

ORDINARY MEETING OF COUNCIL

Notice is hereby given of the
Ordinary Meeting of Council to be held at
Council Chambers, 15 Stead Street,
on Wednesday 2 October 2013,
commencing at 7:00 p.m.

Members:

Cr. Pat Toohey (Mayor)	Woodlands Ward
Cr. Allan Comrie	East Moorabool Ward
Cr. David Edwards	East Moorabool Ward
Cr. John Spain	East Moorabool Ward
Cr. Tonia Dudzik	East Moorabool Ward
Cr. Paul Tatchell	Central Ward
Cr. Tom Sullivan	West Moorabool Ward

Officers:

Mr. Rob Croxford	Chief Executive Officer
Mr. Shane Marr	General Manager Corporate Services
Mr. Phil Jeffrey	General Manager Infrastructure
Mr. Satwinder Sandhu	General Manager Growth and Development
Mr. Danny Colgan	General Manager Community Services

Rob Croxford
Chief Executive Officer

AGENDA

1.	OPENING OF MEETING AND PRAYER	4
2.	PRESENT	4
3.	APOLOGIES	4
4.	CONFIRMATION OF MINUTES	4
4.1	<i>Ordinary Meeting of Council – Wednesday 18 September 2013.....</i>	<i>4</i>
5.	DISCLOSURE OF CONFLICT OF INTEREST.....	5
6.	MAYOR’S REPORT	7
7.	COUNCILLORS' REPORTS.....	8
8.	PUBLIC QUESTION TIME.....	9
9.	PETITIONS	11
10.	PRESENTATIONS / DEPUTATIONS	12
11.	OFFICER'S REPORTS.....	13
11.1	CHIEF EXECUTIVE OFFICER	13
11.1.1	<i>Australia Day Award Recipient Selection Panel.....</i>	<i>13</i>
11.2	GROWTH AND DEVELOPMENT	15
11.2.1	<i>Planning Application PA2013-103; The Use of the land for a Place of Assembly (Music Festival) and a Business Identification sign; CA87B, Parish of Kerrit Bareet, Yendon Egerton Road, VIC, Mount Egerton, 3352.....</i>	<i>15</i>
11.2.2	<i>Draft Domestic Animal Management Plan</i>	<i>86</i>
11.2.3	<i>Central Highlands Regional Growth Plan.....</i>	<i>121</i>
11.3	COMMUNITY SERVICES.....	221
11.3.1	<i>Draft Moorabool Youth Strategy 2013-2016.....</i>	<i>221</i>
11.3.2	<i>ANZAC Centenary Proposed Projects.....</i>	<i>271</i>
11.4	INFRASTRUCTURE SERVICES.....	279
11.5	CORPORATE SERVICES.....	280
11.5.1	<i>Customer Service Strategy 2013-2016</i>	<i>280</i>
11.5.2	<i>Office Arrangements - Christmas / New Year Period 2013/14</i>	<i>304</i>
12.	OTHER REPORTS.....	308
12.1	<i>Assembly of Councillors</i>	<i>308</i>
12.2	<i>Section 86 - Delegated Committees of Council - Reports</i>	<i>309</i>

12.3 *Section 86 - Advisory Committees of Council - Reports*.....319

13. **NOTICES OF MOTION**.....**323**

14. **URGENT BUSINESS****324**

15. **CLOSED SESSION OF THE MEETING TO THE PUBLIC****325**

16. **MEETING CLOSURE****326**

1. OPENING OF MEETING AND PRAYER

Almighty God be with us as we work for the people of the Shire of Moorabool.

Grant us wisdom that we may care for the Shire as true stewards of your creation.

May we be aware of the great responsibilities placed upon us.

Help us to be just in all our dealings and may our work prosper for the good of all.

Amen

2. PRESENT

3. APOLOGIES

4. CONFIRMATION OF MINUTES

4.1 Ordinary Meeting of Council – Wednesday 18 September 2013

Recommendation:

That Council confirms the Minutes of the Ordinary Meeting of Council held on Wednesday 18 September 2013.

5. DISCLOSURE OF CONFLICT OF INTEREST

Under the Local Government Act (1989), the classification of the type of interest giving rise to a conflict is; a direct interest; or an indirect interest (section 77A and 77B). The type of indirect interest specified under Section 78, 78A, 78B, 78C or 78D of the Local Government Act 1989 set out the requirements of a Councillor or member of a Special Committee to disclose any conflicts of interest that the Councillor or member of a Special Committee may have in a matter being or likely to be considered at a meeting of the Council or Committee.

Definitions of the class of the interest are:

- a direct interest
 - (section 77A, 77B)
- an indirect interest (see below)
 - indirect interest by close association (section 78)
 - indirect financial interest (section 78A)
 - indirect interest because of conflicting duty (section 78B)
 - indirect interest because of receipt of gift(s) (section 78C)
 - indirect interest through civil proceedings (section 78D)

Time for Disclosure of Conflicts of Interest

In addition to the Council protocol relating to disclosure at the beginning of the meeting, section 79 of the Local Government Act 1989 (the Act) requires a Councillor to disclose the details, classification and the nature of the conflict of interest immediately at the beginning of the meeting and/or before consideration or discussion of the Item.

Section 79(6) of the Act states:

While the matter is being considered or any vote is taken in relation to the matter, the Councillor or member of a special committee must:

- (a) leave the room and notify the Mayor or the Chairperson of the special committee that he or she is doing so; and
- (b) remain outside the room and any gallery or other area in view of hearing of the room.

The Councillor is to be notified by the Mayor or Chairperson of the special committee that he or she may return to the room after consideration of the matter and all votes on the matter.

There are important reasons for requiring this disclosure immediately before the relevant matter is considered.

- Firstly, members of the public might only be in attendance for part of a meeting and should be able to see that all matters are considered in an appropriately transparent manner.
- Secondly, if conflicts of interest are not disclosed immediately before an item there is a risk that a Councillor who arrives late to a meeting may fail to disclose their conflict of interest and be in breach of the Act.

6. MAYOR'S REPORT

To be presented at the meeting by the Mayor.

Recommendation:

That the Mayor's report be received.

7. COUNCILLORS' REPORTS

To be presented at the meeting by Councillors.

Recommendation:

That the Councillors' reports be received.

8. PUBLIC QUESTION TIME

The Council has made provision in the business of the Ordinary Meetings of the Council for the holding of a Public Question Time.

Public Question Time is required to be conducted in accordance with the requirements contained within the **Public Question Time Protocols and Procedural Guidelines**.

The person asking the question is to stand and identify themselves by name and residential address before asking the question.

All questions are to be directed to the Mayor as Chairperson, who shall determine the appropriate person to respond to the question.

The person asking the question must be present in the gallery when the question is considered and may be asked for clarification by the Mayor.

At the discretion of the Mayor, a lengthy question may be required to be placed into writing by the person asking the question. The Mayor may accept a question on notice, in the event that research is required to provide a response. In the case of questions taken on notice, both the question and response shall be recorded in the Minutes of the Meeting.

Procedural Guidelines – Public Question Time

A maximum of two questions may be asked by any one person at any one time.

If a person has submitted 2 questions to a meeting, the second question: may, at the discretion of the Mayor, be deferred until all other persons who have asked a question have had their questions asked and answered; or may not be asked if the time allotted for public question time has expired.

A maximum of three minutes per question will be allocated. An extension of time may be granted at the discretion of the Mayor.

The Mayor will nominate the appropriate person to respond to each question. In the event that the question is directed for response by a Council Officer, it shall be referred through the Chief Executive Officer.

The Mayor may disallow any question, which is considered:

To relate to a matter outside the duties, functions and powers of Council;

To be defamatory, indecent, offensive, abusive, irrelevant, trivial or objectionable in language or substance;

To be confidential in nature or of legal significance;

To deal with a subject matter already answered; To be aimed to embarrass any person;

To relate to personnel matters;

To relate to the personal hardship of any resident or ratepayer;

To relate to industrial matters;

To relate to contractual matters;

To relate to proposed developments;

To relate to legal advice;

To relate to matters affecting the security of Council property; or

To relate to any other matter which Council considers would prejudice the Council or any person.

The Mayor has the discretion to seek clarification of the question if deemed necessary but otherwise the person asking the question is not permitted to enter into debate with or directly question the Mayor or Chief Executive Officer.

The Mayor may direct that a member of the gallery ceases speaking if the above procedure is not followed.

9. PETITIONS

No petitions have been made to Council for consideration as part of this Agenda.

10. PRESENTATIONS / DEPUTATIONS

The Council has made provision in the business of the Ordinary Meetings of the Council for the making of presentations or deputations to Council in relation to matters presented on the agenda for Council consideration.

Presentations or deputations are required to be conducted in accordance with the requirements contained within the **Presentation/Deputations Protocols and Procedural Guidelines**.

Persons wishing to make a presentation or deputation to Council on a matter included in the agenda shall inform Council prior to the meeting by contacting the Chief Executive Officer's office and registering their name and agenda item being spoken to.

At the meeting the Mayor will invite the persons wishing to make a presentation or delegation to address the Council on the agenda item.

The person making the presentation or deputation is to stand and address Council on the item. No debate on the item is permitted between the person making the presentation or delegation and the Council.

A maximum of three minutes per presentation or delegation will be allocated. An extension of time may be granted at the discretion of the Mayor.

Councillors, through the Mayor, may ask the person making the presentation or delegation for clarification of matters presented.

The Mayor may direct that a member of the gallery ceases speaking if the above procedure is not followed.

List of Persons making Presentations/Deputations other than in relation to a planning item listed on the agenda:

Item No	Description	Name	Position
-	-	-	-

List of Persons making Presentations/Deputations to a planning item listed on the agenda:

Individuals seeking to make a presentation to the Council on a planning item listed on the agenda for consideration at the meeting will be heard by the Council immediately preceding consideration of the Council Officer's report on the planning item.

Item No	Description	Name	Applicant/ Objector
-	-	-	-

11. OFFICER'S REPORTS

11.1 CHIEF EXECUTIVE OFFICER

11.1.1 Australia Day Award Recipient Selection Panel

Introduction

File No.: 02/04/003
Author: Dianne Elshaug
Chief Executive Officer: Rob Croxford

Background

Moorabool Shire Council Australia Day 2013 Celebrations are scheduled to be held on Saturday 26 January, 2014 in the Mechanics Institute, Inglis Street, Ballan and will include a community breakfast and award presentations.

Advertisements have been placed in the local papers and on the website calling for nominations for Moorabool Shire Council's Australia Day Citizen of the Year, Young Citizen of the Year and Community Event of the Year. Nominations close mid November 2013.

Proposal

A selection panel for the Awards made up of Councillors and the 2013 Australia Day Citizen/s of the Year will be required to meet in December to determine the award recipients for 2014.

Policy Implications

The 2013. 2017 Council Plan provides as follows:

Key Result Area	Community Wellbeing
Objective	Community Self Reliance
Strategy	Support community and cultural events.

The proposal to have a selection panel made up of Councillors and the 2013 Australia Day Citizen/s of the Year to determine 2014 award recipients is consistent with the 2013-2017 Council Plan.

Financial Implications

Nil.

Risk & Occupational Health & Safety Issues

Nil.

Communications and Consultation Strategy

Advertising and media releases will be prepared leading up to Australia Day celebrations.

Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

Manager – Rob Croxford

In providing this advice to Council as the CEO, I have no interests to disclose in this report.

Author – Dianne Elshaug

In providing this advice to Council as the Author, I have no interests to disclose in this report.

Conclusion

That a selection panel for the Awards be made up of Councillors and the 2013 Australia Day Citizen/s of the Year and will meet in December to determine the award recipients for 2014.

Recommendation:

That two Councillors be nominated to be a part of the Australia Day Selection Panel to determine award recipients for 2014.

Report Authorisation

Authorised by:

Name: Rob Croxford
Title: Chief Executive Officer
Date: Monday 23 September 2013



11.2 GROWTH AND DEVELOPMENT

11.2.1 Planning Application PA2013-103; The Use of the land for a Place of Assembly (Music Festival) and a Business Identification sign; CA87B, Parish of Kerrit Bareet, Yendon Egerton Road, VIC, Mount Egerton, 3352

Application Summary:	
Application No:	PA2013-103
Lodgement Date:	8 May 2013
Applicant:	Inca Roads Inc. c/- Daniel Camilleri
Planning Officer:	Victoria Mack
Earliest date the applicant may apply to VCAT for an appeal against Failure to Determine:	2 September 2013
Address of the land:	CA87B, Parish of Kerrit Bareet, Yendon Egerton Road, VIC Mount Egerton, 3352
Proposal:	The Use of the land for a Place of Assembly (Music Festival) and a Business Identification sign
Lot size:	8.33ha
Moorabool Planning Scheme (Relevant details):	
State Planning Policy Framework (SPPF):	Clause 14.02-1, Catchment planning and management
Local Planning Policy Framework (LPPF):	Clause 21.03-5 Rural Lifestyle Opportunities
Zone:	Farming Zone (FZ)
Overlays:	Environmental Significance Overlay . Schedule 1 (ESO1, Proclaimed Water Catchment Areas) Design and Development Overlay . Schedule 2 (DDO2 Visual amenity and building design)
Particular provisions:	Clause 52.05, Advertising signs
General provisions:	Clause 65 Clause 66
Why is a permit required?	Provisions of the Farming Zone and Environmental Significance Overlay . Schedule 1

Public Consultation:	
Number of notices to properties:	16
Notices on site:	1
Notice in Newspaper:	No
Number of objections:	5
Consultation meeting:	14 August 2013. Attended by all objectors
Policy Implications:	
Key Result Area -	Enhanced Infrastructure and Natural Built Environment.
Objective -	Effective and efficient land use planning and building controls.
Strategy -	Implement high quality, responsive, and efficient processing systems for planning and building applications. Ensure that development is sustainable, resilient to change and respects the existing character.
Victorian Charter of Human Rights and Responsibilities Act 2006	
In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.	
Officer's Declaration of Conflict of Interests	
Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest. <i>General Manager Growth and Development – Satwinder Sandhu</i> In providing this advice to Council as the General Manager, I have no interests to disclose in this report. <i>Author – Victoria Mack</i> In providing this advice to Council as the Author, I have no interests to disclose in this report.	

Executive Summary:

The application is to conduct a small annual three day music festival to cater for a maximum of 650 people, including members (patrons) artists and organisers including volunteer staff. The application is before Council owing to the receipt of five (5) objections from neighbouring landowners and occupiers.

The key concerns of objectors include: excessive noise; the disruption to the peaceful rural amenity of the area; the risk that the patrons may create a detriment to themselves and neighbours; fire risk; and increased traffic on local roads.

In weighing up the concerns of the concerns of objectors it is considered that the applicant has demonstrated that the festival can be managed appropriately and securely, that noise emissions can be controlled to meet EPA guidelines and the traffic which would be generated by the event is modest when spread over the three days.

It is noted that a number of neighbours attend the event. The music is not of the ~~aveq~~ style and it is not considered that this festival would become a future ~~woodstockq~~ and no alcohol is sold at the event.

It is considered that appropriate measures have been taken to conduct a music festival in a responsible manner and would provide small economic benefits to local businesses within the municipality.

This application went to Council for a determination on 19 September 2013. An amendment motion by Cr Dudzik was lost, and it was considered by Council that additional information was required for the application to be considered. The applicant has subsequently provided the information required.

Summary Recommendation:

The proposal has been assessed against the relevant components of the Moorabool Planning Scheme, particularly those set out in the State and Local Planning Policy Framework, Clause 35.07-1 and Clause 35.07-6 Decision guidelines of the Farming Zone and it is considered that the proposed use is generally consistent with requirements of the scheme.

It is recommended that Council resolve to issue a Notice of Decision to Grant a Permit for this application pursuant to Section 61(1) of the Planning and Environment Act 1987 subject to conditions contained later in this report.

Site History

A search of Council Records reveals that no planning permits have been issued on the subject land. A music festival was conducted on the land in both 2011 and 2012 without a permit. The matter was investigated after three complaints from neighbours were received in 2012, however, no enforcement was undertaken. This was on the basis that the applicant had contacted Council (the applicant has provided email evidence of this) prior to both events and while the matter was not referred to planning, advice was provided that a permit was not required to hold the event.

Proposal

Inca Roads proposes to conduct a Music Festival on the land from Friday 29 November 2013 to Sunday 1 December 2013. The site would be set up the day prior and clean up would occur the day following. The application can be summarised as follows:

- **The applicant:** Inca Roads is an incorporated not-for-profit charitable music club and claims to celebrate the best in young talent by encouraging new performers to perform at the event in a family friendly environment; and provide a professional platform for artists as young as 15 years of age.
- **Music type:** A mix of classic genres would be played such as soul, jazz & rhythm and blues; as well as modern day pop, rock and acoustic music.
- **Attendees / patrons:** All festival patrons would be required to be members of Inca Roads. No tickets are proposed to be sold at the gate on the event weekend. A membership database is kept.
- **Age demographic:** The documentation provided states that the demographic would be from 15 to 80 years of age, with the majority of attendees being between 25 and 35 years of age.
- **Participant numbers:** The three day music festival would be capped at a maximum of 650 people made up of: members (500), organisers and volunteer staff (50); and performing artists (100).
- **Hours of festival:** Live music would be played at the following times:
 - Friday 29 November: 1pm . 1am (Saturday)
 - Saturday 30 November: 11am . 1am (Sunday)
 - Sunday 1 December: 10am . 1.45pm.
- **Performance breaks:** There would be 30-45 minute performances followed by 30-45 minute breaks.
- **Entrance and exit:** Entrance and exit from the site would be from the Yendon Egerton Road, in the north-east corner of the site. An emergency exit is also suggested to the west along the south side boundary of the site across neighbouring land to Lillis Road, but no easements are registered on title nor is there an unused government road. A third exit for use in emergency is proposed through Lot 87 D to the east of the property.

- **Traffic:** The organisers estimate that the maximum number of cars that would be on the site over the three days would be 200-250, with some traffic movements on each day as performers and others arrive or depart the venue. It is estimated that approximately 150 cars would be on the site at any one time. An in-paddock parking area for 159 cars (including two (2) disabled spaces) is noted on the site plan as well as an additional 40 car spaces for artists, closer to the performing area. It is not anticipated by the applicant that there would be a peak time for arrivals or departures.
- **Traffic Management:** There would be no queuing on the Yendon Egerton Road and cars would enter the site where there would be a waiting area able to accommodate at least 30 cars. Traffic management volunteers would control and direct all cars from this assembly area.
- **Signage:** One (1) sign would be erected on the gate to the property which would be 1m long x 0.5 wide. No other signage would be erected on the property or any other roads, other than temporary internal directional signs.
- **Alcohol:** No alcohol would be sold on the site but patrons would be able to bring their own alcohol to the event. A Liquor Licence would not be required as alcohol is not being sold at the event. A copy of an email response from the Victorian Commission for Gambling and Liquor Regulation was received which indicated that in this instance where there was no liquor being sold to the public and the premises was not a club and not a premises where meals or light refreshments are normally served to the public, that a Liquor Licence was not required.
- **Accommodation:** Patrons and organisers would bring their own tents for overnight accommodation. Three camping areas have been noted on the site plan.
- **Food:** No cooking equipment would be allowed on the site, or any fires. Food during the event would be provided either by a general BBQ for members, brought by participants themselves, or purchased from food vans to be available during the event. Perishable food would be stored in a refrigerator on the site. Insurance and registration for any vendors on site would be required.
- **Waste management:** Rubbish bags would be provided to members on arrival and waste bins would be available around the site. Bins would be emptied into a waste disposal area which is noted on the site plan, to be located behind an existing shed on the land and screened by trees. Collected waste would be disposed of in a Council waste handling facility after the event.
- **Portable toilets:** Twenty four (24) portable toilets and one (1) disabled toilet would be provided on the site by Palmer Hire for the duration of the event. This equates to one cubicle per 35 patrons, Washbasins and soap would be provided and volunteers would check the cubicles each 6 hours. The location of the portable toilets is marked on the site plan.

- **Stage and performing area:** The stage area would contain a site induction point, a drinking water point, a food vending and service area, a first aid tent and a disabled viewing area, all to be located south east of the main stage. The stage would be rented for the event and have a floor area of 20sqm (4m x 5m) with scaffolding and a tarpaulin. Some plywood would also be used on the roof and walls to be constructed by a licenced carpenter. Details of the stage area are marked on the site plan.
- **Staff:** All staff would be volunteers and would be inducted at least one hour prior to their shift about the site's safety and operational procedures.
- **Security:** Would be provided by Regional Security Services, with one (1) security guard per 35 patrons.
- **First Aid:** There would be at least one Chief First Aid and OH&S officer on shift and at least two General First Aid officers on shift.
- **Land:** The land is owned by a relative of the applicant.
- **Water:** Would be free to participants.
- **Power and lighting:** A 15Kva generator would power the site with smaller generators for night lighting. The camp areas will be lit between the hours of 8pm and 4am. Low level lighting would be used for the stage and surrounds - no laser lighting would be used.
- **Risk:** Public and Products Liability Insurance would be in place with Hohan Group as underwriters.
- **Fire risk and water supply:** A 25,000L mobile fire tanker would be available with appropriate CFA connections. The grass would be mown to approximately 5cm in height and cleared of debris prior to the event.
- **Local suppliers:** would be used to provide security, coffee, food and local farm products.
- **Website:** The Inca Roads website can be accessed at: www.incaroads.com.au **Acoustic Report:** An acoustic report has been provided prepared by Sound and Acoustic Engineer, Dom Watson, from ATC Productions.

The summary of the acoustic report findings (August 2013) stated as follows:

Measurements were taken at key points along the boundary of the property, within the festival site and at neighbouring properties. With a 112dB(A) weighted peak output one metre from the source location this was found to be well within the limits of EPA regulations at all properties in the local area. All properties were well within the 65dB (A) EPA limit. See also recommendations.

All objectors are those most minimally impacted with recordings of less than 45dB (A). Interestingly readings of 4WD's trucks and V6 cars driving down the road easily reached 75-85dB (A).

Based on these results, it is my strong belief that the operating of this festival will not have any adverse effects on the neighbouring properties or objectors and will cause minimal disruption to the surrounding area.

It was also noted by the acoustic consultant that the audio system to be used in 2013 is superior to that used in previous events and that ~~the~~ the greater amount of ~~headroom~~ the less sonic distortion and shorter distance the sound travels~~q~~

Recommendations to dampen sound leakage (summarised):

1. Insulate three (3) walls of the stage with large square straw bales (approx. 150kg each).
2. Add artificial barriers to reduce noise escaping from the site.
3. Consult with festival sound engineer to arrange speaker directions to cancel out any reverberating frequencies during the event, such as using cardioid array to minimise effect of bass frequencies.
4. Provide a public complaint hotline operator in event of noise exceedance.
5. Procedure in place to monitor and act upon sound exceedance.

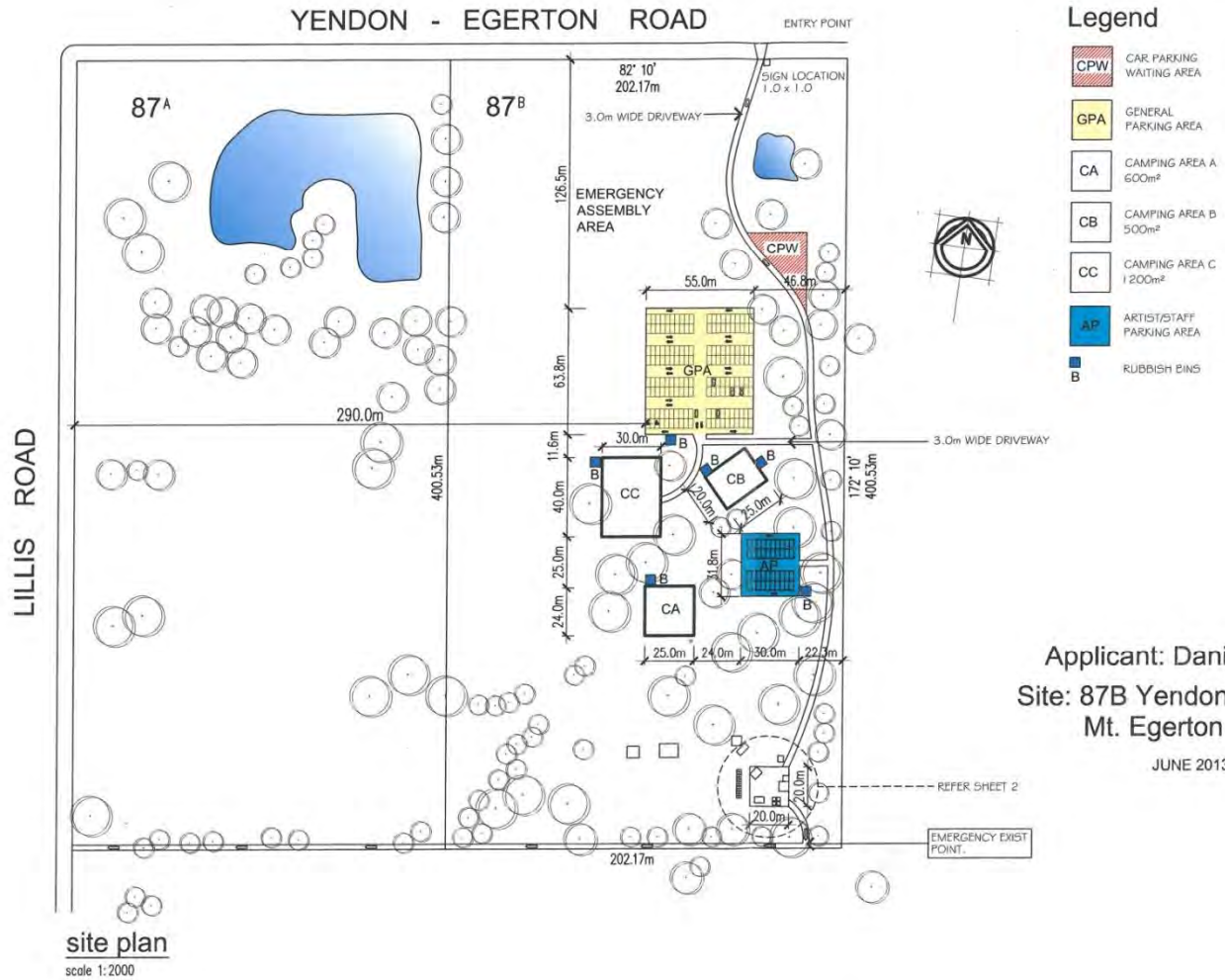
The applicants have stated they will use a digital decibel meter to determine sound levels across all spectrums prior to the commencement of the event and will comply with the following:

- The ~~Reasonable Noise~~ and ~~Reasonable~~ duration of amplified sound~~q~~ of s48A of the EPA Production Act 1970;
- EPA (Residential Noise) Regulations 2008
- s46 and s48B (Entertainment Venue / Concert restrictions ~~Duration of Sound~~).

The applicants have stated that they will undertake hourly checks of noise to ensure the mix is not travelling long distances; and instruct the Sound Engineer to remove all low end and ~~sub~~ bass frequencies from the mix. After 10pm the volume will be reduced by 15% every hour until 1am.

SITE PLAN . CA 87B
VERSION 1 June 2013

"Inca Roads Music Festival"



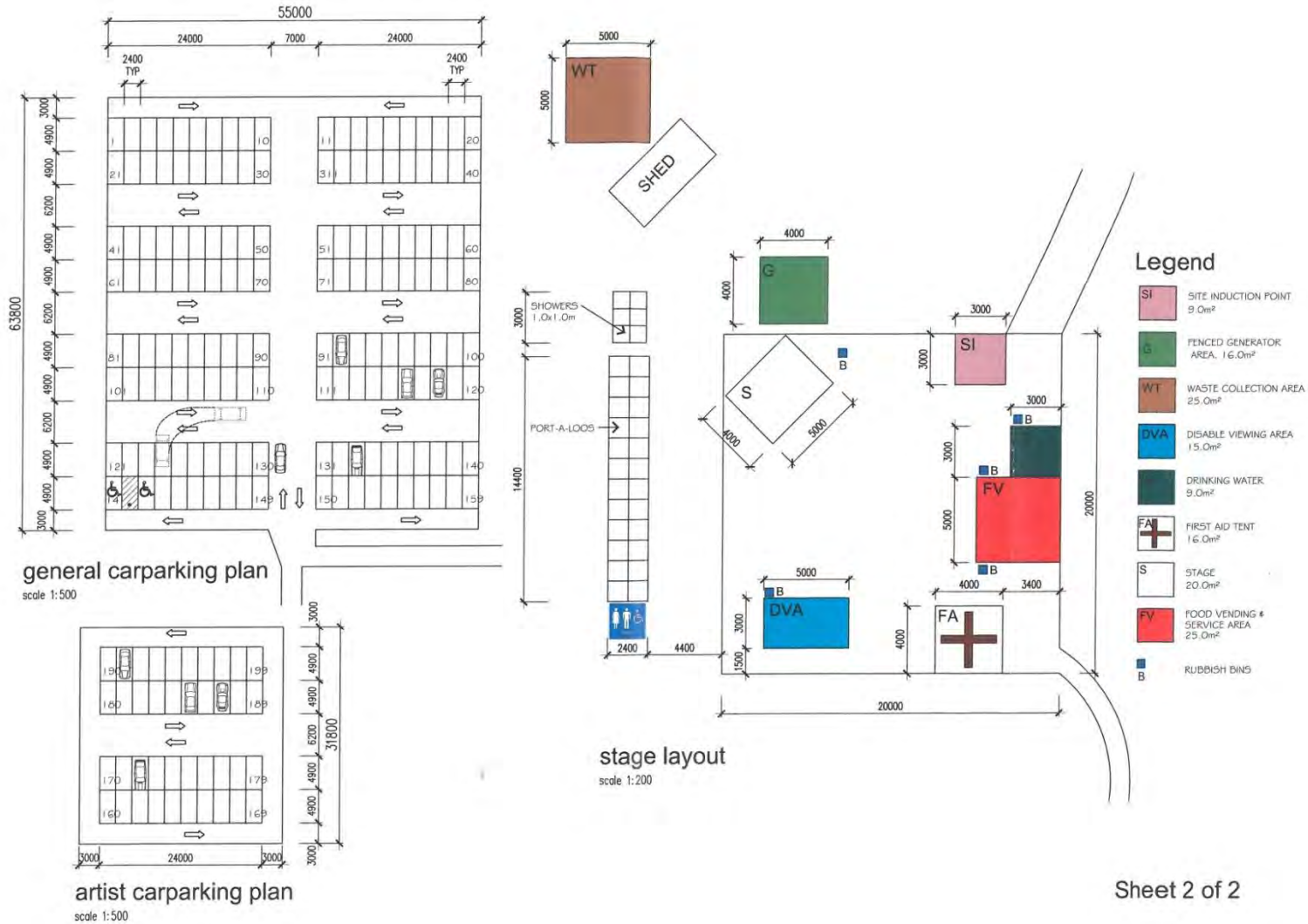
Legend

CPW	CAR PARKING WAITING AREA
GPA	GENERAL PARKING AREA
CA	CAMPING AREA A 600m ²
CB	CAMPING AREA B 500m ²
CC	CAMPING AREA C 1200m ²
AP	ARTIST/STAFF PARKING AREA
B	RUBBISH BINS

Applicant: Daniel Camilleri
Site: 87B Yendon-Egerton Road
Mt. Egerton
 JUNE 2013

Sheet 1 of 2

DETAILED STAGE AND CAR PARKING PLAN . CA 87B
 Version 1 June 2013



Sheet 2 of 2

Site Description

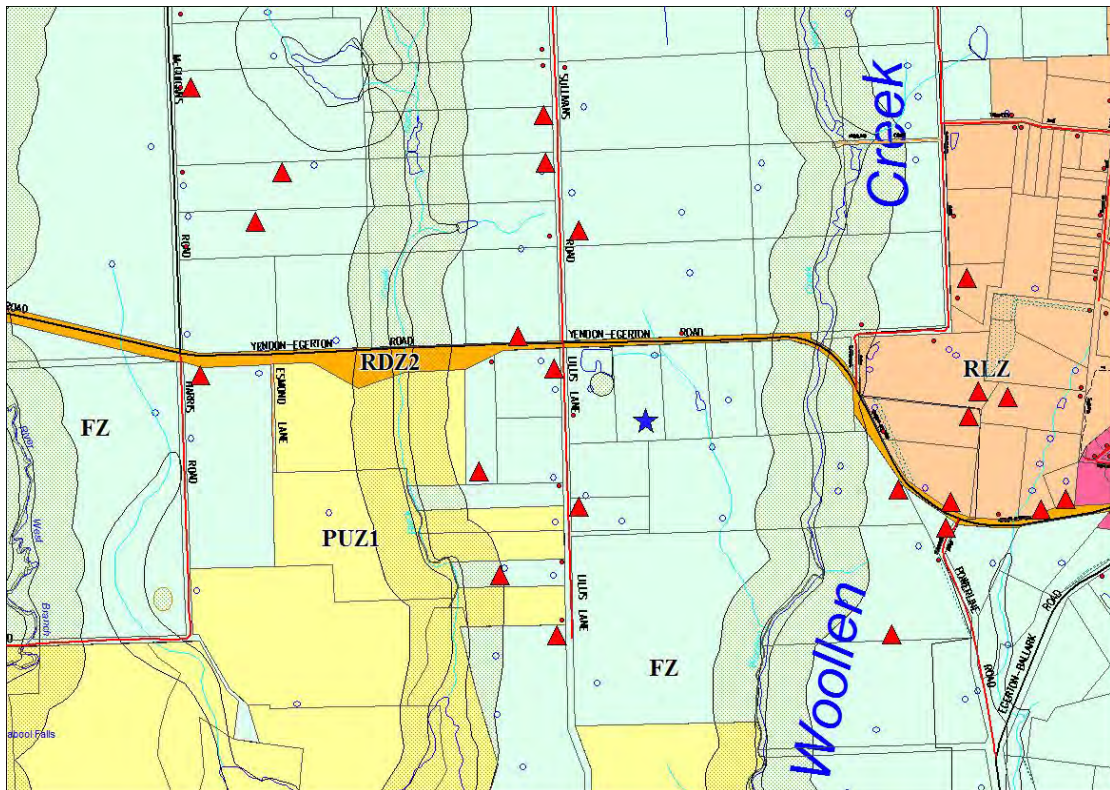
The site is vacant farming land with an area of 8.33ha. The entrance to the land is via a crossover and a farm gate from the Yendon Egerton Road located in the north east corner of the site. The property is accessed from this gateway via a gravel farm track. There is a small dam in this corner of the allotment setback approximately 28m south of the road.

Two waterways are also located in the north east corner of the site - one running east west parallel with the road which also runs through the dam and which then connects with the other which clips the north east corner of the site and flows to the south east across neighbouring land.

The pastured grazing land is undulating rising to the rear south side boundary of the allotment. There is native vegetation along the east side boundary and then scattered native vegetation across the southern half of the site.

Neighbouring land is used for predominantly grazing and fodder conservation. To the east, south and west of the site the land is generally cleared with vegetation more generally limited to windbreaks and a few scattered trees. To the north of the site the land is also used for grazing but has medium density scattered native vegetation.

Neighbouring allotments are generally of similar size or larger some with dwellings. It is estimated that there are approximately 13 dwellings within a 1km radius of the site.



★ Subject site ▲ Neighbouring Dwellings

Planning Scheme Provisions

State Planning Policy Framework

Clause 14.02-1, Catchment planning and management

- The objective of this policy is to assist the protection and, where possible, restoration of catchments, waterways, water bodies, groundwater, and the marine environment.

Local Planning Policy Framework

Clause 21.03-5 Rural Lifestyle Opportunities

- The objective of this policy is to support development in small towns and rural lifestyle opportunities as an additional residential choice.

Zone

Farming Zone

Pursuant to Clause 35.07-1, Section 2 of the Moorabool Planning Scheme a planning permit is required to use land for a Place of Public Assembly (Music Festival).

Overlays

Environmental Significance Overlay – Schedule 1

Pursuant to Clause 42.01-2 of the Moorabool Planning Scheme a planning permit is required to construct or carry out works.

Design and Development Overlay – Schedule 2

A permit is not required to construct or to carry out works where all external walls and roof areas are clad with non-reflective materials.

Particular Provisions

Advertising Signage

Pursuant to Clause 52.05-9, a permit is required to display a business identification sign.

The objectives for advertising signs are:

- *To regulate the display of signs and associated structures.*
- *To provide for signs that are compatible with the amenity and visual appearance of an area, including the existing or desired future character.*
- *To ensure signs do not contribute to excessive visual clutter or visual disorder.*
- *To ensure that signs do not cause loss of amenity or adversely affect the natural or built environment or the safety, appearance or efficiency of a road.*

In Category 4 . sensitive areas . the total advertisement area to each premises for a Business Identification must not exceed 3 sqm.

Only one (1) sign is proposed which would be located on the front gateway to the property and which would have an area of 0.5 sqm. More particularly, the scale and form of the sign proposed would only be erected for the duration of the festival.

General Provisions

Clause 65 sets out a list of criteria that the responsible authority must consider as appropriate, including the following:

- The matters set out in Section 60 of the Act. (This is the consideration of objections).
- The State Planning Policy Framework (SPPF) and the Local Planning Policy (LPPF), including the Municipal Strategic Statement (MSS) and local policies.
- The purpose of the zone, overlay or other provisions.
- Any matter required to be considered in the zone, overlay or other provisions.
- The orderly planning of the area.
- The effect on the amenity of the area.
- The proximity of the land to any public land.
- Factors likely to cause or contribute to land degradation, salinity or reduce water quality.
- The extent and character of native vegetation and the likelihood of destruction.
- Whether native vegetation is to be or can be protected, planted or allowed to regenerate.

Referrals

Pursuant to Section 55 of the Planning and Environment Act 1987 the application was referred to the following authorities.

Authority	Response
Central Highlands Water	No objection subject to one (1) condition

The application was referred internally to Council’s Environmental Health Officer and Infrastructure departments, both of whom offer no objection to the proposed development subject to conditions.

Public Notice

The application was advertised to adjoining owners and occupiers within a one (1) kilometre radius of the site by sending individual notices on 2 July 2013 and a sign placed on the site from 3 July 2013 to 18 July 2013. Five (5) objections were received.

A consultation meeting was held on 14 August 2013 at Ballan Council Chambers between 5pm and 6.30pm and was attended by all objectors.

Summary of Objections

A summary of the objections are as follows:

Objection	Officer's response
<p>Noise</p> <p>The objectors overriding concern was the noise emanating from the festival and that the operating hours proposed are excessive for families with young children. More generally the concern was that the event would disturb the peaceful rural amenity of the area.</p> <p>There was also concern that the physical address of the venue could be easily found on the internet, and that this could easily attract gate crashers to the event.</p>	<p>At the consultation meeting objectors acknowledged that the noise from the event in 2012 was not as invasive as in 2011. It was also noted that some neighbours do attend the event.</p> <p>The applicant has provided an acoustic report which demonstrates that the noise leakage from the stage area can be contained within acceptable levels, with both an improved sound system, as is proposed in 2013, and also with specific sound engineering controls to minimise noise travelling long distances.</p> <p>Most objectors live more than 750m north and west of the proposed site.</p> <p>The applicant has advised following the Consultation meeting that all references to the address of the site have been removed from internet sites. The event will be advertised as in the Greater Ballarat Region.</p>
<p>Alcohol and drugs</p> <p>Objectors were concerned about over consumption of alcohol and the possibility of prohibited drugs. They wanted to know how will the organisers ensure that the patrons did not end up overdosed or out of control over the three days.</p>	<p>The applicant has contracted Regional Security Services Australia, Ballarat, to be on site for the duration of the event. This firm was also present in 2012. It is not considered that this event would get out of control; however, a strong security presence should address any issues that arise. Additionally there would be qualified staff with appropriate first aid training and prior to the event there would be staff and patron induction procedures.</p>

<p>Traffic Increased traffic created by the event would create a detriment to local road users.</p>	<p>The traffic will arrive and depart throughout the event, and the organisers claim that there is no peak period for arrival or departure. There would be no queuing in the Yendon Egerton Road.</p> <p>Council's Infrastructure Department as a condition of permit requires that a traffic report is provided to them prior to the event.</p>
<p>Fire risk Fire risk if the season dries off early. Objectors questioned how such a large crowd of people could be evacuated if there was a bushfire.</p> <p>Cigarettes cause a fire risk.</p>	<p>While there is some risk of fire at this time of year, often at the end of November grass is still green, and bushfires at the end of November are not common. The applicant has stated that there would be a static water supply plus a mobile water tanker available on site in the event of fire and appropriate fire control measures in place if a fire was to start on the site.</p> <p>If the grass is cut early in November this usually encourages fresh green grass growth.</p>
<p>Rubbish Clean-up of the site, including cigarette butts.</p>	<p>A satisfactory waste plan has been submitted and the requirement for a full clean-up of the site can be conditioned.</p>
<p>Why here? Why couldn't the festival be held in an alternative venue better suited for the purpose.</p>	<p>The applicants have stated that they are a charitable organisation run by volunteers and do not have a big budget. The aim is to give young and emerging performers an opportunity to perform in front of an audience, and to run the event at relatively low cost.</p>

Assessment of Application

The application is for one annual three day music festival. The applicants have conducted this festival twice on the subject land, in 2011 and 2012, without a permit.

Three complaints about noise were received by Council in early December after the 2012 festival. Investigation of these events resulted in the operators being told that must obtain a Planning Permit if they proposed to

run the event in 2013. No enforcement resulted, as the applicant was provided advice by Council that a permit was not required.

The event is operated by Inca Roads Inc. which is a not-for-profit arts organisation that claims to have been created to provide a genuine platform where musicians and artists, particularly young people, can perform and collaborate, in a family friendly environment.

The maximum number of people that would attend the event would be 650, made up of 500 members (patrons), 100 artists, and 50 organisers / support volunteers.

Attendees would all be members of the Inca Roads organisation, and attendance would be as part of pre-paid membership arrangements, with no tickets being sold at the gate during the event. This requirement should also be made a condition of a permit.

