WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

Council Meeting Agenda

Meeting to be held at

Port Of Sale Business Centre

Foster Street, Sale

Tuesday 17 May 2016, commencing at 6pm

or join Wellington on the Web:
www.wellington.vic.gov.au

ORDINARY MEETING OF COUNCIL – 17 MAY 2016

AGENDA & TABLE OF CONTENTS

Council Meeting Information

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

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

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

A - PROCEDURAL

STATEMENT OF ACKNOWLEDGEMENT

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

PRAYER

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

A - PROCEDURAL

A4 CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S

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

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 17 MAY 2016

OBJECTIVE

To adopt the minutes of the Ordinary Council Meeting of 3 May 2016 as tabled.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 3 May 2016 as tabled.

CONFLICT OF INTEREST

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

A - PROCEDURAL

A5 BUSINESS ARISING FROM PREVIOUS MEETING/S

ITEM A5 BUSINESS ARISING FROM PREVIOUS MEETING/S

ACTION OFFICER CHIEF EXECUTIVE OFFICER

DATE: 17 MAY 2016

ITEM	FROM MEETING	COMMENTS	ACTION BY
Nil			

A - PROCEDURAL

A6 ACCEPTANCE OF LATE ITEMS

A - PROCEDURAL

A7 NOTICE/S OF MOTION

A - PROCEDURAL

A8 RECEIVING OF PETITIONS OR JOINT LETTERS

ITEM A8(1) **OUTSTANDING PETITIONS**

ACTION OFFICER GOVERNANCE

DATE: 17 MAY 2016

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

A - PROCEDURAL

A9 INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS

A - PROCEDURAL

A10 QUESTIONS ON NOTICE

ITEM A10(1) **OUTSTANDING QUESTIONS ON NOTICE**

ACTION OFFICER CHIEF EXECUTIVE OFFICER

DATE: 17 MAY 2016

ITEM	FROM MEETING	COMMENTS	ACTION BY
Question on Notice "The Victorian Government has committed to make Victoria the "Education State", promising to deliver a $320 million TAFE Rescue Fund. Can the CEO please provide council with an update on our local Federation Training campus noting how much of the TAFE rescue fund has been spent, what the effect of this spending is, the enrolment and completion rates at Federation Training's campuses compared with other comparable institutions across Victoria and future directions.	4 November 2015	A response will be provided at a future Council Meeting <u>15 December 2015</u> "Council has contacted Federation Training seeking a response to a number of the points raised as these matters are not able to be answered without their input. It is anticipated that we will have a response for Council's first meeting in 2016." <u>2 February 2016</u> "Council has contacted Federation Training seeking a response to a number of the points raised as these matters are not able to be answered without their input. Although we anticipated that we would have a response for Council's first meeting in 2016 this has not been achieved. Council officers will be meeting with Federation Training over the coming weeks and we are hopeful that a final response will be in hand by the end of February 2016." <u>16 February 2016</u> No further update <u>1 March 2016</u> Mayor McCubbin and CEO met with Federation Training executives on 11 February they were advised that a detailed response would be made within 4 weeks. A detailed verbal update will be provided to Councillors at that time. <u>15 March 2016</u> No further update <u>5 April 2016</u> No further update <u>3 May 2016</u> No further update <u>17 May 2016</u> CEO met with Wendy Wood CEO Federation Training recently, verbal update will be provided to Councillors on 17 May 2016.	General Manager Development

A - PROCEDURAL

A11 MAYOR'S REPORT

ITEM A11(1) **MAYOR'S REPORT**

OFFICER: COUNCILLOR McCUBBIN

DATE: 17 MAY 2016

RECOMMENDATION

That the Mayor's report be noted.

20 April 2016 – 17 May 2016

21 April	Regional Centre for Excellence in Sustainable Education (RCE) Gippsland Expo	Mayor attended.
22 April	Launch with Maffra Secondary College and Rail Trail Committee of section of Rail Trail upgraded in 2015	Mayor attended.
23 April	Official Opening of RW May Pavilion at Yarram Recreation Reserve by Ms Harriet Shing MLC	Mayor and Deputy Mayor Cr Wenger attended.
23 April	2016 Shakespeare on the River Festival	Mayor, Cr Cleary, Cr Crossley, Cr Davine, Cr Hole and Cr McIvor attended.
25 April	Sale Dawn ANZAC Day service	Mayor and Cr Rossetti attended.
	Maffra Dawn ANZAC Day service	Cr Crossley attended.
	Port Albert Dawn ANZAC Day service	Deputy Mayor Cr Wenger attended.
	Stratford ANZAC Day service	Cr Crossley attended.
	Maffra ANZAC Day service	Cr Duncan attended.
	Sale Cemetery ANZAC Day service	Mayor attended.
	Briagolong ANZAC Day service	Cr Cleary attended.
	Loch Sport ANZAC Day service	Cr Davine attended.
	Yarram ANZAC Day service	Deputy Mayor Cr Wenger.
	Sale ANZAC Day service	Mayor and Cr Rossetti attended.
	Heyfield ANZAC Day service	Cr Hole attended.
	Seaspray ANZAC Day service	Cr McIvor attended.
	Rosedale ANZAC Day service.	Cr Cleary attended.
27 April	Council Community Meeting - Early Years' Network, Sale	Mayor and Cr Hole attended.

27 April	New Professionals Civic Reception	Mayor, Cr Cleary, Cr Davine, Cr Duncan, Cr Hole and Cr McIvor attended.
27 April	Looking over the Farm Gate: Tactics for Dry Times, Yarram	Deputy Mayor Cr Wenger
29 April	Presentation of Maree Macpherson scholarship at Maffra Secondary College	Mayor and Deputy Mayor Cr Wenger attended.
29 April	Citizenship ceremony	Mayor attended.
1 May	Avon Faire Day, Launch book for Stratford Historical Society and open Exhibition	Mayor attended.
4-6 May	Australian Coastal Councils Conference	Deputy Mayor Cr Wenger
5 May	123 Opening Night, Sale	Mayor and Cr Davine attended.
6 May	Shine a Light on Road Safety, Traralgon	Mayor attended.
7 May	Official start of 100th Anniversary Rally - Sale To Yarram Motor Service, Maffra	Mayor attended.
8 May	Sale Mother's Day Classic, Sale	Mayor attended.
8 May	RAAF Family Open Day	Mayor attended.
9 May	Dargo Volunteers Week - Biggest Morning Tea, Dargo	Cr Hole attended.
	Gormandale Volunteers' Week celebration - BBQ and Wood-fired pizzas and Open Day	Mayor attended.
10 May	2016 Esso Stakeholder/Community Liaison Dinner	Mayor, Deputy Mayor Cr Wenger, Cr Davine, Cr Duncan, Cr Hole and Cr Rossetti attended.
10 May	Loch Sport Volunteers' Week celebration – BBQ	Mayor attended.
11 May	Rosedale Volunteers' Week celebration - Morning Tea and Open House, Rosedale	Cr Hole attended.
	Heyfield Volunteers Week celebration - Community Lunch and Open Day, Heyfield	Cr Hole attended.
	National Volunteers Week celebration - Wear Orange Wednesday (WOW), Loch Sport	Deputy Mayor Cr Wenger
	Briagolong Volunteers Week celebration - Devonshire Tea, Briagolong	Cr Cleary attended.
12 May	Maffra Volunteers Week Celebration - Morning Tea, Maffra	Cr Duncan attended.

12 May	McLoughlin's Beach Boating Facility opening, McLoughlin's Beach	Mayor and Deputy Mayor Cr Wenger attended.
12 May	Rural Councils Victoria Forum, Melbourne	Cr Hole attended.
13 May	Wellington Regional Tourism Volunteers Week celebration, Sale	Mayor attended.
13 May	New Sale Specialist School – Parent Action Group meeting, Sale	Mayor attended.
15 May	Book launch - Maffra and District Historical Society, Maffra	Mayor attended.

COUNCILLOR DARREN MCCUBBIN
MAYOR

B –REPORT

DELEGATES

C1 - REPORT

CHIEF EXECUTIVE OFFICER

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

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 17 MAY 2016

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

OBJECTIVE

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

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

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

BACKGROUND

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

OPTIONS

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

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

PROPOSAL

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

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

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

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

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

COUNCIL POLICY IMPACT

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

COUNCIL PLAN IMPACT

Objective 2.2 states that Council will:

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

Objective 2.3 states that Council will:

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

APRIL PERFORMANCE REPORT

APRIL 2016 COUNCIL PLAN HIGHLIGHTS

Industry Briefing – AIR 5428 Pilot Training System Facilities Project
Council has assisted Laing O'Rourke to provide an industry briefing for local contractors interested in participating in the facilities project to deliver new pilot training infrastructure at RAAF Base East Sale as a result of the AIR 5428 Pilot Training System expansion.

Harvest of Wellington Festival
Council sponsored the Harvest of Wellington Festival to promote local food and wine producers and attract visitors from outside the region, including from as far away as Canberra, to enjoy the produce Wellington has to offer. The festival ran from 25 March – 15 April 2016 and was highly successful, with the showcase event, Tinamba Food and Wine Festival also attracting larger crowds this year.

AUSTimber 2016
Council provided ongoing assistance to the organisers of the AUSTimber 2016 conference and in particular, support for the Field Expo held at the Flynn Creek Hancock Victorian Plantations (HVP) site and industry tours of several Wellington businesses. The Expo was well attended and allowed for practical demonstrations of equipment on an actual plantation site, as well as considerable opportunity for static displays of equipment.

RAAF Base East Sale Freedom of Entry to City of Sale Parade
Council worked with RAAF Base East Sale and Victoria Police for the Freedom of Entry to City of Sale Parade that saw over 260 Base personnel and the Air Force Band march along Raymond Street. Inspector Rob Wallace, Victoria Police, challenged the Parade and Group Captain Mark McCallum, Senior Australian Defence Force (ADF) Officer at RAAF Base East Sale, led the parade participants once they were allowed to exercise their right to parade through Sale. The local community turned out in great numbers to show their support and lined the street on both sides. Deputy Mayor, Cr Bob Wenger received the salute as the parade marched past and Council hosted a Civic reception for the participants at the Sale and Community RSL after the event.

Federal Parliamentary Standing Committee on Public Works – Pilot Training System Facilities Project
On 1 April 2016, Council made a formal submission to the Parliamentary Inquiry to review the AIR 5428 Phase 1 – Pilot Training System Facilities Project in respect of facilities proposed for RAAF Base East Sale. This was specifically mentioned by the Chair of the Public Hearing held in Melbourne on 5 April 2016, that in respect of noise and increased rate of effort at RAAF Base East Sale from the new aircraft, Defence was "starting from a very, very strong base, because the Wellington Shire Council has written strongly in support of the benefit that the Base brings to the local community and local jobs etc."

Regional Centre of Expertise (RCE) Sustainability Schools Expo
Wellington Shire Council hosted an expo for regional schools to learn about sustainability and what other schools are doing. Guests speakers Will Tait was the Master of Ceremonies for the event amongst twelve presenters on Sustainability. 270 children and 40 teachers attended as well as parents.

The morning included presentations from two schools currently working with our Sustainability Officer, and afternoon sessions were hands on and interactive on various topics.

Official opening of the Gippsland Regional Livestock Exchange
On the 1st April the Gippsland Regional Livestock Exchange was officially opened. The refurbished facility now provides enhancements that include 114 soft-floored selling pens, new 6000m2 roof, efficient LED lighting, state of the art weighing and drafting system and a water capture and storage system with a 960,000L capacity.

Cansick Street Rosedale sold by tender for $310,000 plus GST
17 Cansick Street, Rosedale, the old Rosedale Depot site has been sold, following an 18 month remediation process that involved fuel tank removal and clean-up of the site. With fencing recently installed, the rear parcel was handed back to Victrack following the termination by Council. The sale price achieved market valuation in accordance with the Council Resolution.

Yarram Aerodrome runway works completed
Re-profiling of the main runway at Yarram Aerodrome is complete. The focus of the work was to treat depressions, and remove mounds created by prop wash.

Work Experience and Vocational Placements at Council
HR rolled out a new structured approach to Secondary Work Experience and Vocational Placements at Council with student intakes open twice per year.
The process has been streamlined to allow appropriate planning by host business units and manage applications from students consistently. There will be:

- Two (2) application rounds per year (advertised as an open 'job' in Scout on the Wellington Shire Council website).
- The number of work experience placements will also be limited to what business units can accommodate per calendar year.

This will allow the coordination of work experience placements to be undertaken twice per year, rather than intermittently as individual requests are submitted on an ad hoc basis. The selection of suitable work experience students is based on the following criteria:

- The applicant resides or studies in the Wellington Shire area
- They have not completed work experience with WSC previously
- There is availability in their chosen business unit for the dates requested

Applications will be selected on a case by case basis in order of receipt of application and according to how well they fit the criteria above.

System for reporting Local Government Performance Reporting Framework Indicator data
A module to report Local Government Performance Reporting Framework (LGPRF) Indicators was released within the new corporate planning & reporting system - Pulse. The functionality was tested to see whether all Key Performance Indicators and Service Area Data could be captured using the same module so that all performance reporting across the organisation could be centralised. New module will be introduced to the staff during the roll out of a new Performance & Accountability Framework.

Family Violence after Natural Disaster training
Community Wellbeing Unit co-ordinated this important training which was held on 20 April 2016 with support from Department of Health & Human Services (DHHS) and the Gender and Disaster taskforce. 45 people from across the sector participated, including Emergency Services personnel and health and community services staff. Feedback has been extremely positive and a follow up Train the Trainer session was held 21 April to build capacity within Gippsland to run further sessions around the region. An email received after the workshop stated: "It can be quite challenging to provide a workshop for participants with a broad range of professional experience and understanding and still be relevant for all, but the workshop was successful at doing just that."

Pecha Kucha with Schools
Pecha Kucha which literally means 'chit-chat' in Japanese is a style of presentation which is relaxed, informal and conversational. Each session included several short presentations about programs associated with the Healthy Wellington Action Plan, promoting how we can support schools, and how the program links to the school curriculum. 36 attended the Primary session; 12 attended the Secondary session. The attendance at the Secondary session was disappointing, as more had committed to attend. Feedback from both sessions was encouraging.

Creative Gippsland- Artist in Residence

Regional Arts Victoria (RAV) partnered with Wellington Shire Council and Creative Gippsland on a Gippsland wide Artist in Residence program. This covered 6 Local Government Areas (LGAs). Creative Arts Facilitator managed the Expression of Interest and interview processes for 4 of the 6 LGAs. Excellent nationwide coverage through Regional Arts Australia and Arts Hub. 3 related articles on Arts Hub with one acknowledging this program as best practice in an article titled 'How to get a nationwide profile' 52 applicants were received nationwide; compared to less than 10 in 2015.

Partnerships-Libraries

Links to Volunteer website placed on all internet personal computers in libraries and staff briefed on forthcoming Volunteer Week initiatives with Neighbourhood Houses.

Sale Library have worked with local knitter's group organiser to host WARM knitting workshop as part of Creative Gippsland celebrations in May.

Continuous Improvement & collaboration-Libraries

Staff training completed in preparation for new library management system and collaboration with SWIFT consortia members for staff development opportunities. Data testing phase currently underway.

Asset Management-Libraries

"Comics Plus" is a new e-resource trailed in March/April with positive feedback from a broad cross-section of users including children, teenagers and adults. Subscription will commence in May.

52 Story Treehouse

2,155 patrons attended the Entertainment Centre to see shows in April. 1,112 of those patrons were families and primary school students attending the production of "52 Story Treehouse". The production was sponsored by Pantac Security.

Healthy Lifestyles Update

Draft Master Plans for Yarram Walpole Stadium, Meerlieu Recreation Reserve, Baldwin Recreation Reserve and Stratford Pine Lodge Reserve - have all been released for community consultation. Feedback from the community on these documents is invited by 5.00 pm on Wednesday 25 May.

In April, Council was notified that the Sport and Recreation Victoria funding applications for GRSC Stage 2 ($650,000) and Cowwarr Recreation Reserve ($100,000) were deemed successful. Both projects will form part of Council's 2016/17 capital works program.

Yarram Recreation Reserve R.W. May Pavilion had its official opening on Saturday 23 April, commemorating funding provided by State Government ($650,000), Council ($1.3 mil) and the Yarram community ($50,000).

The Community Assistance Grants Scheme's assessment process was undertaken during March/April, with funding-recommendations to be presented at a Council workshop on 3 May.

The Coordinator Community Committees presented at the Public Land Consultancy seminar which focused on best practice in the management of volunteer committees. Wellington was recognised for their process and compliance around administering committees of management who manage council assets.

100,000th visit to GRSC

Gippsland Regional Sports Complex received its 100,000th visit during April for the 15/16 reporting year. This is an increase of 13% for the same period last year.

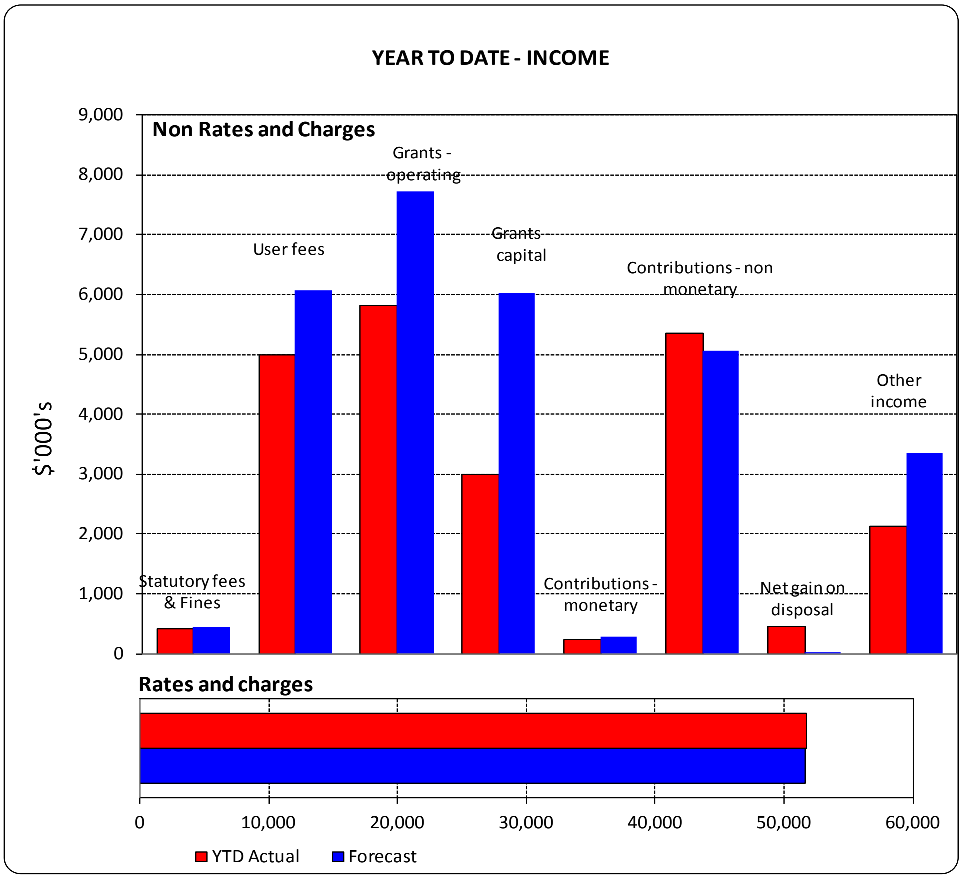
The GRSC Sport Court winter competitions have commenced. The Indoor Soccer competition has generated in excess of $25K to the end of April largely due to strong team entries during the Summer season. This is an increase of 58% for the same period last year.

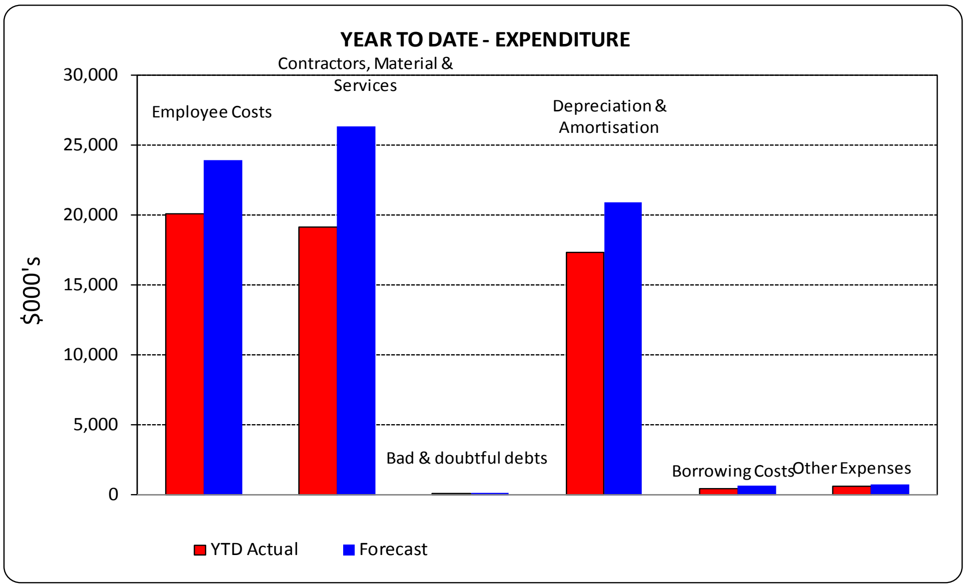
APRIL 2016

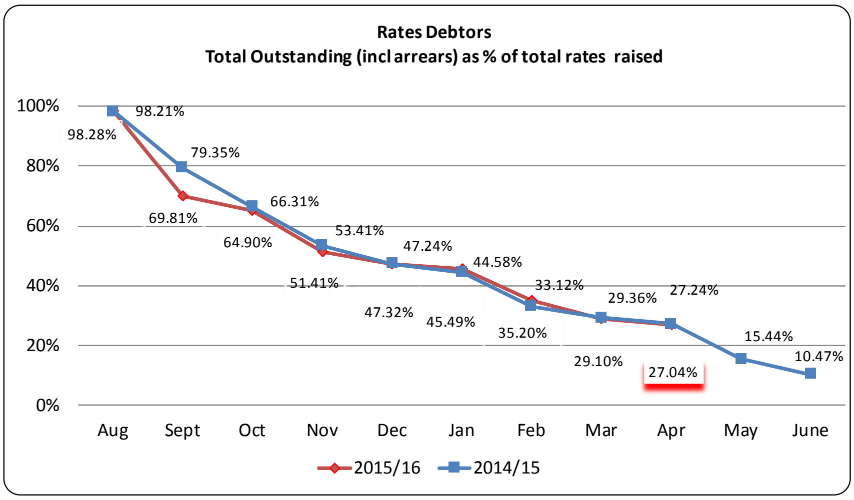
PERFORMANCE REPORT

APRIL 2016
FINANCIAL HIGHLIGHTS

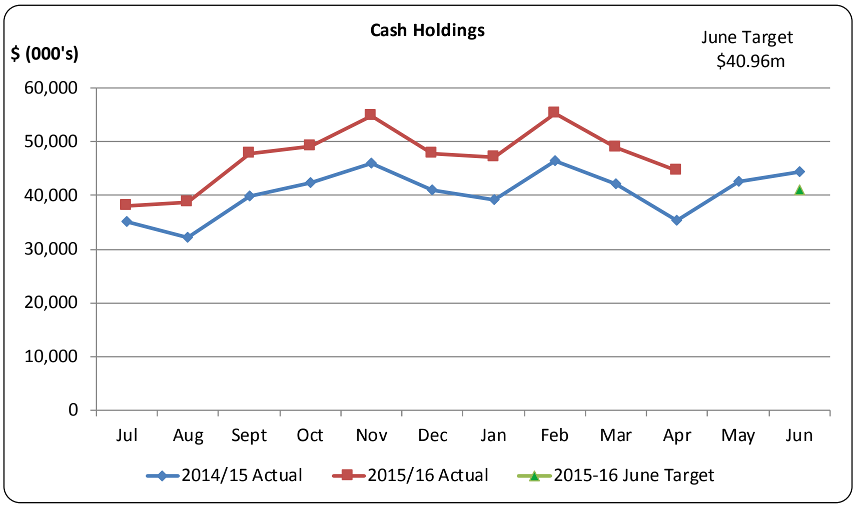
The financial highlight report as at 30 April 2016 provides summary information regarding Council's operating and capital works performance for the year to date.







The percentage outstanding on rate debtors as at the end of April 2016 is slightly below April 2015. Council is continuing its emphasis on debt collection on outstanding rate debtors of $15.9 million. In 2014/15 during the last quarter 64% ($10.4 million) of the outstanding rates was recovered through various debt recovery measures and it is expected the same trend will continue in 2015/16. The final rate instalment for the year has been sent out and will be due on 31 May 2016.



Council cash holdings at the end of April 2016 of $44.71 million are above the April 2015 balance of $35.41 million. The higher than expected current cash holdings includes restricted funds of $6.8 million to cash back reserves, $8.2 million to cover provisions, $1.12 million associated with unexpended 2014/15 carried forwards, $8.27 million for 2015/16 operating and capital projects to be carried forward into 2016/17 and $1.5 million for the balance of 2015/16 Victoria Grants Commission advance.

INCOME STATEMENT
For the period ending 30 April 2016

	FULL YEAR 2015-16				
	Actual $000's	Forecast $000's	Commitments $000's	Left to Spend/Receive (After Commitments) $000's	Adopted Budget $000's
Income					
Rates and charges	51,695	51,659		(36)	51,372
Statutory fees & fines	427	456		29	525
User fees	4,999	6,075		1,076	5,813
Grants - operating	5,815	7,720		1,905	13,648
Grants - capital	3,006	6,029		3,023	5,710
Contributions - monetary	227	297		70	486
Contributions - non monetary	5,362	5,060		(302)	-
Net gain on disposal of property, infrastructure, plant and equipment	119	20		(99)	236
Other income	2,539	3,356		817	2,492
Total Income	74,189	80,672	-	6,483	80,282
Expenditure					
Employee costs	20,090	23,904	10	3,804	24,327
Contractors, materials and services	19,161	26,294	579	6,554	30,612
Bad and doubtful debts	3	111	-	108	111
Depreciation and amortisation	17,308	20,934	-	3,626	22,155
Borrowing costs	437	652	-	215	731
Other expenses	656	776	12	108	461
Total Expenditure	57,655	72,671	601	14,415	78,397
Surplus for the period	**16,534**	**8,001**	**601**	**(7,932)**	**1,885**
Other Comprehensive income					
Asset Revaluation increment	575	575	-	-	-
Total comprehensive result	**17,109**	**8,576**	**601**	**(7,932)**	**1,885**

SUMMARY

The operating result as at the end of April 2016 reflects a surplus of $17.11 million against a full year forecast surplus of $8.58 million.

$6.5 million income yet to be received/raised for the year includes;

$1.75 million - Roads to Recovery grant funding yet to be claimed for the final quarter of 2015/16.

$1.49 million - The final instalment of the Victoria Grants Commission will be received in May 2016.

$1.27 million - Major capital grants yet to be received or claimed for the year includes, Gordon Street Recreation Reserve Clubroom Redevelopment ($315k), McLoughlins Beach Footbridge ($300k), Mcloughlins Beach Boat Ramp ($167k) and Manns Beach Boat Ramp ($146k). The remaining balance of $126k for the Gordon Street Recreation Reserve Clubroom Redevelopment will be received upon completion of the project in 2016/17.

$0.59 million - This relates to two months of user fees for leisure and entertainment facilities and other registration fees for health, building and animal services provided by the Council, however due to lower than expected attendance the forecast may not be reached.

$0.50 million - A donation is expected to be received by the year end for Port of Sale Cultural Hub and Precinct Redevelopment.

$0.48 million - Waste management charges to be received for the remaining three months of the financial year 2015/16.

($0.30 million) - Developer contributions (non cash) has exceeded forecast due to the recognition of additional new subdivision assets.

$14.40 million expenditure still to be incurred for the year includes;

$3.81 million - This relates to employee costs for the final two months of salaries and associated costs for the financial year 2015/16.

$3.56 million - Depreciation charges (non cash) for May 2016 and June 2016 are yet to be processed with the final calculation to be determined in June 2016.

$1.44 million - This include three months of waste management services and associated levies yet to be spent for the remainder of the year.

$1.27 million - Contractor and materials expenditure to be spent for the remainder of the year for infrastructure maintenance mainly relates to gravel and rural sealed roads with works programmed to occur by 30 June 2016.

$0.77 million - The bulk of the expenditure yet to be incurred in parks and environmental services include contractors and materials for tree maintenance, parks and reserves and minor parks redevelopment.

$0.67 million - Utility bills payable for the remainder of the year 2015/16.

$0.66 million - A contribution payment relating to Princess Highway - Cobains Road intersection upgrade ($332k) and various community programs and events initiated by the Council ($311k).

BALANCE SHEET
As at 30 April 2016

Actual April 15 $000's		Actual April 16 $000's	Adopted Budget June 16 $000's	Forecast June 16 $000's
	Current Assets			
35,407	Cash and Cash Equivalents	44,710	31,374	40,960
13,072	Trade and Other Receivables	13,116	5,113	4,300
1,538	Other Assets	1,440	261	873
50,017	**Total Current Assets**	59,266	36,748	46,133
	Non Current Assets			
1,246	Trade and Other Receivables	1,512	1,285	1,537
875,389	Property, Infrastructure, Plant & Equipment	891,990	888,344	899,086
365	Intangible Assets	684	766	876
877,000	**Total Non Current Assets**	894,186	890,395	901,499
927,017	**Total Assets**	953,452	927,143	947,632
	Current Liabilities			
958	Trade and Other Payables	1,313	5,663	5,433
2,004	Interest Bearing Borrowings	1,938	1,871	1,481
5,129	Employee Benefits	5,766	6,090	6,234
666	Trust Deposits	1,868	720	900
540	Provisions	558	-	558
9,297	**Total Current Liabilities**	11,443	14,344	14,606
	Non Current Liabilities			
11,848	Interest Bearing Borrowings	8,960	11,325	8,656
302	Employee Benefits	253	297	226
1,527	Provisions	1,603	916	1,603
13,677	**Total Non Current Liabilities**	10,816	12,538	10,485
22,974	**Total Liabilities**	22,259	26,882	25,091
904,043	**Net Assets**	**931,193**	**900,261**	**922,541**
	Represented by Ratepayer Equity			
295,771	Accumulated Surplus	317,882	295,279	309,160
600,729	Reserves	606,539	600,729	606,539
7,543	Other Reserves	6,772	4,253	6,842
904,043	**Total Equity**	**931,193**	**900,261**	**922,541**

CAPITAL EXPETDITURE PROGRAM

For the period ending 30 April 2016

	FULL YEAR 2015-16				
	Actual $000's	Forecast $000's	Commitments $000's	Left to Spend/Receive $000's	Adopted Budget $000's
Art Gallery Stock	50	50	-	-	24
Bridges	865	1,687	-	822	3,200
Buildings	4,622	6,512	138	1,753	15,675
Drainage	129	205	-	76	290
Footpaths & Cycleways	338	619	3	277	1,484
Furniture & Fittings	162	152	3	(13)	44
Information Technology	126	245	26	93	276
Intangibles	136	325	27	161	585
Land	185	185	-	-	-
Landfill Improvements	1	60	-	59	1,530
Library Books	157	205	10	38	264
Open Space & Streetscapes	1,107	3,690	40	2,543	3,506
Plant, Machinery & Equipment	2,256	2,902	376	270	2,542
Roads	5,717	10,546	21	4,809	15,214
Waste Management	424	649	4	221	110
Grand Total	**16,274**	**28,031**	**648**	**11,109**	**44,743**

SUMMARY YEAR TO DATE

As at 30 April 2016, the capital expenditure forecast is $28.03 million with 145 projects planned for the year. 10 months through 2015/16 there has been $16.27 million spent on the capital works program, this is 58% of the annual forecast expenditure. At this time of year we are awaiting invoices to complete accounts for the financial year and accruals where projects are completed by June 2016.

Of the 145 projects planned for this year, 48% are complete, 35% have commenced, 2% are in the contract stage, and 11% are in preplanning. An amber status has been given to 3% of projects, these are projects for which there are concerns over whether the project can commence within the 2015/16 capital works program. The remaining 1% is for the Library self checkout kiosk which has been removed from the current year program.

69 projects have been completed by 30 April 2016. 92% of the total annual forecast expenditure has progressed to contract stage and beyond. 50 projects were carried forward from the 2014/15 program and 28 of those projects are now complete.

APRIL HIGHLIGHTS

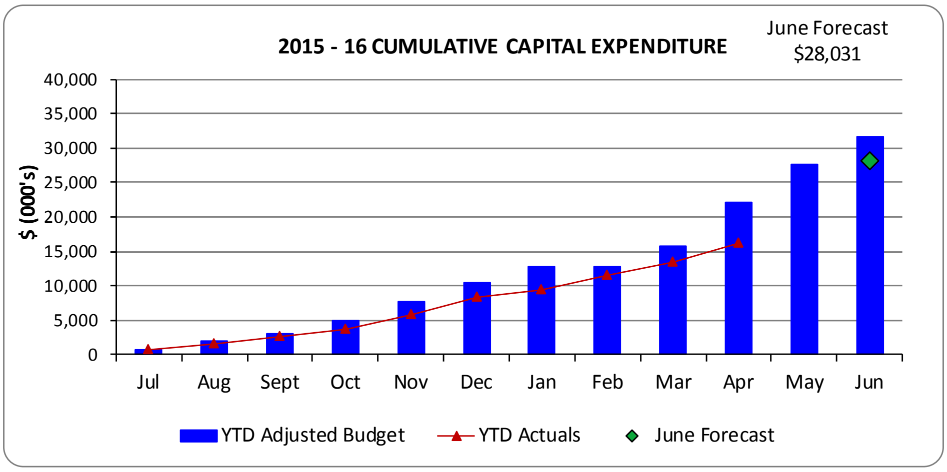
Projects completed in April 2016 include the Yarram Morwell - Jack River Road Intersection upgrade, Four Mile Creek Bridge Renewal and the Toongabbie Cowwarr Road Widening. Smaller projects which have also been completed in April 2016 include end posts and guardrails and minor drainage works.

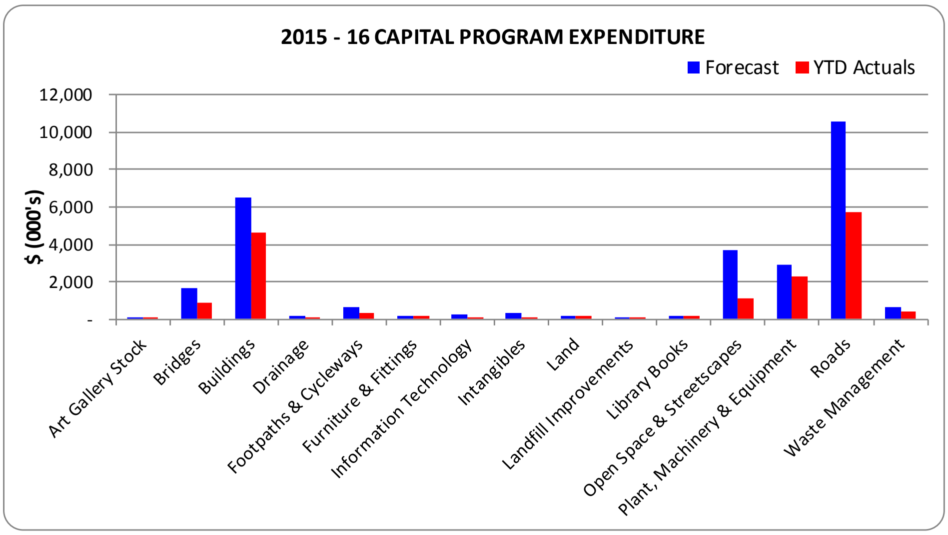
The annual road reseal program $3.8 million is now complete and awaiting the final invoices for payment ($1.0 million). Two of the four projects in the reconstruct roads program have been completed with remainder to be completed in May 2016 ($1.0 million). Brewers Hill Road Maffra Reconstruction is progressing slowly, with the possibility that it will not be completed by 30 June 2016. Hearthall Road Sale Reconstruction has only just commenced in April 2016, but is still expected to be completed by year end.

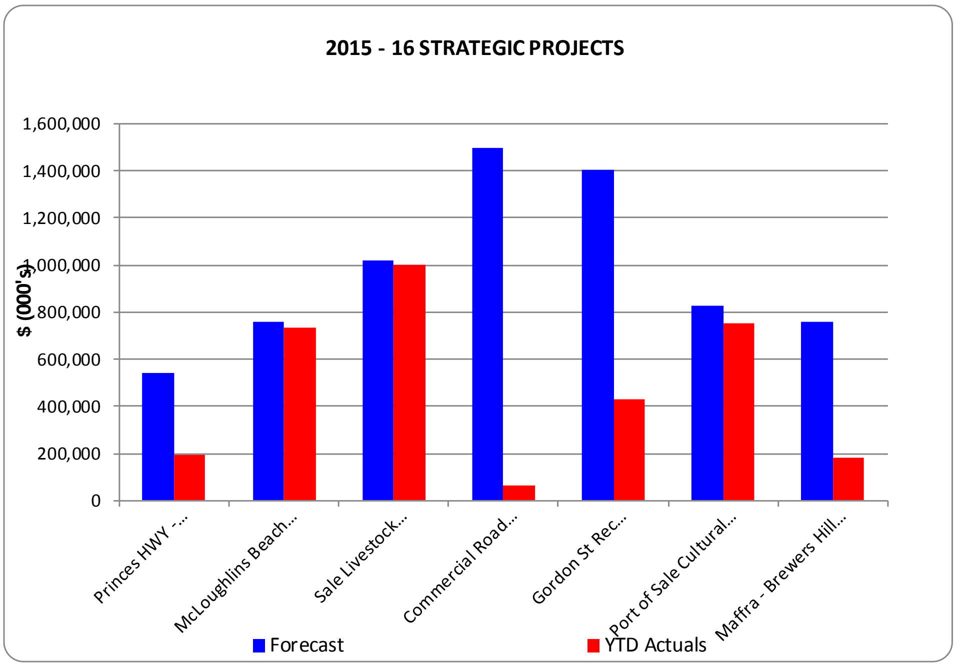
The fleet renewal program is delaying several purchases until 2016/17 as they not yet reached the required mileage for changeover. The plant program is expecting to be completely expended by June 2016.

Works are progressing on Commercial Road Streetscape Improvements in Yarram with the median edge strip and drainage modifications complete. However the project is unlikely to be completed by 30 June 2016 with significant funds expected to be carried forward into 2016/17. The Rosedale Streetscape renewal has also been delayed due to design complications, funds for this project will be carried forward into 2016/17.

Council has received official notification that the Longford Landfill Rehabilitation (major operating project) has been confirmed as a "low risk" project finally allowing this project to progress into the next stage of planning.


2015 - 16 CUMULATIVE CAPITAL EXPENDITURE
June Forecast
$28,031
$ (000's)
40,000
35,000
30,000
25,000
20,000
15,000
10,000
5,000
0
Jul
Aug
Sept
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
YTD Adjusted Budget
YTD Actuals
June Forecast


2015 - 16 CAPITAL PROGRAM EXPENDITURE
Forecast
YTD Actuals
$ (000's)
12,000
10,000
8,000
6,000
4,000
2,000
-
Art Gallery Stock
Bridges
Buildings
Drainage
Footpaths & Cycleways
Furniture & Fittings
Information Technology
Intangibles
Land
Landfill Improvements
Library Books
Open Space & Streetscapes
Plant, Machinery & Equipment
Roads
Waste Management


2015 - 16 STRATEGIC PROJECTS
$ (000's)
1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
0
Princes HWY -...
McLoughlins Beach...
Sale Livestock...
Commercial Road...
Gordon St Rec...
Port of Sale Cultural...
Maffra - Brewers Hill...
Forecast
YTD Actuals

ITEM C1.2	**CHIEF EXECUTIVE OFFICER'S REPORT**
OFFICER:	CHIEF EXECUTIVE OFFICER
DATE:	17 MAY 2016

RECOMMENDATION

That the Chief Executive Officer's Report be received.

