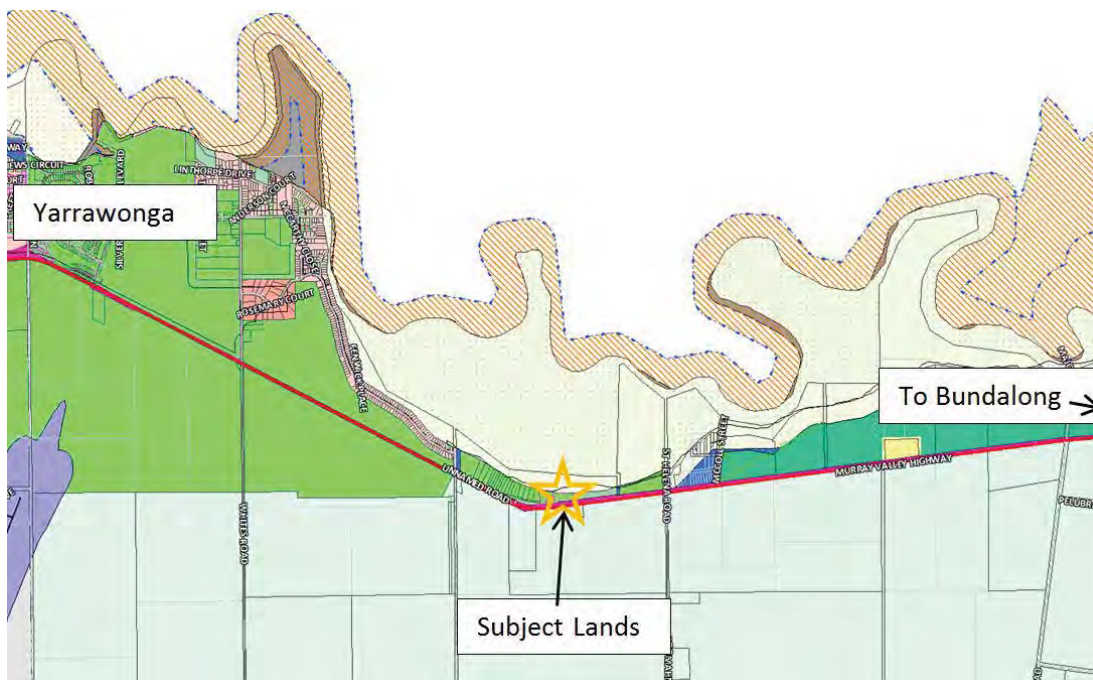
1. Executive Summary

A request has been received from the North East Survey Design on behalf of Mathew Holgate, to approve the Holgate Development Plan for 8228 Murray Valley Highway, Bathumi.

The Development Plan includes 6 proposed lots, proposed service road and negotiated building setbacks.

The Development Plan was referred to the relevant referral authorities and advertised to adjoining landowners. No objections have been received.

The Development Plan is considered satisfactory, subject to detail changes within the Service Road and is recommended for approval.



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HOLGATE DEVELOPMENT PLAN (cont'd)

2. Background and Options

a. Background

The Holgate Development Plan is located on the north side of the Murray Valley Highway (MVH), Bathumi approximately 6 kilometres east of Belmore Street, Yarrowonga and 8 kilometres west of Bundalong.

An application for a planning permit was lodged in 2012 for six (6) lot subdivision at 8228 Murray Valley Highway Bathumi. The applicants, North East Survey Design, were made aware that the lands were within the Development Plan Overlay and that a Planning Permit cannot be issued until such time as a Development Plan has been approved by Council.

The Applicants proceeded to prepare a Development Plan submitting a proposed plan, stormwater management plan, and site investigation for contamination.

b. Options

Council can either approve the Development Plan, refuse the Plan or defer its decision for further assessment.

3. Financial Implications

There are no financial implications for the approval of the Development Plan. All works are at the cost of the developer including the cost of road works. Conditions upon the development will be applied at the Planning Permit Stage.

4. Risk Management

There are no overt risks management implications for the approval of the Development Plan.

5. Internal and External Consultation

The Development Plan was referred to all the relevant external referral authorities including:

- Vic Roads
- Goulburn Murray Water (GMW)
- North East Water (NEWater)
- Goulburn Broken Catchment Management Authority (GBCMA)
- Telstra
- APA

Internally the application was referred to the Infrastructure Planning Department.

Following discussions there were some revisions, particularly regarding setbacks from Lake Mulwala (GMW) and the design of the access road (VicRoads).

Specific conditions required by the Servicing Authorities and Council's Infrastructure Department will be applied at the Planning Permit Stage.

6. Regional Context

There is no regional context associated with this Development Plan, given its small scale and location.

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HOLGATE DEVELOPMENT PLAN (cont'd)

7. Council Plan Strategy

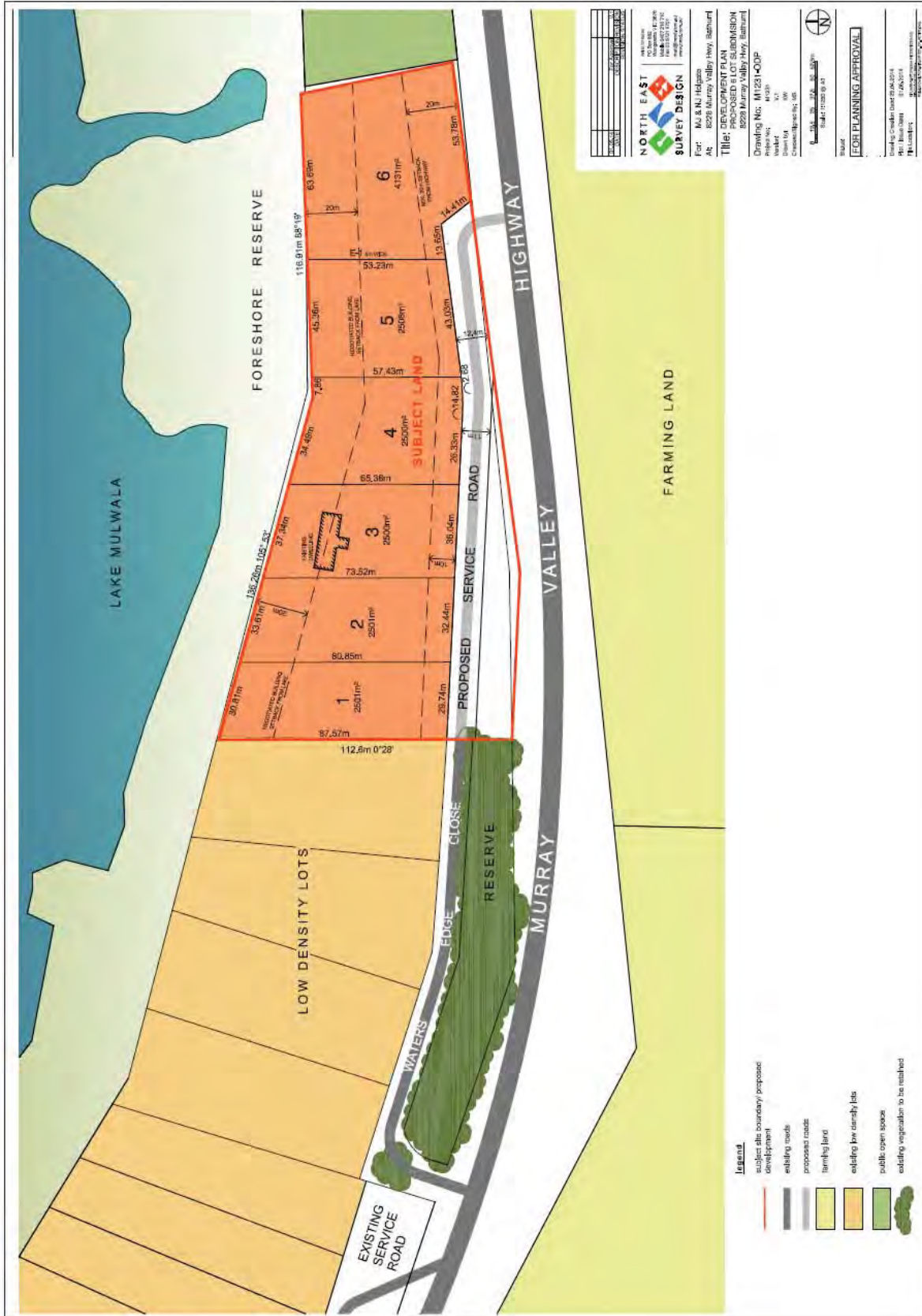
The approval of the proposed Development Plan is consistent with the strategies set out in the Council Plan, particularly those relating to:

- Environment – that Moira will responsibly manage its environment,
- Development – that Moira will have a thriving community and investment destination,
- Infrastructure – that Moira will be a 'best practice' environment, and
- Governance – that Moira will be a desirable place to live, supported by its infrastructure assets and facilities.

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HOLGATE DEVELOPMENT PLAN (cont'd)



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HOLGATE DEVELOPMENT PLAN (cont'd)

8. Legislative / Policy Implications

The *Moira Shire Planning Scheme* sets out the subject lands are located within Residential 1 Zone (R1Z) and are affected by the Development Plan Overlay (DPO4) and the Significant Landscape Overlay (SLO). This Development Plan process was triggered by the DPO4 status of the lands. Schedule 4 of the Development Plan overlay sets out that a Development Plan for lands in this area must include:

- *All lots connected to reticulated water and sewer services;*
- *All lots with a minimum area of 2500 sq.m.*
- *Building setback of 50m from the full supply level of Lake Mulwala or a setback of 15m from the common property boundary whichever is the greater.*
- *A stormwater management plan which shows how all stormwater will be retained on site.*
- *A preliminary soil assessment demonstrating the extent of any contaminated soils that may exist on the subject land, and if detected, a more detailed assessment outlining the location of the contaminated soil, the type of contaminants detected, and strategies to be undertaken to de-contaminate the affected areas.*
- *Building setback of 20m from the Murray Valley Highway.*
- *Means to prevent erosion due to public access to Lake Mulwala Foreshore.*
- *Written confirmation from North East Water Authority that reticulated sewer and water is available to, and can be connected to each lot, at the cost of the landowner.*

Further it sets out that the development plan must also describe/show:

- *The treatment of the interface with Lake Mulwala including the provision of a road along the lake in preference to allotments with lake frontage;*
- *The maintenance of public access to the lake;*
- *The staging of development ;*
- *The means of servicing to lots including the provision of reticulated water and sewerage to all residential lots;*
- *Layout of collector roads and the impact on the surrounding road system;*
- *The design and make up of residential lot density in a manner that reflects demand of the area;*
- *The need for open space and any other community infrastructure as considered necessary by the responsible authority; and*
- *The environmental impact of the development on the lake and on any sites of flora or fauna significance, archaeological significance or significant views that may affect the land.*
- *The means whereby safe access to the Murray Valley Highway and rationalised intersection design can be provided to the satisfaction of VicRoads.*

It is considered that the proposed development complies with each of these requirements with the exception of the ones relating to the set-back from the lake and access to Lake Mulwala.

GMW, as the Responsible Authority for Lake Mulwala, in a letter dated 6th March 2013, accepted a 40 metre setback.

As regards public access to the lake, and provision of a road along the foreshore, this is an aspirational policy. The established pattern of development in the area, including an approved Development Plan at 8280 and 8282 Murray Valley Highway, Yarrawonga (170 metres west of the current proposal) does not specifically provide for public access or a road along that part of the foreshore due to aquatic vegetation. It is therefore considered acceptable.

FILE NO: 250.09.0027
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.2
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

HOLGATE DEVELOPMENT PLAN (cont'd)

It is noted that there is a Council Reserve immediately adjacent to the east that will be developed as a public park for local people and tourists to enjoy the scenic views of Lake Mulwala.

9. Environmental Impact

The subject lands are in the Residential 1 Zone and, provided that setback distances are complied with, should not impact negatively upon the environment.

10. Conflict of Interest Considerations

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

11. Conclusion

This report has considered a request, received from the North East Survey Design on behalf of Mathew Holgate, to approve the Holgate Development Plan for 8228 Murray Valley Highway, Bathumi.

The Development Plan has essentially fulfilled the requirements of Schedule 4 to the Development Plan Overlay.

It is therefore considered that the Development Plan is satisfactory and is recommended for approval.

Attachments

Nil

FILE NO: F13/2894
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.3
(STATUTORY PLANNING COORDINATOR,
PETER STENHOUSE)
(MANAGER TOWN PLANNING AND
BUILDING, JORINE BOTHMA)

SILVERWOODS DEVELOPMENT PLAN AMENDMENT

RECOMMENDATION

That:

1. Council approve the amendment to the Silverwoods Development Plan.

1. Executive Summary

A request has been received from the Bosco Jonson on behalf of Lotus Living Pty Ltd to amend the Development Plan for the Silverwoods, Murray Valley Highway, Yarrawonga.

The amendment includes minor changes to the staging of the residential estate and its boundaries, development of golf facilities, identification of medium density residential sites, deletion of a small commercial site, and increase in percentage and relocation of public open space reserves throughout the estate.

The amendment to the Development Plan was referred, however it was not advertised owing to the minor nature of the changes, the intent of the original concept has not changed and no specific advertising process was incorporated as part of the approval of the Development Plan. No objections have been received.

The amendment is considered satisfactory and is recommended for approval.

FILE NO: F13/2894
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.3
(STATUTORY PLANNING COORDINATOR,
PETER STENHOUSE)
(MANAGER TOWN PLANNING AND
BUILDING, JORINE BOTHMA)

SILVERWOODS DEVELOPMENT PLAN AMENDMENT (cont'd)

2. Discussion

Location of Silverwoods

Silverwoods is located on the north side of the Murray Valley Highway (MVH), Yarrawonga approximately 2.5 kilometres east of the Belmore Street commercial centre and is generally bound by MVH, Botts Road, Hogans Road and Lake Mulwala.



Background

The original Development Plan for Silverwoods was approved by Council on 17 July 2006, following the approval of Planning Scheme Amendment C24 that rezoned the land from Rural to Residential 1 and replaced the Development Plan Overlay to accommodate for this residential golf course project.