The applicant has provided details of how the event would be conducted and managed to ensure safety and security, and minimise risk. Documentation has been provided entitled *Inca Roads Procedural Manual* which covers the following matters:

- Security . one guard per 35 members to be provided by Regional Security Services Australia, Ballarat; and one volunteer staff member would be on site for every 10 members attending.
- Perimeter patrol - Security will patrol the perimeter of the property throughout the event and be present the entry at all times.
- 15m internal property boundary - within the property a clearly marked setback distance of 15m will be made.
- Gate-crasher prevention policy including wristband policy for members.
- Intoxication prevention . no alcohol would be sold at the event, and security, volunteers and first aid officers will monitor alcohol consumption as required. Water will be made available free to members.
- Physical altercations policy.
- Illicit substance prevention policy will include: prior warning to all members via email and the website; thorough car searches at the gate; volunteers, staff and security looking out for any suspicious behaviour; security checking through tents throughout the weekend; and police assessing the site.
- Emergency procedures and plans covering such possible emergencies requiring evacuation as stage fire or bushfire threat (with CFA recommendations).
- Evacuation procedure.
- Safety procedure and plans including contact details & maps.
- Risk assessment including: volunteer site induction procedure; tasks and responsibilities.

- Local area procedure including communication, management and general logistics information.
- Fire management and prevention procedure.
- Traffic management report.
- Acoustic report.

The application was advertised and five (5) objections were received. The concern of the objectors was based on their previous negative experience of the festival's noise and also internet research which revealed some social media style reports of the festival experience by attendees that ranged from complimentary to a bit wild.

While all objectors were concerned about the impact of this event on their peaceful rural amenity, two also stated at the consultation meeting that the noise from the festival in 2012 was not as invasive as it had been in 2011. An Acoustic Report was provided with the application which indicated that the music noise could be managed to meet the EPA guidelines No. N2, for the control of music noise at public premises, and that the modelled noise at neighbouring properties, including the objectors' properties would be well under the EPA requirements.

It is considered that the organisers have tried to accommodate the concerns of objectors and they have developed a management response for the 2013 event which indicates it would satisfactorily address noise emissions, security, fire and other potential hazards and risks, public safety and traffic management.

However, it is considered that the event should be allowed to be conducted in 2013 only and any future events should require a new permit application which should be assessed based on the conduct of the 2013 event.

It is also considered that the hours of operation should be amended from the hours requested, such that the music stops at midnight on both the Friday and Saturday nights instead of 1am. This should be conditioned.

It is also recommended that a condition of the permit should restrict the permit to Inca Roads Inc. only and in this instance that the permit does not run with the land.

The application was referred to Council's Infrastructure Department and Environmental Health who did not object to the application subject to conditions. The application was also referred to Central Highlands Water who did not object to the application subject to one condition.

The applicant has submitted an application for a Temporary Occupancy Permit from Council's Building Department . Form 5 (Place of Public Entertainment - POPE) with Council's Building Department. This has been assessed by the Municipal Building Surveyor and that based on the information provided by the applicant that in accordance with the Building Amendment (Place of Public Entertainment) Regulations 2013, a POPE is not required. The POPE application accords with the information provided for this Planning Permit application.

Recommendation:

That Council having considered all relevant matters as prescribed by s.60 (1) of the Planning and Environment Act 1987 issue a Notice of Decision to Grant a Permit PA2013-103 for The Use of the land for a Place of Assembly (Music Festival) and a Business Identification sign at CA87B, Parish of Kerit Bareet, also known as 87B Yendon Egerton Road, Mount Egerton, subject to the following conditions:

1. Before the use commences, amended plans must be submitted to the satisfaction of the Responsible Authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans submitted with the application but modified to show:
 - a. The location of prominent Emergency Exit signage for all proposed exits from the site in the event of an emergency.
 - b. A traffic management plan in accordance with Infrastructure's Condition 20.
 - c. Amended site plan including shower and hand washing facilities.
2. The development as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority.
3. This permit only allows the November 2013 Music festival to take place. A new application is required for any further events on the site, which will take into account adherence to Council requirements.
4. The following plans are to be endorsed as part of the permit:
 - a. Site plan (whole site) and detailed site plan in accordance with the requirements of Condition 1.
 - b. Inca Roads Procedural Manual (Version 2, September 2013), which includes the Acoustic report by Dom Watson, ATC Productions, (August 2013).
 - c. Traffic Management Plan, to be provided as per condition 1b).
 - d. Sign design with dimensions.

The music festival must be run in accordance with all of the endorsed plans.

5. The festival must comply with all recommendations contained in the endorsed acoustic report prepared by Acoustic Engineer, Dom Watson, from ATC Productions (August 2013).
6. Noise emissions from the site must comply with the State Environment Protection Authority (EPA) noise guidelines Policy N2 (control of music noise from Public Premises).

7. **This permit can only be operated by Inca Roads Inc. and is not transferable to any other body without the consent of the Responsible Authority.**
8. **At least three weeks prior to the event the site must be slashed to remove the grass burden to reduce risk of fire.**
9. **A mobile water tank with minimum capacity of 1000 litres must be available on site for fire fighting purposes with suitable pumps and hosing for rapid response.**
10. **No more than 650 people are permitted to attend the Music Festival which includes members, artists and paid or voluntary staff.**
11. **All attendees must be members of Inca Roads and must have pre-paid tickets which must not be available for purchase on the night. The tickets must notify members that they may be subject to random searches for illegal substances.**
12. **The entrance to the site must be kept clear of vehicles and be securely staffed at all times.**
13. **Appropriately trained security personnel must be in attendance for the duration of the event at a minimum ratio of one to 35 members. Security staff must regularly patrol the boundary fencing of the site.**
14. **There must be no lights in the sky or projecting onto other properties.**
15. **Live music can only be played at the following times:**
 - a. **Friday: 12 midday – 12 midnight**
 - b. **Saturday: 11am – 12 midnight**
 - c. **Sunday: 10am – 4pm.**
16. **The location, dimensions and features of the approved sign (including the design, colours, materials and sign type) shown on the endorsed plans must not be altered without the written consent of the Responsible Authority.**
17. **The sign must be only displayed immediately prior to and during the event and must be removed within 3 days of the conclusion of the event to the satisfaction of the Responsible Authority.**
18. **Within seven (7) days of the completion of the event the site must be cleaned of all waste and all structures are to be removed.**
19. **Areas set aside for the parking and movement of vehicles as shown on the endorsed plan must be made available for such use and must not be used for any other purpose.**

Infrastructure conditions

20. Not less than twenty eight days prior to the event, the proponent must submit to the Responsible Authority a Traffic Management Plan, detailing the location and type of all advance warning signs and all signs at the entrance to the event.

Environmental Health conditions

21. All temporary and mobile food vendors must be registered under the Food Act 1986 with the appropriate authority on Streatrader, online database for mobile and temporary food premises, and submit a Statement of Trade to Moorabool Shire Council at least 5 working days prior to the first day of the festival.
22. All drinking water provided at the festival must be potable water which meets the requirements of the Australian Drinking Guidelines 2011 and be contained on site in a secure, clean and sanitary container/tank.
23. All waste water generated on site from the toilets, showers and wastewater from food vending activities must be suitably contained on-site and removed off-site by an approved waste water management contractor/company.

Central Highlands Water condition

24. Wastewater generated onsite during the event must be collected and disposed of through the use of portable sanitary facilities.

Expiry condition


25. This permit will expire on 15 December 2013. This permit cannot be extended.

Permit Note:

The applicant must apply for a Temporary Occupancy Permit from Council's Building Department – Form 5 (Place of Public Entertainment).

It is recommended that Inca Roads invite property owners immediately adjoining the festival site to attend the event.

Report Authorisation**Authorised by:**


Name: Satwinder Sandhu
Title: General Manager Growth and Development
Date: Monday 23 September 2013

Attachment - Item 11.2.1

Inca Roads Incorporated Procedural Manual

Daniel Camilleri

0433 571 565

Version 2 - September 2013

Table of Contents

1. Executive Summary

2. Security
 - a. Summary
 - b. Perimeter Patrol
 - c. 15m Internal Property Boundary
 - d. Gate-crasher Prevention Policy
 - e. Intoxication Prevention
 - f. Physical Altercations
 - g. Illicit Substance Prevention Policy
 - h. Regional Security Assessment 1
 - i. Regional Security Assessment 2

3. Emergency Procedure and Plans
 - a. Summary
 - b. Evacuation Procedure
 - c. Contact Details & Maps

4. Safety Procedure and Plans
 - a. Risk Assessment
 - b. Volunteer Site Induction Procedure
 - c. Tasks and Responsibilities
 - d. Local Area Procedure

5. Fire Management and Prevention Procedure
 - a. Summary

6. General Logistics Information (abbreviated)

7. Traffic Management Plan

8. Acoustic Report

1. Executive Summary

A summary of the additional considerations in this document is

as follows:

- Security - 1 guard per 35 members
- Volunteers and staff – 1 per 10 members
- 15m Internal Property Boundary (for fire break and security)
- Security to patrol the perimeter at all times
- 25 000 L mobile water tanker
- 23 000 L static water supply with CFA connections
- 3 Emergency Exits kept clear at all times
- Lawn slashed throughout the property 4 weeks prior the event
- Frisking members at gate and thorough car searches

2. Security

a) Summary

Security and crowd control in attendance will be to the ratio of

1 guard per 35 members

Volunteers and staff in attendance will be to the ratio of

1 per 10 members

1 per 3 persons will be staff of the festival

This goes above and beyond all state law and planning guidance
for crowd control this event.

The friendly nature Inca Roads events in the past are a testament
to our ethos and culture.

*No incidents of anti-social behaviour or misdemeanour at 7 prior
events.*

I have included two security assessment from Regional Security
Services and also another report detailing their independent
opinions of the concerns the objectors have raised i.e. Inca
Roads members commencing a large-scale assault riot or protest
on the area and or intoxication or illicit substance use.

100 members on the site will be aged between 35 and 80 years old.

b) Perimeter Control

Security will constantly patrol the perimeter throughout the event and all entry & exit points.

c) 15m Internal Property Boundary

Within the property a clearly marked setback distance of 15m will be made. This is not going to be a 6ft fence as that would be a safety hindrance. It will clearly indicate to security patrolling around the area if any persons are loitering around the area. And any persons attempting to leave or enter the property will be easily spotted. There will not be a boundary next to the staging area or where otherwise inappropriate.

0 incidents in the past of such behaviour

There will be night lighting around the site in operation between 8pm and 4am.

d) Gate crasher Prevention Policy

5 Point Prevention & Protection Plan

1) Inca Roads publicly marketed as in the 'Greater Ballarat Region' with no mention of Mount Egerton or the address online. All persons who attended last year will be attending in 2013. They will know the address already and will repeat their positive behaviour.

2) Members are sent out the address and notified if that address is passed along or they are found to be in ANY association (i.e. Friends on Facebook or Contact details on phone) with an attempted gate crasher they will be banned & blacklisted from all Inca Roads events.

3) 15m Internal Property Boundary – To give a fire clearing as accordance with State Law

4) Security to patrol the perimeter at all times to ensure no one gets in or out

5) Volunteers to systematically check members wristbands at all times

0 incidents in the past of gate crashers

e) Intoxication Prevention

Inca Roads has a strict policy against intoxication and anti-social behaviour. It is not welcome or encouraged on a family owned property and community run not-for-profit event. Although management of intoxication is ultimately up to the individual, we will take steps to ensure that adequate care is provided for members. Hydration patrol will walk around at night providing any water people need. This is particularly useful on hot days. Any signs of anti-social behaviour are reported immediately. Security, volunteers, First Aid officers and general members are all to take care and look out for each other. A community effort has worked *extremely* successfully over the past 2 years without any issue. In the event that the level of intoxication is deemed to be medically serious paramedics will be called to deal with the incident. Both Ballan and Ballarat Hospitals will be notified of the address prior to the event and contact details will available at all relevant places (i.e. First Aid tent, Stage area). If members feel they are in need of a little help after hours but do not think they need medical assistance, they are always encouraged to seek out the helper hut. In addition volunteers, security and staff will survey the campsite after hours to ensure members are well cared for.

f) Physical Altercations

With the stringent measures we have put in place, we are prepared for the worst and most extreme case scenarios should they arise.

Although extremely unlikely to occur due to the demographic, genre of music being played and the family- friendly nature of the event, the safety of members and surrounding area is a high priority. Security guards will be present to deal with any such situations. Anyone engaging in anti-social behaviour will be immediately reported to police and *permanently banned from the club*. If deemed necessary police will be called. There is a *0-tolerance policy* for anti-social behaviour.

We have found over our past events that physical altercations and intoxication to be much less of an issue than minor cuts and bruises. The varying demographic and ages (from 15 to 80) of people who come to Inca Roads to see a soul or blues band with saxaphones, a horn section and a pop vocalist isn't the sort of crowd that this behavior is typical from. We do not attract trashy people to the event and the event is a great reflection of all of the hard work the organisers have put in.

0 Incidents at past events

g) Illicit Substance Prevention Policy

7 POINT PREVENTION AND PROTECTION PLAN

1. Family friendly marketing and demographics of Inca Roads events
2. Prior warning to all members via email and on our website
3. Thorough car searches at the gate and frisking of members
5. 150 Volunteers, Security & Staff looking out for any suspicious behaviour
6. Security checking through tents throughout the weekend

7. Police assessing the site

Any illicit substances found are to be reported and handed to police. Member to be *permanently banned from all Inca Roads events* and ejected out of the property either to Ballarat Station or by car if safe to do so.

There are events that actively cater towards this type of behaviour such as Meredith and Kyril Castle. I personally do not attend these events because that is not what I am interested in. Similarly, Inca Roads members attend Inca Roads Music Festival ***instead of Meredith*** because they themselves are also not interested in that sort of event. As in past years Inca Roads is marketed towards attracting peaceful and respectfully minded people. It is with great confidence that my grandparents have invited their family full of 60 -80 year olds from Italy to attend the event in 2013. Essentially, this is a reflection of the epitome of what we're doing. Calm. Respectful. Safe.

See Video -

<http://vimeo.com/user14247455/incaroadsmusicfestival2012>

Or Facebook page for pictures -

<https://www.facebook.com/IncaRoadsMusicFestival?ref=hl>



**Regional Security Services Australia
PTY LTD**

ATT: Daniel Camilleri

RE: Assessment of 2012 Inca Roads Music Event

To Daniel,

I am writing in regards to the provision of security services to Inca Roads 2013. As you were aware from the previous year we found the event to be a success with no security incidents to report, the event was peaceful with no unwanted visitors to the site, gate security and perimeter security secured the event as required. During the time security were on site we witnessed no anti social behaviour or had to undertake any ejections of patrons from the festival. I found the event to be well organised and very controlled from the event organisers and will be more than happy to assist with security provisions should another event arise. As per previous year we are able to offer discounted rates to assist with your not for profit event. I am happy to meet with event organisers and planners should the need arise to go over security measures and procedures

Kind Regards

Grant Rutley

REGIONAL SECURITY SERVICES AUSTRALIA PTY LTD

16 Towong st Ballarat

Phone: Grant 0418 340 337 - Joe 0424 123 372

E-mail: Regionalsecurity@iprimus.com.au
Joeregional@yahoo.com

Regional Security Services Australia PTY LTD



ATT: Daniel Camilleri, Victoria Mack

RE: Inca Roads Music Event 2013 Procedures

To Victoria Mack,

I am writing in regards to the responses of objectors to the planning application with the Moorabool Shire Council. This letter serves particularly to address the notions of riot type behavior, intoxication and illicit substances.

Based on our prior experience with Inca Roads fest, riot type behavior is an extremely unlikely occurrence. We actively reject work that involves rave type parties or large numbers of people intoxicated or on illicit substances.

Based on our prior experience the Inca Roads fest event was a well-controlled and safe environment. Range of ages of people.

As I wrote previously in my assessment it was peaceful and patrons were respectful of themselves and others. Moreover patrons were respectful and friendly to security staff. Good signs when this occurs at an event, which is why we are continuing to provide security in 2013.

Daniel has raised the concern of further reviewing security measures and procedures and with which we are happy to oblige.

Daniel has asked us to actively conduct searches for illicit substances both at the gate and through tents. Also to constantly be aware of and check for intoxicated people. Based on our prior experience patrons were well within acceptable limits and no incidents of anti-social behavior were noted.

We are more than happy to assist with these provisions and make a report if there is any such occurrence. I am happy to meet with planners should the need arise to go over security measures and procedures.

Kind Regards,

Grant Rutley

REGIONAL SECURITY SERVICES AUSTRALIA PTY LTD

16 Towong st Ballarat

Phone: Grant 0418 340 337 - Joe 0424 123 372

E-mail: Regionalsecurity@iprimus.com.au

Joeregional@yahoo.com

3) Emergency Procedure and Plans

a) Evacuation Procedure

This document along with those listed below will be laminated and posted throughout the site.

A) Directions to emergency services e.g. hospital

B) Emergency contact details

C) Site map

The assembly point will be clearly marked.

Events that precipitate evacuation procedures include: Fire, Stage Fire, High-bushfire threat (with CFA recommendations).

The Red Road marked on the Site Map Will be clear at all times. It is a strict no parking or standing zone. In the event of an emergency a clearly identified emergency gate will be used.

1. On hearing an evacuation air horn, PA announcement, and or on instruction of emergency control personnel, immediately cease all activity and secure accessible personal valuables. These personnel will have high-visibility reflective clothing to be easily identified. Do not go back to your tent or car unless instructed to do so.
2. Assist any person in immediate danger, but **only if safe to do so.**

3. If practical, and **only if safe to do so**, secure any activity or process that may become hazardous or suffer damage if left unattended as a consequence of evacuation.
4. Act in accordance with directions given by emergency control personnel and evacuate the building immediately.
5. Assist with the general evacuation if directed to do so by emergency control personnel.
6. Assist with the evacuation of disabled occupants.
7. Move calmly to the nominated evacuation assembly area and do not leave the evacuation assembly area until the all clear has been given.
8. Follow the instructions of relevant emergency services personnel and campus emergency control personnel.

Stage Fire:

In the case of stage fire Members in sector A will be guided through the emergency exit, and members in B and C will be directed to the assembly point marked near the front gate.

Bush Fire:

In case of bush fire all Members will be directed to their cars in the car park, where the General First Aid officers under the direction of the Chief First Aid Officer and Occupational health and Safety Officer will guide traffic out the front gate. In the event that bush fire is

approaching from that direction all members will be directed out through the emergency exit.

Operations Manager

Upon receiving information of the threat the Operations Manager will then alert the Sector Chiefs the Director, the General First Aid officers, and the Occupational health and Safety Officer.

After this he will direct the Sector Chiefs to clear their sectors of members and guide them to either the car park (for bush fires) or the emergency exit/ front gate (Stage Fire).

General First Aid Officers

Bushfire:

2 First Aid officers will move directly to the car park and assist the Occupational health and Safety Officer in traffic management.

Once the area is clear **THEY WILL RADIO THE REMAINING FIRST AID OFFICER** to evacuate.

Stage Fire:

The First Aid Officers will remain at their post (if safe to do so)

until all members have been evacuated from Sector A

They will then follow the Members out the emergency exit

Chief First Aid Officer and Occupational Health and Safety Officer

Bushfire:

The Chief First Aid Officer and Occupational Health and Safety Officer will move directly to the car park once the order to evacuate has been given to direct traffic flow.

He will be assisted by 2 of the 3 General First Aid Officers.

General Volunteers

General Volunteers will act as Members during the evacuation procedure.

Director:

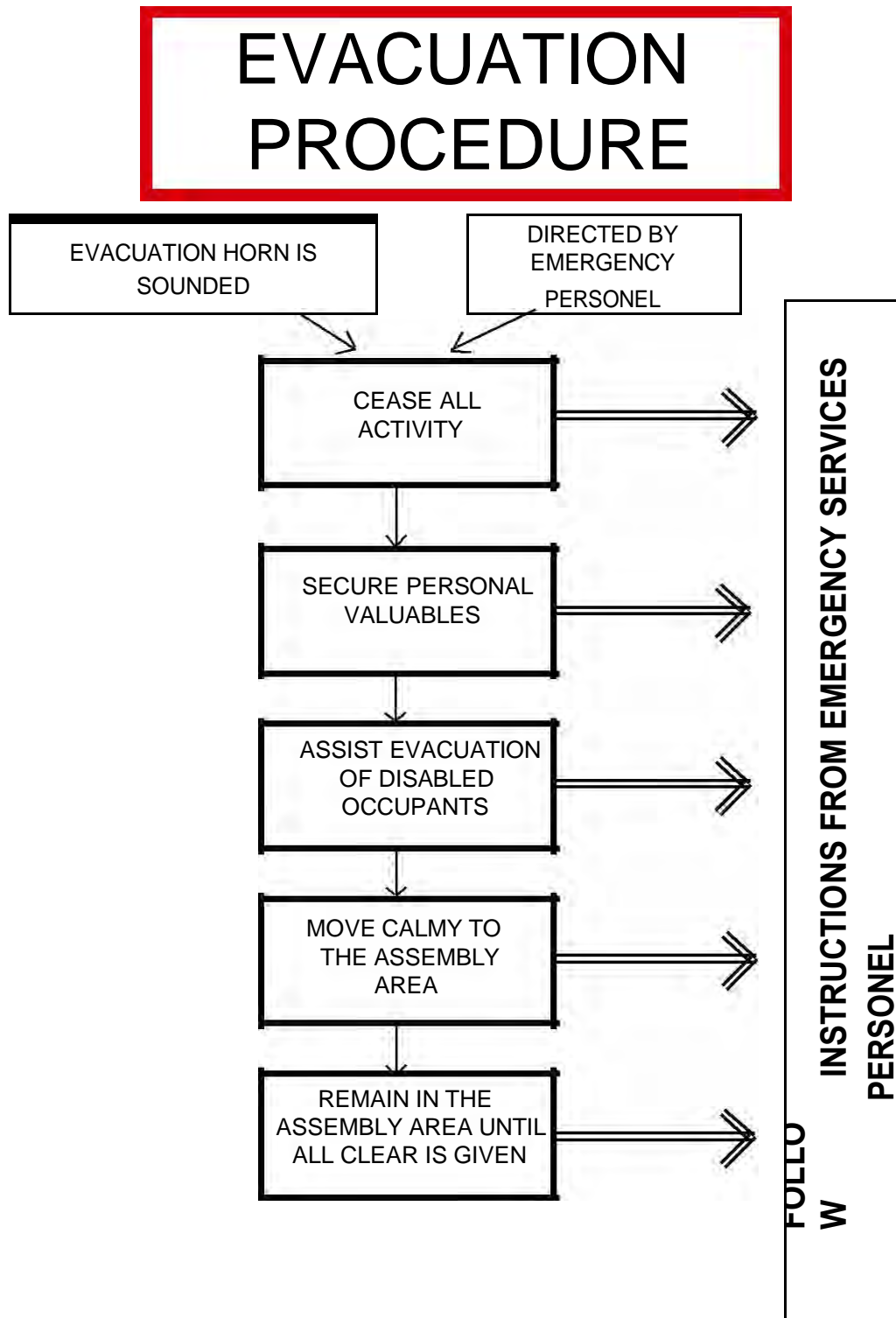
The director will call and guide emergency services as needed.

Storms

Inca Roads Operations Manager & First Aid Officers will be checking the weather forecast, high wind & storm warnings every 30 minutes to anticipate any extreme weather e.g. lightning, high winds & hail.

In such an event, all members will be instructed 30- 45 minutes prior to the anticipated storm to sit in their cars and wait out until the extreme weather has passed. This will safeguard against lightning & also pneumonia.

b) Evacuation Procedure



c) Contact Details

EMERGENCY SERVICES:

	TELEPHONE
FIRE BRIGADE	
AMBULANCE	000
<small>POLICE</small>	000
	000

EMERGENCY CONTACT DETAILS:

	DESCRIPTION	TELEPHONE	ADDRESS	OPENING HOURS
HOSPITAL 1 (approx. 25min)	Saint John of God Hospital Ballarat	53202111	101 Drummond Street North	24/7
HOSPITAL 2 (approx. 30min) MEDICAL	Bacchus Marsh and Melton regional Hospital	53672000	Ballarat 35 Grant street <small>Bacchus Marsh</small>	24/7
CENTRE Dylan	Djerriwarrh Health Services	53679195	Clarinda Street, Bacchus Marsh	24/7
Finegan Daniel	Chief Operations Manager	0413575200	21 Tongue street, Yarraville	24/7
Camilleri	Director	0433571565	16 Wales Street, Kingsville	24/7
Phillip Camilleri <small>Moorabool</small>	Chief First-Aid <small>and OH & S Officer</small>	0417 573 145	11 Kynoch Street, <small>Deer Park</small>	24/7
Shire Council	Local council	Daytime: 53667100 After hours: 0419887065	15 Stead Street Ballan Victoria	8:30am to 5:00pm
Grant Rutley	Chief of Security (Regional Security Services)	0418340337	16 Towong Street Alfredton	9:00am to 5:00pm
Ballan Police	Police	53681303	176 Inglis St, Ballan	24/7

4) Safety Procedure and Plans

a) Risk Assessment Index

Hazard/Risk	Consequence of Hazard	Likelihood	Seriousness of hazard	Level of risk	Prevention/control	Priority
Minor Health Issues: Sunstroke, Dehydration, Pre-existing medical conditions	2	3	2	3	First Aid contingent, hydration information, helper hut	1
Minor injuries: cuts, bruises, sprain	5	3	4	3	Lighting, security, First Aid contingent	3
Major injury/Health issue: Cardiac Arrest, Broken bones	1	5	1	3	Lighting, Security, First Aid contingent, SOP	2
Crowd Crush	1	5	1	5	Security, Strict number control	5
Fire	1	5	1	4	Fire plan, CFA notification, fire ban, insulation of electrical gear	2
Physical altercations	3	5	3	4	Security, First Aid contingent, crowd demographic	4
Lost goods	5	2	5	2	Security, staff, public notification of lost and found	3
Stolen goods	5	4	3	4	Security and lighting	3
Intoxication	4	3	3	3	Security, and First Aid contingent, helper hut	3
Traffic hazards	4	5	3	5	Designated parking	3
Natural Hazards	2	2	3	2	Ground clearance, markings, awareness	1

Index Key:

- 1 Highest priority/Extreme eventuality
- 2 High priority/ Likely eventuality
- 3 Moderate priority/ Moderate eventuality
- 4 Minimal priority/ Minimal eventuality
- 5 Lowest priority/ Rare eventuality

b) Standard Operating Procedures

The following is a summation of the anticipated hazards and the SOP (Standard Operating Procedures) put in place to either reduce or nullify them.

Pre-existing health issues

Inca Roads will ask all members to list any pre-existing health when they sign up. Pre-existing health issues can be difficult to cater for, and are ultimately the responsibility of the patron to manage and medicate their condition. However accidents and unforeseeable circumstances are factors of life, so we have prepared accordingly. There will be a First Aid station that will be continuously manned throughout the hours the festival is running including two hours after the last act has finished. However if after hours care is needed there will be a first aid officer sleeping next to the aid station. First Aid volunteers will also be placed in the major risk sectors in First Aid Stations including: Designated entertainment areas, Main stage, and the major camping area. All of these points will be connected by radio contact to each other and the Operations Manager. In addition to this there will be a Helper Hut after the festival has finished between the hours of 1am and 4am giving out water and ensuring that people get to their tents safely.

Dehydration/Sunstroke

Dehydration will be managed in a 3-phase plan. Prior to the festival there will be literature on the Inca Roads website and emails sent out with a heavy emphasis on sunstroke education and the fact that members must bring their own water (Recommendation 15L for 3 days including cooking/tea or coffee). Secondly there will be water available on site, so that if a member runs out of their existing water stock they will not be left stranded. Thirdly If patrons are in dire need of hydration to the point of medical concern they can be admitted to the First Aid tent where water will be provided, and or they can seek assistance at the helper hut after hours.

Intoxication

Inca Roads has a strict policy against excessive intoxication and anti-social behaviour. It is not welcome on a family owned property and community run not -for-profit event. Although management of intoxication is ultimately up to the individual, we will take steps to ensure that adequate care is provided for members. Any signs of anti-social behaviour are reported immediately. Security, volunteers, First Aid officers and general members are all to take care and look out for each other. A community effort has worked extremely successfully over the past 2 years without any issue. In the event that the level of intoxication is deemed to be medically serious paramedics will be called to deal with the incident. Both Ballan and Ballarat Hospitals will be notified of the address prior to the event and contact details will available at all relevant places (i.e. First Aid tent, Stage area). If members feel they are in need of a little help after hours but do not think they need medical assistance, they are always encouraged to seek out the helper hut. In addition volunteers will survey the campsite (along with security) after hours to ensure members are well cared for.

Minor Injury

We classify all minor injuries as those not needing the attention of paramedics, and can be treated with our first aid officers alone.

These can include: bumps, very small abrasions, cuts, bruises and muscular sprains. Most minor injury can be avoided by the clear marking of natural hazards. Members will be educated prior to entry about the property being traditional farmland and it's potentially dangerous surroundings e.g. barbwire fencing.

Major Injury

Although major physical injuries are unlikely to occur, they have been prepared for in a 3- phase plan. Firstly all natural hazards will be cleared marked as a 'no- go area' and fenced off. Secondly all security and volunteers will be made aware of these areas so as to effectively monitor them. Thirdly if a serious health emergency such as cardiac arrest or broken bones occurs a first aid officer will be immediately notified via the Command and Control chain and the appropriate action will be taken (e.g. paramedics will be called).

Crowd Crush

Although this is an extremely unlikely event considering the number of members attending and the nature of our event, it is still a necessity in our 'Risk Assessment'.

At large events of greater than 30 000, one of the most dangerous possibilities is the possibility of 'Crowd Crush.' This is where people become injured or killed from either a stampede effect occurring towards the stage. Alternatively this can occur when venues simply become overcrowded and breach the capacity of their venue. As Inca Roads our attendance will be approx. 600. This number is far below the estimated capacity for the property, which allows a more than adequate amount space. In an incident where there is even a remote possibility for crowd crush, the Control and Command chain (most likely the Stage Manager) will instigate an emergency evacuation

plan immediately. All Staff, First- Aid officers, Security, and Volunteers are briefed on these procedures.

Fire

Inca Roads has a complete and strict fire ban. Anyone found starting or using a fire (even to cook with), will be immediately ejected from the property and permanently banned from the club. This includes gas fires. All members are notified of this fire ban several months prior and at the entrance gate.

The stage area will have both Type 'A' (for wood, paper etc.) and 'C' (for Electrical Fires) fire extinguishers available. All electrical equipment must be tagged and tested within 12 months prior to use for 'moving' items or cords and 24 months for stationary items onsite.

As mentioned in other sections high grass and debris will be cleared in order to reduce the risk of natural hazards, and also the spread of fire. In conjunction with the strict fire ban on the site the local CFA will be notified 2 months prior to the event and encouraged to attend on- site. There will be a clear path available that will accommodate the dimensions of the fire truck in the unlikely event of an emergency. In the event of a fire or any other hazard that causes the site to be deemed too dangerous for patrons, the evacuation plan will be executed. The evacuation plan will be instigated and coordinated by the Operations Manager (see evacuation plan for further detail). All Staff, First-Aid officers, Security, and Volunteers are briefed on these procedures.

Physical Altercations

Although extremely unlikely to occur due to the demographic, genre of music being played and the family- friendly nature of the event, the safety of members is a high priority. Security guards will be present to deal with any such situations. Anyone engaging in anti - social behaviour will be immediately ejected from the property and

permanently banned from the club. If deemed necessary police will be called. There is a 0-tolerance policy for anti-social behaviour.

Natural Hazards

Almost all natural hazards are easily avoidable with adequate marking and fencing. Some of these include the dam, tree stumps, falling limbs from trees and ditches. As we did last year these hazards will be marked and members will be made aware to stay away from these areas. In addition to this security, staff, and volunteers will be made aware of these hazards and will try to ensure members will avoid these areas. Although some natural hazards such as snakes and spiders can be very difficult to guard against we can reduce the risk of their encountering patrons by taking simple precautions. These include moving logs and debris away from camping areas, and cutting high grass so that wildlife will be easy to spot and have fewer places to hide. The camping areas and stage area are where these efforts will be most concentrated.

Storms and rain will be prepared for also. All electrical equipment will be under cover from a 360-degree angle. We will warn members against camping underneath trees. Volunteers will be around the campsite's inspecting the area during set-up and members will be alerted at the front gate. We will also encourage proper tent set-up. This preparation is extremely important during the event of storms or general rainfall.

Lost Goods

Lost goods although not highly hazardous do pose a significant problem if items such as car keys are not found. Last year we had 3 reports of lost car keys, however all were found and returned. This was achieved mainly by their respective owners, however if goods are found and turned in or reported lost, announcements from the stage in between artists is made, and volunteers (when time is available) will help search for the lost items.

Stolen Goods

Anyone engaging in theft or similar anti-social behaviour will be immediately ejected from the property and will be permanently banned from the club. There is a zero-tolerance policy for such behaviour.

Much like lost goods; stolen goods are not a particularly dangerous hazard. However they still will be treated as a serious issue. Although the nature of Inca Roads means this is extremely unlikely, we have put in place several procedures to prevent and protect members and also should a stolen item be reported. Firstly security, volunteers and staff will be constantly patrolling the campsite area to report any suspicious behaviour. If the perpetrator is known security will be called once the theft has been reported to ensure that the person in question does not try to escape. Following this the police will be called to take the perpetrator into custody and the victim can make a police report. However if the Item is just reported stolen with no suspect, an announcement will be made from the stage informing members of the theft and to be more consciously aware of such behaviour. At that point it will be up to the individual if they want to alert the police and make a report.

Traffic Hazards

Although traffic hazards are serious, the likelihood of their occurrence with a limited amount of cars is minimal. All cars at the festival will be in designated parking areas once patrons have unloaded their possessions. This will be to reduce the risk of someone being hit in the camping areas if a patron needs to leave early. If a patron does need to leave they will need to first find a staff member or volunteer to guide them out. Secondly the likelihood of a patron walking down onto the road is minimal, as all access to the road will be either blocked by fences or watched by staff.

c) Volunteer Site Induction Manual

INTRODUCTION

This is the Volunteer Site Induction Procedure Manual for
the Inca Roads Music Festival

SAFETY

- 1.0 Inca Roads is a free private event for members only. Any unauthorized public persons must not be permitted on the property at all times.
- 1.1 Upon entry onsite all persons must be asked if they are camping alone.
- 1.2 Safety is the responsibility of all volunteers, sub-contractors and members.
- 1.3 Closed toe's shoes must be worn at all times on shift, while hats and sunscreen must be applied during appropriate conditions.
- 1.4 Safety High-Vis Vests, protective clothing and other personal protective equipment (goggles, gloves, ear protection) must be worn when carrying out appropriate duties around the stage area, or moving equipment and debris.
- 1.5 All volunteers must sign onto shift 15 minutes prior to it commencing and must not sign off nor leave their duty until they have been relieved by their replacement. If relief does not appear they can radio for information.

- 1.6 All work on site must be performed in a safe manner. No volunteer must lift anything heavier than 10kg. Any lifting must be done with a straight back and knees bent.
- 1.7 All personnel are fully responsible for their own and their fellow members & volunteers health and safety.
- 1.8 Signs, tape, paint markings and barriers are for your safety and must be observed. Defacing or interference with such equipment is not permitted.
- 1.9 Interference with: stage equipment, kickboards, and safety lighting will not be tolerated.
- 1.10 All injuries must be reported to the First Aid officer, the Operations Manager and to your supervisor.
- 1.11 Inca Roads, although a private event follows the Occupational Health and Safety Act 2004 and all associated regulations and codes of practice (particularly sec. 21, 22 and 25). Although these refer to employees and employers, the sections still apply for reasonable health and safety for the duration of the event.
- 1.12 There will be First Aid station available 24 hours a day.
- 1.13 Any Intoxicated person will be removed from the general population by security, and monitored by first aid staff, with paramedics and police being call if deemed appropriate.

c) Tasks and Responsibilities

Director

Role Requirements:

-First Aid Level 2 or

above -Must have Radio

-Fire Extinguisher familiarisation training

The Director's primary responsibility during the event is to deal with any issues of a serious nature.

Operations Manager:

Role Requirements:

- First Aid Level 2 or above
- Must have Radio
- Responsible for co-ordinating the Emergency Plan
- Will have an evacuation horn at all times
- Fire Extinguisher familiarisation training

The Operations Manager's responsibilities will include: managing the sector chiefs and managing First Aid, co-ordinating the front gate on the first day, and ensuring that security personal have no issues. The Operations Manager will take any calls and queries from the sector chiefs, first aid, volunteers, and security. In addition he will be in charge of Set-up and Pack-down and ensure the day-to-day operations of the festival runs successfully. During an emergency the Operation Manager will be responsible for co-ordinating the evacuation procedure.

Sector Chiefs

Role Requirements:

- Must have Radio
- First Aid or above
- Responsible for co-ordinating the Emergency Plan
- Will have an evacuation horn at all times
- Fire Extinguisher familiarisation training

Each Sector Chief will be at a sector station for the duration of their shift. This way if patrons or volunteers need any assistance they have a point to go to. The sector chiefs can then radio for assistance or information as needed. Also at appropriate sector stations there will

be fire extinguishers that will be used in cases of fire. Their other roles include alerting the Operations Manager to any incidents, lost or stolen goods, etc. Sector Chiefs will also act as the Operations Managers eyes and ears during an emergency, and will help coordinate the evacuation effort. They will also be responsible for the roster of volunteers in their sector (ensuring that volunteers are on time and doing their jobs).

Chief First Aid and Occupational Health & Safety Officer

Role Requirements:

- Must have Radio
- Cert IV in Occupational Health & Safety or above
- Workplace First Aid Level 3
- Emergency First Aid Training - CPR/Dfib/Resuscitation Training
- Fire Extinguisher familiarisation training

As Chief First Aid and OH&S Officer their responsibility is to ensure the safety and well-being of all of the members. They must manage the First Aid requirements of the site successfully, including the General First Aid Officers and liaise with the Operations Manager.

General First Aid Officers

Role Requirements:

- Must have Radio
- First Aid Level 2 or above
- Will have an evacuation horn at all times
- Fire Extinguisher familiarisation training
- There must be 3 First Aid officers on duty during each shift

As a General First Aid Officer their responsibility is to ensure the safety and well- being of all of the members. They must follow the instruction and direction of the Chief First Aid and OH&S Officer and

constantly be monitoring the state of the site. They will liaise with all of the Sector Chiefs.

Security

Role Requirements:

- Must have Radio -High Visibility Clothing
- Will have an evacuation horn at all times
- Fire Extinguisher familiarisation training

Security will be subcontracted to **Regional Security Services** who will be responsible for member's safety and security during the higher risk hours. Their primary roles will be: patrolling the main stage area, camping areas and the entrance/exit of the site. They will also be looking for: natural hazards, fire, glass and ensuring that members stay away from any marked off areas. In short, they will act as extra pairs of eyes for the safety and well-being for the patrons.

General Duty Volunteers

Role Requirements:

- High Visibility Clothing
- Fire Extinguisher familiarisation training

General duty volunteers will be given tasks such as front gate admission, rubbish collection, hydration patrol and sound checks.

A sector chief will manage each team of volunteers.

Stage Managers

Role Requirements:

- High Visibility clothing
- Fire Extinguisher familiarisation training

The primary job of the Stage Manager is to ensure all artists are organised and able to perform at their given time- slot. All Artists must be ready to perform 1 hour prior to their set commences.

Master of Ceremony

Role Requirements:

-Fire Extinguisher familiarisation training

The MC will list any weather warnings or any other necessary precautions for the safety of members. In addition he will also be responsible for announcing and congratulating each band. He will also announce the evacuation procedures to the members on both Friday and Saturday night in between 7 and 8 PM.

d) Local Area Procedures (LAP)

General Radio Use:

-Always use the title of person you are trying to contact, e.g.:
front gate, first aid, Director, Sector chief B.

An example would be '**Front Gate:** Front gate to Operations Manager.

Operations Manager: Operations manager to font gate, go ahead...

Evacuation Radio Procedure

-Sector Chiefs: Before initiating the evacuation procedures the Sector Chief that has first contact/information of the hazard must first radio the Operations Manager. This is so he can alert the other Sector Chiefs, General First Aid Officers, and the Chief First Aid and Occupational Health and safety Officer to the situation. After this has been done then the order to initiate the evacuation plan can be given.

-Operations Manager: Before initiating the evacuation procedure the Operations Manager must first alert all the Sector Chiefs and the Director to the hazard.

Shift Changes:

-Sector Chiefs: Must Radio the Operations Manager to confirm that their relief has arrived.

-First Aid Volunteers: Must Radio the Occupational Health and Safety Officer to confirm their relief has arrived.

In Case of Injury

-Sector Chiefs: will first radio the First Aid Officers, then the Operations Manager

-In case of Fire (refer to evacuation procedure manual)

-If no radio is available a runner will be sent to the First Aid Tent and where (when convenient) the First Aid Officers will radio the Operations Manager.

Rubbish Bins:

-There will be rubbish bins placed at the Entry/Exit of sector A, and the remainder will be scatter through the high density sectors of the site. We hope that due to the distribution of rubbish bin bags to members at the gate, most rubbish will be taken off site.

General Volunteers

-Will remain in their sectors for the duration of their shift (barring emergency)

-Hydration Patrol: Will be patrolling with water throughout the grounds between the hours of 10am and 10pm

-Rubbish Patrol: Will be picking up rubbish around the site at 5 hour intervals. (with gloves issued) They will collect any loose rubbish.

This rubbish will be later taken to the tip. We approximate 2 average trailer loads of rubbish and debris will be collected.

Sector Chief:

-Will remain at their station for the duration of their shift

(Barring evacuation)

-Will ensure that the volunteers in their sector arrive on time for their shift. If volunteers do not materialise Sector Chiefs will then radio the Operations Manager for assistance.

-If someone in their sector has a reported injury and is unable to make their way to the First Aid Tent, they can radio for assistance. First calling the First Aid Officers, and then radioing the Operations Manager

Operations Manager:

-Is mobile throughout the festival and will be contacted via radio

-Will deal with any questions or problems coming from volunteers or staff

-Will ensure that the Day- to-Day operations of the festival are running including: Sector Chiefs and volunteers are on shift, First Aid Officers are on Shift.

-Is responsible for set up and pack down.

Director:

-Is mobile throughout the festival and will be contacted via

radio -Will be mainly concerned with initial set up of the festival and solving any big issues that arise

Chief of First Aid and Occupational Health and Safety:

-Will remain at their station for the duration of their shift

(Barring evacuation)

5) Fire Management and Prevention Plan

a) Summary

SITE IS A TOTAL FIRE BAN

Fire restrictions in 2012 were introduced in on December 10. This date in 2013 is to be confirmed pending weather conditions. According to CFA early indicators are that it will be a late start to the fire season in 2013.