21-22 April	Attended the **Victorian Regional Development Australia State Conference**, Ballarat.
23 April	Attended **R.W. May Pavilion Opening**, Yarram. In attendance was Harriet Shing MLC, Mayor Darren McCubbin and representatives of the Yarram Recreation Reserve Committee of Management.
25 April	Attended ANZAC Day ceremony, Maffra
26 April	Met with Rob Wall of Meerkin and Apel to discuss local government employment matters, including industry trends in Enterprise Agreements. Also in attendance was General Manager Corporate Services Arthur Skipitaris.
	Met with the Latrobe City Council CEO and Executive team to discuss shared services, also in attendance was General Manager Corporate Services Arthur Skipitaris.
27 April	Attended **Future Ready Discussions**, Melbourne. This is part of a broad program developed by Local Government Professionals (LGPro) to drive greater efficiency measures in the sector.
	Attended **New Professionals Civic Reception**, Sale.
28 April	Met with Committee members of Boisdale Briagolong Football and Netball Club at their home ground at Boisdale to discuss facilities and their future plans.
29 April	Hosted Gippsland Local Government Network (GLGN) CEO's meeting, Sale.
	Met with representatives of Deloitte to discuss shared services models.
2 May	Met with Maffra Secondary College Acting Principal, Adam Hogan to discuss Education Cloud, Port of Sale project. Also in attendance was Manager Information Services Phil Phillipou.
4-6 May	Attended the **2016 Local Government Professionals Australia National Congress & Business Expo**, Gold Coast.
10 May	Attending **BBBQ (**charity fundraising**)** meeting, Sale.

Meeting with Robin Lowe to discuss Nylex Site, McGhee street project.

Attending **Esso's Annual Stakeholder/Community Liaison Dinner**, Sale

11 May Meeting with Adam Dunn, West Gippsland Catchment Management Authority (WGCMA) to discuss flood studies.

12 May Attending Rural Councils Forum, Melbourne.

C2 - REPORT

GENERAL MANAGER CORPORATE SERVICES

ITEM C2.1 **ADOPTION OF THE 2016 PROPERTY REVALUATION**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: MANAGER CORPORATE FINANCE

DATE: 17 MAY 2016

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

OBJECTIVE

To adopt the total valuation of all properties within the Wellington Shire as at the return date of 1 January 2016.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council adopt the following valuation figures as at the return date of 1 January 2016.

	SITE VALUE	CAPITAL IMPROVED VALUE	NET ANNUAL VALUE
RATEABLE	$4,722,762,200	$ 9,551,633,300	$528,189,140
NON RATEABLE	$ 358,189,900	$ 595,575,400	$ 30,996,136
TOTAL VALUATION	$5,080,952,100	$10,147,208,700	$559,185,276

BACKGROUND

In accordance with the requirements of the *Valuation of Land Act 1960,* the *Valuation of Land Regulations 2014*, the *Local Government Act 1989* as well as *Valuation Best Practice 2016* guidelines, Councils must undertake a biennial revaluation of all properties within the municipality.

Over the last 12 months, Council's contract valuer, has been collecting and collating data to be returned to Council in the form of a total revaluation of all properties within the Wellington Shire.

The figures included in the valuation are based on property values as at 1 January 2016 and become effective on 1 July 2016 for rating purposes.

If Council chooses not to adopt the valuation figures we will not be able to issue the rate notices in a timely manner and there may be a shortfall of funds available to Council to provide services paid for by rating revenue.

OPTIONS

Council has the following options:

1. Adopt the valuation figures as at the return date of 1 January 2016; or
2. Not adopt the valuation figures and seek further information to be considered at a future meeting of Council.

PROPOSAL

That Council adopt the following valuation figures as at the return date of 1 January 2016.

	SITE VALUE	CAPITAL IMPROVED VALUE	NET ANNUAL VALUE
RATEABLE	$4,722,762,200	$9,551,633,300	$528,189,140
NON RATEABLE	$ 358,189,900	$ 595,575,400	$ 30,996,136
TOTAL VALUATION	$5,080,952,100	$10,147,208,700	$559,185,276

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

The returned rateable capital improved value of $9,551,633,300 will set the basis for rating for the next two financial years and must be adopted by Council to enable rates to be raised against all rateable properties.

COMMUNICATION IMPACT

The issue of the Notice of Valuation will result in a significant number of ratepayer enquiries and, in some cases, objections to the valuation will be lodged by the ratepayer.

LEGISLATIVE IMPACT

The general property revaluation complies with the requirements of the *Valuation of Land Act 1960*, the *Valuation of Land Regulations 2014*, the *Local Government Act 1989* as well as *Valuation Best Practice 2016* guidelines.

Wellington Shire Council is committed to upholding the Human Rights principles as outlined in the *Charter of Human Rights and Responsibilities Act 2006 (Vic)* and referred to in Council's Human Rights Policy. The Human Rights Checklist has been completed and the proposed property valuation adoption is in accordance with Council's policy commitment to uphold human rights principles.

COUNCIL PLAN IMPACT

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

> Strategic Objective
> *An organisation that is responsive, flexible, honest, accountable and consistent.*
>
> Strategy 2.3
> *Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making.*

The general property valuation and subsequent Notice of Valuation is a transparent process, whereby Council advises ratepayers of the change in their property valuation prior to this valuation being utilised to generate rate notices.

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

COMMUNITY IMPACT

Ratepayers will be issued a Notice of Valuation advising them of the new valuation figures before the end of current financial year (2015/16). When ratepayers receive their Notice of Valuation they will have two months from the date of issue of the notice to object to the valuation if they believe it is incorrect.

When ratepayers receive their rate notice in August 2016, as the objection process will have been completed as a separate process, there will be no further opportunity to object to the valuation.

ITEM C2.2 **ASSEMBLY OF COUNCILLORS**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 17 MAY 2016

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

OBJECTIVE

To report on all assembly of Councillor records received on 18 April 2016 and during the period 26 April 2016 to 10 May 2016.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council note and receive the attached Assembly of Councillors records received on 18 April 2016 and during the period 26 April 2016 to 10 May 2016.

BACKGROUND

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

Below is a summary of all assembly of Councillors records received on 18 April 2016 and during the period 26 April 2016 to 10 May 2016.

Assembly of Councillors summary of reports received on 18 April 2016 and during the period 26 April 2016 to 10 May 2016.		
Date	**Matters considered**	**Councillors and officers in attendance**
18 April 2016	Foster Street Traffic	Cr Rossetti, Cr McCubbin Chris Hastie, General Manager Built & Natural Environment John Tatterson, Manager Built Environment
3 May 2016	Councillor Diary Meeting	Cr Cleary, Cr Davine, Cr Duncan, Cr McCubbin, Cr Hole David Morcom, Chief Executive Officer Sharyn Bolitho, Acting General Manager Development Sharon Willison, Councillor / Mayoral Support Officer

3 May 2016	Declaration of Conflict of Interest Management Update WSA Masterplan Update Freehold Development General Business Project AIR 5428	Cr Rossetti, Cr Cleary David Morcom, Chief Executive Officer Chris Hastie, General Manager Built and Natural Environment Sharyn Bolitho, Manager Economic Development Daniel Gall, Coordinator Commercial Facilities Management Ian Campbell, Senior Economic Development Officer Samantha Maxfield, Executive Support Officer Built & Natural Environment Theo Christopher, Coordinator Aerodromes
3 May 2016	Pre Council Session Community Assistance Grants Economic Development Strategy	Cr Rossetti, Cr Cleary, Cr Davine, Cr Duncan, Cr McCubbin & Cr Hole David Morcom, Chief Executive Officer Arthur Skipitaris, General Manager Corporate Services Chris Hastie, General Manager Built and Natural Environment Glenys Butler, General Manager Community & Culture Sharyn Bolitho, Acting General Manager Development (Including Item 2) Trish Dean, Governance Officer (Item 0) Paul Johnson, Manager Healthy Lifestyles (Item 1) Marcus Stone, Manager Leisure Services (Item 1) Dawn Martin, Community Facilities Planning & Grants Officer (Item 1)

OPTIONS

Council has the following options:

1. Note and receive the attached assembly of Councillors records; or

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

PROPOSAL

That Council note and receive the attached assembly of Councillors records received during the period 26 April 2016 to 10 May 2016.

CONFLICT OF INTEREST

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

LEGISLATIVE IMPACT

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

COUNCIL PLAN IMPACT

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

> <u>Strategic Objective</u>
> *"An organisation that is responsive, flexible, honest, accountable and consistent."*
> <u>Strategy 2.3</u>
> *"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making."*

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

ASSEMBLY OF COUNCILLORS

1. **DATE OF MEETING:**

18 April 2016

Councillors

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

Officers In Attendance

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
David Morcom			John Tatterson	✓	
Chris Hastie	✓				

Others in attendance

Name	Item No.	Name	Item No.

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

Discussion on idea from Mr Lazzaro and Mr Richard Telling regarding Foster Street Traffic.

Conflict of Interest disclosures made by Councillors:

NIL

ASSEMBLY OF COUNCILLORS

1. **DATE OF MEETING:**

   3 May 2016

2. **ATTENDEES:**

Councillors:

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

Officers In Attendance:

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

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

Name	Item No.
Sharon Willison	**1**

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

   1. **Councillors' Diary Meeting**

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

ASSEMBLY OF COUNCILLORS

1. DATE OF MEETING:

3 May 2016

Councillors

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

Officers In Attendance

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
David Morcom	✓		John Tatterson		
Chris Hastie	✓				
Sharyn Bolitho	✓				

Others in attendance

Name	Item No.	Name	Item No.
Daniel Gall		Samantha Maxfield	
Ian Campbell		Theo Christopher	

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

Declaration of Conflict of Interest
Management Update
WSA Masterplan Update
Freehold Development
General Business
Project AIR 5428

3. Conflict of Interest disclosures made by Councillors:

NIL

ASSEMBLY OF COUNCILLORS

1. DATE OF MEETING:

3 May 2016

2. ATTENDEES:

Councillors:

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

Officers in Attendance:

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO	✓		G Butler, GMCC	✓	
A Skipitaris, GMCS	✓		Sharyn Bolitho Act.GMD	✓	
C Hastie, GMBNE	✓		John Websdale GMD		✓

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

Name	Item No.
	0
Paul Johnson, Marcus Stone, Dawn Martin	1
Sharyn Bolitho, Dr Kevin Johnson (from Geografia)	2

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

0. Pre-Council Agenda
1. Community Assistance Grants
2. Economic Development Strategy

4. Conflict of Interest disclosures made by Councillors:

Mayor asked all Councillors and others in attendance whether there was anyone who may have a conflict of interest for Item 1 – Community Assistance Grants.
No one in attendance declared a conflict of interest with this item.

C3 - REPORT

GENERAL MANAGER DEVELOPMENT

ITEM C3.1	PLANNING DECISIONS
DIVISION:	DEVELOPMENT
ACTION OFFICER:	MANAGER LAND USE PLANNING
DATE:	17 MAY 2016

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

OBJECTIVE

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

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council note the report on recent planning permit trends and Planning Application Determinations between 1 March and 31 March 2016.

BACKGROUND

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

A copy of planning permit decisions made between 1 March and 31 March 2016 is included in Attachment 1.

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

OPTIONS

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

PROPOSAL

That Council note the report on recent planning permit trends and planning application determinations between 1 March and 31 March 2016.

CONFLICT OF INTEREST

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

COMMUNICATION IMPACT

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

LEGISLATIVE IMPACT

All planning decisions have been processed and issued in accordance with the *Planning and Environment Act 1987* and the Wellington Planning Scheme.

COUNCIL POLICY IMPACT

All planning decisions have been issued after due consideration of relevant Council policy, including Council's Heritage Policy and the requirements of the State and Local Planning Policy Framework in the Wellington Planning Scheme.

COUNCIL PLAN

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

> Strategic Objective
> *"Appropriate and forward looking land use planning that incorporates sustainable growth and development."*
>
> Strategy 5.2
> *"Provide user friendly, accessible planning information and efficient planning processes*."

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

ENVIRONMENTAL IMPACT

Planning decisions are made in accordance with the relevant environmental standards to ensure that environmental impacts are minimised.

ATTACHMENT 1

PLANNING APPLICATION DETERMINATIONS
BETWEEN 1/03/2016 AND 31/03/2016

Application No/Year	Date Received	Property Title & Address	Proposal	Status
165-3/2011	18/09/2015	Assessment No. 274621 LOT: 11 BLK: 9 PS: 2814 46 RANKIN ST ALBERTON	Amendment to permit for constuction of shed/steam cylinder.	Permit Issued by Delegate of Resp/Auth 17/03/2016
329-2/2012	28/01/2016	Assessment No. 206433 LOT: 2 PS: 713662 446A SEASPRAY RD LONGFORD	Amendment to permit for a two lot FZ subdivision.	Permit Issued by Delegate of Resp/Auth 24/03/2016
373-1/2012	1/10/2012	Assessment No. 71399 CA: 8 SEC: 4 74 STEVENS ST SALE	Amendment C88 - subdivision of the land into 10 lots.	Permit Issued by Delegate of Resp/Auth 29/03/2016
124-1/2013	24/04/2013	Assessment No. 48819 CA: 2 SEC: 4 STEVENS ST SALE	Amendment C85 - R1Z rezoning and subdivision of the land into 2 lots.	Permit Issued by Delegate of Resp/Auth 29/03/2016
124-2/2014	18/02/2016	Assessment No. 117580 PC: 352576S 1 TWILIGHT WAY GOLDEN BEACH	Amendment to permit for use/development of a dwelling.	Permit Issued by Delegate of Resp/Auth 4/03/2016
353-1/2014	21/10/2014	Assessment No. 50799 CA: 42 CUNNINGHAME ST SALE	Use and development associated with construction of a footbridge.	NOD issued by Delegate of Respon/Auth 21/03/2016
360-2/2014	18/02/2016	Assessment No. 102913 LOT: 1 PS: 703151K 60 LOWER SETTLEMENT KILMANY	Development of a replacement dwelling on a lot less than 40 hectares.	Permit Issued by Delegate of Resp/Auth 24/03/2016
84-2/2015	25/02/2016	Assessment No. 398255 LOT: 14 PS: 534182N 23 MALMO ST MAFFRA	Amendment to permit for use and development of the land/storage.	Permit Issued by Delegate of Resp/Auth 11/03/2016
157-2/2015	22/02/2016	Assessment No. 27995 LOT: 25 PS: 22176 112 PALMERSTON ST SALE	Development of 3 dwellings, 3 lot subdivision and removal of easement.	Permit Issued by Delegate of Resp/Auth 7/03/2016
204-2/2015	15/12/2015	Assessment No. 16592 LOT: 2 TP: 681083D 196-198 YORK ST SALE	Amendment to permit for use/development of the land for a restaurant.	Withdrawn 24/03/2016
288-3/2015	12/02/2016	Assessment No. 435263 LOT: A PS: 745384X 28 SURKITT BLVD SALE	Amendment to permit for development of an aged care facility.	Permit Issued by Delegate of Resp/Auth 11/03/2016

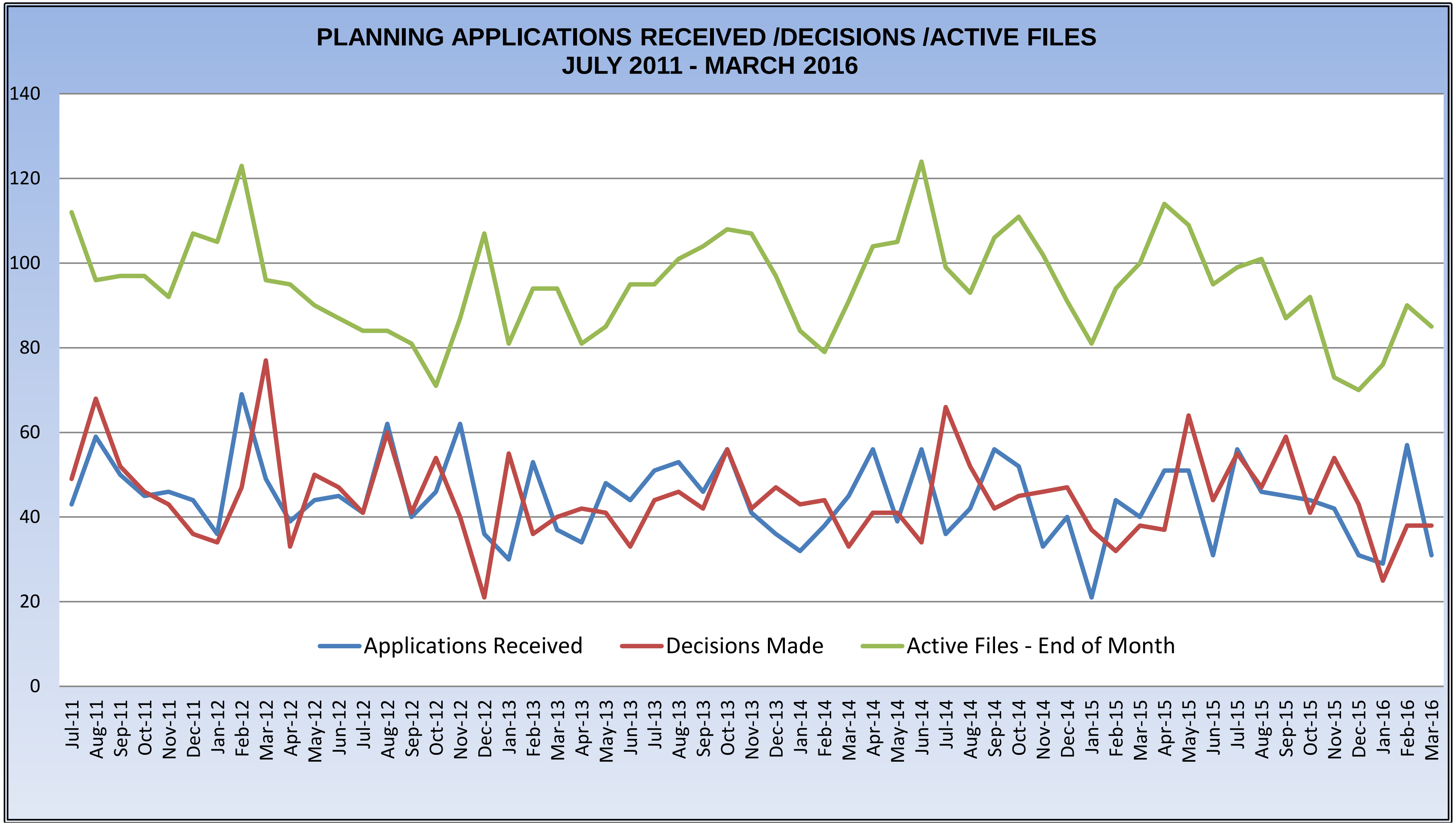
Application No/Year	Date Received	Property Title & Address	Proposal	Status
343-1/2015	13/10/2015	Assessment No. 92114 LOT: 1 PS: 66040 8,340 DARGO RD DARGO	Use of the land as a motorcycle racing track for one event per year.	Permit Issued by Delegate of Resp/Auth 10/03/2016
378-1/2015	11/11/2015	Assessment No. 41210 LOT: 1 PS: 137843 80 INGLIS ST SALE	Development of the land for two dwellings behind existing dwelling.	Permit Issued by Delegate of Resp/Auth 22/03/2016
382-1/2015	16/11/2015	Assessment No. 279885 CA: 6 SEC: 6 26 STEWART ST TARRAVILLE	Boundary realignment of two existing lots.	Permit Issued by Delegate of Resp/Auth 24/03/2016
388-1/2015	19/11/2015	Assessment No. 290874 LOT: 1 TP: 297973J 287 COMMERCIAL RD YARRAM	Use of the land for a store (storage of a tram).	Permit Issued by Delegate of Resp/Auth 7/03/2016
396-1/2015	30/11/2015	Assessment No. 373167 CA: X9 127 ABBOTTS RD GLENMAGGIE	Buildings and works associated with construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 7/03/2016
403-1/2015	3/12/2015	Assessment No. 288258 LOT: 2 PS: 218588M 165 BLANDS RD YARRAM	Use and development of a second dwelling.	Permit Issued by Delegate of Resp/Auth 11/03/2016
421-1/2015	18/12/2015	Assessment No. 116772 PC: 354962B 63 EDGEWATER DVE GOLDEN BEACH	Buildings and works associated with development of a single dwelling.	Permit Issued by Delegate of Resp/Auth 18/03/2016
422-1/2015	21/12/2015	Assessment No. 433391 LOT: 3 PS: 631506W 28 NORTHLAND DVE SALE	Buildings/works associated with development of 2 industrial buildings.	Permit Issued by Delegate of Resp/Auth 9/03/2016
1-1/2016	5/01/2016	Assessment No. 299982 CA: 89 964 GELLIONDALE RD JACK RIVER	Use and development of the land for a managers residence.	Permit Issued by Delegate of Resp/Auth 30/03/2016
12-1/2016	14/01/2016	Assessment No. 219501 LOT: 901 PS: 52648 79 ASTRO AVE GOLDEN BEACH	Buildings/works for construction of a garage with a reduced setback.	Permit Issued by Delegate of Resp/Auth 24/03/2016
14-1/2016	15/01/2016	Assessment No. 201517 LOT: 4 PS: 201309 56 HARPLEY CRT LONGFORD	Subdivision of the land into two lots.	Permit Issued by Delegate of Resp/Auth 7/03/2016
21-1/2016	29/01/2016	Assessment No. 260448 LOT: 1338 PS: 40160 3 SEVENTH AVE PARADISE BEACH	Buildings/works associated with construction of an external screen.	Permit Issued by Delegate of Resp/Auth 24/03/2016

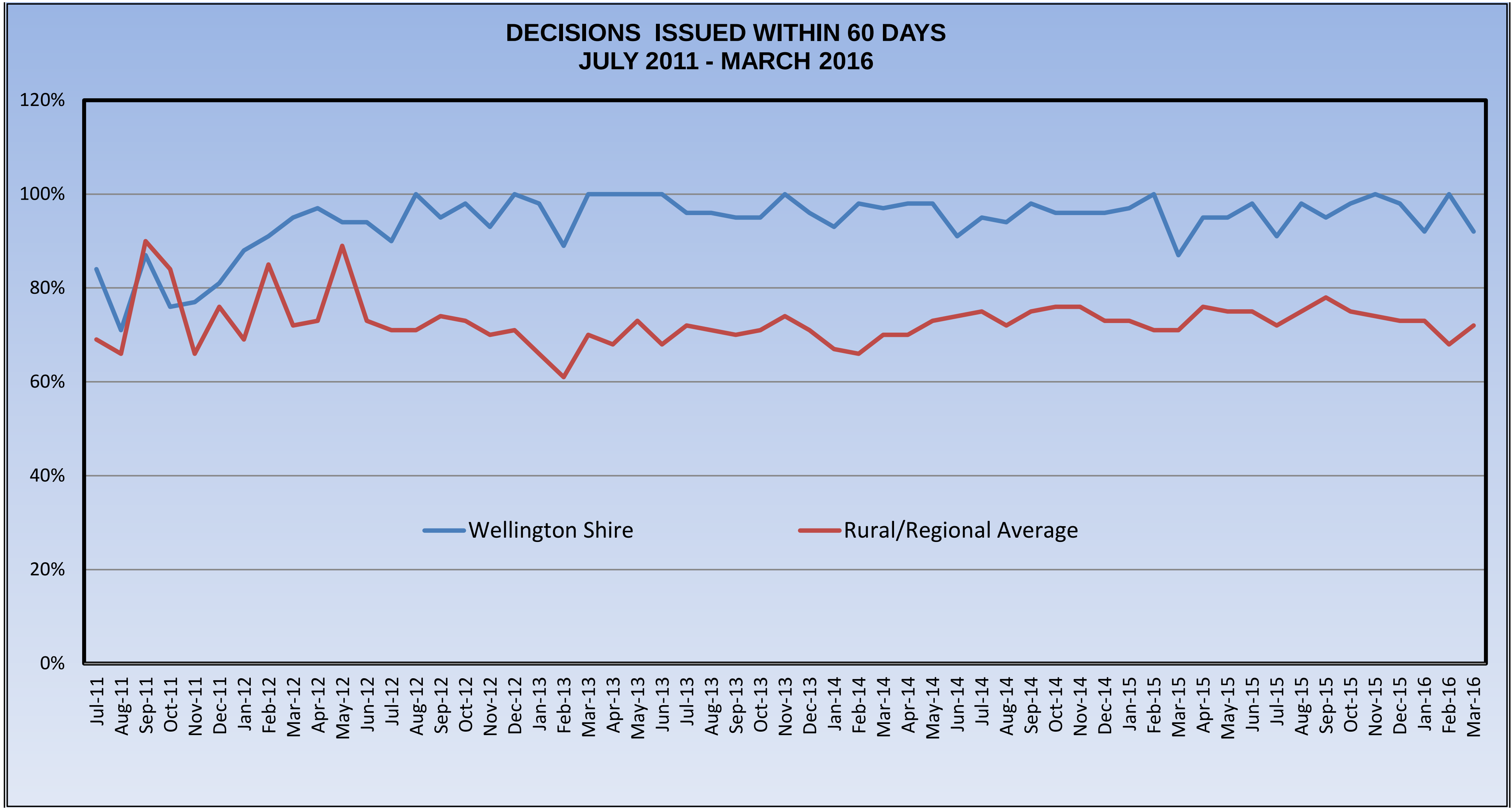
Application No/Year	Date Received	Property Title & Address	Proposal	Status
22-1/2016	1/02/2016	Assessment No. 52001 LOT: 1 TP: 12920B 271 YORK ST SALE	Buildings/works associated with construction of 3 extra motel rooms.	Permit Issued by Delegate of Resp/Auth 18/03/2016
23-1/2016	2/02/2016	Assessment No. 262352 PCA: 18 49 MAIN RD GORMANDALE	Development of a telecommunications facility.	Permit Issued by Delegate of Resp/Auth 18/03/2016
25-1/2016	2/02/2016	Assessment No. 389650 PC: 356416U 8-10 BUCKLEY ST STRATFORD	Subdivision of the land into two lots.	Permit Issued by Delegate of Resp/Auth 30/03/2016
28-1/2016	5/02/2016	Assessment No. 366369 LOT: 1 TP: 15132M 85 FROSTS RD MAFFRA	Buildings and works associated with construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 16/03/2016
35-1/2016	9/02/2016	Assessment No. 349100 CA: 37B 25 BRIAGOLONG	Buildings/works associated with construction of replacement dwelling.	Permit Issued by Delegate of Resp/Auth 4/03/2016
36-1/2016	9/02/2016	Assessment No. 426684 LOT: 13 PS: 631506W 3-5 NORTHLAND DVE SALE	Buildings and works/alterations to an existing building.	Permit Issued by Delegate of Resp/Auth 31/03/2016
39-1/2016	11/02/2016	Assessment No. 15453 LOT: CM PS: 743763 118-120 THOMSON ST SALE	Subdivision of the land into six lots.	Permit Issued by Delegate of Resp/Auth 18/03/2016
41-1/2016	12/02/2016	Assessment No. 103614 LOT: 2 PS: 121641 249 MALVERN PARK RD DENISON	Use and development of the land for a replacement dwelling.	Permit Issued by Delegate of Resp/Auth 23/03/2016
44-1/2016	15/02/2016	Assessment No. 192500 CA: 2 SEC: 7 81-83 PRINCE ST ROSEDALE	Liquor License.	Permit Issued by Delegate of Resp/Auth 2/03/2016
51-1/2016	16/02/2016	Assessment No. 316562 PTL: 1 PS: 33595 37-47 COMMERCIAL RD HEYFIELD	Buildings and works associated with construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 24/03/2016
53-1/2016	18/02/2016	Assessment No. 203497 CA: 56 MAXFIELDS RD GORMANDALE	Use and development of the land for a place of assembly.	Permit Issued by Delegate of Resp/Auth 23/03/2016
58-1/2016	19/02/2016	Assessment No. 202507 LOT: 2 PS: 123484 980 LONGFORD-LOCH DUTSON	Buildings and works associated with construction of storage sheds.	Permit Issued by Delegate of Resp/Auth 4/03/2016

Application No/Year	Date Received	Property Title & Address	Proposal	Status
63-1/2016	24/02/2016	Assessment No. 188854 LOT: 22 PS: 64760 4 DAWSON ST ROSEDALE	Buildings and works associated with development of a single dwelling.	Permit Issued by Delegate of Resp/Auth 17/03/2016
66-1/2016	29/02/2016	Assessment No. 370890 LOT: 5 PS: 736786C 22-24 WELLINGTON SALE	Buildings and works associated with construction of a warehouse.	Permit Issued by Delegate of Resp/Auth 24/03/2016
67-1/2016	29/02/2016	Assessment No. 366153 LOT: 1 PS: 613343B 587 SELLINGS RD NEWRY	Building and works associated with extensions/alterations to dwelling.	Permit Issued by Delegate of Resp/Auth 16/03/2016

Total No of Decisions Made: 38

ATTACHMENT 2




DECISIONS ISSUED WITHIN 60 DAYS
JULY 2011 - MARCH 2016
120%
100%
80%
60%
40%
20%
0%
Wellington Shire
Rural/Regional Average
Jul-11
Aug-11
Sep-11
Oct-11
Nov-11
Dec-11
Jan-12
Feb-12
Mar-12
Apr-12
May-12
Jun-12
Jul-12
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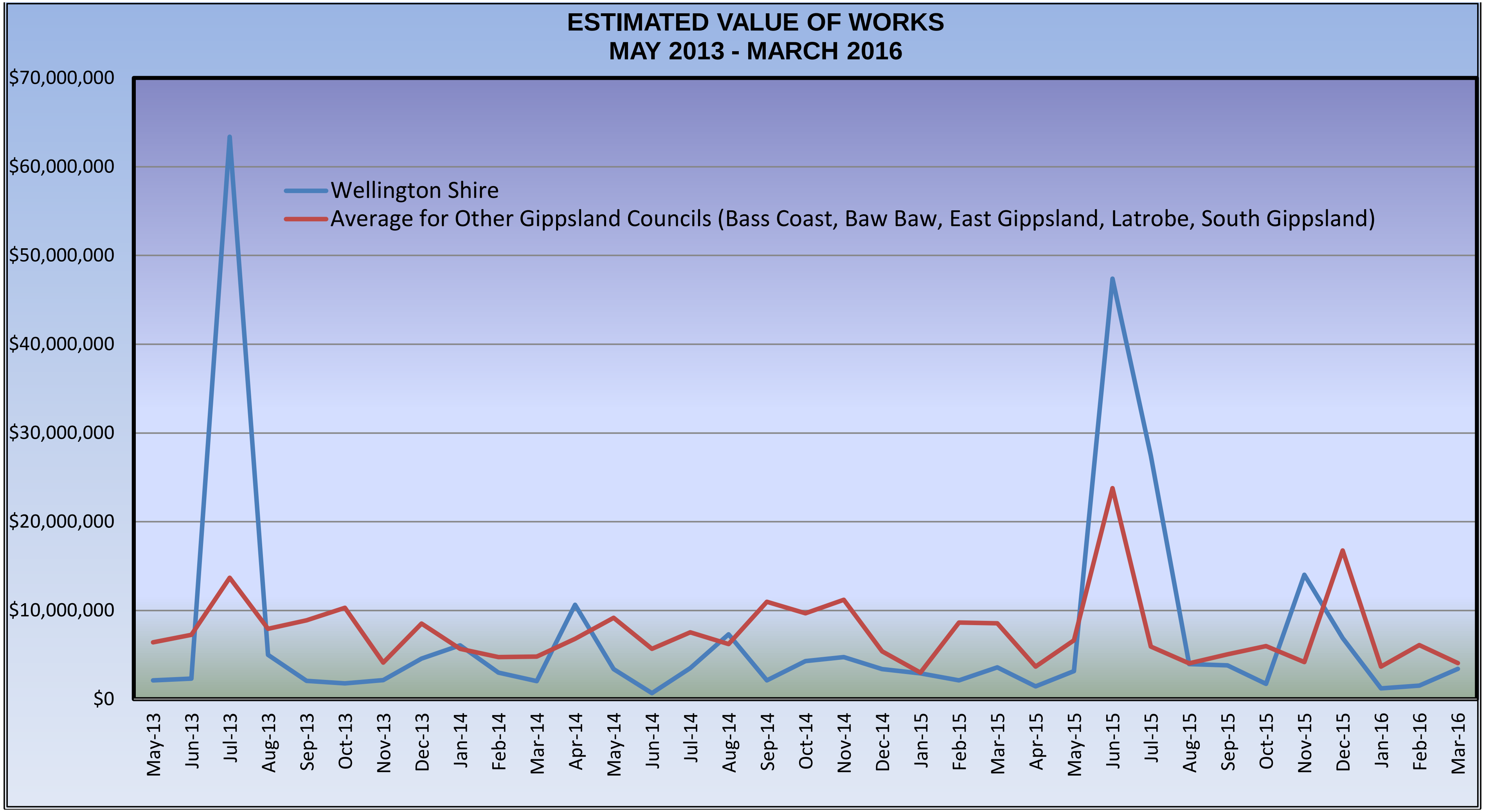
ESTIMATED VALUE OF WORKS
MAY 2013 - MARCH 2016
Wellington Shire
Average for Other Gippsland Councils (Bass Coast, Baw Baw, East Gippsland, Latrobe, South Gippsland)
$70,000,000
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$0
May-13
Jun-13
Jul-13
Aug-13
Sep-13
Oct-13
Nov-13
Dec-13
Jan-14
Feb-14
Mar-14
Apr-14
May-14
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Jan-16
Feb-16
Mar-16

ITEM C3.2 BUILDING PERMITS REPORT

DIVISION: DEVELOPMENT

ACTION OFFICER: MANAGER MUNICIPAL SERVICES

DATE: 17 MAY 2016

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

OBJECTIVE

To provide a report to Council on building permits issued in the Wellington Shire during the quarter January to March 2016 for information.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council note the report of building permits issued from 1 January 2016 to 31 March 2016.

BACKGROUND

Building permits are issued by private building surveyors and copies of permits are provided to Council. The permits, plans and other documents are filed by Council and recorded on a register of building permits. Building permits are issued for a range of developments including dwellings, extensions and fences as well as commercial and industrial buildings.

Attachment 1 to this report provides an overview by township of the number of permits issued along with the estimated value of construction for the three month period ending March 2016.

Attachment 2 provides a historical representation of the number and value of permits issued in Wellington Shire and compares this data against the broader Gippsland region.

In the previous quarter 258 permits were issued with an estimated value of works of $23.8M.

OPTIONS

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

PROPOSAL

That Council note the report on building permits issued within Wellington Shire from January to March 2016.

CONFLICT OF INTEREST

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

COMMUNICATION IMPACT

The quarterly report provides information on the number of building permits and cost of development per town within the Wellington Shire. Gippsland-wide building activity is also provided to demonstrate how the Wellington Shire area performs in comparison.

LEGISLATIVE IMPACT

Building permits are issued in accordance with the *Building Act 1993*, Building Regulations 2006 and the Wellington Planning Scheme.

COUNCIL POLICY IMPACT

All building permits issued by private building surveyors are registered and filed as per the timelines set out in the Municipal Services Business Plan.