Proposed Amendments

The proposed amendments to the Silverwoods Development Plan incorporate the following:

- Reordering of stage numbering;
- Reconfiguration of stage boundaries;
- Removal of integrated development within Stage 9 (now shown as Stage 10) and incorporation of golf facilities;
- Reconfiguring of the golf course layout and some renumbering of holes between holes 1 and 5;
- Extension of Stage 11 along Lake Mulwala;
- Inclusion of medium density housing within Stages 1, 3, 4, 5B, 7 and 13 of the amended plan;

FILE NO: F13/2894
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.3
(STATUTORY PLANNING COORDINATOR,
PETER STENHOUSE)
(MANAGER TOWN PLANNING AND
BUILDING, JORINE BOTHMA)

SILVERWOODS DEVELOPMENT PLAN AMENDMENT (cont'd)

- Reconfiguration/reallocation of pocket parks (public open space);
- Increase in provision of public open space from 5% to 8%;
- Deletion of community retail site in Stage 8 (now shown in Stage 9).

Assessment

When comparing the proposed Development Plan layout with the approved layout for Silverwoods, the majority of the key components are still in place, notably the main entrance and spine (Silverwoods Boulevard) and the local road network within the estate. The location of the golf fairways and residential development is general consistent with the only exception being at Stage 10 (noted as Stage 11 on the amended plan). The first golf hole and fairway has been constructed that reflects the layout design in the amended plan that, for all intents and purposes, 'generally accords with' the approved plan. There will still be open space separation between Stage 10 (noted Stage 11 on the amended plan) and the adjoining land to the east.

The extension of Stage 11 (as noted on the amended plan) provides for additional residential lots and provision of public open space along the foreshore and at the end of the court. Public access to the eastern foreshore is achievable in three locations, which is considered a satisfactory level of pedestrian accessibility.

The golf clubhouse facilities are still located on the northern point and are described as the "Point Facilities"

Key pedestrian linkages along the northern boundary interfacing with Lake Mulwala are being maintained as well as provision for emergency vehicle accesses.

Medium density housing sites (6) are been included in the Development Plan, albeit that the approved Development Plan just showed the location of residential development without specifying densities of development. The amended Plan has simply provided a more specific layer of residential development which is considered to be reasonable to the extent that it provides for residential diversity and certainty for future owners.

The removal of community retail site in Stage 8 (noted as Stage 9 on the amended plan) is not of a major consequence for the estate as a whole. The proponents have indicated that there has not been any interest shown from prospective developers, and given its location it may be an unviable land use/development.

The relocation of small public open space reserves (pocket parks) and the increase in the amount of public open space will benefit existing and future residents and users of the Silverwoods estate.

3. Financial Implications

There are no financial implications in relation to the approval of this Development Plan Amendment.

4. Community Consultation

Schedule 6 to the Development Plan Overlay at Clause 43.04 provides for the following:

Any development plan that is prepared and approved must include:

FILE NO: F13/2894
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.3
(STATUTORY PLANNING COORDINATOR,
PETER STENHOUSE)
(MANAGER TOWN PLANNING AND
BUILDING, JORINE BOTHMA)

SILVERWOODS DEVELOPMENT PLAN AMENDMENT (cont'd)

- *Processes for making changes to the development plan, including a public consultation period and a requirement that the responsible authority approve any changes to the development plan.*

In preparing and approving the development plan for Silverwoods a process to amend the development plan was not formulated or included, therefore it is upon the merits and extent of the change to the development plan that needs to be assessed as to whether the public consultation is necessary.

The changes proposed to the Development Plan are largely inconsequential and consistent with the intent of the approved Development Plan and will not materially impact on either adjoining land owners or the community at large, therefore public consultation has not been sought.

It could be said that the changes are still “generally in accordance” with the approved Development Plan and therefore there is no specific need to amend the Plan, however, such amendments provides a clearer picture for the future development of Silverwoods, whether it relates to the future residential stages, commercial uses/developments and golf uses/developments and activities.

5. Internal & External Consultation

The proposed amendment to the Development Plan has been discussed with Council’s Infrastructure Department. No objection has been raised to the amendment in principle, provided that the Council’s Infrastructure Design Manual is applied. A more detailed assessment will be carried out as part of any planning permit application process with respect to road design standards.

The proposed Development Plan Amendment was referred to Goulburn Murray Water, whom initially requested further information in relation to water quality issues and matters contained in the Water Management Strategy for Silverwoods. Following the submission of the requested additional information, GMW responded with:

The amended approved Development Plan reflects current site development and forms the basis of further development approvals which will be subject to individual applications.

Hence, GMW has no objections to the Development Plan being amended.

6. Legislative / Policy Implications

At Clause 43.04-3 it states:

“The development plan may be amended to the satisfaction of the responsible authority”.

There are no guidelines embedded in the planning scheme to provide guidance as to what needs to be taken into account by the Responsible Authority, therefore Council’s considerations would be based on the merit and extent of changes to the Development Plan.

7. Risk Management

The Development Plan provides guidance as to how Silverwoods develops in the future. As each residential stage, golf facilities and commercial development takes place, applications for Planning Permits must be lodged, considered and approved with conditions. Planning Permits

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2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.3
(STATUTORY PLANNING COORDINATOR,
PETER STENHOUSE)
(MANAGER TOWN PLANNING AND
BUILDING, JORINE BOTHMA)

SILVERWOODS DEVELOPMENT PLAN AMENDMENT (cont'd)

provide the statutory function of the development which must be complied with. If compliance with the planning permits are not achieved, they may become an enforcement issues.

8. Environmental Sustainability

The approval of the Development Plan amendment is unlikely to result in an adverse effect on the environment.

There are a number of existing approved environmental documents that are now *Reference Documents* contained in the Planning Scheme, namely:

An Environmental Improvement Plan for Silverwoods incorporating

- Construction Management Plan (CMP);
- Operational Environmental Management Plan (OEMP); and
- Water Management Strategy (WMS) (June 2007),

Others approved *Reference Documents* relating to Silverwoods include:

- Silverwoods Yarrawonga Single Residential Lot Design Guidelines (May 2007);
- Silverwoods Yarrawonga Landscape Management Plan;
- Silverwoods Yarrawonga Traffic Engineering Assessment;
- Silverwoods Yarrawonga Drainage Master Plan.

9. Conflict of Interest Considerations

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

10. Conclusion

The changes to Silverwoods Development Plan are relatively modest in terms of the overall concept.

The proposed changes still generally accord with the approved Development Plan, however, the amended Plan provides a more current reflection of the Silverwoods development together with updated and additional information.

Overall, the changes to the Development Plan are considered to be reasonable and therefore it is recommended for approval.

Attachments

- 1 Silverwoods approved Development Plan 2006
- 2 Silverwoods Development Plan 2013

FILE NO: F13/2894
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.3
(STATUTORY PLANNING
COORDINATOR, PETER STENHOUSE)
(MANAGER TOWN PLANNING AND
BUILDING, JORINE BOTHMA)

SILVERWOODS DEVELOPMENT PLAN AMENDMENT (cont'd)

ATTACHMENT No [1] - Silverwoods approved Development Plan 2006



FILE NO: F13/2894
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.3
(STATUTORY PLANNING
COORDINATOR, PETER STENHOUSE)
(MANAGER TOWN PLANNING AND
BUILDING, JORINE BOTHMA)

SILVERWOODS DEVELOPMENT PLAN AMENDMENT (cont'd)

ATTACHMENT No [2] - Silverwoods Development Plan 2013



FILE NO: 13/563
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.4
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

PETITION - YARRAWONGA BRIDGE

RECOMMENDATION

That Council:

1. Agree to deal with this petition, regarding the proposed alignment of the new Yarrawonga Mulwala Bridge, earlier than required by its Petitions and Joint Letter By Law, (clause 66);
2. Continue to liaise with VicRoads regarding the development of a proposal for a new bridge at Yarrawonga.
3. Continue to advocate for the construction of a new bridge at Yarrawonga meeting the Green B Option as described by VicRoads.
4. Thank the Organiser of the petition and all those that signed it, and advise the petition organiser of Councils decision.

1. Executive Summary

Council has received a petition regarding the proposed Yarrawonga Mulwala Bridge. The petition advocates for a new bridge at Yarrawonga meeting the Green Option as described by VicRoads.

The 10,140 signatories support the Green route for the Yarrawonga Mulwala Bridge crossing and they would like to retain the current bridge for pedestrian cycling and community use.

There are two Murray River crossings at Yarrawonga: the Yarrawonga Bridge and the Weir "crossing" further to the west.

The Weir crossing has a single lane and is scheduled to be closed in 2020.

There are a number of Options as prepared by VicRoads and RMS, the New South Wales Main Road Authority.

Council has determined at its meeting of 18 November 2013 that it has a preference for the Green B Route. Council's position with respect to the alignment is therefore in conformance with the wishes of the petitioners. Plans of the proposed route include provision for pedestrians and cyclists.

It is recommended that the petitioners be advised that Council supports the wishes of the petitioners with respect to the alignment of the new bridge.

2. Discussion

Council received the petition at its meeting of 19 May 2014. The petition has 10,140 signatures. The Organisers of the petition have segmented the signatories as follows;

- Signatories arising from Yarrawonga 4503
- Signatories arising from Mulwala 1372
- Signatories arising from elsewhere 4265

FILE NO: 13/563
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.4
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

PETITION - YARRAWONGA BRIDGE (cont'd)

VicRoads has advised that a new bridge crossing is needed because the Murray Darling Basin Authority (MDBA) and Goulburn-Murray Water (GMW) have announced that the road across the Yarrowonga Weir will be closed in 2020. The existing Mulwala Bridge is the only other river crossing between the towns, and it has narrow lanes that may not be able to handle increased traffic volumes after the road across the weir is closed.

Under the direction of a Steering Group consisting of representatives of VicRoads, Roads and Maritime Services (RMS) (NSW), Goulburn-Murray Water, Corowa Shire Council and Moira Shire Council, VicRoads commissioned a feasibility study in 2006 to identify options for a new bridge and approaches within the townships. The study identified six crossing options that have been discussed with the Councils and the communities.

In May 2009 the Governments of New South Wales and Victoria announced funding for a planning study to assess the feasibility of six broad corridor alignments and to select a preferred alignment for a new Yarrowonga-Mulwala Bridge.

The study has progressed to a point where there are now three options available for the new bridge.

VicRoads and the RTA have indicated that the announcement a preferred alignment is likely this financial year.

Council has previously considered the Yarrowonga Mulwala Bridge crossing at its meetings of 16 September 2013 and 18 November 2013 where Council passed the following resolution;

“Moira Shire Council’s preferred route for the proposed new Yarrowonga Mulwala Bridge is option Green B”

The Green B route provides the best overall net community benefit because;

- It removes the through traffic from Belmore Street, in Yarrowonga and Melbourne Street in Mulwala.
- It opens up access to a larger area of active waterfront to the towns and thus increases the recreational potential of the lake,
- It provides benefits of improved overall amenity,
- It enables additional recreational and commercial opportunities, in both Victoria and New South Wales,
- It improves the attractiveness of the towns of Yarrowonga and Mulwala as tourist destinations, and
- It best achieves overall traffic objectives without creating major traffic barriers within either of the towns,

Council Officers and Councillors have met with VicRoads Officers and Officers of RMS, the New South Wales Main Road Authority to advocate for the Green B route.

The following map shows the various options for the bridge as provided by Vic Roads.

FILE NO: 13/563
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.4
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

PETITION - YARRAWONGA BRIDGE (cont'd)



3. Financial Implications

There are no immediate financial implications for Council.

The total estimated cost for the project range from \$72m - \$88m, and all of this funding would be provided by the respective State Governments.

Council's financial position will be able to be considered once a preferred route is established by the two State Road Authorities. The decision will result in new planning and development requirements for Balmore Street and potentially for access routes.

4. Risk Management

The history of border projects (and all major large projects) indicates that they are often many years overdue as a result of cross border issues that focus on detail rather than the overall objective.

Council has adopted a position with respect to the bridge and will continue to lobby for construction by the required date. Council's position is in accordance with professionally developed studies undertaken by VicRoads.

5. Community Consultation

A briefing was held with Council on 6 May 2013. Vic Roads presented information relating to:

- The background

FILE NO: 13/563
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.4
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

PETITION - YARRAWONGA BRIDGE (cont'd)

- Issues
- Opportunities
- Previous investigations
- Options

All community consultation has been undertaken by VicRoads as the project is under the control of VicRoads.

6. Internal Consultation

Council's Town Planning and Infrastructure Departments have been consulted in relation to this report.

7. Legislative / Policy Implications

Council's local law with respect to petitions is reproduced below.

66. Petitions and joint letters

A petition or joint letter presented to the Council will lay on the table until the next ordinary meeting of the Council and no motion other than to receive the petition or joint letter may be accepted by the Chairperson, unless the Council agrees to deal with it earlier.

It is considered that since this petition is regarding a matter that Council has previously resolved and is largely in conformance with Council's position, Council can deal with the matter earlier than is normally required. This report includes a recommendation that will permit Council to deal with the petition earlier than required by the By Law.

8. Environmental Sustainability

VicRoads and the RTA have advised that all environmental factors will be taken into consideration with respect to the proposal. This includes heritage matters as well as pollution of the environment.

9. Conflict of Interest Considerations

There are no identified Officer conflicts of interest arising from this report.

10. Conclusion

A new bridge at Yarrowonga - Mulwala will predominantly be funded by the Federal Government and will need to be prioritised in forward estimates in the near future. Lobbying for funding of both Federal and State Governments will be required in order to meet the timeline of 2020.

Council has established its preference for the Green B route. This route will ensure that the community benefits are maximised. The Green B Route, as described by VicRoads, will also include provision for cyclists and pedestrians to travel between Yarrowonga and Mulwala.

It is recommended that Council and Council Officers continue to lobby for implementation of a new bridge at Yarrowonga that meets the alignment known as the Green B Route, and that the petitioners be advised of Council's decision.

FILE NO: 13/563
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.4
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

PETITION - YARRAWONGA BRIDGE (cont'd)

Attachments

- 1 Petition and Summary, Yarrawonga Bridge

FILE NO: 13/563
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.4
(ACTING DIRECTOR, DEVELOPMENT
AND LIVEABILITY, MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT
AND LIVEABILITY, MARK FOORD)

PETITION - YARRAWONGA BRIDGE (cont'd)

ATTACHMENT No [1] - Petition and Summary, Yarrowonga Bridge

APRIL 2014 - VOTE FOR THE GREEN ROUTE TO SAVE OUR BRIDGE

We, the undersigned community of Yarrowonga & Mulwala support the GREEN ROUTE for the Yarrowonga Mulwala bridge crossing and we would like to retain the current traffic bridge. We humbly request Vic Roads, RMS, and Corowa Shire and appropriate Government representatives to choose the GREEN ROUTE and 'SAVE OUR CURRENT TRAFFIC BRIDGE' for pedestrian, cycling and community use.