In all situations of emergency depending on where the fire is located one entry point will be kept clear for emergency services. In appropriate times this will be decided by the Chief Operations Officer and volunteers/staff will be directed accordingly.

Protection & Management

- 25 000 L mobile water tanker
- 3 Emergency exits to have clear and safe path to roads
- Live weather updates and a Chief Operations officer who will be constantly aware of our surroundings. Fire ratings are also available from the CFA 4 days in advance.
- CFA Notification of the event
- *Evacuating as early as possible if fire is a threat in the local area*

- 25 000L static water supply, water pump, hosing and appropriate CFA connections
- Thorough evacuation procedure (see Evacuation procedure)

Prevention

- SITE IS A TOTAL FIRE

BAN -No Gas, No Fires

- Site preparation
 - Cleaning the property
 - Mowing (70% of the property will have grass that is 2 inches tall)
 - Raking
 - Disposing of off cuttings thoughtfully
- Instruction to all members to dispose of cigarette butts thoughtfully
- Various types of Fire extinguishers available readily throughout the site & Signage
 - Dry Powder Fire Extinguisher
 - Suitable for a wide range of fires including:
 - Flammable liquid (cooking oil, petrol)
 - Electrical
 - Combustible materials (wood, paper and plastics)
 - CO2 Fire Extinguisher
 - Suitable for electrical and flammable liquid fires

7) General Logistics & Planning Information (Abbreviated)

Property Use

- To hold a free, private event for Inca Roads Incorporated members
- Provide an enjoyable family friendly environment - Live music over the course of the weekend
- Art installations around the site

Amenities

- Provided by Palmer Hire
- Closed off cubicles or 'Portaloo's'
- Drop off & Pick-up service (no excrement will be left onsite)
- 1 Toilet per 25 patrons
 - With washbasin and soap
 - 5 toilet rolls
 - Will be serviced & checked every 6 hours by a group of Volunteers

First Aid

- The First Aid station will be available 24 hours of the day - There will be at least 1 Chief First Aid and Occupational Health & Safety Officer on shift
- There will be at least 2 General First Aid Officers on shift - Marked on the map and every person onsite made aware
- Hydration patrol give out free water will be available 24 hours a day

Security

- Provided by Regional Security Services 'Grant Rutley'
- Approx. 1 Security Guard per 25 members
- Precise numbers to be determined closer to the event

Patron Numbers

-If we are able to significantly increase our membership base in 2013 we aim to have approximately 500 members, 100 artists (not all onsite at once) and 50 volunteers at the festival. Thus, at any one point there would be a theoretical maximum of approximately 650. Realistically, the event might hold between 300 -500. As we get closer to the date I will be able to give a precise number.

Stage

-The Stage is rented, 4x5m with scaffolding and tarp. Some plywood as a roof and sides will be used (to be constructed by licensed carpenter).

Hours of Operation

I know most of the surrounding neighbours personally & last year they helped out with various things, so this will be decided upon their terms.

At this early stage I propose:

Friday 29th November from 12 pm till 1am

Saturday 30th November from 11am till 1am

Sunday 1st December - currently unsure, if there were it

would be no more than an hour or 2, for e.g. 11am – 1:45pm.

Environmental Considerations

-Noise

- We will be using a digital decibel meter to precisely determine our exact sound levels across *all spectrums* prior to the commencement of the event at appropriate distances to ensure that in no way we are impacting or disturbing anyone

- We comply with the:
 - 'Reasonable Noise' and 'Reasonable duration of Amplified
 - Sound' of Section 48A of the EPA Production Act 1970
 - Environmental Protection (Residential Noise) Regulations 2008 and Section 46 and 48B (Re: Entertainment Venue/Concert Restrictions 'Duration of Sound')
- Will be doing checks every hour around the area to ensure the mix is not travelling long distances
- The Sound Engineer will remove all of the low-end and 'sub' bass frequencies out of the mix
- There will be a 30-45 minute performance followed by a 30-45 minute break
- Running times will occur no earlier than 11am and later than 1am (to be agreed upon in consultation with the neighbors)
- All neighbors have my contact details and are warmly encouraged to call me if they have any concerns (Most of them actually help out with the planning of the event & bring their friends and family).
- 'Light Spill or glare'
- We are using an extremely small lighting system on stage. None will be visible from the road and there will be no disturbances in the surrounding area.

-No lasers will be used, or any such equipment.

-‘Solar Access’

-It is an outdoor event that is not substantially enclosed.

Insurance

-Insurance Broker ‘Hohan Group’

-Public/Products Liability

-Public Liability Limit of Liability \$10,000,000 any one occurrence

-Products Liability Limit of Liability \$10,000,000 in the aggregate

-Property in Physical & Legal Control Limit \$20,000

Alcohol

-No Alcohol will be served

Police

-Both Ballan & Bacchus Marsh Police notified at least 90 days prior and inducted onsite

CFA

-There is a total fire ban onsite

-Local Mt Egerton CFA notified at least 90 days prior and inducted onsite

Hospital

-Both Ballarat & Bacchus Marsh hospitals notified of the event.

Water

- Drinking water will be available near the Main Stage

- A ‘Hydration Patrol’ will provide free water at night times.

It will consist of volunteers walking around the campsite.

Power Requirements

-A generator will be used with approximately 15 Kva to power the site. Smaller generators will be used for night lighting. The Generator area will be fenced off and monitored.

Night Lighting

-All camping areas will be lit during nighttime hours e.g. 8pm
- 4am

Fireworks/Amusement rides

-There will be no fireworks or amusement rides

Waste Consideration

-Each member will be given several garbage bags on arrival to take home any rubbish they may create
-Rubbish bins will be placed around the site
-We will be disposing of any excess rubbish into the local tip on the Monday morning.
-The property will be left in the same condition than which we left it in.

A summary of our waste considerations can be found on our website.

- 1) Zero Trace
- 2) Respect
- 3) Take home your own rubbish

7) Traffic Management Guidelines

Emergency Exit Road: Is to be kept clear at all times. No parking or standing with the ignition on or off.

Number of Cars: We estimate that there will be 200 to 250 cars (150 members/attendee's & 50-100 artists/temporary attendee's) over 3 days coming onto the site. Over 24 hours of any one- day we expect 120 cars to be the maximum number coming from either direction (Yendon or Ballarat) or exiting the site. There will be no influx of cars at any particular hour.

As a guide we can expect:

Friday between 6am and 9am = 20

cars 9am and 12pm = 20

cars 12pm and 3pm = 30

cars 3pm and 5pm = 20 cars

Impact to Local Roads: No Inca Roads member's car will be stationary or running on any local road so there will be no traffic disruption or blockage. As the arrival and departure of cars will be dispersed there will be little to no impact to the area.

Parking on Site: There will be a designated car parking area on site. This is to reduce traffic accidents amongst the tents. It will also optimise space at the camping areas. This also ensures that no cars are stationary in areas where they are not supposed to be. Also at the conclusion of the festival the car park will allow us to manage the flow of traffic thus avoiding traffic disruption.

Traffic Management Volunteers: On the first and last days of the festival there will be volunteers directing the traffic and the formation that they will be parking in. A small team will direct cars to park in a safe and 'spaced' manner so that no individuals are blocked

in. In turn on the last day they will guide traffic to leave in intervals so that they will avoid causing any disruption to local traffic. **Speed:** There is a speed limit onsite of 5 kilometres per hour. Members will be told about the speed limit as they enter the site.

Marking: The cars will be directed to park in a designated area that will be marked off with wooden posts and chain link fence. This will enable the volunteers to more easily identify the area set aside for parking, and will provide some security for the cars. This area will be 50 metres by 50 metres. Each car will be separated by 1 metre. There will be 6x25 car rows in the main parking area. We expect the area to be approximately at 75% of its capacity during the most peak time. For a detailed visual of this scenario please see the site map.

Artists and Staff: Artists and staff however will not be parking in the main car parking area. They will instead be parking behind the stage due to the logistics of equipment transport. Traffic volunteers will also direct this area. This area will be 15 metres by 15 metres. Each car will be separated by 1 metre. There will be 5x10 car rows in the main parking area. As artists will be coming and going this area will be largely empty.

10) Acoustic Report

Inca Roads Music Festival

ACOUSTIC REPORT

August 2013

Dom Watson

M: 0430584186.

E: dom@atcproductions.tv

Executive Summary

Inca Roads Music Festival is a not-for-profit festival run exclusively by volunteers in order to promote local and national musicians and artists. The 2013 festival will be taking place between Friday 29 November 2013 and Sunday 1 December 2013 at the premises located at 87b Yendon-Egerton Road, Mt. Egerton. On the 3rd of August 2013, an acoustic review of the festival site was conducted to measure its impact on neighboring properties. Measurements were taken at key points along the boundary of the property, within the festival site and at neighbouring properties. With a 112 dB (A) weighted peak output one metre from the source location this was found to be well within the limits of EPA regulations at *all* properties in the local area. All properties were well within the 65 dB (A) EPA limit. Findings can be viewed in section four. All objectors are those most minimally impacted with recordings of less than 45db (A). Interestingly readings of 4WD's, Trucks & V6 cars driving down the road easily reached 75-85 dB (A) Based on these results, it is my strong belief that the operating of this festival will not have any adverse effects on the neighboring properties or objectors and will cause minimal disruption to the surrounding area. Further recommendations have also been made.

1. INTRODUCTION

I Dom Watson have conducted both on site and off site compliance noise monitoring for Inca Roads Music Festival during the 2012 event between November 30 till December 2 and on the 3rd of August 2013. This report provides an overview of the noise monitoring procedure and results.

The following is provided in accordance with the Environment Protection Authority's (EPA) definition of the Inca Roads Music Festival (IRMF) as a Category 1 event.

Dom Watson

M:0430 584 186.

E: dom@atcproductions.tv

1.1 *Qualifications and past work*

An experienced Sound and Acoustic Engineer, I have worked within the audio industry for the past 6 years. Beginning my work at ATC Productions and have spent many hours Freelancing for other Production companies, One of my occupations has been to investigate complaints from the public regarding both indoor and outdoor live music venues and clubs. In doing this, I am now proficient at determining how sound affects neighbouring areas as well as assessing most effective way to minimise sound through engineering and determining a location so as to ensure any noise to dissipate as effectively as possible once outside the venue. I have a strong understanding of the Environmental Protection Act relating to noise pollution having effectively applied it to cases in the past. Some of the Events I have worked on in the past 12 months include:

The Australian Open

The International Ice Hockey (Sydney and Melbourne)

AIHL regular Season @ Medibank Icehouse

1.2 Terminology

This table provides a glossary of noise related terms used in this assessment.

Term	Description
dB	Noise is measured using logarithmic units called decibels (dB)
dB(A)	There are several scales for describing noise, the most common being the 'A- weighted' scale. This attempts to closely approximate the frequency response of human hearing at normal volume levels.
dB(C)	The 'C-weighted' scale attempts to closely approximate the frequency response human hearing at elevated volume levels. The 'C Weighting' scale is also better describes low frequency energy.
L10	A noise level which is exceeded 10% of the time. It is approximately equivalent to the average of maximum noise levels.
L90	Commonly referred to as the background noise, this is the level exceeded 90% of the time.
Leq	The summation of noise over a selected period of time. It is the energy average noise from a source, and is the equivalent continuous sound pressure level over a given period.
Lmax	The maximum root mean squared (RMS) sound pressure level received at the microphone during a measuring interval.
SWL	The sound power level is a measure of the total power

radiated by a source. The sound power of a source is a fundamental location of the source and is independent of the surrounding environment.

The following indicates what an average person perceives

about noise levels in practice:

- noise differences of less than approximately 2dB are generally imperceptible; and
- a difference of around 10 dB has a doubling or halving of loudness.

2. EVENT DETAILS

2.1 Stage Layout

IRMF will be held at 87b Yendon-Egerton Road, Mt. Egerton. There will be a total of one (1) amplified stage at the festival. The Main Stage faces a South South East direction and will be set-up to use an audio system that consists of 2x Martin dual 18" subs, 2x SRX725 dual 15" + horn top boxes, 2 x 12" horn fold back speakers. This equipment has a *theoretical maximum* dB output of 128 dB. This system is used for a very specific purpose. The greater the amount of headroom the less sonic distortion and shorter distance the sound travels. When pushing a smaller system, distortion reverberates and echoes which can add an additional 33% of distance due to unnecessary pressure. This was the issue Daniel had in the first year when his speaker system was a very small PA, but could still be heard at a greater distance.

2.2 Event Times

IRMF will be held between Friday November 29 and Sunday December 1 with compliance monitoring to be undertaken throughout the festival. Sound is reduced from 2200 by 15% per hour.

Acts are scheduled to perform between the following times:

Friday 1300 - 0100

Saturday 30 November 1100 - 0100

Sunday 1 December 1000 - 1345

2.3 - Map

Includes all properties in support of the event and all those affected. See attached A3 map

3.NOISE CONDITIONS

IRMF is defined under the EPL as a Category 1 event which is:

- **“Category 1 Event”** any event using sound amplification equipment with a crowd capacity less than 1,500 people other than cinematic screenings and theatrical performances using sound amplification equipment”

3.1 General Conditions to all events at which sound amplification equipment is used.

(1) Minimising Noise Impacts

Any sound amplification equipment used at any time must be installed, maintained and operated in such a way as to minimise the noise impact on residential premises or sensitive receivers.

(2) Notification of Residents

IRMF must make all reasonable efforts to ensure that residents likely to be significantly impacted upon by noise from any events held within the IRMF site (henceforth known as “the property”) are given prior notification. This notification must include the telephone number of a person(s) authorised by IRMF to discuss any noise issues associated with the event and this person(s) must be available on this number during the entire event, including any associated

sound tests and rehearsals.

(3) Complaints

IRMF must have a mechanism in place to deal with any complaints and must consider any past complaints when developing future plans to manage sound and planning and managing future events. As much as is practicable, IRMF must arrange for the noise levels emanating from events held within the property to be monitored at the location of any complaints as soon as possible after IRMF has received the complaint.

(4) IRMF Retain Ultimate Control

IRMF must retain ultimate control of the level of sound caused by any amplification equipment during any events, including the test(s), rehearsal(s) and performances comprising concerts and cinematic screenings and theatrical productions.

(5) Monitoring Method

The monitoring point for measuring noise levels as required in this notice, must be within one (1) meter of the boundary of any residential premises or sensitive receivers. Measurements must be taken using “fast” time response and over 15 minute intervals (T).

3.2 Specific conditions to Category 1 Events

(1) Noise Level Limit

The A-weighted sound pressure level (LA10.T) of noise from any amplification equipment used at the IRMF site must not exceed the ambient background Level (LA90.T) .

(2) Monitoring

IRMF must conduct sufficient monitoring to ensure that:

- (a) the noise levels from these events comply with condition 6 above;
- (b) IRMF has an understanding of the ambient background noise

levels at external locations most affected by noise emanating from

the property on different days and at different times of the day; and

4. NOISE MONITORING

4.1 *Measurement Locations*

Noise measurements were taken along the boundary of the festival property fifteen (15) minutes apart using a decibel meter. Speakers were set up to accurately reflect their positions and volumes come November 29.

4.2 *Results*

Measurements were made at various points within the festival site in 2012 and on the 3rd of August 2013. Directly in front of the stage, one (1) meters from the speakers, the peak output recorded at 112.08 dB (A). At a direct distance of 200 meters from the sound source, the peak output was recorded at 65.98 dB (A), the equivalent of having an average conversation. Measured at a direct distance of 1000 meters from the sound source, the peak output recorded was 52 dB (A). A peak output of 50.06 dB (A) was recorded a direct distance of 1250m from the Main Stage of the festival which is the equivalent of mild to moderate background noise.

These results are also dependant on temperature and pressure fluctuations throughout the day, wind speed and direction.

From the results recorded, I can confirm that there were no volumes that exceeded the EPA limit of 65db from *any* property in the area.

At the objectors properties the following recordings were made

Charmaine R 35-45db – equivalent to whisper levels

Gaylene M 0-35db - could not record accurate reading

Sandra S 0-35db - could not record accurate reading

4.3 *Equipment used*

CEL-600 Automatic Calibration Class 2 SPL meter

Sound level L and Distance r

$$L_2 = L_1 - |20 \cdot \log\left(\frac{r_1}{r_2}\right)| \quad L_2 = L_1 - |10 \cdot \log\left(\frac{r_1}{r_2}\right)^2|$$

$$r_2 = r_1 \cdot 10^{\left(\frac{L_1 - L_2}{20}\right)}$$

Sound pressure level (dB) = Sound intensity level (dB)

$$L_2 = L_1 - 10 \cdot \lg\left(\frac{r_1}{r_2}\right)^2 \quad L_2 = L_1 - 10 \cdot \lg\left(\frac{r_1}{r_2}\right)^2$$

4.3 Recommendations

In order to further dampen any sound leakage from the festival site I have presented the IRMF organisers with the following recommendations:

- Insulate three (3) walls of the stage with large square straw bales (approx 150kg each). International test results give straw bale walls a 4-hour fire rating. Strawbale construction can adequately satisfy the Australian Standard (AS 3959) building in bush fire prone areas, up to and including moderate risk. For further safety, the straw bales may be covered by fire retardant blankets and fire extinguishers as a pre-caution.
- Local vegetation creates natural barriers around the site. In addition to this, artificial barriers may be erected to further reduce noise escaping from the site (especially in regards to Charmaine's property)
- Consult with the festival sound engineer to arrange speaker

directions to cancelout any reverberating frequencies during

the event. They are already using a Cardioid array to successfully minimize effect the bass frequencies.

5. COMMUNICATION PROTOCOL

5.1 *Public Complaint, No Exceedance.*

1. Public contacts hotline operator with sound complaint
2. Message passed by hotline to sound control
3. Message passed by sound control to acoustic monitor
4. Acoustic monitor investigates sound complaint.

No Exceedance found

5. Acoustic monitor reports back to sound control. Sound control reports back to hotline and logs incident.
6. Hotline operator contacts member of public to report result and records on log sheet.

5.2 *Public Complaints, Exceedance Identified.*

Follow steps 1-4

Exceedance identified

7. Acoustic consultant identifies sound exceedance
8. Acoustic consultant contacts sound control to confirm exceedance and
 - 8.1 Instructions to reduce exceedance
9. Sound control contacts stage monitor with instructions to reduce sound level
10. Stage monitor passes instructions to sound engineer on stage and monitors that action is taken.
11. Stage monitor reports to sound control when action is taken on stage to reduce noise.
12. Sound control reports back to hotline and logs incident.

13. Hotline operator contacts member of public to report result and records on log sheet.

6 CONCLUSION

In conclusion, with the above recommendations and the due diligence already taken by the organising team there are no significant impacts to the local area and all recordings are well within EPA guidelines.

11.2.2 Draft Domestic Animal Management Plan

Introduction

File No.: 04/02/002
 Author: Sarah Annells
 General Manager: Satwinder Sandhu

Background

The purpose of this report is to recommend that Council endorse the draft Moorabool Domestic Animal Management Plan 2012-2016 (the Plan) for the purposes of a public exhibition period of four weeks.

It is a requirement of the *Domestic Animals Act 1994* that Council prepare and adopt a Domestic Animal Management Plan every 4 years. The Plan enables Council to take a greater strategic approach to animal management by:

- Promoting responsible pet ownership
- Encompassing effective management of dogs and cats through desexing programs and identification through microchipping. Reducing public and environmental nuisances caused by dogs either wandering and / or not under effective control in public places and open spaces.

Council's Community Safety Unit has reviewed and revised the previous Plan and prepared the new Plan for endorsement by Council prior to commencing a public exhibition process.

Proposal

Responsible pet ownership and domestic animal management are an important factor in the wellbeing and safety of our community. This Plan considers best practise domestic animal management and available resources, and then recommends a positive list of actions to support the Moorabool community and protect community safety.

Policy Implications

The 2013 - 2017 Council Plan provides as follows:

Key Result Area	Community Wellbeing
Objective	A safe community
Strategy	Promote and administer Council's Local Laws and other relevant legislation

The proposal to endorse the draft Moorabool Domestic Animal Management Plan 2012-2016 is consistent with the 2013-2017 Council Plan.

Financial Implications

There are no financial implications in the adoption of the draft Domestic Animal Management Plan as it was produced by officers within current budget allocations.

Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Domestic Animal Management Plan	Requirement under section 68A of the <i>Domestic Animals Act 1994</i>	Low	Council to develop and implement Domestic Animal Management Plan

Communications and Consultation Strategy

Once adopted by Council the Draft plan will be advertised in the Moorabool News, placed on the "have your say" website and hardcopies located at all customer service centres.

Copies will also be sent to all external stakeholders, including Department of Primary industries and Environment, local vets, the RSPCA, Pets Haven and any animal adoption group currently used by council.

Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

General Manager – Satwinder Sandhu

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

Author – Sarah Annells

In providing this advice to Council as the Author, I have no interests to disclose in this report.

Conclusion

The Draft Moorabool Domestic Animal Management Plan 2012-2016 has been prepared in accordance with guidance documents from the Department of Environment and Primary Industries, and is a legislative requirement of the *Domestic Animals Act* 1994. The Domestic Animal Management Plan will be implemented and reviewed by Council's Community Safety Unit.

Recommendation:

That Council:

1. endorse in principle the draft Moorabool Domestic Animal Management Plan 2012-2016 for the purposes of public exhibition for a period of four weeks.
2. receive a further report at the conclusion of the exhibition period seeking adoption of the Moorabool Domestic Animal Management Plan 2012-2016.

Report Authorisation

Authorised by:


Name: Satwinder Sandhu
Title: General Manager Growth and Development
Date: Thursday 19 September 2013

Attachment - Item 11.2.2

Moorabool Shire Council

DOMESTIC ANIMAL MANAGEMENT PLAN

2012-2016

The Domestic Animal Management Plan (DAMP) 2012-2016 was adopted by Moorabool Shire Council on <date>

EXECUTIVE SUMMARY

In 2008, the State Government amended the Domestic Animals Act 1994 specifying that all Victorian councils prepare a four year Domestic Animal Management Plan (DAMP).

The DAMP enables Council to take a greater strategic approach to animal management within the municipality by:

- Promoting and encouraging responsible pet ownership;
- Encompassing effective management of dogs and cats through desexing programs and identification through microchipping of cats and dogs; and
- Reducing public and environmental nuisances caused by dogs either wandering and/or not under effective control in public places and open spaces.

The development and implementation of the DAMP for Moorabool Shire, incorporating the State legislative amendments, will:

- Improve animal management;
- Increase the likelihood of implanted animals being reunited with their owners
- Decrease the numbers of cats and dogs being handed into the pound
- Decrease the numbers of cats and dogs having to be euthanised
- Decrease the amount of dog attacks
- Increase public safety
- Provide safety and welfare for animals
- Regulate the confinement of dogs and cats
- Provide access to open and public spaces for dogs and owners

In representing the community, Council's responsibility is to keep the community informed of innovative approaches in managing domestic animals across the municipality.

Council is responsible for the management and operation of the Shire's Pound, located in Bacchus Marsh.

AIM

The development and implementation of this Plan will:

- Raise community awareness to be responsible pet owners
- Educate and assist the community
- Increase Council awareness
- Heighten Council support for animal management
- Address animal issues within the municipality
- Address authorised officer training needs
- Address animal welfare issues
- Ensure Council remains up-to-date with current legislation

DRAFT

Contents

EXECUTIVE SUMMARY	1
AIM	3
1. INTRODUCTION AND CONTEXT	5
2. STATEMENT OF PURPOSE	7
3. MOORABOOL SHIRE COUNCIL'S GOAL FOR DAMP	8
4. DOMESTIC ANIMAL STATISTICS AND DATA	9
5. CURRENT ANIMAL MANAGEMENT PROGRAMS AND SERVICES	10
6. CONSULTATION OUTCOMES	11
7. DAMP KEY ISSUES	12
8. STRATEGIC DIRECTION FOR DOMESTIC ANIMAL MANAGEMENT	16
9. PERFORMANCE MONITORING AND EVALUATION	21
10. REVIEW CYCLE FOR DAMP	22
APPENDIX A: ACTION PLAN	24
APPENDIX B: DOG OFF-LEASH AREAS	26
APPENDIX C: MAPS OF DOG OFF-LEASH AREAS	27

1. INTRODUCTION AND CONTEXT

Purpose of the Domestic Animal Management Plan (DAMP)

In 2008, the State Government amended the *Domestic Animals Act* (1994) (the Act).

To further improve animal management, councils in Victoria are required by legislation to prepare and implement a Domestic Animal Management Plan (DAMP).

The purpose of the DAMP is to improve the way domestic animals are managed.

The plan aims to increase the chances of animals being reunited with their owners and decrease the numbers of cats and dogs being surrendered to the animal pound, therefore decreasing the numbers of dogs and cats that are euthanised.

The DAMP provides the community and stakeholders with the chance to express their views about matters relating to animal management, particularly the community's views on compulsory microchipping and desexing of all cats and dogs in the Shire.

Section 68A of the Act requires a Domestic Animal Management Plan to include:

1. An evaluation of current animal control services provided by Council to ensure they comply with the requirements of the Act.
2. Services and strategies to promote responsible pet ownership of dog and cats.
3. Ways to minimise the risk of dog attacks on people and animals.
4. Address the euthanasia rates for dogs and cats.
5. Encourage and promote the registration and identification of cats and dogs.
6. Reduce the potential for cats and dogs to create an environmental nuisance.
7. Effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in the municipality and ensure these dogs are kept in compliance with the Act.
8. Provide training for authorised officers to ensure they can properly administer and enforce the requirements of the Act.

Process applied in developing the DAMP

In September 2013, the draft DAMP Plan will be placed on Council's Have Your Say website for the community to provide feedback on the proposed plan.

In addition, the draft will be submitted to external stakeholders, including The Lost Dogs Home, dog breeders, the Cats Crisis Coalition and DEPI for comment and feedback.

This community engagement process will be utilised to gain a broad range of views and input into the development of the DAMP. Additional information was sought by reviewing current domestic animal-related literature, and discussing current animal issues with other Council service units to discover their views on compulsory microchipping and desexing of dogs and cats.

The consultation process included:

- Conducting consultation with other organisations
- Advertisements in Council's customer service centres
- Community consultation
- Views sought from the local veterinarians
- Input from other councils
- Consultation with dog breeders

This consultation process, together with investigations by Council Community Safety Officers, has contributed to the development of the Domestic Animal Management Plan.

2. STATEMENT OF PURPOSE

Moorabool Shire Council Animal Management Services

Moorabool Shire Council recognises that pets contribute to the improved quality of life for many people.

The benefits of animal companionship for health and wellbeing are associated with being a pet owner. Therefore, educating the community about the needs and responsibilities of animal ownership is very important.

Council also recognises that being proactive within the community assists in animal management, as well as working in partnership with stakeholders and the community to ensure the safety and wellbeing of residents.

Councils are required to provide an animal management service to ensure community safety, respond to enquiries from the community and provide enforcement of relevant Acts. Council operates under the following legislation:

- Domestic Animals Act 1994
- Impounding of Livestock Act 1994
- Infringements Act 2006
- Pound Act 1958
- Prevention of Cruelty to Animals Act 1986
- Code of practice for the operation Breeding and Rearing Establishments
- Code of practice for the operation of Boarding Establishments
- Codes of practice for the Management of Animals in Shelters and Pounds
- Codes of practice for the operation of Pet Shops
- Codes of practice for the operation of Greyhound Establishments
- Codes of practice for Dog Training Establishments

When considering the actions outlined in this Plan the Mission, Vision and Strategic Framework adopted by Council in 2013 and outlined below guided the decision making process.

Moorabool Shire Council's Mission for the municipality (Council Plan 2013-2017) is:

Working with our people to deliver valued outcomes that improve community wellbeing and are economically responsible+

Moorabool Shire Council's Vision for the municipality (Council Plan 2013-2017) is:

Thriving and resilient communities with unique identities+

Moorabool Shire Council's Strategic Framework for the municipality (Council Plan 2013-2017)

This four year Council Plan provides the strategic direction for Council to move towards its desired future.

The Council Plan clearly outlines:

- the vision or desired future for Moorabool
- the mission or Council's purpose
- the behaviours Council values as an organization
- the four key result areas or main themes that guide new initiatives and continuing services
- the objectives or desired outcomes within each key result area
- the strategies to be undertaken to achieve the objectives
- the measures to be used to monitor Council's performance over the four years

3. MOORABOOL SHIRE COUNCIL'S GOAL FOR DAMP

To educate and promote the benefits and importance of microchipping, registering and desexing domestic animals within our municipality

To ensure key outcomes from the DAMP meet the community's expectations regarding responsible pet management.

DRAFT

4. DOMESTIC ANIMAL STATISTICS AND DATA

In 2007, BIS Shrapnel estimated that in Australia:

- 40 percent of households owned one or more dogs
- 26 percent of households owned one or more cats
- 53 percent of households own a dog/and or a cat

Moorabool Shire Council Key Statistics for 2012	Moorabool Shire Council
Population	29,409
Area	2110 sq km
No. of EFT Authorised Officers (Animal Control)	4.00
Hours training per officer annually	40 hours
No. of registered dogs	5,201
No. of registered cats	1,163
No. of registered dogs declared	12
No. of dog complaints	192
No. of cat complaints	24
No. of dog attacks	12

5. CURRENT ANIMAL MANAGEMENT PROGRAMS AND SERVICES

Council's Community Safety Officers trained in animal management deal with a wide range of issues associated with domestic animals throughout the municipality. These include:

- Dealing with customer complaints
- Maintaining the animal pound to the required standards
- Investigating dog attack
- Random visits (door knocks) to pet owners' homes to ensure pets are registered
- Providing after hours emergency service
- Access to open and public places
- Daily pick-ups of strays, unwanted and feral animals
- Inspections of kennels, dangerous and restricted breed premises ensuring compliance with legislation
- Issuing of Local Law permits for additional animals
- Registering and inspecting Domestic Animal Businesses
- Educating the community on being responsible pet owners
- Assisting other departments with animal advice
- Maintaining the impound register
- The continuous review of Council's duty to fulfill legislative requirements

Council's Community Safety Unit is expected to meet a number of minimum service level requirements each year as part of its standard service delivery to the community. These include:

Program/Service	Service Level
Identification and registration of cats and dogs	Ongoing
Identification and registration - door knock campaigns for unregistered animals	Annually (At various intervals throughout the year)
Domestic animal complaints	Addressed as a matter of priority
Dangerous Dog complaints	Immediate response where practicable. Treated with the highest priority
Routine Street Patrols for wandering animals	Daily in the course of duties
Pound . Cleaning and feeding of animals Pound hours of business	Monday . Friday 9.30am . 11.00am Monday . Friday 4.00pm . 5.00pm Saturday & Sunday 8.00am . 10.00am and 3.00pm . 4.00pm No animals can be released during these times as there are no payment facilities at the pound
Microchipping	Council conducts an annual microchipping day so residents can have their pets microchipped at a reduced rate. (In 2011, Council held two microchipping days. In total, 88 cats and dogs were microchipped and 65 new registrations were obtained).
School information sessions about responsible pet ownership	Community Safety Officers conduct Responsible Pet Ownership sessions at schools upon request at agreed scheduled times.
After- hours service	On call Community Safety Officers will respond to emergency situations.

6. CONSULTATION OUTCOMES

Background

Members of the community and stakeholders were invited to participate in a consultation process to assist Council in the development of the DAMP and to measure the attitudes of the community regarding compulsory microchipping and desexing of all cats and dogs.

The consultation process included participation from:

- The Lost Dogs Home
- Cat and dog owners
- Registered breeder;
- The Cats Coalition Crisis Centre
- The broader Moorabool community

Additional information was obtained by reviewing current literature about animal management issues and by obtaining feedback from other Council service units.

Outcomes

The consultation and research findings indicate that the major concern pertaining to domestic animals within Moorabool Shire was dogs at large. The second major complaint is barking dogs.

Outcomes of consultation also indicate that there is considerable concern regarding irresponsible pet ownership in the Shire.

The amount of regulatory control which exists to manage issues such as irresponsible pet ownership is another area of concern for residents.

DAMP KEY ISSUES

Responsible Pet Ownership (Prospective and New Pet Owners)

The DAMP places a strong emphasis on educating prospective pet owners and new pet owners about all aspects of owning a pet, including microchipping, desexing, registration and health. This will be achieved through the development of a responsible pet ownership education program, and by providing prospective pet owners with information and advice prior to obtaining a pet.

The objective of the education program will be to inform new and prospective pet owners of the responsibilities of owning a pet. Advice will include:

- Selecting a breed that is appropriate for the new owners lifestyle
- Registering pets annually
- Vaccination of pets
- Desexing of pets
- Socialisation of pets around other animals and humans
- Exercising of dogs
- Appropriate fencing for containment
- Microchipping of existing animals
- Ensuring pets have regular check-ups

Desexing Cats and Dogs

Unless otherwise stated in the Act, dogs and cats are not required to be desexed other than if they are a restricted breed dog. However, owners of cats and dog are encouraged to have their pets desexed. From 11 April 2013, desexed cats and dogs are eligible for a reduced registration fee.

Benefits of desexing your pets include:

- Decrease in unplanned and unnecessary breeding
- Decrease in the likelihood of aggressive behavior, predominantly in males
- Reduced amount of dogs wandering at large
- Improved temperament

Microchipping Cats and Dogs

As at 1 May 2007, it is now State Government legislation that all new dogs and cats must be microchipped before they can be registered with Council. Whilst this rule does not apply to pets already registered with Council, it is recommended that they be microchipped as well.

The advantages of microchipping are:

- Microchipping your animals is the most effective way of identifying your pets if lost
- Microchipping assists Council staff in reuniting you with your lost pets
- Animals that are impounded are scanned for a microchip
- Microchipping is a permanent method of identification that stays with your animals for life

Dog Attacks

All dogs have the potential to bite regardless of their breed, size, age and temperament, particularly in situations where they are frightened, vying for domination over another dog, or are being protective of their owners.

Dogs that have been exercised and socialised with other dogs are less likely to have aggressive tendencies.

Dogs that are on leads and confined to their properties reduce the risk of dog attacks occurring within the municipality. All dog owners are encouraged to contain their animals to their properties unless they are under effective control, which requires the dog to be on a lead.

On 11 June 2003, Council adopted a plan that requires dogs to be on leads **at all times** within the community other than in designated off-lead areas.

Upon request, Compliance Officers will visit schools to teach students how to behave around animals.

As most dog attacks occur in the family home, parents are encouraged to supervise their children at all times when they are playing with dogs.

Dogs Wandering at Large

It is assumed that a dog is wandering at large when it is in public place and/or without consent of an owner/occupier.

A person who is responsible for the dog wandering at large, and who is not in control of the dog or does not have the dog on a lead, is guilty of an offence under the Act as wandering dogs at large can be a threat to the community.

To reduce the amount of dogs wandering at large, a combination of education, encouragement and enforcement will ensure that the majority of microchipped and registered dogs impounded are returned to their owners.

Cats Wandering at Large

Cats need to be under the effective control of their owners at all times. A growing stray cat population (currently there are over 500,000 stray cats in Victoria) creates a public health risk and a public nuisance in terms of disease if the cats are not vaccinated and desexed.

Feeding and harbouring stray and feral cats can cause over population with disease, and aggressive animals becoming a nuisance for neighboring properties.

Moorabool Shire has cat traps available for hire to residents of the Shire. No trapping is allowed over the weekend period. All animals trapped by this method are retained for an 8 day holding period to allow owners to claim, unless they are feral and not permanently identified by microchip.

Welfare of Cats and Dogs

Cats and dogs that have been impounded within Moorabool Shire Council's pound facility will be:

- Scanned for a microchip
- Provided with veterinary treatment as required
- Provided with fresh water and suitable food in accordance with relevant legislation
- Maintained in the pound facility to prevent disease transfer
- Provided bedding and housing from weather conditions in order to remain clean, dry and in comfortable surroundings
- Handled by trained staff
- Provided with a facility for humane euthanasia where necessary

Moorabool Shire Council has implemented and adopted a Cat Management Policy which forms an attachment to this Domestic Animal Management Plan.

A Cat Management Brochure has also been developed and adopted and is available from our Customer Service Centres, and the Bacchus Marsh Veterinarian.

Animals are rehoused directly from the Council Pound utilising the various agencies available to Moorabool Shire Council and a dedicated Facebook Adoption page. Due to recent legislative changes there is no requirement to rehouse within a restricted timeframe allowing Compliance Officers to rehabilitate animals that may require specialized one on one attention.

Moorabool Shire Council advertises suitably assessed animals on the Pet Rescue website and by liaising with individual Breed Rescue organisations in an attempt to minimise the number of animals euthenaised.

Moorabool Shire Council advertises all adoptions in local media outlets and on the Facebook internet site to promote Animal Adoption to the wider community.

100% of suitably assessed rehousable animals are rehoused by the above initiatives.

Keeping cats inside at night

Cats that are outside at night have a tendency to roam from their home, are at greater risk of sustaining injury through being hit by a car and are more at risk of contracting a disease, such as Feline AIDS or Enteritis (both of which are not dangerous to humans) from fighting with other cats.

By keeping your cat inside at night between the hours of 7.30pm to 6am, it will also minimise the amount of hunting your cat does, as most of a cat's hunting is done at night. This hunting generally causes a reduction in numbers of various native species.

Community Safety

Council will aim to ensure public safety through the reduction of animals wandering at large by:

- Ensuring dogs are on leads at all times, other than at designated off-leash areas
- Implementing strategies to assist pet owners and members of the community who are experiencing difficulties with pets
- Introducing barking dog collars, access to cat cages, as well as re-housing
- Encouraging the reporting of all dog attacks
- Voluntary surrender of dangerous dogs

Barking Dogs

The continued nuisance of a barking dog can become a very complex and difficult issue to deal with effectively and can be rather stressful for those involved.

Council promotes a collaborative approach to overcome barking dog complaints, including:

- Liaising with concerned parties involved in a complaint regarding a barking dog and the animals owner
- Providing advice on the use and purchase of citronella collars
- Providing advice on the use and hire of bark counting collars
- Providing advise on anti-barking %birdhouses+available for hire and purchase
- Promoting keeping cats inside at night
- Requesting complainants and adjoining neighbours to complete a barking dog dairy to ascertain times when dogs are barking excessively.

Council staff are committed to liaising with all parties to achieve positive outcomes

Promote Socialisation and Dog Training

Training and socialisation is encouraged to pet owners who adopt a dog from Council's pound.

There are many training and obedience clubs throughout the municipality offering individual or group tuition.

Promotion of Dog Off-Leash Areas

On 11 June 2003, Council adopted a plan that dogs must be on leads at all times when out in the community other than when they are at designated areas throughout the municipality that have been declared as %dog off lead areas+.

As part of promoting the dog off-lead areas, signs have been placed at these sites. Information has been placed in Council Customer Service Centres and advertisements placed in the local newspaper as well as the Moorabool Shire Council Newsletter.

Registration and Identification

All dogs and cats over three months old must be registered with Council. Council is continually seeking ways to increase the number of dogs and cats that are registered in our municipality. Some of these include:

- Promoting the microchipping / registration annual event days; and
- Encouraging concessions for eligible members of the public on their registrations.
- Conducting regular door knock inspections throughout the municipality to enforce registration requirements.

8. STRATEGIC DIRECTION FOR DOMESTIC ANIMAL MANAGEMENT

Animal Management Officer Training and Development

Moorabool Shire Council's main objective is to ensure all staff involved with animal management have the skills and knowledge necessary to safely carry out their work.

All of Council's Animal Management staff have participated in Customer Focus Training and will undertake further Customer Service Training in the short term to ensure they are familiar with organisational customer service standards and response timeframes.

Other training being undertaken by staff includes:

- Certificate IV in Animal Control and Regulation course
- Animal and Livestock handling (training)
- Carry Out Pound Procedures
- Aggressive dog handling techniques

Council will work towards:

- Providing ongoing customer focus training to staff
- Encouraging all officers to undertake the Certificate IV in Animal Control and Regulation

Encouraging Responsible Pet Ownership

Moorabool Shire Council's main objective is to assist pet owners to protect the health and welfare of their pets. Council will encourage pet owners to be more responsible through:

- Education - advertisements/pamphlets
- Microchipping days
- Delivering responsible pet ownership sessions within schools as per requests
- Placing brochures in local veterinary clinics and other relevant outlets.

Planned Programs and Initiatives:

- Initiate programs with YMCA and other community and sporting groups
- Promote responsible pet ownership in schools
- Deliver pamphlets promoting information on responsible pet ownership
- Provide additional and ongoing microchipping days
- Promote off-leash areas and the need to exercise dogs
- Provide information to the media on successful factors for pet ownership

Identification and Registration

Moorabool Shire Council's main objective is to increase the number of registered and identifiable animals in the municipality through:

- Annual mail-out of renewal registrations
- Annual door knock to enforce registrations
- Leaflets available to the public in our Customer Service Centres and from the Community Safety Unit
- Advertisements in the local paper promoting registration
- Bi-monthly Moorabool Shire Community Newsletter *Moorabool Matters*

Planned Programs and Initiatives:

- Continue annual door knocks
- Continue to include information about responsible pet ownership in the Moorabool Shire Community Newsletter *Moorabool Matters*
- Advertisements in the local paper
- Pamphlet drop in areas considered to have high rates of unregistered animals
- Continue mail-outs of annual renewal registration for animals
- Continue participation in the State's pet registration incentive scheme
- Provide up-to-date information in Council's Customer Services areas and in the Community Safety Unit

Compliance and Enforcement - Local Laws and Orders

Moorabool Shire Council's objective is to achieve compliance by implementing and enforcing laws and regulations of the *Domestic Animals Act 1994*.

Moorabool Shire Council's current enforcements include:

- Local Law permit required for more than two dogs or cats in residential areas
- Current off-leash designated areas (adopted by Council on 11 June 2003)

Planned Programs and Initiatives:

- Review Local Law pertaining to zoning of animals
- Patrol and monitor open spaces and public place (dogs off leads)
- Educate the community to ensure that dogs are on leads or under effective control if in an off lead area to ensure that breaches are not committed under the Act

Domestic Animal Businesses

Moorabool Shire Council has ten registered domestic animal businesses within its municipality.

Community Safety Officers undertake annual checks of these businesses to ensure compliance with the Code of Practice.

Planned Programs and Initiatives:

- Continue annual checks of these businesses to ensure Codes of Practice are adhered to
- Promote responsible pet ownership

Declared Dogs

Moorabool Shire Council's objective is to prevent dog attacks in the community by dangerous dogs.