COUNCIL PLAN

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

> <u>Strategic Objective</u>
> *Appropriate and forward looking land use planning that incorporates sustainable growth and development*
>
> *Strategy 5.2*
> *Provide user friendly, accessible planning information and efficient planning processes.*

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

WELLINGTON SHIRE PERMITS ISSUED

ATTACHMENT 1

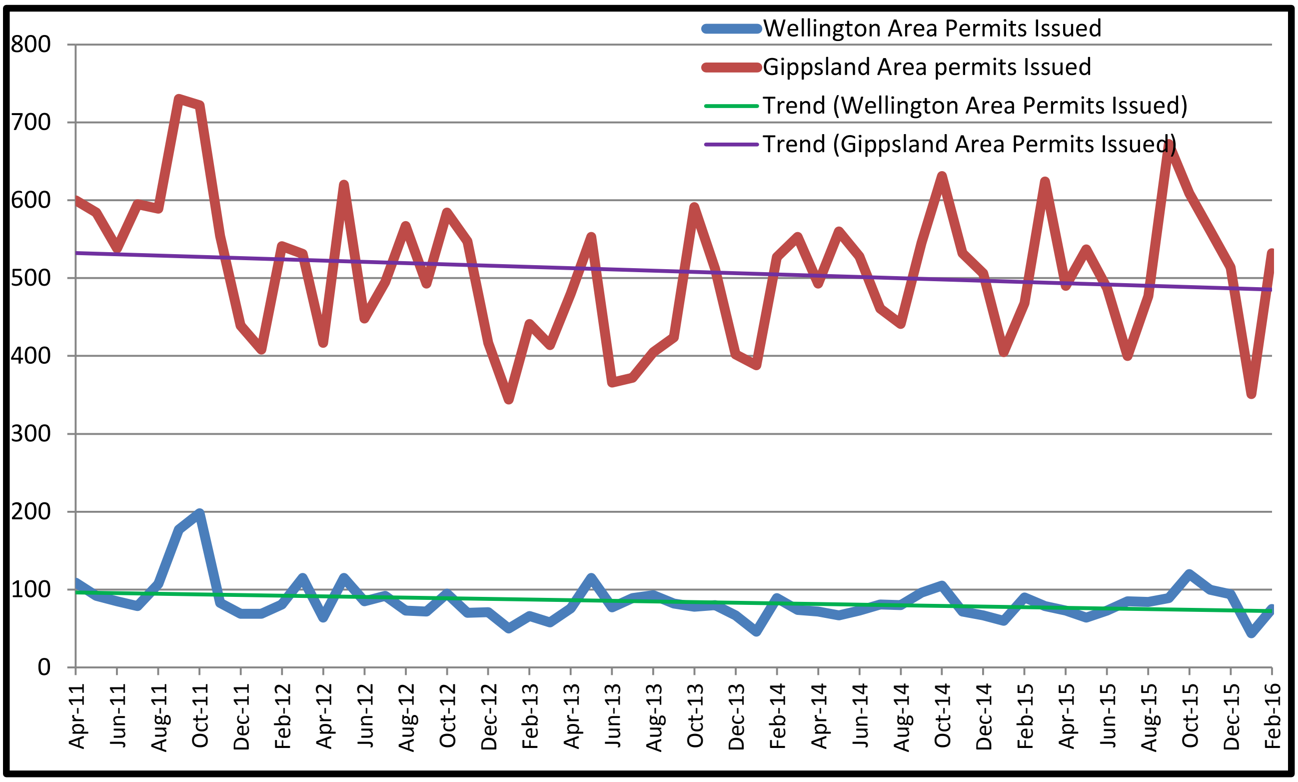
	January	February	March	Total
AIRLY	2	1	1	4
	$28,000	$253,000	$9,000	$290,000
ALBERTON	0	1	0	1
	$0	$59,512	$0	$59,512
BOISDALE	0	2	1	3
	$0	$338,730	$149,420	$488,150
BRIAGOLONG	0	3	4	7
	$0	$167,764	$278,876	$446,640
BUNDALAGUAH	0	0	1	1
	$0	$0	$14,000	$14,000
CALLIGNEE SOUTH	0	0	1	1
	$0	$0	$25,000	$25,000
CLYDEBANK	1	0	0	1
	$15,520	$0	$0	$15,520
COONGULLA	0	2	1	3
	$0	$37,300	$10,055	$47,355
DARGO	0	1	0	1
	$0	$10,000	$0	$10,000
DENISON	1	1	1	3
	$20,000	$25,000	$86,000	$131,000
DEVON NORTH	1	1	1	3
	$31,900	$170,000	$15,300	$217,200
FLYNN	0	0	1	1
	$0	$0	$54,380	$54,380
FULHAM	0	1	0	1
	$0	$18,283	$0	$18,283
GLENGARRY	0	1	2	3
	$0	$37,247	$457,729	$494,976
GLENMAGGIE	0	1	0	1
	$0	$6,900	$0	$6,900
GOLDEN BEACH	1	1	0	2
	$13,000	$50,000	$0	$63,000
HEYFIELD	1	2	4	7
	$60,000	$360,820	$46,700	$467,520
HUNTERSTON	0	0	1	1
	$0	$0	$52,000	$52,000
KILMANY	1	1	0	2
	$15,000	$282,235	$0	$297,235
LOCH SPORT	7	3	4	14
	$715,117	$207,600	$273,833	$1,196,550
LONGFORD	3	2	4	9
	$272,300	$511,456	$74,545	$858,301
MAFFRA	8	14	12	34
	$800,394	$1,510,133	$627,006	$2,937,533
MAFFRA WEST UPPER	1	2	0	3
	$40,000	$40,348	$0	$80,348
MCLOUGHLINS BEACH	0	0	1	1
	$0	$0	$9,800	$9,800
NAMBROK	0	1	0	1
	$0	$8,000	$0	$8,000

	January	February	March	Total
NEWRY	0	1	0	1
	$0	$19,100	$0	$19,100
PARADISE BEACH	1	4	2	7
	$11,840	$168,118	$88,378	$268,336
PEARSONDALE	1	0	0	1
	$63,500	$0	$0	$63,500
PERRY BRIDGE	0	1	1	2
	$0	$8,000	$20,800	$28,800
PORT ALBERT	1	1	0	2
	$9,000	$160,000	$0	$169,000
RIVERSLEA	0	2	0	2
	$0	$21,330	$0	$21,330
ROSEDALE	1	7	3	11
	$11,800	$1,375,998	$29,754	$1,417,552
SALE	6	19	16	41
	$1,211,830	$1,679,174	$5,643,181	$8,534,185
SEASPRAY	0	1	1	2
	$0	$4,700	$14,000	$18,700
SEATON	0	0	1	1
	$0	$0	$464,053	$464,053
STRADBROKE	0	1	0	1
	$0	$21,800	$0	$21,800
STRATFORD	1	6	9	16
	$11,780	$451,008	$1,581,988	$2,044,776
TINAMBA	1	2	0	3
	$60,000	$370,187	$0	$430,187
TOONGABBIE	0	1	0	1
	$0	$16,000	$0	$16,000
VALENCIA CREEK	0	0	2	2
	$0	$0	$128,000	$128,000
WILLUNG	1	0	0	1
	$6,910	$0	$0	$6,910
WILLUNG SOUTH	0	1	0	1
	$0	$90,200	$0	$90,200
WON WRON	0	0	1	1
	$0	$0	$182,884	$182,884
WONYIP	0	0	1	1
	$0	$0	$100,000	$100,000
WOODSIDE	0	1	0	1
	$0	$228,678	$0	$228,678
WOODSIDE BEACH	1	0	0	1
	$23,700	$0	$0	$23,700
WURRUK	1	3	2	6
	$4,500	$126,200	$479,247	$609,947
YARRAM	3	1	2	6
	$735,816	$92,676	$18,200	$846,692
Total	**45**	**93**	**81**	**219**
	4,161,907	**8,927,497**	**10,934,129**	**24,023,533**

ATTACHMENT 2

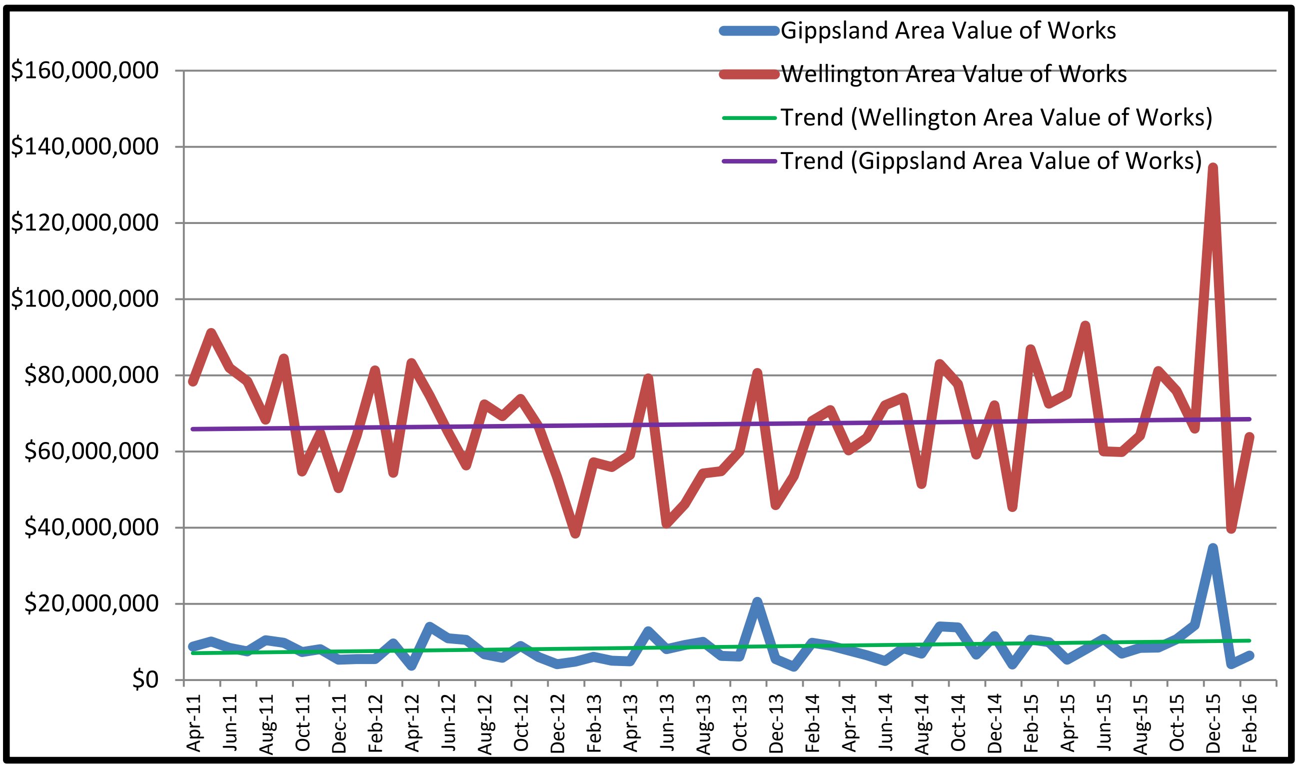
NUMBER OF BUILDING PERMITS ISSUED

Note: Victorian Building Authority data for period March 2016 for Gippsland area unavailable at time of print



VALUE OF BUILDING PERMITS ISSUED

Note: Victorian Building Authority data for period March 2016 for Gippsland area unavailable at time of print



ITEM C3.3	STRATEGIC LAND USE PLANNING PROJECT PRIORITIES 2016/17
DIVISION:	DEVELOPMENT
ACTION OFFICER:	MANAGER LAND USE PLANNING
DATE:	17 MAY 2016

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

OBJECTIVE

To seek Council's support for the following new projects being undertaken as part of the 2016/17 strategic land use planning work program:

1. Preparation of the *'West Sale and Wurruk Industrial Land Supply Strategy'*; and
2. Preparation of the *'Heyfield Low Density Residential Land Supply Strategy'*.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council supports the following new projects being undertaken as part of the 2016/17 Strategic Land Use Planning Work Program:

1. **Preparation of the *'West Sale and Wurruk Industrial Land Supply Strategy'*, and**
2. **Preparation of the *'Heyfield Low Density Residential Land Supply Strategy'*.**

BACKGROUND

The current strategic planning work program and potential new 2016/17 project priorities were initially discussed at Council's *'Strategic Land Use Planning Projects Review Group'* (Project Review Group) meeting on 9 February 2016. A copy of the minutes and information presented to the Project Review Group were distributed electronically to all Councillors on 26 February 2016.

Further detailed discussions were held at subsequent Councillor Workshops on 1 March and 19 April 2016.

Whilst there is a significant existing 2016/17 work program, which currently focuses on Council and privately initiated Planning Scheme Amendment requests and projects, there is scope for new strategic land use planning project work to be undertaken within the 2016/17 financial year.

The process for the selection of projects has been based on the criteria/parameters set out below:

- A 2016/17 Strategic Planning Budget allocation of $100,000.

- Relative priority of proposed projects within the context of the current strategic planning work program.
- Need to focus on key strategic land use planning projects.
- Resource implications of other existing work priorities.
- The likelihood of (private) requests for Planning Scheme Amendments being submitted over the course of the next 12 months.
- Ability to value-add or complement other (related/associated) Council strategies.
- Urgency/need for a particular strategic land use planning project.

In broad terms, the key options for new project work discussed in detail at 1 March and 19 April 2016 Councillor Workshops included:

1. Further strategic work to facilitate the release of additional land for industrial uses within West Sale and Wurruk (as earmarked in the previously adopted Sale, Wurruk and Longford Structure Plan project).
2. Preparation of an up-to-date structure plan for one of the remaining key townships within the Shire being: Maffra, Yarram or Stratford; or undertaking a locally significant strategic land use planning project such as identifying opportunities for further low density residential growth in Heyfield.
3. Review/update application of zone and overlay controls along York St, Sale.
4. Review the existing Wellington Planning Scheme controls to facilitate the removal of redundant, repeat or ineffective planning provisions (including a review of the impacts of the 150 square metre planning permit trigger within the current coastal Design and Development Overlay).

It is noted that in relation to option 4 above, officers from the Department of Environment, Land, Water and Planning (DELWP) have recently indicated that they can assist Council in undertaking a review of the relevant planning controls, which therefore avoids the need for this option to be further considered at this point in time.

It is now necessary for Council to formally consider its new 2016/17 strategic planning project priorities.

OPTIONS

Council has the following options:

1. Proceed with the preparation of both the *'West Sale and Wurruk Industrial Land Supply Strategy'* and *'Heyfield Low Density Residential Land Supply Strategy',* or

2. Resolve not to proceed with the recommended project/s and seek further information and options at a future Council meeting.

PROPOSAL

That Council supports the following two projects being undertaken as part of the 2016/17 strategic land use planning work program:

1. *'West Sale and Wurruk Industrial Land Supply Strategy'*, and

2. *'Heyfield Low Density Residential Land Supply Strategy'*.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

The recommended 2016/17 strategic planning projects have been included in the draft 2016/17 Council budget.

COUNCIL PLAN IMPACT

The Council Plan 2013 –17, Theme 5: Land Use Planning states the following strategic objective and related strategy:

> Strategic Objective
> *"Appropriate and forward looking land use planning that incorporates sustainable growth and development."*
>
> Strategy 5.1
> *"Ensure Land Use Policies and Plans utilise an integrated approach to guide appropriate land use and development."*

The *'West Sale and Wurruk Industrial Land Supply Strategy'* and '*Heyfield Low Density Residential Land Supply Strategy'* are both considered to support the above Council Plan strategic objective and strategy.

PLANNING POLICY IMPACT

Both of the projects identified will contribute towards ensuring that strategic land use planning within the Wellington Shire occurs in an orderly and coordinated manner and that the Wellington Planning Scheme remains up-to-date, relevant and effective in its delivery of State and Local planning policy.

RESOURCES AND STAFF IMPACT

The recommended projects would be undertaken as part of the overall strategic planning work program for 2016/17 and on this basis would be appropriately resourced.

COMMUNITY IMPACT

Undertaking the suggested projects would demonstrate Council's commitment to ensuring that a sufficient supply of industrial land is available in West Sale and Wurruk and that an adequate supply of low density 'one acre' blocks is available within Heyfield.

More specifically, in preparing the '*West Sale and Wurruk Industrial Land Supply Strategy'* Council will:

- Avoid having an insufficient supply of industrial lots available to prospective businesses looking to locate operations within Wellington Shire.

- Avoid a shortage in the supply of larger industrial lots.
- Ensure that the work of the strategic land use planning area complements and supports the current Economic Development strategy.

In preparing the '*Heyfield Low Density Residential Land Supply Strategy',* Council will:

- Proactively identify low density residential development opportunities within Heyfield to support population growth.

CONSULTATION IMPACT

Appropriate consultation processes will be included as a requirement of both projects.

RISK MANAGEMENT IMPACT

There are no significant risk management issues associated with the recommendation of this report.

ITEM C3.4 **DRAFT ECONOMIC DEVELOPMENT STRATEGY 2016-22 AND ACTION PLAN 2016-18**

DIVISION: DEVELOPMENT

ACTION OFFICER: MANAGER ECONOMIC DEVELOPMENT

DATE: 17 MAY 2016

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

OBJECTIVE

To seek endorsement of the Draft Economic Development Strategy 2016-22 and Action Plan 2016-18 and to proceed to a period of public exhibition.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council endorse the Draft Economic Development Strategy 2016-22 and Action Plan 2016-18 (refer to attachment 2 and 3) and proceed to a period of public exhibition.

BACKGROUND

Wellington Shire Council engaged consultants Geografia to replace the current Economic Development Strategy 2011-15. After reviewing existing data and documentation, Geografia engaged with 22 key business stakeholders on a one on one basis and then conducted community workshops in December 2015. External stakeholders included members of Wellington Regional Tourism, businesses from a range of sectors across the Shire, and representatives of education and training organisations. An internal Council workshop was also conducted at this time.

Based on the feedback received from this initial consultation, Geografia prepared an Issues and Opportunities Paper (attachment 1). Findings from the research and consultation focused on five broad themes: economic diversity; amenity and infrastructure; skills and education; branding and marketing; and governance. These themes then formed strategic objectives for the Draft Economic Development Strategy 2016-22 (the Strategy).

A two year Action Plan 2016-18 (Action Plan) was also prepared as a set of tasks to implement the Strategy over the first two years. Council also engaged Geografia to undertake a street-based land use audit of commercial and industrial activity in Sale, Maffra and Yarram. This data will be reviewed every two years as part of the Action Plan.

Within the Strategy, challenges and opportunities that had been identified included:

1. **Connecting** - Improving the links between places, products and people.

2. **Diversifying** - Value adding to the major anchor industries.
3. **Digital Economy** - Driving growth with the Digital Economy.
4. **Living** - Leveraging from Wellington's enviable liveability.
5. **Skilling** - Improving the workforce skills profile.
6. **Investing** – Facilitating investment in enabling infrastructure.
7. **Promoting** - Revealing Wellington's secrets to a wider audience of investors and visitors.

A Steering Group, comprising of Councillor Crossley, General Manager Development, Economic Development Business Unit, and representatives from the Committee for Wellington and Wellington Regional Tourism, reviewed work by Geografia after each stage of the project, including Issues and Opportunities Paper and the draft Strategy and Action Plan. Geografia also provided Councillors with a briefing on the development of the draft Strategy and Action Plan at a Council workshop on 3 May 2016 and feedback from that workshop has been incorporated into the attached documents.

It is worth noting that the Strategy is not an investment prospectus. The Strategy and Action Plan will provide Council with an important tool to guide and develop the economy over the next six years. The objectives and actions reflect Wellington's distinctive economic strengths, particularly economic diversity and liveability. The Strategy also reflects the three broad roles that Council has within economic development: control; influence and monitor.

The Strategy establishes a vision, and this vision will be enabled through a two year action plan that will be reviewed and updated in 2018 and then again in 2020.

Given the level of detail contained within the Strategy and Action Plans, it is considered important to afford the community, particularly the business community, with an opportunity to view and provide comments on the content of the final draft documents.

OPTIONS

1. That Council endorse the Draft Economic Development Strategy 2016-22 and Action Plan 2016-18 and proceed to a period of public exhibition; or
2. That Council not endorse the Draft Economic Development Strategy 2016-22 and Action Plan 2016-18 and seeks further information.

PROPOSAL

That Council endorse the Draft Economic Development Strategy 2016-22 and Action Plan 2016-18 (refer to attachment 2 and 3) and proceed to a period of public exhibition.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

The resources associated with this project have been accounted for in the Council budget for the 2015/16 financial year.

COMMUNICATION IMPACT

Should Council endorse the Draft Strategy and Action Plan, those members of the community who have been previously engaged or have shown an interest in the process, will be directly notified of the public exhibition. The Council website will also be updated accordingly.

COUNCIL PLAN IMPACT

The Council Plan 2013-17 – Theme 6: Economy contains the following strategic objective and related strategy:

<u>Strategic Objective</u>

Supported business growth and employment, lifestyle opportunities and a vibrant tourism sector.

<u>Strategy 6.1</u>
Support business growth to align with the competitive strengths of the region.

<u>Strategy 6.2</u>
Encourage infrastructure planning and delivery to support economic growth.

<u>Strategy 6.3</u>
Attract new investment, lifestyle growth and visitors by developing and supporting Wellington Shire's regional identity.

CONSULTATION IMPACT

During the project the following community consultation took place:

November-December 2015	**One on One Interviews** with 22 key business stakeholders
9 December 2015	**External Stakeholder workshop session** with stakeholders including members of Wellington Regional Tourism, businesses from a range of sectors across the Shire, and representatives of education and training organisations.
	Internal Council workshop session with representatives from across relevant Council business units.

If Council decides to proceed with a period of exhibition, all interested parties will be directly notified. An update will also be placed on the Council website. The exhibition period is proposed to take place from 18 May – 10 June 2016.

ATTACHMENT 1

Geografia Pty Ltd
• Demography • Economics • Spatial Planning
+613 9329 9004 | info@geografia.com.au | www.geografia.com.au

Wellington Economic Development Strategy

Issues and Opportunities

Prepared for
Wellington Shire Council
Date
20 January 2016

Geografia Pty Ltd
ABN: 33 600 046 213

Executive Summary

An export-oriented, relatively stable economy

- Five industries account for around 60% of employment in Wellington. These are primarily stable, export-oriented sectors that provide the foundation for the Shire's economy.
- As a consequence of their presence, Wellington's population and economy have been relatively stable over the last few decades.

Economic diversity, technology and growth

- Wellington's economy is already more diverse than the rest of regional Victoria and ideally suited to 'specialised diversity', an economic structure that builds on local competitive advantages (i.e. the core export-oriented sectors).
- Domestic and international markets for food and fibre are growing. Innovation in the high value agribusiness sector focuses on continual improvements in energy and production, and is an exciting field of opportunity for Wellington.
- Technology (particularly if enabled through High Speed Broadband) may help to build Wellington's specialised diversity.
- Growth in secondary sectors such as manufacturing and food processing, has the biggest knock-on effect for the region's economy, and is best encouraged by supporting the expansion of the primary sectors (e.g. agriculture and mining).
- Visitor numbers are increasing, though only a minority are genuine 'tourists'. A renewed campaign by Tourism Victoria will provide Destination Gippsland with an opportunity to consider how to best promote Wellington Shire.
- Liveability and quality local amenities are valuable assets in attracting and retaining the essential skilled labour required to sustain the oil and gas industry, and every industry competing for skilled workers (e.g. new Defence personnel and maintenance contractors required for new aviation training programs at RAAF Base East Sale).

Governance

- Council has fostered a good working relationship with the business community.
- However, there is room for improvement providing channels for formal and informal communication with businesses, ensuring this input is regularly refreshed and is penetrating a good cross-section of the business community.

Skills and education

- Demand for professionals is growing and putting pressure on limited provisions for formal and informal training in the region.
- Higher wages in some sectors such as oil and gas help to attract skilled workers, however, this can create challenging competition for other lower paid sectors.
- Unemployment rates, including youth unemployment is lower in Wellington than in other parts of the region.

- Wellington has relatively good access to tertiary training through private RTOs, campuses in Latrobe, and increasingly online delivery. These options rely on improved access to HSB and public transport networks.
- Supporting business develop their skills base (e.g. collaborative projects and business incubators) is an effective area for Council intervention.

Amenity, infrastructure and opportunity

- For liveability and amenity (e.g. health services, primary and secondary schools and recreation), Wellington is punching above its weight.
- Demand for urban amenity in rural towns is still growing. When resources are limited, enhancing the level of amenity in one urban centre makes sound economic sense. However, this can only be effective if public transport connectivity (i.e. passenger trains schedules that align in business and education needs) in the region is improved.
- There are at least 40ha of vacant industrial and commercial land in the towns of Sale, Maffra and Yarram, potentially suitable for development.
- High Speed Broadband is essential to drive the technological innovation gathering momentum in the region, and access to HSB can be improved by working with business and NBN Co.

The brand: what's in a name?

- Stakeholders agreed that outside awareness of Wellington's tourism, lifestyle and investment opportunities needs to be promoted more clearly and more consistently.
- Council may benefit from preparing a branding and marketing strategy in collaboration with local business and the broader community, which clearly identifies the messages and brand that best represents Wellington.

Connectivity

- The underlying theme that links all of the issues and opportunities is connectivity: specifically connecting residents and businesses:
  - to other parts of the State through better transport connections;
  - to the global economy and better services through High Speed Broadband;
  - to markets through better branding and marketing;
  - to other businesses and investors through better information flows; and
  - to Council through forums for collaboration.

Opportunities for action

In Section 3, a number of potential opportunities for action and intervention have been identified, under the themes of economic diversity; governance; skills and education; amenity and infrastructure; and branding.

These are intended to inform thinking and stimulate discussion as Council deliberates the draft EDS.

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1.0 Introduction

This report summarises the findings of background research and consultation undertaken as part of the preparation of the Wellington Economic Development Strategy (EDS). It is intended to inform the thinking of, and contributions from, the Shire's Council and staff as they consider the draft EDS. However, as it summarises the results of research undertaken by Geografia, it does not explicitly reflect the views of either Councillors or staff.

1.1 Defining the challenges for the Shire

The Wellington EDS project will prepare a six-year strategy for the Shire to support and strengthen the Shire's economy. A two-year action plan will form part of the first stage of the EDS, with two subsequent two-year plans to be developed by the Shire at a later stage.

As with every EDS, the primary objective is to provide a framework for the Shire to effectively support an increase in job numbers, economic activity and population growth.

The project commenced with a two-hour 'problem definition workshop'[1]. This workshop clarified the Council's perspective on:

- The priority-ordered, major issues that were impacting on the Shire's economy, and specifically, those issues in which the Shire could have an active managing role;
- The benefits to the Shire of addressing these issues; and
- The broad strategic responses necessary to realise the benefits.

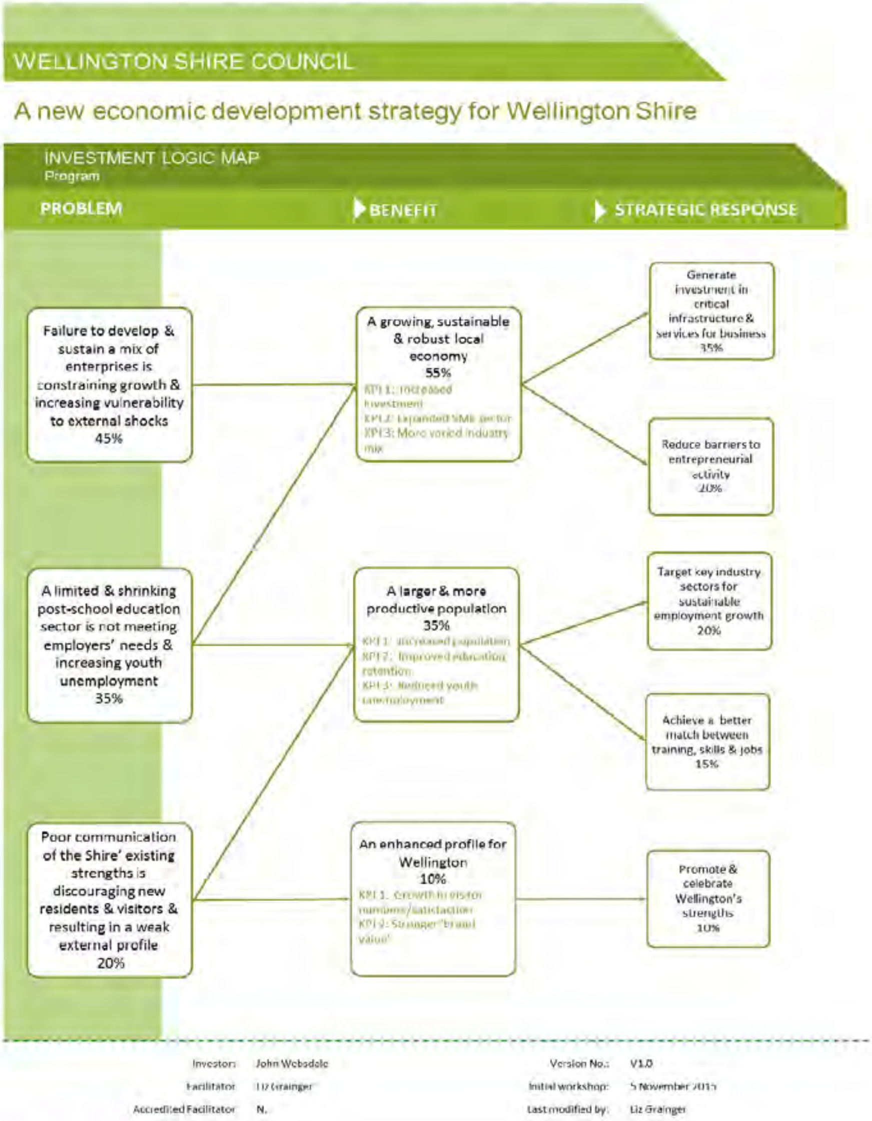
An 'Investment Logic Map' (ILM) was prepared following the workshop. The ILM defined three core problems; three major benefits; and five strategic responses (Figure 1). The core problems relate to economic diversity; skills and education; and branding. The ILM is the starting point for determining the EDS's primary objectives, with both problems and strategic responses used to guide further consultation and analysis. Business community interviews drew out a further seven problems. All 10 were prioritised in subsequent workshops (Table 1 and visualised in Figure 2[2]). These have been aggregated into five

[1] A two-hour, independently facilitated, structured workshop that forms part of the Victorian Department of Treasury and Finance's investment management standard. The workshop produces a clear description of the underlying issues that have instigated the project. It also outlines the benefits to the Shire of addressing these issues, as well as the overall strategic responses necessary to do so. The workshop is an explicit effort to avoid immediately acting on pre-determined solutions or strategies. It is a format well-suited for commencing a strategic project that is a collaboration between council and consultants.
[2] Note, problem 11 (see Appendix) received no ranking and is excluded from Figure 2)

themes: economic diversity; branding and marketing; skills and education; amenity and infrastructure; and governance.

Following the consultation, data analysis, economic modelling and a literature review, these themes form the framework for discussion in Section 2.

Figure 1 Investment Logic Map (Wellington EDS)

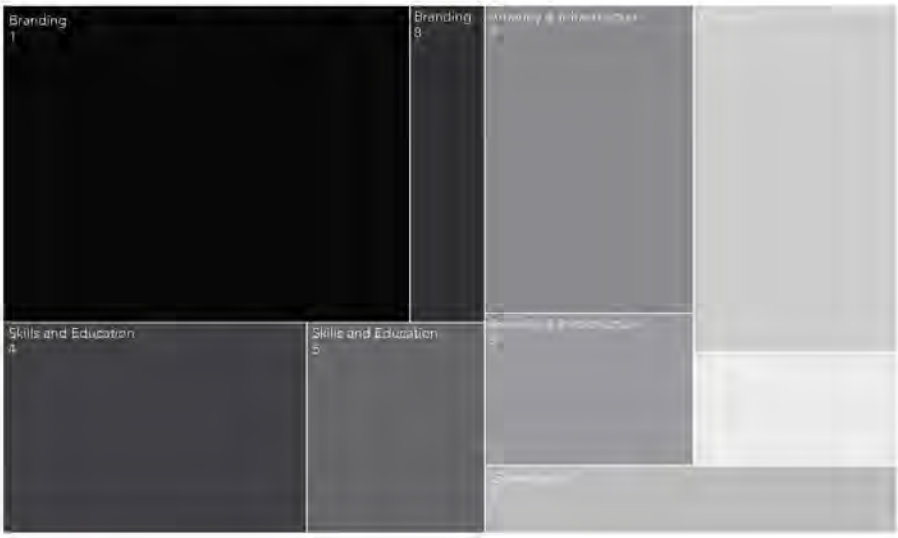


Wellington EDS | Issues and Opportunities | 2

Table 1 Summary of Key Problems

Priority Problem	Summary Comment	Theme
1. Not aggressively promoting Wellington as an ideal place to host events means Wellington misses out	• Major concern with the 'brand' of Wellington	Branding & Marketing
2. Failure to develop and sustain a mix of enterprises is constraining growth and increasing vulnerability to external shocks	• Highest priority in ILM • Contrary view economic diversity is high	Economic diversity
3. Train service frequency and timing is not aligned to business, education and other needs	• Council's role to lobby to change and increase schedule	Amenity & Infrastructure
4. A limited and shrinking post-school education sector is not meeting employers' needs & increasing youth unemployment	• Second priority in ILM	Skills & Education
5. Limited career opportunities can result in skills shortages	• No comment	Skills & Education
6. Lack of reliable and fast internet is increasingly a problem and limiting growth in business and new households	• NBN essential for new businesses and retaining existing businesses	Amenity & Infrastructure
7. Poor communication of the Shire' existing strengths is discouraging new residents & visitors & resulting in a weak external profile	• Third priority in ILM	Branding & Marketing
8. Tight labour market in some skills (and highly variable wages) constrains output	• Symptom, not cause	Economic diversity
9. A need for active business groups to work effectively with Council to stimulate investment and growth *in the region and provide input to strategic infrastructure planning*	• Establish an ED advisory group • Ensure diverse input to Council forums	Governance
10. Very low vacancy rates for rental accommodation discourages people from moving to Wellington	• Considered temporary due to Longford development	Economic diversity

Figure 2 Prioritisation of Problems & Themes



These problems are used as the starting point for the analysis summarised in Section 2. Additional issues that came up during discussions and research are also considered. Potential solutions are introduced in Section 3. The analysis revealed an underlying theme that brings these issues together, that of connectivity.

1.2 Methodology to date

The key steps so far in the Wellington EDS project are:

1. A problem definition workshop to identify the core issues from a Council perspective.
2. A review of existing data and literature.
3. A street-based land use audit of commercial and industrial activity in Sale, Maffra and Yarram.
4. 22, one-on-one and small group discussions with the business community and key Council staff to further examine and identify core issues.
5. A business community and then Council staff workshop to examine the core problems and work towards strategic and tactical solutions.
6. Composition of a Vector Auto Regressive econometric model of the region to examine the strength of each major sector of the economy.
7. Composition of a dynamic systems based model to derive employment growth scenarios based on major project investments.
8. Preparation of this issues and opportunities background report.

1.3 Next steps

This report reflects the views of the consultant team based on background research, modelling and consultation. It is designed to stimulate the thinking and contribution of ideas from the Steering Committee. This input will then be used to prepare a draft and then final EDS, comprising a six-year strategy and two-year action plan.

2.0 Issues and Opportunities

Findings from the background research and consultation focused on five broad issues or themes: economic diversity; amenity and infrastructure; skills and education; branding and marketing; and governance. These are summarised here, together with the opportunities that have been proposed or outlined. The section commences with a brief overview of some key elements of Wellington's economy.

2.1 An export-oriented, relatively stable economy

Key indicators for Wellington's economy are summarised in Figure 3. They reflect both the weaknesses and emerging strengths of Wellington's economy.

Figure 3 Wellington's Economy – Headline Indicators

GRP $2.421b ↓	Total Jobs 14,277 ↓	Total Workers 19,900 ↑
Most Jobs 1,919 ↓ Ag., Forestry, Fishing	Most Workers 2,230 ↑ Health & Social	Population 42,220 ↑
Propn. Working Age 64.5% ↓	Employment Diversity 0.915 ↑	Unemployment 4.6% ↓
University Education 19.1% ↑	Employment Self-Sufficiency[1] 82% ↓	Employment Self-Containment[2] 0.74 ↓

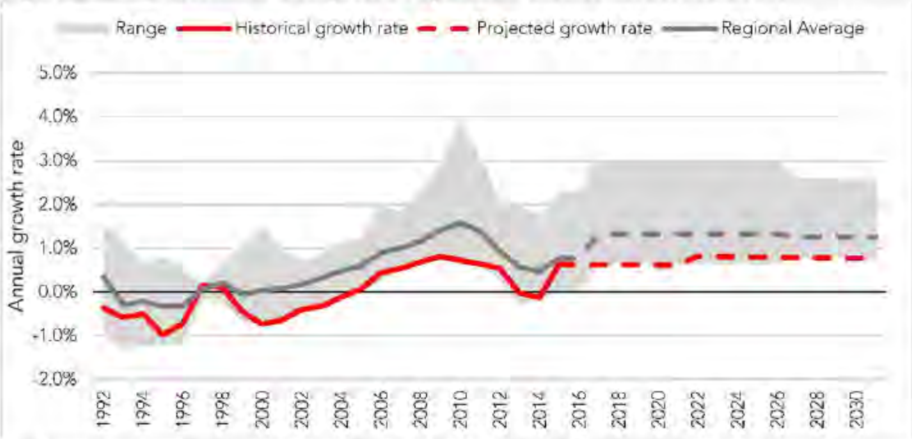
Source: ABS, 2011, 2014, 2015, DoE, 2015, REMPLAN, 2015

1. *The proportion of working residents who work in Wellington, currently at 82%.*
2. *The ratio of local jobs to local workers. That is, for every local worker there are 0.74 jobs.*

Key points are:

1. There are five major industry sectors that account for up to 60% of local jobs. They are predominantly geared towards producing goods and services for markets outside of the Shire[3]. The sectors are: oil and gas extraction (mining); agriculture and forestry; some association manufacturing; tourism; and public administration (specifically, defence). These are the foundation of Wellington's 'export-oriented' character.
2. Although more recent data is likely to reflect a change in trajectory, the total number of local jobs declined between 2006 and 2011, as did employment self-containment and employment self-sufficiency. At the same time, the total number of local workers increased. These contrasting trends show how the Shire's economy has become more integrated with the rest of Gippsland. That is, more Wellington residents are commuting to work outside the Shire.
3. Around 20% of Wellington's workforce has a university qualification. While this is about average for Gippsland, the Shire also has a lower than expected share of young university graduates when compared with the rest of rural Victoria (RCV, 2015).
4. Although it has stabilised in recent years, the population growth rate is low (Figure 4). Over the last 15 years the greatest growth in population has been among retirees. Although the working age population is increasing in absolute numbers (Figure 5), it has declined as a share of the total population. Nonetheless, it is still higher than for the rest of Gippsland and statistically significantly higher than in the rest of rural Victoria (Figure 6).

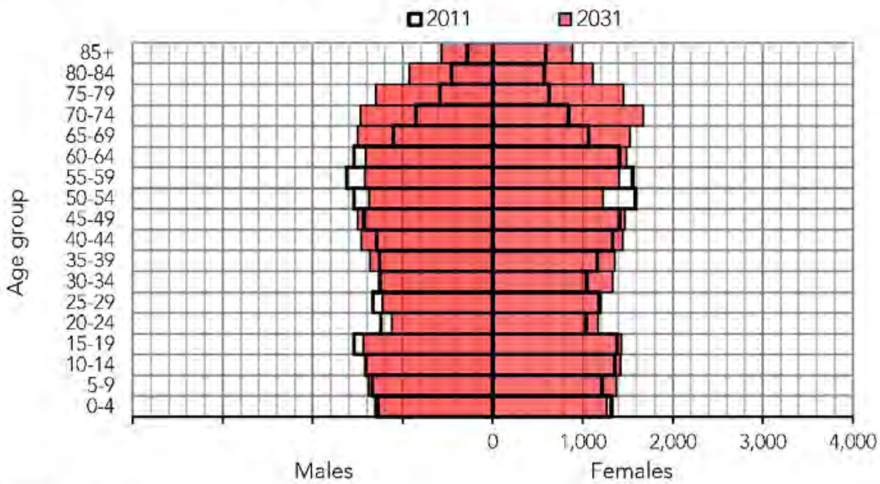
Figure 4 Historical and Projected Population Growth Rate (1992-2031)



The historical and projected population growth rate for Wellington (red) is compared with the average for Gippsland (grey), as well as the total range for all municipalities in the region (grey shading). Along with Latrobe, Wellington's growth is at the lower end of the expected trajectory. Source: ABS, 2015, VIF, 2015

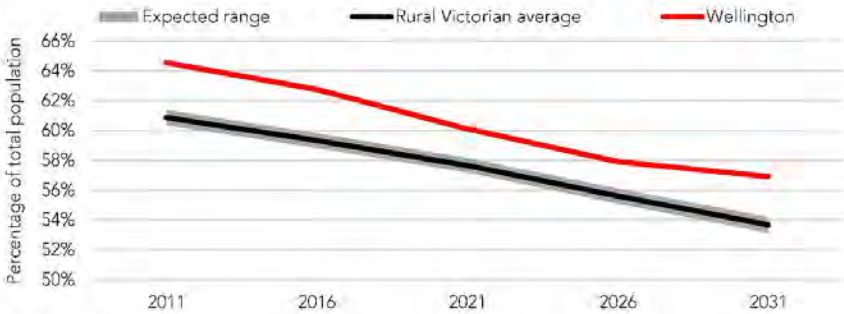
[3] This is an indicative calculation based on Location Quotients for the 2011 3 digit, ANZSIC industry of employment count.

Figure 5 Population by Age Group, 2011, 2031



Source: VIF, 2015

Figure 6 Comparative Working Age Population (2011-2031)



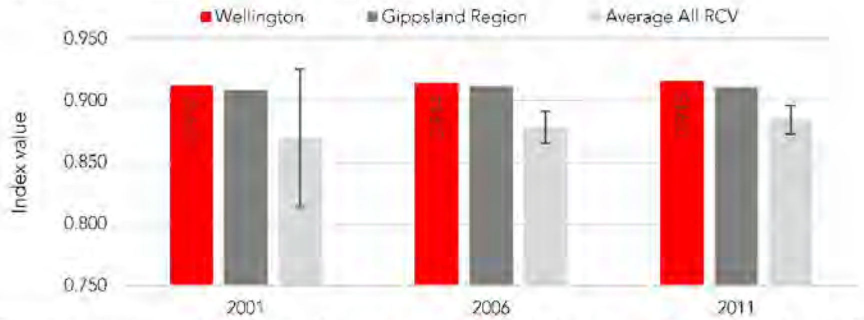
Source: VIF, 2015

2.2 Economic diversity, technology and growth

Research on economic resilience concludes that 'specialised diversity' is the optimum objective. That is, having a diverse economic base, but with a focus on localised specialisation. With its key export-oriented industries, Wellington already has the foundation to achieve this. In fact, the Shire is in an enviable position with respect to the rest of rural

Victoria in having several large, stable export-oriented sectors that form its foundation. The Shire's economy is already economically diverse and slowly becoming more so (Figure 7).

Figure 7 **Comparative Herfindahl Index**



This index is a measure of employment diversity across industries. Higher values indicate greater diversity. The vertical lines are the confidence band for rural councils, showing that Wellington is statistically significantly more diverse than the rural council average. Source: ABS, 2011

The key, then, is to build on this through a combination of support for the core industries, and finding opportunities to expand on this advantage.