DATE	PAGES	NAME	ADDRESS	SIGNATURE	TOTALS
1-66		YCA	MCL		
		956	158	338	
67-132		889	142	421	
133-198		456	119	877	
199-264		312	298	842	
265-330		496	207	749	
331-396		616	222	614	
397-462		747	215	808	
LATE SIGNINGS		31	11	6	
		4503	1372	4265	
		TOTAL	10,140		

Moirā Shire Council

File #:

Comes N.:

20 MAY 2014

Referred to:

Copies to:

This petition is sponsored by the Green Route community group which is made up of representatives from Mulwala Progress Association, Yarrowonga Mulwala Tourism Incorporated, Yarrowonga Mulwala Chamber of Commerce and many other community groups.

FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN ROAD COBRAM

RECOMMENDATION

That a Notice of Refusal be issued for Planning Permit Application No. 52014197 on the following grounds:

1. The proposal is not consistent with State Planning Policy.
2. The proposal is not consistent with the Local Planning Policy, in particular the objectives of the *Agricultural Policy* set out in Clause 22.01.
3. The proposal does not accord with the decision guidelines of the Farming Zone.
4. The proposal does not achieve the purpose of the Farming Zone.

1. Executive Summary

Planning Permit application 5/2014/197 seeks approval for the use and development of land at 12 Irvin Road, Cobram for a dwelling. The land comprises 1.4ha and is currently being used for the keeping of Shetland Ponies.

The proposal is not consistent with the Moira Planning Scheme. Specifically, the applicant has not satisfactorily demonstrated that a dwelling is reasonably associated with the agricultural use on the land. The land is subject to inundation, and not appropriate for residential use.

It is therefore recommended that Council refuse the application.

2. Background and Options

Application Details

Applicant: Avni Shaban (c/o Chris Smith & Associates)
Land Address: 12 Irvin Road, Cobram
Title Details: Lot 1, PS330349
Site Area: c.1.4ha
File No: 52014197
Zone: Farming Zone
Overlays: Land Subject to Inundation

Key Issues

- State Planning Policy
- Local Planning Policy
- Farming Zone
- Agricultural Policy
- Land Subject to Inundation Overlay

The subject land is located on Irvin Road, approximately 3.5 kilometres west of Cobram Town Centre. It is south of the Murray Valley Highway and the Railway Line.

The land is rectangular in shape in shape and measures c.1.4ha. There is a large shed on the lot which has recently been converted to stables.

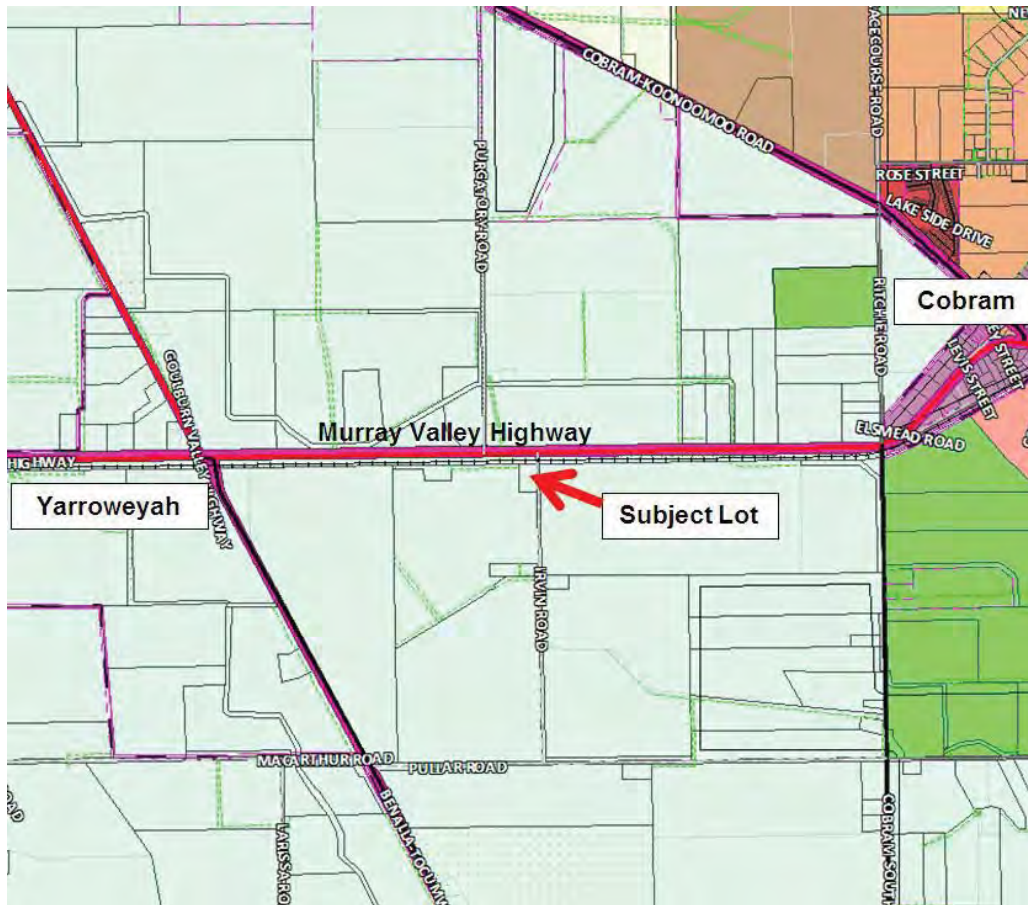
FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

**52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN
ROAD COBRAM (cont'd)**

The surrounding area is largely agricultural in use. The Oasis factory building is located to the north west of the site, on the corner of the Murray Valley Highway and Purgatory Road.

The shed on site, was once used as a second hand store. As the lot is within the Farming Zone the use has now reverted back to agricultural.



Proposal

The proposal is for the use and development of the land for a dwelling. The proposed dwelling is a relocatable house called "The Roberts", consists of 3 bedrooms, a kitchen, dining room, living room, laundry bathroom and verandah.

The application indicates that the dwelling is required to support the use of this 1.4 hectare lot for a miniature pony breeding business (Shetland ponies). Their application indicates that 1 stallion, 4 mares, and up to 2 foals will be on site at any time. Their business plan, submitted as part of a response to a further information request, indicates that they hope to sell 2 foals a year along with equipment for the pony.

They submit that they need to live on site, rather than in nearby townships of Cobram or Yarroweyah as sometimes they need to move the mares away to foal and on hot days and they have to visit the lot up to 3 times a day.

FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

**52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN
ROAD COBRAM (cont'd)**

Options

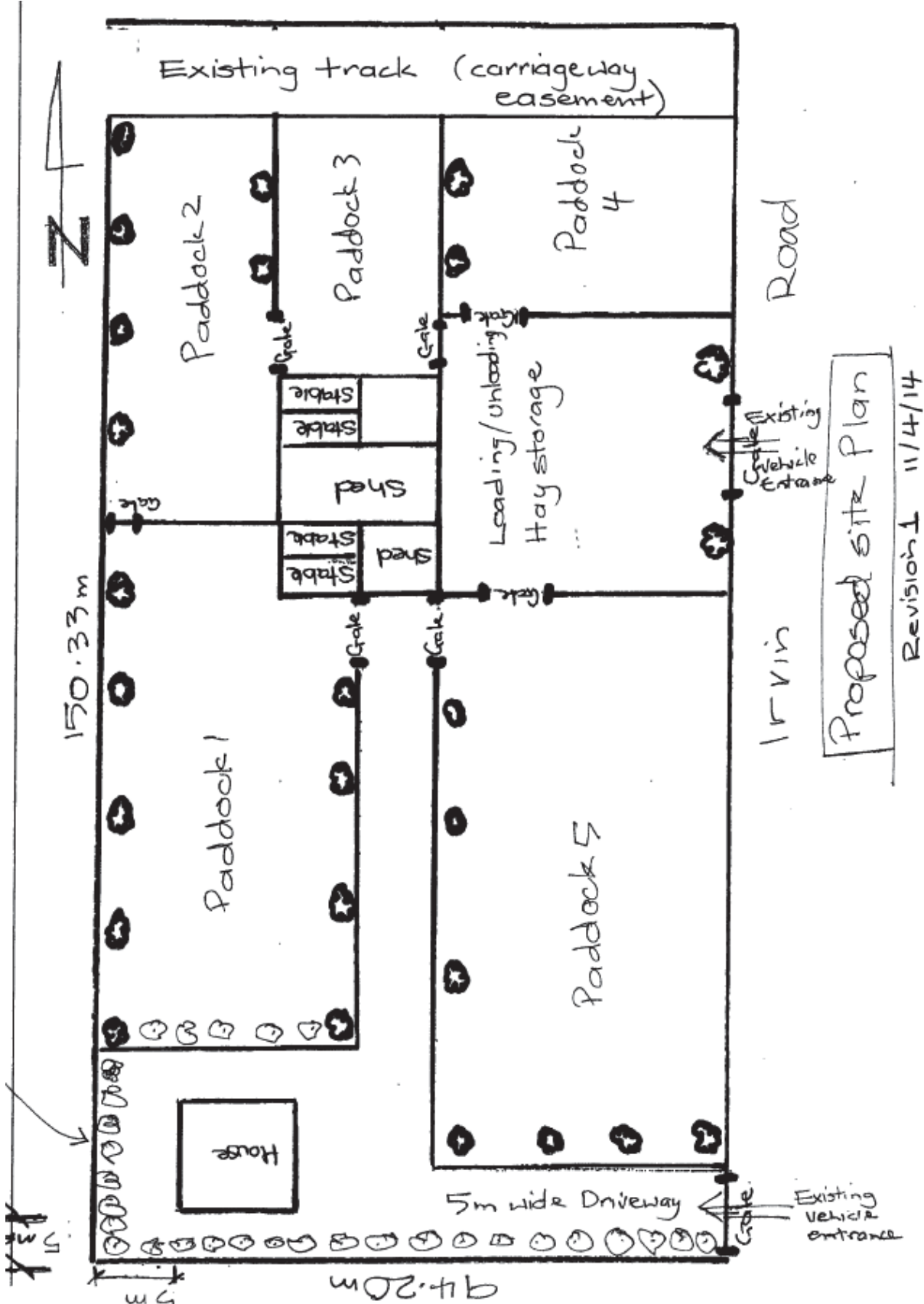
Council has the option to defer its decision for further assessment, issue a notice of refusal or issue a planning permit.



FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

**52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN
ROAD COBRAM (cont'd)**



FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

**52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN
ROAD COBRAM (cont'd)**

"The ROBERTS"



3. Financial Implications

In the event that Council's decision is appealed at VCAT, any cost associated with attending and responding to an appeal is not budgeted for.

4. Risk Management

If Council decides to grant a permit and conditions are not fulfilled, it may become a compliance issue.

5. Internal and External Consultation

Pre-Lodgement Consultation

Prior to lodgement of the subject application the Applicant contacted various members of the Planning Department to discuss this proposal. As early as 2nd February 2012 Council's former Senior Planner advised the following:

12 Irvin Road, Cobram - 1.4ha lot FZ LSIO. I advised that under current policy it would unlikely that a planning permit would be issued for a dwelling on this lot.

Internal Consultation

FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN ROAD COBRAM (cont'd)

The application was referred to the Shire's Infrastructure Planning Department. No objections have been raised however a number of conditions have been recommended if any permit is issued. The conditions relate to drainage, the upgrade of the existing vehicular crossing, and the provision of a septic system on the site.

Irvin Road is a gravel road in reasonable condition. It is likely that the applicant would expect a higher standard of road, if a permit were granted. Should a permit be granted the applicant should be required to upgrade the road from the Murray valley Highway to the vehicle entrance.

External Consultation

The application was also referred, externally, to VicTrack, under Section 52 of the *Planning and Environment Act 1987*, due to the lot's proximity to the railway line. The response did not object to a permit being issued subject to conditions relating to the protection of the railway line.

Public Notice of the application was given under Section 52 of the *Planning and Environment Act 1987*. At the time of drafting this report no submissions or objections have been received.

6. Regional Context

There is no regional context associated with this Development Plan, given its small scale and location.

7. Council Plan Strategy

It is considered that the subject development is inconsistent with the following strategies set out in the Council Plan:

- Environment – that Moira will responsibly manage its environment,
- Infrastructure – that Moira will be a 'best practice' environment

8. Legislative / Policy Implications

Zoning

The subject lands are located in the Farming Zone (FZ). The purpose of the FZ, amongst others, is:

"To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture."

The proposed development is to construct a dwelling on the subject lot. It must therefore be assessed against the policies set out to control residential development in the FZ.

In Clause 35.07-1 and the Schedule to the FZ, that use of a lot of less than 80ha for a dwelling is a Section 2 use. This is the trigger for a permit application. Clause 35.07-6 sets out the decision guidelines for developments in the FZ. The following relates to the protection of agricultural uses:

"Agricultural issues

- *Whether the use or development will support and enhance agricultural production.*
- *Whether the use or development will permanently remove land from agricultural production.*
- *The potential for the use or development to limit the operation and expansion of adjoining and nearby agricultural uses.*
- *The capacity of the site to sustain the agricultural use."*

FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

**52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN
ROAD COBRAM (cont'd)**

The applicant submits that the project will return a small allotment into active agricultural use. However, the addition of a dwelling on a 1.4ha allotment will not provide substantial opportunity to expand the agricultural operation.

It is considered that the proposed use and development will result in limited hobby farm use of the lot and will potentially impact on the ability of nearby agricultural uses to expand or intensify.

The following guidelines relate to residential development:

“Dwelling issues

- *Whether the dwelling will result in the loss or fragmentation of productive agricultural land.*
- *Whether the dwelling will be adversely affected by agricultural activities on adjacent and nearby land due to dust, noise, odour, use of chemicals and farm machinery, traffic and hours of operation.*
- *Whether the dwelling will adversely affect the operation and expansion of adjoining and nearby agricultural uses.*
- *The potential for the proposal to lead to a concentration or proliferation of dwellings in the area and the impact of this on the use of the land for agriculture.”*

It is considered that the proposed development could result in the loss or fragmentation of agricultural land. The subject lot while small could be utilised for agriculture. Further the lot is surrounded by larger lots and could be consolidated to form part of a larger lot.

The dwelling is likely to be adversely affected by agricultural activities on neighbouring lots and is likely to affect the operation or expansion of nearby agricultural uses which will, if a dwelling is built on this lot, require a planning permit (within 100m of the dwelling) for agricultural/machinery sheds and the like.

The question of whether or not the proposal could lead to a concentration or proliferation of dwellings is also important. Granting a permit for a dwelling at this location, that is not justified through a bone fide agricultural use, could establish an undesirable planning precedent for further development of a similar nature.