Council currently has twelve declared dangerous dogs.

The Shire undertakes patrols of non-residential properties to identify dogs that are on business premises which are required to be declared for the purpose of guarding.

Planned Programs and Initiatives:

- Continue to patrol all non-residential areas
- All dogs declared to Council are recorded on the Victorian Declared Registry
- Continue to inspect the current premises of the dangerous/restricted dogs to ensure that compliance is adhered to

Restricted Breed Dogs

The *Domestic Animals Act* legislates to place restrictions on certain breeds of dogs. Currently, the following breeds are considered restricted breed dogs:

- *American Pit Bull Terrier (or Pit Bull Terrier)*
- *Japanese Tosa*
- *Dogo Argentina*
- *Fila Brasileiro*
- *Perro de Presa Canario or (Presa Canario)*

9. PERFORMANCE MONITORING AND EVALUATION

Council will monitor and review the DAMP continuously to improve the animal management services that are detailed in the plan.

Key Performance Indicators will include reviewing;

Type	Description	Current	Target
1. Dog Registration rate	Number of dogs registered as a percentage of residential properties	45%	+10%
2. Cat Registration rate	Number of cats registered as a percentage of residential properties	6%	+10%
3. Enforcement Success Rate	Number of successful prosecution outcomes as a percentage of total prosecutions	NA	NA
4. Dog Re. housing rate	Number of dogs re-housed as a percentage of total dogs impounded	41%	+5%
5. Cat Re-housing rate	Number of cats re-housed as a percentage of total cats impounded	47%	+5%
6. Dog reclaim rate	Number of dogs reclaimed as a percentage of total dogs impounded	55%	100%
7. Cat reclaim rate	Number of cats reclaimed as a percentage of total cats impounded	17%	100%
8. Dog euthanasia rate	Number of dogs euthanized as a percentage of total dogs impounded	4%	0%
10. Cat euthanasia rate	Number of cats euthanized as a percentage of total cats impounded	36%	0%
11. Declared dog Compliance Rate	Number of declared dogs as a percentage of number of complaints/audits	100%	100%
12. Domestic Animals Business Compliance Rate	Number of domestic animal businesses registered as a percentage of number of complaints/audits	100%	100%

10. REVIEW CYCLE FOR DAMP

The Domestic Animal Management Plan will be reviewed each year as part of service delivery planning by Council's Animal Management Team. Should there be any issues arising from the DAMP, they will be reported immediately to the Community Safety Co-ordinator for further action.

Moorabool Shire Council will continue to monitor the progress of the DAMP and will conduct a full review every four years.

DRAFT

APPENDIX A: ACTION PLAN

New Initiatives/Programs/Services or Objectives	Action	Resources Required
Initiative 1 Responsible Pet Ownership. (New and prospective pet owners)	Ongoing microchipping days. Pamphlets and brochures made available at the pound and service centres throughout the Shire.	Budget/ Communications/ Advertising/ Customer Service
Initiative 2 De-sexing Cats and Dogs	Adopted by Order of Council	Communications/ Advertising
Initiative 3 Microchipping cats and dogs	Adopted by Order of Council	Communications/ Advertising
Initiative 4 Dog attacks	Promote responsible pet ownership. Promote Dogs Off Leash areas. Continue advertisements in local paper and Council's Community Newsletter <i>Moorabool Matters</i> . Prosecution.	Communications/ Advertising
Initiative 5 Cats and dogs wandering at large	Continue education of responsible pet ownership. Continued education on the benefits of confining cats at night.	Communications/ Advertising
Initiative 6 The welfare of dogs and cats	Continue maintaining the welfare of cats and dogs at the pound. And continue encouraging responsible pet ownership.	Budget/ Communications/ Advertising
Initiative 7 Community Safety	Inform the community of designated off leash areas for dogs. Continue regular patrols. Introduce the hiring on barking dog collars. Access to cat cages as well as re-homing. Encourage the reporting of all dog attacks. Take appropriate action to investigate dog attacks and to ensure they do not reoccur.	Communications/ Advertising/ Budget/ Customer Service
Initiative 8 Barking dogs	Educating the community on the effects of continual barking. Promote bark counting dog collars and anti-bark birdhouses+for hire. Education to ensure the barking dog diaries are completed correctly.	Communications/ Advertising/
Initiative 9 Promote Socialisation and Dog Training	As part of responsible pet ownership, socialisation and dog training is encouraged and recommended when dogs are purchased from the Council pound. Brochures are made available from the pound, Customer Service Centres and the Community Safety Unit	Communications/ Advertising/ Customer Service

Initiative 10 Promotion of Dogs Off Leash Areas	Promote dog off leash areas. Patrol areas to ensure compliance.	Communications/ Advertising/ Budget
Initiative 11 Registration and Identification	Encouraging concessions for eligible members of the public. Continuation of microchipping days. Annual door knocking, to proactively ensure all domestic animals within the Shire are registered. advertisements in the local paper and Moorabool matters	Communications/ Advertising/ Budget
Initiative 12 Conduct Animal Management Officer training	Encourage officers to undertake Certificate IV in Statutory Government Compliance. Ongoing training in animal shelter management. Authorisation and training. To implant microchips. Continued customer focus training	Budget
Initiative 13 Monitor performance and evaluate the effectiveness of the service	Existing reporting systems. Consultation with community and benchmarking against other councils	Budget

APPENDIX B: DOG OFF-LEASH AREAS

On 11 June 2003, Moorabool Shire Council made the following order pursuant to Section 26(2) of the Domestic Animals Act 1994:

“All dogs must be kept under the effective control of a person by means of a chain, cord or leash when in any public place (including but not limited to any park, footpath, nature strip, traffic island, market and shared pathway) within Council’s municipal district except where:

- (i) The dog is participating in any activity of a type which has been approved by resolution of Council; or*
- (ii) Any of the circumstances listed in Section 20(2) of the Domestic Animals Act 1994 applies.”*

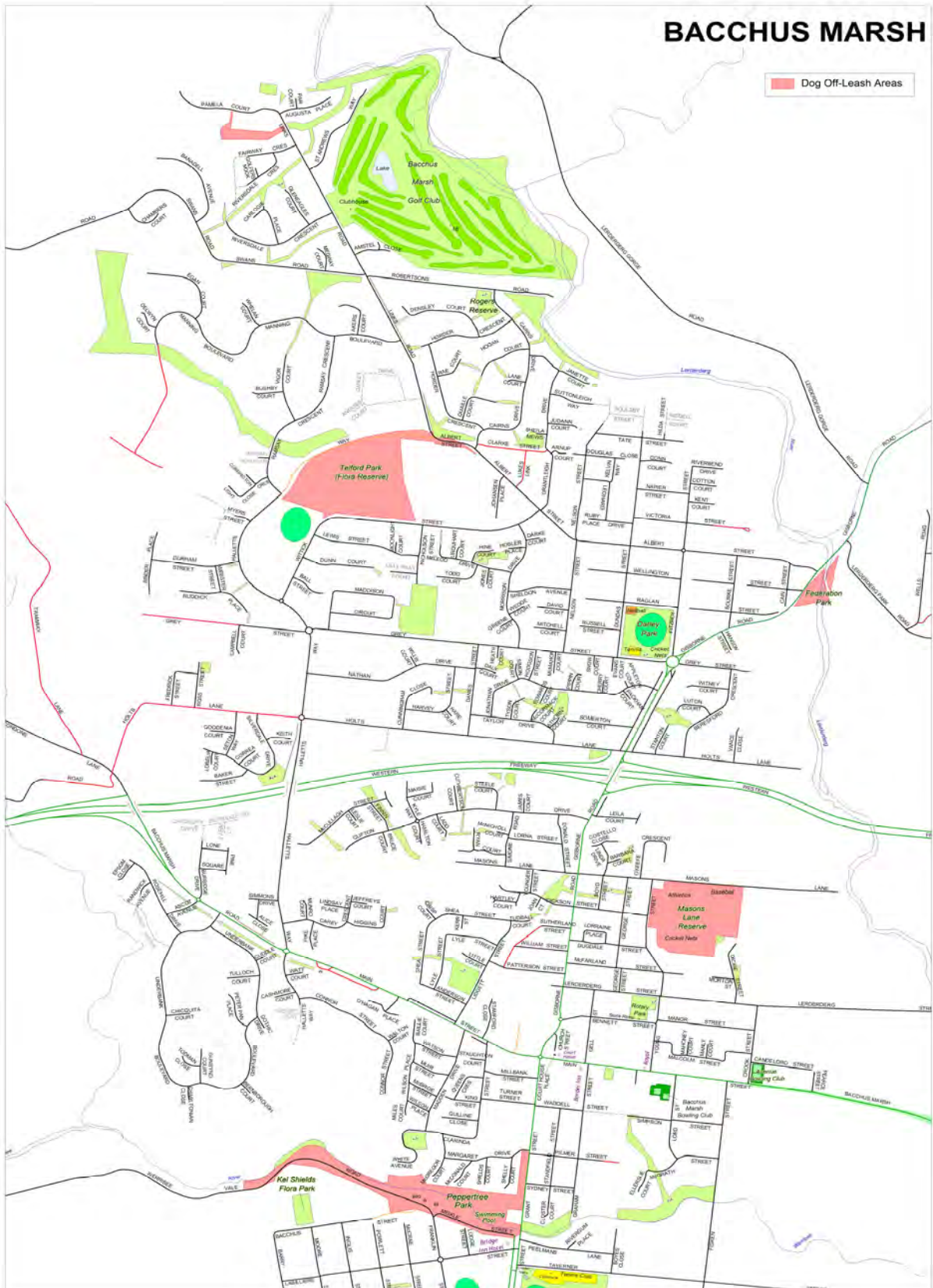
Council has further resolved that dogs may be exercised off lead at any time at the following locations:

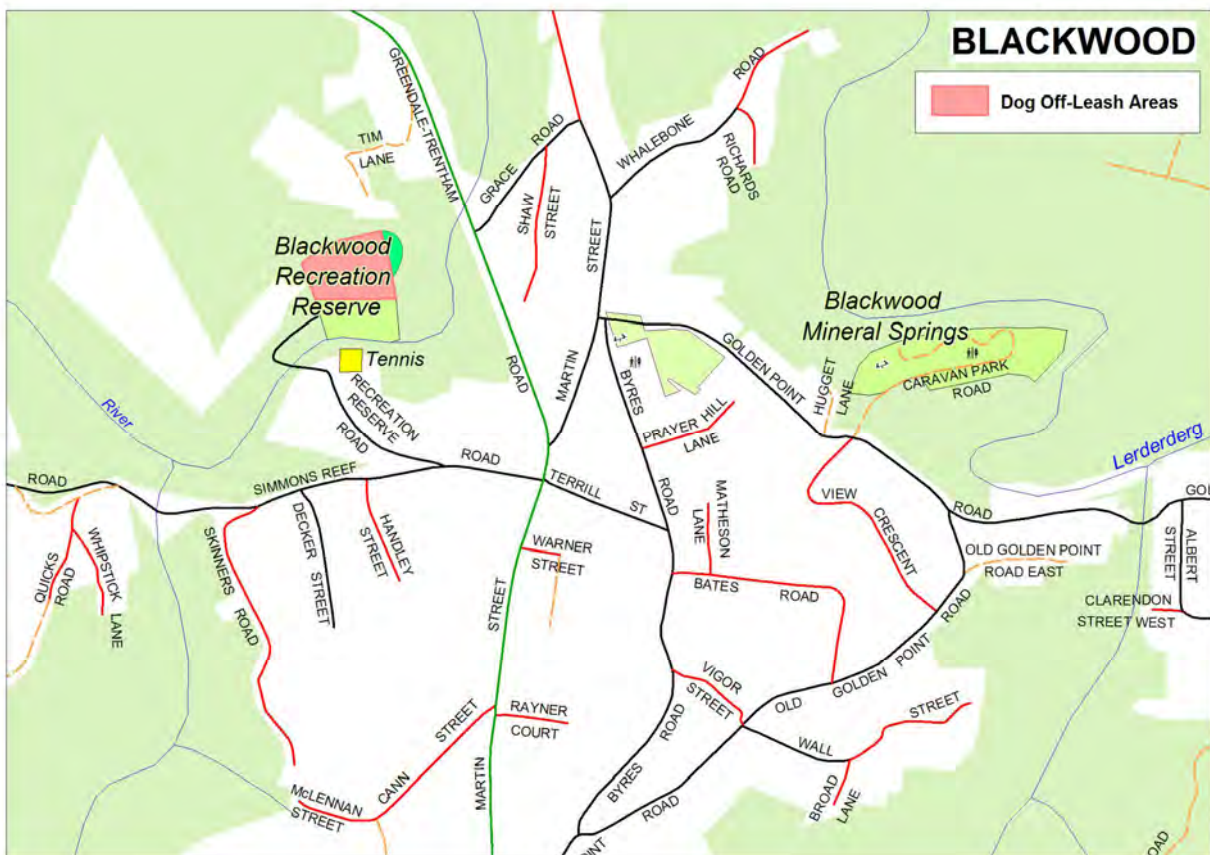
- Peppertree Park Bacchus Marsh
- Federation Park Bacchus Marsh
- Reserve adjacent to Lerderderg River Bacchus Marsh (from pump shed to bridge)
- Reserve on Western side of Links Rd behind houses in Pamela Court Darley
- Telford Park Darley
- Caledonia Park Ballan
- Road East Recreation Reserve Mt Egerton
- Lyndhurst St Public Park & Water Reserve Gordon
- Parkers Rd Reserve Lal Lal
- Vacant land at south east corner of Dunnstown Recreation Reserve and after 4.30pm Mon-Fri, and on Saturday and Sunday, only when the Reserves are not in use for designated public sporting events, training and/or special events as designated from time to time by the Committee of Management at:
 - Masons Lane
 - Blackwood Recreation Reserve
 - Myrning Recreation Reserve and when reserves are not in use for designated public sporting training and/or special events as designated from time to time by the Committee of Management.
 - Bungaree- Creswick Road Reserve
 - Ormond Road/Western Highway Recreation Reserve Wallace

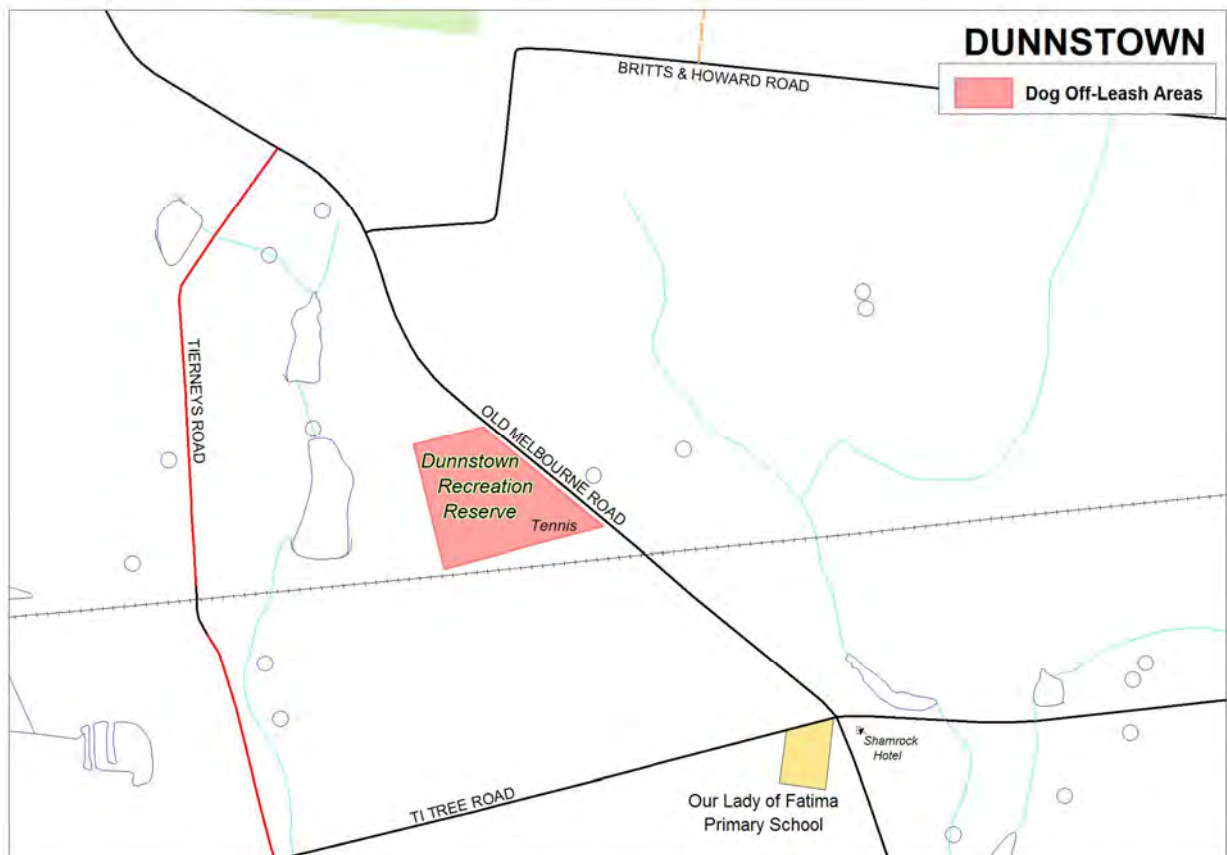
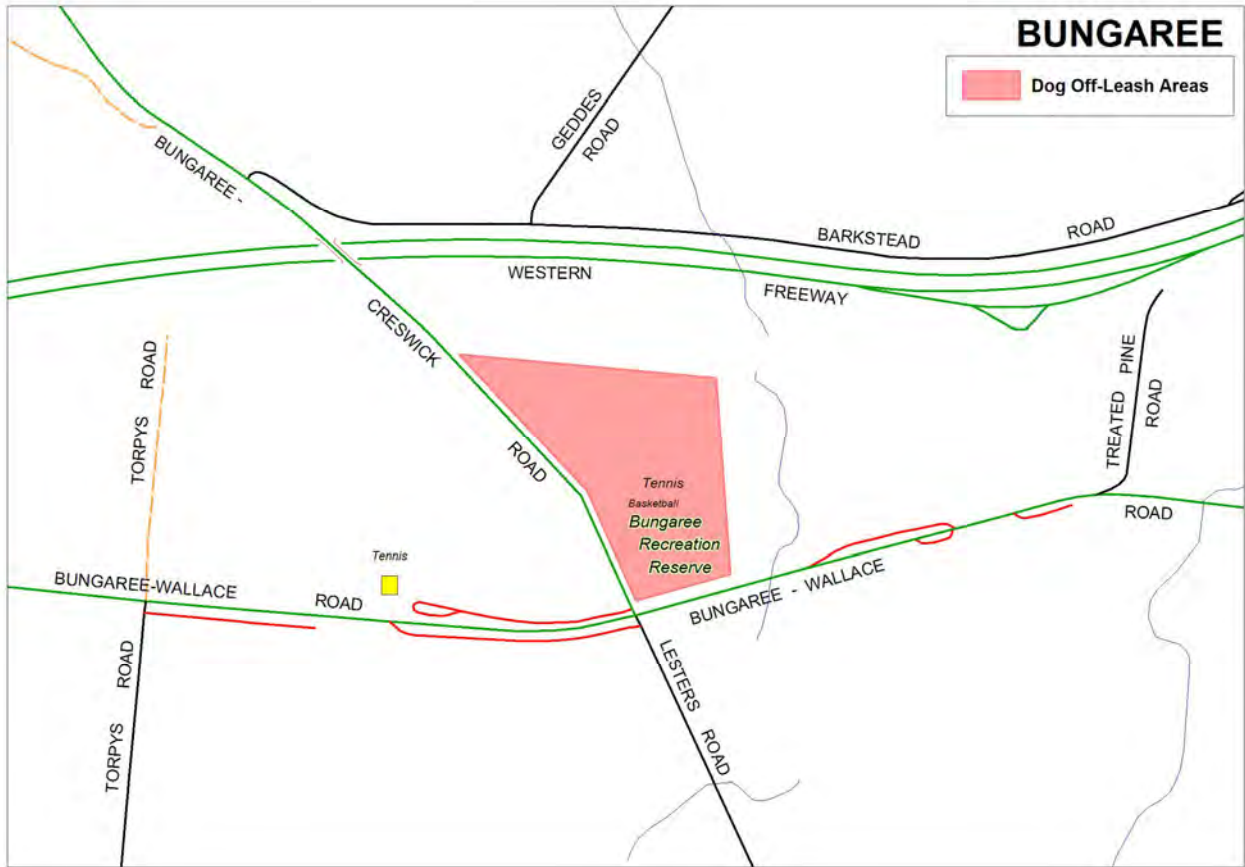
OWNERS RESPONSIBILITIES

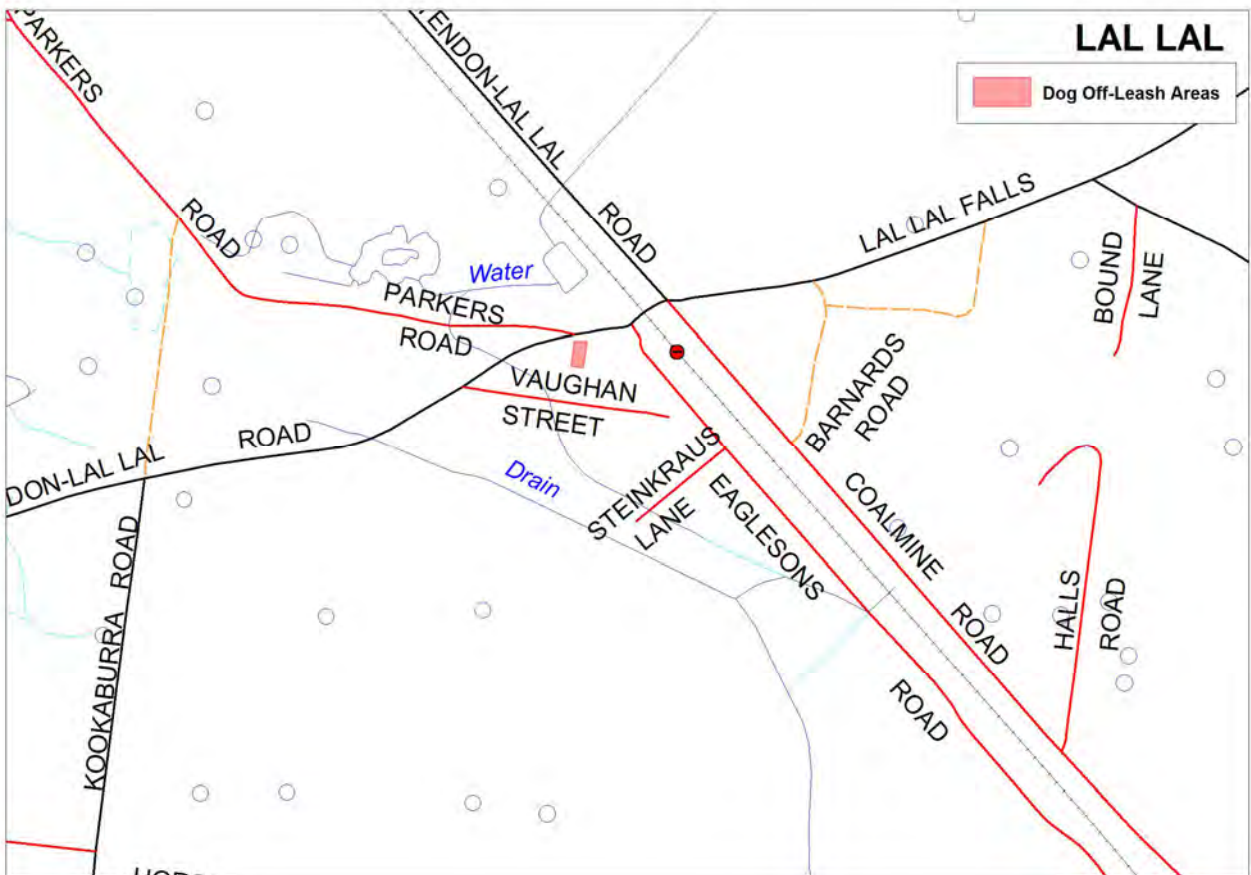
- Ensure your dog is not a nuisance to other park users.
- Ensure your dog remains under effective control at all times.
- Dogs must be on a leash within 10 metres of barbecue and picnic areas, public gatherings and children’s play areas.
- Dog owners must clean up their dog’s faeces. Dog dispensers are provided in most parks and reserves. Used bags and scoops may be disposed of appropriately in park bins.

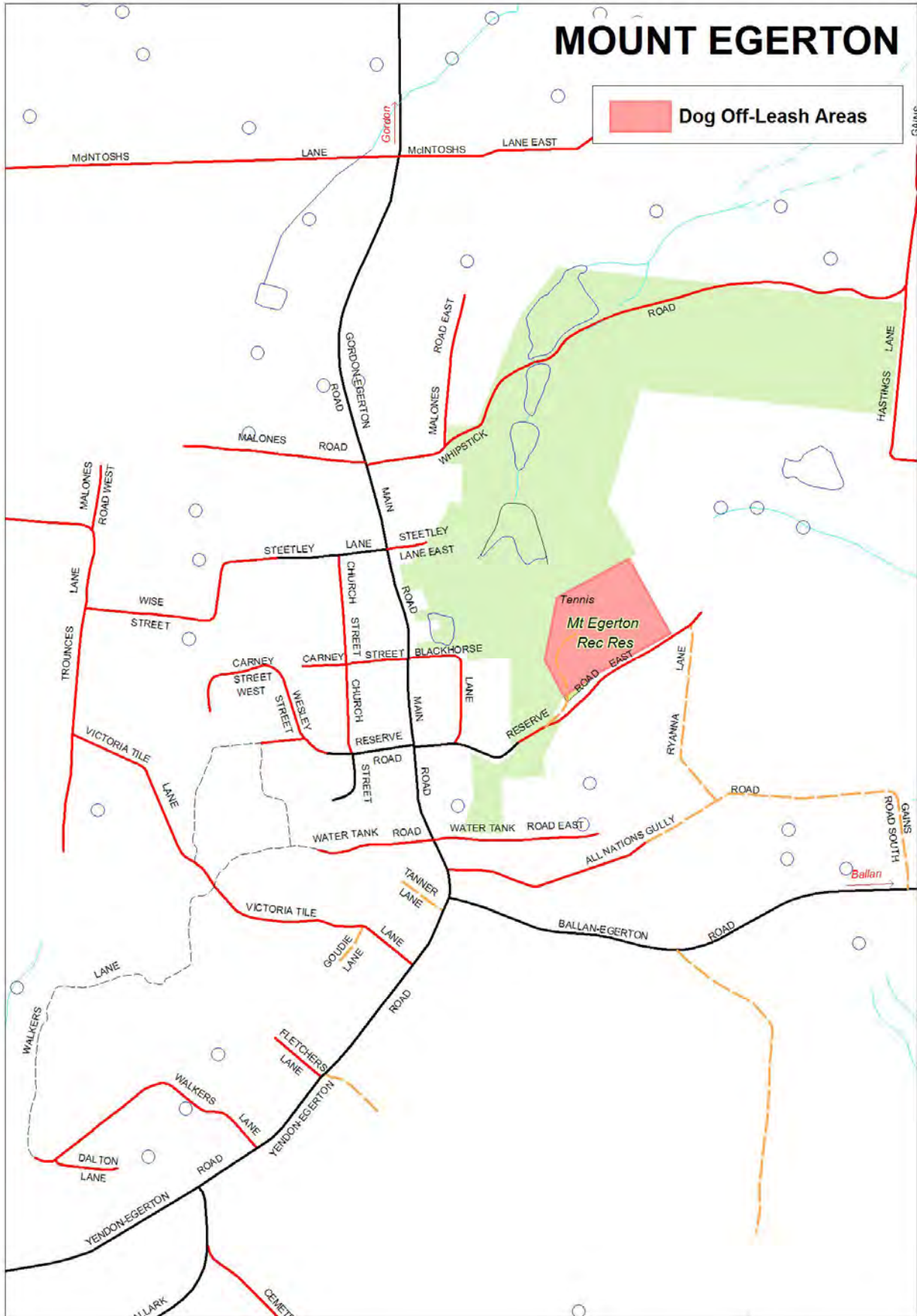
APPENDIX C: DOG OFF-LEASH AREAS - MAPS

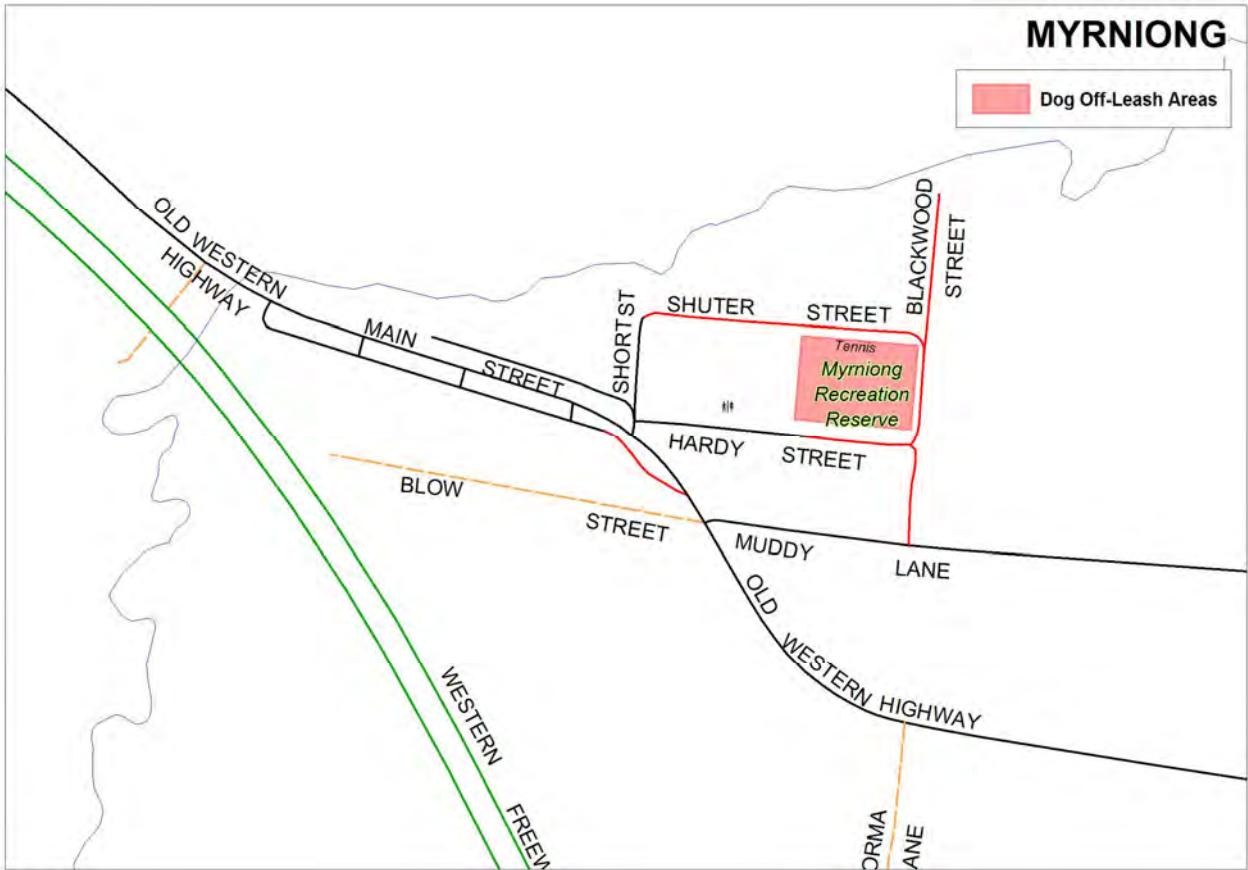












APPENDIX D: CAT MANAGEMENT POLICY

1. Purpose and Scope of the Policy

This policy should be read in conjunction with Council's Domestic Animal Management Plan.

The following policy forms the basis for cat control and management within the township and rural living areas of Moorabool Shire. While many of the conditions are not enforceable under Local laws or other legislation, cat owners are urged to respect the policy, other residents and the environment in which they live.

2. Policy

Promote responsible cat ownership in the community by ensuring that cat owners are educated on the best practice management of their cat and understand the importance of working within the guidelines of the Moorabool Shire Cat Management Policy that aims to:

- Conducting regular education with provision of pamphlets and advice on cat ownership;
- Offer advice and assistance with respect to complaints or enquiries related to cat keeping;
- Encourage owners to ensure that their cat is de-sexed, immunised, kept free of parasites and are fed/watered and provided with adequate shelter and prevented from roaming at nights; and
- Assist to return cats to their owners if they are impounded.

3. Process

- All cats must be registered with Moorabool Shire Council from three months of age, if being registered for the 1st time, cats must be microchipped prior to registering;
- Cat owners should ensure their cat(s) wear registration ID tags at all times;
- Cats should not adversely impact on the lives of residents by creating a nuisance through noise or trespass;
- Owners are urged to enforce a nightly curfew on their cats to reduce hunting opportunities and creating public nuisance;
- Council will provide residents with cat traps for a small fee and assist them to resolve cat problems in a humane way;
- Council will continue to provide appropriate educational material to residents in respect to responsible cat ownership including the current cat brochure;
- Council will provide residents with the opportunities to microchip their pets by sponsoring microchipping days in association with appropriate companies; and
- Domestic Animal Businesses include: pet shops, pounds and shelters, breeding and boarding establishments. These must be registered with the Moorabool Shire Council, and comply with Codes of Practice. These Codes of Practice are designed to protect the rights of consumers, and to ensure the welfare of animals. Copies of Codes of Practices can be obtained by contacting the Moorabool Shire Council's Community Safety Unit.

4. Related Legislation/Policies/Guidelines

Moorabool Shire Council Animal Management Plan
Domestic Animals Act 1994
Code of Practice for the Private Keeping of Cats
Code of Practice for the Management of Dogs & Cats in Shelters and Pounds
Code of Practice for the Operation of Boarding Establishments
Code of Practice for the Operation of Breeding and Rearing Establishments
Code of Practice for the Operation of Pet Shops

5. Council Plan Reference – Key Performance Area

Key Performance Area 2 . Supporting Vibrant Communities
Objective 2.2 . Innovative Community Services

6. Review

This policy will be reviewed bi-annually

DRAFT

11.2.3 Central Highlands Regional Growth Plan

File No.: U/M2041/GA/03
Author: Gavin Alford
General Manager: Satwinder Sandhu

Background

The final draft version of the Central Highlands Regional Growth Plan (CHRGP) is complete and has been forwarded to Council by the State Government for endorsement. A copy of the CHRGP is attached.

The CHRGP is intended to identify preferred locations for particular activities or development in both rural and urban areas. It does this by examining existing economic, environmental, and social issues and trends, looking at how these might change in the future. The Plan takes a long term, strategic approach by setting out a vision over a 30 year timeframe.

In particular the Plan:

- Seeks to establish at a regional scale where future development will be encouraged.
- Aims to provide direction for accommodating change and additional land requirements for residential, employment, industrial, commercial and primary industry uses.
- Looks to identify important regional environmental, economic, community and cultural resources to be preserved, maintained or developed.
- Highlights key regional needs for future infrastructure planning and investment to support growth.

The Plan does not generally provide direction at a local level; this is the role of Council's normal planning functions and processes such as structure planning, municipal strategic statements and other strategic projects, and the issuing of planning permits.

Preparation of the CHRGP commenced in 2011. Over June- July 2013, a draft CHRGP was publicly exhibited. Council resolved to make a detailed submission on the draft at the Ordinary Meeting of Council held on 4 July, 2013.

The CHRGP was revised in response to the submissions and feedback from the Technical Working Group and the Project Steering Committee. Moorabool Shire Council was represented on both committees.

In addition to the Council submission, Moorabool Shire Council, with support from the other Peri Urban Councils, had been lobbying the State Government for better recognition of peri urban issues in the RGPs and in Government policy making more broadly. On 2 August 2013, a workshop was held between peri urban Councils and DTPLI regional growth Plan project managers and State technical working group members. An outcome of this workshop was additional material specific to the peri urban areas was added to each RGP plus a commitment from the State Government to develop a peri urban statement as the next step towards enhanced strategic planning and policy development for the peri urban region.

Council officers have been advocating Council's position to Department of Transport, Planning and Local Infrastructure (DTPLI) during each stage of the CHRGP preparation process. It can be concluded that the final plan is more closely aligned to Council's preferred direction than might otherwise have been the case.

Key Changes

There have been some changes to the CHRGP from the version exhibited in June-July 2013.

These changes include:

- Peri urban chapter . flags peri urban statement
- Supports on-going growth and change in small towns
- Recognising Parwan potential
- BM transport- North-South route important
- Freight gateways and hubs
- Social infrastructure . peri urban increased demand recognised
- Risk management approach development subject natural hazards
- New employment opportunities needed in peri urban areas

A new section on Melbourne's peri urban region (reproduced in all four peri urban impacted regional growth Plans) was added. It includes *"the government, in partnership with councils, will work to provide specific statements about the peri urban region to respond to the unique pressures and opportunities that are common to these localities"* (section 7, page 12). The change in the regional growth Plans to strengthen recognition of the peri urban would not have occurred without the specific advocacy of Moorabool Shire Council.

There has been a modification to Plan Principles. *Development of sustainable and vibrant communities+*, this has been replaced with *"Development of resilient and vibrant communities+*. Also, *support sustainable growth and change in small towns+* has been replaced with *support ongoing growth and change in small towns+*.

Changes have been made to the Challenges for Growth section (section 8). Added to this section is recognising that the *provision of affordable resources, including heavy construction materials to support settlement growth and cost-effective infrastructure will be an important consideration for the region.*

The revised CHRGP recognises the opportunities in the Parwan area by adding to section 12.4 *“It will be critical to also support the rapid population growth in peri-urban areas by encouraging significant new employment opportunities to reduce the current reliance on commuting to Melbourne and Geelong. To this end Moorabool Shire is investigating the Parwan area as a key employment hub for Bacchus Marsh.”* And also, recognising the need for new employment opportunities in peri-urban settlements to promote sustainable growth (Map 12).

The CHRGP notes, that for Bacchus Marsh, *there are various constraints associated with expansion of the urban area, including physical limitations and potential natural hazards for future outward growth of the township section 14.5).* And also, in Bacchus Marsh improved north-south access bypassing the town centre is *important* to improve network capacity (section 15.1).

For social infrastructure, the CHRGP notes that *the peri-urban parts of the region will need particular attention with regards to social infrastructure planning given the expected population growth and challenge in upgrading facilities to match the rapid change expected in communities such as Bacchus Mars (section 15.2).* It also seeks to highlight the need to *building on the higher order services provided in Ballarat and the regional centres of Ararat and Bacchus Marsh*”, ensure *“appropriate and timely service provision within other centres, and ensure “that early forward planning for projected growth in peri-urban areas is undertaken” (section 15.2)*

Impact on Moorabool

The Plan recognises the importance of Bacchus Marsh as a regional centre experiencing considerable growth, which is expected to continue over the life of this Plan. It offers clear support for ongoing growth of the centre. Further planning will be required to explore alternative opportunities for long term growth outside the existing urban boundary.

Ballan is identified as the other key location for growth in the peri-urban area, having regard to its various issues around rural character and environmental assets.

The Plan supports the ongoing growth and local planning for small towns such as Gordon and Bungaree.

The Plan supports a sustainable approach to growth by encouraging employment to be provided in areas experiencing population pressures. In particular it identifies an opportunity to investigate employment and agribusiness at the Bacchus Marsh airport and Parwan area.

A number of regionally significant agricultural assets are identified by the Plan including the horticultural areas around Bacchus Marsh.

The Plan acknowledges that Moorabool is located in Melbourne's peri-urban region and is therefore subject to a number of distinct pressures related to population growth and needs for associated planning and infrastructure. The Plan also recognises that the peri-urban environment contains a number of State significant land assets important to the functioning of Melbourne and Victoria as a whole. These include resources, infrastructure, environmental assets and cultural heritage. The road and rail infrastructure reinforces strong two-way connections between Melbourne and Bacchus Marsh providing access to jobs, markets, customers and tourists. Careful planning is required to manage this complex environment.

The Plan identifies regionally significant environmental and landscape assets such as the declared water catchments across the shire and the Lerderderg and Werribee Gorge State Parks.

Further infrastructure enhancements are supported by the Plan, particularly where these will support the population and economic growth identified by the Plan or achieve other benefits. Examples noted include improvements to the irrigation infrastructure at Bacchus Marsh and improving the town's north-south transport network.

Policy Implications

The adopted 2013 . 2017 Council Plan provides as follows:

Key Result Area	Enhanced Infrastructure and Natural and Built Environment.
Strategic Objective	Effective and integrated strategic planning in place to create sustainable communities.
Strategies	Development of Urban and Rural Growth Strategies in conjunction with other related Plans. Advocate and lobby government for increased infrastructure funding and ensure state land use Plans are in line with the Moorabool community needs.

The proposed submission is consistent with the adopted 2013 . 2017 Council Plan.

Financial Implications

This project is being led and funded by the State Government. There have been no costs incurred to Council beyond Council officer time which has been undertaken within budget.

The development of an Implementation is anticipated to provide details regarding any possible funding opportunities and initiatives that would be supported on a regional basis. These details would be relevant to implementing the Plan and any regional infrastructure priorities identified.

Council could use the Plan to help seek future funding and investment in infrastructure or other planning which supports the directions of the Plan.

Risk & Occupational Health & Safety Issues

A requirement underpinning the development of the Central Highlands Region Growth Plan is that it is to be formulated on the basis of being consistent with the State Planning Policy Framework (SPPF). A component of Council's role as part of the Project Steering Committee and Technical Working Group is to ensure the preparation of the Plan is consistent with local planning policies. The draft Central Highlands Regional Growth Plan is consistent with existing state and local planning policies.

There are no risk implications associated with lodging a submission to the draft Plan beyond reputational risk. There are unlikely to be any occupational health and safety implications for Council in relation to lodging a submission.

Communications and Consultation Strategy

The Plan has been under development since June 2011. Stakeholders and the broader community have been involved at various stages of the Plan's development.

There were two stages of public consultation as part of the project. These were conducted as part of establishing the Plan's strategic directions in July to August 2012 and as part of the preparation of the draft Plan in June to July 2013. These provided an extensive range of feedback and suggestions which have assisted in the Plan's development and refinement.

A framework for the project's approach to consultation was established through the development of a community engagement strategy guided by the IAP2 spectrum of public consultation.