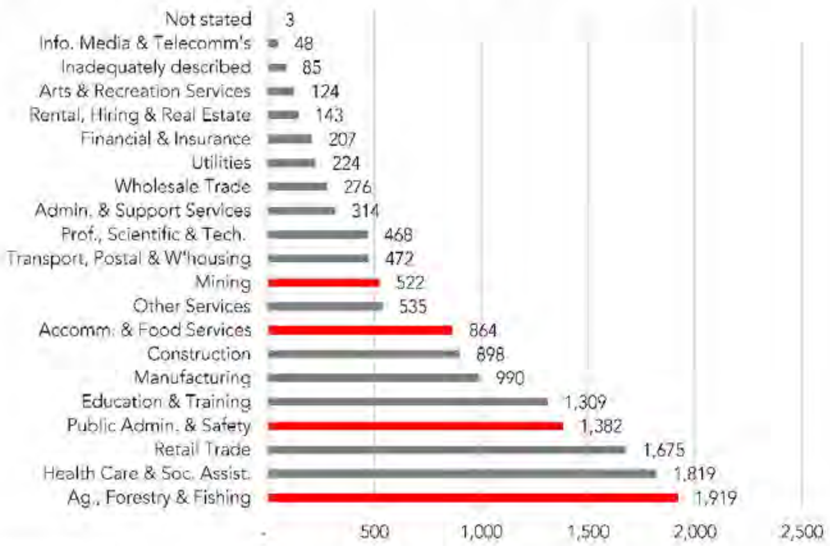
> "We are currently achieving with 40 staff what we used to do with 65."
> *Construction industry CEO*

Rural and regional EDSs often focus on agribusiness, tourism, occasionally mining (oil and gas) and in a few regions (including Wellington) public service industries such as defence. These are often the key 'export-oriented' employment generating industries. There are clear benefits to this, as rural Victoria has some obvious competitive advantages with respect to this activity. These industries are also usually complemented by health, education and construction as the major population servicing sectors in the larger regional centres.

In Wellington, the export-oriented sectors account for over one quarter of all jobs (Figure 8), although this under-represents their importance. Manufacturing, transport and wholesale trading, in particular, form part of the supply chain for agribusiness operations and the oil and gas sector and, so, agribusiness and mining are also anchors for the Shire's economy.

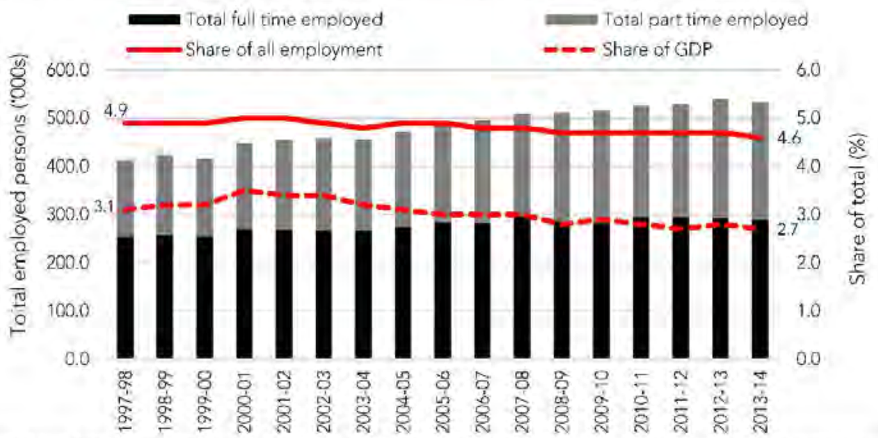
These traditional rural sectors are very important to Wellington's and Australia's exports (as is discussed below). However, as Figure 9 and Figure 10 show, industries like tourism and agribusiness are increasingly labour extensive. That is, they employ fewer people per dollar of output and are unlikely to be a significant source of future job growth.

Figure 8 Local Jobs by Industry by Employment (Wellington, 2011)



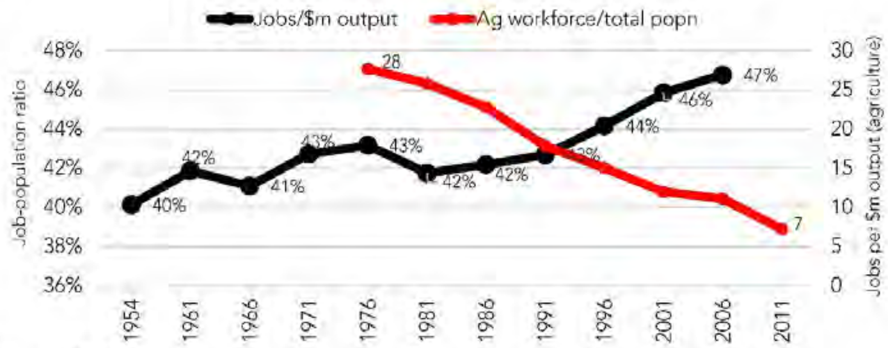
Source: ABS, 2006, 2011

Figure 9 Tourism Industry Growth Trends (Australia, '97-'14)



This shows total growth in direct tourism employment in Australia over the 17 years to 2013-14. Employment has increased by almost 122,000, with 71% of this growth in part-time work. During the same period, tourism's share of national GDP declined from 3.1% to 2.7% and of total employment from 4.9% to 4.6%. Source: ABS, 2014

Figure 10 Long-term Agribusiness Output and Employment (Australia, '54-'11)



Source: ABS, 2014

Food and fibre: Wellington's foundation sector

As the Shire has already documented, agriculture has the largest physical presence in the Shire and generates a total output close to $5 billion in Wellington. In dairy alone, it is currently worth around $820 million in farm, manufacturing and export value; approximately 6% of the nation's. Over 10% (2,113) of Wellington's workforce is employed in this sector; second only to health care and social assistance (2,230). The Shire also has 52% of Gippsland's private timber plantations (WSC, 2015) and three timber mills.

Agribusiness will continue to be a critical part of the Shire's economy. Market prospects in dairy, horticulture and food processing are good and the Shire is well positioned to take advantage of this. Additionally, after challenging international competition (e.g. from the entry of Vietnam and Thailand) and a downturn in residential construction demand, the timber industry is expected to modestly rebound in both international and domestic markets (IBISWorld, 2015). The broad opportunities are summarised below.

New and emerging opportunities

> "I want to optimise labour costs, rather than change labour numbers."
> *Dairy Industry CEO*

All of the agribusiness interviewees for this project acknowledged the limited *direct employment* prospects for the sector. However, both the interviewees and the Agriculture Position Paper pointed to the *economic* opportunities in the form of productivity improvements; new niche markets, including training; and new sectors (including chicken meat, canola oil, goats and horticulture). There is no question that there is a growing market for these products (primarily in Asia) and, should it proceed, the Port of Hastings project will increase the efficiency with which goods are delivered from Gippsland to market.

Showcasing technological innovation

The innovations in agribusiness and forestry (e.g. automated tractors, the use of GPS to track livestock, soil/water sensors and high tech milling machinery) create an opportunity for Wellington. As the Shire is a high value agribusiness region, it is an obvious setting for trialling and showcasing innovation in agribusiness and/or delivery of advanced skills programs. For example, workshop participants suggested an agricultural science precinct; leveraging from green technology, possibly in partnership with Federation University.

In addition, a major timber sawmill operator sees great opportunity for further investment to, amongst other things, upgrade equipment. Innovation in this space focuses on greater efficiency in timber use and the use of biomass to generate sufficient energy to run the milling process (Hopkins, 2015). The focus here is on servicing growing domestic and international markets and the two key challenges are firstly to attract and retain sufficiently skilled staff through improved local amenity; and secondly to ensure ubiquitous high speed broadband (HSB).

Downstream effects

Modelling undertaken for this project[4] confirmed that, in the short to medium-term, an increase in employment in the secondary sector[5] delivers the greatest impact on the region's economy. However, it is important to note that this is largely because of the presence of the primary sector (agribusiness), which stimulates demand for, amongst other things, food processing. The tertiary sector (i.e. the service sector), which is less well developed, has a much lower multiplier effect and, consequently, has room for improvement (Figure 11).

Figure 11 Economic Impact of Major Sectors

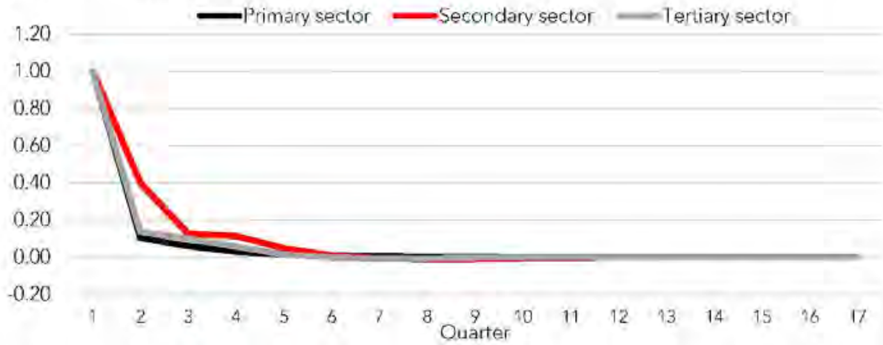


Figure 11 shows the effect of an increase in one job in each major sector on the rest of the economy over 17 quarters (~4 years). The secondary sector (which includes manufacturing and is in red) has the greatest job impact. Source: Geografia, 2015

Two conclusions can be drawn from this:

[4] As well as highlighting the benefits of the secondary sector, the model (see Appendix) confirmed the point derived from an analysis of commuting patterns over time that Wellington forms part of an increasingly integrated regional economy.
[5] Made up of manufacturing, wholesale trade transport, postal and warehousing, and utilities

1. Immediate benefits can be derived from helping to drive growth in the secondary sectors, primarily by supporting and encouraging, particularly agribusiness expansion leveraging from improvements to the Macalister Irrigation District and the growing concern of water security throughout Victoria.
2. There is likely to be significant, untapped potential in the service sector, which could grow over time. However, this is largely driven by population growth.

However, the sector is not without its challenges. According to the Shire's 2014 Agriculture Position Paper (WSC, 2014):

- The ageing workforce and lack of succession planning mean the industry may struggle to find a sufficient number of new entrants;
- The industry needs business and financial management skills development; and
- Financial concerns, including low commodity prices, as well as uncertain climatic conditions are key problems and a disincentive to new entrants.

In addition to this, as outlined above, there is a large, and now long-term automation trend in agricultural production. The net result of both automation and new opportunity is likely to be overall modest, or even negligible, employment growth (Figure 12[6]).

Figure 12 Agriculture, Forestry and Fishing Job Trajectory (2011-2031)

Figure 12 is from a scenario model compiled for this project. It assumes regional growth projections from the Department of Employment defines the underlying rate of growth by industry sector. In addition, unique major project investments are included (see Appendix for a list of these). The red shading indicates the level of uncertainty around the projections. Source: Geografia, 2015a

[6] This does not include food processing, which is part of the manufacturing sector (see www.geografia.com.au/atlas for an example of this), as well as the DoE employment projections for the region.

While the Agriculture Position Paper made it clear farmers see significant growth and diversification potential in Wellington, it does depend on:

- Better access to business-related and other training;
- Effective road infrastructure that connects producers to markets;
- Research into natural resource management;
- Sufficient HSB coverage to support innovation; and
- Efficient information dissemination so that potential investors know where and when to invest, and, equally importantly, supply chain operators are aware of emerging opportunities.

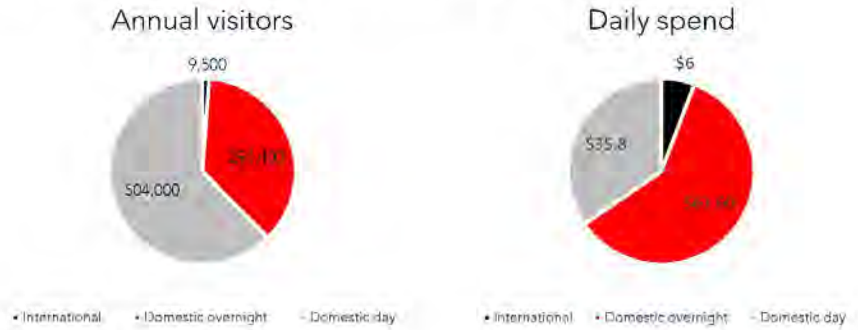
Effectively addressing all of these issues will require resources beyond that of the Shire. This point is taken up further in this report (under 'Governance').

A small but steadily growing, domestically focused tourism sector

Wellington's tourism market is primarily domestic (Figure 13) and, unlike the rest of the region, the numbers have been consistently growing over the last five or more years. Key facts (TRA, 2015) are:

- An increase from around 277,000 in 2010 to 320,000 domestic overnight visitors in 2014;
- Total visitor nights increasing from 630,000 to 983,000. That is, from 22% (2010) to 24% (2014) of total domestic overnight visitors to eastern Victoria; and
- In 2013 Wellington had 808,000 visitors, who spent approximately $103 million on accommodation, food and drink, transport, shopping and tours, etc.

Figure 13 Wellington Tourism Visitations (2013)



Source: TRA, 2015

As shown in Figure 13, day visitors (mainly from adjacent municipalities and Melbourne) comprised the largest group of visitors (62%). However, domestic overnight visitors contributed the largest share of visitor spending (60% of the total).

By contrast, Wellington hosts a much smaller share of total international visitors to the region, and this has remained relatively static over this period (around 16% of the total to the region).

Additionally, compared with other municipalities in Gippsland, Wellington has a low rate of spending per trip and very low spending per night (Figure 14).

Figure 14 Visitor Spending Per Visit/Night (Gippsland, 2013)

Average spend per night is statistically significantly lower than in the rest of Gippsland. Source: TRA, 2015

The reasons for the relatively low spending per night include:

- A low proportion of overnight visitors stay in commercial accommodation; many stay with friends and relatives or take advantage of free camping;
- There are few commercial attractions such as tours, theme or wildlife parks, or tourism retail destinations; and
- There are few, if any, high end or iconic commercial accommodation houses.

A higher than average (for the region) proportion of people visit Wellington for other purposes – mainly business and education (Figure 15).

Figure 15 Reason for Visiting Gippsland (domestic overnight visitors, 2013)

When considering purpose of visit for Wellington visitors, the proportions sit just below average for holidays (52% compared with 53%) and visiting friends and relations (34% compared with 34.3%). A slightly higher proportion visit for other reasons (15% compared with 12.5%). 'Other' includes for business purposes. Source: TRA, 2013

> "I have noticed a growing number of Chinese independent travellers. They are attracted because of the Quest brand name."
> *Accommodation franchisee*

In summary, then, visitor numbers are steadily growing. Domestic day trippers are most common, spending little, and often in Wellington for business or other purposes.

The natural landscape still has untapped potential, for want of more accommodation choice and greater market awareness. In respect to this, the key considerations include: the Sydney to Melbourne coastal route (including popular holiday destinations in East Gippsland); the context of the entire regional market; and ensuring the needs of the local communities are met.

The natural landscape

Wellington does have a range of iconic natural landscapes; from Ninety Mile Beach, to the Gippsland Lakes and the Great Dividing Range. These provide opportunities for increasing the number of holiday and business visitors and for increasing their local spending. To date, none of the natural environment attractions has achieved iconic must-see status amongst Victorians. Nor have they been championed by Parks Victoria or Tourism Victoria as destinations to be promoted nationally or internationally[7].

Several villages and settlements, which cater for visitors to the natural attractions (including Dargo, Licola, Loch Sport and Port Albert), have a good range of visitor accommodation and a range of tours – 4WD, fishing, kayaking etc. However, with a few exceptions (e.g. Tom's Cap Vineyard Retreat in Willung South), accommodation is relatively basic.

[7] The arguable exception is the Gippsland Lakes. However, the East Gippsland portion is generally the focus.

Wellington has several significant tourist roads that are used by visitors to access key natural attractions during the warmer months of the year. These include the Grand Ridge Road through the Strzelecki Ranges (shared with other municipalities) and the Dargo and Licola Roads which cross the Great Dividing Range to the north. Large sections of these roads are unsealed which deters many tourists.

The Sydney Melbourne Coastal Route

Many visitors travel through Wellington to far eastern Victoria (e.g. Mallacoota) or on to Southern NSW and Sydney. Sale is an important node on this route, providing the traveller to Melbourne with the choice of continuing on the Princes Highway or detouring south to Wilsons Promontory and the coast. At 2.5 to 3 hours from Melbourne, Sale is a convenient lunch-stop but, unlike Lakes Entrance, is not an overnight stop for most people on the route.

Nevertheless, Sale has extensive accommodation – mainly geared to midweek business needs – and the redevelopment of the Port of Sale as a cultural hub promises to create an attraction that will encourage more people to stop on their way through. In turn, this may increase the number of people who detour off the Highway to visit the smaller towns such as Maffra and Heyfield and to take part in local recreational opportunities (fishing, hiking, biking etc); and sample the growing number of regional produce outlets – wineries, dairies etc.

The regional market

Destination Gippsland is the regional tourism organisation for Gippsland, providing strategic planning and leadership for the industry, particularly through co-operative marketing in which businesses pay to participate. Key priorities for the organisation are:

- Brand marketing, including promotion of Gippsland at trade fairs, the camping and caravan show and domestic and international marketing in conjunction with Tourism Victoria and Tourism Australia;
- Industry development, providing training and mentoring for tourism operators; and
- Tourism investment, providing advocacy and strategic planning.

Destination Gippsland is the lead agency for the regional Tourism Strategic Direction 2013-2018 (Destination Gippsland, 2013) which contains a series of objectives that aim to grow overnight visitation to the region and the length of stay, increase visitor expenditure, improve the geographic spread of visitors and improve visitor satisfaction. They identify the following challenges:

- Improving the breadth and depth of tourism infrastructure, products and events matched to market demand;
- Strengthening local tourism organisations to deliver visitor servicing;
- Strategic planning to achieve sustainable development; and
- Improving the community's understanding of the value of tourism.

The plan recognises the Port of Sale redevelopment as a priority project for central Gippsland and Destination Gippsland is hoping to capitalise on a renewed intrastate marketing campaign by Tourism Victoria. This should provide Wellington and other parts of the region with an opportunity to acquaint the Melbourne market with local attractions.

Servicing the local community

> "We need more events. Start with smaller ones for locals and grow."
> *workshop participant*

The local community generates a significant share of the visitation to the municipality through business travel to local enterprises, trips by visitors to local events and visits by friends and relatives. In fact, the strong and diverse local economy is the mainstay of the accommodation sector in Sale, keeping hotels and motels full during the week. Local events tend to be aimed at niche markets (equestrian, cycling and racing events, for example). Developing more events, particularly smaller scale ones that will be attractive to residents, can both increase the local amenity, and, over time, build the visitor market.

In light of the current trends and challenges, Council's role in influencing this sector should aim to achieve two key objectives:

1. Ensure that visitors are well served and have a positive experience of their time in Wellington, since this encourages repeat business and good word of mouth promotion as well as fulfilling a social obligation.
2. Maximise the contribution of tourism to the sustainable economic development of the municipality, particularly through events, which has the added benefit of raising awareness of the Shire (see Section 2.6).

This may include supporting the development of higher end accommodation; sealing of tourist roads; further rail trail development, building the events calendar and so forth.

Oil and gas: large and stable, with important flow-on benefits

Oil and gas extraction and processing is a significant part of Wellington's economy, with approximately 350 people employed by Exxon in this activity and around 70% of Victoria's gas supply coming from the Longford plant.

There is a broad recognition that, at some point, it will no longer be economically feasible to extract gas and oil from Bass Strait. Comments from the major regional operator, Exxon, suggest a steady presence in the municipality for the next few decades to the foreseeable future, but no substantial employment growth.

The exception to this is occasional construction spikes as equipment is replaced or upgraded. In fact, a very major infrastructure investment program is currently underway. This is designed to upgrade the current processing capability at Longford, effectively 'future-proofing' the plant for the next few decades.

Four factors in particular are worth noting in relation to the presence of the oil and gas sector:

> "Compared with similarly sized towns like Horsham, Sale punches above its weight in liveability."
> *Oil and Gas industry representative*

1. As with other parts of Australia (albeit at a smaller scale), high wages in the sector can distort the local labour market and crowd out other economic activity. Effectively, some other local employers can struggle to compete for skilled labour in related industries (e.g. engineering and construction). However, given that Wellington's oil and gas presence is relatively stable (i.e. not subject to major boom-bust cycles), this distortion is somewhat subdued.
2. The high wages also mean reduced labour turnover. In turn, this increases labour productivity. This is essential in a sector with relatively tight margins.
3. Following on from point 2, quality of life in Wellington is considered a valuable asset for both attracting and retaining staff in the industry.
4. Figure 16 shows that, as with agribusiness, the oil and gas sector is single-handedly responsible for a significant presence of supply chain enterprises in the Shire, particularly engineering, manufacturing and logistics firms.

Figure 16 Oil and Gas Supply Chain Enterprises

The enterprise audit identified a relatively high number of engineering, manufacturing and logistics firms in Sale, which predominantly (but not all exclusively) service the oil and gas industry. Source: Wellington land use audit, 2015

Defence: large, stable and with growth potential

"[Council] Keep doing what they're doing and make it a liveable city."
Defence Contractor

The RAAF Base East Sale is about to undergo a major expansion with new pilot training programs relocating from Tamworth (the Air 5428 training contract). It is expected to reach full operation (as currently defined) by 2019, bringing at least 30 new Defence Force personnel and around 90 additional civilian staff to the region.

Although the more technical maintenance and materials will be sourced from elsewhere, the major contractors suggest there will be direct benefits through the use of local service providers (e.g. scaffolders, engine repairs, administrations, consumables, IT and so forth). Additionally, there is the opportunity (and certainly the capacity) to attract more pilot training programs from elsewhere.

The key challenge for the sector is to ensure low staff turnover rates. In this respect, the quality of life is considered a significant asset, particularly in Sale and Stratford. However, maintaining this relies on improving the public transport access (i.e. the train to Traralgon) and also improving how Wellington promotes its quality of life.

Many of the 90 new staff required to operate and train at the base will bring with them partners and families. Arguably one of the most important factors in keeping turnover rates low is to ensure that the partners of base personnel are able to find opportunities to meet their own career ambitions. The younger partners of RAAF personnel may not have gained much experience in their chosen fields, however, this is the kind of group that may well have entrepreneurial motivations, one which could be worth trying to actively engage in any business incubator or skills training programs.

In addition to the RAAF presence in Wellington, West Sale Airport has been the subject of analysis by Council with respect to growth and development opportunities. The current focus is on addressing tenure issues and forming a governance structure to start considering new investment/development opportunities.

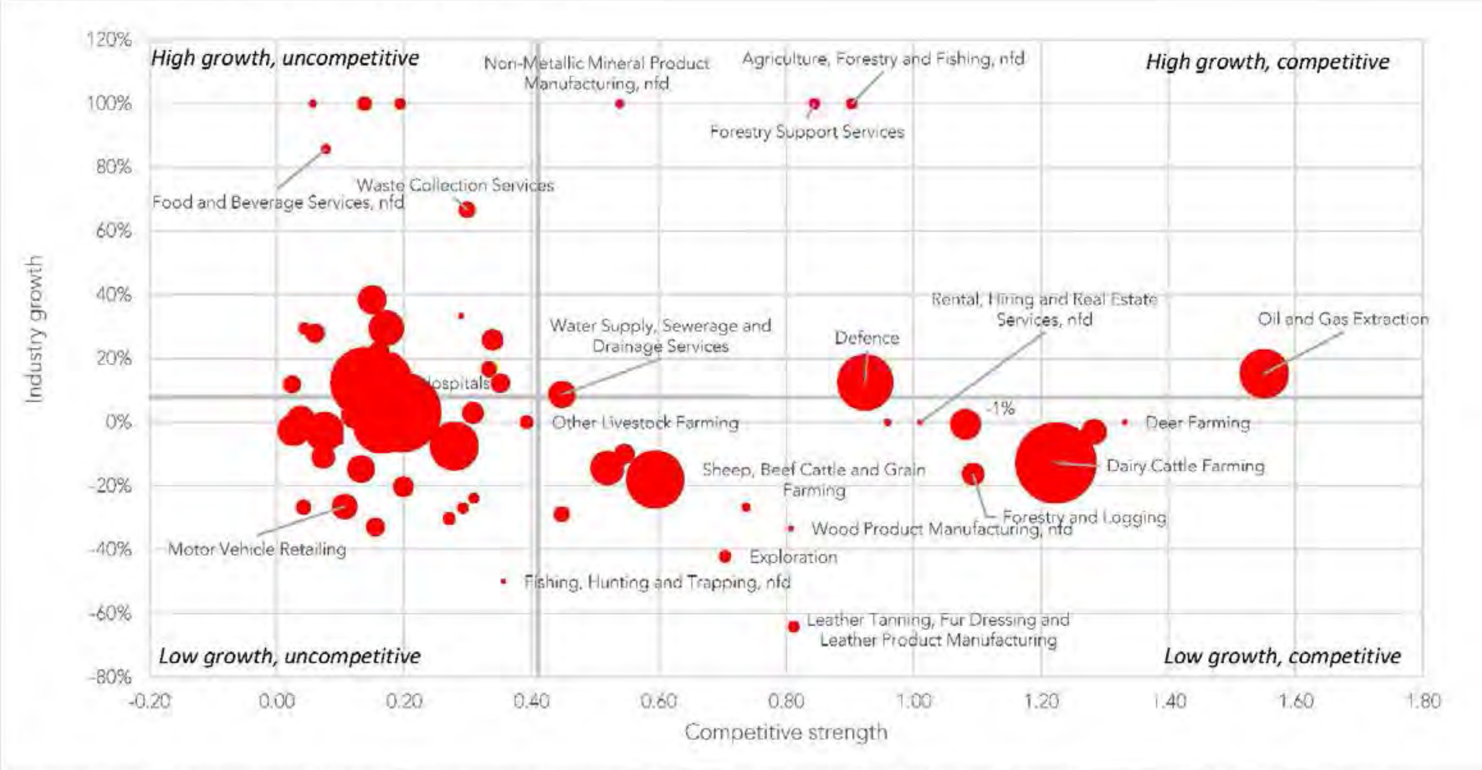
Summary

While all of Wellington's major export-oriented industries (with the exception of Defence) expect modest *employment* growth, this underplays the importance of their impact on Gross Regional Product and broader economic activity in the Shire. They are, effectively, the foundation of the Shire's economy and, therefore, critical to its resilience and future development.

By taking into account the concept of specialised diversification, we can identify further growth opportunities for Wellington. Figure 17 shows where the current local industry strengths are and recent and projected growth[8] industries in the top right quadrant are those that have and are expected to grow rapidly and in which Wellington already has a competitive advantage. These are summarised in Figure 18.

[8] The growth rates are a weighted average of recent historical growth and projected growth to 2019.

Figure 17 Mapping Potential Growth Industries



This chart identifies high/low growth industries which have a strong or weak presence in Wellington. The bubble size shows the current size of the industry by total employment in Wellington. Source: ABS, 2006, 2011; DoE, 2015

Figure 18 Key Sectors, Growth Potential and Local Strength

Finally, while tight labour and rental accommodation markets were raised as concerns, in rural Australia it is an economic truth that these are largely a *consequence* of low economic growth, rather than a *cause*. In the specific case of Wellington, while there has been a recent shortage of rental accommodation, this has been put down to temporary construction activity spikes (from the Longford plant). Similarly, tightness in the labour market is, as one stakeholder said 'symptomatic of larger problems'. It will also be addressed when the job market grows offering more opportunity and, most importantly, when those opportunities, along with Wellington's quality of life, are well-promoted.

2.3 Amenity, infrastructure and opportunity

Amenity and infrastructure are both fundamental economic enablers. Basic infrastructure such as serviced industrial land, reticulated water and gas and an efficient road network are critical. Amenity assets (recreation facilities, attractive main streets, health care and so forth) are also essential for attracting and retaining new residents and investors. The latter is particularly important for areas that can be a residential base for workers elsewhere.

In Wellington stakeholders were most concerned about, or interested in:

- The lack of recognition of Wellington's current amenity levels;
- Public transport access (specifically more and better timed train services to Traralgon). This service connects residents to important services (and jobs) in Traralgon and beyond; and
- The availability of high speed broadband (HSB), particularly as it becomes increasingly important for business transactions and service delivery.

In addition to these priority issues, it was recognised that there was both a need and opportunity to improve aged care services. A summary of these and related issues is provided below.

Wellington has, but does not promote, good amenity

Most stakeholders interviewed for this study claimed that the Shire generally and Sale, in particular, offers a relatively high level of amenity compared to rural Victorian towns of a similar size. Moreover, towns like Stratford and Rosedale also offer affordable housing, including rural living, but still with good access to goods and services.

> "Amenity issues are fine. Health services, education, recreation: all good."
> *Defence industry contractor*

The RCV population attraction and retention toolkit broadly confirms this. For example, the overall amenity and connectivity index value for Sale and, to a lesser extent, Maffra, rates them high relative to other towns in the region (Figure 19). This is due to the presence of a hospital, passenger rail service and a selection of secondary schools (reduced somewhat by the lack of tertiary options).

Figure 19 Comparative Amenity and Connectivity Scores

This map plots the Victowns amenity and connectivity scores. Red indicates low values and green, high. It is a comparative measured based on relative proximity to services such as public transport, schools, hospitals and major retail, entertainment and employment hubs. Source: www.geografia.com.au/victowns/indexl.html, 2015

The importance of urban amenity

The matter of connectivity described above speaks to a dominant trend in Australia: that of the growing expectation for access to urban amenity (from health and education, to hospitality and recreation).

"Priority Number 1 = the alignment of the train timetable and links to buses."
Workshop participant

This emphasis on urban amenity may be seen to be 'Sale-centric'. However, as is common in rural Australia, Sale accounts for a large and growing share of the total population (currently around 34%). This is a result of strongly influential and interacting factors, including:

- Population ageing (and the subsequent retirement into urban areas);
- Agriculture sector automation (depopulating the rural areas);
- Increasing residential preference for urban amenities;
- The increasing significance of service employment (which benefits from agglomerating into larger centres);
- Limited budgets constraining government investment, and
- General commercial imperatives driving private investment to where the market is most easily reached.

This is being addressed in three ways:

1. By improving transport connectivity. It is no surprise, then, that more and better aligned passenger train services to and from Sale (along with bus links to other towns), was the most regularly cited priority concern amongst interviewees and workshop participants. Better rail transport will also create a development opportunity around the Sale Train Station.
2. Technological developments that are delivering more services electronically, particularly in education, but increasingly in health, legal and accounting services and even the arts.
3. Agglomeration of service provision into larger urban centres.

In summary, if resources are constrained, there is more economic sense in enhancing the level of amenity in a larger town in order to benefit the entire municipality.

Economic opportunities through amenity improvements

Wellington's population has climbed from around 39,000 in 2001 to 41,400 in 2011. VIF2015 projects a similar future trajectory of 0.7-0.8% per annum over the next 20 years. Along with Latrobe City, this is at the lower end of the region's expected growth rate range (Figure 4).

It is important to note, however, that, when compared with all other inland rural municipalities, Wellington's growth is above the expected range for rural councils and it still results in another 6,000 or so new residents over the next 20 years. Moreover, the VIF forecasts are based on models that do not consider:

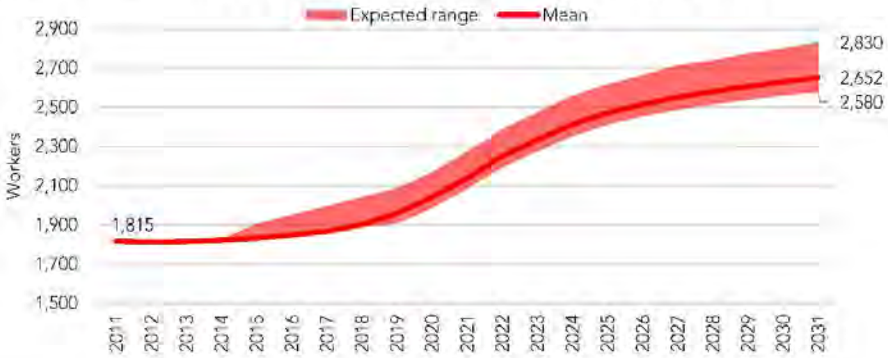
- The effect that major economic projects may have on local population growth; or
- Larger socio-demographic shocks, such as an increase in urban-rural migration as a result of better transport connectivity (such as has occurred post the introduction of better train services to Bendigo and Ballarat).

Consequently, it is likely that Wellington could experience a higher growth rate than is projected and this could be encouraged through a strategic focus on amenity attributes that are attractive to prospective new residents, including people working in Latrobe. The Port of Sale redevelopment is a good example of an attribute that could become a valued community space. Moreover, it has the potential to be an iconic destination for Sydney-Melbourne travellers.

"The ageing population will continue to increase demand."
health care sector representative

Whether this occurs or not, in all likelihood the number of older residents in Wellington will increase and there are economic opportunities to be derived from this, particularly in health services and aged care (Figure 20). The plan to undertake region-wide health workforce planning will help to ensure key skill shortages do not impede this (RDA, 2015).

Figure 20 Healthcare and Social Assistance Job Trajectory (2011-2031)



This shows a potential trajectory for job growth in the health sector: both from population driven growth and major project investment in retirement living. Source: Geografia, 2015a

The idea of improved amenity for older residents is an economic opportunity which is increasingly recognised for rural towns. Notably, Destination Gippsland also identify disability access as an important asset to drive growth in the tourism market. This is a clear example of how improved local amenity can benefit both residents and visitors (particularly those seeking passive, nature-based recreation such as boardwalks).

As with the expected influx of new families to RAAF Base East Sale, if health, or any part of the advanced service sector is to be considered a growth sector, one of the important considerations is 'partner employment'; a concern throughout rural Australia and one that can only really be addressed through solid growth throughout the economy (which increases job opportunities).

An adequate land supply

> "Industrial land supply was tight, but is much better now with some recent releases."
> *Real estate industry CEO*

On the matter of industrial land, the commercial/industrial audit identified vacant industrial land in Sale, Maffra and Yarram, as well as some vacant buildings (Table 2). Not including under-used land, there are at least 40ha in the three towns suitable for industrial use (Figure 21). The primary concern is, therefore, whether the land is suitable for development (e.g. well-priced, well serviced, with a mix of lot size choice and no difficult ownership issues).

Table 2 **Vacant Industrial Land and Buildings (Sale, Maffra, Yarram)**

Town	Location	Vacant Land		Vacant Building	
	Precinct No	Hectares	Lots	Lots	Buildings
Maffra		10.05	4	2	2
Sale	Precinct 1: West	2.76	11		
	Precinct 2: North	6	6	1	1
	Precinct 3: Middle	1.17	2	1	1
	Precinct 4: South	0.47	1	3	11
	Precinct 5:	12.46	13	6	6
Subtotal		*22.86*	*33*	*11*	*19*
Yarram	Precinct 1: North	0.73	1		
	Precinct 2: Centre	6.07	4	2	2
Subtotal		*6.8*	*5*	*28*	*44*
TOTAL		39.71	42	41	65

Source: Wellington land use audit, Geografia, 2015

Figure 21 Location of Vacant Industrial Land (Sale, Yarram, Maffra)

Sale

Yarram

Maffra

Source: Wellington commercial and industrial audit, Geografia, 2015

The need for reliable and fast broadband

The sixth most cited overall problem and the second most significant infrastructure issue was the need for access HSB for businesses and householders. Research conducted on the economic benefits of HSB (Geografia, 2014) found that:

> "NBN is essential for business."
> *Tourism industry operator*

- The future benefit of HSB is often under-estimated by enterprises. This is because there is little experience or awareness of the opportunities that are unlocked and/or the imminent expectation from clients or suppliers that HSB will be an essential part of future business transactions;
- There is a lag between take-up and the economic benefits. This is because of the time required to change equipment and practices; and
- HSB reduces distance transaction costs, allowing more enterprises to interact globally and locate themselves preferentially, and giving households access to better and more diverse services.

The key implications are that there is a first movers' advantage to ensuring HSB is widely available and affordable; and there is often a need to work with businesses to help them become HSB-ready. If the Shire is to encourage technological innovation in its export sectors, then ubiquitous HSB will be even more important. While the current NBN rollout plan offers little for Wellington, its relatively flat landscape means it does not suffer from telecommunications blackspots to the same extent as other parts of Gippsland. There are opportunities to work with businesses and NBN Co to improve access to HSB (e.g. through Wi-Fi hotspots) in the Shire.

Summary

In summary, then, while amenity and infrastructure in Wellington is good by rural Victorian standards, there are some key areas warranting further attention. These include (in no particular order):

- A limited pool of funds to address infrastructure needs. Council staff suggested a 'whole-of-Shire' infrastructure review to identify the key gaps and prioritise connectivity in basic infrastructure. This could be guided by an industry advisory group;
- The lack of awareness of the level of amenity and quality of life amongst prospective new investors (households and businesses). Section 2.6 discusses this;
- The need to ensure HSB is gradually delivered across the Shire. Developing a digital strategy (as some rural shires are starting to do) may help to identify opportunities for business development and improvement;
- Tackling the passenger train schedule to ensure it aligns with business, education and other commuter needs.

2.4 Governance

As defined in Table 1, the issue of governance emerged. There were three dimensions to this: 1) the recognition of the importance of taking a regional perspective; 2) the need for a diversity of business voices to contribute to strategic decision-making; and 3) the need to ensure this includes the opportunity to provide input to infrastructure planning.

Wellington as part of a region

> "Align the Shire for regional thinking."
> *Construction industry CEO*

The econometric analysis revealed that Wellington is part of a highly connected, region-wide economy. Economic shocks in neighbouring municipalities are positively correlated with shocks in Wellington's economy (that is, an employment increase in a neighbouring LGA, results in an increase in Wellington).

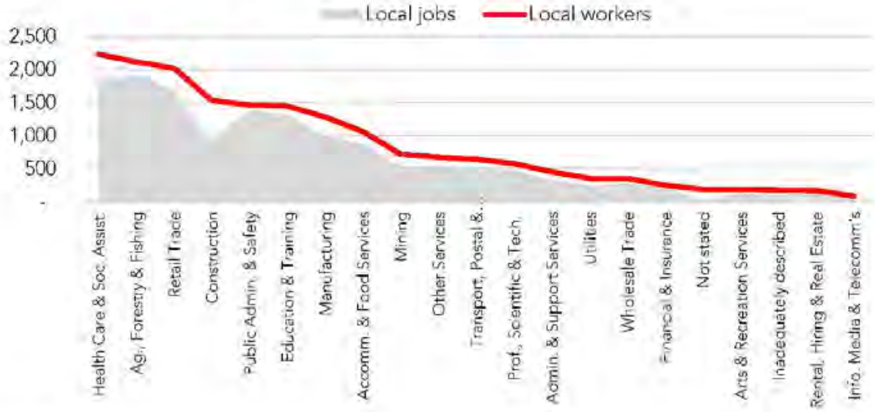
For example, the increase in economic activity in Latrobe City, particularly Traralgon, has generated both negative and positive effects in Wellington. Firstly, employment counts from the 2006 and 2011 Census show retail, in particular, may have declined due to competition from Traralgon. At the same time, there has been an increase in the number of Wellington-based retail workers commuting to Latrobe. In 2011 around 7% of resident workers travelled to Latrobe for work (Figure 22). This may speak to the liveability and affordability of towns including Rosedale and Sale and is an economic advantage for Wellington.

Figure 22 Commute Patterns, Wellington Workers (2011)

Source: ABS, 2011

Wellington's amenity is also corroborated in the proportion of jobs to workers by industry (Figure 23). This demonstrates that some, primarily Latrobe, workers, prefer living in Wellington and commuting. In turn, this stresses the importance of ensuring the Shire maintains high levels of liveability through amenity to discourage an outward migration towards job hubs. In this context, Rosedale is particularly important.

Figure 23 Local Jobs with Local Workers by Industry (Wellington, 2011)



Source: ABS, 2011

One of the findings of this study has been that the pre-eminence of Sale within Wellington itself is a competitive advantage. This governance focus on Sale provides certainty to business operators relative to the neighbouring municipality of Latrobe City.

Finally, the potential for a food and fibre partnership agreement between the Gippsland councils and RDA will put the region in a good position to competitively bid for some of the Future Industries Fund.