Under Clause 35.07-5, applications for dwellings must be supported by a written response to the decision guidelines of Clause 35.07-6. It is the applicant's position that their use of this very small lot as a farm, breeding Shetland ponies for sale with an annual projected income of up to \$4,500, justifies a dwelling on the lot.

It is our conclusion however that this is in effect a hobby farm that and that a dwelling on this lot could negatively impact upon larger agricultural uses in the area.

Overlays

The subject lot is located within the Land Subject to Inundation Overlay (LSIO). The purpose of the LSIO is, amongst others:

To identify land in a flood storage or flood fringe area affected by the 1 in 100 year flood or any other area determined by the floodplain management authority.

To ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, is compatible with the flood hazard and local drainage conditions and will not cause any significant rise in flood level or flow velocity.

FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
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**52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN
ROAD COBRAM (cont'd)**

A permit is required to build or carry out works within the LSIO. Accordingly the application was referred to the Goulburn Broken Catchment Management Authority.

The authority had no objection to the development subject to compliance with conditions that would be attached to any permit that is issued. In particular any development would need to be constructed well above the flood level.

State Planning Policies

Clause 11.05-3 "*Rural Productivity*" seeks to manage land use change and development in the rural areas to promote agricultural and rural production.

Clause 14.01-1 "*Protection of agricultural land*" notably states the following as an objective:

"To enable protection of productive farmland;" and;

"To ensure that the State's agricultural base is protected from the unplanned loss of productive agricultural land due to permanent changes of land use and take into consideration regional, state and local, issues and characteristics in the assessment of agricultural quality and productivity."

In considering a proposal to subdivide or develop agricultural land, the following factors must be considered:

- *The desirability and impacts of removing the land from primary production, given its agricultural productivity.*
- *The impacts of the proposed subdivision or development on the continuation of primary production on adjacent land, with particular regard to land values and to the viability of infrastructure for such production.*
- *The compatibility between the proposed or likely development and the existing uses of the surrounding land.*
- *Assessment of the land capability.*

State Policy also sets out that *in assessing rural development proposals, planning and responsible authorities must balance the potential off-site effects of rural land use proposals which might affect productive agricultural land against the benefits of the proposals.*

Given that the lot could be consolidated with larger lots in the vicinity it should be noted that the application does not support rural productivity and does not protect productive agricultural lands. While the proposal could be seen being linked to the raising of horses, an agricultural use, the applicant has had difficulty in demonstrating the agricultural use of the land as a primary use (*bona fide*) that justifies the need to establish a dwelling on the land as they could easily live off site and maintain their hobby farm.

The subject land consists of a small allotment (1.4ha) located in the Farming Zone and surrounded by active farming activities. The proposal would result in the addition of a dwelling in the Farming Zone which creates a permanent change that may affect surrounding farmland. Even though it is clear that the land has not been used for productive agriculture for a length of time; there is no impediment for this allotment to return to a farming activity. The application is therefore considered to only partially satisfy the objectives of this State Planning Policy.

Local Planning Policy and Municipal Strategic Statement

FILE NO: 52014197
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 9.3.5
(TOWN PLANNER, MARTINA FOLEY)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN ROAD COBRAM (cont'd)

Clause 22.01 sets out Moira Shire's Agricultural Policy. The purpose of the policy is to address two separate issues: being rural subdivision and rural dwellings. Here the focus is upon preventing the loss of agricultural lands through inappropriate subdivision or the proliferation of dwellings in the area.

Part of the Planning Scheme since 19/09/2013, before the subject application was lodged, Clause 22.01-3 states that it is policy to:

- *Discourage a dwelling not associated with or required for the agricultural use of the land.*
- *Ensure that the agricultural use has been established on the land (or an Integrated Land Management Plan under Clause 35.07-6 is in place) prior to the construction of a dwelling.*
- *Ensure that the dwelling is located on a lot of at least 2 hectares in area.*
- *Require the landowner to enter into an agreement under Section 173 of the Act to:*
 - *Ensure that the dwelling is used in conjunction with agricultural production;*
 - *Prevent the subdivision of the lot containing the dwelling where the proposed lot size is less than the minimum subdivision area specified in the Farming Zone; and*
 - *Acknowledge the impacts of nearby agricultural activities.*

The subject lot is 1.4ha and therefore is less than the 2 hectares set out. Further it is considered that the proposed dwelling is not associated with or required for the agricultural use of the land. The residents could easily live in an existing dwelling in the nearby towns of Cobram or Yarroweyah and visit their ponies accordingly. Further there is a reasonable supply of existing dwellings on small lots in the Farming Zone to conduct their hobby. The FZ is not considered an appropriate location for a new dwelling to support a small scale hobby farm in all cases.

The decision guidelines of Clause 65

Before deciding on an application or approval of a plan, the responsible authority must consider, as appropriate:

- *The matters set out in Section 60 of the Act.*
- *The State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.*
- *The purpose of the zone, overlay or other provision.*
- *Any matter required to be considered in the zone, overlay or other provision.*
- *The orderly planning of the area.*
- *The effect on the amenity of the area.*
- *The proximity of the land to any public land.*
- *Factors likely to cause or contribute to land degradation, salinity or reduce water quality.*
- *Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.*
- *The extent and character of native vegetation and the likelihood of its destruction.*
- *Whether native vegetation is to be or can be protected, planted or allowed to regenerate.*
- *The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or management of the land so as to minimise any such hazard.*

All the matters set out in Clause 65 have been considered. Those matters above that most closely relate to the proposed development, namely the purpose of the zone, overlay or other provisions, together with the orderly planning of the area and the effect on the amenity of the area have been addressed elsewhere in this report.

9. Environmental Impact

Viewed alone the proposed development may be considered to be sustainable if the proposed development was not located within the FZ. The cumulative impact of the planning precedent

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2. OUR ENVIRONMENT AND LIFESTYLE

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**52014197 USE AND DEVELOPMENT OF LAND FOR A DWELLING AT 12 IRVIN
ROAD COBRAM (cont'd)**

that granting a permit would establish should however be considered. If the rationale set out by the applicant was used to successfully argue for dwellings associated with hobby farms on other lots of less than 2ha across the shire it would represent an unsustainable pattern of development.

10. Conflict of Interest Considerations

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

11. Conclusion

The subject lot is located within the Farming zone. A planning permit is required for the use and development of a dwelling under the zone provisions as the minimum lot size for a dwelling, as of right, is 80 hectares. A planning permit is required for buildings and works as the use of the land for a dwelling is a Section 2 use. A permit is also triggered by the Land Subject to Inundation Overlay. The subject lot is subject to inundation.

The purpose of the Farming zone is to encourage the protection and retention of productive agricultural land. The Policy dictates that a dwelling on the land should assist in enhancing the agricultural use of the land.

Local Planning Policy Framework states that the Council should "*Discourage a dwelling not associated with or required for the agricultural use of the land*".

It is considered that the proposal will not assist in the retention or protection of agricultural land and does not achieve the overall objectives of the recently established Agricultural Policy set out in Clause 22.01, particularly as the lot is less than the required 2ha. It is considered that the proposed development will establish an unsustainable planning precedent for development and should accordingly not be permitted.

It is considered that the construction of a dwelling will not produce an acceptable planning outcome and is within an area subject to flooding, therefore it is recommended that the application be refused.

Attachments

Nil

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS

RECOMMENDATION

That Council receive and note the attached Records of Assembly of Councillors.

1. Executive Summary

The records of the Assembly of Councillors reported during the month of May 2014 are attached to this report.

Inclusion of the attached records of Assembly of Councillors in the Council agenda, and incorporation into the Minutes ensures Council meets its statutory obligations under section 80A of the Local Government Act 1989 (the Act).

2. Background and Options

An Assembly of Councillors is defined under Division 1A – Conduct and interests in section 76AA of the Act:

assembly of Councillors (however titled) means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

- (a) the subject of a decision of the Council; or
- (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee—

but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation.

Section 80A of the Act requires the Chief Executive Officer to ensure that a written record of an assembly of Councillors is reported to an ordinary meeting of the Council as soon as practicable. The written record must include whether a Councillor who has disclosed a conflict of interest leaves the assembly.

Section 80A(1) requires that a record is kept of:

- (a) the names of all Councillors and members of Council staff attending;
- (b) the matters considered;
- (c) any conflict of interest disclosures made by a Councillor attending under subsection (3); and
- (d) whether a Councillor who has disclosed a conflict of interest as required by subsection (3) leaves the assembly.

3. Financial Implications

There are no financial implications with this report.

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

4. Risk Management

There are no risk implications with this report.

5. Internal and External Consultation

The community are able to access written records of assemblies of Councillors.

6. Regional Context

There are no regional contexts associated with this report.

7. Council Plan Strategy

Ensuring Good Governance to meet legislative obligations

8. Legislative / Policy Implications

This report complies with the requirements under the *Local Government Act 1989*.

9. Environmental Impact

There are no environmental impacts with this report.

10. Conflict of Interest Considerations

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

11. Conclusion

The Assembly of Councillors records attached to this report are a true and accurate record of all assemblies of Councillors reported during May 2014. Their recording into the Council Minutes ensures Council meets its statutory obligations under section 80A of the Act.

Attachments

- 1 Attachment 5
- 2 Attachment 8
- 3 Attachment 9
- 4 Attachment 12
- 5 Attachment 19
- 6 Attachment 21
- 7 Attachment 26

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

ATTACHMENT No [1] - Attachment 5



RECORD OF ASSEMBLY OF COUNCILLORS

Date held	5 May 2014	
Name of meeting	Council Briefing	
Councillors attending	Councillors Kevin Bourke, Wendy Buck, Gary Cleveland, Ed Cox, Peter Mansfield, Don McPhee, Alex Monk	
Council staff attending	Acting Chief Executive Officer, Peter Bertolus Director Corporate Governance, Alison Coe Acting Director Community, Bruce Connolly Acting Director Shire Development & Liveability, Mark Foord Manager Corporate Governance, David Booth	
Matters discussed	<ul style="list-style-type: none"> • Kennedy Park, Cobram • Community Consultation - Budget 	
Conflict of Interest Disclosures (indicate below if Nil or complete details)		
Matter No.	Councillor	Did Councillor leave meeting
Nil		

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

ATTACHMENT No [2] - Attachment 8



RECORD OF ASSEMBLY OF COUNCILLORS

Date held	8 th May 2014
Name of meeting	Barmah Forest Heritage and Education Centre Advisory Committee
Councillors attending	Councillor Kevin Bourke
Council staff attending	Arts Culture Officer, Marilyn Gourley Team Leader Visitor Information, Jenny Pickering
Matters discussed	<ol style="list-style-type: none"> 1. Restructure of Tourism in Moira Shire. 2. Grants available 3. Briggs Family History Board 4. Reconciliation Week – Workshops / Exhibition 5. Western Moira Tourism 6. Town Signage 7. Review Strategic Plan 8. Review Programs and Activities identified for Future Priorities. 9. Moira Arts & Culture Inc. 10. The G.R.A.I.N Store
Conflict of Interest Disclosures (indicate below if Nil or complete details)	
	NIL

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

ATTACHMENT No [3] - Attachment 9



RECORD OF ASSEMBLY OF COUNCILLORS

Date held	9 th May 2014
Name of meeting	Presentation by Deborah Mills - A Cultural Framework can Drive Strategy
Councillors attending	Councillors Peter Mansfield , Wendy Buck, Gary Cleveland, Alex Monk, Don McPhee
Council staff attending	Arts & Culture Project Officer, Lonnie O'Dwyer Arts Culture Officer, Marilyn Gourley Manager Town Planning and Building, Jorine Bothma
Matters discussed: A Cultural Framework can drive strategy	
<ol style="list-style-type: none"> 1. How can culture address issues facing your communities 2. Everything is connected to everything else 3. What is culture 4. Case Studies – Libraries, Small town transformations 	
Conflict of Interest Disclosures (indicate below if Nil or complete details)	
Nil	

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND
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ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

ATTACHMENT No [4] - Attachment 12



RECORD OF ASSEMBLY OF COUNCILLORS

Date held	12 May 2014	
Name of meeting	Council Briefing	
Councillors attending	Councillors Kevin Bourke, Wendy Buck, Gary Cleveland, Ed Cox, Brian Keenan, Peter Mansfield, Marie Martin, Don McPhee, Alex Monk	
Council staff attending	Acting Chief Executive Officer, Peter Bertolus Director Corporate Governance, Alison Coe Acting Director Community, Bruce Connolly Acting Director Shire Development & Liveability, Mark Foord Manager Corporate Governance, David Booth	
Matters discussed	<ul style="list-style-type: none"> • LG Valuation Services Pty Ltd - Revaluation • Council Plan Update 	
Conflict of Interest Disclosures (indicate below if Nil or complete details)		
Matter No.	Councillor	Did Councillor leave meeting
Nil		

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

ATTACHMENT No [5] - Attachment 19



RECORD OF ASSEMBLY OF COUNCILLORS

Date held	19 May 2014	
Name of meeting	Council Briefing	
Councillors attending	Councillors Kevin Bourke, Wendy Buck, Gary Cleveland, Ed Cox, Brian Keenan, Peter Mansfield, Marie Martin, Don McPhee, Alex Monk	
Council staff attending	Acting Chief Executive Officer, Peter Bertolus Director Corporate Governance, Alison Coe Acting Director Community, Bruce Connolly Acting Director Shire Development & Liveability, Mark Foord Manager Corporate Governance, David Booth	
Matters discussed	<ul style="list-style-type: none"> ➤ Agenda Review: <ul style="list-style-type: none"> ○ Council Plan 2013/14 - 2016/17 (Including Strategic Resource Plan) Annual Review ○ Council Plan 2013/14 - 2016/17 April 2014 Monthly Review ○ Financial Position Report as at 30 April 2014 ○ Section 86 Committee of Management Representative Appointments – Amendments ○ Planning Permit Application No 5/2012/400 Supermarket Extension, Use and Development of Land for Car Parking, Alterations to Liquor Licence, Reduction of Car Parking, Waiving of On Site Loading/Unloading Facilities, 2-6, 8-10 & 12-14 Melville Street and 3 Meiklejohn Street, Numurkah ○ Planning Permit Application No. 5201425 - Use and Development of a Land for a Dwelling at 184 Walshs Bridge South Road, Mundoona ○ Planning Permit Application 5/2014/144 - Two (2) Lot Subdivision at 7131-7149 Goulburn Valley Highway, Koonoomoo ○ Assemblies of Councillors ○ Municipal Flood Emergency Plan ○ Building and Planning Permit Activity Reports ○ Action Officers List ➤ Numurkah Showgrounds: Camping 	
Conflict of Interest Disclosures (indicate below if Nil or complete details)		
Matter No.	Councillor	Did Councillor leave meeting
Nil		