Generally, consultation and engagement included a website, brochures, newsletters, face-to-face briefings, online questionnaires, hard-copy questionnaires, telephone interviews, and advertisements placed in locally circulating newspapers across the region.

The project team has undertaken a number of meetings with councillors and Council officers during the development of the Plan.

Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

General Manager – Satwinder Sandhu

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

Author – Gavin Alford

In providing this advice to Council as the Author, I have no interests to disclose in this report.

Conclusion

The Central Highlands Regional Growth Plan, as revised, is now more aligned to Council's general positions on the future direction of growth and development in Moorabool Shire.

The State Government has requested that Council endorse the CHRGP, as revised and as attached.

Recommendation:

That Council:

- 1. adopt the Central Highlands Regional Growth Plan as endorsed by the Central Highlands Regional Growth Plan Project Steering Committee; and**
- 2. request the Minister for Planning to approve the Central Highlands Regional Growth Plan as adopted and consult with Central Highlands councils on implementation into planning schemes.**

Report Authorisation

Authorised by:

Name: Satwinder Sandhu
Title: General Manager Growth and Development
Date: Thursday 19 September 2013



Attachment - Item 11.2.3

REGIONAL GROWTH PLANS

A VISION FOR VICTORIA

CENTRAL HIGHLANDS



Ararat Rural City



REGIONAL GROWTH PLAN

September 2013

(Final draft for consideration by councils)

128 of 326



Published by the Department of Transport, Planning and Local Infrastructure, 1 Spring Street Melbourne Vic 3000, September 2013.

© Copyright State of Victoria Department of Transport, Planning and Local Infrastructure 2013.

Except for any logos, emblems, trademarks, artwork and photography this document is made available under the terms of the Creative Commons Attribution 3.0 Australia licence.

Print managed by Finsbury Green

Printed on 100% recycled paper

Disclaimer

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequences which may arise from you relying on any information in this publication.

EXECUTIVE SUMMARY	i		
PART A INTRODUCTION	1		
1. What is a regional growth plan?	1		
2. Why we need this plan	4		
3. How this plan will be used	5		
4. How this plan was prepared	6		
5. Components of this plan	7		
PART B REGIONAL OVERVIEW	9		
6. Snapshot of the region	9		
7. Melbourne’s peri-urban hinterland	12		
8. Drivers of change	14		
9. Challenges for growth	16		
10. Vision for the region	17		
11. Principles to achieve the vision	17		
PART C TOWARDS THE REGIONAL GROWTH PLAN (REGIONAL LAND USE FRAMEWORK)	19		
12. Regional economy	19		
12.1 Overview	19		
12.2 Commercial development	20		
12.3 Rural land use	22		
12.4 Industry and employment	24		
12.5 Energy	26		
12.6 Earth resources	27		
12.7 Tourism	28		
13. Environment and heritage	30		
13.1 Overview	30		
13.2 Cultural heritage and significant landscapes	30		
13.3 Environmental assets	33		
13.4 Natural hazards and risks	35		
14. Living in the region	38		
14.1 Overview	38		
14.2 Settlement network and relationships	38		
14.3 Regional settlement strategy	41		
14.4 Regional city - Ballarat	47		
14.5 Regional centres	50		
14.6 Towns	52		
14.7 Small towns and rural settlements	58		
14.8 Rural residential development	60		
14.9 Housing diversity and affordability	61		
15. Regional infrastructure	62		
15.1 Transport networks	62		
15.2 Social infrastructure	68		
15.3 Water, energy and utilities	70		
PART D REGIONAL GROWTH PLAN	75		
16. Future directions for regional growth	75		
PART E DELIVERING REGIONAL GROWTH	83		
17. Implementation	83		

Figures

Figure 1: State significant land uses present within Melbourne's peri-urban region	13
Figure 2: Projected change in total population for municipalities in Central Highlands region	14
Figure 3: Description of role and growth designations for the regional settlement framework plan	45

Maps

Map 1: The eight regional growth plans	3
Map 2: Central Highlands Regional Growth Plan boundaries	6
Map 3: Key links to surrounding regions	10
Map 4: Key regional strategic assets	11
Map 5: Key economic development opportunities and assets	21
Map 6: Strategic environment framework plan	31
Map 7: Key settlement relationships and links	39
Map 8: Regional settlement framework plan – expected growth potential	42
Map 9: Regional settlement framework plan – support for growth	43
Map 10: Ballarat settlement framework plan	48
Map 11: Future directions for transport	64
Map 12: Regional land use strategy	80

GLOSSARY

Aboriginal cultural heritage: means Aboriginal places, Aboriginal objects and Aboriginal human remains. They tell the story of Aboriginal use and occupation of the land.

An Aboriginal place can be an area of land or water, a natural feature, formation or landscape, an archaeological site, as well as a building or structure. Aboriginal cultural heritage also includes intangible places where there may be no physical evidence of past cultural activities. These include places of spiritual or ceremonial significance, places where traditional plant or mineral resources occur, or trade and travel routes.

Bioenergy: energy generated from organic matter, such as agricultural waste.

Carbon farming: a method of allowing farmers and land managers to earn carbon credits by storing carbon or reducing greenhouse gas emissions on the land.

Carbon offset: credits for reductions in greenhouse gas emissions made at another location, such as wind farms, which create renewable energy and reduce the need for fossil fuel-powered energy.

Central Business District (CBD): the area comprising the core commercial, civic and community functions. Cultural heritage: captures both Aboriginal heritage and post-European historic heritage.

Declared water supply catchments: Catchment areas as proclaimed under the Soil Conservation and Land Utilization Act 1958 in conjunction with the Land Conservation Act 1970, and subsequently incorporated into the Catchment and Land Protection Act 1994.

Domestic wastewater management plan: a document seeking to reduce the potential health and environmental impacts of on-site wastewater disposal.

Earth resources: these comprise minerals, petroleum, and extractive and geothermal industries.

Ecologically Sustainable Development: using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased.

Environmental asset: a tangible bio-physical element of the environment, such as terrestrial habitat, waterways, significant landscapes and soils.

Environmental value: the attributes of an environmental asset that make it valuable or important based on environmental, social or economic values.

Extractive Industry Interest Area (EIIA): identified areas around major centres in Victoria where it is possible that a quarry could be placed within defined constraints.

Freight and logistics precincts: places where large volumes of freight are received, stored and despatched. These precincts may support port, airport or rail and road intermodal terminals and may include manufacturing activity, warehouses and distribution centres within the broader precinct of complementary freight and freight-related activities.

Green break: an area of parkland, rural or uncultivated land on which building is restricted or prohibited.

Greenfield land: non-urban land designated for future urban development.

Higher order services: services that are only provided in a limited number of locations and have a large catchment area, such as a university or department store.

Historic heritage: the contemporary representation of the past including archaeological sites, structures, precincts, gardens, cultural landscapes and significant objects.

Housing diversity: the provision of a range of different housing types to suit different ages, lifestyles and incomes.

ICT: information and communications technology.

Industry clusters: geographic concentration of businesses and activities that relate to each other or work together.

Infill development: the development of additional dwellings in established urban areas.

Intensive agriculture: land used to intensively produce agricultural products through ventures such as poultry farms, piggeries, feedlots, aquaculture, hydroponics, greenhouses and glasshouses. This includes 'intensive animal husbandry' and intensive 'crop raising' as defined in planning schemes.

Mixed use development: a development that integrates two or more uses, such as housing and retail.

National Broadband Network (NBN): high-speed internet network being provided across Australia.

Nature-based tourism: any activity that relies on experiences directly related to natural attractions including ecotourism, adventure tourism, wildlife tourism and extractive tourism.

Natural hazard: a naturally occurring source of potential harm or situation with the potential to cause loss, such as bushfire, flood and coastal storm surges.

Natural resources: naturally occurring commodities such as oil, gas, minerals, fisheries, timber or solar energy potential.

Overlays: planning scheme provisions generally related to a particular issue, such as heritage or flooding.

Planning scheme: policies and provisions for the use, development and protection of land prepared by councils or the Minister for Planning.

Peri-urban hinterland: the area around a large settlement into which cities expand, or which cities influence.

Primary production: growing, harvesting or extraction of primary (raw) products. Major industries in this sector include agriculture, fishing, aquaculture, forestry and all mining and quarrying industries.

Regional catchment strategy: a document setting out the management of natural resources, such as rivers, wetlands, terrestrial habitat and agricultural land.

Regional cities: the 10 largest cities outside metropolitan Melbourne (Ballarat, Bendigo, Geelong, Horsham, Latrobe, Mildura, Shepparton, Warrnambool, Wangaratta and Wodonga). The relevant municipalities are represented by the Regional Cities Victoria group and together they advocate a whole-of-government approach to delivering services and infrastructure.

Registered Aboriginal Party: represents Aboriginal people in the management and protection of Aboriginal cultural heritage.

Retained environmental networks: areas of public land generated as part of a large-scale development to provide permanent protection for native vegetation. These areas can become public recreation and conservation-based reserves, and can be used to enhance the values of existing native vegetation.

Sensitive uses: land uses that have high amenity expectations such as housing, schools or hospitals.

Social infrastructure: includes community facilities, services and networks that help communities meet their social needs and maximise their potential wellbeing.

Terrestrial habitats: are combinations of biological and physical features of the landscape (including native vegetation, fallen timber and litter, soil, rocks, etc) that enable populations of each native plant or animal species (or group of species) to live and reproduce. Features can be considered at the site scale, for example, the food sources used by individuals, and the landscape scale, for example, the linkages used for movement between areas, or the refuges used to cope with disturbance events.

Town centre: the area comprising the core commercial, civic and community functions of a town.

Transport corridor: a linear tract of land that contains lines of transportation such as highways or railway lines.

Urban consolidation: the process of increasing or maintaining the density of housing in established areas.

Water sensitive urban design: a planning and engineering design approach that integrates the urban water cycle – including stormwater, groundwater and wastewater management and water supply – into the design of urban areas to minimise environmental degradation and improve aesthetic and recreational appeal.



The Central Highlands Regional Growth Plan provides a regional approach to land use planning in the Central Highlands. It covers the municipalities of Ararat, Ballarat, Golden Plains, Hepburn, Moorabool and Pyrenees and identifies opportunities to encourage and accommodate growth and manage change over the next 30 years.

The plan identifies:

- where future development will be supported and assessed at a regional scale
- environmental, economic, community and cultural assets and resources of regional significance that should be preserved, maintained or developed
- how the region can respond to opportunities, challenges and long-term drivers of change,
- key regional priorities for future infrastructure planning and investment to support growth.

Vision for the Central Highlands

The Central Highlands Regional Strategic Plan identifies that the vision for the Central Highlands region towards 2030 and beyond is to provide a productive, sustainable and liveable region for its people. This plan shares the same vision.



Mount Langi Ghiran, Ararat Rural City Council

Principles and directions for regional growth

The principles and key directions identified to achieve the vision for the Central Highlands region are:

Principle	Overall key directions
1. Population growth should be planned in sustainable locations throughout the region.	<ul style="list-style-type: none"> • Direct growth to existing towns with access to transport, services and employment opportunities • Focus urban development in locations where impacts on the surrounding natural resource base and the environment are minimised • Adopt a risk management approach in planning for population growth in areas subject to natural hazards
2. The region's economy should be strengthened so that it is more diversified and resilient.	<ul style="list-style-type: none"> • Encourage greater economic self-sufficiency for the region • Pursue economic development opportunities based on the emerging and existing strengths of the region • Support growth through the development of employment opportunities in towns identified for population growth
3. The region should capitalise on its close links with other regions and cities.	<ul style="list-style-type: none"> • Locate urban growth in identified settlements along key transport corridors • Build on and enhance links to other centres and regions • Integrate planning for freight and passenger transport with the land use directions and growth opportunities identified in this plan
4. The development of sustainable and vibrant communities should be supported by enhancing the level of access to key services.	<ul style="list-style-type: none"> • Encourage services, facilities and housing that meet the diverse needs of the community • Recognise and plan for managing the variable rates of growth and population change expected across the region • Build on local opportunities to support resilience of small towns

Principle	Overall key directions
5. Land use patterns, developments and infrastructure should make the region more self-reliant and sustainable.	<ul style="list-style-type: none"> • Support the productive use of energy, water, waste materials, agricultural and earth resource assets • Capitalise on opportunities to enhance water supply and increase energy security • Develop communities that provide local jobs and services • Encourage the efficient use of residential land to support sustainable urban forms.
6. Planning for growth should be integrated with the provision of infrastructure.	<ul style="list-style-type: none"> • Encourage efficient use of existing infrastructure • Encourage infrastructure that has a range of positive benefits or can support directions in the plan • Coordinate infrastructure provision with planned growth
7. The region's land, soil, water and biodiversity should be managed, protected and enhanced.	<ul style="list-style-type: none"> • Protect and enhance regionally significant environmental assets • Capitalise on the region's environmental assets to improve environmental outcomes and support economic development
8. Long-term agricultural productivity should be supported.	<ul style="list-style-type: none"> • Promote the growth of the agricultural sector as a regionally important economic activity • Support change and transition to maintain the viability and productivity of agricultural land • Encourage investment in agriculture by providing certainty regarding future land use within rural areas
9. The importance of cultural heritage and landscapes as economic and community assets should be recognised.	<ul style="list-style-type: none"> • Identify and protect the region's significant cultural heritage and landscape assets • Recognise the economic development and liveability benefits associated with the region's cultural heritage and landscapes



1. What is a regional growth plan?

Eight regional growth plans have been developed to provide broad direction for land use and development across regional Victoria (see Map 1). They also provide more detailed planning frameworks for key regional cities and centres.

Regional growth plans, together with the new Metropolitan Planning Strategy, provide long-term plans for the state. Collectively the regional growth plans will inform a 'Vision for Victoria'.

The Central Highlands Regional Growth Plan provides land use planning responses to the directions identified in the Central Highlands Regional Strategic Plan¹, which was prepared collaboratively by councils in 2010. The regional strategic plan identified the need to undertake regional-scale planning strategies to provide a common approach to land use issues affecting the Central Highlands.

Regional growth plans are the next stage in planning for growth and change in regional Victoria. They have been developed in partnership between local government and state agencies and authorities and reflect state and local government objectives.

These plans provide a long-term view of the region to 2041 and beyond, allowing for some short-term actions, and providing long-term strategic land use direction.

This plan provides a regional approach to land use planning in the Central Highlands and identifies opportunities to encourage and accommodate growth and manage change over the next 30 years. The plan covers the municipalities of Ararat, Ballarat, Golden Plains (part only), Hepburn, Moorabool and Pyrenees.

The Central Highlands region is forecast to experience continued population growth between 2012 and 2041. This growth needs to be carefully managed to ensure that desirable social, economic and environmental outcomes are achieved. This plan considers a wide range of land uses including agriculture, tourism, protection of environmental assets, and commercial and residential uses.

¹ The regional strategic plan can be found here: <http://www.rdv.vic.gov.au/victorian-regions/grampians>

The Central Highlands Regional Strategic Plan

The Central Highlands Regional Strategic Plan was first published in 2010 and sets a framework to deliver on the collective aspirations of communities across the region. The regional strategic plan sets the following vision for the region:

To position the Central Highlands region to 2030 and beyond to provide a productive, sustainable and liveable region for its people.

The regional strategic plan includes a number of guiding principles that form the basis for the principles of this regional growth plan (see Sections 10 and 11).

In 2012 the regional strategic plan was refreshed and updated as a shorter summary document. It identifies the following strategic directions for the region:

1. Plan for growth
2. Improve transport infrastructure and services
3. Raise the region's profile as a tourist and heritage destination
4. Utilise the region's strength in information and communications technology to provide better services to business and communities
5. Improve access to health services and tackle health inequality
6. Provide better access to education and training
7. Continue to foster leadership capacity within the region
8. A productive and resilient landscape.

Under strategic direction 1 – Plan for growth, the document sets out a plan of action that includes the preparation of the regional growth plan as one of the key outcomes. The plan of action states:

We want to take the initiative in planning for growth within our region. The City of Ballarat and the peri-urban region near Melbourne in our east are growing rapidly. We want to plan for and expand the region's share of regional Victoria's population growth and seek to disperse that growth more evenly throughout the region. This will need integrated planning of land use and infrastructure development, including the provision of water and reticulated sewerage services, with regional-scale plans to manage population growth.

By doing this we will achieve the following outcomes:

- The regional growth plan will address the priority issues of local communities in a regional context.
- Local councils, government agencies, industry and the community will be clear about the location of growth and the appropriate protection of other uses, particularly farming.
- Small towns in the region will have appropriate infrastructure identified to accommodate their share of population growth within the region.
- The regional community will benefit from population growth because it is planned and the necessary resourcing is identified.

Map 1: The eight regional growth plans



Source: Department of Transport, Planning and Local Infrastructure

2. Why we need this plan

The regional growth plans translate and integrate emerging statewide regional land use planning policy. They provide the basis for regional coordination and future planning of infrastructure to support regional land use objectives.

This plan:

- establishes a framework for strategic land use and settlement planning that can sustainably accommodate growth
- identifies important economic, environmental, social and cultural resources to be preserved, maintained or developed
- provides direction for accommodating growth and change including residential, employment, industrial, commercial, agricultural and other rural activities
- shows which areas of land can accommodate growth
- identifies opportunities for supporting regional level infrastructure, providing an essential contribution to the long-term sustainability of the region.

The plan will help councils by agreeing on policies common to the region, streamlining planning policy and potentially reducing the strategic workload of councils. It will also contribute to broader regional goals.

The plan is a strategic direction-setting document that identifies long-term land uses and growth objectives. It will guide infrastructure decisions and provide priority for further investigations of regionally significant infrastructure.

Development proposals for specific sites and related processes are outside the scope of this plan.

The plan provides direction on common issues in rural and urban areas across the Central Highlands region but does not replace local planning. For example, the plan will be used to help identify future regionally significant industrial and other employment locations or to develop consistent regional approaches on matters such as planning for key resources, waste, tourism and cultural heritage.

Economic, environmental and social issues and trends have informed the preparation of this plan. Potential future changes have also been considered. Major issues for planning are discussed in more detail in a separate background report², which brings together a range of information and maps the region's strengths, assets, constraints and opportunities.

² The background report is available at: www.dpcd.vic.gov.au/centralhighlands/rgp

3. How this plan will be used

The key land use planning directions of the plan will be implemented through the Victorian planning system as they are applied by each council in the Central Highlands region. This will support decision making at a local level.

Implementation will occur in a number of ways, such as further specific amendments to planning schemes, preparation of infrastructure plans, land supply monitoring and other projects.

The plan will be used to guide and inform future land use planning work across the region, including subsequent reviews of each council's municipal strategic statement.



Warrenmang Vineyard, Moonambel, Pyrenees Shire

4. How this plan was prepared

The plan was prepared in partnership between the State Government and the municipalities of Ararat, Ballarat, Golden Plains, Hepburn, Moorabool and Pyrenees (see Map 2). It is worth noting that only the northern parts of Golden Plains Shire are included in the Central Highlands region, with the southern areas included as part of the G21 region.

Key stakeholders involved in the preparation of the plan included the neighbouring municipalities of the Central Goldfields and Northern Grampians, respective catchment management authorities, and water corporations. Central Goldfields Shire is covered by the neighbouring Loddon Mallee South Regional Growth Plan, while the Northern Grampians Shire is covered by Wimmera Southern Mallee Regional Growth Plan. However, due to the close relationships between these municipalities and the Central Highlands region, these municipalities were represented on the project steering committee for this plan.

Initial development of the plan was undertaken through a series of issues papers, regional workshops and analysis of information provided by all partners. From this evidence base, a strategic directions brochure was prepared for public comment. The brochure set out proposed principles for regional growth, and a concept plan for regional growth. This was made available for comment in July and August 2012 to test the proposed directions.

A draft regional growth plan and background report were then developed, building on the strategic directions. These were made available for public comment in June and July 2013. Feedback from the consultations has informed the final regional growth plan and background report.

Map 2: Central Highlands Regional Growth Plan boundaries



Source: Department of Transport, Planning and Local Infrastructure

5. Components of this plan

Part A: Introduction – provides an overview of the context of the plan and how it has been prepared.

Part B: Regional overview – provides a snapshot of the region, a vision for the region and land use principles to achieve the vision.

Part C: Towards the regional growth plan – regional land use framework, which outlines land use directions and future actions in relation to the economy, environment and heritage, living in the region and infrastructure.

Part D: Regional growth plan – provides an integrated strategic plan for growth and change, bringing together the key directions outlined in Part C.

Part E: Delivering regional growth – outlines how the plan will be implemented and progress monitored.

A background report that contains additional information about the Central Highlands region was prepared to support the development of this plan. It is available at: www.dtpli.vic.gov.au/centralhighlands/rgp



Clunes town centre, Hepburn Shire



Restaurant in Daylesford, Hepburn Shire Photo courtesy of Tourism Victoria

This part of the Central Highlands Regional Growth Plan provides a broad overview of the Central Highlands region including what is driving growth and change, what land use challenges the region faces, and a proposed vision statement outlining a desired future for the region.

6. Snapshot of the region

The Central Highlands region has three distinct parts, each with its own particular issues and opportunities:

- Ballarat, which as the largest city influences development and growth in its hinterland
- the eastern area, which is within Melbourne's peri-urban hinterland and has particular population growth pressures around areas with significant landscapes, agricultural, waterway and other environmental assets. Many residents in this area commute to Melbourne for employment and to access higher order services
- the western area, predominantly comprising rural areas and established settlements, with relatively low population growth.

The Western Highway and Melbourne-Adelaide railway corridors (via Ararat) are key east-west transport assets providing links across the region to major centres (refer to Map 3).

The region contains highly productive agricultural and horticultural land used for broadacre grazing and cropping with some areas of intensive agriculture, including horticulture, viticulture and poultry.

The region's rich goldmining history, Aboriginal³ cultural heritage and diverse landscapes attract many visitors and residents. Environmental features include the Grampians National Park at the western end of the region and forests along the Great Dividing Range that make up a large proportion of the north-eastern parts of the region. Environmental assets in the region support industries such as agriculture and nature-based tourism, supply urban water needs and provide important habitat for flora and fauna.

The estimated population of the Central Highlands region in 2011 was approximately 169,300 people (Victoria in Future 2012).

Ballarat is the dominant settlement and provides higher order services and employment to a wide hinterland area. There are also a number of larger towns that provide services to their surrounding districts, including Ararat, Bacchus Marsh and Daylesford and a range of smaller settlements. Bacchus Marsh also has strong links to Melbourne.

The key strategic assets of the region are shown in Map 4.

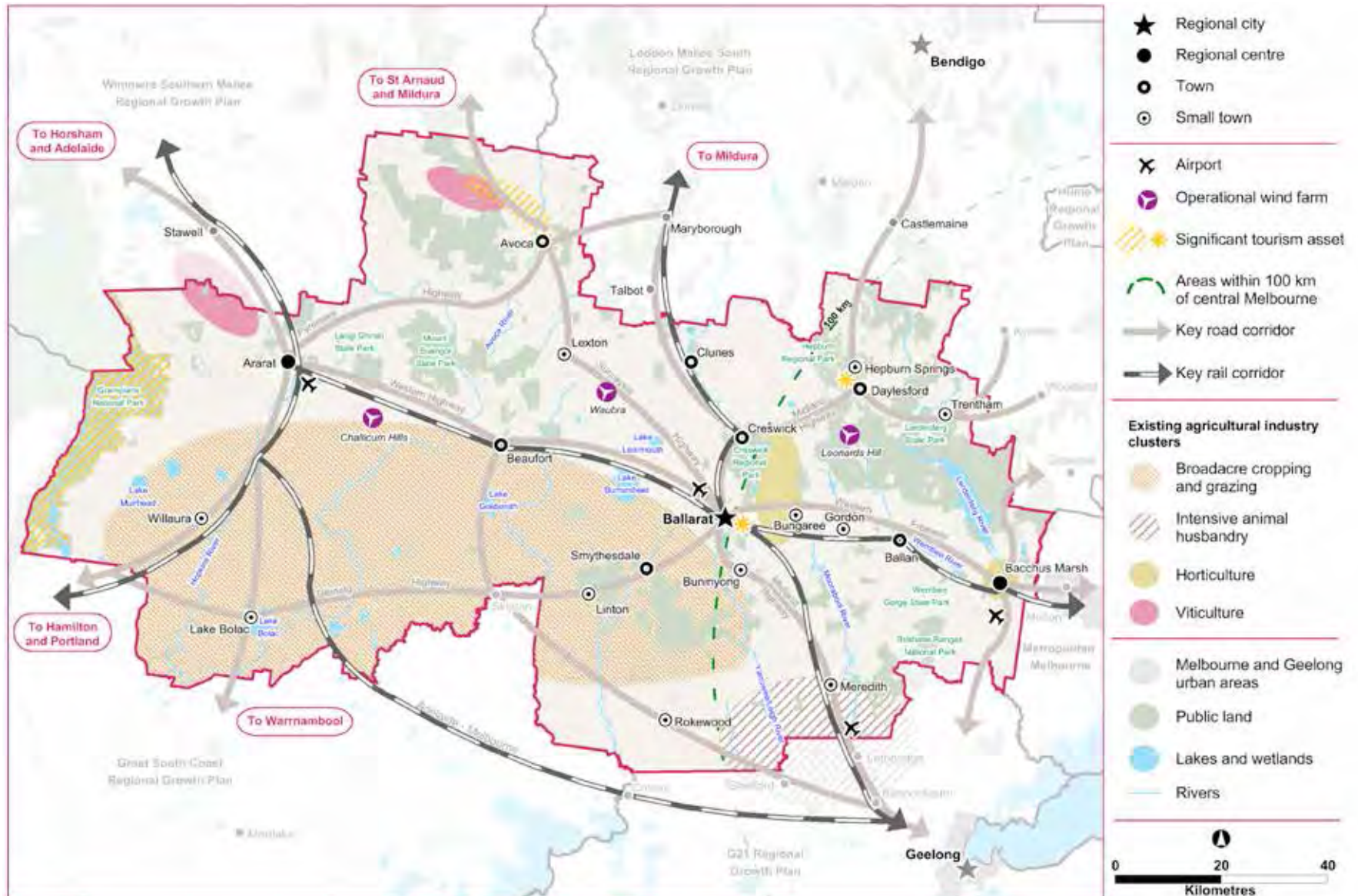
³ Throughout this document the term 'Aboriginal' is used to refer to both Aboriginal and Torres Strait Islander people. Use of the terms 'Koori', 'Koorie' and 'Indigenous' are retained in the names of programs and initiatives and, unless noted otherwise, are inclusive of both Aboriginal and Torres Strait Islander peoples.

Map 3: Key links to surrounding regions



Source: Department of Transport, Planning and Local Infrastructure

Map 4: Key regional strategic assets



Source: Department of Transport, Planning and Local Infrastructure

7. Melbourne's peri-urban hinterland

Peri-urban literally means the area around a settlement. Melbourne's peri-urban region is diverse, containing a mix of people, places and experiences. This predominantly rural area includes key urban settlements and townships, which face particular pressures for growth and change. In the Central Highlands region it extends across Moorabool Shire between the western fringe of metropolitan Melbourne and the eastern edge of Ballarat, as well as large parts of Hepburn and Golden Plains shires.

The peri-urban region includes a number of state significant land assets important to the functioning of Melbourne and Victoria as a whole. These include resources, infrastructure, environmental assets and cultural heritage assets (refer to Figure 1). These land assets provide some of our most basic needs that over five million Victorians rely on every day, such as quality air and water, food, fibre, and building materials for our homes and roads. The peri-urban region's unique natural, cultural and recreational assets provide great economic opportunities. This is a significant strength for the state, providing opportunities to maximise our competitive advantage over other cities and regions within Australia and the Asia-Pacific region. The economic opportunities provided by the assets and appropriate growth will contribute to the economy, our quality of life and environmental strengths. Considered land use planning will ensure we, and future generations, can continue to enjoy the benefits that this area provides.

The proximity of the peri-urban region to Melbourne and high standard road and rail infrastructure reinforces strong two-way connections between these areas, providing access to jobs, markets, customers and tourists. The peri-urban region has a particularly strong relationship to the Melbourne population. Visitation, tourism and commuting patterns occur between these areas and recreation and amenity areas are frequented by hundreds of thousands of people during weekends and holiday periods. These interactions have had a strong influence on growth and change within the peri-urban region. These areas have had high percentage increases in population and this trend is projected to continue.

If not managed, development pressures and sprawling growth can increase risks from bushfire, sea level rise and flood, add to infrastructure costs and lead to a loss of important non-urban assets including productive farmland, water catchments, earth resources, biodiversity and natural ecosystems. Retaining the economic and community value of these assets is a key consideration in planning for this area.

Collectively, the Metropolitan Planning Strategy and the peri-urban regional growth plans (G21, Central Highlands, Loddon Mallee South, Hume and Gippsland) provide the vision and broad strategic direction for land use and development across this area. The regional growth plans include high level framework plans for towns and cities where urban growth will be supported. In the Central Highlands region, Bacchus Marsh has been identified as a key peri-urban growth location where significant growth is supported, and the town of Ballan has been identified for medium growth.

The government, in partnership with councils, will work to provide specific statements about the peri-urban region to respond to the unique pressures and opportunities that are common to these locations. There is an opportunity to clearly articulate the outcomes envisaged for the complex peri-urban region at a finer grain. Stronger and clearer guidance is needed for making land use planning and development decisions in the peri-urban region, particularly where trade-offs between competing land uses are required.

Understanding the role of regional cities, peri-urban towns and rural communities, and their relationship to one another and to Melbourne, is a critical element in planning for the peri-urban region. Peri-urban councils have already led the preparation of detailed research of many of the issues affecting the area, and have developed policy positions in a number of locations to inform decision making at the strategic land use level. The work of councils and shires, together with the metropolitan planning strategy and the regional growth plans, provides a strong foundation for preparation of statements about the peri-urban region.

Figure 1: State significant land uses present within Melbourne’s peri-urban region

Land uses		Why these land uses are considered significant to the state
Resources	Extractive	The cost of transporting stone and sand products over long distances can account for a substantial proportion of product price at the construction site. Sourcing construction materials from local quarries within the peri-urban region enables cost-efficiencies and energy savings.
	Forestry	A number of state forest reserves are located in the peri-urban region. They provide for a variety of uses, including providing timber for sustainable forestry, biodiversity and landscape conservation, protection of water catchments and providing opportunities for recreation.
	Productive agriculture	Prime agricultural land provides food and fibre to the Victorian community, and supports employment and businesses. It also supports associated rural industries, such as food processing, abattoirs, shearing, irrigation supplies and stock feed producers that contribute to Victoria’s economy.
	Water catchments	The peri-urban catchments and storages remain essential to provide potable water for human and domestic animal consumption. The filtering action of the forested surrounds of our reservoirs avoids the need for expensive water treatment facilities for Melbourne and surrounding cities and towns.
Infrastructure	Transport	The peri-urban region is traversed by an extensive arterial road and rail transport network linking major centres of population and industry across Victoria. Progressive transport expansion and safety improvements continue to influence land use activities and are likely to further improve travel times, reducing the commuting time and improving access between peri-urban areas and with Melbourne.
	Utilities	Water treatment plants, as well as electricity, gas and waste management facilities, pipelines and transmission corridors are located within the peri-urban. These assets support the functioning of Victoria’s urban areas.
Environment	Biodiversity	Strong natural systems with a diversity of natural habitats for native plant and animals are important for the health and wellbeing of people living in urban areas. Opportunities for close connections with the natural world have high social, economic and educational value.
	Landscapes	Landscapes help define the areas in which we live and work, and provide a connection with place and culture.
	Parks and reserves	There are a large number of parks and reserves in the peri-urban region. These areas provide ecological, environmental and aesthetic value and the opportunity for leisure and recreation.
	Waterways	There are many ecologically significant rivers traversing the peri-urban region, connecting our water catchments with bays.
Cultural	Heritage	There are various places, sites, structures, relics and flora of heritage significance in the peri-urban region. Heritage assets generate social benefits, such as a sense of identity, direct user benefits through tourism and the benefits stemming from the intrinsic value of preserving these assets for future generations to appreciate and enjoy.
	Tourism	The peri-urban region provides key day trip destinations for residents and visitors from interstate and overseas. Attracting visitors to the peri-urban region also results in indirect employment and additional spend in ‘downstream’ industries such as retail suppliers, food production and construction.

8. Drivers of change

Population and demographics

State government projections indicate the Central Highland region’s population is expected to grow by around 78,200 persons to 247,500 people by 2041⁴. Most of this growth is forecast to be located in Ballarat and the eastern area. Figure 1 details the growth by municipality to 2031.

Population growth presents challenges in terms of providing services and facilities. Much of the growth expected to occur in the region over the next 30 years is in the Ballarat West Growth Area, and to a lesser degree Bacchus Marsh. Most other parts of the region are forecast to experience limited growth.

The region’s population is forecast to age significantly over the next 30 years. However, the age profile of different parts of the region will vary considerably. The existing disparity in population age between areas experiencing growth, such as Bacchus Marsh and Ballarat, which have younger populations, and areas experiencing more limited growth, such as Ararat, Hepburn and Pyrenees shires, which have older populations, is likely to widen over the next 30 years. Population age has implications for the provision of services and facilities, housing needs and the economy. The trend towards larger farms with fewer staff in broadacre farming areas also creates challenges to the viability of smaller communities as employment opportunities are reduced.

Notably, household sizes are projected to decrease, which will increase the number of houses required per head of population.

Figure 2: *Projected change in total population for municipalities in Central Highlands region*

Local Government Area	Total population		
	2011	2021	2031
Ararat (Rural City)	12,000	13,000	14,000
Ballarat (City)	97,800	113,500	130,000
Golden Plains (Shire) (north-west Statistical Local Area)	8,200	9,000	10,000
Hepburn (Shire)	15,000	17,000	18,500
Moorabool (Shire)	29,400	36,000	43,000
Pyrenees (Shire)	6,900	7,500	8,000
Total Central Highlands Regional Growth Plan	169,300	196,000	223,500

Source: *Victoria in Future 2012*

Economic diversification

The traditional economic strengths of the Central Highlands region will remain important towards 2031, such as agriculture and agribusiness, mining and manufacturing. However, these sectors are unlikely to be able to provide the same basis for continued growth in the future. The industry outlook to 2031 shows high growth sectors include healthcare and social assistance, professional, scientific and technical services, accommodation and food services and tourism. Potential future growth industries include information and communications technology and business process services and research and development, high value-added food processing, and gold, copper and mineral sands mining. Improved telecommunications technology is likely to have implications for business, with increased competition from e-commerce and more accessible major centres attracting additional business from residents in smaller settlements.

⁴ Source: DPCD unpublished population projections 2012. Note that DPCD does not publish projected totals for local government areas beyond 20 years.

The region contains areas of rich and versatile soil types, some of which face development pressure for urban or rural residential development. The need to ensure the continued viability and availability of productive agricultural land will be a key challenge for land use planning over the next 30 years.

The ageing of the population has implications for the economy in terms of an available workforce and demands on infrastructure, services and facilities. However, population growth will help to offset the negative economic impacts of an ageing population in those areas where growth is most likely to occur. Where population growth is not expected, the costs and viability of providing services and infrastructure to ageing populations will present a challenge.

Environmental assets in a changing climate

The need to ensure that environmental assets within the Central Highlands region are used sustainably will be a key challenge for the future. The changing climate is driving the need for adaptation to secure water resources and agricultural patterns. It will also require managing the risks of increased bushfire and flood hazards and the loss of biodiversity assets and amenity due to impacts of climatic conditions such as long-term droughts, widespread flood and an increase in the number of days of extreme heat and fire danger.

Water is a key environmental asset and natural resource with limited availability and competing demands for its use. Large parts of the region are included in declared water supply catchments, which provide potable water for settlements both within and outside the region. This is a significant essential resource to large population centres such as Geelong and Bendigo, their regional surrounds and the communities of the Murray-Darling Basin. Different land uses place varying levels of demand on water use and some land uses can pose threats to water quality and river health if not carefully managed. The need to balance the competing demands for water for both agriculture and domestic use, within and outside the region, will require careful attention.

Proximity and access to Melbourne

A key strength of the Central Highlands region is its excellent access to and links with Melbourne, which supports the region's appeal to residents, visitors and businesses. Melbourne's influence is strongest in the eastern parts of the region, particularly along the Western Highway corridor. This influence will continue into the future with the continued development of Melbourne's western growth corridor and increased population and business opportunities on the region's doorstep, as well as improved access through transport infrastructure upgrades such as the Regional Rail Link. Land use planning needs to respond to the benefits and potential impacts of these opportunities and to address such issues in a manner consistent with the Metropolitan Planning Strategy currently in preparation.



Smythesdale streetscape, Golden Plains Shire Council

9. Challenges for growth

Development pressures in high amenity areas

There is ongoing pressure for urban and rural residential development in high amenity areas, in particular, to cater for 'tree changers' within the eastern parts of the region with good access to Melbourne. These pressures may conflict with planning objectives relating to the protection of state and regionally significant water catchments, environmental assets and ensuring the ongoing availability of versatile and productive agricultural land for primary production. Land use planning has an important role to play in ensuring agricultural operations are not encroached by sensitive uses where such pressures exist, particularly within Moorabool and Golden Plains shires. Natural hazards such as bushfire and flooding also need to be carefully managed to protect life and property in many high amenity areas.

Spreading the benefits of population growth

The majority of population growth planned for the Central Highlands region over the next 30 years is likely to occur in the Ballarat West Growth Area and Bacchus Marsh. Therefore, the benefits of population growth for community and economic development will not be evenly distributed throughout the region and this presents challenges in terms of providing for or maintaining services and infrastructure. There are opportunities for limited population growth in a range of settlements where services and infrastructure are underutilised, particularly where such settlements enjoy good access to larger centres with higher order services and employment, such as Ararat and Ballarat. This approach will support lifestyle choice within the region. The diverse nature of the region means that local characteristics need to inform land use planning, rather than a one-size-fits-all approach.

However, the ability to spread the benefits of population growth will be constrained to a large degree by market demand, with large areas of the western part of the region unlikely to experience significant growth given their distances from Ballarat and Melbourne. The need for population growth to be underpinned by employment growth places limits on where growth should

be directed. The continued ageing of the population in areas experiencing limited growth will present considerable challenges regarding workforce participation, housing needs and services.

Employment growth

Population growth should be underpinned by employment growth. However, some residents are reliant on jobs and services in other places. For instance, many residents living on the periphery of Ballarat and Bacchus Marsh commute to Melbourne for employment. Wherever possible, more jobs should be provided locally. Land use planning can help support employment growth by providing sufficient industrial and business zoned land with the right characteristics to attract new investment.

Changing climate

The implications of a changing climate could become a profound challenge to planning. Land use planning will increasingly need to pre-empt and adapt to the increased bushfire, flood and extreme weather event hazards that are forecast to occur. Commodities in the region may change as the agricultural sector adapts to climate change, potentially leading to changes in supporting industries that may require land use planning support.

Providing new services and infrastructure, and maintenance of existing services and infrastructure

The extension of services and infrastructure to locations where growth is planned is a key challenge, dependent on funding. The rate of growth likely to occur in Ballarat West and Bacchus Marsh will continue to present challenges for the provision of infrastructure and services.

Where population growth is unlikely to be strong, the maintenance of existing services and infrastructure will present challenges particularly in terms of the viability of providing facilities and services.

The provision of affordable resources, including heavy construction materials to support settlement growth and cost-effective infrastructure, will be an important consideration for the region.

10. Vision for the region

The Central Highlands Regional Strategic Plan outlines a vision for the future of the Central Highlands region to 2030 and beyond to be a **productive, sustainable and liveable region for its people**. This plan shares the same vision.



Trentham, Hepburn Shire

11. Principles to achieve the vision

A set of regional planning principles has been established to guide growth and change in the Central Highlands region as follows:

1. Population growth should be planned in sustainable locations throughout the region.
2. The region's economy should be strengthened so that it is more diversified and resilient.
3. The region should capitalise on its close links with other regions and cities.
4. The development of sustainable and vibrant communities should be supported by enhancing the level of access to key services.
5. Land use patterns, developments and infrastructure should make the region more self-reliant and sustainable.
6. Planning for growth should be integrated with the provision of infrastructure.
7. The region's land, soil, water and biodiversity should be managed, protected and enhanced.
8. Long-term agricultural productivity should be supported.
9. The importance of cultural heritage and landscapes as economic and community assets should be recognised.



12. Regional economy

12.1 Overview

Despite considerable structural change over the last decade, the Central Highland region's diverse economy has helped it to adjust to changing economic conditions and to grow at a similar rate to the state average. Ballarat is the economic powerhouse for growth in the region and has experienced one of the highest rates of economic growth in regional Victoria over the last decade. A key issue facing the region is that economic growth has not been evenly spread, with smaller settlements, particularly those in the western parts of the region, experiencing lower rates of growth.

Population growth has been the main driver of economic growth during the last decade, with most population growth occurring in Ballarat and to a lesser extent Bacchus Marsh. Manufacturing continues to be a leading sector of the economy along with healthcare, finance, education and construction. Other important economic activities include retail trade, agriculture, professional services, transport and public administration. The service sectors of finance, administration, tourism and health are becoming increasingly important.

Agriculture is the second highest export sector and a significant employer, especially in Ararat and Pyrenees. However, it has declined in terms of its contribution to the overall regional economy. Production consists mainly of livestock (predominantly sheep), cropping and vegetables. Other industries include a growing organic industry, grapes, and pig and poultry production.

Continued population growth is expected to remain an important driver of economic growth, particularly towards the eastern part of the region. An average annual population growth rate of 1.5 per cent has been forecast for the region over the next 30 years, higher than the regional Victorian average. The continued strong growth of Ballarat will benefit the regional economy as a whole and enhance liveability by improving access to employment and higher order services. Employment opportunities in urban settlements will include manufacturing and high value sectors, such as healthcare and professional services where the highest growth is expected.

The Central Highlands region features one of the most diverse economies in regional Victoria, with a wide range of economic growth opportunities outside areas where population growth is focused, such as food and fibre production, minerals and extractive industries, forestry and renewable energy. The agricultural sector will continue to support many smaller settlements and rural communities, while growth in the tourism sector will benefit areas that are visitor drawcards, such as the Grampians National Park, Daylesford and Hepburn Springs, Clunes and the Pyrenees wine region. The expansion of the Hopkins Correctional Centre will help support the economy of Ararat and its surrounds.