More voices, more ideas

> *"More businesses are needed to broaden the representation and improve the reach."*
> *Regional Development Victoria*

According to stakeholders, Council already has a good and growing relationship with the business community. One of the suggested areas for improvement was in ensuring the avenues for both formal and informal input were accessible, regularly refreshed and that they access a good cross-section of the business community. By continuing to improve the connections between the business community and Council, information and ideas are shared in a more timely and efficient manner.

For example, the Shire is very active in supporting the tourism sector (including through a Tourism Officer; funding for an information centre; events; owning/managing venues and infrastructure; and land use planning). Council also provides funding to Wellington Regional Tourism (WRT), an organisation of tourism businesses which has greatly benefited from a productive relationship between its executive officer and Council's tourism officer. Changes in 2016 (to management, structure, location and personnel) presents an opportunity to refresh this structure.

The fact that a RDV-LGA collaboration to support growth, particularly in food and fibre, is already being developed, is a very positive move. It will allow the Shire to more fully embrace a regional perspective and draw on a wide range of ideas.

Key to the success of any forum, network or communication system, is the opportunity for business operators to regularly feed in information about basic infrastructure issues. In conversations with the agribusiness sector, for example, farmers consistently emphasised the important role Council has in managing fire break maintenance, weed control, culverts and road condition, particularly adjacent to intensive agribusiness operations generating high volume road freight traffic (Geografia, 2013, 2015b). It was noted that forums providing opportunities to express concerns and work on solutions and priorities need ongoing support and must be regularly refreshed.

2.5 Skills and education

Availability of suitably skilled staff is a complex issue in Wellington. Stakeholder views are often contradictory and include:

> "It is easier to recruit in Melbourne and spousal opportunities are not great. But good wages and conditions make it easier."
> *Defence industry contractor*

- Not being able to find appropriately skilled staff;
- Not being able to retain staff; for example, due to the partners of skilled entrant employees new to the region not finding suitable work locally;
- The low number of medium to large enterprises means business skills are limited;
- The need for access to professional development to maintain and update skills is constrained by lack of local training opportunities; and
- Poor awareness of the quality of life in Wellington making it difficult to attract skilled workers from elsewhere in the first place, but once they arrive, they tend to stay.

In addition, some operators (e.g. Fulham Correctional Centre) have unique problems such as retaining staff in what can be a stressful work environment; and many others face difficulty in competing with the higher paid wages offered in Melbourne or in the oil and gas sector.

The data on the skills and education profile of the resident base suggest Wellington sits at the lower end of Year 12 completion rates for Gippsland students (31%, compared with

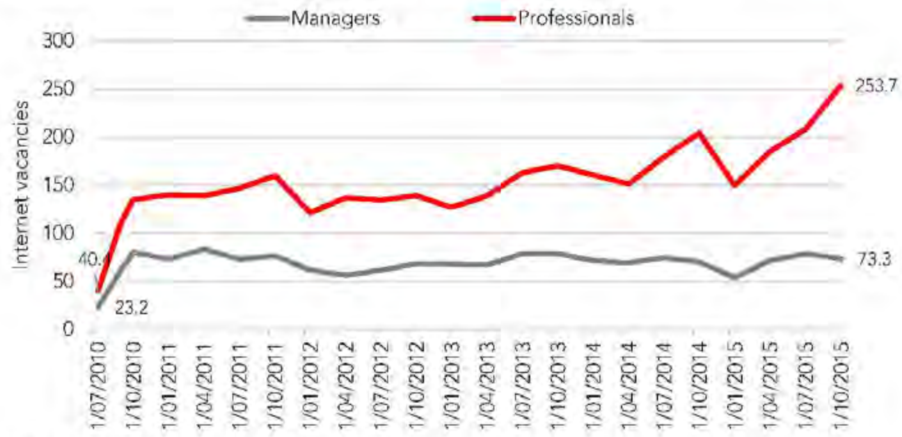
32.5% for the Gippsland average) and at the lower end of the expected range for post-compulsory educational attainment (19.1% with a university qualification compared with 21% for the regional average and 55.9% compared with 57% for TAFE qualifications). Figure 24 summarises the data defining this pathway.

Figure 24 Post Compulsory School Pathway

In this chart the proportion of the relevant populations are plotted for Wellington (red dots) with the range for all Gippsland municipalities or schools (grey bands). It shows that, although Wellington students complete Year 12 at a reasonable rate and then go on to apply for university, to date, this has yet to translate into a particularly high proportion of university qualified residents. Source: ABS, 2011, VTAC, 2015

The lack of formal and even informal training opportunities has consequences for the local economy and employers. While opinions vary on whether there are broad ranging skills shortages in Wellington, evidence does indicate a growth in demand for professionals across Gippsland (Figure 25). More generally, the region also faces shortages in key skills, much like the rest of Australia (e.g. early childhood teachers and health care workers).

Figure 25 Quarterly Internet Vacancy Index, Gippsland (2010-2015)



The chart shows the indexed quarterly count of Internet-based job ads for Gippsland. Of all occupations, professionals was the only one to consistently climb over this period. Source: LMIP, 2015

Investment in education facilities

> "Excellent high schools in Wellington, but it ends there."
> RTO CEO

One of the arguments put forward by stakeholders is that the lack of a local university, or sufficiently resourced TAFE campus impedes the pathway to tertiary qualifications for young people. The consequence of this is higher youth unemployment rates. However, at the last Census, youth unemployment for Wellington (15-19 year olds) was lower than the Gippsland and State average (ABS, 2011). Overall unemployment has also tracked lower than the rest of the region for the last decade or more (DoE, 2015).

Another concern is that the lack of local facilities limits access for older workers seeking to maintain their skill base, something that is increasingly important. Moreover, with a poor public transport service, travelling to facilities in neighbouring Latrobe is difficult and discourages participation.

Solutions put forward include lobbying for the establishment of a town centre campus in Sale. This would focus on locally relevant training and education delivery. There is no doubt, also, that a well-staffed education facility in Wellington will bring in new jobs and residents and attract some local residents to enrol in courses.

There are significant challenges to securing public investment in a physical campus presence in the Shire, including:

- The Shire's relatively low population growth rate;
- The current public finance climate;
- The benefit of agglomeration economies that make small satellite campuses financially inefficient; and
- The relatively good access Wellington has to tertiary training through other means, including private RTOs and campuses in Latrobe.

Moreover, as more research is starting to demonstrate, education and training is one of the professional sectors experiencing a rapid shift to online delivery (Susskind et al, 2015). While there is clear evidence that proximity to university campuses increases participation by local residents (e.g. Geografia, 2014), the growing familiarity with, and capability of, online education and training is likely to reduce this causal relationship, particularly for courses that require little vocational activity. More people will be enrolled remotely, with perhaps practical training delivered in the workplace. As this unfolds, the probability of securing substantial public funds to both develop and then operate *more* university or TAFE campuses in rural towns will decline.

By contrast, improving accessibility to existing neighbouring campuses (in Latrobe), or through other mechanisms, such as online courses (which will require better HSB), or workplace learning, may be a more cost effective solution. It could address the issue of connecting residents and employers to education and training.

In summary, the cost of providing and running new tertiary education facilities will demand a significant commitment to compiling the evidence that it is warranted. This is made more difficult by the degree of uncertainty around whether the core issues it is intended to address are, in fact, serious problems in the Shire (or at least, more serious than in other parts of rural Victoria). With that in mind, there is a case for more primary research into local skills gaps, their consequences, and optimum solutions.

Incubating small business: reducing barriers to entrepreneurialism

An alternative to securing a major new education facility, is the concept of smaller-scale training activity as part of a broader business development plan.

> "there is a lack of collaborative projects and incubators in the region."
> LLEN EO

As most of the Shire's economy is made up of micro enterprises (i.e. 1-5 people), the business development skill base is considered to be low.

That is, capability in seeking and securing new markets; preparing business plans and tenders; funding essential infrastructure (such as HSB connections); and supporting the professional development of staff.

Supporting small, local business is a more typical, and generally successful area for Council intervention. For example, Council-led business skills development workshops (e.g. helping to write tenders), buy local procurement policies, grants; main street renewal activities (such as those successfully deployed by Renew Australia in Newcastle); and even business incubators or accelerators.

2.6 The brand: what's in a name?

"Change the name. Nobody knows where Wellington is."
workshop participant

Although the priority concern for most stakeholders, the issue of market awareness of Wellington is relatively simple. The main concern is the lack of awareness of Wellington. This relates not just to what the Shire offers in the way of tourism, but also its lifestyle qualities; its 'clean, green' assets; what it contributes to the State's economy; and the investment opportunities.

"Promote the clean, green environment and change the misperception that Sale and Wellington are about coal power."
Timber industry CEO

All of this suggests some form of marketing plan is necessary. Moreover, it is not clear that the name 'Wellington' should be part of this. It was reported as having little traction with anyone and more than one stakeholder made the case for changing it. While it may not be a cost effective exercise to do this formally, there are examples of regions that have used alternative names to showcase and market themselves (e.g. the Lakes District, the Peninsula, the Otways, Greater Hamilton and the Sapphire Coast).

"Identify the brand for the region and stick with it."
workshop participant

As stakeholders also noted, the key to success of any branding is first to clearly identify the message, or theme which best represents Wellington, and then to deliver a consistent message over a period of time to build the profile. This suggests Council may benefit from preparing a branding and marketing strategy in collaboration with the community.

3.0 Opportunities for Action

The themes for Wellington Shire to address are: economic diversity, amenity and infrastructure; governance; skills and education; and branding. There are also a range of potential intervention points, some of which have been suggested by stakeholders. These are a mix of lobbying, facilitation, information provision and governance. These ideas are introduced here.

3.1 Opportunities for action

Table 3 summarises the opportunities for action and the rationale behind these. These are not proposed as a draft action plan, but ideas for further consideration.

Connectivity

There is an underlying theme that links all of the issues and opportunities; that of connectivity. That is, connecting residents and businesses:

- to other parts of the State through better transport connections;
- to the global economy and better services through High Speed Broadband;
- to markets through better branding and marketing;
- to other businesses and investors through better information flows; and
- to Council through forums for collaboration.

Table 3 Opportunities for Action

Theme	Opportunity	Rationale
Economic diversity	Include an action to regularly (and statistically reliably) gauge the sentiment of the agricultural community. This could be done as part of a broader business sentiment survey and through the Food and Fibre group to be established.	As was noted during the preparation of the Agricultural Position Paper, the views of agricultural producers were only captured at one point in time during which several key issues dominated (including low rainfall). This project added to the information base through a small selection of interviews, also at one point in time.
	The establishment of higher end, environmentally sustainable accommodation in outstanding locations close to existing villages. Upmarket cabins could also form part of the mix in camp sites managed by Parks Victoria.	Lack of high end or iconic accommodation is recognised as a gap in Wellington's offer. Operators may need assistance securing staff and infrastructure.
	Sealing of tourist roads to create circular touring routes from Melbourne.	The generation of increased visitor traffic through the municipality will induce investment (as with the Tinamba Hotel), as well as improving access for local communities.
	Tie the need for more events into a program of events to launch the Port of Sale redevelopment. There are opportunities in arts and culture to fit with the Port of Sale cultural hub but also local food and produce.	An events calendar including the new Port of Sale would have a State-wide as well as regional draw. This could be a test for employment of a dedicated Events Promotion Officer with a brief to organise hallmark and major events and to maximise the economic value of events in Wellington.
	The extension of the Great Southern Rail Trail from Welshpool (in South Gippsland Shire) to Alberton (in Wellington) to connect with the Tarra Trail would provide a continuous trail between Yarram and Leongatha which could be marketed beyond the region.	The Gippsland Rail Trail has proved popular with visitors and regional residents and has already stimulated investment in new hospitality enterprises in villages such as Cowwarr.
Amenity and infrastructure	The poorly aligned train service to Traralgon should be addressed.	This was consistently the primary concern of almost all stakeholders. There is also very clear documented evidence that the introduction of regular (i.e. short-haul) train services to regional Victoria has had a strong impact on population growth.
	Prioritise the Port of Sale redevelopment, including the outdoor spaces and the ancillary buildings.	This will address the gap in iconic visitor destinations and increase visitor numbers and overnight stays. It can also become a valuable community amenity asset that is attractive to prospective new residents.

Theme	Opportunity	Rationale
	Consider how accessible boardwalks (similar to those around Lake Guthridge and Sale Common) could be replicated elsewhere.	This has a dual benefit in improving amenity for disabled and elderly residents and targeting the niche tourism market of people with disabilities and their carers.
	Consider how to improve access to HSB in Wellington both for residential amenity and for business support.	First mover advantage in the use of new technology is a key driver of innovation and business growth. There are examples of local governments working with NBN Co to support an accelerated rollout of HSB.
Governance	The mooted Partnership Delivery Agreement for food and fibre should provide a good framework for both developing regional awareness and cooperation, as well as local industry opportunities. Given the business community's interest in contributing to ideas generation, a business forum may also be warranted.	The Future Industries Fund could provide a valuable source of investment to drive food and fibre growth. It is likely to be very contested and, consequently, an effective regional representative is needed. To ensure Wellington maximises its own benefit, contributions to this and other decision-making processes should be enabled through some form of business advisory group or forum.
	The local tourism sector would likely benefit from having a vigorous and involved tourism business community with representatives from all over the Shire through more competition for places on the board of the WRT and voting by all members. Alternatively, board seats could be reserved for delegates from the various local business and tourism organisations. Council funding for the organisation could be tied to these kinds of changes.	The changes to the WRT and VIC provides an opportunity to adjust the organisation for tourism development in the Shire. It would encourage more businesses to join.
	In relation to responsibilities of marketing and promotion; industry stakeholder development; and investment attraction (its three principal tourism roles), Council should be principally responsible for investment attraction and fixed promotion (website etc), and WRT should be responsible for industry development and campaign marketing.	Whilst there will be some overlap, the roles outlined here are those most suited to each organisation.

Them e	Opportunity	Rationale
	Identify achievable economic indicator targets, such as working age population replenishment rates; new business start-ups; business longevity; and commercial/industrial vacancy rates.	While it is very difficult to measure the direct relationship between performance indicators and economic development interventions, the RCV toolkit has shown how to compare rural shires against appropriate benchmarks, which are useful to monitor change.
Skills and education	A 'skills barometer' could be prepared to start documenting any gaps in the skills profile of the community and the consequences of this to the State's economy.	To date there has been no clear evidence compiled that quantifies and demonstrates how a lack of new education facilities in Wellington has impeded economic growth.
	A small business incubator (or even accelerator) may be justified and could be the focus of business skills training programs.	Incubators and accelerators where entrepreneurial activity is allowed to thrive (and fail) has a good track record in helping business start ups.
	Consider inviting Renew Australia to meet and discuss opportunities for small business development in main streets of Rosedale, Stratford, Sale, Maffra and Yarram.	This could raise awareness of Wellington as somewhere looking to encourage entrepreneurialism.
Branding	Developing a consistent brand for Wellington that addresses the current shortcomings in awareness.	There is a need for a strategic and consistent approach to branding Wellington: for tourism, residents, and new business investors; and to showcase the contribution of Wellington's economy to the State (including to the State and Commonwealth Government).
	Promote the 'clean, green' environment in Wellington as part of the brand.	This is a highly desirable asset, particularly in relation to food and wine production, but also liveability. It can complement Wellington's natural landscape, as well as some of its industry innovations (e.g. the efficiency improvements in the Macalister Irrigation District and the Radial Timber project).

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Appendix – Summary of Consultation

1.0 Consultation

Consultation was undertaken through one-on-one meetings and stakeholder workshops. While interview notes remain confidential, some comments have been used in the body of the report. Additionally, a summary of the contributions from the business workshop is provided below.

Business Community Workshop – core problems and solutions

Priority Problem 1 Not aggressively promoting Wellington as an ideal place to host events means Wellington misses out

Initial priority votes: ●●●●●●●●●●●●●●

Final priority votes ●●●●●●●●●●●●●●●●

- Challenges
  - When is it appropriate to use the Shire brand? You sell the villages and the 'hero' attractions
  - Accessibility is a problem. Need more trains.
- Strategies & Governance
  - Use and own the phrase 'Central Gippsland'. Lose Wellington for promotional purposes.
  - Change the name. Nobody knows the name 'Wellington'; you don't go on holiday to a shire [you go to a place].
  - Align marketing strategy with EDS. Budget needs to be defined and possibly increased.
  - Be ready for tourists.
  - Smaller events, not larger, should be the priority. Gradually go to larger events.
  - Remove roadblocks. Don't tell us what we can't do, tell us what we need to do to do it
  - Commit resources to make it happen
  - Have a review process to analyse faults and change
- Opportunities
  - more domestic tourists and need to keep them here longer.
  - It is a good stopover, 2 hours from Melbourne;
  - Can we cater to major international events?
  - Approach local sporting clubs/programs to attract regional junior tournaments. Touch rugby, netball, moto-X at Newry, Mountainbike at Blanes (?) Hill. Need industry commitment to support this, including better opening times to service visitors and entrepreneurial training and support.
  - Need to attract business to build family friendly attractions to keep people here longer
  - Create/facilitate events aligned to region's strengths and target market's interests and passions.

Priority Problem 2 - Lack of economic diversity is limiting growth and increasing vulnerability to economic shocks

Initial priority votes: ●●●●●●●●

Final priority votes ●●●●●●●

- Challenges
  - Smaller industry is being dominated by larger. We have a vulnerable service sector
- Strategies & Governance
  - Council to move from being a regulator to being a facilitator
  - Council/councillors could foster business confidence by understanding the gaps better (work with peak bodies and industry groups);

- Understand specific needs or barriers for business support a broader group and support pathways for entrepreneurs;
    - Focus on what young people want
    - Increase water security through Federal and State funding.
    - Council's role is to facilitate an entrepreneurial environment in which local business takes ownership and starts investing
- Opportunities
    - We already have a diverse economy. What we lack is medium sized enterprises 100-150 FTEs
    - Promote and build diversity within the healthcare sector;
    - There is a perception that diversity does exist within Wellington
    - Need to be able to pre-book bike spots on the rail trail
    - Promote the area as a health care base.
    - Attract aged care by promoting the area

Priority Problem 3 Train service frequency and timing is not aligned to business, education and other needs

Initial priority votes: ●●●●●●●●●●

Final priority votes ●●●●

- Challenges
    - Priority Number 1 = alignment of train services and link to buses
    - Bike access on buses and train
    - Bus connection from Yarram to Sale
- Strategies & Governance
    - Wi-Fi on the trains!!
    - Shire needs to continue to lobby for realignment of train timetable
    - Clarify our needs and then lobby the case through our key stakeholders, which is everybody (12 months). Council needs to lead this by continuing to lobby for realignment
    - Lobby for push bikes on trains and buses
    - Not catering for people with a disability on buses. Buses direct to Sale as well as outlying areas to link with train services
- Opportunities
    - A shuttle service (bus or train) to Traralgon would be easy for PTV to implement.
    - Yarram, Heyfield and Maffra need to be part of the transport plan. Network needs to connect up the towns
    - Develop around the train station
- Research
    - Who is travelling? We need to understand the commuter routes.
    - Better transport would facilitate/alleviate the partner employment options

Priority Problem 4 Limited and shrinking post-school education is not meeting employer needs and increasing youth unemployment

Initial priority votes: ●●●●●●●●

Final priority votes ●●●●●●

- Challenges
    - NBN essential
    - Need university in Wellington
    - Need better teachers who understand the market and what is required.
    - Stop the 'fly-by-night' RTOs. Build a stronger education sector from our base with Fed University
    - Thin markets – classes are only attracting 5-6 students. Need 20, one option is to go online and provide remote training
- Strategy & Governance

- It is a very Australian idea that people should go to university close to home. It is not necessarily ideal.
    - Training needs to focus on year 2030 to cater for new and changing workplaces
    - Education talking to business so its market driven
    - Council needs to lobby government
    - A regional training calendar in collaboration with industry.
    - Courses need to be market driven – timber, oil/gas, aeronautics, agribusiness, tourism, prison
    - An education taskforce to interrogate local industry: 'what do they need?
    - How to harness existing skills training within the region?
    - It is a complex problem that requires a fresh approach from employers, business with Shire leading (12-24 months)
- Opportunities
    - Call the Gippsland Regional Training Calendar, the Central Gippsland Training Calendar to link the needs of various organisations
    - Access to mentoring services
    - Better transport to TAFE
    - Not just keeping our local students, but attracting outside ones

Priority Problem 5 - Limited career opportunities can result in skills shortages

Initial priority votes: ●●●

Final priority votes ●●●●●

- Challenges
    - No comment
- Strategy & Governance
    - No comment
- Opportunities
    - No comment

Priority Problem 6 - Lack of reliable and fast internet is increasingly a problem and limiting growth in business and new households

Initial priority votes: ●●

Final priority votes ●●●●●

- Opportunities
    - NBN essential for new business

Priority Problem 7 - Poor communication of the Shire's strengths is discouraging new residents and visitors

Initial priority votes: ●●

Final priority votes ●●●

- Opportunities –
    - more events; Think small attract national bodies through grassroots, state and local organisations - ASAP
- Research
    - Identify our assets, our 'essential selling points'. That is who are we? Community and business to do this
- Strategy & Governance
    - Create an EDS aligned marketing strategy, defining the region and the places; collaborate with business, community, GPs, Council, agencies over 12-24 months

Priority Problem 8 - Tight labour market in some skills (and highly variable wages) constrains output

Initial priority votes: ●●●

Final priority votes ●●

- Challenges
  - Symptomatic of other problems; mining, oil and gas pay wages the rest of the economy can't compete with
- Opportunities –
  - Inward migration of older residents creates jobs. And then families follow
  - Fix marketing, public transport and training, then people will move here and the labour market will ease

Priority Problem 9 - There is a need for active business groups to work effectively with Council to stimulate investment and growth in the region

Initial priority votes: ●

Final priority votes ●●●●

- Strategies & Governance
  - Need a steering group (CFW, WRT, SBTA, LGAs, LBTAs)
  - Establish an ED Advisory Committee.
  - Support for town and region-wide organisations
  - Collaboration rather than competing

Priority Problem 10 - Very low vacancy rates for rental accommodation discourages people from moving to Wellington

Initial priority votes: no dots

Final priority votes no dots

- Challenges
  - Lack of international investment. Need to attract a major accommodation investment.
  - Planning zones for investment
- Opportunities
  - Rezone Sale and Rosedale and improve access to infrastructure to attract new residential development investors

Priority Problem 11 - Reliable mechanism is needed for business input to strategic infrastructure planning

Initial priority votes: ●

Final priority votes no dots

- Challenges
  - Shire's bureaucracy seems to be counter-intuitive to working collaboratively with industry
- Strategies & Governance
  - WRT has a model that works reasonably well for providing strategic industry input to Shire

- Improve strategic thinking in senior government by broadening the input to include different business groups/entrepreneurs. This will address 'stagnant thinking'.
- Get fresh thinking by addressing internal succession of employment in local government; have a vision in Council for innovation [maybe a digital strategy?]
- Council should hire industry specialists into senior positions. Currently only existing LGA staff get recruited. This stifles thinking.

2.0 Economic modelling

For the purposes of this analysis, the REMPLAN economic profile data was used. However, this did not provide information about future potential growth scenarios for the Shire. To address this, two separate models were constructed to test different factors. These are summarised below.

An econometric model to measure relative multiplier effects

A Bayesian Vector AutoRegressive (VAR) model was composed for the SA4 that encompasses Gippsland. Its primary purpose was to compare multiplier effects for different aggregated industries (in this case, primary, secondary and tertiary industries) and how changes in total employment in one sector affected the others. Shocks to the rest of rural Victoria were also applied to test their effect on the Gippsland SA4 economy.

The model was used to address the shortcomings of input output models when calculating multipliers, particularly the fact that it assumes fixed coefficients of production (i.e. no substitution of, say technology for labour).

A job scenario model to measure the effect of major investments

To measure the potential effect on the local economy of major investments above the underlying growth rate in key sectors, a systems model was constructed. This was based on an input output matrix that flowed the effects of:

- Major investments in
  - Agribusiness, including forestry (+230 new jobs)
  - Manufacturing (+150 food processing jobs and 20 from wood product manufacturing)
  - Public administration (+30 Air Force personnel)
  - Professional services and public administration supporting the Air5428 project (+90)
  - Arts, recreation and tourism (+40 in accommodation, food, arts and recreation)
  - Residential aged care and other health services (+240)

- Underlying Department of Employment growth projections; and
- A job automation algorithm that removed jobs over a 20-year time frame.

The model outputs were smoothed using a Gompertz function. This analysis was used to provide some hypothetical scenarios, rather than firm forecasts.

ATTACHMENT 2

WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

Economic Development Strategy (DRAFT)

2016-2022

EXECUTIVE SUMMARY

Wellington Shire Council has a far-sighted vision for the Shire's economy. This vision is encapsulated in Wellington 2030 Strategic Vision and complements the Gippsland Regional Plan. This Economic Development Strategy (the 'Strategy') will guide the Shire in helping to grow and develop the economy over the next six years.

About Wellington

- Relative to other parts of rural Victoria, Wellington's economy is strong and diverse in well-established major industries including agribusiness, defence, oil and gas, public administration and health.
- These industries combined employ around 60% of the workforce and form the basis of Wellington's robust and stable economy.
- These industries produce considerable flow-on benefits to the rest of the economy.
- In terms of liveability and amenity, Wellington punches well above its weight. This is a critically important strength for Wellington as demand for urban amenity (e.g. health services, public transport and arts) in rural Victoria continues to grow.

Challenges and Opportunities

- There are expanding domestic and international markets for food and fibre including innovation in food processing; scope to expand into new economy activities leveraging from the NBN; further growth in manufacturing; and promise in the growing number of visitors to the Shire.
- Liveability, education and quality local amenities are also valuable assets in attracting and retaining the essential skilled labour required to sustain the oil and gas industry. As many stakeholders have said, once people move to Wellington, they appreciate the quality of life here. Amenity and connectivity, therefore, play important roles in Wellington's economic prospects.
- In fact, the common theme to the strategic objectives and recommended actions is better connectivity. That is, improved road and rail links; high speed broadband; connecting ideas between businesses; and connecting the messages about Wellington to a larger audience.

About the Strategy

The Strategy is made up of three, two-year phases, each with a unique Action Plan that emphasises particular themes. (Figure A).

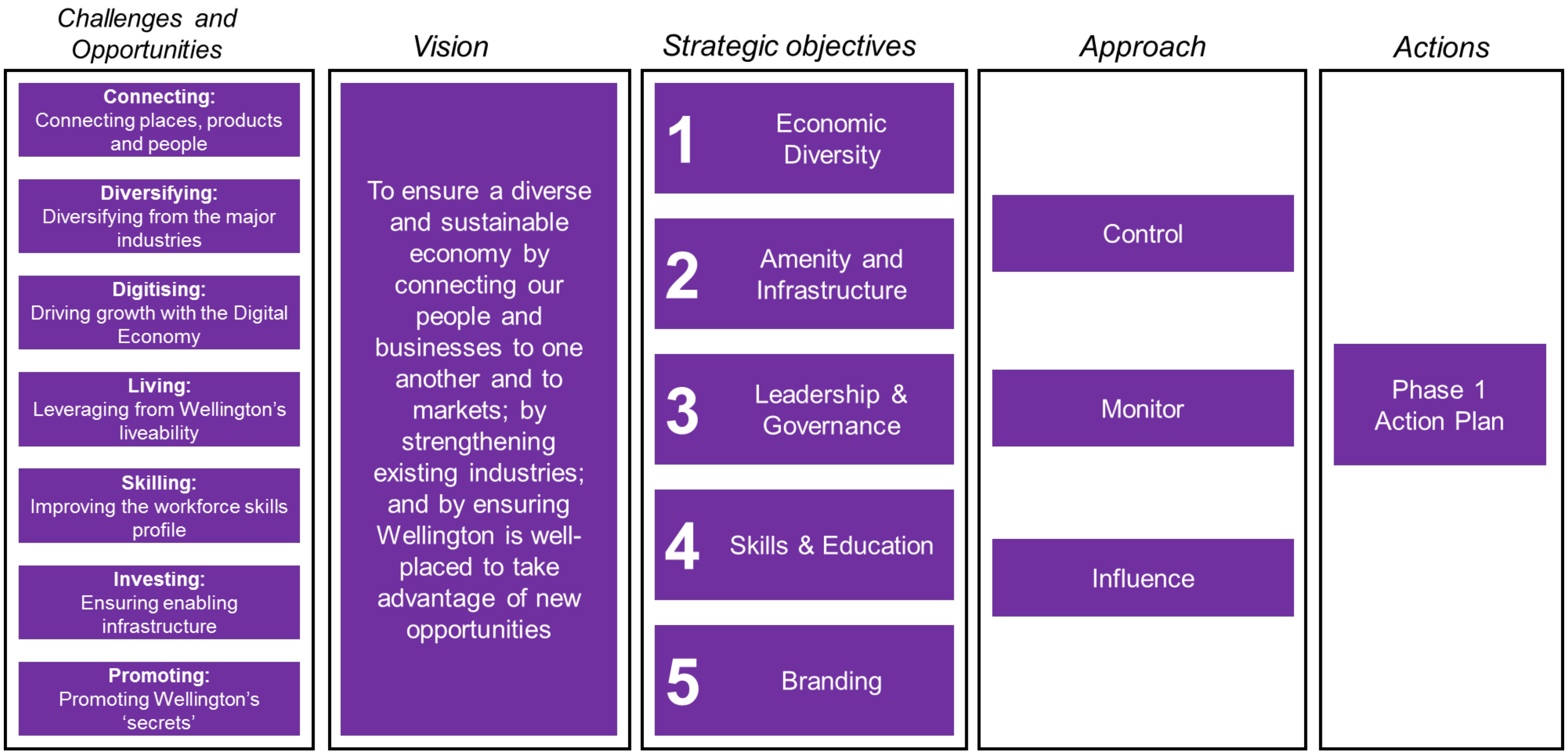
Figure A The Phases of the Strategy

Phase 1 of the Strategy outlines 44 actions across five strategic objectives: economic diversity, amenity and infrastructure, leadership and governance, skills and education and branding. The objectives and actions reflect Wellington's distinctive economic strengths, particularly economic diversity and liveability (Figure B).

Figure B The Five Strategic Objectives

The strategic objectives synthesise all of the priority concerns and interests that the business community, the Council and the evidence have pointed to. Figure C describes the pathway from the challenges and opportunities to the Action Plan.

Figure C From Challenges and Opportunities to the Action Plan



Contents

BACKGROUND

Introduction

The Wellington Shire Council's Economic Development Strategy (the 'Strategy') sets out the key issues, strategic objectives, and action plan that are Council's roadmap to ensuring Wellington's economy stays strong, continues to diversify and is aligned with the aspirations of the Shire's people and businesses.

When compared with other parts of rural Victoria, Wellington has significant advantages. It has well-established, stable, export-orientated and increasingly diverse industries. Much of the economic stability has come from strong primary industries (agribusiness, oil and gas). In turn these have provided important opportunities in secondary sectors such as manufacturing and food processing. Along with growth in existing industries such as defence and health, new investment, innovation and technology is helping to diversify and further strengthen the economy.

However, the global economy is changing rapidly and competition is fierce. The Shire recognises the risks in taking a 'business as usual' approach and has prepared a Strategy that emphasises, in equal measure, leadership, adaptability and a clear strategic direction.

Local Economic Development and the Role of Local Government

The purpose of local economic development is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation.

The World Bank

Given the rapid change in our economy, it is now well understood that all three levels of government must contribute to ensuring our economies are resilient. In fact, Victorian local governments are national leaders in local economic planning and, in Victoria, economic development strategies are important local government policy documents.

A 'strategy' represents a commitment to a long-term pathway and goal. It is defined by a vision, shared by all stakeholders; composed of a set of strategic objectives; and enabled through a short-term action plan with a clear time frame.

An economic development strategy cannot be a rigid rule book. It must be responsive to change; emphasise collaboration; encourage some experimentation; and, mostly importantly, it must match the capabilities of the Council and its stakeholders.

Nor is an economic development strategy an investment prospectus. It is a guide for helping to shape the economy and, as such it must recognise both the strengths and the weaknesses of the economy. Actions can then be outlined that will play to the strengths and address the weaknesses.

This Strategy embodies these principles. It has a six-year timeline, with a two-year action plan that starts Wellington on a pathway towards its economic vision.

Council can Control, Influence or Monitor

Local economic development is a partnership and there are varying degrees of responsibility for Councils. In Wellington's case, the Council has acknowledged three broad roles:

> ***CONTROL: Where Council has direct control on the result. For example, a council grants program.***
>
> ***INFLUENCE: Where Council can influence the result, but other external factors also have an impact. For example, advocating to State Government for infrastructure funding.***
>
> ***MONITOR: Where Council has no influence on the result, but by monitoring, can assist in future planning. For example, collecting and analysing employment data.***

The action plan identifies each action according to these three roles.

Building on Earlier Work

This Strategy is informed by earlier work, particularly the two key documents: Wellington 2030 Strategic Vision; and the Gippsland Regional Plan (GRP). Both of these outline economic visions, objectives and, in the case of the GRP, a set of actions.

Wellington 2030 Strategic Vision

Wellington 2030 Strategic Vision outlines nine visions for Wellington for the natural environment; transport and roads; population; development; wellbeing and safety; culture; liveability; the Council; and the economy. The economic vision is that, by 2030:

Wellington has a diverse and sustainable economy. Existing industries have been supported and strengthened and we have actively sought and developed new business opportunities. Our economy generates wealth that remains in the Shire and provides employment for our people.

This will be achieved by focusing on specific industries, assets and approaches, including:

- Advocating for **water supply** security;
- Marketing Wellington as a **lifestyle and tourism** destination;
- Attract and retain a skilled workforce through good access to **higher and vocational education;**
- Encouraging the expansion of **export industries**;

- Supporting future **RAAF Base** expansion;
- Encouraging the growth of **retail**;
- Supporting long-term initiatives for the **Indigenous community**;
- Planning and advocating for supporting **infrastructure,** including telecommunications, land, tourism facilities and reticulated gas; and
- Attracting new businesses including **higher education providers, enterprises adding value to natural resources, aeronautics and tourism.**

This Strategy adapts Wellington 2030's economic vision and reflects similar priorities.

The Gippsland Regional Plan

The Gippsland Regional Plan (GRP) is based on four strategic themes (Table 1).

Table 1 The Key Themes of the GRP

Theme	Key Relevant Steps
Economic Prosperity Gippsland's natural resources should be the basis upon which employment and exports are increased	-Identifying and prioritising key **infrastructure needs** -Leveraging from **existing assets** -Increasing **food production and value adding** -Increasing **visitor numbers** -Developing the **region's workforce** -Improving **industry/research partnerships** to foster innovation -Gaining **policy support** for the region's key industries -Supporting **place-based approaches** to diversifying and transitioning the economy
Education and community wellbeing Raising educational attainment by identifying and addressing barriers to tertiary participation.	-Developing business cases for **improvements to hospital facilities** -Undertaking joint **health workforce planning** -**Integrating health service delivery** across the region -Supporting improved access to **opportunities for Indigenous people** -Improving **key arts facilities**
Natural Environment Stewardship Sustainable development of natural and built environment	-Researching the **implications of the forecast growth and change** in the population and employment -Attracting increased **investment in public parks** -Exploring economic development opportunities at **waste and resource recovery operations**
Connectivity Improvements to road and rail for goods and people	-Improving the capacity of **rail connectivity** to Melbourne -Improving **access to ports**

As with the Wellington 2030 Strategic Vision, this Strategy reflects many of the objectives, priorities and issues in the GRP, particularly in relation to infrastructure, value-adding and connectivity.

What does this Strategy cover?

The Wellington Shire Council's Economic Development Strategy contains:

1. A vision for economic development drawing on past work, consultation with the business community and the analysis of data and trends.

2. A summary of the strategic objectives that will be the economic development priorities.

3. An outline of the current status of Wellington's economy.

4. A summary of the primary economic challenges and opportunities that have shaped the strategic objectives.

5. A two-year action plan to kick start economic development activity.

6. A set of performance measures to monitor progress of the Shire's economy.

About the Strategy

- The Strategy has been informed by consultation with our local business community and other key stakeholders.

- The Strategy builds on the Shire's major industries; liveability; and economic diversity.

- The Strategy is designed to be adaptable and dynamic, adjusted over time as conditions change.

- The Strategy will guide collaborative efforts between the Council and its partners in business; with training providers, tourism operators, industry peak bodies and other stakeholders.

- The Action Plan will be implemented over the next two years and in 2018, it will be reviewed and a new set of priorities will be outlined. In turn this will be revisited in 2020.

THE VISION AND STRATEGIC OBJECTIVES

The Vision

Wellington's business community reaffirmed many of the priorities found in Wellington 2030 and the GRP, adding further detail and new ideas. In Figure 1 we have combined the key words from Wellington 2030, the GRP, and the work behind this Strategy to highlight the terms and phrases that are uppermost in the minds of stakeholders. These are the challenges and opportunities that form the economic priorities for Wellington.

Figure 1 Key Issues and Opportunities

If we examine these key words, we find that they are linked by the concept of connectivity. That is connecting suppliers to markets, people to training, business operators to one another and the wider world to a greater awareness of Wellington.

Connectivity needs channels, including roads, rail, high speed broadband (HSB), business networks and marketing. And so, the vision for economic development is:

To ensure a diverse and sustainable economy by connecting our people and businesses to one another and to markets; by strengthening existing industries; and by ensuring Wellington is well-placed to take advantage of new opportunities.

The Strategic Objectives

We have identified five strategic objectives, as outlined in Figure 2, each responding to priority challenges and opportunities.

Figure 2 The Strategic Objectives[1]

[1] As with all economies, Wellington's industries are integrated, sharing labour pools, infrastructure and communication channels. Consequently, the strategic objectives are intentionally not industry specific.

ABOUT WELLINGTON

A Stable and Robust Economy

There is an underlying stability to Wellington's economy. We can see this in some of the positive economic indicators. For example, unemployment has been relatively steady and low over the last decade and the number of residents with a university education has been steadily increasing.

Figure 3 shows measures of economic health in Wellington. The arrows indicate direction of change over the most recent periods for which we have reliable information. Taken together they reveal a relatively stable economy that is integrating more closely with its neighbours.

Figure 3 Selected Economic Indicators

Estimated resident population	**42,220 ↑**	Wellington's population has been modestly and steadily climbing for the last decade. Population growth is a strong indicator of economic health.
Number of resident workers	**19,900 ↑**	The total resident workforce has been increasing. Amongst other things, this reflects the fact that there are now more people living in Wellington who work in Latrobe.
Gross Regional Product (GRP)	**$2.35b ↓**	Adjusted for inflation, in 2014, Wellington's GRP was $2.35b. It has been trending down slightly over the last few years.
Employment diversity	**0.915 ↑**	The diversity of employment across industries in Wellington is high by rural standards and, between 2006 and 2011, it increased.
Working age residents (%)	**64.5% ↓**	Between 2006 and 2011, the proportion of residents who are working age declined. However, relative to most other rural councils, it is still high and a sign of economic strength.
Unemployment rate (%)	**5.6% ↑**	While unemployment has trended up over the last three years, it is still at the lower end of the range for the Gippsland Region and for rural Victoria.
Number of jobs in Wellington	**14,277 ↓**	Between 2006 and 2011 the total number of jobs in Wellington declined slightly.
University educated (%)	**19.1% ↑**	The proportion of working residents with a university qualification is at the lower end of the Gippsland range, but it has been increasing.
Employment self-sufficiency	**82%[1] ↓**	Between 2006 and 2011 employment self-sufficiency declined slightly. Wellington residents are now increasingly likely to work in other parts of Gippsland.
Employment self-containment	**0.74[2] ↓**	Employment self-containment also declined slightly. In some respects, this reflects the liveability of Wellington as people working in Latrobe choose to live in Wellington.