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

ATTACHMENT No [6] - Attachment 21



RECORD OF ASSEMBLY OF COUNCILLORS

Date held	21 May 2014	
Name of meeting	Community Budget Session - Nathalia	
Councillors attending	Councillors Kevin Bourke, Wendy Buck, Gary Cleveland, Ed Cox, Peter Mansfield, Marie Martin	
Council staff attending	Director Corporate Governance, Alison Coe Manager Finance, Warren Brown Manager Governance, David Booth	
Matters discussed		
1. Budget Presentation		
2. Questions:		
- organic bin charge		
- amalgamated governance/office of the CEO budget		
- fleet management		
- materials and services		
Conflict of Interest Disclosures (indicate below if Nil or complete details)		
Matter No.	Councillor	Did Councillor leave meeting
Nil		

FILE NO: 120.16.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.1.1
(GOVERNANCE RECORDS OFFICER,
MARGARET HINCK)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ASSEMBLIES OF COUNCILLORS (cont'd)

ATTACHMENT No [7] - Attachment 26



RECORD OF ASSEMBLY OF COUNCILLORS

Date held	Monday 26 May 2014
Name of meeting	Municipal Public Health and Wellbeing Plan Meeting
Councillors attending	Councillor Marie Martin
Council staff attending	Team Leader Community Services, Kim Fitzgerald Environmental Health Officer, Kellie Lewis
Matters discussed	1. Discussion on review template and setting priorities 2. Terms of Reference discussion and finalisation 3. Social Environment - review
Conflict of Interest Disclosures (indicate below if Nil or complete details)	
Nil	

FILE NO: 250.08.0004
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 10.3.1
(ADMINISTRATION SUPPORT OFFICER,
AMANDA MATHERS)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

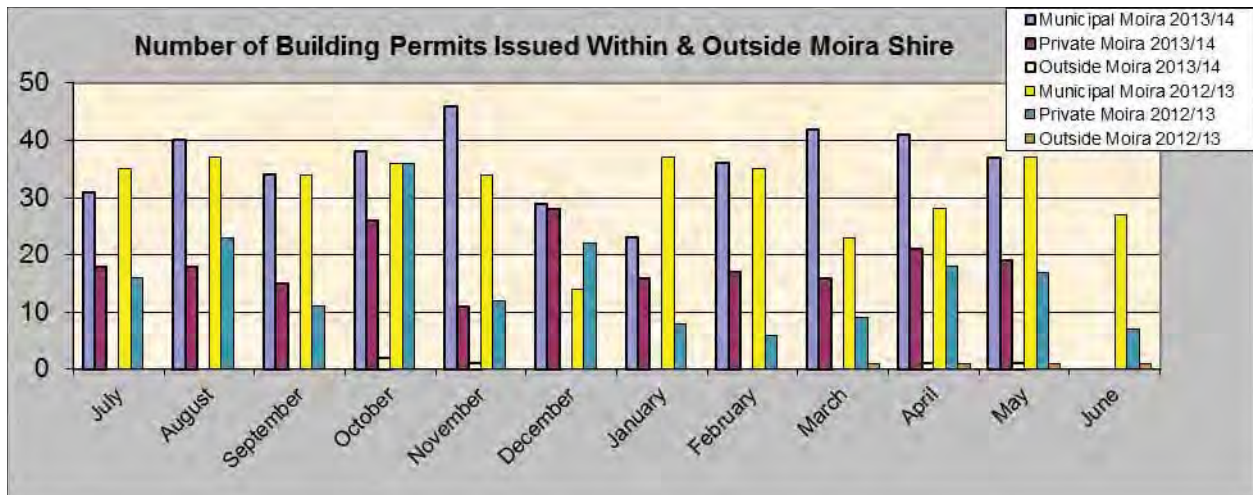
BUILDING AND PLANNING PERMIT ACTIVITY REPORTS

RECOMMENDATION

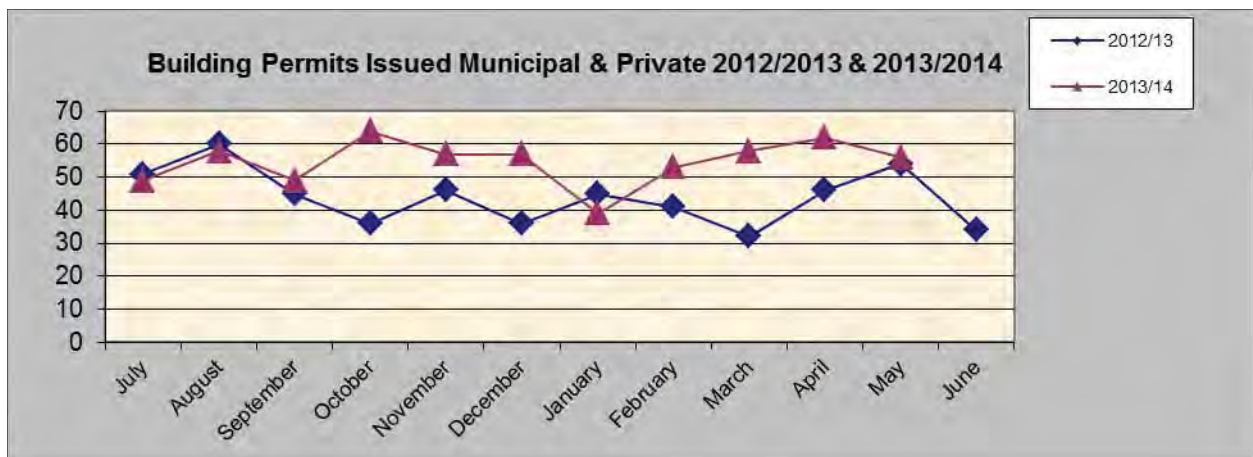
That Council receive and note the combined Building and Planning Permit Activity Reports for the month of May 2014.

Building Permits

For the period of 1 to 31 May 2014, Fifty Six (56) building permits were issued to the value of \$8,288,727.00.



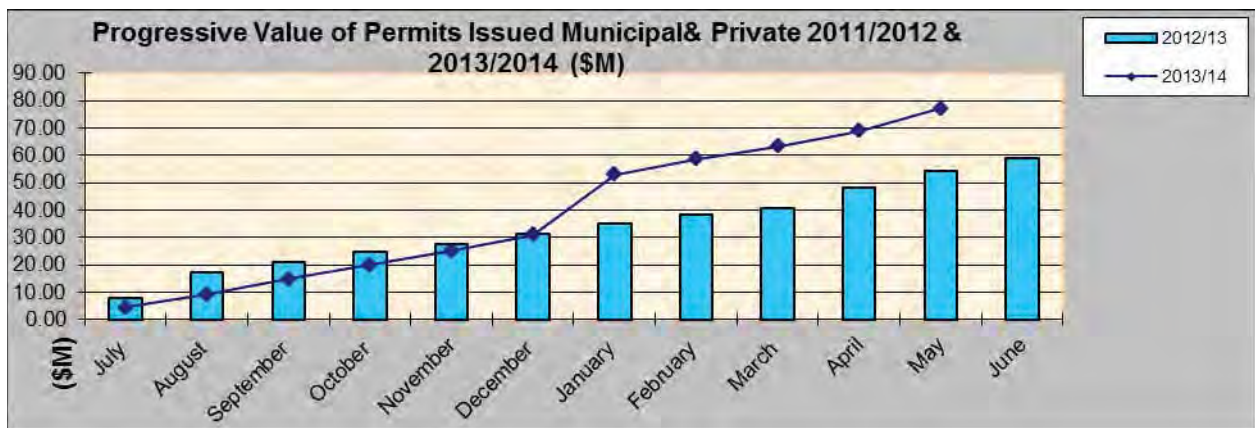
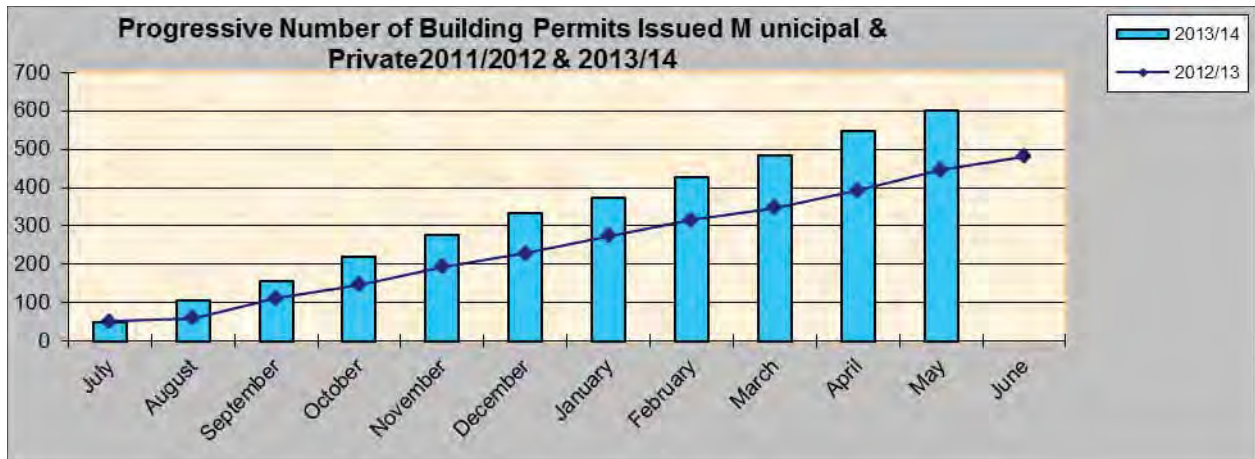
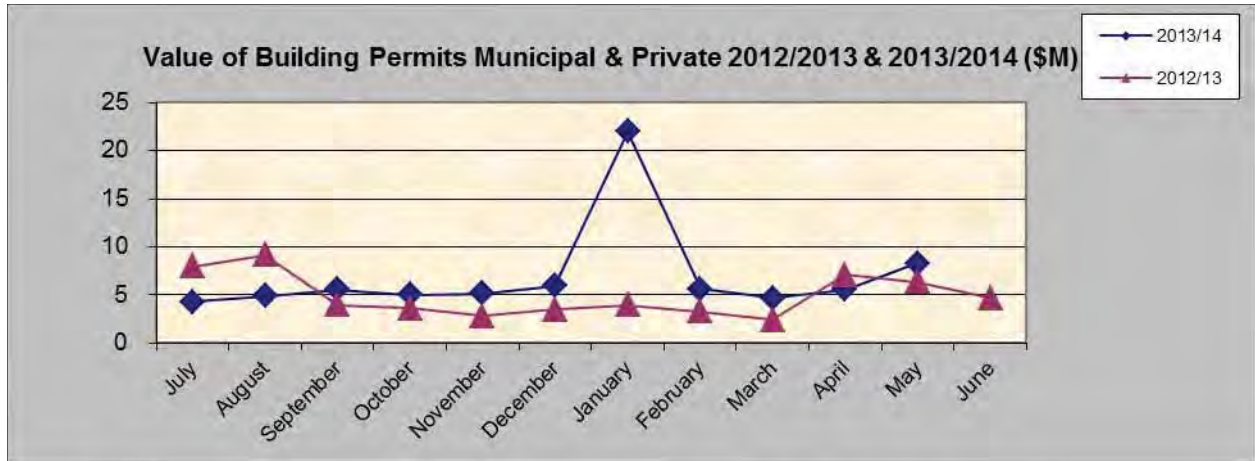
One building permit was issued outside Moira Shire during this month. Applications for building permits outside Shire boundaries vary.



FILE NO: 250.08.0004
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 10.3.1
(ADMINISTRATION SUPPORT OFFICER,
AMANDA MATHERS)
(ACTING DIRECTOR, DEVELOPMENT AND
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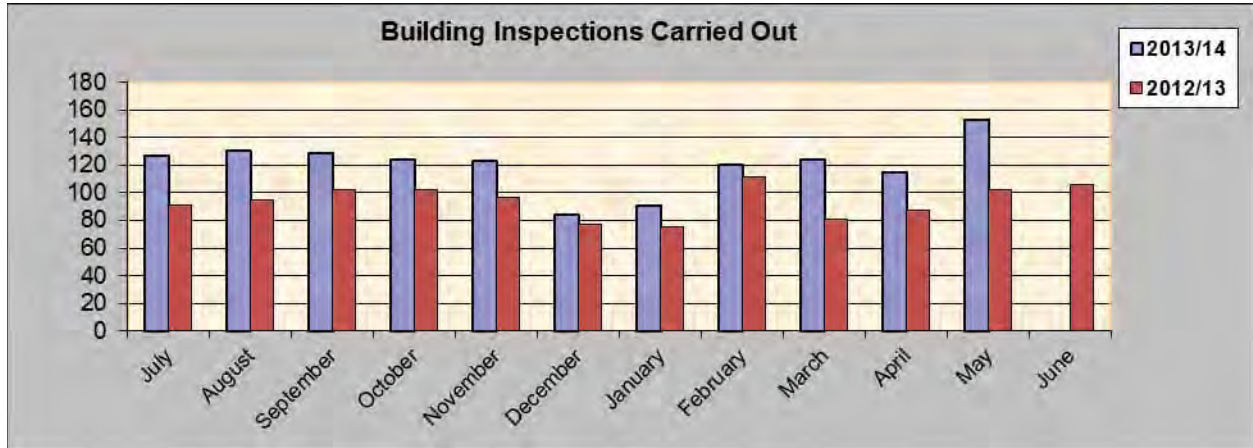
BUILDING AND PLANNING PERMIT ACTIVITY REPORTS (cont'd)