Competitive strengths of the region include its growing regional population base and business networks, well developed and integrated higher education and training networks, excellent road and rail access to major markets including Melbourne, Adelaide, Geelong and Bendigo, its proximity to supply chains and raw materials, and its agricultural products.

This plan supports a more holistic approach to economic development of the region and improved collaboration between stakeholders.

There is a focus across the region on emerging industry sectors. For example, the region has identified an opportunity to be Australia's premier high technology and knowledge-based regional economy. Significant steps have already been made towards achieving this vision, such as the planned expansion of the University of Ballarat Technology Park. To promote economic resilience and sustainability over the long term, it will be important that the region's economy takes advantage of opportunities to evolve and diversify its base to include these emerging sectors.

A key economic challenge facing the region is the attraction and retention of skilled labour. Land use planning can help the region attract and retain skilled labour by encouraging housing choice, accessible facilities, jobs and services, and enhancing the liveability of settlements.

Key assets and opportunities for the region are identified in Map 5.



Central Highlands intensive vegetable growing

12.2 Commercial development

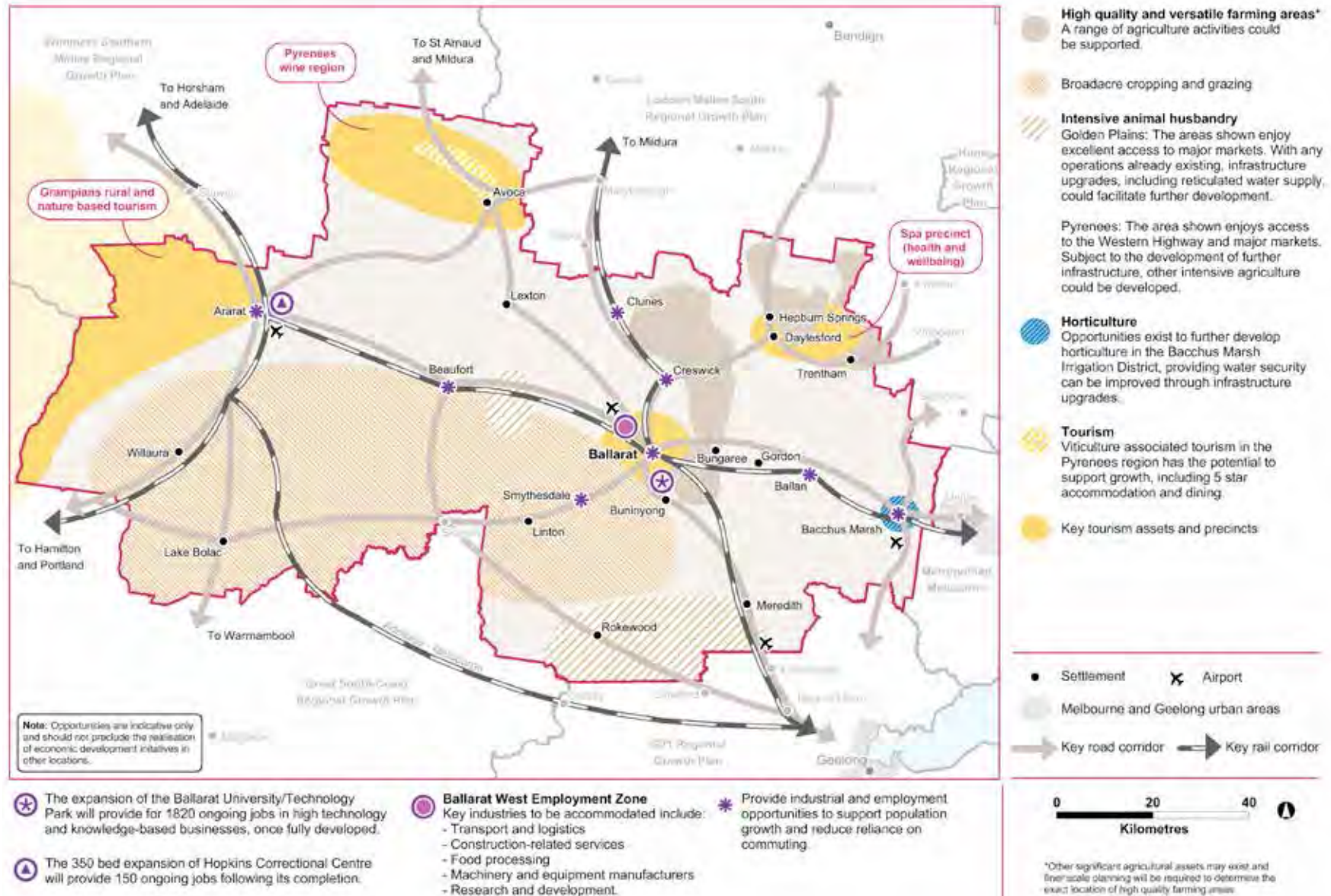
Future directions

- Support commercial development in each settlement that is consistent with the role and function of that settlement within the region
- Support commercial activity that will encourage economic self-sufficiency and reduce trade leakage to Melbourne
- Support commercial development that reinforces the primacy of existing town centres

The service sector is growing and is an important source of employment within the Central Highlands region. The ability to access a wide range of commercial services locally is an important contributor to liveability and economic self-sufficiency. However, economic self-sufficiency is challenged by the region's proximity to Melbourne. Major road and rail infrastructure upgrades and the opportunities associated with Melbourne's adjacent West Growth Corridor will ensure better access for the region to commercial and retail services into the future. A major challenge facing commerce in the region is increased competition from e-commerce. E-commerce represents both a challenge and an opportunity for the region, providing increased competition but also greater potential for local and home-based businesses.

Land use planning plays an important role in supporting commercial activity by ensuring that sufficient land is zoned for commercial uses and that it is appropriately located within settlements. Ensuring the continued primacy of town centres, where the greatest level of public infrastructure investment has occurred, is an important land use planning objective. Out-of-centre commercial activity should be limited to uses such as bulky goods retailing to ensure that it does not detract from the viability and vibrancy of town centres. The development of new commercial centres, particularly in areas experiencing population growth, should be planned within the framework of a municipal retail hierarchy.

Map 5: Key economic development opportunities and assets



Source: Department of Transport, Planning and Local Infrastructure

Note: opportunities are indicative only and should not preclude the realisation of economic development initiatives in other locations

Economic development strategies completed by the region's councils recognise the importance of commercial activity for local economies. The central activity areas of settlements should be supported to enhance the vibrancy of town centres and reflect greater investment in public infrastructure in such locations.

Ballarat's Central Business District offers higher order commercial services to the region, attracting visitors from across the region and beyond. Strengthening Ballarat's Central Business District through a greater mix of uses and enhanced public realm will improve access to employment and higher order services and benefit the whole region.

Land use policies, strategies and actions

- Encourage commercial services to be provided to settlements consistent with their role in the regional settlement network, taking into account relationships with other settlements within and outside the region
- Support commercial land uses in designated locations in planning schemes and provide sufficient appropriately zoned land
- Support the consolidation of prime commercial activities within existing town centres
- Regularly review commercial land supply and demand in areas experiencing population growth to ensure that sufficient commercial zoned land is provided
- Support the implementation of economic development strategies to strengthen commercial activity and enhance the quality of retailing in existing town centres

12.3 Rural land use

Future directions

- Recognise the Central Highland region's regionally significant rural and agricultural assets in land use planning, including the areas of highly productive and versatile soils within Moorabool, Ballarat and Hepburn, the Bacchus Marsh Irrigation District and the Pyrenees wine region
- Provide greater certainty of land use in rural areas to encourage new investment in agricultural activities that enables growth of exports, increased productivity and strengthens farming communities
- Manage versatile and productive agricultural areas for primary production by providing for a range of flexible rural uses, while protecting such areas from incompatible land uses
- Support and protect opportunities for intensive agriculture in areas with excellent access to markets, and where potential amenity and water catchment impacts can be appropriately managed

Productive agricultural land is an important source of economic wealth in all parts of the Central Highlands region with considerable potential for further investment. This direction is supported by the state government's goal to double Victoria's agricultural food and fibre production by 2030. Planning schemes should therefore emphasise the need to promote investment in agriculture. They should also provide long-term certainty regarding the availability of land for agriculture and the primacy of agricultural activities in rural areas over potentially conflicting land uses.

Rural areas should be able to provide for a range of rural uses and related rural industries that complement the productive capability of agricultural areas. The region features highly productive and versatile soils with horticulture, viticulture, broadacre cropping and grazing all strengths of the region. Proximity to markets is likely to become more of a competitive advantage in a carbon constrained economy over the next 30 years and will

make the retention of food resources close to growing markets in Melbourne's peri-urban region increasingly important.

Intensive animal husbandry is also a strength, with parts of the region offering both excellent access to markets and low population density. Intensive animal husbandry should be directed towards areas where land use conflicts can be avoided and with good proximity to processing facilities in Geelong and Melbourne, such as parts of Golden Plains and Pyrenees shires.

The region contains rural areas that are of regional significance in terms of their productivity and potential to support agriculture. Land capability studies have identified areas of highly productive and versatile soils within the Moorabool and Hepburn shires. The Bacchus Marsh Irrigation District supports highly intensive horticulture on the edge of a large growing settlement. The Pyrenees wine region is a significant producer of premium wine and generates significant tourist visitation.

Commercial forestry is a notable industry in the Central Highlands and is likely to evolve through the establishment of native hardwood and softwood plantations, rather than through reliance on harvesting native forests. Settlements such as Creswick and Beaufort have a close relationship to the forestry industry.

Agriculture and other primary production will be affected by climate change in different ways depending on seasonal factors, and the location and type of agricultural activity. Changing seasonal conditions may present opportunities for some producers to develop new practices and increase productivity in some locations and activities. For example, new crops may be grown in some areas that experience a warmer climate and longer growing season, leading to emerging opportunities to diversify agricultural production. Planning needs to support rural land use change that enables farming communities to respond to changing conditions, be they climatic or economic.

A key challenge for land use planning is to enable flexibility in rural land use while avoiding land use conflict. Flexibility should be provided to enable farmers to adapt to changing markets and climatic conditions, while ensuring that land uses that could permanently remove land from productive use or result in land use conflict, such as rural residential uses, are excluded. Section 14.8 identifies that careful land use planning will be required to ensure rural residential development is located in appropriate and strategically justified locations and does not compromise agricultural activities, landscapes and environmental assets and values.

The sustainable use of natural resources within the region will be important in the context of a changing climate. Water is a key natural resource with limited availability, placing pressure on intensive agricultural uses in some locations such as the Bacchus Marsh Irrigation District and expansion of poultry farms in the Golden Plains area. Infrastructure investment to achieve greater water security in such locations will become critical to ensure the ongoing viability or further development of intensive agriculture in a changing climate. The need to balance the competing water demands of agriculture and urban uses will require careful attention over the next 30 years, both from within and outside the region.

Opportunities exist for a range of land uses in rural areas that are complementary to agricultural production, including tourism, carbon offset schemes and renewable energy generation, which could provide alternative income streams for farmers. For example, in high amenity areas such as parts of the region close to the Grampians National Park, opportunities exist for on-farm accommodation or activities to broaden the tourism products on offer and augment farm incomes.

Key spatial opportunities in relation to rural land use are shown in Map 5.

Land use policies, strategies and actions

- Review planning schemes to recognise the need to support investment in agriculture by providing:
 - more clarity about the long-term designation of land for primary production
 - flexibility in terms of the types of rural activities that can occur on rural land to support its ongoing viability
- Undertake further investigations into the region's strategic agricultural land assets to ensure a consistent approach across the region
- Identify important agricultural areas and the need to protect them from unplanned loss due to permanent changes of land use in planning schemes
- Recognise the contribution that rural areas make to the landscape values and amenity of the region including as green breaks between settlements in planning schemes
- Provide policy support and direction in planning schemes on appropriate locations for intensive agricultural activities, including in the areas identified by this plan
- Provide policy support in planning schemes for infrastructure projects that will benefit agriculture such as improved transport routes to markets and the supply of reticulated services such as water to intensive agriculture facilities to enable further growth
- Identify locations where changes in land use controls would help facilitate economic development opportunities or better protect existing rural land use assets

12.4 Industry and employment

Future directions

- Encourage local employment opportunities and provide industrial land to support the population growth and economic opportunities identified in this plan
- Identify opportunities for the expansion of existing industries and the establishment of new industries in the region that leverage off the region's competitive strengths, including its workforce, research and knowledge infrastructure, and access to major markets
- Exploit the regional significance of the Ballarat West Employment Zone in providing land for manufacturing, freight and logistics, and commercial uses
- Support infrastructure investment where it provides for the expansion or establishment of new industry and other employment-generating uses

Land use planning plays an important role in supporting employment by ensuring that sufficient employment zoned land, with the correct attributes to support a wide range of uses, is available.

Significant employment-generating uses in the region include manufacturing, service industries, freight and logistics and research and development. Other commercial uses such as retail, office and health services are discussed separately in Section 14 of this plan. A key strength of the Central Highlands region is the strong relationship that exists between business and research and development undertaken by local universities.

The region will continue to attract business through its current competitive strengths, which include its excellent access to major markets and its position in supply chains. Opportunities for the regional economy to evolve and diversify should be strongly encouraged to significantly expand its economic base in high value innovative industry sectors, and increase the number of knowledge sector jobs. The region should particularly capitalise

on new infrastructure, such as the National Broadband Network, and seek to leverage these investments and support industry focused around skills, innovation and technology.

The National Broadband Network will fundamentally improve the accessibility of the region to national and international markets, highly skilled labour and progressive ideas. It will also enable growth in both existing and new high value, niche industries. These emerging industry sectors will play an increasingly important role in supporting long-term employment growth in the region into the future. Many of the most significant employers within the region are located in Ballarat, where manufacturing has long been a foundation of the economy. Large-scale manufacturing, research and development and freight and logistics development will be directed towards the Ballarat West Employment Zone, located adjacent to Ballarat Aerodrome. The Ballarat West Employment Zone has excellent access to air, road and rail infrastructure and a master-planned approach will ensure the correct attributes are provided for employment-generating uses. The Ballarat West Employment Zone will be developed over the next 20 years and is capable of accommodating up to 9000 jobs once fully developed.

Industrial zoned land is important in many settlements within the region to support local employment opportunities and local economies, such as Ararat's strong manufacturing sector. Local service industry and rural industry associated with agriculture will continue to be an important source of employment in the future for many settlements. Councils have identified the need for more industrial zoned land in certain locations to support local employment opportunities.

For example, Hepburn Shire has identified the need for additional industrial zoned land in Creswick to support the local service industry and Pyrenees Shire has identified a need for industrial zoned land in Beaufort that is not subject to flood hazards. The uptake of newly-released land in the Avoca Industrial Estate demonstrates that opportunities exist to attract new businesses to smaller settlements within the region where necessary infrastructure is available.

It will be critical to also support the rapid population growth in peri-urban regions by encouraging new employment opportunities to reduce the current reliance on commuting to Melbourne and Geelong. To this end, Moorabool Shire is investigating the Parwan area as a key employment hub for Bacchus Marsh.

Land use planning plays an important role in designating locations for employment land. Councils within the region have undertaken strategies to identify short-, medium- and long-term employment land, such as the Ballarat Review of Future Industrial Areas. Opportunities exist when selecting employment land to exploit synergies between employment-generating uses and other uses, such as the research and development arms of universities.

Good access to transport routes and service infrastructure is often a prerequisite for industrial growth. Priority should be given to resolving transport and service infrastructure constraints where it is cost-effective and will generate employment.

Land use policies, strategies and actions

- Recognise in planning schemes that employment growth needs to underpin population growth to enable residents to work locally and support the region's economy
- Direct infrastructure investment where it will support business investment, including Stage 1 of the Ballarat Western Link Road, which will improve access to the Ballarat West Employment Zone
- Review planning schemes to prevent the encroachment of sensitive uses into buffer areas for industry
- Support the provision of industrial land in settlements designated for growth by providing land and monitoring the supply and demand for industrial land

12.5 Energy

Future directions

- Support opportunities for local energy generation from renewable sources in locations where amenity, landscape and environmental assets and values can be protected and local infrastructure can support this activity

The Central Highlands Regional Strategic Plan proposes that the Central Highlands region can capitalise on renewable energy opportunities to increase energy security and support a low carbon economy. The region has excellent wind resources and is home to a number of existing and proposed wind farms including a large facility at Waubra. Approvals have been granted for a number of wind farms across the region. The continued growth of the renewable energy sector over the next 30 years presents opportunities for the region, which has some of the best wind resources in Victoria.



Challicum Hills Wind Farm, Ararat Rural City Council

The region is also home to Australia's only community owned and operated wind farm, located south of Daylesford, a project that reflects the strong desire of communities within the region for more sustainable energy sources. However, renewable energy projects can impact on the amenity of local residents and landscape values, which must be considered when planning future renewable energy projects. Local infrastructure, particularly roads, also needs to be able to support the construction and operation of energy facilities.

The Central Highlands Infrastructure Study (2013) identifies opportunities for small to medium sized power generation across the region. This includes potential locations for biomass generation in proximity to clusters of waste sources, such as in Ballarat, Meredith, Lethbridge and Ararat, and in timber production areas.

Locational requirements for power generation within the region include:

- proximity to the energy source and to parts of the electricity grid with spare capacity
- the ability to create buffers to sensitive land uses
- access to appropriate transport infrastructure.

Land use policies, strategies and actions

- Encourage planning schemes to provide for the expansion of energy supply infrastructure where it is feasible and would support the establishment of new industry or the expansion of existing industry
- Encourage planning schemes to recognise the benefits of local energy generation to support economic development, diversify the local economy and achieve improved sustainability outcomes
- Identify suitable land, protected by appropriate buffers, for the development of renewable energy generators

12.6 Earth resources

Future directions

- Maintain access to productive earth resources
- Plan to manage earth resource projects to maximise benefits and minimise adverse impacts

Land use planning is an important tool for protecting long-term access to valuable earth resources from incompatible development. The scale of major earth resources projects can contribute significantly to economic development, however the benefits of projects tend to be localised rather than spread throughout the region. The viability of projects is dependent on fluctuating external markets, which presents difficulties when trying to plan for projects into the future.

There are significant earth resources in the Central Highlands region, with the Ballarat East Gold Mine, brown coal mining at Maddingley, exploration licences granted for coal and coal seam gas south and west of Bacchus Marsh, and for gold and other precious metals through many parts of the central, northern and western parts of the region. Copper deposits have been identified in the vicinity of Ararat and west of Lake Bolac.

At a national level, the Standing Council on Energy and Resources has endorsed a National Harmonised Regulatory Framework for Natural Gas from Coal Seams (May 2013). The Victorian Government has endorsed the outcomes of the National Framework and will ensure that state legislation is consistent with its findings. While the primary purpose of the framework is to be a guidance document to governments, it will benefit communities, farmers, other land users and industry by providing increased levels of consistency, certainty and transparency in the management of natural gas from coal seams in Australia.

The region is also home to important sand and stone resources, which need to be protected from incompatible development to ensure that they remain accessible for future generations and can be extracted and utilised affordably. Sand and stone resources are particularly important for new construction within the region's settlements, road infrastructure enhancements and maintenance and as a raw material input for some manufacturers in Ballarat.

Sand and stone resources in proximity to Bacchus Marsh include resources used in the production of concrete, clay used for brick making and gravel used for various purposes. One of the key roles of peri-urban parts of the Central Highlands is to protect these resources for the future development of Melbourne.

Extractive industry interest areas occur within the region, which contain areas of known future interest to the extractive minerals industry, for example, sand and stone. Areas are based on suitable geological occurrence and also take into account existing local government planning schemes. They are intended to provide a guide to local government in developing future planning policy. In response to the Economic Development and Infrastructure Committee's *Inquiry into greenfields mineral exploration and project development in Victoria*, the Victorian Government has committed to various activities that will undertake further data gathering and planning to better protect the state's extractive resources for future development. The outcomes of these activities may have implications for future planning provisions.

Land use policies, strategies and actions

- Identify, manage and facilitate access to natural resources where appropriate, including sand and stone, minerals, timber and renewable energy potential

12.7 Tourism

Future directions

- Recognise the economic benefits of tourism and promote opportunities across the region
- Support Ballarat, the Grampians, the Pyrenees, and Daylesford, Hepburn Springs and Trentham, as the Central Highlands' iconic tourism precincts
- Encourage tourism development that protects and enhances the region's heritage and environmental assets and values
- Support tourism opportunities associated with the recognition, protection and development of goldfields assets as part of the 'Goldfields – Australia's Premier Heritage Region' project
- Support infrastructure investment where it will maximise the benefits of tourism

The Central Highlands region has a number of major tourism drawcards including its goldmining heritage, viticultural areas, mineral springs and spas, and natural environment such as the Grampians National Park, Brisbane Ranges and Mount Cole State Park (Beeripmo Walk). These features support a strong tourism industry that contributes to being the state's second largest export and has considerable potential for further investment and growth over the next 30 years. Economic development strategies for the region have identified the opportunity to broaden the tourism industry by improving the quality of visitor experiences and upgrading a range of tourism assets.

This plan supports a regional approach to tourism planning that capitalises on the benefits of connecting tourism opportunities within the region. Building on the region's cultural heritage and environmental assets presents a key opportunity, such as bicycle trails in the Ballarat and Hepburn Springs areas, and the various state and national parks.

Opportunities for expansion of tourism within the region include promotion of the goldfields heritage, as the 'Goldfields – Australia's Premier Heritage Region' project seeks to develop the goldfields region as a world-class tourist destination. The goldfields region encompasses all of the municipalities of the region and extends into the Loddon Mallee South region. Economic studies have found that promoting the establishment of the goldfields region in this way will have significant economic and employment benefits through increased tourism and inward population migration. Large and small settlements in the region should promote their common goldmining heritage while complementary interpretative, accommodation, retail and hospitality uses are encouraged.

The State Government has new guidelines relating to private tourism developments in national parks. Opportunities to advance private tourism investment in and around the region's national parks should be investigated.

Opportunities for the region's tourism precincts

Ballarat – capitalise on easy access to Melbourne by both road and rail and promote as a base for exploring the region, including bicycle tourism.

Grampians – focus on developing rural tourism experiences in conjunction with agriculture and opportunities to add value to nature-based and cultural heritage tourism within the Grampians National Park. Improve high-end accommodation options and transport links around the national park.

Pyrenees – broaden the potential of the Pyrenees wine region, with dining and accommodation in keeping with its status as a premium wine production area. Encourage tourism-related development in Moonambel and Avoca to support the growth of the region.

Daylesford, Hepburn Springs and Trentham Spa Precinct – focus on developing nature-based and rural tourism opportunities consistent with the health and wellbeing theme that this area is well known for.

The built heritage of Central Highland settlements, often associated with the region's goldmining past, is a key attraction for visitors. The natural landscapes and environmental features of the region also attract many visitors for nature-based tourism. Land use planning plays an important role in protecting and managing the built environment and environmental assets.

Over the life of the plan it is expected that additional tourism opportunities will emerge. Ongoing planning and investment should occur to develop and protect tourism assets and create new drawcards and regionally significant precincts to attract visitors to the Central Highlands.

Land use policies, strategies and actions

- Assess the infrastructure required to support identified tourism opportunities
- Update planning schemes to recognise tourism precincts and regionally important locations for tourism
- Provide appropriate heritage protection in planning schemes for cultural heritage assets that are important for attracting tourists to the region
- Provide appropriate protection in planning schemes for environmental assets that underpin ecotourism or recreational opportunities
- Provide appropriate guidance in planning schemes to ensure new growth and development does not detract from heritage values
- Update planning schemes to recognise the value of rural landscapes from a tourism perspective and the need to protect significant landscapes from inappropriate development
- Undertake forward planning to ensure new and emerging tourism attractions and precincts are developed to enhance the tourism offer of the region



Mount Buangor Photo courtesy of Tourism Victoria

13. Environment and heritage

13.1 Overview

The Central Highlands region features rich and diverse environmental, landscape and heritage assets. As recognised by the Central Highlands Regional Strategic Plan, these assets are critical to the region's economy, attractiveness and liveability.

Five catchment management authorities coordinate investment in the protection and enhancement of the environment throughout the region, along with public land managers. The five authorities that intersect with the Central Highlands region are: North Central; Wimmera; Glenelg Hopkins; Corangamite; and Port Phillip and Westernport. These authorities also carry out regional waterway, floodplain and drainage management functions, except within the Port Phillip and Westernport catchment, where Melbourne Water undertakes these functions.

Regional catchment strategies are the primary strategies for achieving improved environmental outcomes in the region including native vegetation conservation and management. This plan can complement catchment management authority activities and initiatives through appropriate land use planning mechanisms. Regionally significant environmental assets⁵ identified in regional catchment strategies should be considered in local planning decisions. Some of the key assets in the region include:

- native grasslands
- extensive water catchments
- national and state parks and state forests, including the Grampians National Park, Brisbane Ranges National Park, Lerderderg State Park, Mount Buangor State Park, Mount Cole State Forest and Wombat State Forest
- wetlands, rivers and lakes.

These assets shape the region's biodiversity and natural systems by providing important habitat for flora and fauna.

A key feature of the Central Highlands is its strong links with neighbouring regions, with the Central Highlands acting as the upper catchment for many rivers and as a source of water supply for external urban centres. As such, land use and resource management decisions in this region can have far-reaching implications.

Distinctive and significant heritage places and landscapes are also notable attributes of the region. The Central Highlands goldfield heritage is of national importance and the Central Highlands Regional Strategic Plan identifies this as a key opportunity to reposition the region as a major tourist destination. There will continue to be significant demand for urban and rural residential development in the region in areas of high amenity and natural value, including areas close to Melbourne. Balancing these pressures along with the natural hazards associated with these areas, such as bushfire, flooding and drought, is a key challenge for this plan and more detailed localised planning is needed.

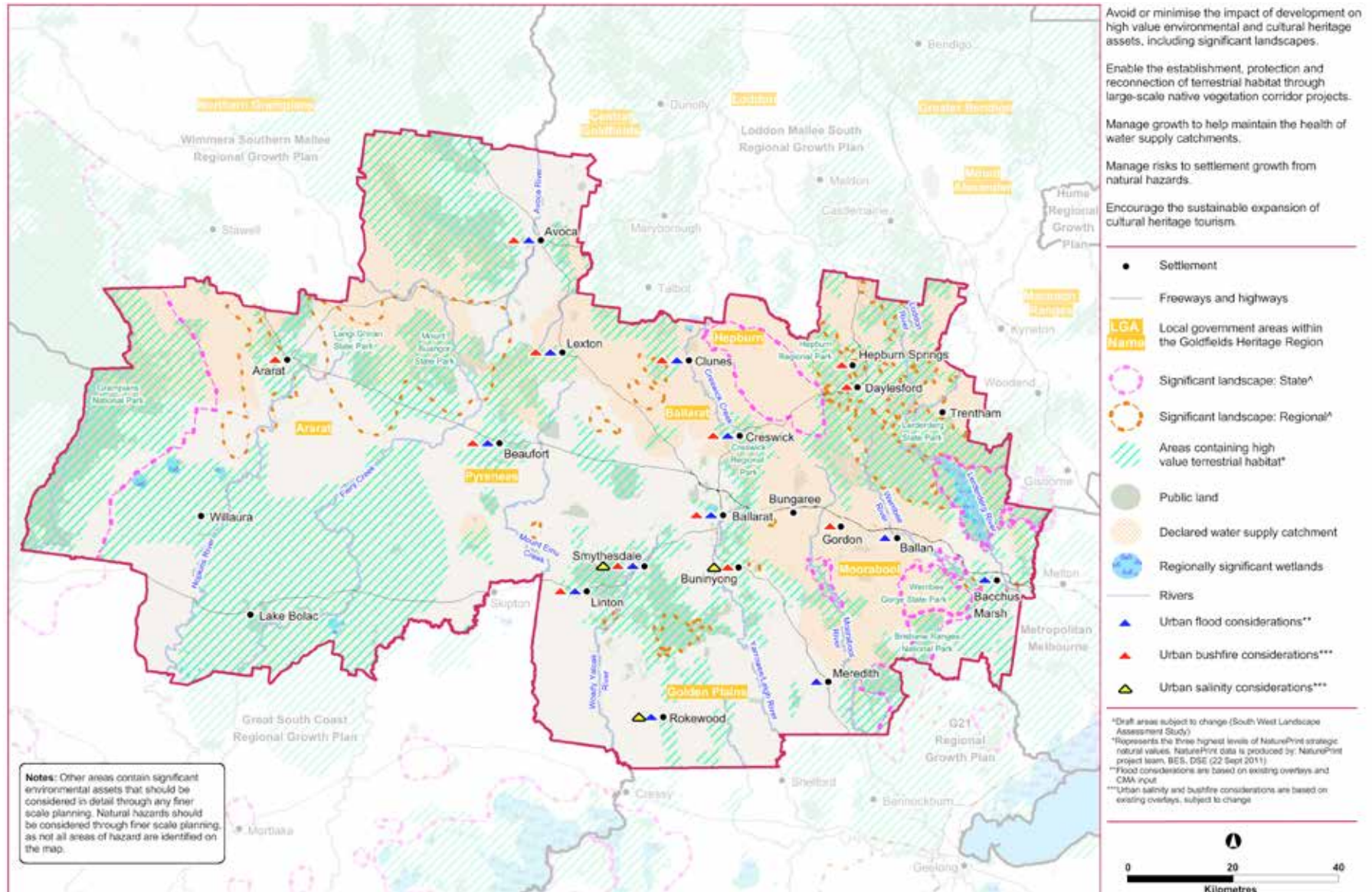
13.2 Cultural heritage and significant landscapes

Future directions

- Promote and protect the Central Highlands significant goldfields and Aboriginal cultural heritage as key regional economic and social assets
- Support tourism opportunities that contribute to positive cultural heritage and natural environment outcomes
- Define the region's valued landscape characteristics and identify landscapes of regional significance
- Protect the rural landscape character of the region as a major contributor to its liveability, tourism and growth
- Support the improvement of knowledge and resources about Aboriginal cultural heritage and historic heritage in the region

⁵ Regionally significant environmental assets cover all assets that are of regional, state, national or international significance

Map 6: Strategic environment framework plan



Source: Department of Transport, Planning and Local Infrastructure

Cultural heritage

The Central Highlands region has a rich cultural heritage. The region's important Aboriginal cultural heritage should be protected and further promoted to help build a comprehensive sense of place and history, both pre-and post-European contact. Aboriginal people have strong relationships with the region's heritage as well as custodianship and decision making roles in relation to Aboriginal cultural heritage.

Registered Aboriginal Parties will have an important role in planning place-based activity and development. Currently the Dja Dja Wurrung Clans Aboriginal Corporation, Wathaurung Aboriginal Corporation and the Wurundjeri Tribe Land and Compensation Cultural Heritage Council have legislated responsibilities relating to the management of Aboriginal cultural heritage places in the Central Highlands.

This arrangement recognises the key role that Aboriginal traditional owners have in the protection and management of significant Aboriginal cultural heritage places. A few of the key Aboriginal cultural heritage places in the region include Mount Buninyong, Lal Lal Falls, the Lake Bolac and Carisbrook stone arrangements, and the Langi Ghiran art site. There are many others.

Native title is also held over Crown land in part of the region by the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Japagulk Peoples and the Dja Dja Wurrung Peoples.

Significant landscapes

The landscape character of the region is both a significant contributor to its amenity and an attractor for residents and tourists. Given the expected growth of western Melbourne, the proximity of the Central Highlands high quality rural and natural character will be an important drawcard. As such, the protection of the region's key rural and natural landscapes will have important economic and social benefits.

The Draft South West Victoria Landscape Assessment Study (2013) assesses the visual character and significance of the landscape. This provides planning guidance for identifying, retaining and respecting significant landscape values. As shown in Map 6, some broad landscapes have been designated as regionally significant and others of state significance (or higher). The region will need to consider a consistent way to apply suitable planning tools to recognise and protect these significant landscapes.

Protection of rural character more generally will be assisted by directing urban development into designated settlements, encouraging clear urban boundaries and strategically directing the location of rural residential development to locations with minimal landscape impacts.

Land use policies, strategies and actions

- Identify opportunities to enhance visitor experiences associated with goldfields tourism through the protection and enhancement of heritage assets and by supporting complementary uses
- Use planning schemes to protect heritage assets and recognise goldfields heritage as a regionally significant asset, including undertaking heritage studies to support protective measures
- Include Aboriginal Traditional Owners (Registered Aboriginal Parties and others) in the identification and protection of significant Aboriginal cultural heritage places and landscapes
- Develop and apply a consistent range of planning measures to protect the identified values of significant landscapes
- Support implementation of the recommendations made by the South West Landscape Assessment Study
- Use planning provisions to create clear urban boundaries and maintain distinctive breaks and open rural landscapes between settlements

13.3 Environmental assets

Future directions

- Capitalise on environmental assets by advancing tourism and economic diversification opportunities, while protecting and maintaining environmental assets and values
- Direct settlement growth and development to areas where it will avoid impacting on high value environmental assets, including designated water supply catchment areas, strategically important terrestrial habitat, soil health, waterways and wetlands
- Strategically plan for enhancements to environmental assets to:
 - enhance land, water and biodiversity assets, including land critical for connecting areas of high value habitat
 - reduce threats to high value areas and assets

Environmental assets are essential to the region's continued growth, providing foundations and attractors for many industries and people. Their protection and enhancement present many opportunities within the region.

Terrestrial habitat

The Central Highlands region is well known for its significant forested areas, both on public and private land. There are also widespread woodland and grassland areas within the region. Broad areas of high value habitat are identified on Map 6. These assets need to be managed and protected, but also create opportunities especially around nature-based tourism and providing ecosystem services⁶. This is especially true for the region's significant grassland and woodland areas in native vegetation offset markets. Further activities by catchment management authorities to improve the quality of remnant vegetation are encouraged, especially in priority areas as identified by regional catchment strategies.

The region would benefit from increased integration of natural resource management and land use planning activities, particularly considering interaction between native vegetation and rural land uses such as agriculture and rural living. This is also relevant when considering other aspects of catchment management, such as water quality and bushfire hazards.

Waterways

The Central Highlands region spans both sides of the Great Dividing Range and includes river catchments that drain to the coast and to the Murray River. Parts of the Avoca, Barwon, Campaspe, Glenelg, Hopkins, Loddon, Maribyrnong, Moorabool, Werribee and Wimmera-Avon river catchments, and the Lake Corangamite catchment, occur within the Central Highlands region. There are numerous nationally important wetlands in the region, including a section of the Lerderderg River, which is recognised as a Victorian Heritage River.

Rivers and wetlands are highly valued by regional communities for their intrinsic environmental values, cultural significance, recreational opportunities, contribution to liveability, and also for providing water to farms, settlements and industry. Many rivers and lakes are critical for supporting the region's tourism offer and for residential amenity, such as Lake Wendouree, Greenhill Lake, Lake Bolac, Lake Learmonth, Lake Burrumbeet, Lake Merrimu and Lake Buninjon.

The mineral waters within Hepburn Shire also require protection given their contribution to a significant tourism asset for the state. Land use planning should help address some of the threats to the region's highly valued rivers, wetlands and lakes from urban and rural land use changes, such as changes to flow regimes and poor water quality. This can be achieved through measures such as sensitive siting of development, encouraging efficient water use and minimising urban water run-off and soil erosion.

⁶ Providing ecosystem services through market based approaches (including competitive tenders such as EcoTender and BushTender), can provide farmers with income for undertaking environmental works that conserve and enhance the environment.

There is likely to be residential development pressure around some of the Central Highlands' lakes. The environmental and landscape values of these lakes should be protected and further planning work may be required to help manage these assets.

Water supply catchments

Water supply is critical for the continued economic success of the region and to complement the proposed population growth within the Central Highlands and neighbouring regions, which are also supplied with water from the Central Highlands. Significant pressure for increased settlement (urban and rural) exists in some declared (open) water supply catchments, particularly in the east of the region. This needs to be carefully managed to protect both water quality and water supply, given the significant proportion of the region's land that falls within these catchments (refer to Map 6).

There are a number of opportunities available to minimise environmental impacts on water catchments, agricultural areas, landscapes and terrestrial habitat that are encouraged by this plan:

- review of council domestic wastewater management plans to enable effective planning for the type of settlement and economic activity that can occur in these areas
- the ongoing provision of sewer systems to small towns and rural settlements
- strategically planning the siting of rural residential development to have regard to regionally significant assets
- directing most urban growth to sewered settlements
- water sensitive urban design.

Soils

Healthy and productive soils are essential for the continued economic success of the Central Highlands region, particularly for agricultural enterprises. The region contains considerable areas of highly productive and versatile soils including the Werribee River flats at Bacchus Marsh, the Moorabool River valley near Bannockburn and the volcanic soils to the north and east of Ballarat. However, land traditionally seen as having less production value can be converted to high value production such as intensive animal production industries in the south of the region and vineyards in the Pyrenees.

Identifying strategically significant agricultural land that capitalises on factors such as soil, industry clusters, links to infrastructure, water and transport are important to understand future land use planning across the region.

Land use planning can assist in the protection of the region's soil resource by supporting land use change that does not disturb soils to a level that could result in deterioration of the soil asset, or further contribute to the pollution of waterways. Overlays (such as Environmental Significance Overlay or Erosion Management Overlay) can be used in planning schemes to enhance the protection of soils across the region.

Land use policies, strategies and actions

- Plan new development areas in locations that minimise impacts on environmental assets
- Consistently apply planning tools, where appropriate, to recognise the values of threatened vegetation communities including grasslands, grassy woodlands and wetlands across the region
- At a regional level, incorporate into planning schemes updated information on relative habitat value by updating relevant overlays to reflect significant environmental assets across the region

- Local planning authorities collaborate with natural resource managers to:
 - identify opportunities for preferred locations for large-scale vegetation corridors
 - improve the management and use of water resources, to minimise risks to the environment (including risks to surface and groundwater supply) and provide for potential growth and liveability
 - investigate the use of 'retained environmental networks' as part of large-scale developments, to better plan for public and conservation land uses
- Review domestic wastewater management plans, particularly in areas subject to pressure for rural residential development
- Exchange mapped and modelled data of environmental assets and natural hazards to provide for accurate interpretation of the best available data for consideration in planning decisions
- Encourage natural resource management strategic planning exercises to consider implications for land use planning, such as when developing or revising sub-strategies under regional catchment strategies or when identifying strategic locations for environmental works. Examples include vegetation corridors, carbon farming, competitive market approaches such as EcoTender and BushTender and offset market activities
- Identify opportunities to capitalise on the region's environmental assets to support economic development opportunities in a manner which maintains and protects those assets
- Implement planning policies and initiatives to manage and reduce the impacts of dams on water yield and quality

13.4 Natural hazards and risks

Future directions

- Encourage strategic land use planning that promotes adaptable land uses that respond to climate change and enable economic diversification
- Take a precautionary approach in planning new developments by avoiding locations that pose an extreme risk from bushfire or flooding
- Carefully consider development in locations where there is significant flood or bushfire risk that cannot be avoided
- Consider natural hazards and risks such as soil erosion and contaminated land in planning for growth and development

Flood

There are a number of urban settlements in the Central Highlands region that are particularly susceptible to flood risk. It is important that this plan addresses any increased hazard posed by potential land use changes in the region, particularly in relation to settlement growth (see Map 6).

The risks presented to land use from flooding hazards must be considered in strategic and statutory planning decision making. These decisions should be based on the best quality information on flood hazards to minimise the risk to life, property, infrastructure and environmental assets.

In this regard, accurate flood mapping is critical. Many settlements within the region that are identified for growth have flood risks that must be considered, including Avoca, Bacchus Marsh, Ballan, Ballarat, Beaufort, Creswick, Clunes and Smythesdale. Mapping of the January 2011 flood (the highest on record in some basins) is still being assessed for translation into 1 in 100 year flood overlays.

New flood investigations, such as those for Upper Wimmera, Mount William Creek, Burrumbeet Creek, Miners Rest, Canadian Creek and Creswick will help inform a consistent and accurate approach to flood risk management in planning schemes across the region. In particular, there is a need for studies to be undertaken and implemented for key settlements such as Ararat, Ballarat and Avoca.

Multiple different tools are currently applied in the region's planning schemes to manage flood risk. Zones and overlays need to be updated with more recent modelling and a regionally consistent approach implemented to avoid inappropriate development in flood-prone areas.

The directions for individual settlements in Section 14 consider these hazards in identifying growth opportunities. Flood considerations should be considered in detail in more localised strategic and statutory planning.

Bushfire

The Central Highlands region is characterised by many high bushfire hazard areas that intersect with settlements and areas that are experiencing rural residential and tourism expansion. Regional and localised planning consider bushfire hazards in detail, with the assistance of planning tools such as the Bushfire Management Overlay, Regional Bushfire Planning Assessments and Bushfire Prone Areas, as well as input from key stakeholders such as the Country Fire Authority. Some of the settlements identified for focused growth also occur in areas with bushfire hazards, including Ararat, Ballarat, Beaufort, Creswick and Smythesdale. The settlement directions (Section 14) in this plan consider these hazards in identifying potential new growth areas. Localised planning decisions must consider these hazards in more detail.

When addressing bushfire risk, community resilience to bushfire will be strengthened by:

- prioritising the protection of human life over other policy considerations when planning to create or expand settlement at risk from bushfire
- applying a precautionary approach to planning and decision making when assessing the risk to life, property and community infrastructure from bushfire
- taking advantage of existing settlement patterns where new development will not expose the community to increased risk from bushfire.

Climate

Climate change and short-term seasonal climate variability present numerous risks to the Central Highlands region's natural environments and agricultural systems, along with potential economic diversification opportunities. Risks include an increase in natural hazards, including an increase in bushfire hazards and severity of storm events and flooding, and reduced water availability. The increased risk of bushfires is especially relevant to the Grampians region, which may have implications for the tourism industry and cultural heritage assets in particular. Opportunities may arise from shifting agricultural commodities and creating new industries within the region.

More information is needed on the likely impacts of climate change on specific industries across the region and the opportunities that may arise from these changes, such as new industries. This will assist with strategic land use planning, including consideration of any potential increase in natural hazards to settlements and the future refinement of and planning for economic development opportunities within the region.