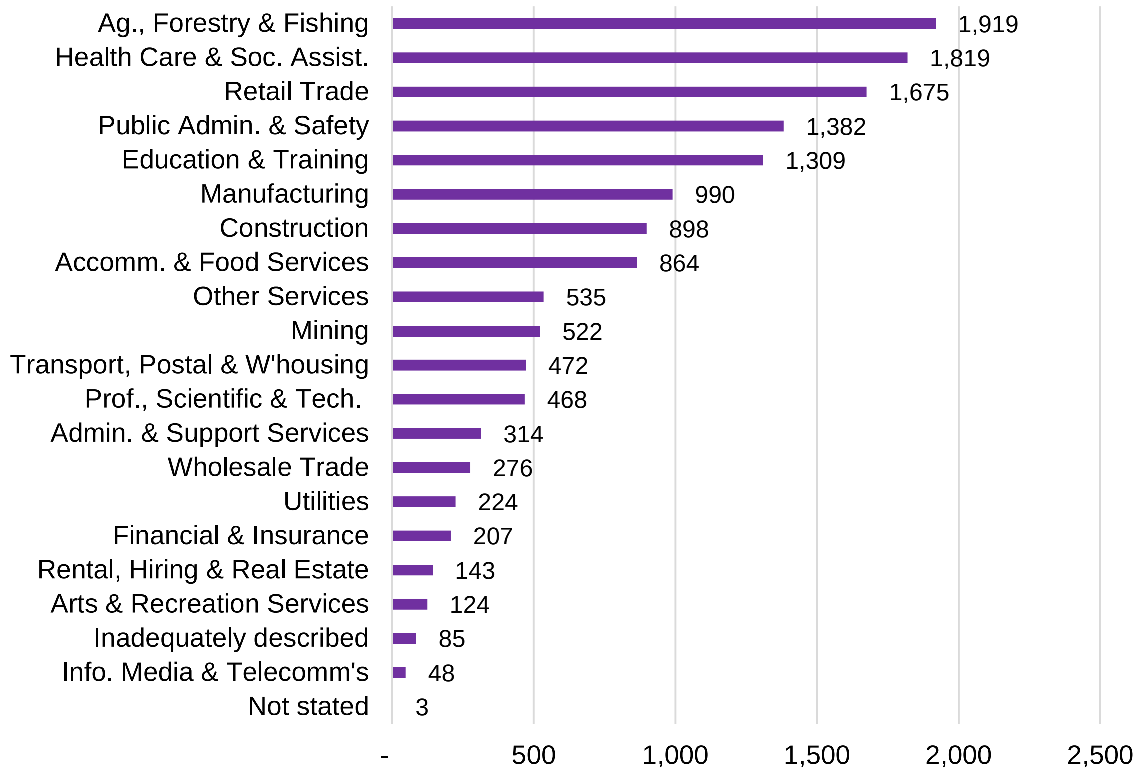
1. The proportion of working residents who work in Wellington.
2. The ratio of local jobs to local workers. That is, for every worker there are 0.74 jobs.

Wellington has Both Diversity and Specialisation

Wellington's economy is stable because of 'specialised diversity'. Unlike many other parts of rural Victoria, the Shire does not rely on just one industry sector for its economic security. Its benefits from specialisation in agribusiness, defence, oil and gas, public administration and health, which, together employ around 60% of the workforce (Figure 4).

Some are focused on servicing markets outside of the Shire (e.g. agriculture, oil and gas, the RAAF Base and the prison – part of the public administration and safety sector). Others primarily service the local market (e.g. health, education and retail).

Figure 4 Jobs by Industry (2011)



Source: ABS, 2011

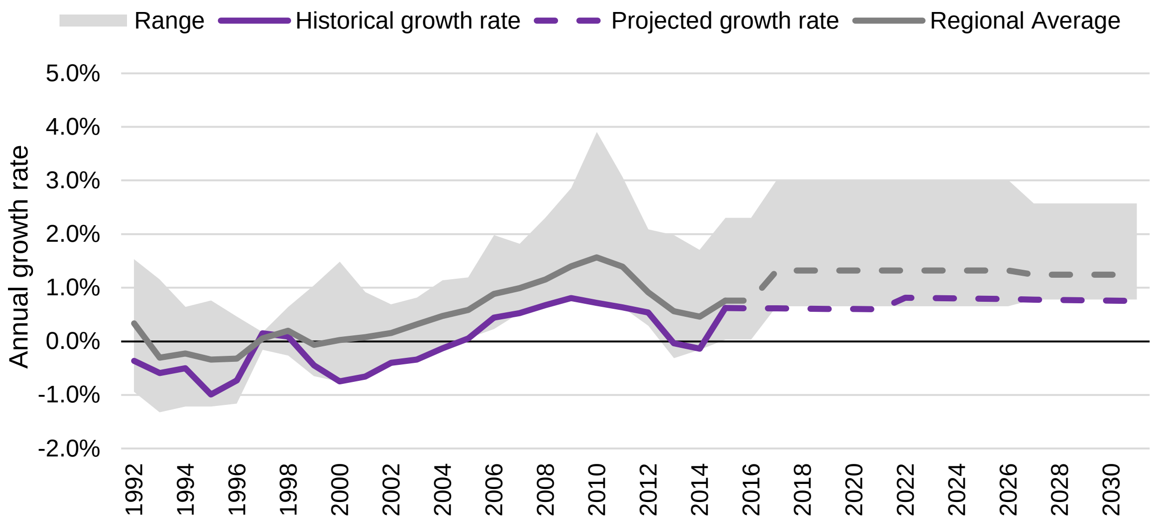
Notwithstanding the stability, there are still some challenges. For example:

- Some of Wellington's major industries are quite mature and therefore not expected to contribute to job growth in a significant way.
- The level of commuting[2] shows that there is relatively high economic integration within the region. This integration strengthens the local economy by creating bigger labour pools to draw from and consumer markets to sell into. However, it comes at the cost of lower employment self-containment and self-sufficiency (Figure 3).

[2] At the last Census, 74% of Wellington's working residents were employed in Wellington Shire. The Gippsland regional average was 73%. Approximately 1,000 residents travelled to Latrobe for work (~7% of the Wellington workforce).

- The number of university educated residents is steadily growing, but, from a low base, with the number of young graduates lower than for the rest of rural Victoria.
- The proportion of working age residents is higher than for the rest of rural Victoria, but, overall, population growth is low. In fact, according to the State Government forecasts, it is at the lower end of the expected range for Gippsland (Figure 5).

Figure 5 Wellington's Historical and Projected Population Growth



Wellington's population growth rate is in purple and the regional average in grey. The grey band is the expected range for Gippsland. Historically and into the future, Wellington's growth rate is at the lower end of the rates for Gippsland municipalities. This suggests Wellington could realistically increase its rate, at least to the Gippsland average. This assumption has been used to calculate a target population for Wellington (see Table 3). Source: ABS, 2014; Victoria in Future, 2015

Actions taken by Council and other stakeholders can influence growth in major industries as well as the liveability of the municipality and, in doing so, generate a higher population growth rate. For example, Wellington's growth is expected to spike in 2018/19 as activity at the RAAF Base East Sale ramps up. Council has influenced and advocated for this expansion over a number of years.

A Liveable Municipality

As the indicators suggest, another key feature of Wellington's economy is the growing number of people who are choosing to live in Wellington and commute to other parts of Gippsland for work (primarily Latrobe). This has been increasing and is because of the increasing levels of liveability and amenity that Wellington has to offer. This is a critically important strength for Wellington as demand for urban amenity (e.g. health services, public transport and arts) in rural Victoria continues to grow.

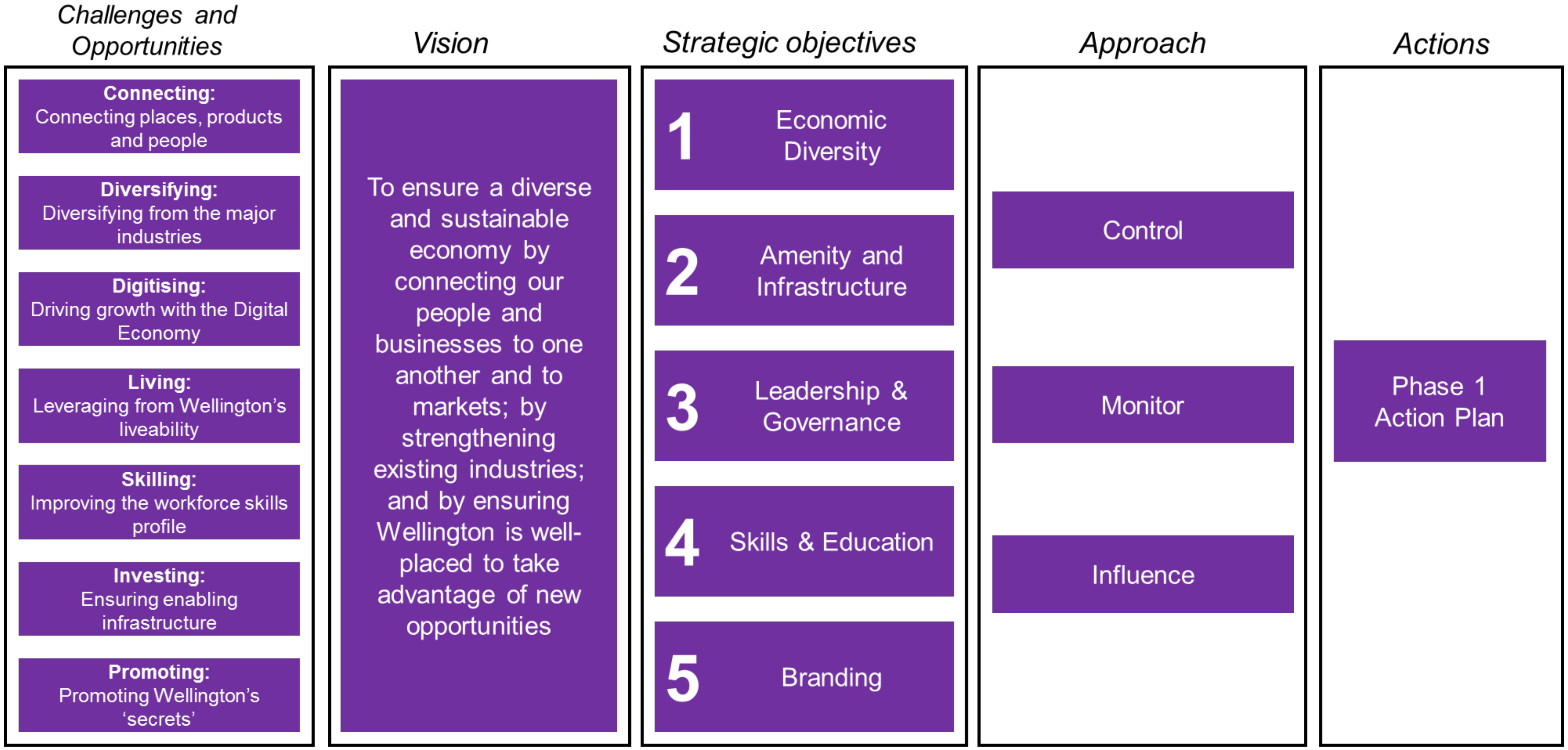
THE CHALLENGES AND OPPORTUNITIES

Investigating the key challenges and opportunities helps us to formulate our vision for Wellington's economy. In turn, this pinpoints the strategic objectives and the specific actions that will help us achieve our vision (Figure 6).

These challenges and opportunities cover seven distinctive themes:

8. **Connecting** - Improving the links between places, products and people.
9. **Diversifying** - Value adding to the major anchor industries.
10. **Digital Economy** - Driving growth with the Digital Economy.
11. **Living** - Leveraging from Wellington's enviable liveability.
12. **Skilling** - Improving the workforce skills profile.
13. **Investing** – Facilitating investment in enabling infrastructure.
14. **Promoting** - Revealing Wellington's secrets to a wider audience of investors and visitors.

Figure 6 From Challenges and Opportunities to the Action Plan



1. Connecting - Improving the Links Between Places, Products and People

Connectivity is a key challenge for all economies. This means everything from better transport links moving products to market (including the mooted Port of Hastings), to connecting businesses with High Speed Broadband (HSB).

Our consultation found that better passenger rail services is a priority for local stakeholders and we know that improving passenger rail can have a big impact on regional population growth. In fact, analysis of data from around rural Victoria shows that the introduction of improved passenger rail is a major trigger for population growth.

The link between rail services and growth is even stronger when we just look at short-haul services[3]. Between 2005 and 2012, passenger numbers on short-haul services in Victoria increased two and a half times more than on long-haul services. Furthermore, the benefits experience a positive feedback effect: short-haul services attract more residents to towns along the lines, which, in turn, increases passenger numbers.

More passenger rail services between Sale and Traralgon (and, therefore, Melbourne) will make it easier for people to commute for work, business, recreation and service access.

More information is needed about who is travelling, where and why. Nonetheless, it is clear that better passenger rail is an important complement to the road connectivity improvements already underway.

2. Diversifying - Value Adding to the Major Industries

Wellington's major industries are well-established. In some cases, they are quite mature, low growth sectors. But this underplays their significance as the flow-on benefits into the rest of the economy are considerable.

Figure 7 compares the local strength and estimated growth potential of the major industry sectors and subsectors in Wellington. The major employers are in bold. They are the foundation of the Shire's economy and, therefore, critical to its resilience and future development. Building on local major industries like this represents an expansion of the economy into new activities and has been described as 'specialised diversity'.

[3] Long-haul refers to low scheduling (e.g. one to three services/day). Short-haul is regular services designed to facilitate work, education or other regular commuting. So, for example, the Melbourne-Traralgon line is short-haul, but Melbourne-Sale/Bairnsdale is long-haul.

Figure 7 Key Sectors, Growth Potential and Local Strength

Local Competitive Strength →→→→

Industry Growth Potential →→→→

• Cement etc manufacturing • Food and beverage services • Heavy and civil engineering • Medical and other health care	• **Forestry support services** • Mineral product manufacturing	• **Defence and aviation** • **Dairy cattle farming** • **Other mining support** • **Intensive agriculture**
• Accommodation • Motor vehicle retailing	• Wood product manufacturing • Rental, hiring, real estate • **Log sawmilling** • **Forestry and logging**	• **Oil and gas extraction**

New Opportunities in Agribusiness

Agriculture has the largest physical presence in the Shire and generates a total output close to $5 billion. In dairy alone, it is currently worth around $820 million in farm, manufacturing and export value; approximately 6% of the national total. Over 10% (2,113) of Wellington's workforce is employed in this sector; second only to health care and social assistance (2,230). The Shire also has 52% of Gippsland's private timber plantations and three timber mills.

Wellington's large agribusiness sector creates service demand across the economy: everything from machinery to training. Growth in agribusiness may not always result in a high number of new jobs in the industry, but it creates many more elsewhere in the economy, making it one of the most important sectors in Wellington. Key points to note are:

- World agribusiness commodity demand is growing, which is why food and fibre are at the centre of the State Government's economic policy focus.
- In Wellington, market prospects are particularly good in high quality dairy, horticulture and food processing. Underpinning this is Southern Rural Water's Macalister Irrigation District. This is the largest irrigation system in Southern Victoria with 1,000 customers and over 650km of channels. Council continues to advocate for further modernisation as part of Southern Rural Water's MID2030 project, which will stimulate major expansion of dairy and vegetable growing.
- After a period of intense international competition (e.g. from the entry of Vietnam and Thailand), the demand for timber products is expected to rebound in both international and domestic markets.

Working with local industry, Council has already embarked on efforts to identify and support the expansion and diversification of agribusiness activity. This includes looking into productivity improvements through infrastructure investment and innovation; new niche markets, including agribusiness training; and new sectors (e.g. horticulture). In timber, the emphasis is on greater efficiency in milling, the potential use of biomass to become more energy efficient, and expanding both domestic and international markets.

All of these opportunities rely on better connectivity to suppliers and markets. Given the size of agribusiness and its importance across the region, the recently established Invest Gippsland group, led by Regional Development Australia, is the ideal forum through which to continue support for the sector.

Leveraging from Pilot Training at RAAF East Sale

The RAAF Base East Sale is about to undergo a major expansion of pilot training programs. It is expected to reach its (currently planned) full operational status by 2019; bringing at least 30 new Defence Force personnel and around 90 additional civilian staff to the region.

This activity will generate flow-on benefits to local service providers in construction, administration and other services such as IT. Additionally, the co-location of all initial aviation training may become an attractor to other aviation training and business opportunities.

To capitalise on this advantage, we can:

1. Find opportunities for complementary business activity, starting with research into the type of economic activity that can leverage from a major Defence presence.

2. Ensure Wellington continues to be seen as a desirable place to live and work for all new staff and their families. At a minimum, this will help maintain low staff turnover rates. Maintaining and enhancing the local quality of life, particularly in and around Sale, will need to form part of this effort, as will helping the partners of new staff find local employment opportunities.

3. Council has already started these efforts. For example, growth and development opportunities at West Sale Airport has been the subject of detailed analysis.

The main enterprises and entities involved with the RAAF have already shown their willingness to assist and these will be important partnerships to help leverage from the planned expansion.

Oil and Gas – A Mature Industry

Oil and gas extraction and processing directly employs around 350 people in Wellington at Exxon Mobil, which produces about 70% of Victoria's gas supply from the Longford plant. At least for the new few decades the sector will provide a large and stable number of secure, well-paid jobs.

As the recent land use activity audit found, while the industry is mature and unlikely to expand much further, it has supported the creation of a significant number of supply chain enterprises in the Shire, particularly engineering, manufacturing and logistics firms; at a scale rarely found in rural Australia. This cluster is concentrated in Wurruk.

The key to supporting this industry is continuing to ensure that local quality of life attracts and retains workers to the region and reduces labour turnover rates.

Diverse and Secure Government Services Employment

One sector that often goes unacknowledged when taking stock of local economic strengths is public administration. At the last Census there were over 900 people working in this sector (not including Defence). This includes Local, State and Commonwealth government agencies, as well as Fulham Correctional Centre. This sector has several distinct advantages including stable employment.

Fulham is a major employer in Wellington (some 304 full time equivalent jobs). From time to time this complement can rapidly increase or decrease, although the long-term expectation is for steady, incremental growth. The challenge for this industry is turnover. While well-paid and with substantial career prospects, Fulham is competing for skilled labour in a market that extends to metropolitan Melbourne. The priority, then, is to find ways to help attract local people into the sector by working with Fulham, local training providers, schools and other stakeholders.

Supporting the Other Major Industries

There are other industry opportunities, particularly in health, manufacturing and professional services, sectors that have very positive growth prospects and in which Wellington already has some advantages. For example:

1. Like most of regional Victoria, the ageing population is now being seen as an economic opportunity, rather than a service demand problem. Given the quality of life for which Wellington is justifiably proud, the growth in the number of older residents is likely to accelerate, which will increase demand for aged care and health and recreation services.

2. The Soil and Organic Recycling Facility in Dutson Downs is an excellent example of a new industry with substantial growth potential. The facility is run by Gippsland Water and is expected to handle a growing share of Victoria's organic waste. Growth in this industry has been recognised in the GRP as another major industry opportunity for Gippsland and fits well with the idea of Wellington as a clean and green region.

In view of the diverse profile and prospects for these major industries, the Strategy needs to take a tailor-made approach to each. Where industries are dominated by one employer, this can be as simple as having regular, open and direct communication. With other industries, there may be a range of individuals and enterprises with a mix of views. This lends itself to industry forums, committees and other ways to ensure ideas and concerns are rapidly shared and addressed.

3. Digital Economy - Driving Growth with the Digital Economy

High Speed Broadband (HSB) is called the ‘fourth utility’; as essential, now, to day-to-day economic activity as electricity, gas and water. Its importance reflects that more and more of our economic activity, and economic growth, is part of what we call the digital economy.

In 2013, Wellington Shire Council and other Gippsland councils began work on a Digital Engagement Strategy. Workshops were run with business and community. These included practical subjects such as social media and the use of cloud computing and VOIP[4] to reduce communication costs.

In addition to this, Council recently delivered social media and other business workshops promoting the use of online tools, and a Business Newsletter and visits by the Economic Development team advising businesses on the benefits of the imminent NBN.

Council also established a NBN Liaison team to work with NBN Co to encourage and facilitate its roll out (particularly fixed wireless) in the areas surrounding the major towns. The emphasis from the Council team has been on ubiquity, reliability and speed.

NBN Co has now commenced planning for ‘Mixed Mode’ or ‘Fibre to the Node’ in Sale, Stratford, Maffra and Heyfield and is working with Council to obtain advice on the placement of those nodes. Planning for Yarram, Rosedale and Loch Sport will commence in 2017.

The NBN, First Movers Advantage and SMEs

There is a significant ‘first-movers’ advantage to new technology. This means that, those enterprises and regions that ensure HSB is widely available and broadly adopted are more likely to be benefit *and* those benefits are likely to be greater, as the market advantage could translate into ongoing dominance. In simple terms, not only is access to HSB essential, but *early* access is critical to being competitive and, therefore to encouraging more local investment.

This is especially relevant to Wellington. Small and medium enterprises (SMEs) make up most of Wellington’s economy. They employ more people, grow at a faster rate and are able, and prepared, to innovate and experiment more than larger firms. That means that, assuming they are able to, they are most likely to embrace HSB; benefit more from rapid take up of HSB; and therefore, benefit more from programs designed to support this.

Council can continue to drive this transition by:

- Continuing to advocate for faster and more comprehensive NBN rollout, through direct discussions with NBN Co and by demonstrating the economic, social and other benefits of it to the municipality and to potential investors.

[4] Voice Over Internet Protocol.

- Leading by example, through use of VOIP for video conferencing, demonstrating significant cost saving through clever use of technology and improving Council web based services in line with available technology; and
- Partnering with the Business and Tourism Associations and other entities (e.g. TAFEs) to roll out demonstration schemes, or supporting programs, collaborative websites to share information, and to sponsor digital literacy programs.

4. Living – Leveraging from Wellington's Enviable Liveability

While Wellington depends heavily on its very 'pragmatic industries' (dairy, agribusiness, defence, oil and gas), there is potential to expand and diversify its tourism sector as well. In turn this improves liveability in Wellington, which will help attract and retain new residents.

Who is Visiting Us?

Over 800,000 visitors to Wellington spend $103 million per year on accommodation, food and drink, transport, shopping, tours and other activities. A typical visitor to Wellington will:

- Be a day visitor (over 60% of visitors are domestic day visitors);
- Be frugal (average spend is low compared to elsewhere in the region) not least because they are staying with family and friends but because there are few commercial attractions on which to spend money.
- Spend more if staying in paid accommodation (over 60% of all expenditure is from domestic overnight visitors); and
- Be visiting friends and family or coming for business (almost half are visiting for these reasons, compared with only one third in East Gippsland for example).

This suggests room to grow. For example, while international tourists may not be a major part of Wellington's current visitor market strength, evidence from elsewhere clearly indicate growing interest in nature based activities and this *is* one of Wellington's strengths. In fact, Wellington can offer a diversity of natural landscapes to enjoy, from coasts, to wetlands and mountain forests. Moreover, improving recreational amenity, accommodation, food and activities helps to improve local lifestyle and residential amenity, which is critical to population growth.

Amenity and Population Growth

Stakeholders are almost unanimous that once people move to Wellington, they want to stay. This is because of the quality of life. The connection between this and population growth is very clear. Improving accommodation, hospitality, recreation facilities and supporting services helps attract visitors (particularly repeat visitors) but also benefits residents across the different market segments, from young working families to semi-retirees and the elderly. Figure 8 is a simple illustration of the links between liveability and investment.

Figure 8 The Connection Between Amenity and Economy

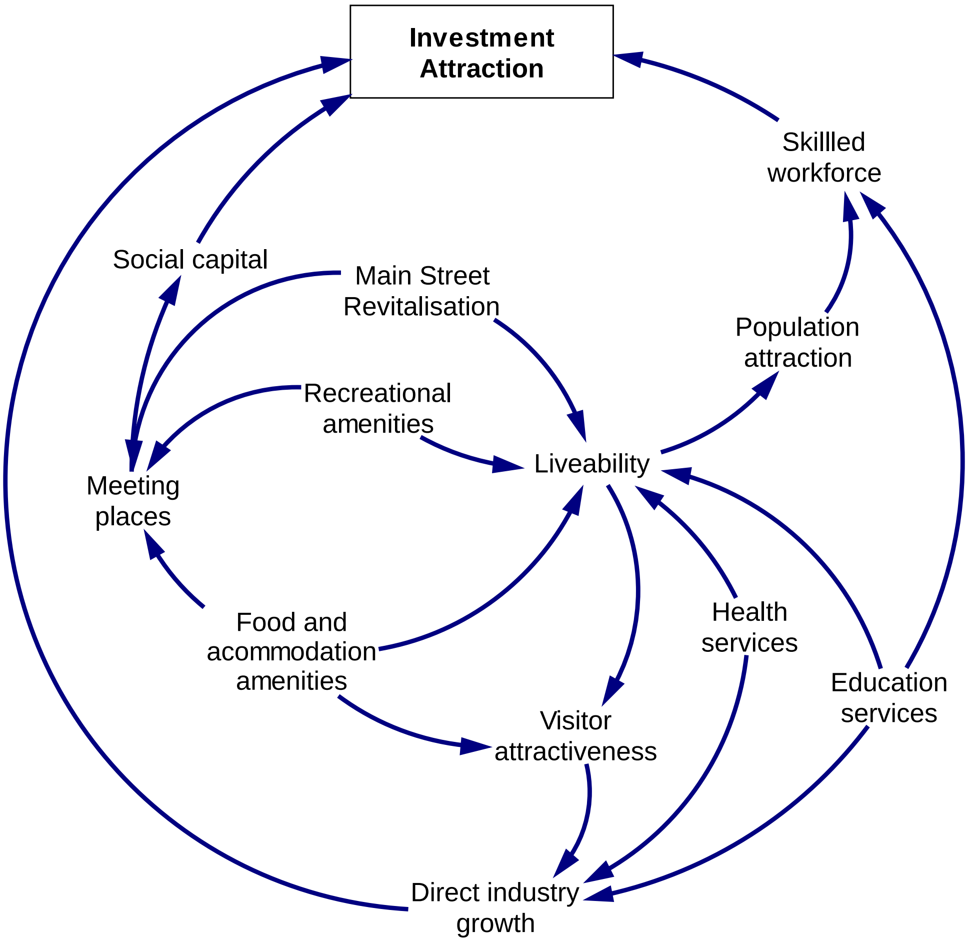


Figure 7 shows just some of the links between amenity improvements, increased tourism numbers, residential population growth and business investment.

Population growth can be stimulated by strategic investment in residential amenity (as well as in economic infrastructure). Key towns to consider for residential amenity improvements are:

- Rosedale (because of proximity to the growing employment hub of Traralgon);
- Stratford (already being considered as an attractive, lifestyle oriented small town residential alternative to Sale);
- Yarram, Heyfield and Maffra (each at the centre of evolving industries); and
- Sale itself (the main town that will benefit greatly from, amongst other things, the RAAF investment).

Investment in main street renewal, urban infrastructure like public Wi-Fi, health care, in-town educational and recreational facilities (e.g. around Port of Sale) all helps to attract visitors and new residents.

We also know that high amenity in our town centres (e.g. a diverse, affordable mix of housing, good recreational and hospitality services and HSB) is critical to attract the SME sector which, as we know, account for most of the jobs, jobs growth and innovation in Australia.

Leveraging from the Natural Attractions

Natural attractions in Wellington are important offerings for visitors, particularly given Wellington is the gateway to the western end of the Gippsland Lakes. Prominent features include Lakes Wellington and Victoria, the surrounding RAMSAR wetlands, Gippsland Lakes Coastal Park, Lakes National Park, Tarra Bulga and the Alpine National Parks and Ninety Mile Beach. They showcase a diversity of landscapes, but they do not yet match the iconic 'must-see' status of other parts of Victoria such as the Great Ocean Road. Nor have they been emphasised in State tourism promotion. There are also few high end accommodation options in the Shire to service them.

Given the proximity of campsites and small towns, there is potential for investment in higher end accommodation adjacent to these attractions (e.g. upmarket cabins in the Parks); and for building on the value of rail trails, by, for example, extending the Great Southern Rail Trail from Welshpool to Alberton to connect with the Tarra Trail, creating a continuous trail between Yarram and Leongatha.

In addition to natural landscapes, there are the tourist roads such as Grand Ridge Road and the Dargo and Licola Roads (albeit with notable unsealed sections). The Princes Highway is also a key Sydney-Melbourne route and, being two and a half hours from Melbourne, Sale is an ideal lunch stop and makes the Port of Sale redevelopment a great opportunity.in combination, there is substantial opportunity to create tourism routes linking attractions in and out of the Shire.

Finding and Developing Niche Markets

The tourism focus in Wellington leverages from a number of niche markets – fishing, boating, hunting, 4WDing. A greater focus is also required on nature based tourism around the Gippsland Lakes and Wetlands, Strzelecki Ranges and Alpine National Parks. Developing these markets can be incremental, starting with local patronage, to build a product and brand.

People with disabilities and their carers are a further niche market. Destination Gippsland estimates it could be as much as 20% of the total visitor market to Gippsland. The accessible boardwalks and walking tracks of Lake Guthridge and Sale Common could be replicated elsewhere and, with investment in specialised accommodation, could be explicitly marketed.

The Campervan Motorhome Club of Australia (CMCA) has recently endorsed four towns of Yarram, Sale, Heyfield and Rosedale with RV friendly status due to their ability to meet certain essential criteria outlined by the CMCA. These essential criteria include resources such as free overnight parking and accessible free dump points.

The RV market is growing and Council should maximise the benefits of this through a co-operative and strategic approach with local businesses and the community. This means investment in local infrastructure such as additional signage, long vehicle parking and overnight stays in both free/low cost sites and caravan parks. By adopting a Shire-wide approach, support can also be given to local commercial caravan parks and tourist operators to adequately satisfy the needs of the growing RV, caravan and camping market.

Subject to resource constraints, there is considerable support from the tourism industry to further develop events activity, focusing on those in which Wellington can be competitive. Expanding local capacity to secure State or National events in areas such as equestrian, cycling, swimming and hockey will attract visitors and growth potential for other non-sport related niche events should continue to be investigated.

Servicing the Local Community

The local community generates a significant share of visitation to Wellington: through business travel to local enterprises; trips by visitors to local events; and visits from friends and relatives. The export drivers – farming, oil and gas, food manufacturing, the RAAF and regional services – are the mainstay of the accommodation sector, keeping hotels and motels full during the week. Growth events that attract visitors from outside Gippsland will also benefit the local accommodation sector, particularly those over a weekend.

A well-considered program of events to launch the Port of Sale redevelopment will help to raise awareness and could form part of an ongoing events calendar that has a State-wide as well as local and regional draw. In contrast to the natural landscape, the emphasis here could be on arts and culture to fit with the Port of Sale cultural hub but it could also encourage local food and produce, which is a growing events market in itself.

Partnering with Stakeholders

There are a range of stakeholders who work with Council to develop the tourism market in Wellington: including Wellington Regional Tourism (WRT), Destination Gippsland, Parks Victoria, local businesses and the Visitor Information Centres at Sale, Maffra and Yarram. The change to the VIC network (new management and premises in Sale) presents an opportunity to reconsider how some of these governance structures and responsibilities are arranged. For example:

- It is essential that there is a diverse and involved tourism business community working with the Shire on product development, branding and marketing; and
- The three principle roles of tourism development (marketing and promotion; industry stakeholder development; and investment attraction) can be more clearly allocated to ensure resources and expertise are deployed efficiently.

5. Skilling - Improving the Workforce Skills Profile

As the digital, mostly service-based, economy has grown in importance, so too has the importance of human capital. This is a measure of the total stock of knowledge, creativity and attitudes of people applied to generating economic value. Its value depends on both the total number of people, and also their level of skill.

The key for Wellington is to continue working on raising the skill base of the resident workforce, both by attracting and retaining skilled workers, and by ensuring existing residents have the best possible access to education and training.

It is a complex issue and there are several factors to consider:

1. As our economies centralise, professional workers are proving increasingly difficult to attract to regional Australia. This needs to be addressed through higher salaries, better conditions and other incentives, much of which is beyond the capacity of the Shire to influence, or the SMEs that make up most of Wellington's economy, to fund. The good news is that while rural Victoria can sometimes find it difficult to attract staff, the quality of life in Wellington can make that task a little easier.

2. Notwithstanding the local quality of life, retaining skilled staff is always going to be a challenge. Because it is a smaller labour market, as people climb the career ladder they are often compelled to relocate to larger centres. Also, the spouses can struggle to find local work, putting pressure on the decision to leave.

3. The quality and reputation of primary and secondary schooling in Wellington is second to none. What has been consistently recognised is that under-investment in Wellington for many years has left the tertiary sector with little in the way of resources to deliver 21st Century quality education and training.

4. Training programs are prohibitively expensive for most of Wellington's SMEs. This has led to a shortage of workplace training options, and a smaller pool of highly skilled business people. Government can help to maximise jobs growth in the SME sector through the collaborative design of business incubators, networks, accelerators and training.

5. Most industry sectors are calling for increasingly diverse skills, particularly the faster growing service industries, such as health, education, professional services and advanced manufacturing.

Poor Training Access is Lowering the Participation Rate

In Wellington, the challenge of attracting and retaining skilled staff is compounded by two factors that make it difficult to source people from within the community:

1. The Shire's resident workforce has a lower than regional average proportion with Year 12 completion or higher education qualifications. Although these measures are improving, it suggests there is a need for easier access to training and education.

2. While it is true that more and more training and education is going online, there are still many types of training (particularly vocational) that need to be delivered either in the workplace or in tailor-made facilities. It is fair to say that Wellington's existing post-school education and training facilities are not of a sufficiently high standard to do this well. Nor are they conveniently located to ensure they are accessible for either transport disadvantaged students looking for their first qualification, or time poor workers looking to maintain their professional skills.

There is some evidence that lack of access is affecting post-compulsory participation rates. The number of Wellington students applying for and being offered university places is typical for rural Victoria. However, this is not translating into enough university or TAFE qualifications, with graduate proportions at the lower end of the regional range.

The Solution Will be a Mix of Strategies

Continuously improving Wellington's skilled workforce base will require a mix of solutions.

Work already completed by the Shire and its partners, including in State Government, has identified a catalytic investment that will transform the delivery of education and training in Wellington. This revolves around the consolidation of TAFE operations at a central location in Sale. The effort to secure commitment from all partners and funding will one of the ongoing actions of this Strategy.

In addition to this catalyst there are other actions that will help to improve access to tertiary level education and training:

- Continuing to experiment with incentives to attract professional workers into Wellington;
- Identifying ways to increase access to online and workplace training in the Shire; and
- Improving public transport links to larger urban centres where education and training facilities can offer more services.

6. Investing – Facilitating Investment in Infrastructure

As well as delivering quality of life, infrastructure is also critical to economic activity. Examples of State significant assets and projects already improving conditions in Wellington are:

- The Macalister Irrigation District (MID) 2030 project has already delivered a substantial upgrade to one of Australia's most important irrigation infrastructure assets. It continues to increase agricultural output and investment, particularly in dairy, but increasingly in intensive horticulture. There is still some way to go to expand the system to its fullest potential, and given the likely impact of climate change on water security, the MID, and the region is an important agricultural asset.
- The duplication of the Princes Highway is making the journey to Traralgon and Melbourne safer and faster, improving connectivity for business travellers, freight and visitors. Better passenger rail services will further improve this connectivity.
- The Port of Sale redevelopment will deliver an exceptional asset for the people of Wellington: for tourism, recreation, residential options and, potentially, education. It could become an iconic destination for people passing through, or visiting Wellington.
- The Sale Alternate road route is important for Gippsland, but comes with the challenge of minimising any negative consequences for Sale itself.

As many stakeholders have noted, there is still a lot to do. The GRP investigated and prioritised regional infrastructure needs for Gippsland's economy and these attest to the importance of connectivity and regional cooperation. The road duplication, further MID investment, addressing the passenger rail shortcomings, ensuring HSB is more widely available and developing West Sale Airport are all important, potentially catalytic investments.

Finally, replacing strategic transport infrastructure is an opportunity to prepare for growth. Ensuring these efforts to improve the enabling infrastructure are effective, warrants a close collaborative relationship between local, State and Commonwealth infrastructure planners, the business community and regional neighbours.

Commercial and Industrial Land Audits

Council has recently embarked on a valuable long-term project to map out industrial land use in Sale, Maffra and Yarram. The purpose of the activity audit (first carried out in 2015) is to monitor emerging and declining industries, and changes in the distribution and quantity of vacant land and buildings.

The audit, along with earlier analysis of industrial land has shown there is enough industrial land in the Shire to meet foreseeable demand. However, it is not all ideally located to be attractive to business; nor is it all necessarily made up of the right lot sizes, or well serviced, especially when it comes to HSB.

In response Council is about to commence the '*West Sale and Wurruk Industrial Land Supply Strategy'*. Its objective is to facilitate the release of land (currently identified in the '*Sale, Wurruk and Longford Structure Plan)*', to provide for a more diverse range of lot sizes that are both strategically well located and adequately serviced. This will help the Shire to become a leader in the strategic provision of land for business, which is, after all, one of the primary responsibilities of local government.

As Council continues to monitor land use (through biennial audits) we will build up a picture of land use change, identify newly emerging industries, and improve the capacity to measure the gap between the supply of retail, commercial and industrial land and the expected demand for it.

7. Promoting – Revealing Wellington's Secrets

It is clear that the people and businesses of Wellington have many things to be proud of. It is also clear that too few others know about Wellington and what it has to offer. This is a relatively simple issue and warrants a marketing plan that considers everything from what the name 'Wellington' denotes, to the make-up and location of the target market segments.

There are regions and locations throughout Wellington that are characterised or dominated by particular economic activities (Figure 8). These lend themselves to developing clear messages, branding and marketing strategies that promote visiting, living and/or investing in Wellington Shire.

Wellington has a lot to offer from affordable country and coastal lifestyles, urban town hubs, tourism and population attraction and investment opportunities, all within two to three hours of Melbourne.

However, this is not just about tourism or population attraction. It is also about ensuring investors know about the opportunities in:

- The Macalister Irrigation District and the dairy and horticulture sector;
- The RAAF Base East Sale, West Sale and associated aviation related activities;
- The Longford Plant and the manufacturing sector that has evolved from it in Wurruk;
- The timber plantations near Heyfield and Yarram; and
- The tourism assets spread across the Shire offering diverse investment potential.

As Figure 9 shows, almost all of Wellington accommodates one or more important economic assets.