FILE NO: 250.08.0004
3. OUR COMMUNICATIONS AND PROCESSES

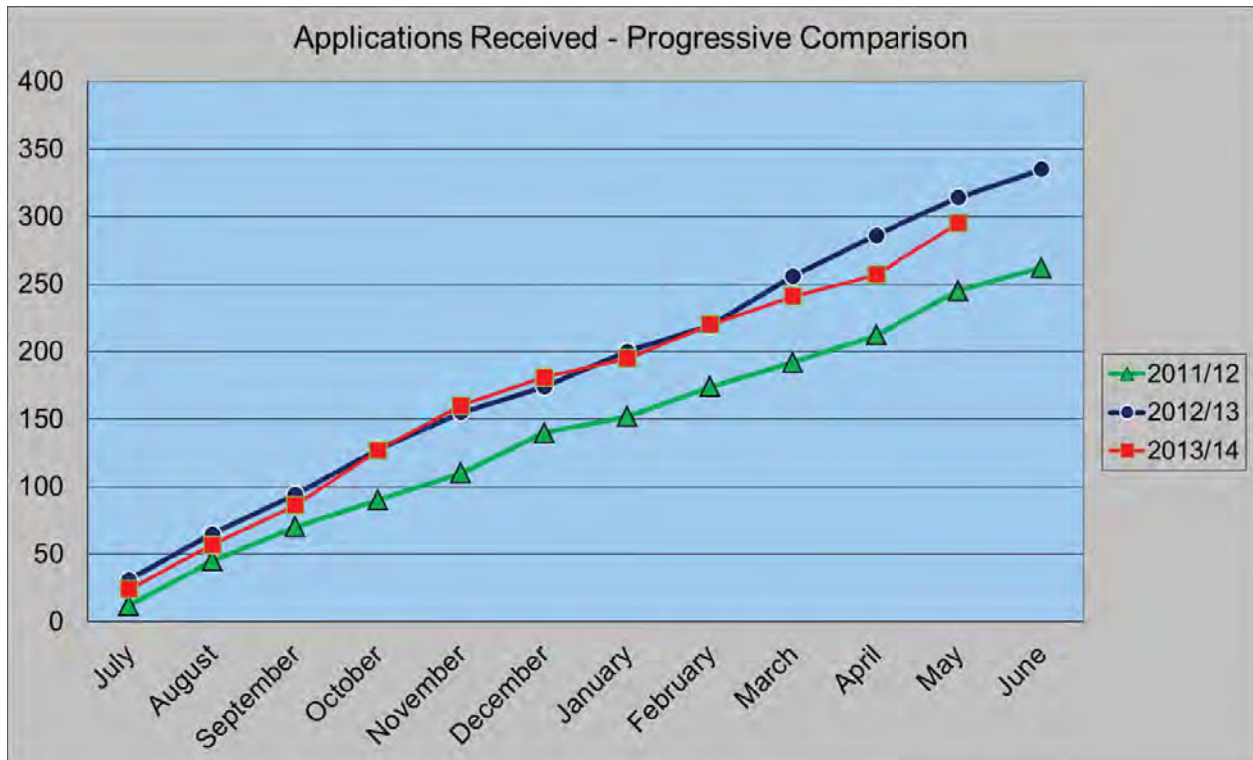
ITEM NO: 10.3.1
(ADMINISTRATION SUPPORT OFFICER,
AMANDA MATHERS)
(ACTING DIRECTOR, DEVELOPMENT AND
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BUILDING AND PLANNING PERMIT ACTIVITY REPORTS (cont'd)



Planning Permits

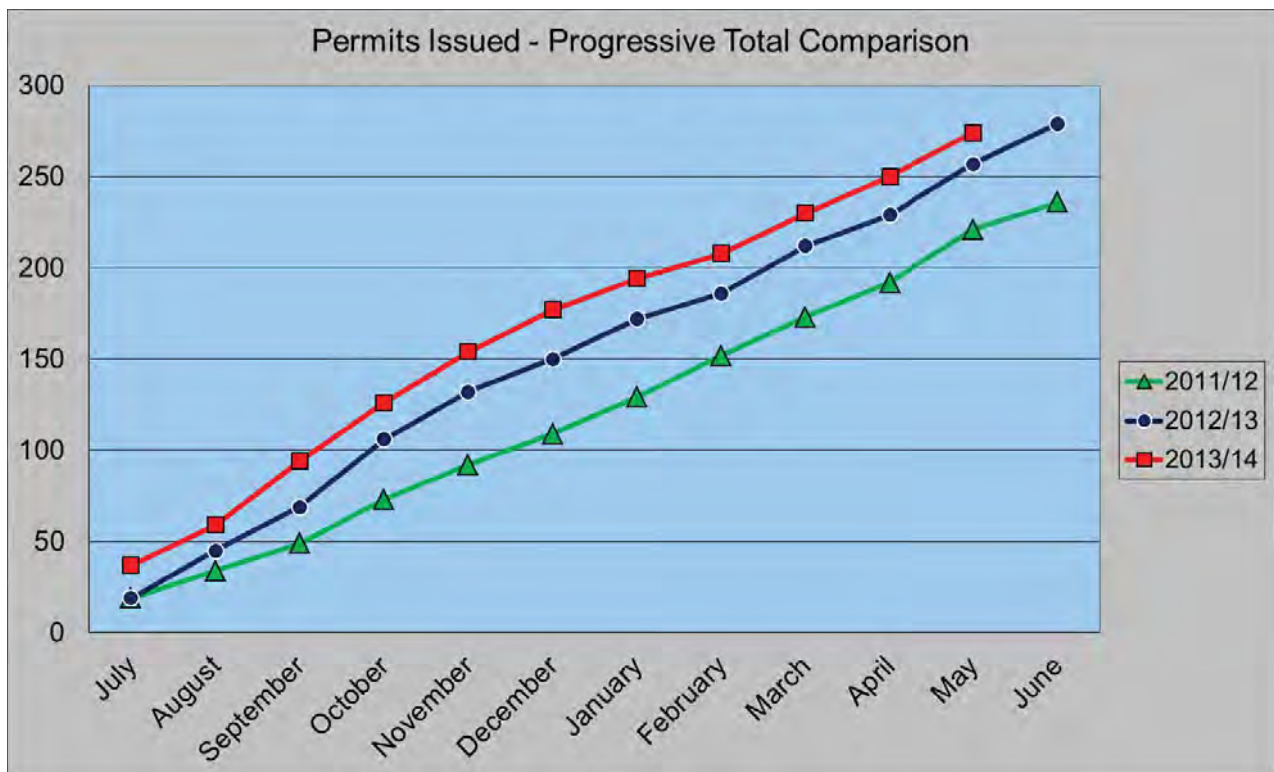
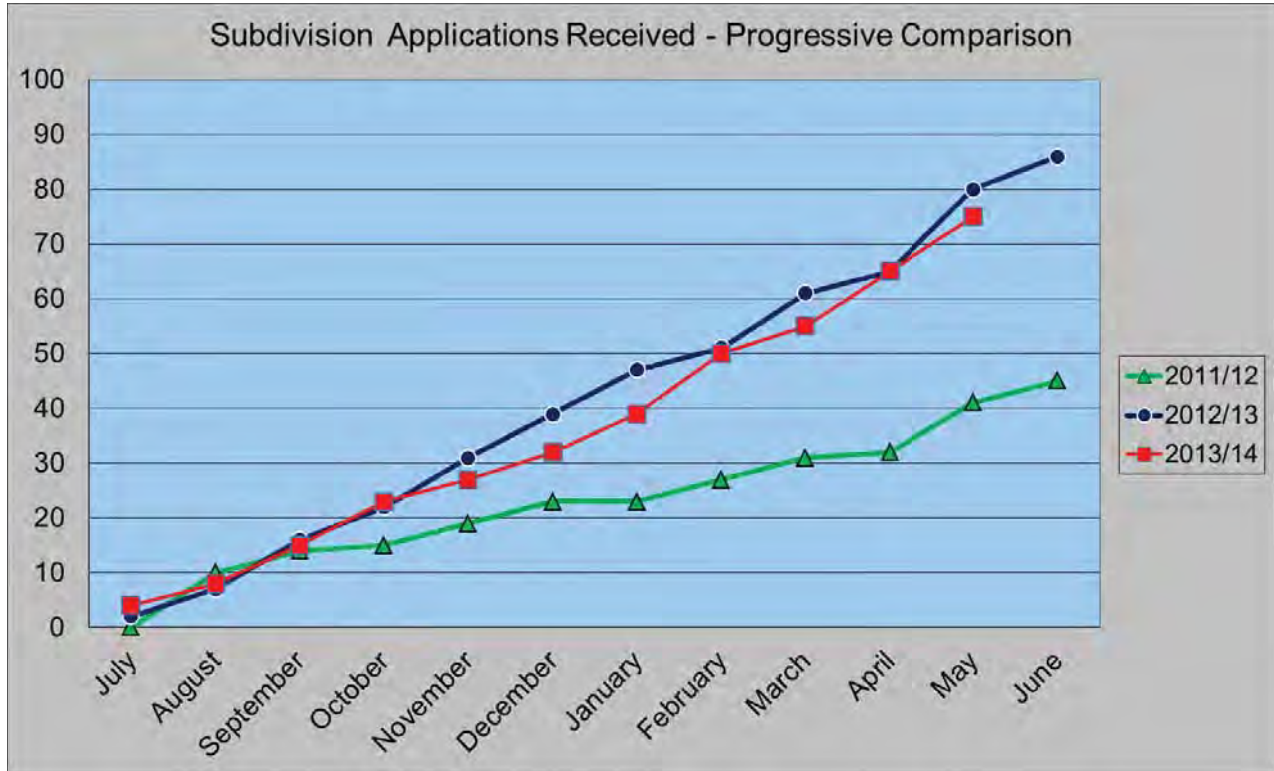
In May 2014, twenty-four (24) planning permits were issued to the value of \$12,370,625.00 and applications received for the month totalled thirty-eight (38).



FILE NO: 250.08.0004
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 10.3.1
(ADMINISTRATION SUPPORT OFFICER,
AMANDA MATHERS)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY, MARK FOORD)

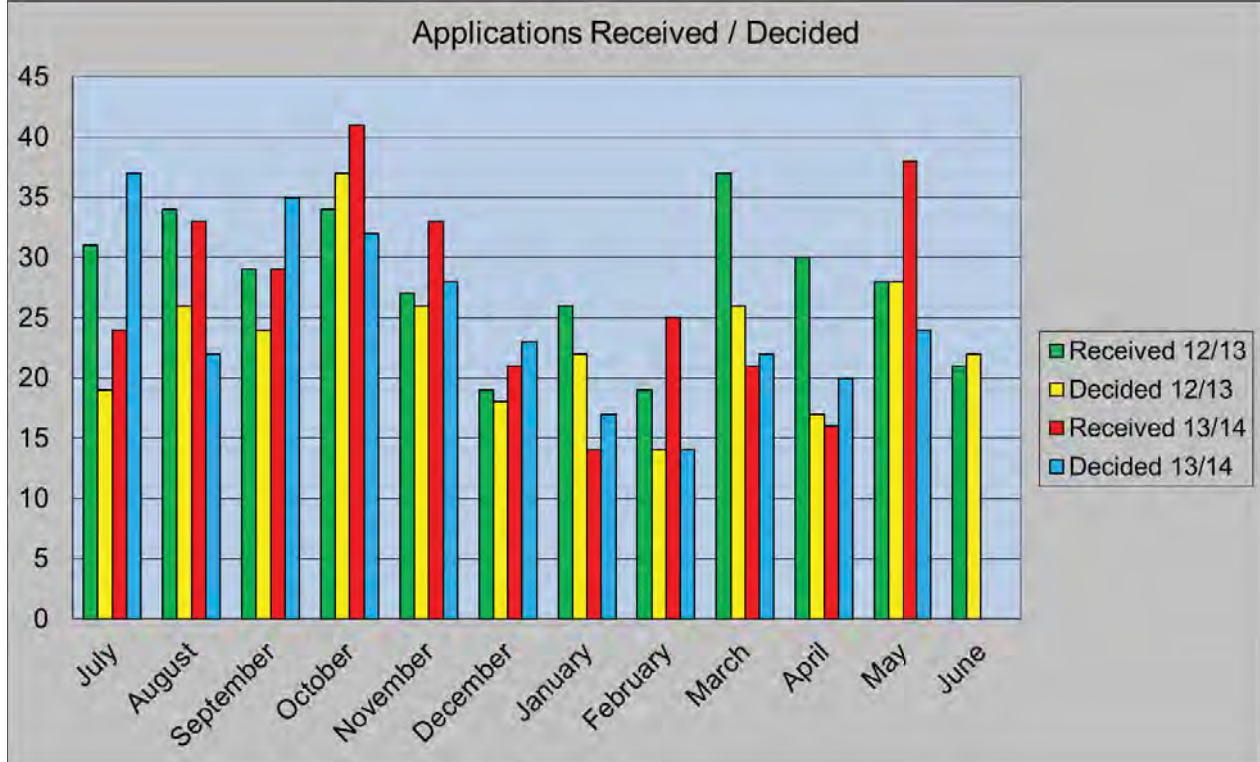
BUILDING AND PLANNING PERMIT ACTIVITY REPORTS (cont'd)



FILE NO: 250.08.0004
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 10.3.1
(ADMINISTRATION SUPPORT OFFICER,
AMANDA MATHERS)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

BUILDING AND PLANNING PERMIT ACTIVITY REPORTS (cont'd)



Attachments

- 1 Planning Permits Issued

FILE NO: 250.08.0004
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.3.1
(ADMINISTRATION SUPPORT OFFICER,
AMANDA MATHERS)
(ACTING DIRECTOR, DEVELOPMENT
AND LIVEABILITY, MARK FOORD)

BUILDING AND PLANNING PERMIT ACTIVITY REPORTS (cont'd)

ATTACHMENT No [1] - Planning Permits Issued



Planning Permits issued - May 2014

<u>Appl. No.</u>	<u>Date Received</u>	<u>Property Address</u>	<u>Use or Development</u>	<u>Date of Decision</u>	<u>Estimated Cost of Proposed Works</u>
005.2013.00000863.001	4/12/2013	227 Melville RD NUMURKAH	Earthworks (Construction of an earthen levee)	28/05/2014	\$ 25,000
005.2014.00000018.001	21/01/2014	Botts RD YARRAWONGA	Development of the land for four (4) Dwellings and Four (4) Lot Subdiv	14/05/2014	\$ 7,200,000
005.2014.00000025.001	24/01/2014	184 Walshs Bridge South RD MUNDOONA	Use & Development of land for a dwelling	28/05/2014	\$ 356,000
005.2014.00000104.001	20/02/2014	55 Anchorage WY YARRAWONGA	Two (2) Lot Subdivision	13/05/2014	\$ 0
005.2014.00000142.001	3/03/2014	Murray Valley HWY YARRAWONGA	Construction and display of a free standing Business identification sign	5/05/2014	\$ 19,000
005.2014.00000144.001	6/03/2014	7131 Goulburn Valley HWY KOONOOMOO	Two (2) Lot Subdivision	21/05/2014	\$ 0
005.2014.00000160.001	12/03/2014	8656 Murray Valley HWY YARRAWONGA	Development of fifteen (15) dwellings	8/05/2014	\$ 3,000,000
005.2014.00000176.001	17/03/2014	69 ODwyer RD BURRAMINE	Use & Development - Product Holding & Material Recycling (Cement Crush	26/05/2014	\$ 0
005.2014.00000177.001	13/03/2014	371 Campbell RD COBRAM	Buildings & Works - Domestic Shed	7/05/2014	\$ 6,600
005.2014.00000196.001	25/03/2014	43 Cahills RD YARRAWONGA	Removal of Native Vegetation - 2 Trees	7/05/2014	\$ 0
005.2014.00000200.001	27/03/2014	5-6 Reed CT NUMURKAH	Buildings and Works - Dwelling	13/05/2014	\$ 237,295