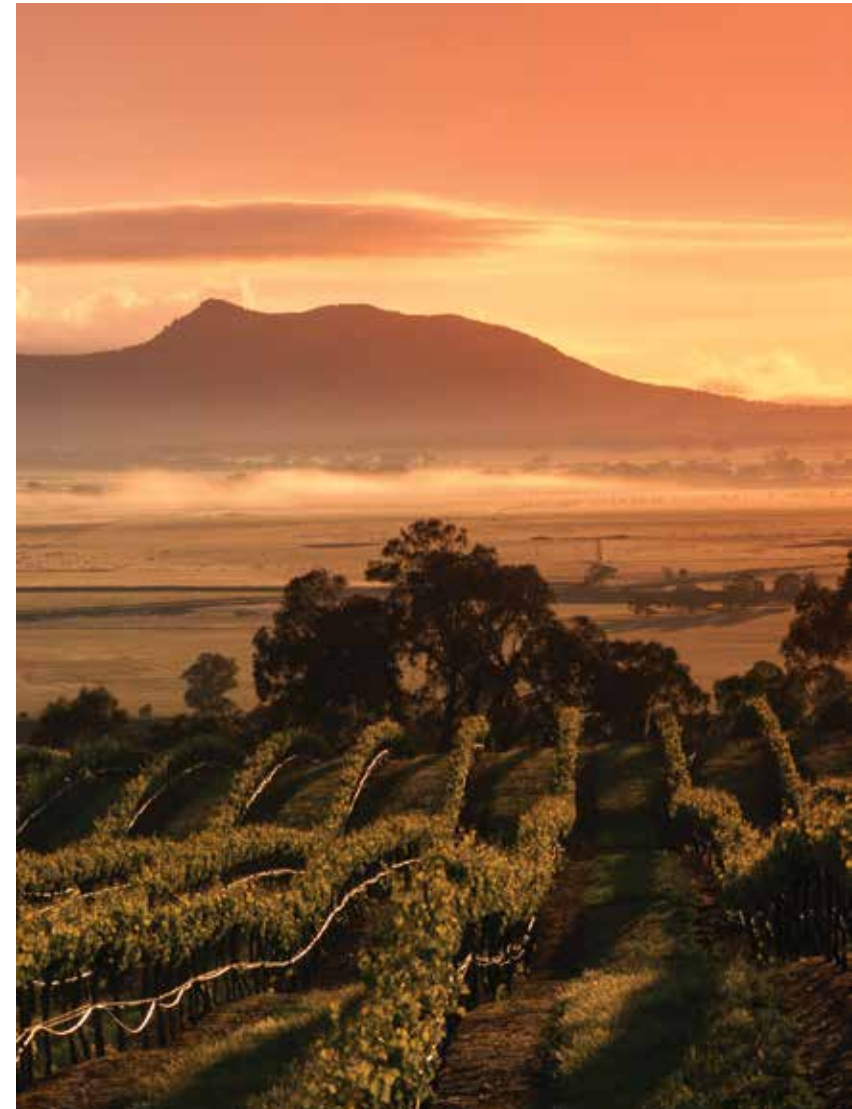
Other agencies, such as catchment management authorities, have initiatives proposed to develop climate change adaptation plans and carbon action plans.

Contaminated land

The extensive mining history of the Central Highlands region, along with its other industrial history, may mean that there are significant areas of contaminated land throughout the region. Contaminated sites may pose immediate or longer-term risks to human health and the environment, depending on the type and extent of the contamination and how the site will be used in the future. The specific locations of all contaminated sites in the region are unknown. The potential for contamination will need to be considered as sites are developed (either through urban expansion or infill), particularly for sensitive uses.

Land use policies, strategies and actions

- Support the preparation and implementation of floodplain modelling studies and flood strategies
- Update planning schemes to reflect known information about bushfire, flood and climate change hazards
- Update planning schemes to take a consistent approach to the designation of flood-prone areas across the region
- Direct development to locations of lower bushfire risk
- Carefully consider development in locations where there is significant bushfire risk that cannot be avoided
- Avoid development in locations of extreme bushfire risk
- Avoid development in areas where planned bushfire protection measures may be incompatible with other environmental objectives
- Monitor, assess and act on the potential impacts and opportunities of climate change across the region and collaborate with other regional climate change adaptation planning activities to inform future land use planning decisions
- Support improved information and mapping of the legacy of mining operations and land contamination



Vineyard, Ararat Rural City Council

14. Living in the region

14.1 Overview

The settlement and growth patterns of the Central Highlands are highly diverse and heavily influenced by the proximity of its central area to Ballarat and its eastern fringe to Melbourne. A dense network of settlements and rural residential areas exists in the eastern part of the region, while a more dispersed pattern of settlements exists in the west, providing local rural services.

Population projections for the region suggest growth will occur in all parts of the region. However, the amount of growth to be planned for will be significantly greater in the east of the region, particularly in the local government areas of Ballarat and Moorabool. The demographic implications of this population change are also variable. Older age groups are expected to grow at disproportionate levels, although in the east this will be balanced to some extent by growth in the numbers of children and middle-aged people. These changes have implications for planning the number and type of housing needed.

Settlement growth will need to be managed within the context of the Central Highlands' significant environmental and economic assets and risks from natural hazards (especially flooding and bushfires). These assets include water catchments, high value environmental assets, agricultural land and landscapes.

A key issue in this regard is the impact of rural settlement. Golden Plains, Hepburn and Moorabool shires, in particular, feature extensive areas of existing land zoned for rural residential development, or small rural-zoned lots situated in attractive rural landscapes with good access to Ballarat, Geelong or Melbourne. These areas are likely to experience increased pressure for this type of use.

14.2 Settlement network and relationships

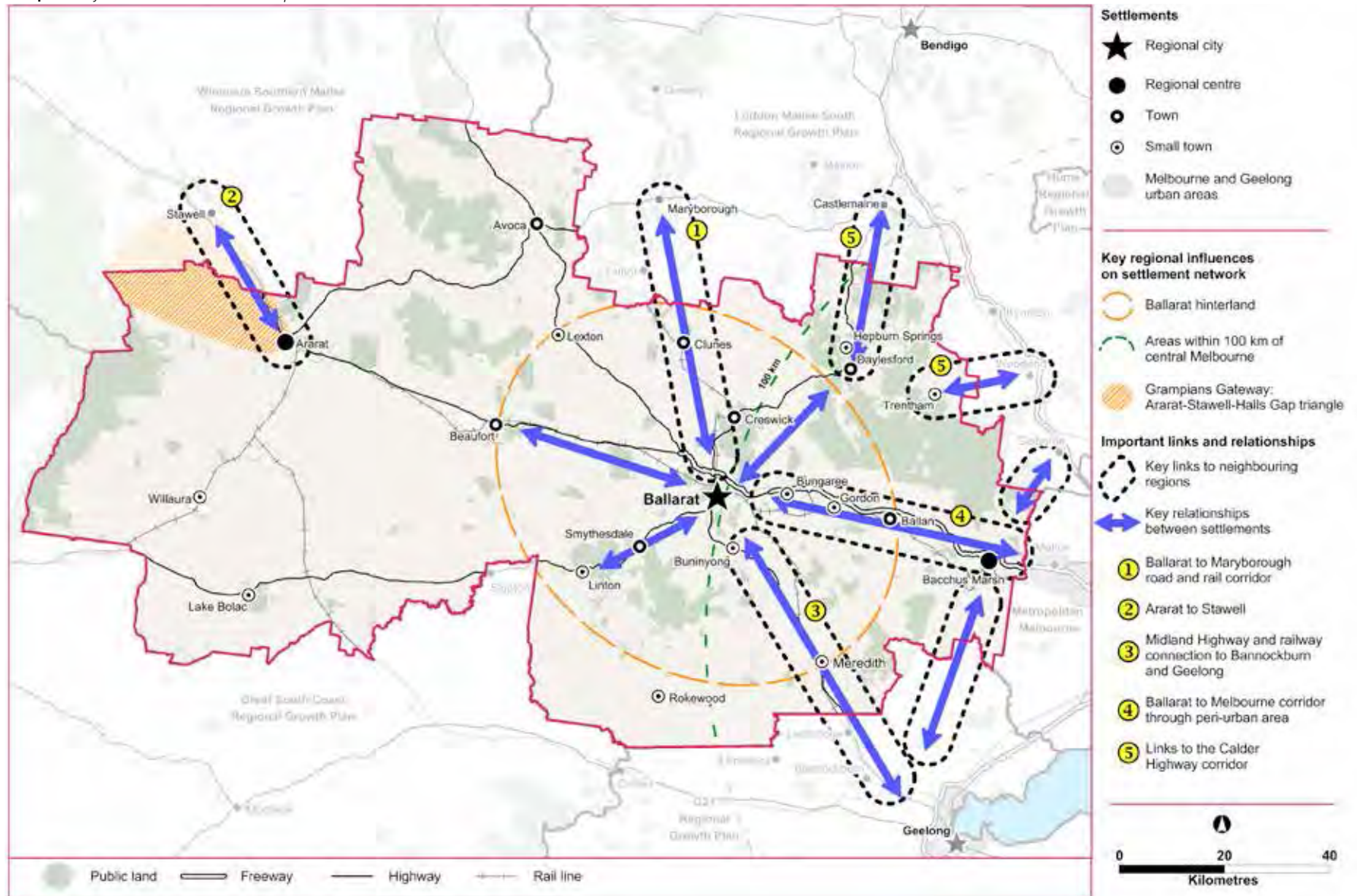
Future directions

- Ensure planning responds to its regional and inter-regional context, including capitalising on links to other centres and responding to growth pressures associated with proximity to Ballarat and Melbourne
- Balance the development of a highly connected settlement network with the need to encourage the provision of services and business investment that enables local jobs
- Plan for development and facilities shared around clusters of linked settlements, particularly for groups of small settlements, or settlements without easy access to a close major settlement

The Central Highlands settlement network is dominated by Ballarat, which is five times larger than any other settlement in the region and is a focus for regional employment, services and growth. The city also has a strong influence over settlements in its hinterland. At either end of the region, Ararat and Bacchus Marsh are major urban centres, while the remainder of the region is serviced by a network of small to medium-sized settlements located along the key transport corridors. A feature of the region is its close links with neighbouring regions and some of these relationships are illustrated in Map 7.

It is anticipated that settlements and rural areas within commuting distance of Ballarat and Melbourne will experience increasing pressure for growth as these cities expand and people seek alternative lifestyle and housing choices. Planning for settlement near metropolitan Melbourne and within Ballarat's hinterland will need to manage anticipated growth through coordinated, forward planning of development, services, transport and infrastructure.

Map 7: Key settlement relationships and links



Source: Department of Transport, Planning and Local Infrastructure

Future settlement planning should also consider relationships between settlements, including those in neighbouring regions. This will include identifying access to services, housing and employment available in nearby settlements and along key corridors to determine the suitability of proposals for development and growth. The major transport corridors providing links to external regions should be viewed as key opportunities to facilitate growth and development in designated settlements along those routes.

Settlement planning will, however, need to strike a balance between taking advantage of the Central Highlands' good access to major centres and the objective of creating sustainable communities. Planning should strongly support some degree of self-sufficiency for all settlements, commensurate with their expected size and role in the regional settlement network (see Section 14.3 for more detail). It will be critical that planning for increased population does not neglect the provision of employment and services. This will help the development of communities and make them less reliant on commuting.



Avoca, Pyrenees Shire

Nevertheless, sharing of resources, services and investment between groups of linked settlements (with close social and economic ties) can help support and enhance the viability of communities. This approach is encouraged particularly for clusters of proximate small towns or settlements in the more remote parts of the region, which are seeing a declining population and may not be able to support services.

Land use policies, strategies and actions

- Update planning schemes to identify regional and inter-regional settlement networks and include policies and provisions to manage pressures, opportunities or constraints associated with these relationships and influences
- Develop policies and implement planning scheme provisions that direct development to appropriate locations in Melbourne and Ballarat's hinterlands
- Encourage proposals for growth that can provide easy access to services and employment
- Undertake local planning to consider how clusters of settlements can work together to provide facilities and manage change
- Support transport infrastructure that improves access to Ballarat and other major centres

14.3 Regional settlement strategy

Future directions

- Direct urban growth, employment and major services to settlements identified in the regional settlement framework, offering good access to services and transport
- Support the role and function of settlements in the regional settlement framework
- Identify the infrastructure required to match the scale of growth anticipated in the region's key settlements

The regional settlement strategy establishes the preferred locations for major growth and the role of settlements within the Central Highlands' settlement network.

Growth is to be directed to existing settlements with the preferred attributes of:

- an ability to accommodate development while managing natural hazards and protecting environmental and heritage assets and productive resources
- existing provision of key utility, community and retail services in the settlement
- good access to higher order services in nearby settlements
- location on key transport corridors, particularly those with access to public transport services
- access to employment opportunities, preferably locally, or within close commuting distance.

Map 8, Map 9 and the accompanying table at Figure 3 detail the region's settlement framework plan, including:

- the preferred locations for major growth, being settlements that generally meet the criteria above
- the future role of major settlements within the region's settlement network
- the scale of growth anticipated for each settlement
- the planning policy support required to deliver these outcomes.

It is expected these settlements will provide for the majority of growth proposed for the next 30 years. In particular, Ballarat and Bacchus Marsh should be supported as the locations that will accommodate the largest increases in population. Other settlements will grow by smaller amounts but should be promoted as the most appropriate locations to manage urban development pressures and provide for a range of lifestyle opportunities across the region. Of the region's key settlements, only Daylesford is to be limited in its outwards expansion due to various environmental assets and natural hazards in the surrounding area.

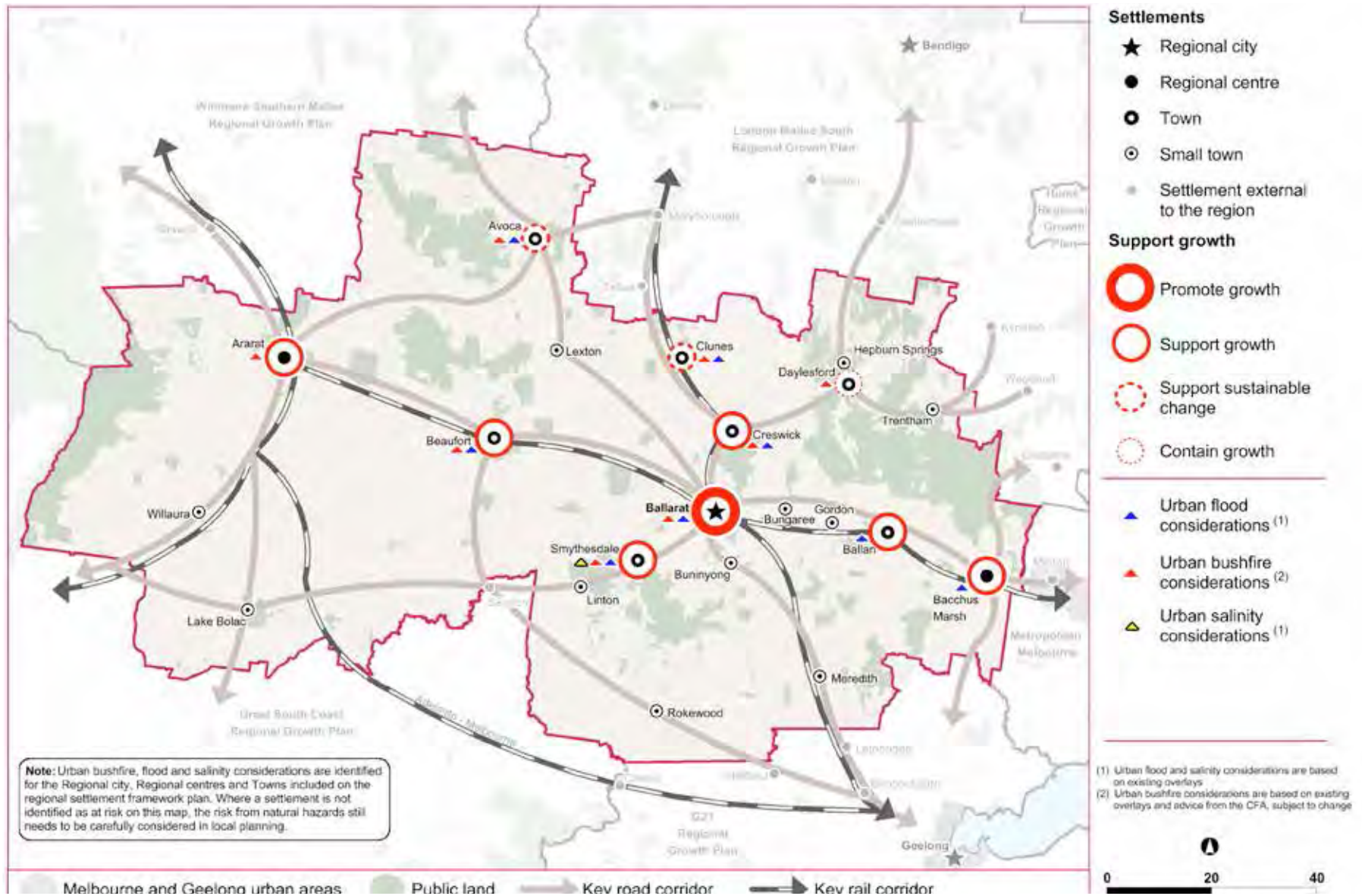
Although the strategic benefits of major transport corridors were an important determinant for establishing the regional settlement framework, ribbon development along these routes is not supported. Urban development should be located in and around existing settlements, particularly those specified in the regional settlement framework plan where services can be provided. Of particular importance is the need to retain a green break between the western edge of metropolitan Melbourne and Bacchus Marsh to ensure the distinctive rural character of the region is maintained.

Map 8: Regional settlement framework plan – expected growth potential



Source: Department of Transport, Planning and Local Infrastructure

Map 9: Regional settlement framework plan – support for growth



Source: Department of Transport, Planning and Local Infrastructure

Despite not being included in the regional settlement framework, the ongoing incremental development of small towns and rural settlements should not be precluded and local councils should plan to support sustainable growth and incremental change in these communities as required.

Land use policies, strategies and actions

- For the regional city, regional centres and towns:
 - encourage the provision and maintenance of a wide range of services and facilities, commensurate with their role in the settlement network
 - provide sufficient residential land to enable projected levels of population growth
 - provide commercial and industrial land as required to support employment growth
 - prioritise infrastructure investment towards supporting growth
- Implement the regional settlement framework in planning schemes
- Develop planning measures that provide for a distinct green break between metropolitan Melbourne and Bacchus Marsh to complement the metropolitan green wedge
- Monitor the regional settlement framework with regard to ongoing technology and infrastructure improvements over the next 30 years and their influence on settlement patterns and growth potential



Ararat Railway Station

Figure 3: Description of role and growth designations for the regional settlement framework plan

Future settlement role	Description of the future role of the settlement and place within the Central Highlands' settlement network	
Regional city	<ul style="list-style-type: none"> • Highest levels of population and employment outside metropolitan Melbourne • Urban areas encompass a variety of residential opportunities with a clear commercial centre and smaller activity centres servicing suburbs • Offers the highest level of goods and services in regional Victoria with at least one major retailing centre and may include the head offices of major regionally-based firms, major retail firms, universities, regional hospitals and headquarters for policing and fire services • Services a network of settlements on a regional scale and can influence the role of smaller settlements surrounding them from a lifestyle and commuter perspective 	Ballarat
Regional centre	<ul style="list-style-type: none"> • Have large diverse populations, housing, retail facilities and employment bases and a variety of education facilities • May include some higher order services, such as hospital/medical services and a variety of general education services • Have well-defined commercial and industrial precincts • Access to specialised goods and services for a rural hinterland • All major utility service provisions are provided for • In the peri-urban region, regional centres also: <ul style="list-style-type: none"> - have good access to Melbourne job markets with high reliance on commuting - have proximity to a Principal Activity Centre in metropolitan Melbourne 	Ararat Bacchus Marsh
Town	<ul style="list-style-type: none"> • Have a diverse to moderately diverse population and housing base with retailing, moderate employment and good access to services, including some higher order services, such as medical and hospital services and some education facilities • Some towns have strong employment relationships with larger high order settlements nearby • All utility services are provided for, with some larger towns having access to reticulated gas • Provide an important sub-regional goods and service role, servicing smaller town and rural district needs including local government, policing and ambulance services to a surrounding rural hinterland 	Beaufort Ballan Creswick Daylesford Smythesdale Clunes Avoca
Small town	<ul style="list-style-type: none"> • Lower population levels than towns • Access to services such as a small primary school and limited convenience shopping • Connection to reticulated water is generally available but access to sewer connection varies 	Examples include: Bungaree Gordon Lake Bolac Linton Trentham
Rural settlement	<ul style="list-style-type: none"> • Characterised by small rural dispersed population with some small concentrations of housing and minimal services, for example sole general store and primary school • Reliant on other settlements for wider range of services • Connection to reticulated water may be available but access to sewer connection varies 	Examples include: Dereel Snake Valley

Expected growth potential	The scale of population increase expected for the settlement	
Significant growth	<ul style="list-style-type: none"> Strong and sustained development of multiple or significant individual new housing areas on fringe or infill sites of cities, centres and towns to meet strong local and external demand Pressure on existing and future infrastructure is evident Has a typical annual population growth rate exceeding 400 people 	Bacchus Marsh Ballarat
Medium growth	<ul style="list-style-type: none"> Consistent annual rate of development of planned housing areas in cities, centres and towns and some new areas of subdivision to supply moderate local or external demand Existing infrastructure can generally be augmented to meet demand without constraining land supply. More major works may be needed for some new areas Has a typical annual population growth rate of between 100 and 400 people 	Ararat Ballan Creswick Smythesdale
Limited growth	<ul style="list-style-type: none"> Slower or sporadic development patterns generally occurring through additional incremental subdivision on the fringes of existing cities, centres and towns, and through infill development to meet demand, which is steady to low and generally localised Has a typical annual population growth rate of between 20 and 100 people 	Avoca Beaufort Clunes Daylesford

Support for growth	The level of planning policy support for growth of the settlement	
Promote growth	<ul style="list-style-type: none"> Proactively encourage and facilitate opportunities for major growth Support significant growth in areas identified in municipal strategic statements, framework plans, precinct structure plans, infrastructure planning and delivery programs 	Ballarat
Support growth	<ul style="list-style-type: none"> Support medium scale growth Proposals to be consistent with municipal strategic statements and will be generally initiated by private sector and sometimes councils, with proposals favourably considered, providing usual development requirements are met 	Ararat Bacchus Marsh Ballan Beaufort Creswick Smythesdale
Support sustainable change	<ul style="list-style-type: none"> Small-scale residential, commercial and industrial development and change can occur to support more resilient communities Generally this involves redevelopment of vacant land and modest additions to urban zones 	Avoca Clunes
Contain growth	<p>Growth is contained where:</p> <ul style="list-style-type: none"> the settlement is subject to significant natural hazards there are limited public transport options the impacts of the settlement on the local environment would be severe and difficult to manage it is desired by councils and communities to maintain township character, liveability and heritage values 	Daylesford

14.4 Regional city - Ballarat

Future directions

- Support development and investment that is consistent with Ballarat's role as a regional city and the largest settlement in the Central Highlands
- Facilitate growth of the city, particularly through planned development to the west and through infill opportunities
- Encourage the development of Ballarat's CBD as a higher order activity centre with major employment, cultural, service and retail attractors
- Provide appropriate social, physical and transport infrastructure to support growth
- Encourage the provision of regionally significant services and ensure they are easily accessible to their regional catchment through integrated land use planning and transport provision

Role and function

Ballarat is a regional city of statewide importance being the largest inland city in Victoria and a major driver of regional growth and development. Its sphere of influence extends into neighbouring regions, particularly towards Maryborough and Horsham.

Within the Central Highlands region, Ballarat will remain the primary urban centre, providing higher order health, education, retail and government services for the region. The growth and prosperity of Ballarat will have implications for the rest of the region, given the city's influence on its hinterland and its role in providing jobs and services for residents in surrounding municipalities.

Enhancement of Ballarat's CBD and high quality rail and road connections to Ballarat will be critical in attracting further investment and services. This will encourage people from around the region as well as external settlements, including Melbourne and Geelong, to access Ballarat for jobs and services.

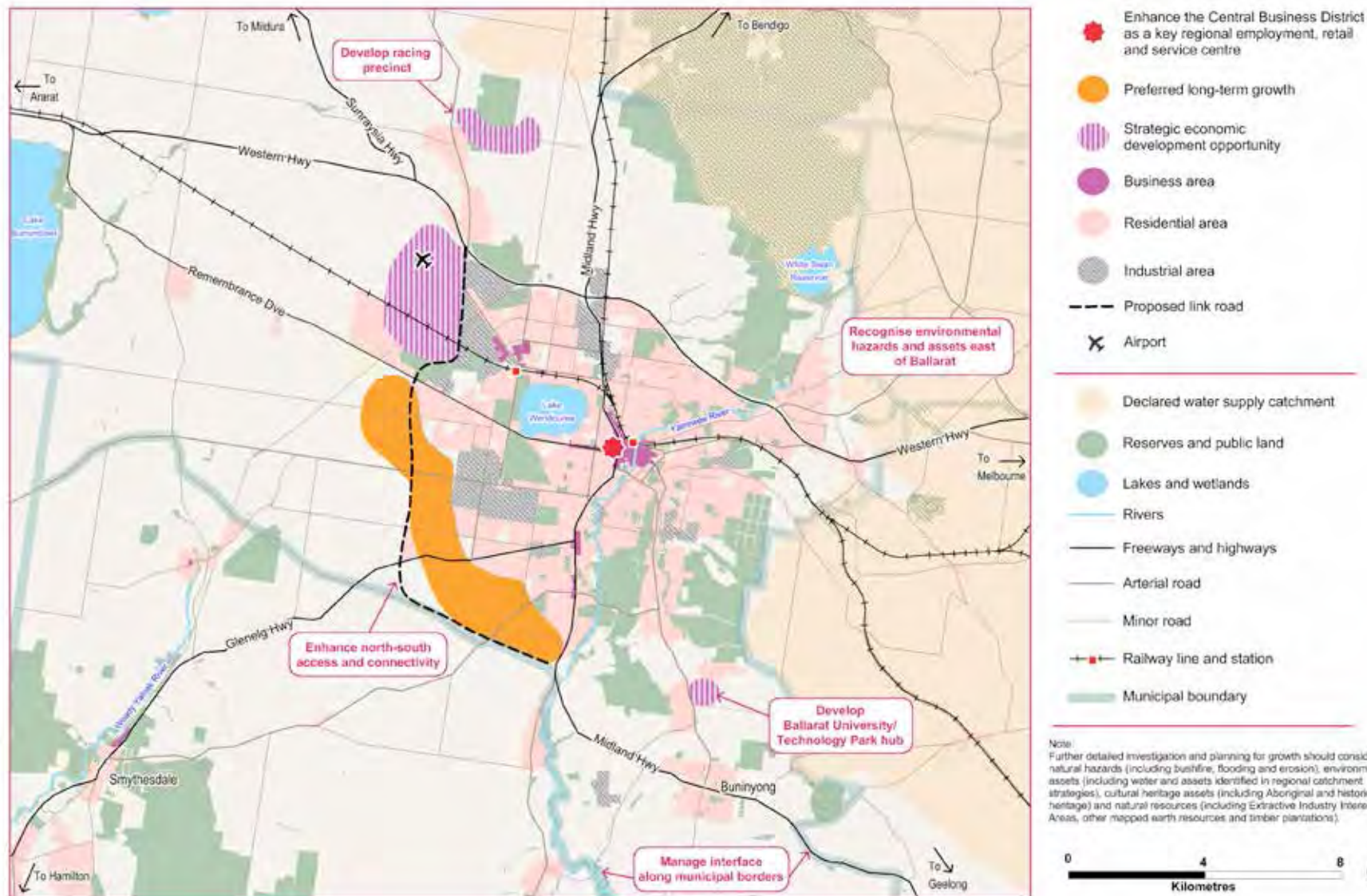
Urban form and growth

The growth of Ballarat is encouraged to strengthen its role as a regional city and ensure a critical population mass to support higher order services. The Ballarat West Growth Area will provide the main location for population growth in Central Highlands over the next 30 years. Long-term opportunities for further urban expansion are mainly focused to the west and south-west of the city, given there are fewer environmental and agricultural assets and risks from natural hazards than to the east. Transport and social infrastructure need to be provided in a timely manner to ensure Ballarat West develops as a highly liveable and attractive addition to the city. The growth of urban Ballarat should have regard to its links and interface with neighbouring rural areas. Map 10 shows the Ballarat settlement framework plan.



Lydiard Street, Ballarat Photo courtesy of Tourism Victoria

Map 10: Ballarat settlement framework plan



Source: Department of Transport, Planning and Local Infrastructure

Infill development should also be encouraged in appropriate locations to maximise the use of existing infrastructure, services and facilities. A particular opportunity will be to facilitate higher density residential development in Ballarat's CBD. New development should be mindful of Ballarat's renowned heritage character, which is a major tourism drawcard.

Employment

Ballarat is the key regional service and employment centre for western Victoria. To ensure the sustainable growth of the city and the region it will be important to attract business and employment to Ballarat. Projections suggest the potential for 20,000 new jobs within the next 20 years. The expansion of a knowledge-based economy should be encouraged through innovation in the manufacturing sector and expansion of the health, education and technology sectors. This will build on key strategic assets, such as the University of Ballarat and the Technology Park.

Ballarat's CBD should be supported as the main location for local and regional shopping, services and offices, including major commercial development. There will be a need to provide additional retail and commercial floor space, with an estimated demand of 322,000 square metres to 2031 throughout the city.

The Ballarat West Employment Zone should be developed as the region's landmark location for employment and industrial growth, including a freight hub and research and development centre. Any new employment opportunities should have good links to key transport routes and residential areas. Other opportunities include the development of Dowling Forest as a specialist horse training facility.

Transport and land use planning

Transport provision needs to keep pace with the growth of Ballarat to ensure the city remains accessible and liveable. The Ballarat Western Link Road should be developed to improve access from the major growth area to the Ballarat West Employment Zone and key transport networks. Public transport will also be important to ensure residents can access opportunities in a growing city.

Ballarat's role as a regional city warrants high standard linkages within and beyond the region. Residents in surrounding settlements will continue to rely on Ballarat for jobs and services, while transport and telecommunication connections to Melbourne, Geelong and Bendigo will also be increasingly important to support market opportunities and access to jobs and services.

Land use policies, strategies and actions

- Monitor residential, industrial and commercial land supply to ensure early identification of the need for additional supply, and provide sufficient land to satisfy forecast population and employment growth
- Develop key employment hubs including the Technology Park and Ballarat West Employment Zone
- Encourage growth in the Ballarat West Growth Area
- Encourage urban consolidation, particularly in Ballarat's CBD
- Implement the Ballarat Activity Centres Strategy and CBD Strategy Framework to support the CBD as the primary focus for commercial, retail and service activity in the city and region
- Provide infrastructure to support growth of the city, including implementation of development contributions plans
- Support improvements to regional rail services to Ballarat to underpin the development and function of Ballarat as a regional centre
- Ensure interfaces between the city and its hinterland are strategically planned

14.5 Regional centres

Ararat

Future directions

- Support Ararat as the regional centre for the western part of the Central Highlands
- Develop the cohesive relationship between Ararat and Stawell in the provision of services, housing and employment
- Encourage the provision of a wide range of health, education, retail, municipal and emergency services, including some higher order services and facilities
- Plan for the expansion of the urban area to accommodate future residential and employment growth

Ararat is a regional centre servicing the western part of the Central Highlands. It is part of a triangle of settlements comprising Stawell, Ararat and Halls Gap, which acts as a gateway to the Grampians. The proximity and interdependent relationship between Stawell and Ararat mean that the two settlements can provide a wide range of services, jobs and housing for each other. Planning should consider these centres collectively as a significant focus for population, employment and investment in this sub-region.

The proposed duplication of the Western Highway will enhance Ararat's connectivity to both Stawell and Ballarat and further integrate these economic and social relationships. There is also a need to plan for a bypass of the settlement. Future planning for residential and industrial growth opportunities should be integrated with the planning for the bypass to ensure that both long-term growth is not prejudiced and that development can take advantage of access to this key link. The longer-term potential for a bypass would also lead to the liveability of the town being significantly enhanced. Ararat should plan to take advantage of this change by enhancing the character and identity of the town and leveraging these benefits to provide new opportunities for employment and growth.

The role of Ararat should be supported by retail and industrial employment growth. There is a need to consider whether additional retail land can be supplied in the town centre or alternative locations. The supply of industrial land is highly dispersed and consolidation in strategic locations would be beneficial. Ararat should seek to take advantage of its location at the junction of regional and interstate road and rail networks.

Additional residential land may be required over the life of the plan, and local settlement planning will need to consider the impacts of major developments such as the Hopkins Correctional Centre expansion. This could include both conventional and lower density greenfield development, although infill development should be encouraged to ensure a diversity of housing. Due to constraints on the western side of the regional centre, the long-term opportunities for new housing are expected to be situated to the north, with some incremental growth also expected to the east and south.

Land use policies, strategies and actions

- Focus investment in higher order services, facilities and commercial development in the western part of the Central Highlands region
- Prepare and implement a settlement strategy for the centre
- Plan for the consolidation of existing industrial land and for future supply in strategic locations
- Monitor the need for additional residential land and identify opportunities for infill development and incremental growth to the north, south and east as required
- Protect land to the north of the urban area for long-term growth
- Undertake long-term investigation of possible routes for a road bypass of Ararat

Bacchus Marsh

Future directions

- Support Bacchus Marsh as a regional centre and key growth location for the peri-urban part of the Central Highlands
- Maintain the character and form of a distinct regional settlement, separated from Melbourne's western growth corridor
- Encourage the provision of social, service and transport infrastructure to support significant growth
- Provide a balanced approach to growth by promoting a range of local employment opportunities as an alternative to Bacchus Marsh's role as a commuter centre
- Encourage the development of Bacchus Marsh to protect surrounding regional environmental, heritage, landscape, resource and agricultural assets and consider natural hazards

Bacchus Marsh is the region's second largest settlement and is experiencing considerable growth, which is expected to continue over the life of this plan at around three per cent per annum. Much of this growth pressure derives from Bacchus Marsh's location immediately to the west of Melbourne, with excellent road and railway links to the metropolitan area. The wide range of services provided by the regional centre for its residents and surrounding hinterland will need to be retained and expanded.

There is sufficient residential land supply for around 15 years of growth and it is anticipated that Bacchus Marsh will grow to around 30,000 people within the existing urban growth boundary. Opportunities for infill development that protects urban character should be supported, particularly residential development around the town centre and the railway station.

A key challenge for Bacchus Marsh will be planning for and managing the impacts of growth. Physical and social infrastructure will need to be planned to cater for expected growth, including the implementation of development contribution measures. A critical strategic need for Bacchus Marsh is to improve transport links, particularly new north-south routes to support access between Geelong and the Western Freeway and enhanced public transport within the regional centre and to Melbourne.

There are various constraints associated with expansion of the urban area, including physical limitations and potential natural hazards (especially flooding) for future outward growth of the township. Over the longer term there will be a need to identify a preferred location and form for any future growth areas. This could include self-contained communities or expansion of the existing urban area. When identifying an appropriate location for long-term growth it will be necessary to have regard for protecting regionally significant assets including extractive industry, the irrigated agricultural district, grasslands and prominent landscapes. A non-urban break with Melbourne should also be retained.

A key strategic direction for Bacchus Marsh is to ensure it retains a strong local employment focus to limit its role as a commuter town. The Parwan area has opportunities for a flexible range of rural and industrial uses. The area may require buffers but has access to key transport infrastructure.



Bacchus Marsh, Moorabool Shire

Land use policies, strategies and actions

- Focus residential development within the urban boundary over the short to medium term
- Undertake investigation of alternative opportunities for long-term growth outside the existing urban boundary
- Undertake investigations for employment and agribusiness opportunities at the airport and Parwan areas
- Support the development of new north-south transport links
- Identify social, service and transport infrastructure needs and investigate implementation opportunities including development contribution plans
- Identify key assets around Bacchus Marsh to be protected through this plan and the planning scheme this plan and the planning scheme.

14.6 Towns**Avoca****Future directions**

- Develop Avoca's role as a settlement providing local services
- Support the development of the town as a key tourism hub for the Pyrenees wine region
- Support further residential growth through infill development and incremental expansion
- Provide for further industrial land as required to protect the role as a settlement providing rural services

Avoca is located on the Sunraysia Highway and acts as the main settlement providing services for the northern part of the Pyrenees Shire. While higher order services are provided in other settlements, such as nearby Maryborough, Avoca should continue to be supported in terms of providing retail and community facilities to service the local population and surrounding rural settlements.

A major opportunity for the town is to capitalise on the nearby Pyrenees wine region, for which Avoca is the key service settlement. It is envisioned that Avoca will provide a basis for tourism uses including boutique retail, accommodation and events. Protecting and enhancing the character of the town will be important to support its role as a tourism hub.

Infill development will be a major component of future growth, although some expansion of conventional and lower density residential development may be required over the medium term, potentially to the north of the town.

Similarly, the supply of industrial land will need to be monitored to ensure Avoca retains its role of providing rural services. Future growth could include an extension to the existing industrial estate or a new area outside the town.

Land use policies, strategies and actions

- Retain and enhance services and facilities appropriate to servicing the local community
- Implement the structure plan for Avoca
- Identify opportunities to encourage tourism uses and events and enhance the streetscape and amenity of the town
- Monitor the need for additional industrial and residential land – having regard for available infill opportunities – and provide for additional supply as necessary

Ballan

Future directions

- Support Ballan as a town providing services consistent with its role in the peri-urban region
- Support residential growth that respects the surrounding rural character and environmental attributes
- Encourage local employment opportunities

Ballan is strategically located between Bacchus Marsh and Ballarat in the heart of the peri-urban part of the Central Highlands region. The town will continue to provide a range of services to surrounding small towns and rural settlements.

Ballan's location adjacent to the Western Freeway and on the Melbourne-Ballarat railway line, and its good access to higher order services and employment in Bacchus Marsh, Ballarat and Melbourne, means it will most likely continue to attract steady growth. It is anticipated development pressure on the town will increase in the long term, when residential development opportunities become scarce in Bacchus Marsh.

Although there is sufficient residential land available to meet demand for the short to medium term, including infill opportunities, further residential land supply should be considered to the west or south of the town. Additional infrastructure will be required to service any future growth.

A key attribute of the town is its strong historical and village character within a rural setting and environmentally sensitive landscape. Given the pressures for growth in areas closer to metropolitan Melbourne, it will be important to make sure Ballan's growth is carefully managed and planned for to protect and promote its valued character. A structure plan process will help guide preferred locations for future development and should be focused within a designated urban boundary.

Employment opportunities should be encouraged to reduce the need to commute and should be directed towards either the town centre or the industrial estate in the short to medium term. There is sufficient industrial land supply in the short to medium term, with potential for expansion into larger sites in the surrounding area when the need arises.

Land use policies, strategies and actions

- Finalise and implement a structure plan to identify preferred locations for growth for Ballan
- Focus residential development within the town boundary over the short to medium term
- Provide appropriate policy support and provisions in the planning scheme to protect residential character and landscapes
- Retain and enhance services and facilities appropriate to servicing the local community

Beaufort

Future directions

- Support Beaufort as a town providing services in the Ballarat hinterland
- Encourage residential growth to take advantage of existing services
- Support local employment opportunities
- Plan for managing the opportunities and impacts associated with upgrades to the Western Highway

Beaufort is located on the Western Highway and Melbourne–Ballarat railway line, halfway between Ballarat and Ararat, making it one of the key settlements in the Ballarat hinterland. Beaufort’s central location provides opportunities to commute to Ballarat or Ararat for employment and access to services. It is also expected that the town will attract retirees and people working in local industries.

Residential development should be encouraged to take advantage of Beaufort’s existing services, while having regard for various natural hazards including bushfire and flood. Infill development should be encouraged, while further incremental greenfield development may also occur, particularly to the west of the existing urban area. Local employment opportunities should also be protected and encouraged to ensure the town is not reliant on external settlements for jobs.

Changes in transport infrastructure may lead to a change in the role and function of the town. The impending duplication of the Western Highway may further increase the attractiveness of Beaufort as an alternative location for residential development in Ballarat’s hinterland. The longer-term potential for a bypass would

also lead to the liveability of the town being significantly enhanced. Planning should ensure that land uses, transport networks and the built environment can take advantage of changes to enhance the character and identity of the town and leverage off these to provide new opportunities for employment and growth.

Land use policies, strategies and actions

- Retain and enhance services and facilities appropriate to servicing the local community
- Provide for residential growth as required, including infill development and development to the west of Beaufort
- Monitor the need for additional industrial land and undertake rezoning of land as required
- Plan for a potential longer-term highway bypass of the town both in terms of a preferred route and in consideration of how to manage any impacts on employment, the existing road network and the character of the town

Clunes

Future directions

- Support the growth of Clunes as a town on the Ballarat–Maryborough corridor
- Favour infill development, with a focus on reinforcing the town’s natural and heritage values
- Promote events and activities that advance the cultural renewal of the town to ensure Clunes is a key destination in the goldfields heritage region
- Promote further employment opportunities in the town to reduce the town’s role as a commuter centre

Clunes is a small town located 35 kilometres north of Ballarat on the Ballarat–Maryborough road and rail corridor. The town will continue to provide a range of local retail, business, employment, cultural and education services, including the Wesley College campus, but will remain reliant on Ballarat, and to a lesser extent Maryborough, for higher order employment and services.

It is expected that building on the identity of the town as a boutique tourism and cultural destination will support growth and economic development. Clunes can link with the other heritage towns in the goldfields region, offering museums, accommodation, heritage sites and major events such as the Booktown Festival. Encouraging specialist book stores to establish in the town will be important to support this kind of tourism. Future employment opportunities should be encouraged in the retail and commercial industries of the town, while maintaining and improving the streetscape. There is no designated commercial or industrial land within Clunes and the need for such uses should be monitored closely.

The strategic location of the town on transport links between Ballarat and Maryborough supports the further residential growth of the town. There is sufficient scope for further residential development within Clunes' urban growth boundary in areas to the west and east of the township. Development should be sensitive to the town's heritage characteristics, key assets such as water supply catchments, and flooding issues.

Land use policies, strategies and actions

- Promote infill development of the existing urban area of Clunes
- Retain and enhance services and facilities appropriate to servicing the local community
- Provide appropriate policy support in the planning scheme to protect the urban character and key environmental assets of the town and its surrounds
- Investigate appropriate locations for new commercial or industrial sites as required
- Investigate options for managing flood-prone land
- Implement initiatives associated with the Advancing Country Towns project that support growth and renewal

Creswick

Future directions

- Support the growth of Creswick as a key settlement in Ballarat's hinterland
- Promote further employment opportunities in the town to reduce its role as a commuter centre
- Encourage the provision of a range of services and facilities for the local community
- Provide for residential growth through infill development and incremental growth

Creswick is a town 20 kilometres north of Ballarat on the Midland Highway and Ballarat-Maryborough railway. Its heritage, rural character and native surrounds, coupled with its access to services and infrastructure, make it an attractive urban centre. Growth of the town is anticipated as an alternative lifestyle opportunity to nearby Ballarat and to take advantage of its location on the Ballarat-Maryborough rail corridor.