Figure 9 Wellington Economic Regions and Assets

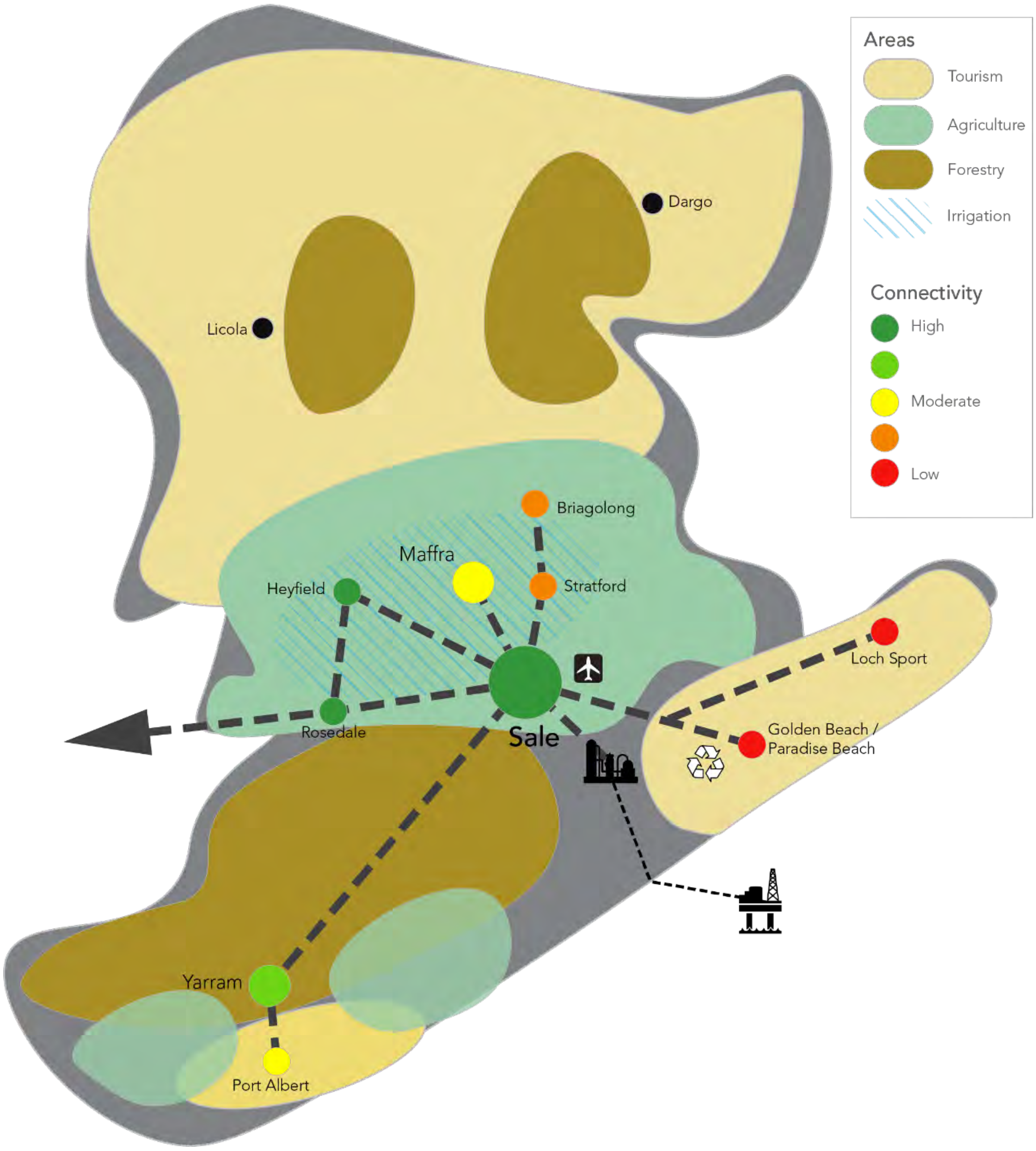


Figure 9 is a stylised representation of the key economic areas and assets in Wellington. Activities in each region are not exclusive, but generally dominate the area. The towns are colour coded according to their connectivity to employment hubs, health and education services (see www.geografia.com.au/victowns.index.html).

Summary

These seven themes capture the priority issues and concerns about Wellington's economy. Along with the recommendations of Wellington 2030 and the GRP, they point to five strategic objectives that are the basis for the Strategy and a set of actions for the next two years.

ACTION PLAN

The Action Plan (accompanying document) is the ‘working part’ of the Strategy. It is the set of tasks that the Economic Development Team will implement, in collaboration with other parts of Council and its stakeholders, over the next two years.

Beyond Year 2

In 2018, a progress report on the Strategy should be prepared to:

1. Consider what major macro-economic and demographic trends have emerged that are influencing the Shire’s economy. This demands regular and ongoing monitoring.
2. In light of this, reflect on whether the strategic objectives are still the priority issues.
3. Work with stakeholders to prepare a Year 3-4 Action Plan in light of the findings from points 1 and 2.

Performance Indicators

Economies are complex. This makes it a challenge to draw a direct link between any specific action and a change in a part of the economy, such as the rate of job growth. What we can do, though, is to identify and then monitor two different types of indicator.

1. Indicators that reveal the overall health and direction of the economy. These include total jobs, population growth and the unemployment rate. They cannot necessarily be attributed to a particular action, but if they are heading in a good direction, then we can assume the Strategy is working well.

2. Indicators that may be more resource intensive to collect, but can provide a closer measure of success. This includes the number of new businesses starting up, the commercial and industrial land vacancy rate and the number of new attendees at business forums or other events.

To provide a way to measure the effect of the Strategy, we have identified indicators that fall into each of these categories (see Tables 3 and 4). They have been selected to ensure they:

- Provide a good overview of how the economy is tracking, ideally against other similar municipalities;
- Do not become too much of a resource drain to collect and analyse;
- Are relatively straightforward to interpret; and
- Can be tracked over time.

In Table 3, where possible, target values are identified (e.g. a rate of change or an absolute figure). These are taken from analysis of regional growth rates and the assumption that Wellington can match, or exceed the Gippsland average. In some instances, target values cannot be identified. In these cases, it is the direction of change that is important to monitor (e.g. total number of jobs stabilising or growing).

In Table 4, the second category of indicators can be directly linked to the strategic objectives. Benchmark numbers and rates of change for these indicators have been established, and should be reviewed in Phase 2 of the Strategy, in line with any new actions.

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Table 3 Overall Economic Health Indicators

Overall Economic Health Indicator	Latest Value	Responsibility Level	Source	2018 Target Value/Direction
Total number of jobs	**14,192** 15.88% Gippsland workforce	Influence	REMPLAN Economic Profile Aug 2015	Maintain or increase % relative to Gippsland workforce
Number of businesses	3,889	Influence	ABS Data by Region LGA June 2013	Maintain or increase number of businesses
Estimated resident population	41, 965	Influence	REMPLAN Economic Profile 2015 (ABS data - March each year)	Maintain or increase % relative to Gippsland population
Gross Regional Product	$2.32b	Monitor	REMPLAN Economic Profile Aug 2015	Maintain or increase % relative to Gippsland GRP
Unemployment rate	5.6%	Influence	REMPLAN Economic Profile Aug 2015	Maintain % lower than Gippsland unemployment rate

Table 4 Specific Performance Measures

Strategic Objective	Performance Indicator	Responsibility Level	Source	2018 Benchmark Target Value/Direction
Economic diversity	Visitor numbers by type, duration	Influence	Destination Gippsland	Maintain or increase % relative to Gippsland
	Vacant industrial and commercial land use in Sale, Maffra and Yarram	Influence	Biennial Review of land audits	Decrease % vacant lot numbers
Amenity and infrastructure	Access to Internet at Home	Monitor	Census	Increase from 68%
	Value Building Approvals – Residential	Influence	Economic Profile/ABS	Maintain or increase % change relative to Gippsland
	Value Building Approvals – Non-Residential	Influence	Economic Profile/ABS	Maintain or increase % change relative to Gippsland
Leadership and governance	Number of direct business engagement activities	Control	Council internal database	TBD
	Number of sponsored or facilitated business workshops or events	Control	Council internal database	Minimum of 15 annually
	Number of attendees at sponsored or facilitated business workshops or events	Influence	Internal database	Minimum of 1000 annually
Skills and education	Proportion of residents with post school qualifications (may be further specified)	Influence	ABS Regional Data	Maintain or increase relative to Gippsland average
Branding	Sale VIC Visitation Rates	Influence	Internal Reporting	Increase from previous annual rates
	Tourism Wellington website visitation numbers	Influence	Website analytics	Increase over previous annual rates

WELLINGTON

SHIRE COUNCIL

The Heart of Gippsland

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Yarram Service Centre

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ATTACHMENT 3

WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

Economic Development Strategy Action Plan 2016-2018

Wellington Economic Development Strategy Year 1 & 2 Action Plan

Strategic Objective	Action	Approach	Key Local Agents	Rationale
Economic Diversity	1. Develop a Digital Strategy to address all aspects of digital economy opportunities.	Control and Influence	Council, local businesses, residents	There are significant economic opportunities for new and existing businesses and operations in relation to the digital economy. This includes Council service provision. A prioritised strategy will ensure resources are allocated appropriately.
	2. Seek funding to develop a strategy that focuses on the potential economic and social benefits from aviation related activities at RAAF Base East Sale and population increases, particularly with expansion as a result of Defence Project AIR 5428.	Control and Influence	Council, local businesses, RAAF	Stakeholders have already demonstrated a willingness to help maximise the benefits to Wellington from the Base. Further potential from both social and economic opportunities will have flow on effects to broader community.
	3. Continue to investigate the options for developing aviation related activity at the West Sale Airport.	Control and Influence	Council, local businesses, current users	West Sale represents a significant asset that has yet to reach its potential.
	4. Continue to investigate the emerging opportunities in the 'silver economy.' This includes support for the RV market in Wellington.	Control and influence	Council, local businesses	Already recognised as an emerging opportunity in Gippsland, Wellington can leverage from its existing quality of life to encourage investment in aged care, recreation and other services to older residents. It extends to attracting (ideally repeat) visitation from the 'grey nomads'.
	5. Continue to investigate the potential for biomass and other renewable energy production in Wellington, including for servicing Council's own energy needs.	Control and influence	Council, local businesses	The timber industry is already considering energy self-sufficiency through biomass energy generation. To keep ahead of the requirement to shift to renewable energy and improve Wellington's reputation as a clean, green environment, all forms of practical renewable energy should be investigated. Council can showcase the potential by being a leader in consuming renewable energy.
	6. Continue to support opportunities to expand the capacity of SORF to service Victoria's soil and organic recycling needs.	Control and Influence	Council, Gippsland Water	The SORF is already a major regional facility, creating a local competitive advantage. Market growth in envirotech sectors such as this is expected to be strong.

Strategic Objective	Action	Approach	Key Local Agents	Rationale
Economic Diversity	7. Work with partner member, Invest Gippsland, and other stakeholders, including Regional Development Victoria to identify opportunities for, and ways to support growth in additional activity in food and fibre. In the first instance, consult with local industry and peak bodies to identify priority actions.	Control and Influence	Council, Invest Gippsland, RDV, producers	There are recognised market opportunities and potential in Wellington for, amongst other sectors, poultry, dairy, niche markets such as horticulture and timber products. These need further investigation in order to prepare a priority list for action.
	8. Encourage the establishment of higher end, environmentally sustainable accommodation in outstanding locations close to existing villages (with particular focus on the Gippsland Lakes area). Upmarket cabins could also form part of the mix in camp sites managed by Parks Victoria.	Influence	Council, WRT, Parks Victoria, Destination Gippsland	Lack of high end or iconic accommodation is recognised as a gap in Wellington's offer. Operators may need assistance securing staff and infrastructure.
	9. Advocate for the sealing of tourist roads to create circular touring routes from Melbourne.	Influence	Council, WRT, Destination Gippsland, tourism operators	The generation of increased visitor traffic through the municipality will induce investment, as well as improving access for local communities.
	10. Prepare a program of events to launch the Port of Sale redevelopment.	Control	Council, WRT, Destination Gippsland, tourism operators	As with many Wellington assets, the Port of Sale needs more market awareness. There are opportunities in arts and culture to fit with the Port of Sale cultural hub and also local food and produce. An events calendar including the new Port of Sale would have a State-wide as well as regional draw. This could be a test for employment of a dedicated Events Promotion Officer with a brief to organise hallmark and major events and to maximise the economic value of events in Wellington. Events should also promote Wellington's natural assets and other features in alignment with local branding efforts and the objectives of the GRPP and Wellington 2030.
	11. Continue to work with the agricultural community via the Agricultural Industry Group and update Council's Position	Control, Influence and Monitor	Council; Food and Fibre Group, Agricultural Industry	Agricultural opportunities and challenges are dynamic and require regular monitoring. The sector is critical to Wellington's

Strategic Objective	Action	Approach	Key Local Agents	Rationale
	Paper through direct surveying or community consultation.		Group, agricultural enterprises	wellbeing and there are significant opportunities across food and fibre.
Amenity and Infrastructure	12. Work with VLine, PTV and local stakeholders to identify options for, and then advocate for improvements and changes to the schedule for the passenger train service to Sale and Bairnsdale and connections to Traralgon.	Influence	Council, residents	Short-haul train services to regional Victoria have a strong and positive impact on population growth and business investment. It will also help address the poor connectivity to services in Traralgon and provide more services and better connection into Melbourne for Wellington residents.
	13. Work with local Business and Tourism Associations and invite Renew Australia to discuss opportunities for small business development in main streets of Sale, Maffra, Heyfield, Yarram, Stratford and Rosedale.	Influence	Council, local businesses and tourism associations, Renew Australia	These towns add to both the infrastructure support for local economic activity and the residential amenity that can attract and retain new residents and other investors. May also raise awareness of Wellington as somewhere looking to encourage entrepreneurialism.
	14. Continue to identify opportunities for improving access to HSB in Wellington both for residential amenity and for business support.	Control and influence	Council, local businesses	HSB is increasingly an essential infrastructure asset for all growth industry sectors. There are examples of local governments working with NBN Co to support an accelerated rollout of HSB.
	15. Identify opportunities for introducing accessible boardwalks (similar to those around Lake Guthridge and Sale Common) elsewhere in Wellington and improve connections for whole of Gippsland Lakes.	Control and Influence	Council, WRT, Destination Gippsland, tourism operators, Parks Victoria, East Gippsland Shire Council, Wellington Access, Inclusion Group	This will improve amenity for disabled and elderly residents, encourage visitor stopovers leveraging from local the natural assets of the region and target the niche tourism market of people with disabilities and their carers.

Strategic Objective	Action	Approach	Key Local Agents	Rationale
Amenity and Infrastructure	16. Work with partners to extend the Great Southern Rail Trail from Welshpool (South Gippsland) to Alberton.	Control and Influence	Council, WRT, Destination Gippsland, tourism operators, South Gippsland Shire Council, Parks Victoria, Great Southern Rail Trail C'tee, DELWP	The Great Southern Rail Trail has proved popular with visitors and regional residents and has already stimulated investment in new hospitality enterprises in villages such as Cowwarr. The extension would provide a continuous trail between Yarram and Leongatha which could be marketed beyond the region.
	17. Consider roll out of public Wi-Fi in key meeting places around Wellington.	Control	Council, local businesses	Wi-Fi is becoming more available and expected. It can be relatively low cost to install Wi-Fi equipment for localised areas. It may help create meeting places that are important for social capital building in local business communities.
	18. Continue to advocate for the infrastructure priorities in the Gippsland Regional Plan.	Influence	Council, local businesses	The GRP represents a shared vision for Gippsland and has identified the key investments necessary to stimulate growth and development in Wellington. Funding is yet to be secured for some elements.
	19. Prepare an industrial land strategy for West Sale and Wurruk.	Control	Council, local businesses	While adequate in aggregate terms, there is insufficient industrial land of the right size, location and level of service provision to support industry need. It is important that any policy to address this is based on a holistic assessment of supply and demand and a long-term strategy.
	20. Prepare an RV Strategy for Wellington Shire.	Control	Council, WRT, local businesses	This will provide a document that articulates Council's policy and information on provision of amenity and infrastructure for growing RV market and support to local commercial caravan parks and tourism operators.
	21. Ensure the roll out of key boating infrastructure is continued, focusing on priorities such as pump-out and refuelling facilities at Loch Sport.	Influence	Council, Gippsland Ports, local businesses	The Gippsland Lakes are a key part of Wellington's tourist and residential amenity. More facilities are needed both to attract more use and manage the impact on the sensitive natural environment.

Strategic Objective	Action	Approach	Key Local Agents	Rationale
Leadership and Governance	22. Continue to work with all major regional stakeholders in identifying, prioritising and implementing economic development opportunities, including those identified in this document, the Regional Growth Plan and Wellington 2030.	Influence and Monitor	Council, regional stakeholders	There are a range of bodies already working towards improving economic outcomes in Gippsland and Wellington. This includes other parts of Council, the Business and Tourism Associations, Destination Gippsland, Regional Development Victoria, neighbouring councils and other bodies. Relationships are currently productive but will always need to be monitored and maintained.
	23. Continue to ensure communication channels with local businesses are effective, including with major employers. This may include the establishment of multi-industry/enterprise business networks, regular forums and other opportunities for collaboration.	Control	Council, local businesses	Council and staff have developed a good reputation for being available to local business operators. It is essential to maintain this and continue to find ways to improve how information is shared.
	24. Develop and implement an advocacy and communication template that can be used to support Wellington Shire Council's major infrastructure projects.	Control	Council	Strong, clear messages articulated in a template form will ensure strength in advocacy communications with State and Federal Governments.
	25. Establish a formal inter-Council project team to assist with major projects on an 'as required' basis.	Control	Council, other Gippsland Councils	Major projects generally have an impact across multiple areas of Council jurisdiction. These impacts are often large scale and with peak periods (e.g. construction phases) that represent both opportunities and challenges.
	26. Continue to advocate to State and Federal Government to address telecommunication blackspots in Wellington, with a focus on those that will help stimulate economic development activity.	Influence	Council, local businesses	Although there is a strong case for removing telecommunication blackspots for reasons of equity, quality of life and safety, for the purposes of this Strategy, the focus is on addressing those that impede economic activity, including in or near the region's national parks.
	27. Consider facilitating a regional food and fibre business forum to provide information to councils on emerging opportunities and needs.	Control and Influence	Regional councils via Invest Gippsland, local businesses	The Future Industries Fund will be a critical, but highly competitive, funding source. Cooperation and input from the agribusiness sector will help to identify opportunities for growth and raise awareness in State and Federal arenas of the investment potential in the region.

Strategic Objective	Action	Approach	Key Local Agents	Rationale
	28. Continue the implementation of the new Visitor Information Centre improvements	Control	Council, WRT	The new VIC format is more forward looking and will improve the effectiveness of visitor services in Wellington.
Leadership and Governance	29. Work with WRT to ensure its governance structures support broader input from the tourism community.	Influence	Council, WRT, tourism operators	Enabling a more diverse membership base would encourage greater business support and ideas.
	30. Consider revising the responsibilities for tourism development to best reflect stakeholder expertise and resources.	Influence	Council, WRT	It is important to ensure cost effectiveness of all activity and remove as much duplication as possible.
	31. Continue liaising with the respective Business & Tourism Associations.	Control and Influence	Council, BTAs	As the key representative stakeholders in the Shire, the BTAs are important bodies for sharing information and concerns, particularly as they relate to SMEs and specific parts of the Shire.
	32. Continue to work with local Indigenous stakeholders on developing economic opportunities	Control	Council, GLaWAC, local stakeholders	There are opportunities, particularly, but not exclusively, in cultural tourism that warrant collaboration.
	33. In early 2018, prepare a progress report on the implementation of the Strategy.	Control	Council	To identify achievements to date, work still to be done and the actions necessary to continue the development process for years 3-4 of the Strategy and beyond.
	34. Continue to monitor economic indicators, such as working age population replenishment rates; new business start-ups; business longevity; and commercial/industrial vacancy rates.	Monitor	Council	While it is very difficult to measure the direct relationship between performance indicators and economic development interventions, it is useful to have appropriate benchmarks that are regularly monitored to assist in identifying emerging trends.

Strategic Objective	Action	Approach	Key Local Agents	Rationale
	35. Run a biennial industrial and commercial land use audit of Sale, Maffra and Yarram, to document and compare, over time, new businesses or emerging issues, such as building vacancies.	Control	Council	Keeping accurate and up-to-date accounts of business activity ensures Council and its stakeholders get early indicators of emerging business clusters or building/land vacancies. This can replace using anecdotal evidence for industry strengths and weaknesses.
	36. Continue to ensure the Council's Wood Encouragement Policy is applied.	Control	Council	Council undertakes a significant amount of construction and fit out in its buildings and can use this to showcase the products of an important local industry. It will also help to create a brand for Wellington in the style of local buildings.
Skills and Education	37. Work with Federation Training, and other relevant stakeholders, to identify the specific needs for new in-town facilities in Sale.	Influence	Council, Federation Training, industry sectors (e.g. oil and gas, manufacturing).	Engagement will need to consider potential changes to learning systems and local industry demand.
	38. Prepare a 'skills barometer' to commence monitoring the skills gaps in the Shire, to identify potential changes in industry demand.	Control, Influence then Monitor	Council, businesses	This will assist any local training providers to respond to rapidly emerging industry needs and skills shortfalls.
	39. Work with local businesses to review the potential need or feasibility of a local 'experimental' business accelerator in Sale.	Control	Council and willing participants	While there is no significant shortage of commercial premises available for start-ups and SMEs, an accelerator can be a relatively affordable investment in identifying new businesses that can be assisted with often challenging start-up costs. Assistance with business development skills can form part of this when done in partnership with training providers.
Branding	40. Manage an Events Calendar	Control	Council, WRT, Destination Gippsland, tourism operators	An events calendar (including the new Port of Sale) would have a State-wide as well as regional draw with a brief to organise hallmark and major events and to maximise the economic value of events in Wellington. Events should also promote Wellington's natural assets and other features in alignment with local branding efforts and the objectives of the GRP and Wellington 2030.

Strategic Objective	Action	Approach	Key Local Agents	Rationale
	41. Prepare a marketing strategy for Wellington that presents a clear message about Wellington and a consistent brand that highlights local assets. It must encompass the entire economy.	Control and Influence	Council, local businesses, WRT, Destination Gippsland	There is a need for a strategic and consistent approach to branding Wellington: for tourism, residents, and new business investors; and to showcase the contribution of Wellington's economy to the State (including to the State and Commonwealth Government).
Branding	42. If aligned with the marketing strategy, promote the 'clean, green' environment in Wellington and consider the opportunities for 'local provenance' as part of the new Wellington brand.	Control	Council, local businesses, WRT, Destination Gippsland	Clean, green and local are all highly desirable assets, particularly in relation to food and wine production, but also liveability. It can complement Wellington's natural landscape, as well as some of its industry innovations (e.g. the efficiency improvements in the Macalister Irrigation District and the Radial Timber project).
	43. If aligned with the marketing strategy, prepare a business investment prospectus that highlights the key economic indicators and opportunities in the Shire.	Control	Council	As part of raising awareness, and if aligned with the marketing strategy, a concise, evidence-based prospectus is an ideal format for providing information to prospective business investors. Both an online and hard copy version should be prepared.
	44. Continue to promote the opportunities arising from the MID to prospective investors	Control	Council, Invest Gippsland, RDV, existing producers, industry peak bodies	Given the ongoing investment in the MID, Council has a role in helping to promote it as a valuable asset underpinning land productivity in the region.
	45. Promote the Council's economic development team within Council and across the Shire.	Control	Council	As the primary (but not only) Council team for economic development, there is value in raising the team's profile to local businesses, as well as beyond. This will ensure potential investors can easily find who is available to assist in planning for local business investment.

WELLINGTON
SHIRE COUNCIL
The Heart of Gippsland

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C4 - REPORT

GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

ITEM C4.1 **MAFFRA CARAVAN PARK REDEVELOPMENT**

DIVISION: BUILT AND NATURAL ENVIRONMENT

ACTION OFFICER: GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

DATE: 17 MAY 2016

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

OBJECTIVE

To provide Council with a report in relation to the Maffra Caravan Park and to provide a recommendation for it to be redeveloped into a Recreation Vehicle / Short Stay Park.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That

1. ***Council resolve to redevelop the Maffra Caravan Park into a Recreation Vehicle / Short Stay Park including an event camping facility and public open space in line with the Site Masterplan presented in Attachment One;***

2. ***Officers continue to liaise with business and community groups in Maffra over the next 12 months to ensure that the model is successful in meeting visitor and events needs in and around Maffra;***

3. ***Further information be provided to Council by June 2017 updating Council on the facility and whether it is meeting the needs of the district;***

4. ***Council authorise the Chief Executive Officer to execute necessary documentation and undertake actions to facilitate the redevelopment of the park.***

BACKGROUND

The Maffra Caravan Park is situated at 187 Johnson Street, Maffra and resides on a parcel of Crown Land reserved for the purpose of a Tourist and Camping Reserve.

Up until June 2013 the site was operated under a 17D Crown Land Lease. This was however surrendered with the lessee indicating they could not satisfy their obligations including to complete any capital investment. Since this time the park has been directly managed by council.

Following the surrender of the lease a number of Council workshops have been completed. In January 2016 an Expression of Interest (EOI) campaign was undertaken. This process invited expressions of interest for a lease and sought information from respondents on things such as experience, level of capital investment and how tourism opportunities could be increased.

Nine EOI briefs were requested with only one submission being received. This submission did not meet the evaluation criteria and was therefore not invited to tender.

Because the EOI process did not result in a lease being established, a number of stakeholder groups were consulted in relation to how the Maffra Caravan Park could be redeveloped.

Discussions were held with representatives from:

1. Gippsland Vehicle Collection.
2. Maffra Community Sports Club Incorporated.
3. Maffra Golf Club.
4. Maffra Tennis Club.
5. Maffra Gymnastics Club Incorporated.
6. Maffra Business and Tourism Association.
7. Maffra Basketball Association.
8. Maffra Recreation Reserve.

The feedback received from the consultation process was positive with strong support for the Maffra Caravan Park to be redeveloped in a way that would maintain essential economic and tourism benefits for the town. A number of groups highlighted broader benefits for tourism, the economy and opportunities for a number of larger events that regularly occur in Maffra that a redeveloped site would provide.

The Site Masterplan has been developed with input from discussions with stakeholders. The masterplan outlines the demolition and establishment of the new services including solar lighting, dump point, signage and landscaping. It also includes installation of welcoming signage and the establishment of the public open space at the front of the park which will be the final stage of the redevelopment.

The table below outlines a timeline to allow the park to be redeveloped as recommended:

DATE	ACTION
May 2016	• Council considers report. • Inform stakeholders of Council's decision. • Assist park users to plan their relocation. • Erect onsite signage outlining redevelopment.
June 2016	• Review and monitor program for physical works in line with masterplan.
July 2016	• Confirm arrangements in place for park users to relocate and facilitate assistance from other support agencies as appropriate.
20 August 2016	• All site users relocated.
September 2016	• Complete physical works within the park consistent with the site masterplan.
October 2016	• Opening of redeveloped park.

A number of resources, documents and supporting information are available to assist to ensure a smooth transition from an operational caravan park to the redeveloped site. These include:

- Liaison between Council Officers and housing support agencies
- Guides, information sheets and advisory material specifying the rights of those living in caravan parks;
- Applicable legislation and regulations outlining rights of users, specifically Residential Tenancies Act and Regulations.

Acknowledging a number of constraints on the site including the previous lessee's inability to provide capital investment and the limited interest received through the EOI process, this report recommends the park be redeveloped into a Recreation Vehicle / Short Stay Park in a planned and considered manner which will ultimately ensure the site can:

- Support the tourism sector.
- Play a key role in generating economic activity for the benefit of the Maffra community.
- Provide an area suitable for event camping for local sporting and community groups.

OPTIONS

Council has the following options:

1. Redevelop the site into a Recreation Vehicle / Short Stay Park with an event camping facility in line with the Site Masterplan outlined in Attachment One; or

2. Continue to directly manage the site and maintain its registration as the Maffra Caravan Park; or

3. Cease operating the Maffra Caravan Park and revert to open space.

PROPOSAL

That

1. Council resolve to redevelop the Maffra Caravan Park into a Recreation Vehicle / Short Stay Park including an event camping facility and public open space in line with the Site Masterplan presented in Attachment One;

2. Officers continue to liaise with business and community groups in Maffra over the next 12 months to ensure that the model is successful in meeting visitor and events needs in and around Maffra;

3. Further information be provided to Council by June 2017 updating Council on the facility and whether it is meeting the needs of the district;

4. Council authorise the Chief Executive Officer to execute necessary documentation and undertake actions to facilitate the redevelopment of the park.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

The cost of asset renewal required at the Maffra Caravan Park over the next 5 to 10 years is estimated at between $750,000 and $1,000,000.

The budget for the proposed redevelopment of the park is to be comprised of capital funds already attributed to works on this site for the 2015/2016 financial year, in addition to any available funding in the park's reserve fund. Proceeds from the sale of surplus assets in the park will also be received. The total budget estimate is $75,000.

COMMUNICATION IMPACT

Council officers will continue to engage in discussions with stakeholders throughout the process. To date a number of meetings with support agencies have occurred.

LEGISLATIVE IMPACT

The Maffra Caravan Park is sited on Crown Land as defined within the *Crown Land (Reserves Act) 1978* (Vic). Council is the reserve's Committee of Management and accordingly the Department of Environment, Land, Water and Planning (DELWP) have been briefed on the proposed redevelopment.

All provisions within Residential Tenancies Acts and Regulations will be adhered to, including periods of notice to vacate. These provisions also allow for residency rights to be ended by agreement, at a time earlier than specified within the relevant agreement.

COUNCIL POLICY IMPACT

Actions associated with implementing the recommendation contained within this report will be consistent with any applicable Council policy.

COUNCIL PLAN IMPACT

The Council Plan 2013–17 Theme 4 Infrastructure states the following strategic objective and related strategies:

> Strategic Objective
> *"Assets and infrastructure that meet current and future community needs."*
>
> Strategy 4.1
> *"Undertake service delivery planning to provide community assets in response to identified needs."*
>
> *Strategy 4.2*
> *"Ensure assets are managed, maintained and renewed to meet service needs."*

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

PLANNING POLICY IMPACT

The use of the site following the park's redevelopment will be consistent with applicable planning controls.

RESOURCES AND STAFF IMPACT

Officers from the Built Environment team will oversee the redevelopment of the park. Coordination will occur across a number of Council business areas to ensure a smooth transition for current users and to promote the newly redeveloped park.

COMMUNITY IMPACT

The proposed change of the Maffra Caravan Park site to a Recreation Vehicle / Short Stay park is considered to have a positive community impact particularly in relation to increased tourism and economic benefits.

CONSULTATION IMPACT

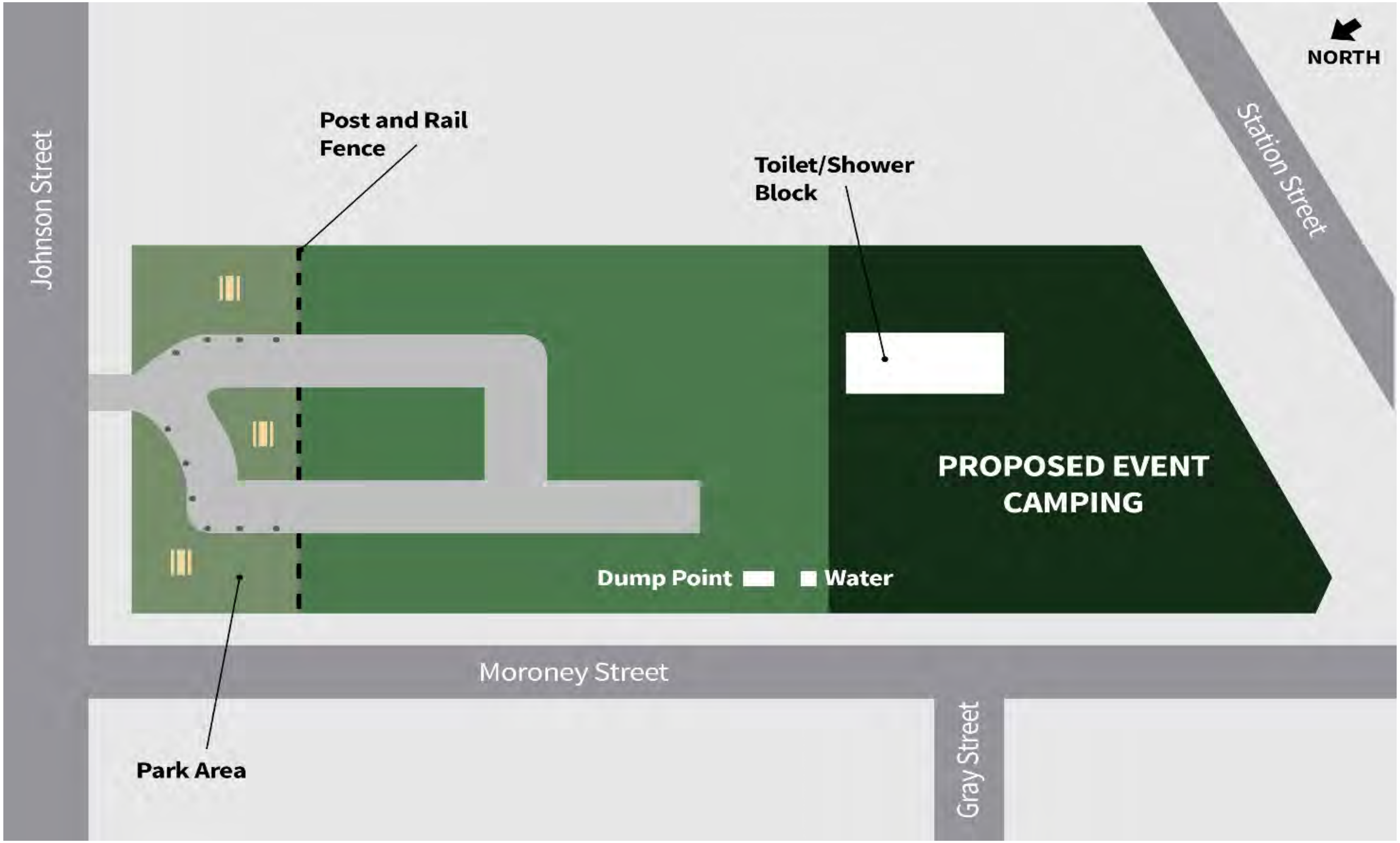
Correspondence has been provided to tenants / residents and officers have met in person with residents to inform them of the potential redevelopment of the site.

RISK MANAGEMENT IMPACT

Continued operation of the MCP in its current form exposes individuals and agencies to some risks.

The recommendation contained within this report that the MCP be redeveloped is considered to mitigate identified risks.

Attachment One – Site Redevelopment Masterplan



C5 - REPORT

GENERAL MANAGER COMMUNITY AND CULTURE

ITEM C5.1	COMMUNITY ASSISTANCE GRANTS – EVENTS AND PROJECTS MARCH 2016
DIVISION:	COMMUNITY & CULTURE
ACTION OFFICER:	MANAGER HEALTHY LIFESTYLES
DATE:	17 MAY 2016

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

OBJECTIVE

That Council adopt the recommendations to allocate Community Assistance Grants – Events and Projects March 2016 funds as detailed in Attachment A and that applicants be notified of the outcome of their applications.

RECOMMENDATION

That Council adopt the recommendations to allocate Community Assistance Grants – Events and Projects March 2016 funds as detailed in Attachment A and that applicants be notified of the outcome of their applications.

BACKGROUND

The Community Assistance Grants Scheme encourages the development of initiatives in the community in line with Council's vision, Wellington 2030, and the Council Plan. It aims to build on community capacity, encourage participation in cultural development and support community initiatives that promote participation.

Not for profit community groups operating in the Wellington Shire can apply for a Community Assistance Grant of over $2,000 to $5,000. There are two funding categories in the March round (Events and Projects).

Applications received that successfully meet the criteria are eligible to be prioritised for funding.

There are two funding rounds for Projects and Events with remaining funds for 2015/16 expended in the March 2016 funding round. There is an annual funding round for Facilities.

The following applications were received for the March 2016 funding round (Attachment B):

- 10 Event applications received totalling $44,094.01
- 7 Project applications received totalling $27,602.00

Applications are assessed by the Community Assistance Grants Panel (Panel), which is comprised of staff at a management level. The applications are initially assessed against the guidelines and then prioritised using the assessment criteria.

Each application is assessed on its benefit to the community, ability to fulfil a community need, project planning and the capacity of the applicant to deliver the project. The Panel provides advice and recommendations to Council based on the assessment criteria and funding guidelines.

OPTIONS

Council has the following options:

1. Adopt the recommendations to allocate Community Assistance Grants – Events and Projects March 2016 funds as detailed in Attachment A and that applicants be notified of the outcome of their applications; or
2. Seek further information for consideration at a future meeting of Council.

PROPOSAL

That Council adopt the recommendations to allocate Community Assistance Grants – Events and Projects March 2016 funds as detailed in Attachment A and that applicants be notified of the outcome of their applications.

CONFLICT OF INTEREST

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

FINANCIAL IMPACT

Funding will be through the Community Assistance Grant Scheme within the Healthy Lifestyles budget. The total available budget for the 2015/16 Community Assistance Grant Scheme is $255,000 and $75,370 is available for the March 2016 funding round.

The following applications are recommended for the March 2016 funding round (Attachment A):
- 8 Event applications recommended totalling $37,069
- 2 Project applications recommended totalling $7,500

COMMUNICATION IMPACT

The funding of these events and projects will facilitate positive community relationships for the Wellington Shire, highlighting Council's commitment to supporting not for profit community organisations in the delivery of their activities, projects and events that benefit the wider community.

COUNCIL POLICY IMPACT

This process is in accordance with Council's Events Policy no. 5.1.4 and Community Assistance Grants Strategy adopted on 21 June 2011.

COUNCIL PLAN IMPACT

The Council Plan 2013-17 Theme 7 Community Wellbeing states the following strategic objective and related strategy:

> Strategic Objective
> "*Enhance health and wellbeing for the whole Community".*
> Strategy 7.1
> *"Support access to a range of recreational opportunities for all sectors of the community".*

COMMUNITY IMPACT

The funding of these events and projects will have a significant positive effect on the community, providing assistance to increase the range of events and activities that the wider Wellington community can access, and be a part of. Successful applicants have demonstrated a community need that will be filled through receiving the funding and show a community benefit through project outcomes.

ENVIRONMENTAL IMPACT

All events and projects are encouraged to be consider the waste that will be produced through delivering their grant outcomes and have appropriate measures in place to manage waste. Assistance from Council is offered to all events to minimise landfill waste through the use of recycle bins.

CONSULTATION IMPACT

Council officers were involved in consultation with grant applicants to provide advice and assistance in the completion of event grant applications.

RISK MANAGEMENT IMPACT

The events industry is strongly legislated and all events are encouraged to comply with current OHS and best practice safety standards. It is the responsibility of the applicants to ensure that their project complies with all current rules and regulations.