FILE NO: 250.08.0004
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 10.3.1
(ADMINISTRATION SUPPORT OFFICER,
AMANDA MATHERS)
(ACTING DIRECTOR, DEVELOPMENT
AND LIVEABILITY, MARK FOORD)

BUILDING AND PLANNING PERMIT ACTIVITY REPORTS (cont'd)

ATTACHMENT No [1] - Planning Permits Issued

<u>Appl. No.</u>	<u>Date Received</u>	<u>Property Address</u>	<u>Use or Development</u>	<u>Date of Decision</u>	<u>Estimated Cost of Proposed Works</u>
005.2014.00000211.001	28/03/2014	959 Barnes RD KATAMATITE	Buildings & Works - Carport & verandah	20/05/2014	\$ 8,000
005.2014.00000228.001	3/04/2014	313 Christies RD KATUNGA	Replacement Dwelling	27/05/2014	\$ 450,000
005.2014.00000240.001	7/04/2014	3765 Murray Valley HWY COBRAM	Buildings & Works - Extension to Shed	27/05/2014	\$ 60,000
005.2014.00000243.001	8/04/2014	457 Mathers RD YALCA	Buildings & Works - Domestic Shed	7/05/2014	\$ 23,000
005.2014.00000244.001	9/04/2014	103-109 Karook ST COBRAM	Buildings & Works - Extension to Building	20/05/2014	\$ 75,000
005.2014.00000263.001	15/04/2014	46-50 McDonald ST NUMURKAH	Buildings & Works - relocation of existing storage tanks	27/05/2014	\$ 140,000
005.2014.00000276.001	22/04/2014	4141 Goulburn Valley HWY KATUNGA	Buildings & Works - Replacement Dwelling	21/05/2014	\$ 281,730
005.2014.00000307.001	1/05/2014	3 Shoreline PL YARRAWONGA	Buildings & Works - Dwelling	6/05/2014	\$ 175,000
005.2014.00000308.001	1/05/2014	5 Shoreline PL YARRAWONGA	Buildings & Works - Dwelling	6/05/2014	\$ 175,000
005.2014.00000313.001	5/05/2014	1210 Numurkah RD KATUNGA	Earthworks associated with the private pipeline and farm channel	28/05/2014	\$ 79,000
005.2014.00000314.001	5/05/2014	1145 Numurkah RD KATUNGA	Earthworks associated with the private pipeline	28/05/2014	\$ 60,000
005.2014.00000337.001	14/05/2014	467 Orams RD KATUNGA	To vary the condition in the nature of an easement in crown grant Vol.	27/05/2014	\$ 0
005.2014.00000365.001	21/05/2014	1276 Centre RD WAAIA	Remove the condition in the nature of an easement shown as E-1 on PS64	27/05/2014	\$ 0

Applications Decided: 24
Permits Approved under Delegation (APPD): 24
Notice of Decision to Approve (AAPC): 0
Notice of Decision to Refuse (APPR): 0

Total Estimated Value of Works: \$ 12,370,625.00

**FILE NO: 100.01.0001
3. OUR COMMUNICATIONS AND PROCESSES**

**ITEM NO: 11.1
(PERSONAL ASSISTANT TO CEO, ROBYN
BONADDIO)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)**

ACTION OFFICERS LIST

RECOMMENDATION

That Council receive and note the Action Officers List.

Attachments

- 1 Action Officers List.

FILE NO: 100.01.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 11.1
(PERSONAL ASSISTANT TO CEO,
ROBYN BONADDIO)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ACTION OFFICERS LIST (cont'd)

ATTACHMENT No [1] - Action Officers List.

ACTION OFFICERS LIST – June 2014

Meeting	Subject
Ordinary Council Meeting 19 May 2014	Council Plan 2013/14 - 2016/17 (including Strategic Resource Plan) Annual Review
MOTION	
CRS ALEX MONK / ED COX	
That Council;	
1.	Accept the reviewed 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan
2.	Provide the opportunity for members of the community to make a submission regarding the reviewed 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan through May and June 2014 under Section 223 of the Local Government Act 1989.
3.	Publish a notice in respect of the Section 223 process of the Local Government Act in the Yarrowonga Chronicle, Cobram Courier, Strathmerton Standard, Numurkah Leader, Redgum Courier and Shepparton News, these newspapers being those that circulate most widely across Moira Shire.
4.	Publish a copy of the reviewed 2013/14 to 2016/17 Council Plan including the Strategic Resource Plan on Council's website and provide a copy for public viewing at each of Councils service centres.
5.	Consider any submissions received up until 5:00pm on 16 June 2014.
6.	Appoint a Committee of the Council (whole of Council) to consider submissions and hear any person who wishes to be heard in support of their submission
7.	Hear submissions on Thursday 19 June 2014 at the Cobram Civic Centre
8.	Authorise the Chief Executive Officer, or his delegate, to administer the Section 223 process, arrange times, places and dates for meetings, arrange for notices to be placed in newspapers and to carry out other administrative functions to enable the Council to carry out the Section 223 process
Activity	(CARRIED)
The reviewed plan is posted on Councils website and copies are available at service centres.	

FILE NO: 100.01.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 11.1
(PERSONAL ASSISTANT TO CEO,
ROBYN BONADDIO)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ACTION OFFICERS LIST (cont'd)

ATTACHMENT No [1] - Action Officers List.

ACTION OFFICERS LIST – June 2014

Meeting	Subject
Ordinary Council Meeting 19 May 2014	Municipal Flood Emergency Plan
MOTION	
CRS ED COX / WENDY BUCK	
That Council:	
1. Approve the amended Municipal Flood Emergency Plan as the "Final Draft" document	
2. Have the approved Municipal Flood Emergency Plan signed by the Mayor of Moira Shire and Regional Manager VicSES as required.	
3. Present the approved Municipal Flood Emergency Plan to the Municipal Emergency Management Planning Committee (MEMPC) for their consideration and implementation.	
4. Write to each respondent to the Section 223 community consultation process with feedback as to their submission.	(CARRIED)
Activity	
Each of the submitters to the DRAFT MFEP have been responded to by letter. Each response addressed their specific submissions as detailed in the Council Report	
COMPLETED.	

FILE NO: 100.01.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 11.1
(PERSONAL ASSISTANT TO CEO,
ROBYN BONADDIO)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ACTION OFFICERS LIST (cont'd)

ATTACHMENT No [1] - Action Officers List.

ACTION OFFICERS LIST – June 2014

Meeting	Subject
Ordinary Council Meeting 17 February 2014	Disused Channel land, Cobram
MOTION	
CRS GARY CLEVELAND / ED COX	
That:	
1. Council authorise the Chief Executive Officer to purchase the disused channel land in Cobram, adjacent to Punt Road, as offered by Goulburn Murray Water for the sum of \$45,000. The land being known as Lot 1 on TP880739 Volume 8269 Folio 631.	
2. An additional \$45,000 be added to the Cobram Library project to meet the cost of the land purchase.	
3. Council authorise the Chief Executive Officer to affix the Council Seal to the Contract of Sale, transfer documents and any other documents necessary to realise the purchase of the land.	(CARRIED)
ACTIVITY	
Goulburn Murray Water have been asked for settlement terms and are preparing the Contract of Sale.	
Meeting	Subject
Ordinary Council Meeting 17 February 2014	New Melville Street Numurkah Pedestrian Crossing
MOTION	
CRS MARIE MARTIN / KEVIN BOURKE	
That:	
1. Council construct a new pedestrian crossing mid-block between Quinn and Saxton Streets Numurkah with funds provided through the Vic Roads "Black spot" program.	
2. Council recognises the interest shown by the local community as reflected in the large number of respondents to the consultation programme.	
3. Council welcome the flexibility shown by Vic Roads who have allowed Council to use unexpended funding to deliver this important facility.	(CARRIED)
ACTIVITY	
Construction Commenced 3 June 2014	

FILE NO: 100.01.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 11.1
(PERSONAL ASSISTANT TO CEO,
ROBYN BONADDIO)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ACTION OFFICERS LIST (cont'd)

ATTACHMENT No [1] - Action Officers List.

ACTION OFFICERS LIST – June 2014

Meeting	Subject
Ordinary Council Meeting 09 December 2013	Cobram Library
MOTION	
CRS GARY CLEVELAND / MARIE MARTIN	
That:	
1. Council approve the Cobram Civic Centre as the location for the new Cobram Library/Community Hub.	
2. Authorise Council Officers to seek the services of a suitably qualified Architect to undertake the detailed design of a multiple staged 'Civic Centre Precinct' in order to meet with the projected future needs of the community, with Stage 1 of the project being a new Library facility and associated works.	(CARRIED)
ACTIVITY	
Specification being developed. The architectural services will be tendered.	
Meeting	Subject
Ordinary Council Meeting 24 June 2013	Lease to National Broadband Network - Strathmerton
MOTION	
That Council:	
1. Resolve to enter into a lease with the National Broadband Network Company to occupy part of the telecommunications tower and land located at 44 Station St Cobram.	
2. Authorise the Chief Executive Officer to sign and seal the lease documents.	(CARRIED)
ACTIVITY	
Draft Lease received 26/3/14. Approved with minor amendment and returned to NBN. Await final draft.	

FILE NO: 100.01.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 11.1
(PERSONAL ASSISTANT TO CEO,
ROBYN BONADDIO)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ACTION OFFICERS LIST (cont'd)

ATTACHMENT No [1] - Action Officers List.

ACTION OFFICERS LIST – June 2014

Meeting	Subject
Ordinary Council Meeting 20 May 2013	Lease to National Broadband Network Cobram
MOTION	
That Council:	
1. Resolve to enter into a lease with the National Broadband Network Company to occupy part of the telecommunications tower and land located at 44 Station St Cobram.	
2. Authorise the Chief Executive Officer to sign and seal the lease documents	(CARRIED)
ACTIVITY	
NBN Co advised of Council approval. Awaiting lease document.	
Meeting	Subject
Ordinary Council Meeting 17 September 2012	Bus Terminus - old Railway Station precinct
MOTION	
That Council:	
1. Explore feasibility of establishing a bus terminus and lighted car parking area near the old railway station precinct, and	
2. Seek funding from the appropriate authority for a sided bus shelter at corner of Orr and Belmore Streets to protect people from the weather. (CARRIED)	
ACTIVITY	
The area available at the old Railway Station will be dependent upon the option and alignment that VicRoads adopt for the new bridge at Yarrawonga. Current indications are that there will be no space available to develop the site.	
Meeting	Subject
Ordinary Council Meeting 12 December 2011	Local Law 2007 Meeting Procedure
MOTION	
That Council review the Local Law 2007 Meeting Procedure.	(CARRIED)
ACTIVITY	
Currently awaiting legal advice following which a report will be submitted to Council.	

FILE NO: 100.01.0001
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 11.1
(PERSONAL ASSISTANT TO CEO,
ROBYN BONADDIO)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

ACTION OFFICERS LIST (cont'd)

ATTACHMENT No [1] - Action Officers List.

ACTION OFFICERS LIST – June 2014

Meeting	Subject
Ordinary Council Meeting 20 June 2011	RV Friendly Shire
MOTION That Council endorse the establishment of a Community Stakeholder Steering Committee to explore the adoption of a RV friendly position and set a timeframe of 12 months for the Committee to develop a RV Friendly implementation Framework and Plan (CARRIED)	
ACTIVITY Report for Terms of Reference Working Group went to Council Briefing 4 February 2013. In the process of establishing the working group, using the agreed Terms of Reference. The plan for the establishment of an RV working group will be incorporated into the Tourism Strategy that is to be developed in the coming six months.	
Ordinary Council Meeting 10 December 2012	Transfer Station operating hours
MOTION That a review of Transfer Station operating hours be undertaken and presented to Council. (CARRIED)	
ACTIVITY A report to Council will be presented after the 2012/2013 Financial year yearly review.	

FILE NO: F13/2583
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 13.1
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

PETITION - WITT STREET, YARRAWONGA FOOTPATH

RECOMMENDATION

That:

1. Council accept the petition regarding a footpath in Witt Street, Yarrawonga and a formal response be prepared for the Council meeting of 21 July 2014.

1. Executive Summary

A petition has been received regarding a proposal to install a footpath in Witt Street , Yarrawonga. It has 135 signatures and two unsigned names.

It is recommended that the petition lay on the table and be considered at the next ordinary meeting of Council on 21 July 2014 in accordance with Council's meeting procedure By Law.

2. Background and Options

Under Council's Policy with respect to Special Charge Schemes Council may introduce a Scheme for construction of footpaths in accordance with the requirements of the Local Government Act.

The Policy recognises that a 50% Council contribution will assist in the development of footpaths and that footpaths are used by residents other than those that live directly adjacent to them and will promote footpath linkages between residential areas.

The Policy provides that Council not re-investigate a scheme for a period of two years after an initial proposal has been investigated. Council did investigate a Scheme for footpath construction in Yarrawonga in 2008. It may therefore be appropriate to re-investigate a Scheme at this time, in accordance with the petition.

Council has recently undertaken Schemes in Numurkah and Cobram for provision of footpaths.

3. Financial Implications

Under Council's Special Rates and Charges Policy, Council would be required to contribute half the cost of a new footpath if a Scheme was introduced.

4. Risk Management

The Petition mentions that there is significant risk in the area because there is no footpath and people walk on the road.

The Road Traffic regulations make allowance for pedestrians to walk upon roads when there is no footpath.

5. Internal and External Consultation

If a Scheme were adopted to install a footpath in Witt Street Yarrawonga, an extensive consultation programme in accordance with the Local Government Act Section 223 would be undertaken.

<p>FILE NO: F13/2583 2. OUR ENVIRONMENT AND LIFESTYLE</p>	<p>ITEM NO: 13.1 (ACTING DIRECTOR, DEVELOPMENT AND LIVEABILITY , MARK FOORD) (ACTING DIRECTOR, DEVELOPMENT AND LIVEABILITY , MARK FOORD)</p>
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PETITION - WITT STREET, YARRAWONGA FOOTPATH (cont'd)

6. Regional Context

The installation of a footpath or consideration of this petition will not have significant regional effects.