RECOMMENDED APPLICATIONS FOR CAG MARCH 2016 FUNDING ROUND – EVENTS

ATTACHMENT A

	Organisation	Title	Project Description	Amount
1	Heyfield Traders & Tourism Association	Heyfield Food & Wine Festival	A food and wine festival showcasing local wine and produce, art display, children's entertainment and live music. An enjoyable family day for Heyfield and surrounding districts.	$5,000
2	Briagolong Mechanics Institute Hall COM	Briagolong Film Festival	The film festival is based around Australian films and is held over three days. Gippsland film makers are invited to submit their short films to be shown on Saturday evening in the Short Film Program.	$3,733
3	Yarram Eisteddfod Inc.	Yarram Eisteddfod 2016	A local opportunity to promote the performing arts especially dance, speech, drama and music.	$4,000
4	Sale Amateur Basketball Association	Sale Basketball Tournament	Annual Sale Basketball Tournament held over the Queen's Birthday weekend. Teams range from under 10 to open.	$5,000
5	Bug Blitz Trust	Heart Morass Restoration: Celebrating 10 years	The celebration invites all community members to inspect the iconic wetland restoration. Guided tours will be available as well as workshops, displays and activities celebrating wetland life and community partnerships.	$5,000
6	Lake Glenmaggie Community Representative Group	Lake Glenmaggie Fishing Festival	A family fishing festival promoting community togetherness and sustainability by removing carp from Lake Glenmaggie.	$4,336
7	Maffra Agricultural Society	International Food Festival	Maffra Show presents International Food and Wine festival highlighting everything French. A world map will be marking where each of the foods has come from educating and engaging patrons.	$5,000
8	Yarram Agricultural Society	Yarram Show	Yarram show is an event that showcases and embodies the entire rural experience. Fun for the whole family including displays, horse events, rides and show bags.	$5,000
			TOTAL AMOUNT RECOMMENDED	$37,069

RECOMMENDED APPLICATIONS FOR CAG MARCH 2016 FUNDING ROUND - PROJECTS

	Organisation	Title	Project Description	Amount
1	Boisdale Stables Committee (Auspiced by Boisdale & District Progress Association)	Equipment for the community owned Boisdale Stables kitchenette	To provide catering equipment for the newly established kitchenette in the community owned Boisdale Stables, to serve beverages and cater for volunteers and visitors.	$2,500
2	Wellington Primary Care Partnership (Auspiced by Gippsland Women's Health)	A Wellington no cost low cost activities guide	The no cost low cost booklet and E- Brochure/On-line PDF will give our communities around the Wellington Shire options for no and low costs activities in their area. Our communities need to know that they have social options that are low or no cost. That people feel they can participate and be included in a wide range of activities without spending a lot of money or fear that it will cause additional stress on their budgets.	$5,000
	TOTAL AMOUNT RECOMMENDED			$7,500

ALL APPLICATIONS RECEIVED FOR CAG MRCH 2016 FUNDING ROUND **ATTACHMENT B**

	Organisation	Title	Project Description	Amount	Category
1	Boisdale Hall Advisory Committee	Gentle Exercise for Seniors	Weekly group exercise for Seniors. Leader has 20 years' experience in Tai Chi and Yoga. Aim to live longer stronger.	$2,001.00	Project
2	Boisdale Stables Committee	Equipment for the community owned Boisdale Stables kitchenette	To provide catering equipment for the newly established kitchenette in the community owned Boisdale Stables, to serve beverages and cater for volunteers and visitors	$2,500.00	Project
3	Briagolong Mechanics' Institute Hall COM	Briagolong Film Festival	Briagolong Film Festival	$3,733.00	Event
4	Bug Blitz Trust	Heart Morass Restoration: Celebrating 10 years	This Open Day invites community members to inspect the iconic wetland restoration, sharing in guided tours, workshops, displays and activities celebrating wetland life and community partnerships.	$5,000.00	Event
5	Gippsland East CAP Debt Centre	Gippsland East CAP Debt Centre	To provide community access to free debt counselling and long term support as well as providing free community budgeting courses to improve personal financial literacy and management.	$5,000.00	Project
6	Heyfield Traders & Tourism Association	Heyfield Food and Wine Festival	A food and wine festival showcasing local wine and produce art display, children's entertainment and live music. An enjoyable family day for Heyfield and surrounding districts.	$5,000.00	Event
7	Lake Glenmaggie Community Representative Group Inc.	Lake Glenmaggie Fishing Festival	A family fishing festival, managed by the Lake Glenmaggie CRG, promoting community togetherness with a component of the sustainability practice of removing carp from Lake Glenmaggie.	$4,336.00	Event
8	Maffra Agricultural Society	International Food Festival	Maffra Show presents international food and wine festival highlighting everything French.	$5,000.00	Event
9	Maffra Area International	Maffra community website and on-line forum	This project will develop the Maffra Now website to showcase the region's assets and provide a forum for the discussion of ideas of broad community interest.	$3,101.00	Project
10	Merriman Creek Landcare Sub Group	Merriman Creek Landcare Sub Group 30th Anniversary	Anniversary dinner with VIP speakers showcasing 30 years of Landcare projects across the Stradbroke district including a bus trip to various past/present project sites.	$2,520.01	Event

	Organisation	Title	Project Description	Amount	Category
11	Sale Amateur Basketball Association	Sale Basketball Tournament	Annual Sale Basketball Tournament held over the Queen's Birthday Weekend. Open to team from U10 through to U18 as well as Open Men and Women.	$5,000.00	Event
12	Swinburne Buddhist Society	Chemical Engineering Community Seminar for Sale residents in Dandenong	The project is to provide free chemical engineering program for residents of Sale to City of Greater Dandenong in Victoria where transportation cost is covered.	$5,000.00	Project
13	Wellington Primary Care Partnership	A Wellington no cost low cost activities guide	This is a vital resource that lists social events such as annual fun days, markets, sporting clubs and events that are held that bring our community together.	$5,000.00	Project
14	Yarram Agricultural Society	Yarram Show	Yarram Show is an event that showcases and embodies the entire Rural experience. Fun for the whole family including displays, horse events, rides and show bags.	$5,000.00	Event
15	Yarram Eisteddfod Inc.	Yarram Eisteddfod 2016	Yarram Eisteddfod 2016.	$4,000.00	Event
16	Yarram Senior Citizens Inc.	Cultural Tour/Trip	A trip for our members, many who are from other countries to see some of Victoria's historic places.	$5,000.00	Project
17	Yarram Traders & Tourism Inc.	Tarra Music Festival Family Fun Day	Family fun day in the park, with live music, free bbq, face painting, clowns, jumping castle.	$4,505.00	Event
			TOTAL OF APPLICATIONS RECEIVED	$71,696.01	

ITEM C5.2 **GIPPSLAND ART GALLERY ADVISORY GROUP MINUTES**

DIVISION: COMMUNITY AND CULTURE

ACTION OFFICER: MANAGER ARTS AND CULTURE

DATE: 17 MAY 2016

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

OBJECTIVE

To receive the minutes from the Gippsland Art Gallery Advisory Group meeting held on 4 April 2016.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council receive the minutes of the Gippsland Art Gallery Advisory Group meeting held on 4 April 2016.

BACKGROUND

The Gippsland Art Gallery Advisory Group is a Committee of Council that meets every two months. The membership of the Advisory Group includes representation for professional artists, art educators, community members, Gallery Society members and a Councillor.

As provided under the Committee's Instrument of Delegation, the objectives of the Committee include providing advice to the Gippsland Art Gallery Director of the views, requirements and aspirations of the community in relation to visual arts. This includes: cultural and artistic matters relating to the Gippsland Art Gallery; proposed acquisitions to the Gippsland Art Gallery permanent collection; development of policies for the management and promotion of the Gippsland Art Gallery; and promotion of community interest in the Gippsland Art Gallery.

The committee's Instrument of Delegation reflects the desire to seek community input, advice and feedback on the operations of the Gippsland Art Gallery and to present this information to Council.

It is to be noted that these minutes have yet to be formally ratified by a future Advisory Group meeting and are provided as current information for the Council.

OPTIONS

Council has the following options:

1. Receive the minutes from the Gippsland Art Gallery Advisory Group meeting held on 4 April 2016; or

2. Request additional information and receive the minutes from the Gippsland Art Gallery Advisory Group meeting held on 4 April 2016 at a future meeting.

PROPOSAL

To receive the minutes from the Gippsland Art Gallery Advisory Group meeting held on 4 April 2016.

CONFLICT OF INTEREST

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

COUNCIL POLICY IMPACT

This report is in accordance with Council Policy 5.3.2 which establishes a framework for the guidance of Council in relation to the roles and responsibilities of Committees.

COUNCIL PLAN IMPACT

The Council Plan 2013-17 Theme 4 Infrastructure states the following strategic objective and related strategy:

> Strategic Objectives
> *"Asset and infrastructure that meet current and future community needs."*
>
> Strategy 4.3
> *"Manage Council community facilities planning to ensure that outputs are based on identified community needs."*

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

GIPPSLAND ART GALLERY
ADVISORY GROUP MEETING
Monday 4 April 2016
6.00pm Wellington Room

MINUTES

Present:
Claire Marston (Chair), Cr Emilie Davine, Clive Murray-White, Robbie Aitken, Rob Ziffer, Brian Cantwell, Brian Castles.

In attendance:
Anton Vardy (Director), Simon Gregg (Curator), Sarah Atkinson (Minute Secretary), Stephen Dempsey (Manager Arts and Culture)

Apologies: Bianca Taylor

Absent: No absentees

Assembly of Councillors and Staff Conflict and Staff of Interest Declaration

Completed by Anton Vardy

1. **Opening of meeting, welcome of visitors and attendance**

2. **Minutes of the previous meeting Monday 1 February 2016**
   Moved: Brian Castles **Seconded:** Emily Davine

3. **Business Arising**

3.1 Port of Sale Cultural Hub Project Steering Group update

The Steering Group has not met since the last Advisory Group meeting. However, the Director was in contact with Sharon Houlihan and reported that the tender document is being finalised and will be advertised late May early June. The contract will be awarded at the council meeting, to be held on Tuesday 2 August. Sharon will attend the Advisory Group meeting on Monday 1 August to present the outcome of the tender process.

4. **Reports**

4.1 Director's Report

The Director presented a review of the current and upcoming exhibitions. The Director noted that 'Next Big Thing' finalist Marlee McMahon and Josephine Jakobi were announced and wood fire ceramicist Owen Rye will be featured in the upcoming program. The Director also announced that advertising for the John Lesley Art Prize will be made through WIN and not in The Age for 2016. The collection is currently being valued by Charles Nodrum and this will be repeated in five years with a reviewed budget in line with CPI increase.

4.2 Gallery Society Report

Brian Cantwell reported that a number of fundraising activities are in the planning stages. The recent Gwen Webb talk and Meet and Greet evening were attended with great success.

4.3 Chair's Report

The Chair reported on her recent activity touring her work *Here in the Undergrowth to the Blue Mountains.* This work recently featured in NETS touring exhibition 'Synthetica' at the Gippsland Art Gallery in 2015.

5. General Business

Robbie Aitken raised the question of a foundation and fundraising activities in preparation for the opening of the new gallery in 2017. It was decided that this discussion would be continued at the next Advisory Group meeting with an emphasis on clarifying the structure in place for grants / donations / philanthropic gestures of support.

5.1 Accessioning of works of art to the Gippsland Art Gallery Collection

In response to the works presented by the Curator, consensus was made to purchase Sanné Mestrom's work Rubins Vase II 2015, subject to funding, with the vote moved by Clive Murray-White and seconded by Brian Castles. Consensus was made to purchase the group of donations including works by Jane Burton, Helen Wright, Michael Gaffy, Lionel Lindsay, Michael Young, Arthur Ernest Adams and Natasha Bieniek, with the vote moved by Rob Ziffer and seconded by Brian Castles.

Clive Murray-White then left the room to allow discussion of his bequest to commence. A motion expressing the Advisory Group's gratitude for Clive Murray-White's generosity was moved by Rob Ziffer and second by Emily Davine, with consensus made to accept Clive's bequest in full when the time arrived and in light of the new development project.

5.2 Partnerships

An evening to host young professionals new to the Shire will take place on Wednesday 27 April.

Next Meeting

Monday 6 June 2016

<u>Meeting Closed: 7.30pm</u>

ITEM C5.3 CAMERON SPORTING COMPLEX COMMITTEE OF MANAGEMENT MINUTES

DIVISION: COMMUNITY AND CULTURE

ACTION OFFICER: MANAGER HEALTHY LIFESTYLES

DATE: 17 MAY 2016

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

OBJECTIVE

For Council to receive the minutes from the Cameron Sporting Complex Committee of Management's Ordinary Meetings held on 17 September 2015, 19 November 2015 and 25 February 2016.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council receive the minutes from the Cameron Sporting Complex Committee of Management's Ordinary Meetings held on 17 September 2015, 19 November 2015 and 25 February 2016.

BACKGROUND

The Cameron Sporting Complex Committee of Management is a Special Committee of Council under Section 86 of the *Local Government Act 1989* and operates within the provisions of a Council approved Instrument of Delegation.

The objectives of the Special Committee are:

- To manage, operate and maintain the Cameron Sporting Complex for the community in an efficient, effective and practical manner.
- To undertake activities designed to protect, promote, utilise and develop the Cameron Sporting Complex for the use and enjoyment of the local community.

As provided under the Committee's Instrument of Delegation the minutes of all meetings are to be presented to Council and highlight the day to day activities being undertaken by the Committee.

Conflict of Interest: It was noted that conflicts of interest were called for at the commencement of the Ordinary Meeting, with no conflicts being declared.

OPTIONS

Council has the following options:

1. Receive the minutes from the Cameron Sporting Complex Committee of Management's Ordinary Meetings held on 17 September 2015, 19 November 2015 and 25 February 2016; or
2. Seek further information to be considered at a future Council Meeting.

PROPOSAL

That Council receive the minutes from the Cameron Sporting Complex Committee of Management's Ordinary Meetings held on 17 September 2015, 19 November 2015 and 25 February 2016.

CONFLICT OF INTEREST

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

LEGISLATIVE IMPACT

This report is in accordance with Section 91(4) of the *Local Government Act 1989*.

COUNCIL POLICY IMPACT

This report is in accordance with Council Policy 5.3.2 which establishes a framework for the guidance of Council in relation to the roles and responsibilities of Committees.

COUNCIL PLAN IMPACT

The Council Plan 2013-17 Theme 4 Infrastructure states the following strategic objective and related strategy:

Strategic Objectives
Asset and infrastructure that meet current and future community needs.

Strategy 4.2
Ensure assets are managed, maintained and renewed to meet service needs.

CONSULTATION IMPACT

Meetings held by the Cameron Sporting Complex Committee of Management are open to the public.

CAMERON SPORTING COMPLEX
Special Committee of Council

MINUTES

17 SEPTEMBER 2015, 8.00PM
CAMERON SPORTING COMPLEX

Meeting Opened Time:

1. Present / Apologies

Name	Title	Representing	Present / Apology	
Malcolm Hole	Councillor			X
Brad Spunner	Chairperson	Community		X
Peter Anderson	Vice Chairperson	Community	X	
Tracy Cameron	Secretary	Community		X
Anna Gaw	Treasurer	Community	X	
Timothy Kemp		Community	X	
		Maffra Cricket		
Yvonne Higgins		Maffra Basketball	X	
Bronwyn Hillbrich		Maffra Hockey	X	
Pat Weatherley		Maffra Junior Football		X
Prue Berry		Maffra Gymnastics	X	

Visitors - nil

Quorum Achieved? Yes

2. Declaration of Conflicts of Interest - Nil

3. Confirmation of Minutes of Previous Meeting (note any corrections)

Moved: Anna **Seconded:** Yvonne **CARRIED**
Chairperson to sign and date previous minutes to be filed by Secretary

4. Business Arising from Previous Minutes
- Playground removal. Shire to arrange for an Engineers Report to be obtained.
- Campbell Street drainage, Malcolm has followed up with Council and we are awaiting a report. Letter of support to be submitted by the Committee.

5. Correspondence In
- Nil

6. Correspondence Out – date previous minutes sent to Council
- Nil

Reports

7.1 Treasurer's Report

Moved: Anna **Seconded:** Tim **CARRIED**

7.2 User Group Reports

GYMNASTICS
See attached.

BASKETBALL
Season has now finished, next season more numbers expected.
7 kids are going to Echuca to play and Sam Berry is going on a scholarship to umpire.
7 kids have been selected to go Shepparton in October to try out to be selected to attend Albury or Melbourne.
CBL men have started training with good attendance
CBL women have started training tonight.
New season will be commencing in a couple of weeks.

FOOTBALL - Nil

HOCKEY
Season just finished. Maffra hosted the Preliminary final which they had 2 teams playing in.
Sale hosted the Grand Final. which our u.13 team played in and won. They were undefeated all year.
Fundraising is going well and they have almost reached the $10,000 required for their contribution for the synthetic pitch.

CRICKET - Nil

8. General Business

- Pat Weatherley has now been officially appointed onto our Committee.
- John McLaverty is still on our Committee – letter to Council to let them know of his resignation.
- Lights to be fixed in Canteen area.
- Plumber to be contacted in relation to a couple of issues.
- Handyman to be contacted in relation to starting some of the audit works during the break.
- Masterplan – to be discussed at next meeting. Copies to be emailed to Committee members to look over and bring any comments to the next meeting.

9. Next Meeting – 15 October 2015 – **7pm**

Meeting Closed Time: 9.00pm

These minutes are:

Confirmed as true and correct on 15/10/15
Date

Or

Corrections have been made and noted at the meeting on NIL
Date

Chairperson Signature..

CAMERON SPORTING COMPLEX

USER GROUP MONTHLY REPORT

Completed by:

***Maffra Gymnastic Club** Incorporated*

MONTHS: **<u>25th May – 21st August</u>**

APPROX. NUMBER OF PARTICIPANTS THIS MONTH (S): 6450 **(13 weeks) ave 496 p/w**

APPROX. HOURS OF USE THESE MONTHS: **342**

INCIDENTS, ACCIDENTS HEALTH & SAFETY ISSUES:

Nil

COMPLAINTS RECEIVED

Nil

MAINTENANCE UNDERTAKEN

6 pieces of equipment re-covered with vinyl.

EQUIPMENT & PLANT REPORT

New bungee rope and shock cord purchased as well as upgraded swivels and shackles to renew the 5 overhead bungees.
Sold all old, unused equipment that was in storage and had a truck load of 2nd hand foam cubes from a club in Melbourne delivered free in return for a good price on sold equipment.

OTHER ISSUES

Users, Normal Classes (426 x 11), Nambrok Primary School (90 x 4), Bundalaguah Primary School (29 x 5), Stratford Primary School (15 x 4), St Michael's Heyfield Primary School (59 x 3), Cowwarr Primary School (17)
Long Pre School (39),Specialist School (12 x 11), Briagolong Primary School (30), Briagolong Playgroup (18), St Columbas Kinder (35), Glassford Kinder (50), Gippsland Grammar (22 x 12), Nurture One (15), Gumnuts Kinder (23 x 5), Kath Foley (30),

Maffra Gymnastic Club hosted the Junior Gippsland Championships on the 27th June, 150 gymnasts competed.
Maffra Gymnastic Club hosted the MAG Junior Victorian Championships on the 28th June, 96 competitors competed.
Maffra Gymnastic Club hosted the Maffra Club Championships 23rd August, 31 competitors competed.
We are hosting the Senior Gippsland championships on 6th September (160 gymnasts), and Women's Victorian Championships for levels 7 – 10, on 10th & 11th October, (numbers tbc but 2 full days).

CAMERON SPORTING COMPLEX - COMMITTEE OF MANAGEMENT

FINANCIAL STATEMENT - MONTH ENDED 31st AUGUST 2015

CHEQUE ACCOUNT

RECEIPTS

	AUGUST	Y.T.D.
Wellington Shire:		
Maintenance Grant		
Audit Works		
Reimbursements:		
Basketball Association		
Gymnastics	$ 1,138.40	$ 1,138.40
Rentals:		
Maffra Junior Football Club		
Maffra Hockey Club		
Maffra Cricket Club		
Schools		
Miscellanous Rentals		
Other Income:		
Miscellaneous		
GST Reimbursement	$ 276.31	$691.21
GST Collected on Receipts	$ 113.84	$ 113.84
Bank Interest		
Transfers:		
From Investment Acc		
Total Receipts	**$ 1,528.55**	**$ 1,943.45**
Balance 1st July 2015		**$ 7,438.61**
Total		**$ 9,382.06**

PAYMENTS

	AUGUST	Y.T.D.
Electricity -		
Reserve:		
Gippsland Water		
Origin	$ 89.93	$ 89.93
Stadium:		
Origin	$ 541.89	$ 541.89
Mowing Contract:		
Maffra Golf Club		
Contract Cleaning:		
Cleaning	$ 2,144.80	$ 3,794.60
Maintenance:		
Stadium		
Reserve/Pavilion	$ 930.00	$ 1,495.00
Miscellaneous:		
Rubbish Collection	$ 315.00	$ 735.00
Toilet Supplies	$ 130.85	$ 259.10
Audit Costs	$ 300.00	$ 300.00
Sundries:		
PO Box Rental		
Postage		
Materials		
Equipment		
Bank Charges		
Other Expenses:		
GST on Expenses	$ 427.25	$ 703.56
GST to Shire		$ 877.25
Transfer:		
To Investment Account		
Total Payments	**$ 4,879.72**	**$ 8,796.33**
Balance 31st August 2015		**$ 585.73**
Total		**$ 9,382.06**

Bank Reconciliation

Balance as per Bank Statement (copy attached)			$ 919.73
Less unpresented cheques			
Cheque No.	1571	$ 180.00	
	1575	$ 154.00	
			$ 334.00
Balance as at 31st August 2015			**$ 585.73**

SAVINGS ACCOUNT

RECEIPTS	AUGUST	Y.T.D.	PAYMENTS	AUGUST	Y.T.D.
Interest	$ 14.04	$ 27.62	Bank Charges		
Transfers In			Transfers Out		
Total Receipts	**$ 14.04**	**$ 27.62**	**Total Payments**	**$ -**	**$ -**
Balance 1st July 2015		**$ 47,201.31**	**Balance 31st August 2015**		**$ 47,228.93**
Total		**$ 47,228.93**	**Total**		**$ 47,228.93**

Bank Reconciliation
Passbook Balance as at 31st August 2015 $ 47,228.93

ACCOUNT SUMMARY

Cheque Account	$ 585.73
Savings Passbook	$ 47,228.93
TOTAL 31st August 2015	$ 47,814.66

www.bendigobank.com.au

Bendigo Bank

034/01319 009935

WELLINGTON SHIRE COUNCIL
PO BOX 618
MAFFRA VIC 3860

Your details at a glance

BSB number	633-000
Account number	108684895
Customer number	6626006/1601
Account title	WELLINGTON SHIRE COUNCIL-CAMERON SPORTING COMPLEXCOMMITTEE OF MANAGEMENT

Account summary

Statement period	1 Aug 2015 - 31 Aug 2015
Statement number	198
Opening balance on 1 Aug 2015	$3,936.90
Deposits & credits	$1,528.55
Withdrawals & debits	$4,545.72
Closing Balance on 31 Aug 2015	$919.73

Any questions?

Contact Kellie Read at 146 Johnson Street, Maffra 3860 on **03 5141 1999**, or call **1300 BENDIGO** (1300 236 344).

Bendigo Club Cheque Account

Date	Transaction	Withdrawals	Deposits	Balance
Opening balance				**$3,936.90**
1 Aug 15	**Monthly Transaction Summary**			
	CHEQUE WITHDRAWALS (5 @ 0.70)	3.50		
	Total Transaction Fees	**3.50**		
	ACCOUNT REBATE		3.50	
	Total Rebates		**3.50**	
	Net Transaction Fees for July 15	**0.00**		3,936.90
13 Aug 15	CHEQUE 1569	695.00		3,241.90
18 Aug 15	CHEQUE 1570	330.00		2,911.90
20 Aug 15	DIRECT CREDIT 4430 WELLINGTON SHIRE 0616732494		276.31	3,188.21
25 Aug 15	DIRECT CREDIT GYMNASTICS CLUB MAFFRA GYMNASTIC 0617388324		1,252.24	4,440.45
26 Aug 15	CHEQUE 1572	2,503.22		1,937.23
27 Aug 15	CHEQUE 1574	346.50		1,590.73
28 Aug 15	CHEQUE 1573	671.00		919.73

Bendigo Bank

Account number	108684895
Statement period	01/08/2015 to 31/08/2015
Statement number	198 (page 2 of 2)

Bendigo Club Cheque Account

Date	Transaction	Withdrawals	Deposits	Balance
Transaction totals / Closing balance		**$4,545.72**	**$1,528.55**	**$919.73**

Bendigo Bank suggests you carefully check all entries on your statement. Apparent errors or possible unauthorised transactions are to be promptly reported to your branch. It is important that you notify Bendigo Bank of any disputed transactions as soon as possible as Bendigo Bank's ability to investigate disputed transactions and to subsequently process a chargeback in your favour is restricted by the time limits imposed under the operating rules of the applicable credit card scheme. If you wish to obtain further information about this product (including your chargeback rights) or you have a question or concern about your account or its operation please contact your local Bendigo Bank Branch (details supplied on the front of the statement).

If you are not satisfied with the response you can contact our Customer Help Centre, The Bendigo Centre, Bendigo VIC 3550 (PO Box 480, Bendigo VIC 3552) or by telephone on 1300 361 911. If your concern or complaint cannot be promptly resolved, we will provide you with a response in a reasonable time.

All card transactions made in currencies other than Australian dollars will incur a fee of 3% of the transaction value. (Additional charges may apply for cash transactions.)

CAMERON SPORTING COMPLEX
Special Committee of Council

MINUTES

MEETING NOVEMBER 19th, MEETING TIME 7PM
CAMERON SPORTING COMPLEX

Meeting Opened Time:

1. **Present / Apologies**

Name	Title	Representing	Present / Apology
Malcolm Hole	Councillor		x
Brad Spunner	Chairperson	Comminuty	x
Peter Anderson	Vice Chairperson	Community	x
Tracy Cameron	Secretary	Community	x
Anna Gaw	Treasurer	Community	x
Tim Kemp		Community	x
		Maffra Cricket	
Yvonne Higgins		Maffra Basketball	x
Bronwyn Hillbrick		Maffra Hockey	x
		Maffra Junior Football	
Prue Berry		Maffra Gymnastics	x

Visitors+: Rob Rowley, Pat Weatherley & Robyn Dowse

Quorum Achieved? **YES /**

2. **Declaration of Conflicts of Interest : Nil**

3. **Confirmation of Minutes of Previous Meeting (note any corrections)**

   Moved: Y. Higgins **Seconded: A. Gaw** **CARRIED;**

   Chairperson to sign and date previous minutes to be filed by Secretary

4. **Business Arising from Previous Minutes,**
   ***NIL**

5. **Correspondence In**
   ***Maffra Junior Tournament, Feb 6th & 7th Peta Allman**
   ***WSC small grants.**
   ***Geoff Hay, Bore**
   ***Engineers report about playground due in November. (General Business)**
   ***Gippsland water agreement (General Business)**

*Gymnastics Extension (proposal plans)

6. Correspondence Out –
   *NIL

7. Reports
   7.1 Chairperson's Report
   7.2 Treasurer's Report Moved A. Gaw.
      *mowing low than last year to date.
      *Pay Brian Teese for repairs 2nd T. Kemp CARRIED
   7.3 User Group Reports
      GYMNASTICS.
      Layla Berry 1st on vault State Championships. Jess Lay 3rd on bars,
      BASKETBALL:
      *Kaleb Sclater was appointed assistant coach U/14 At Southern Cross
      *CBL men and women going well.
      * Looking at stripping courts in April. Just checking on costs.
      HOCKEY:
      *In recess at the monment,
      *Will move to sale is they get the synthetic pitches.
      CRICKET:
      *All teams doing well.
      *Milo cricket good numbers.
      *GCL u/16 Sale/Maffra had a win.
      FOOTBALL:
      *AGM November 23rd
      -Financially healthy

      Volunteers

8. OHS / Risk / Facility Fault Report

9. New Rules of the Committee to be endorsed by Council on

10. General Business

*Cricket club doing a retaining wall in front of social rooms, cricket club to pay. Under $5.000 . CARRIED

*The cricket club used water when not meant to. Three committee members did some training and now are using the right gear when watering.
*Cricket club to water at night
CHANGES TO MASTERPLAN:
HIGH PRIORITY:
*NO1, Water, long discussions.
*NO2, Gymnastics extension, have rough plans need to raise $50 thousand dollars. When water is installed ans all working Gymnastics extension goes to NO1.
*NO3. 6.33 -6.34 Change rooms and 3rd court becomes priority NO3.
Moved T. Kemp 2nd P. Berry CARRIED

MEDIUM PRIORITY:
*Spectator shelters DONE
*Hockey field lighting.
*6.44 Playground trees, (wsc open space)
LOW PRIORITY:
*Upgrade roads, repaired. $17.000 in budget to do around ovals.
*Car parking due to expansion of numbers at gymnastics and basketball.

11. Next Meeting Feb 18th. Change meeting to Feb 25th due to apologies last week

Meeting Closed Time: 9.20

These minutes are:

Confirmed as true and correct on 25/2/16
Date

Or

Corrections have been made and noted at the meeting on 25/2/16
Date

Chairperson Signature..

CAMERON SPORTING COMPLEX
Special Committee of Council

MINUTES

25 February 2016, 8.00pm
Cameron Sporting Complex

Meeting Opened Time:

1. Present / Apologies

Name	Title	Representing	Present / Apology	
Malcolm Hole	Councillor			
Brad Spunner	Chairperson	Community	X	
Peter Anderson	Vice Chairperson	Community	X	
Tracy Cameron	Secretary	Community		X
Anna Gaw	Treasurer	Community	X	
Timothy Kemp		Community		X
		Maffra Cricket		
Yvonne Higgins		Maffra Basketball	X	
Bronwyn Hillbrich		Maffra Hockey	X	
		Maffra Junior Football		
Prue Berry		Maffra Gymnastics	X	

Visitors - Robert Rowley

Quorum Achieved? **Yes**

2. Declaration of Conflicts of Interest - Nil

3. Confirmation of Minutes of Previous Meeting (note any corrections)

Moved: Y. Higgins **Seconded:** R. Rowley **CARRIED**

Chairperson to sign and date previous minutes to be filed by Secretary

4. Business Arising from Previous Minutes
Unsure if Hockey lights have been fixed.

5. Correspondence In
- Wellington Shire Council - copy Gippsland Water Reclaimed Water Agreement

6. Correspondence Out
- Minutes to Council
- Letter to WSC re: Rates/Fire Levy

7. Reports

7.1 Chairperson's Report - Nil

7.2 Treasurer's Report - Moved A. Gaw **Seconded** P. Berry

7.3 User Group Reports

Gymnastics

- see attached
- Mardi Gras - fundraising going well.
- Cupboard outside coaches office and exit sign to be moved.
- Club has been nominated for Sporting Club of the Year Victoria.
- New Plans are being drawn up for extension
- Presentation to WSC on 17 March
- Motion - To allow the extension of the gymnastics facility the old toilet block is to be removed **Moved** P. Berry **Seconded** P. Anderson

Hockey

- AGM held last Tuesday 23 February 2016 - Jane Gallatly has stepped down as President. The Club is currently looking for a new President. Jane is continuing to run clinics at the local schools.
- Season starts after Easter.

Basketball

- One week to go and then into finals all finished before Easter.
- Sam Whelan Country Vic Mens u. 20 team
- Tournament didn't run as only 19 teams had entered.
- Country Championships 16 & 18 boys
- Men & Women CBL Presentation night tomorrow at Duart Women made semi-final
- Rhys Carter is looking at running a clinic for all ages over the School Holidays.
- Basketball have purchased a water foundation for $100.00 with the Management Committee to pay for its installation.

Cricket

- The Club held a successful book launch last weekend. The book outlines the history of the Club over the last 150 years and was written by Alan Evans. Books can be purchased through the Club.
- The season hasn't been as successful as hoped. Hopefully the juniors teams will make finals and maybe the 4ths.
- New covers to cover full square have been purchased and roller

Football

- Robert Rowley is the new President
- Registration day 6 March - 10, 12 & 14 teams are definite. u16 team depends on agreements being reach between Junior League and GL as to players. Not enough numbers to field full teams in both leagues.
- Coaches u10 Dan Ruthberg, u12 Trent Knobel & Hayden Burgiel and u14 Mat Daly

8. **General Business**
   - Bore - drill has been set up on site
   - Gravel has been laid on track
   - Mowing - calling for tenders - Golf Club to continue until new tender awarded
   - Internal lighting check, Darren Bennett
   - CFA have done check but not signed book
   - LED lights on the WSC budget

9. **Next Meeting** Thursday 17 March 2016 — WEDNESDAY 16th MARCH 2016

Meeting Closed Time: 8.45

These minutes are:

Confirmed as true and correct on ...16/3/16...
Date

Or

Corrections have been made and noted at the meeting on ...16/3/16...
Date

Chairperson Signature...

MAFFRA GYMNASTICS CLUB REPORT 2016		
	Aug-Dec	
Total Participants (calculated on weekly basis)	6502	
Hours of use	440	
Kindergartens	**Total number**	**Weeks**
Briagalong	19	4
East Sale	52	1
Gwenfa	22	1
Heyfield	24	2
Sale North	24	1
St Columbas	22	1
Statford	9	1
Preschool		
Gumnuts	21	1
Kath Foley	21	1
Primary School		
Briagalong	52	4
Cowarr	18	3
St. Michael's	55	3
Gippsland Grammar	55	4
Boisdale	105	4
Cobains	52	7
Arauleun	42	4
Warruk	42	4
Heyfield	195	4
St. Patricks Stratford	114	6
Secondary School		
Maffra Secondary College	50	3
Sale Secondary College	30	1
Sale Special School	12	11

MAFFRA GYMNASTICS CLUB REPORT 2016

Incidents, accidents and Health and Safety issues:

Nil

Complaints Received:

Nil

Equipment and Plant Report/Maintenance Undertaken:

ITEM C5.4 | **BRIAGOLONG RECREATION RESERVE COMMITTEE OF MANAGEMENT MINUTES**

DIVISION: COMMUNITY AND CULTURE

ACTION OFFICER: MANAGER HEALTHY LIFESTYLES

DATE: 17 MAY 2016

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

OBJECTIVE

For Council to receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meeting held on 15 February 2016.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY

RECOMMENDATION

That Council receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meeting held on 15 February 2016.

BACKGROUND

The Briagolong Recreation Reserve Committee of Management is a Special Committee of Council under Section 86 of the *Local Government Act 1989* and operates within the provisions of a Council approved Instrument of Delegation.

The objectives of the Special Committee are:

- To manage, operate and maintain the Briagolong Recreation Reserve for the community in an efficient, effective and practical manner.
- To undertake activities designed to protect, promote, utilise and develop the Briagolong Recreation Reserve for the use and enjoyment of the local community.

As provided under the Committee's Instrument of Delegation the minutes of all meetings are to be presented to Council and highlight the day to day activities being undertaken by the Committee.

OPTIONS

Council has the following options:

1. Receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meeting held on 15 February 2016; or
2. Seek further information to be considered at a future Council Meeting.

PROPOSAL

That Council receive the minutes from the Briagolong Recreation Reserve Committee of Management's Ordinary Meeting held on 15 February 2016.

CONFLICT OF INTEREST

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

LEGISLATIVE IMPACT

This report is in accordance with Section 91(4) of the *Local Government Act 1989*.

COUNCIL POLICY IMPACT

This report is in accordance with Council Policy 5.3.2 which establishes a framework for the guidance of Council in relation to the roles and responsibilities of Committees.

COUNCIL PLAN IMPACT

The Council Plan 2013-17 Theme 4 Infrastructure states the following strategic objective and related strategy:

> Strategic Objectives
> *Asset and infrastructure that meet current and future community needs.*
>
> Strategy 4.2
> *Ensure assets are managed, maintained and renewed to meet service needs.*

CONSULTATION IMPACT

Meetings held by the Briagolong Recreation Reserve Committee of Management are open to the public.

BRIAGOLONG RECREATION RESERVE
Special Committee of Council

MINUTES

MEETING DATE: 11th APRIL 2016
MEETING TIME: 7.30 PM
MEETING VENUE: BRIAGOLONG RECREATION RESERVE

1. Present/apologies

Name	Title	Representing	Present/Apology
Peter Cleary	Councillor	Wellington Shire Council	Present
Jess Fry		Briagolong Junior Football	Apology
Sean Padman		Briagolong Cricket Club	Present
Megan Lee	Representative	Briagolong Junior Football	Present
Vanessa Randle	Treasurer	Briagolong Tennis Club	Present
Mick Pleydell		Briagolong Tennis Club	Apology
Kylie Wright	Secretary	Briagolong & District Pony	Present
Jenny Elliot	President	Briagolong & District Pony	Present
Stephen Noble		Community	Present
Anna Larkin		Community Engagement Officer, Wellington Shire Council	Visitor

Quorum achieved: YES

2. Declaration of conflicts of interest: NIL

3. Confirmation of minutes of previous meeting:
Moved: Steve **Seconded:** Vanessa

4. Business arising from previous meeting:

- Peter will follow up regarding the West gateway widening.
- Sean will phone electrician who completed kitchen works for his account.
- Peter discussed needs for kitchen to be finalised – Jenny will purchase a hand tap sensor and exhaust fan/range hood and organise a contractor to fit both.
- Locksmith has been and changed locks as they had been tampered with, all keyed as previous locks.

5. Correspondence in:

- Kitchen floor quote - $6,520 inc GST
- Gippsland Water – notice to enter land for water meters to be checked.
- Letter from Tracey Binger – Briagolong Tennis Club in regards to state of clubrooms after a cricket function and also chairs against their only access door into pavilion.

6. Correspondence out -

7. Reports –

7.1 Presidents report –

- NIL

7.2 Treasurers report -

- February 2016 and March 2016 presented by Vanessa, also received by Kylie via email.

7.3 User group reports –

Cricket club –

- Nothing to report.

Football club –

- 2 teams this year, commencing this weekend.
- Discussion between Meagan and Sean, cricket club are happy to share their fridge with Footy club.
- Megan requested Pony Clubs calendar to ensure if there are any clashes that they can be negotiated prior to the day.

Pony Club –

- Orbost, Buchan, Stratford horse trials and Briagolong dressage day have kept our club members busy – Briagolong has competed very strongly and have reached high results. Few new members.

Community –

- Market recently which seemed to attract a good crowd.

Tennis Club –

- Finished strongly last year.

Shire –

- Peter is following up kitchen queries and also West gate widening.

8. Volunteers: NIL this month

9. OHS/Risk/Facility Fault report:

- **Disability access concerns still being raised by community members**.
- **Female change rooms – supporting women to participate in sport is of upmost importance, Briagolong Recreation Reserve has no facilities for female players or umpires to change in.**

10. New Rules of the Committee:

- None to report on.

General Business –

- Anna Larkin present from the Shire – Anna discussed fundraising options, Australian Sports donation, Philanthropy grant and eligibility needs – she will send an email to Marcus Stone outlining the Committee's goals. Anna will also touch base with Dawn Martin (recreation reserve overseer for Shire) in regards to our plan. Dawn will require a business plan format including what we wish to do, cost, how we will fundraise, letters of support from community groups. Ryan Evans at Gippsport a great contact and advisor 51423193.
- Both mowers have been serviced. New battery in the John Deere and new belt for the red mower – thanks Jenny for organising.

Mtg closed: 9.00 pm

11. Next meeting: 9th May 2016 @ 7.30pm

Treasurers Report for meeting held March 2016

Reconciled Statement for February 29 2016

Cash at Bank as at 31/01/2016			**16,386.39**
Income:			
February			
Bank Interest		0.53	
			0.53
Payments:			
February			
Jenny Elliott - lawnmower fuel	-	104.45	
T Ryan - lawnmower fuel	-	71.35	
CFA - extinguisher inspection	-	79.20	
			-255.00
Reconciled Bank Balance to date			16,131.92
unpresented chq's & deposits			
B Mynott - safety goggles		-83.00	
			-83.00
closing balance of accounts to date			**16,048.92**
Cheques to be authorised			
Energy Australia		-1592.99	
Gippsland Water		-261.10	
			-1,854.09
		Balance Remaining to date...	**14,194.83**

incoming correspondence:

outgoing correspondence:

GST refund claim lodged with WSC for last 6 months - ($783.20)

Note:

Treasurers Report for meeting held April 11 2016

Reconciled Statement for March 31 2016

Cash at Bank as at 31/01/2016			**16,131.92**
Income:			
March			
Bank Interest		0.48	
WSC - GST return Jul 2015 - Jan 2016		783	
			783.68
Payments:			
March			
Energy Australia pump shed & facilities	-	1,592.99	
Gippsland Water	-	261.10	
			-1,854.09
Reconciled Bank Balance to date			15,061.51
unpresented chq's & deposits			
B Mynott - safety goggles		-83.00	
A & Z Farm Services		-467.75	-550.75
closing balance of accounts to date			**14,510.76**
Cheques to be authorised			
			0.00
		Balance Remaining to date...	**14,510.76**

incoming correspondence:

outgoing correspondence:

GST refund claim lodged with WSC for last 6 months - ($783.20)

Note:

D. URGENT BUSINESS

E. FURTHER GALLERY AND CHAT ROOM COMMENTS

F. CONFIDENTIAL ATTACHMENT/S

G. IN CLOSED SESSION

COUNCILLOR

That the meeting be closed to the public pursuant to Section 89(2) of the Local Government Act 1989 to consider:

- ***a) personnel matters***
- ***b) the personal hardship of any resident or ratepayer***
- ***c) industrial matters***
- ***d) contractual matters***
- ***e) proposed developments***
- ***f) legal advice***
- ***g) matters affecting the security of Council property***
- ***h) any other matter which the Council or special committee considers would prejudice the Council or any person***

IN CLOSED SESSION

COUNCILLOR
That:

That:
***That Council move into open session and ratify the decision made in closed session*.**