7. Council Plan Strategy

The Council Plan recognises the importance of maintenance of Council's 127 km or 230,331 square metres of existing footpaths throughout the Shire.

8. Legislative / Policy Implications

Under Council's By Law regarding petitions, (Clause 66) Council is required to allow the petition to lay on the table until the next ordinary meeting of Council unless the Council agrees to deal with it earlier.

Council has a Policy with respect to the installation of footpaths – the Special Rates and Charges Policy. Under this Policy Council will meet half the cost of new footpaths in residential areas with the remaining half met by owners of abutting properties.

Council has an extensive Quality Assurance Procedure with respect to the development of Special Charge Schemes to help ensure that any Scheme is carried out in accordance with the requirements of the Local Government Act.

9. Environmental Impact

Should any footpath be constructed, construction will be carried out in accordance with best environmental practices to ensure no disbenefit to the environment occurs.

Should any trees be required to be removed as part of construction replacement plantings will be installed.

10. Conflict of Interest Considerations

There are no Officer conflict of interest issues to consider with respect to this report.

11. Conclusion

It is recommended that the petition lay on the table and be considered at the next ordinary meeting of Council on 21 July 2014 in accordance with Council's meeting procedure By Law.

Attachments

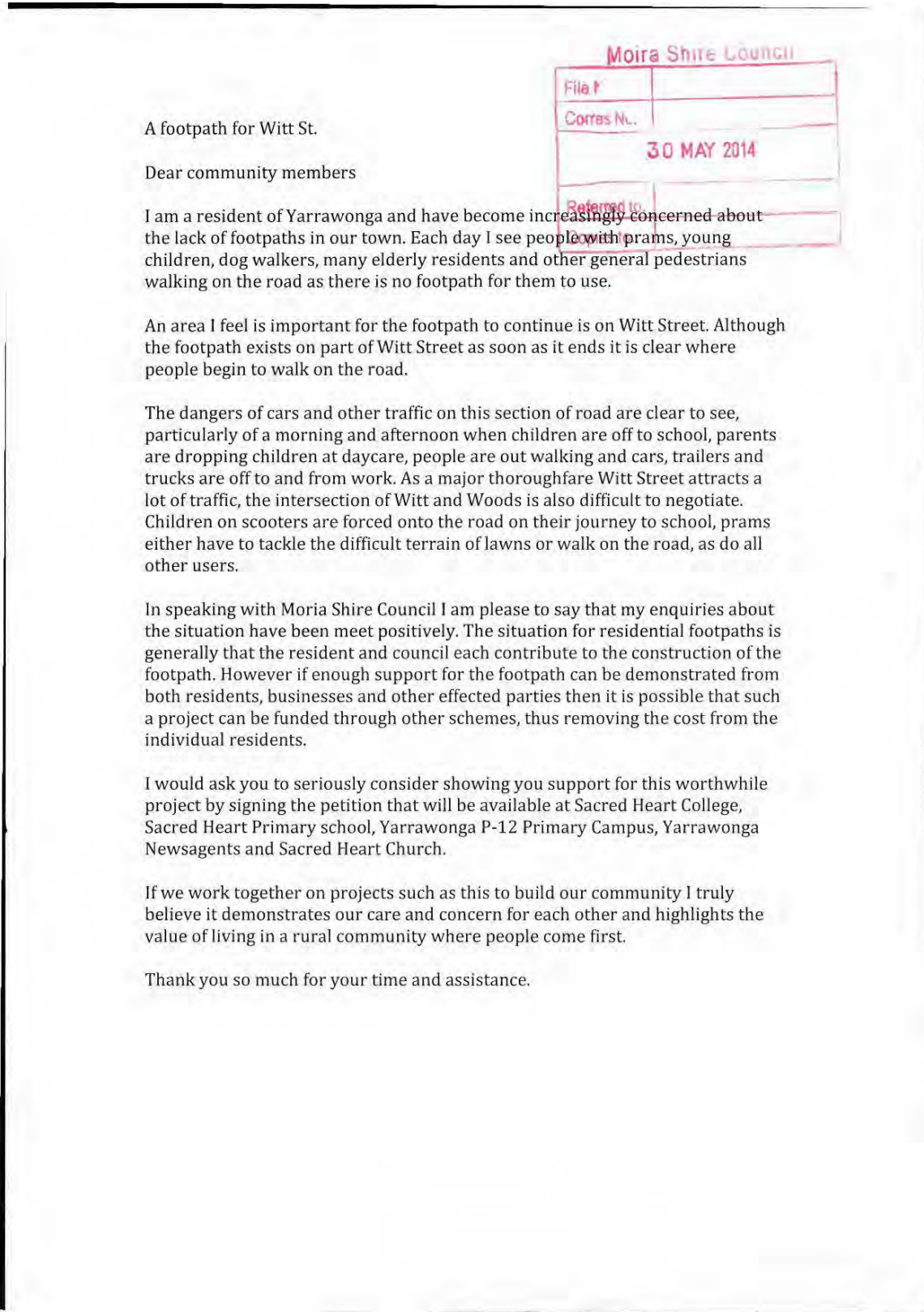
- 1 Witt Street Petition

FILE NO: F13/2583
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 13.1
(ACTING DIRECTOR, DEVELOPMENT AND LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND LIVEABILITY , MARK FOORD)

PETITION - WITT STREET, YARRAWONGA FOOTPATH (cont'd)

ATTACHMENT No [1] - Witt Street Petition



FILE NO: F13/2583
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 13.2
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

PETITION FOOTPATH ZORRO DRIVE, YARRAWONGA

RECOMMENDATION

That:

1. Council accept the petition regarding a footpath in Zorro Drive, Yarrawonga and a formal response be prepared for the Council meeting of 21 July 2014.

1. Executive Summary

A petition has been received regarding a proposal to install a footpath in Zorro Drive , Yarrawonga. It has 85 signatures.

It is recommended that the petition lay on the table and be considered at the next ordinary meeting of Council on 21 July 2014 in accordance with Council's meeting procedure By Law.

2. Background and Options

Under Council's Policy with respect to Special Charge Schemes, Council may introduce a Scheme for construction of footpaths in accordance with the requirements of the Local Government Act.

The Policy recognises that a 50% Council contribution will assist in the development of footpaths and that footpaths are used by residents other than those that live directly adjacent to them and will promote footpath linkages between residential areas.

Council has recently undertaken Schemes in Numurkah and Cobram for provision of footpaths.

3. Financial Implications

Under Council's Special Rates and Charges Policy, Council would be required to contribute half the cost of a new footpath if a Scheme was introduced.

4. Risk Management

The Petition mentions that there is significant risk in the area because there is no footpath and people walk on the road.

The Road Traffic regulations make allowance for pedestrians to walk upon roads when there is no footpath.

5. Internal and External Consultation

If a Scheme were adopted to install a footpath in Zorro Drive, Yarrawonga, an extensive consultation programme in accordance with the Local Government Act Section 223 would be undertaken.

6. Regional Context

The installation of a footpath or consideration of this petition will not have significant regional effects.

7. Council Plan Strategy

The Council Plan recognises the importance of maintenance of Council's 127 km or 230,331 square metres of existing footpaths throughout the Shire.

FILE NO: F13/2583
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 13.2
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND
LIVEABILITY , MARK FOORD)

PETITION FOOTPATH ZORRO DRIVE, YARRAWONGA (cont'd)

8. Legislative / Policy Implications

Under Council's By Law regarding petitions, (Clause 66) Council is required to allow the petition to lay on the table until the next ordinary meeting of Council unless the Council agrees to deal with it earlier.

Council has a Policy with respect to the installation of footpaths – the Special Rates and Charges Policy. Under this Policy Council will meet half the cost of new footpaths in residential areas with the remaining half met by owners of abutting properties.

Council has an extensive Quality Assurance Procedure with respect to the development of Special Charge Schemes to help ensure that any Scheme is carried out in accordance with the requirements of the Local Government Act.

9. Environmental Impact

Should any footpath be constructed, construction will be carried out in accordance with best environmental practices to ensure no disbenefit to the environment occurs.

Should any trees be required to be removed as part of construction replacement plantings will be installed.

10. Conflict of Interest Considerations

There are no Officer conflict of interest issues to consider with respect to this report.

11. Conclusion

It is recommended that the petition lay on the table and be considered at the next ordinary meeting of Council on 21 July 2014 in accordance with Council's meeting procedure By Law.

Attachments

- 1 Petition Footpath in Zorro Drive, Yarrawonga
- 2 Letter of support for Zorro Drive Footpath Petition

FILE NO: F13/2583
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 13.2
(ACTING DIRECTOR, DEVELOPMENT AND LIVEABILITY, MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT AND LIVEABILITY, MARK FOORD)

PETITION FOOTPATH ZORRO DRIVE, YARRAWONGA (cont'd)

ATTACHMENT No [1] - Petition Footpath in Zorro Drive, Yarrawonga

Moirá Shire Council	
File #	
Corres. N.	
30 MAY 2014	
Referred to	

A footpath for Zorro Drive.

Dear community members

I am a resident of Zorro Drive in Yarrawonga and have become increasingly concerned about the lack of footpaths in our town. Each day I see people with prams, young children, dog walkers and other general pedestrians walking on the road as there is no footpath for them to use.

Although the footpath exists on part of Zorro Drive as soon as it ends it is clear where people begin to walk on the road. I feel that continuing the footpath to the end of Zorro Drive so that it connects to the Murray Valley Highway is an important project.

The dangers of cars and other traffic on this section of road are clear to see, particularly of a morning and afternoon when children are off to school, parents are dropping children at daycare, people are out walking and cars, trailers and trucks are off to and from work.

In speaking with Moira Shire Council I am please to say that my enquiries about the situation have been meet positively. The situation for residential footpaths is generally that the resident and council each contribute to the construction of the footpath. However if enough support for the footpath can be demonstrated from both residents, businesses and other effected parties then it is possible that such a project can be funded through other schemes, thus removing the cost from the individual residents.

I would ask you to seriously consider showing you support for this worthwhile project by simply filling in your details on the bottom of this letter and returning it to 37 Zorro drive OR signing the petition that will be available at Country Buddies.

If we work together on projects such as this to build our community I truly believe it demonstrates our care and concern for each other and highlights the value of living in a rural community where people come first.

Thank you so much for your time and assistance.

FILE NO: F13/2583
2. OUR ENVIRONMENT AND LIFESTYLE

ITEM NO: 13.2
(ACTING DIRECTOR, DEVELOPMENT
AND LIVEABILITY, MARK FOORD)
(ACTING DIRECTOR, DEVELOPMENT
AND LIVEABILITY, MARK FOORD)

PETITION FOOTPATH ZORRO DRIVE, YARRAWONGA (cont'd)

ATTACHMENT No [2] - Letter of support for Zorro Drive Footpath Petition

Dear

Thank you for bothering about a Footpath for our Road.

It is much needed, although looking around Yarrawonga, not many areas have footpaths.

I notice that when new sub-divisions are created, the developers put in footpaths as well as roads. I suspect this is a council requirement so I wonder why our council cannot give existing areas with no footpaths more priority!!

People in wheelchairs, Mothers with babies in prams/pushers have for many years struggled to get along.

No footpaths, coupled with the drainage problems we have endured, lead me to believe Council is out of touch with our community needs. We have new Councillors this year - I hope they do the job.

I wish you Success

FILE NO: VARIOUS

ITEM NO: 15

GENERAL BUSINESS**Clause 62 of Council's "Meeting Procedures Local Law 2007 (No 1 of 2007) states:****62. Urgent or general business**

1. Business which has not been listed on a meeting agenda may only be raised as urgent or general business if the majority of Councillors are present and it is agreed to by a resolution of the Council.
2. Notwithstanding sub-clause (1), if all Councillors are not present, the Chairperson may rule the matter is of urgency and accept an urgency motion to deal with the business which has not been listed on the meeting agenda.
3. An urgency motion can be moved without notice.
4. Only the mover of an urgency motion may speak to the motion before it is put

FILE NO: VARIOUS

ITEM NO: 16

QUESTIONS FROM THE PUBLIC GALLERY

Clause 63 of Council's "Meeting Procedures Local Law 2007 (No. 1 of 2007) states:

63. Question Time

1. At every ordinary meeting of the Council a maximum of 30 minutes may be allocated to enable members of the public to submit questions to Council.
2. The time allocated may be extended by unanimous resolution of Council.
3. Sub-clause (1) does not apply during any period when the Council has resolved to close a meeting in respect of a matter under section 89 (2) of the Act.
4. To assist the accurate recording of minutes and addressing any questions that may require written response or follow up, the Chief Executive Officer may require questions to be submitted in writing on a form approved or permitted by Council.
No person may submit more than two (2) questions at any one (1) meeting.
The Chairperson or member of Council staff nominated by the Chairperson may read a question to those present.

No question must be so read unless:

- (a) the person asking the same is in the gallery at the time it is due to be read; and
- (b) the person asking the question reads the same when called upon by the Chairperson to do so.

A question may be disallowed by the Chairperson if it:

- (a) relates to a matter outside the duties, functions and powers of Council;
- (b) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- (c) deals with a subject matter already answered;
- (d) is aimed at embarrassing a Councillor or a member of Council staff;
- (e) relates to personnel matters;
- (f) relates to the personal hardship of any resident or ratepayer;
- (g) relates to industrial matters;
- (h) relates to contractual matters;
- (i) relates to proposed developments;
- (j) relates to legal advice;
- (k) relates to matters affecting the security of Council property; or
- (l) relates to any other matter which Council considers would prejudice Council or any person.

All questions and answers must be as brief as possible, and no discussion may be allowed other than for the purposes of clarification.

The Chairperson may request a Councillor or member of Council staff to respond, if possible, to the question.

A Councillor or member of Council staff may require a question to be put on notice until the next Ordinary meeting, at which time the question must be answered, or elect to submit a written answer to the person asking the question.

A Councillor or member of Council staff may advise Council that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or member of Council staff must state briefly the reason why to reply should be so given and, unless Council resolves to the contrary the reply to such question must be so given.

FILE NO: VARIOUS

ITEM NO: 17

STANDING ORDERS**RECOMMENDATION**

That standing orders be suspended for 10 minutes.

RECOMMENDATION

That standing orders be resumed.

RECOMMENDATION

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

RECOMMENDATION

That pursuant to Section 89(2) of the Local Government Act 1989, Council resolve to resume the Ordinary meeting.

RECOMMENDATION

That the recommendations of the "Closed" Meeting of Council with regard to contractual, industrial and any other matters which the Council or Special Committee considers would prejudice the Council or any person be adopted.