The town should continue to provide mid-level services, such as education (including Melbourne University's forestry campus), retail, business, medical and recreational opportunities. The need for these services should be monitored to ensure appropriate facilities are available to service the town's growth and that of surrounding communities. For the most part, Creswick will continue to rely on Ballarat for higher order employment and services such as secondary and tertiary health and education facilities.

Investigation into the allocation of additional industrial land should be carried out to allow the establishment of further local industrial services. Future employment opportunities should be encouraged in the local commercial, tourism and industrial sectors, encouraging a shift from Creswick being a commuter town.

The town will experience residential growth, targeted to areas of infill and towards the west of Creswick, where constraints such as water supply catchments, flooding, agricultural values and forested land are reduced. Any development should be mindful of the need to protect and enhance the town's amenity, with particular attention given to its historic heritage and streetscape values. There will also be a need to consider all available information about flood- and bushfire-prone land when determining appropriate locations for growth.

Opportunities to enhance the character and amenity of the town should be pursued to underpin population and economic growth, including tourism. This includes town centre streetscape improvements and measures to manage the impacts of traffic, particularly freight, on a large road reserve that divides the town with limited pedestrian activity.

Land use policies, strategies and actions

- Retain and enhance services and facilities appropriate to servicing the local community and commensurate with the levels of growth envisioned for the town
- Promote infill development of the existing urban area of Creswick and plan for targeted expansion of the town as required
- Protect and enhance the urban character of Creswick, with particular focus on the town's heritage and streetscape values
- Implement the findings of investigations into management of flood-prone land in the town
- Investigate appropriate locations for industrial and commercial expansion, as required
- Investigate opportunities to minimise the impact of heavy vehicles on the town's main street
- Implement initiatives associated with the Advancing Country Towns project to support growth and renewal

Daylesford

Future directions

- Encourage the provision of a range of local and sub-regional services
- Identify a preferred location for additional industrial land and facilitate development
- Support Daylesford as the key tourism hub for the spa country area
- Provide for residential growth through infill development

Daylesford is in the north-east of the Central Highlands region, located on the Midland Highway, approximately halfway between Ballarat and Bendigo. It provides mid-level services, such as primary and secondary education, retail, business, medical and recreation, which will continue to be important to surrounding settlements such as Hepburn, Musk Vale, Eganstown and Glenlyon. Tourism, especially relating to the spa tourism industry, will continue to be a significant contributor to the town's economy.

Daylesford will continue to rely on Ballarat and Bendigo for higher order employment and services, although attention should be given to strengthening the opportunities Daylesford can offer. The allocation of additional industrial land should be investigated to allow for the establishment of further local industrial services. Future employment opportunities should be encouraged in the local commercial, tourism and industrial sectors.

Daylesford's outward growth is constrained by various environmental assets and potential natural hazards. The town will experience some residential growth, targeted to areas of infill. Issues about housing affordability and diversity of housing stock should be addressed to increase opportunities to live within the town. Any development should be mindful of the need to protect and enhance the town's amenity, with particular attention given to heritage and streetscape values. Further development should also conserve water supply catchment and forested areas and avoid increasing any bushfire risk to the town.

Daylesford is serviced only by V/Line buses and will therefore continue to be dependent on car-based transport. Further public transport options should be encouraged. Opportunities to manage the movement of freight trucks through the town should be investigated to improve its liveability.

Land use policies, strategies and actions

- Promote infill development of the existing urban area of Daylesford and encourage housing diversification and affordability
- Protect and enhance the urban character with particular focus on the town's heritage and streetscape values
- Identify opportunities to encourage tourism uses and events, and enhance the streetscape and amenity of the town
- Investigate appropriate locations for industrial sites
- Investigate opportunities to minimise the impact of heavy vehicles on the town's main street
- Investigate opportunities to enhance public transport access to service the town and its visitors



Daylesford, Hepburn Shire

Smythesdale

Future directions

- Support Smythesdale as the preferred growth town for the northern part of Golden Plains Shire and Ballarat's hinterland
- Promote further employment opportunities and services to reduce the town's role as a commuter centre
- Favour infill development and planned growth areas

Smythesdale is located south-west of Ballarat on the Glenelg Highway. Its heritage and country-living characteristics, coupled with its recreational assets such as the Woody Yaloak Creek precinct, equestrian centre and rail trail are central to making the town an attractive and liveable community.

Smythesdale will be the preferred location for growth in the northern part of the Golden Plains Shire and along the Glenelg Highway corridor. A range of local services, such as primary education, retail, medical and recreation will need to be retained and enhanced to support the role of the town. These services will also be important to surrounding settlements such as Linton, Scarsdale, Haddon, Ross Creek, Enfield and Napoleons. Smythesdale will continue to rely on Ballarat for higher order employment and services.

Future employment opportunities should be encouraged in the retail, rural and nature-based tourism industries to strengthen the town's ability to service itself. This may include additional industrial or mixed use land. Public transport linking Smythesdale to Geelong and Ballarat is limited and therefore enhancements to services and additional local employment are desirable to reduce the reliance on car-based transport.

There is adequate residential land to accommodate the projected population growth of Smythesdale and the current rollout of reticulated sewerage will improve the development potential of the town. Future growth should be directed to infill locations and identified development sites. Developments that incorporate a diversity of housing types will be encouraged and should be mindful of constraints such as flooding, significant vegetation, heritage values and bushfire hazards.

Land use policies, strategies and actions

- Promote infill development of the existing urban area of Smythesdale and plan for the development of other identified growth areas
- Retain and enhance services and facilities appropriate to servicing the local community
- Protect the urban character and key environmental and cultural heritage assets including the creek corridor
- Investigate appropriate locations for employment sites

14.7 Small towns and rural settlements

Future directions

- Plan for resilient small towns by building on local opportunities
- Consider the role of small towns within a regional context
- Plan to further strengthen small settlements to be adaptable and resilient to local challenges
- Encourage small settlements to be planned as part of a cluster of settlements to improve access to key services

The Central Highlands region's settlement network includes many small towns and settlements that have strong interrelationships with each other and with larger regional centres and towns.

Although each small settlement in the region will be subject to unique drivers and implications of change dependent on its location, social capital, infrastructure and economic diversification, there are some common themes when planning for the future of these settlements.

This plan encourages and supports small settlements to be resilient when recovering from negative events and adaptable by adjusting effectively to changing circumstances. There are a number of ways land use planning can support these objectives, although a multi-sector response will be needed to address many of the opportunities and challenges.

Facilitating localised responses

Small settlements in the Central Highlands region will have a variety of different roles such as providing a range of lifestyle and housing choices, supporting tourism uses, facilitating rural industry or acting as commuter centres with links to larger settlements. For example, small towns like Gordon and Linton will increasingly provide for residential growth in an attractive semi-rural residential location within commuting distance to Ballarat or Melbourne. On the other hand, Moonambel's growth will be stimulated as a niche tourism centre for the Pyrenees winery district. Other settlements in rural locations may see population losses and will need to plan to promote economic development opportunities.

Councils should develop strategies tailored towards the individual opportunities and threats for each settlement to recognise the diversity of small settlements, having regard for the regional policy framework established by this plan. For example, Moorabool Shire is currently developing a growth strategy to help articulate the strategic direction of its small towns and rural areas.

Clusters of settlements

As discussed in the regional settlement framework above, it will be important for small towns to be planned in clusters to help ensure a critical mass for provision of local services. Such an approach will also help small towns utilise their strengths to serve a greater regional or sub-regional purpose, without needing to provide for all types of uses in each settlement. For example, it is envisioned that Pomonal and Moyston will take on a role of providing housing, including holiday housing, to support the demand for growth at the edge of the Grampians National Park. This role will be important given the considerable constraints to growth of housing in Halls Gap and a desire to focus that settlement as a tourism hub for the region.

Growth and change over time

While this plan has identified small settlements based on their expected size and role within the regional settlement network, these designations may change over time and in future iterations of regional growth plans. Settlements, such as Gordon, Snake Valley and Trentham, may grow considerably as demand increases for housing opportunities within commuting distance to Melbourne or Ballarat. If settlement designations are to change, planning will need to carefully consider supply of land, provision of services and infrastructure, and mechanisms such as growth boundaries to ensure this change can be managed.

Economic diversification

This plan encourages planning controls in small settlements to become more flexible. This will afford small settlements a better chance of adapting to external changes in economic and social conditions. Strategic planning should identify and protect important economic assets such as future industrial land near freight rail lines, tourism nodes or agricultural land.

Providing infrastructure

While many small settlements in the Central Highlands region have a range of lower order services, it is important that physical and social infrastructure continues to evolve in accordance with demographic changes and to ensure population replenishment. This may require new models of service provision such as integrated community hubs. Ongoing improvements to service infrastructure, such as the new Snake Gully sewerage scheme, will also enhance liveability and support economic diversification.

Managing change from significant investment

Strategic planning for small settlements will help them take advantage of infrastructure investments committed to the region. This planning could include structure planning to ensure land is set aside for significant residential and industrial investments such as new intensive agricultural industries in the local area. Over the long term, small towns located on key transport corridors, such as Ballarat-Geelong or Ballarat-Melbourne, may benefit from upgrades to road and rail infrastructure to make them highly accessible and attractive for growth.

Land use policies, strategies and actions

- Encourage planning and service delivery that takes account of settlement clusters, including those across municipal and regional boundaries, shares facilities and supports improved transport access between closely linked settlements
- Encourage the development of integrated planning and economic development policy to identify tailored strategies for individual small settlements, including protecting strategic land for growth
- Undertake planning for settlements affected by major infrastructure to ensure they take advantage of opportunities
- Support ongoing upgrades to infrastructure and new integrated, networked models to deliver community services
- Monitor the role of growing small towns to identify whether they should be elevated in the regional settlement framework

14.8 Rural residential development

Future directions

- Plan for rural residential development on a regional basis to ensure it is directed to locations where it will most benefit the region
- Continue to provide areas for rural residential development in appropriate locations to offer residents lifestyle choice and attract new residents to the region
- Consolidate rural residential development in well-planned locations that support existing settlements, provide investment in infrastructure and services, are safe for residents and are consistent with the environmental, social and economic directions of this plan
- Ensure that new houses in farming areas support agricultural activities and do not impact on farming practices in the future or lead to the permanent loss of land from agricultural production

Rural settlements within the Central Highlands region vary from sparsely settled agricultural areas in the western, northern and southern parts to rural residential areas often located on the periphery of settlements. Rural settlements can also take the form of houses within agricultural areas that are associated with farming activities or are used for de facto rural residential purposes. The region currently has many areas zoned for rural residential development, with some locations far removed from services and employment and exposed to natural hazards such as bushfires. Some parts of the region have a considerable supply of rural residential zoned land, such as the north-west of Golden Plains Shire.

Rural residential development is important for offering lifestyle choice to new and existing residents. The 'tree change' phenomenon will continue to attract people to the region to live in rural areas over the next 30 years, particularly to those areas with high amenity value and good accessibility to Melbourne, Geelong and Ballarat. Areas with these characteristics include land within, and in proximity to, the Western Highway corridor between Bacchus Marsh and Ballarat.

A key challenge for land use planning in this region over the next 30 years is to manage demand for rural residential development to ensure it is directed towards appropriate locations rather than spread ad hoc throughout rural areas. Allowing rural residential uses to establish throughout rural areas is likely to lead to detrimental impacts on farming activities, environmental assets and landscape values. It would increase exposure to natural hazards and lead to highly unsustainable living patterns. It would also result in inefficient use of infrastructure and services and offer little benefit to the region's settlements.

Rural residential development in areas within the strong influence of metropolitan Melbourne may result in new residents adopting unsustainable living patterns such as commuting to Melbourne for employment, expecting higher order services and contributing less to the region's economy and sense of community. The benefits of rural residential development for the Central Highlands region and nearby local communities should be carefully considered when determining where this form of development should be located.

Detailed planning for rural residential development should be undertaken by councils so that this use is directed to carefully selected locations based on strategic land use and policy considerations. In applying the guidance set out in Planning Practice Note 37 – Rural residential development, planning also needs to incorporate regional considerations to ensure this kind of development benefits the regional economy and avoids detrimental impacts on regional assets. Relevant regional considerations include:

- natural hazards at the broad landscape level, including bushfire and flood
- whether residents are likely to orientate strongly to local settlements for employment and services, thus contributing to the region's growth, or will orientate more towards larger centres such as Melbourne
- proximity and access to employment and higher order services located within the region
- the location of declared water supply catchment and any potential impacts on water quality or yield
- consistency with the objectives identified in this plan for regionally significant areas of agricultural production, tourism, landscape and environmental assets
- the existing supply of, and demand for, rural residential lots in the area, including in neighbouring municipalities.

Land use policies, strategies and actions

- Planning schemes recognise regional considerations in planning for rural residential development
- Direct rural residential development to areas where it will minimise exposure to natural hazards, protect regionally significant assets, support existing settlements and make best use of infrastructure and services
- Monitor the supply and demand for rural residential land within the region

14.9 Housing diversity and affordability

Future directions

- Provide social infrastructure that is well located and accessible in relation to residential development, transport services, employment and educational opportunities
- Support opportunities to increase social housing stock and ensure public and social housing meets the needs of residents and communities
- Encourage new housing that responds to the characteristics and requirements of the region's population
- Encourage infill development as a means to encourage housing affordability and provide good
- access to existing services, transport and facilities

The Central Highlands region has significant challenges in relation to housing. The housing options across the region do not match the current and projected needs of many households, working against the likely future needs of many households and the overall development of the region. Household sizes are getting smaller, single person households are increasing and households are often structured differently to traditional forms and sizes. Additionally, new housing development and residential layouts across the region are not necessarily taking into account the appropriate and early provision of social infrastructure and transport.

Rising house prices are resulting in some populations becoming concentrated in low service areas. Price rises have been driven in part by the tree-change phenomenon in Hepburn and Pyrenees shires, where the largest cohort of home buyers are from Melbourne. Moorabool and Golden Plains shires are attracting buyers from neighbouring municipalities due to value for money and lifestyle change from the larger adjoining cities.

A wider understanding of housing needs across the region is important. In particular, the region would benefit from exploring the role of social housing and supporting various affordable housing options.

Dealing with complex housing market issues will require sustained attention from all levels of government, private housing providers and real estate agents. Land use planning alone cannot address all housing issues. However, key opportunities for intervention through planning schemes exist, including the location and design of new housing areas, provision of support infrastructure and the mix of housing types.

Land use policies, strategies and actions

- Planning schemes provide recognition of the importance of diverse and affordable housing, which takes into account emerging demographic, social and economic trends
- Planning schemes to incorporate principles of universal and adaptable design for new housing
- Provide for increased housing densities in locations that are accessible to shops, transport networks and other community services and facilities
- Develop a regional housing strategy with a focus on choice, availability and affordability
- Identify gaps in the housing market that are hindering growth or exacerbating disadvantage
- Support the provision of suitable housing for elderly people and smaller households to cater for the projected demographic change

15. Regional infrastructure

15.1 Transport networks

The transport system facilitates the regional economy and overall liveability. Local transport and internal town and city activities are addressed in municipal and local plans. Urban design and place-based integration with land use is the role of local government. Region-wide and inter-regional transport systems and infrastructure are considered as part of this plan.

This plan seeks to:

- optimise freight-related activities and support efficient and effective operations
- achieve efficiencies and apply sustainable practices while achieving economic and social benefits
- ensure residents have appropriate access and connectivity in their region for work, services, education or leisure
- match long-term access patterns to population, current planned infrastructure, anticipated service demands and identified employment locations
- provide directions for these long-term needs in response to growth and change.

The transport network is a critical facilitator supporting regional growth. In implementing the plan it will be important to maximise sustainable transport options.

Future directions

- Improve the capacity and functioning of the region's transport networks
- Ensure access and connectivity between settlements within and external to the region
- Provide for a safe, reliable and resilient transport network
- Consider technological advancements in the transport provision mix
- Ensure amenity and useability
- Develop integrated freight precincts and related networks as a means of improving the distribution and collection of goods across the region
- Understand and ensure efficient ways to transport products between producers and markets (supply chains)

Transport in the Central Highlands is heavily focused around the Western Highway and rail corridors linking Melbourne to Adelaide and Melbourne to Ararat. Other significant roads include the Glenelg, Pyrenees, Sunraysia and Midland highways providing access to other parts of the region and the state. Rail and road networks service both freight and passenger requirements and are crucial to the local economy.

This is important as the region's economy is increasingly being based around service industries (health and education), which means that transporting people is an important feature of the economy. For example, the University of Ballarat attracts students from Melbourne, so reverse commuting (to Ballarat) is also a feature of the transport system and this is likely to continue into the future.

Business and the regional economy rely on an effective freight system including Victoria's connectivity to the Australia-wide system. Regional connections to port facilities in Melbourne and other hubs – such as Portland, Geelong and the future container port at Hastings – are essential. Important airport facilities include those at Melbourne and Avalon, and other regional airports.

The future directions above support the growth opportunities identified by this plan and have synergies with the objectives detailed in the Central Highlands Regional Transport Study. These are detailed in brackets under an outline of each of the future directions (see also Map 11).

Improve the capacity and functioning of the region's transport networks

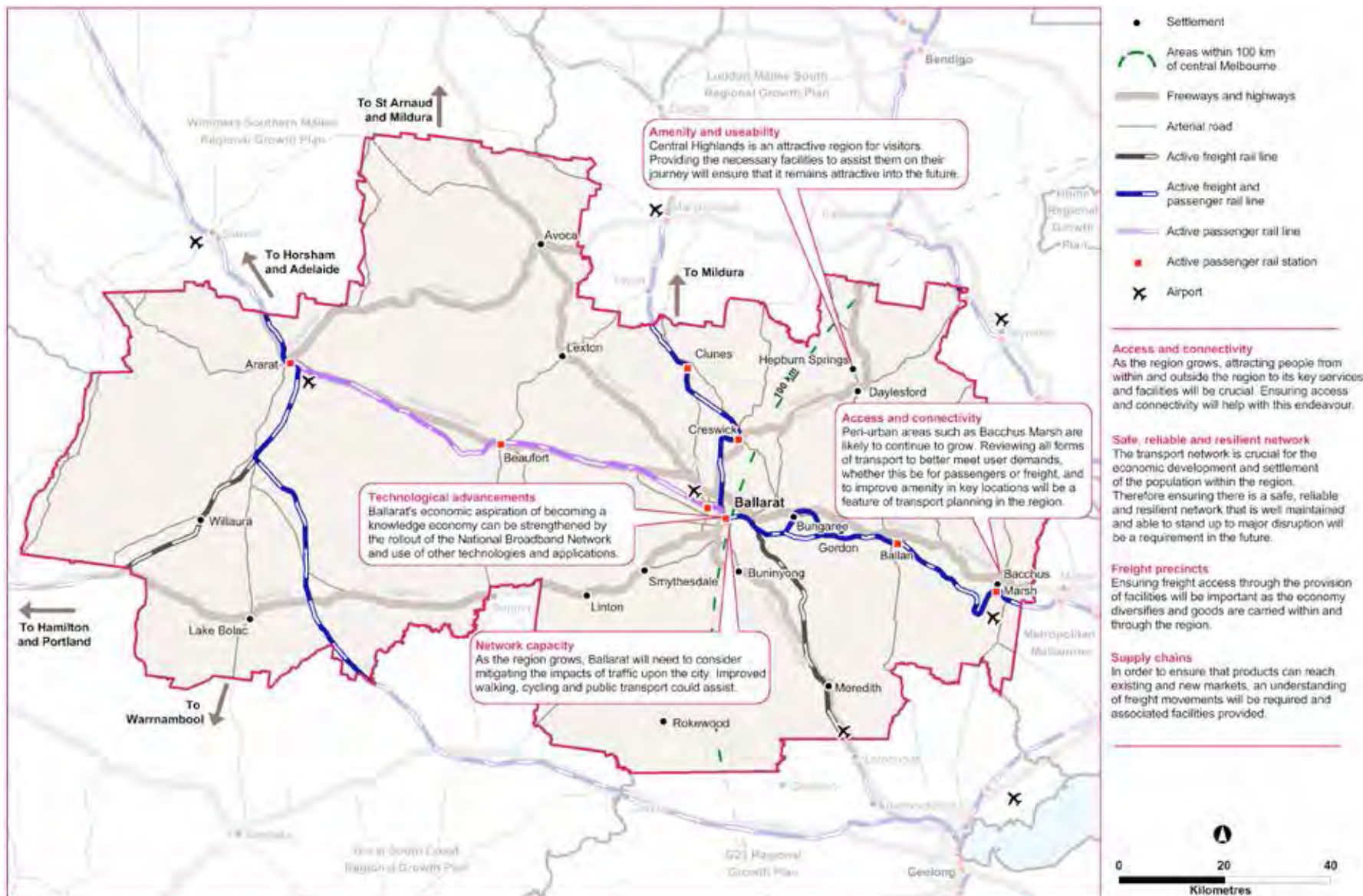
(Relevant Central Highlands Regional Transport Study objective: Expand transport networks for growing areas)

Ensuring connectivity to growth areas such as links to the west of Ballarat will be important. The Ballarat Western Link Road is intended to improve access from the growth area to employment zones as well as create an additional local route for use by freight vehicles. Similarly, in Bacchus Marsh improved north-south access bypassing the town centre is important to improve network capacity.

Localised improvements can also address traffic issues and should include upgraded walking, cycling and public transport links. Examples of improving network capacity and coordination to better meet community needs include:

- enabling or managing diverse travel choices such as walking and cycling links and improved public transport
- expanding road space
- enhancements to rail services, which potentially could include additional passing loops
- improving and modifying the network of public transport services to better meet market needs
- creating off-road bike paths to schools and workplaces.

Map 11: Future directions for transport



Source: Department of Transport, Planning and Local Infrastructure

Ensure access and connectivity between settlements within and external to the region

(Relevant Central Highlands Regional Transport Study objectives: Plan for a 'networked region' in transport and land use; Support the needs of visitors to the region)

Connectivity for people and freight movements within and outside the region is a key consideration. Attracting people to improved services and facilities in the region, such as the University of Ballarat, may see an increasing number of people reverse commuting (coming to Ballarat as opposed to going to Melbourne). Strengthening ties with neighbouring settlements in the region, such as Ararat, will also be important due to the facilities and economic opportunities offered by the expansion of the prison.

The Central Highlands region includes a number of iconic tourist destinations and in order to enhance the tourism product, improved access should be considered. This improved accessibility may include a combination of public transport and road link improvements around tourist areas. For example, the Grampians area would benefit from better access to the park and to other attractions in the surrounding area.

Projects being built, planned or investigated that will significantly enhance the connectivity of the region are:

- the Ballarat Western Link Road, which will provide a connection between existing highways, the Ballarat West Employment Zone and the Ballarat West Growth Area
- Regional Rail Link, which will separate Ballarat passenger trains from the metropolitan suburban network
- completion of the duplication of the Western Highway, which will provide a high quality east-west corridor across the entire region

- the Rail Revival Study, which outlines improvements to transport connections between Geelong, Ballarat and Bendigo (via Maryborough and Castlemaine). It recommends increases to coach services in the short-term, with the return of rail services to form part of a longer-term plan for the region.

Transport implementation opportunities for ensuring access and connectivity exist around:

- linking the region more effectively to international airport gateways
- linking the region to cities outside the region, including Melbourne, interstate capitals and regional cities
- intra-regional links, such as regional city urban bus networks including links to their hinterland and surrounding small communities
- cross-border connections
- aligning the public transport network to better service demand
- more accessible transport facilities and services
- enhanced aviation facilities for business, industry, emergency services and passengers.

Provide for a safe, reliable and resilient transport network

(Relevant Central Highlands Regional Transport Study objective: Increase the resilience of the transport system under changing circumstances)

It is important for the regional economy and the region's settlements to support a safe and reliable network that is resilient to major disruption such as flood and fire. Examples of transport implementation opportunities for providing a reliable and resilient network exist around:

- contingency plans for major disruption such as flooding and bushfire
- maintenance of rail and road networks
- on-time running limitations, such as upgrading single track railway lines.

Consider technological advancements in the transport provision mix

The Central Highlands region is already developing a knowledge-based economy, and has aspirations for this to continue into the future. It is a major centre for health and education, with a wider catchment encompassing inter-regional and statewide locations. It will be crucial to the development of the knowledge economy that technology leads the way in improving communications.

The rollout of the National Broadband Network may have a significant impact on the region. It could mean work patterns change and residents work more from home without having to travel to work every day. The health and education sectors are leading the way in using new technology for online courses and rehabilitation of patients. In the future there will be opportunities to enhance and make use of new technologies. It is expected there will also be important benefits for residents of small towns to improve access to services, particularly in more remote parts of the region.

Some transport implementation opportunities for considering technological advancements could include:

- the National Broadband Network
- use of electronic devices, such as tablets, smartphones and portable computers
- alternatively fuelled vehicles
- new vehicle designs.

Ensure amenity and useability

(Relevant Central Highlands Regional Transport Study objective: Manage amenity impacts of freight)

The Central Highlands transport network is used by a variety of people for both business and pleasure. Ensuring the network is maintained in a useable condition will be important into the future. This will be necessary to support a more diverse economy and make best use of tourism products

and opportunities. For example, connections between and access to rail trails will be improved. Freight routes could also be reviewed in high amenity areas to reduce potential conflicts in towns, such as Beaufort, Creswick and Daylesford.

The following are some examples of transport implementation opportunities for ensuring amenity and useability:

- tourist routes for all users, including cyclists
- facilities such as wayside rest areas, signage and information hubs
- marketing such as package tours for day trips.

Develop freight precincts as places to collect and distribute goods

(Relevant Central Highlands Regional Transport Study objective: Provide efficient access to markets for the Region's production)

With planned growth in agricultural output and manufacturing, consolidating logistics functions into freight hubs can improve the efficiency of freight distribution to external markets.

Freight gateways and hubs could be established around:

- the Ballarat West Employment Zone – this is a transformational project adjacent to Ballarat Airport
- regional airports, such as Bacchus Marsh and Ararat airports
- activity specific centres such as a distribution warehouse or processing plant.

Understand and ensure efficient ways to transport products between producers and markets (supply chains)

Changes to vehicle and fleet characteristics may mean that small local roads are not able to cope with the number and use of higher volume vehicles taking products to processing or export locations. Within the region, north-south freight movement to ports and markets are of great importance and key routes may require enhancement to support this,

such as the Midland Highway or links between Skipton and Geelong. Central Highlands has a strong timber, fruit and horticultural product base that makes use of local roads to get products to markets. Changes to maintenance funding and weight restrictions, for example, may need to be reviewed to ensure freight access and connectivity.

For example, some transport implementation opportunities for efficient supply chains exist around:

- understanding relationships, movements and modes between the farm gate, market, distribution centres and gateways for various commodities such as extractive industries and agricultural products
- enhancing north-south road and rail links to protect amenity and support better access to markets technology advancements.

Land use policies, strategies and actions

- Renew, maintain and develop transport infrastructure to meet anticipated population growth identified in the urban settlement framework
- Provide flexible and adaptable freight connectivity to the transport network to cater for commodity growth and technological and logistical advances
- Incorporate future directions into local and regional planning reviews and planning schemes to ensure infrastructure keeps pace with changes in demography and land use, and with economic and social development
- Identify long-term road and rail projects that support regional growth and assess how these may be reflected in planning schemes
- Maximise the use of the existing transport network to encourage settlement and economic growth along existing transport infrastructure



Western Highway near Beaufort, Pyrenees Shire

15.2 Social infrastructure

Integrating land use and infrastructure planning is important for building strong and healthy communities. As the region grows, it will be necessary to make best use of existing infrastructure capacity and ensure new infrastructure and services are strategically planned and developed in a timely manner.

Future directions

- Identify and plan for social infrastructure provision in sequence with residential development
- Provide social infrastructure that is well located and accessible in relation to residential development, public transport services, employment and educational opportunities
- Provide multi-purpose, flexible and adaptable health and education infrastructure that can respond to changing and emerging community needs over time
- Protect the operation of existing and planned health and education and training facilities from conflicting land uses

Social infrastructure such as community facilities, services and networks help communities meet their social needs and maximise their potential wellbeing. A desirable outcome is to provide high quality social facilities and living environments that meet education, healthcare and living needs. This will support resilient and liveable communities where people enjoy healthy, happy and productive lives.

Cooperation between service providers can provide cost benefits by maximising the use of sites and help realise the full benefit of community infrastructure.

Access and connectivity is an important factor in linking people to appropriate services and employment within the region.

The peri-urban parts of the region will need particular attention with regards to social infrastructure planning, given the projected population growth and challenge in upgrading facilities to keep pace with change in communities such as Bacchus Marsh.

Education and skills

As the Central Highlands economy evolves and its population increases, the areas of finance, administration, health, tourism and retail trade are expected to grow. This will provide additional employment opportunities. While Ballarat's education and training network is identified as a significant comparative advantage, it will need to be able to respond to shifts in the economy requiring new and different skills.

Improved education will help address skills shortages and strengthen the economy of the Central Highlands.

It is also important that all residents are able to access and participate fully in the changing economy, through appropriate transport links to employment opportunities.

Planning for health

The built form, economic, social and natural environments are important dimensions of health.

A particular issue for the Central Highlands is the difference between sustained and relatively rapid population increases in the eastern part of the region and more limited or decreased population growth, as well as an ageing population, towards the west.

Ballarat's high quality health services support the entire regional catchment, although accessibility is a challenge for the region. An ageing population in the west of the region demands different services to those in the east with a more balanced demographic.

Some parts of the region have high levels of relative disadvantage and measures in this plan supporting access to employment, public transport and a range of housing can assist in improving community wellbeing.

Other regional health challenges are increasing obesity and access to training and employment opportunities. Open space and recreational facilities could be better supported.

Priorities for social infrastructure planning

Social infrastructure planning in the Central Highlands will centre on:

- building on the higher order services provided in Ballarat and the regional centres of Ararat and Bacchus Marsh
- ensuring appropriate and timely service provision within other centres
- undertaking early forward planning for projected growth in peri-urban regions
- early service provision for new housing developments
- ensuring appropriate and accessible services are available in new housing developments at construction.

Land use policies, strategies and actions

- Encourage updates to the local planning policy frameworks of planning schemes to recognise the importance of planning for social infrastructure
- Investigate social infrastructure needs for the region and target facilities to particular settlements where the need is greatest or planning identifies a strategic direction to grow and maintain the settlement
- Identify land required for the expansion of existing facilities or the development of new infrastructure
- Encourage the growth of settlements where education and health facilities are provided to ensure their long-term sustainability
- Integrate social infrastructure with transport services and infrastructure to maximise accessibility



Ballarat Aquatic and Lifestyle Centre

15.3 Water, energy and utilities

Future directions

- Direct development to locations that make the best use of existing water, energy and utility infrastructure and minimise the need for infrastructure upgrades or expansion
- Prioritise infrastructure investment that facilitates economic growth and urban development
- Identify the potential economic, social and environmental benefits of infrastructure investment and prioritise investment where it will achieve multiple benefits
- Provide water, energy and utilities infrastructure in sequence with urban and agricultural development
- Coordinate infrastructure investment with the expected growth identified in this plan

Power

The Central Highlands Region Infrastructure Study (2013) found that most settlements within the region have capacity in existing electricity infrastructure to accommodate demand generated by new urban development. Larger settlements generally have greater network capacity due to the presence of a zone sub-station and higher voltage feeder lines.

A key siting issue for medium to large power generators, such as the large wind farms that have recently been constructed in the region, is proximity to high voltage transmission lines such as the Ballarat-Horsham transmission line, which makes connections into the energy grid cost-effective. Opportunities for local energy generation are discussed in detail in Section 12.5.

Gas

The availability of reliable and cost-effective energy is critical for business, particularly for certain energy intensive types of industry. Economic development may be constrained by a lack of access to reticulated natural gas, such as some areas of industrial land within Ararat. Reticulated gas is currently available to most of Ballarat, Ararat, Bacchus Marsh, Ballan, Buninyong, Creswick, Daylesford, Hepburn Springs and Wallace.

The State Government has been investigating the supply of reticulated gas to Avoca and Bannockburn, which will support households and businesses, including the expanding industrial estate.

There is sufficient spare capacity in existing gas supply infrastructure to supply the growth forecast for this region over the next 30 years. Opportunities exist to establish local gas-fired power generation where high pressure gas pipelines are located close to high voltage transmission lines, such as in Ballarat.

An opportunity has been identified to establish a co-generation plant within the Ballarat West Employment Zone, using both natural gas and biogas (methane produced from the breakdown of waste) to produce energy for local industry.

Water supply

A secure water supply is critical given climate change forecasts that suggest the region's climate will be drier within the next 30 years accompanied by an increased risk of drought conditions. The limited availability of water in drier years may place a constraint on some land uses, such as intensive agriculture and market gardens in Bacchus Marsh.

Much of the eastern parts of the region are within declared water supply catchments that supply potable water to settlements within the region and to large population centres such as Geelong and Bendigo, their surrounds and the communities of the Murray-Darling Basin. A key attribute of the region's water catchments is that they are largely on private land and subject to a range of uses, such as agriculture. As such, protecting water quality and yield will continue to be a key role of land use planning. The Department of Environment and Primary Industries' guidelines for planning permit applications in potable water supply catchments will be a key tool in this regard.

The recently constructed Goldfields Superpipe has connected Ballarat to a wider water grid and has secured potable water supplies to Ballarat for the next 50 years. However, there remains a need to improve water conservation. Land use planning can play a role in subdivisions and developments through innovative water sensitive urban design. Agricultural uses may also take advantage of the Superpipe for irrigation.

The water supply and demand strategies of water corporations in the region generally identify there is adequate water supply to meet demand for the next 30 years or more across the region. Some supply districts may fall short of demand depending on climate change scenarios. In these cases, the water corporations have identified actions necessary to improve efficiency of supply and supplement supplies to meet demand.

When integrated water cycle strategies⁷ are being developed, the growth proposed in this plan will need to be taken into account to identify any potential capacity and infrastructure planning needs. Further consideration will need to be given to the link between the urban and rural water cycle and the implications of reduced water availability when planning for new growth and development.

Sewerage

Sewerage infrastructure is an important prerequisite to urban growth. All of the larger settlements within the Central Highlands region are provided with reticulated sewerage systems. However, some of the smaller settlements rely on septic systems, which may impact on declared water supply catchments. Local government domestic wastewater management plans will play a critical role in how septic systems are managed. The townships of Gordon, Smythesdale, Snake Valley and Waubra have recently been seweraged, providing opportunities for growth. The decision to provide a reticulated sewerage system needs to be carefully considered, with business cases measured against environmental factors and anticipated growth and supported by planning policies concerning that settlement.

Wastewater is recycled at a number of locations within the region, including from the Ballarat North Waste Water Treatment Plant, the only treatment plant in the region capable of producing Class A wastewater suitable for a wide range of uses. Opportunities to increase the use of recycled water within the region will become more important as the climate dries. The concentration of residential development in such locations as the Ballarat West Growth Area may present opportunities for the wider use of recycled water.

⁷ Integrated water cycle strategies will be developed by water corporations by 2017 to replace their current water supply demand strategies, and will consider maintaining demand and supply balances, water supply system resilience, and future water cycle services options (including recycling sewage or trade waste, stormwater capture and reuse, and demand management).

Telecommunications

The rollout of the National Broadband Network will be important to enhance the connectivity of the region.

It will provide settlements with a range of fibre optic cable and fixed wireless services, with most of the larger settlements receiving fibre optic cable. The fixed wireless system involves a central satellite receiving unit within a settlement that transmits a broadband signal to radio units on premises within the settlement.

Land use and infrastructure planning for the region should seek to take advantage of enhanced telecommunications, particularly in larger settlements that have fibre optic cable connections. Improved infrastructure that enables better connections in areas with poor reception is supported.

Waste management

Regional landfills are located at Smythesdale and Stawell, the latter which is outside the region but services Ararat and its surrounds. Smaller landfill facilities are provided in a number of locations in the region for solid, inert waste. Transfer stations are located in many settlements, which provide collection points for waste to be transported to regional landfill facilities. The Smythesdale regional landfill has the capacity to accommodate demand for the next 30 years, with Stawell having 15–20 years of capacity.

As the region's population and industry grows, there will be an increased demand for waste and resource recovery infrastructure and services within the region. This creates a challenge for securing suitably located land for future waste management facilities, including for sorting and processing, recycling, composting and reprocessing, export, reuse and disposal of waste. Any opportunities for new industries in this field, including advanced resource recovery facilities such as waste to energy, should be explored and supported.

Priorities for water, energy and utilities

The following represents some infrastructure priorities. Infrastructure should receive particular support where it can achieve multiple opportunities such as:

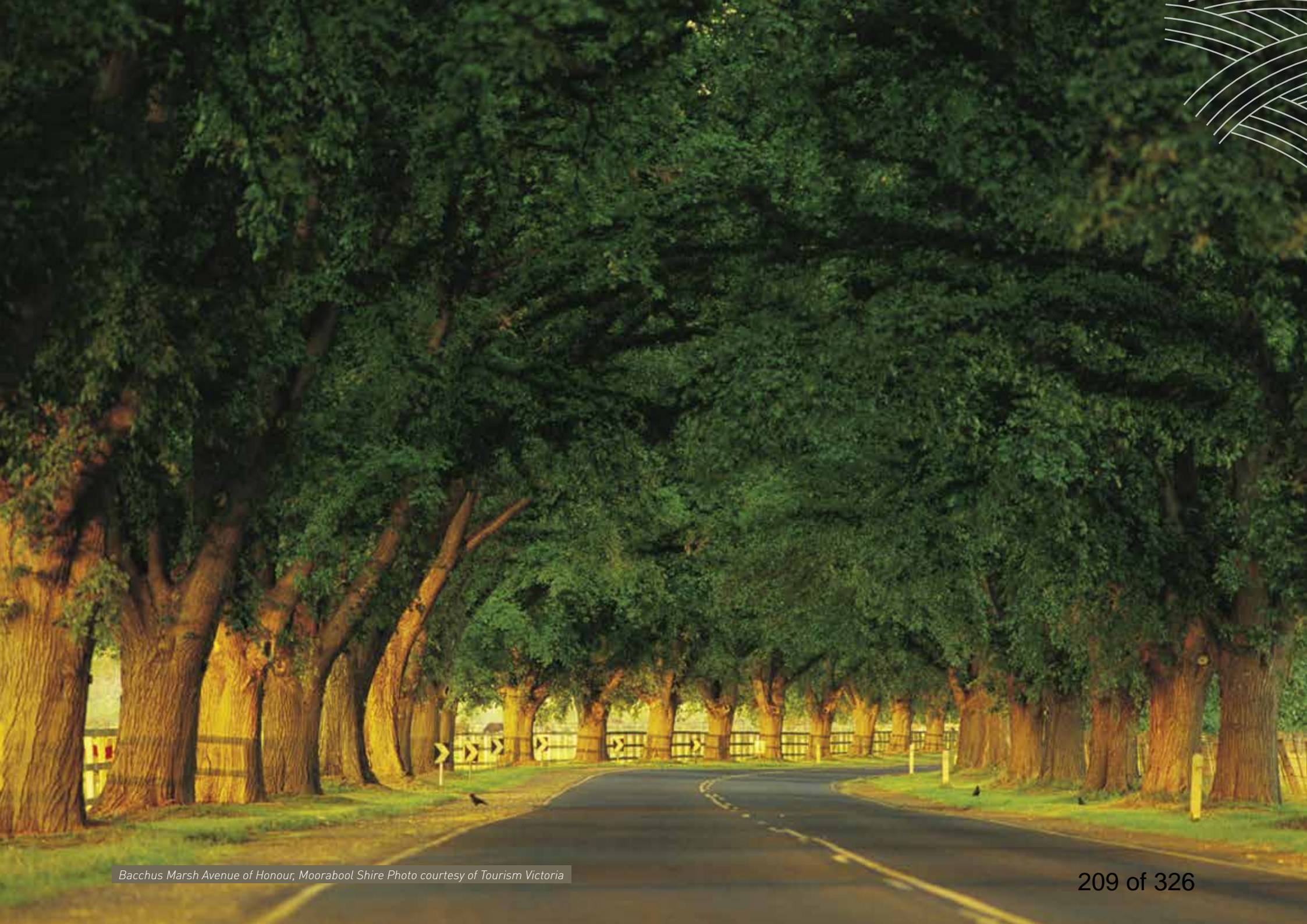
- ongoing upgrades to support the growth areas identified in the regional settlement framework
- use of existing infrastructure to support infill development within existing urban areas
- infrastructure required to support the growth of smaller settlements, where it will deliver environmental benefits (such as within declared water supply catchments). This includes reticulated sewage systems that can be viably constructed and maintained
- services that support economic growth and employment-generating uses, including:
 - employment areas in key settlements designated for growth
 - key rural land use opportunities such as intensive animal husbandry in the Golden Plains Shire, viticulture in the Pyrenees Shire or intensive horticulture including the Bacchus Marsh Irrigation District in the Moorabool Shire
 - major tourism areas
- projects that increase the use of recycled water and reduce demand for potable water
- projects that reduce waste streams, such as waste material recycling facilities, composting facilities for green waste and bioenergy plants
- extension of reticulated gas services where it will support industry and employment-generating uses
- renewable energy generation where it makes best use of existing energy distribution infrastructure.

Land use policies, strategies and actions

- Ensure that planning schemes recognise the need to direct growth to areas where it will make the most efficient use of existing infrastructure
- Identify key regional priorities for improved utilities, waste management, energy and telecommunications infrastructure, and seek opportunities to implement these projects
- Promote infrastructure planning that is coordinated with urban development needs and the key locations for growth identified in this plan
- Prepare development contributions plans to fund infrastructure to support growth



Lake Wendouree, Ballarat Photo courtesy of Tourism Victoria



Bacchus Marsh Avenue of Honour, Moorabool Shire Photo courtesy of Tourism Victoria

Part D of the Central Highlands Regional Growth Plan integrates the future directions established in Part C to provide overall key directions for this plan and considers the regional land use planning responses needed to support the proposed growth and change for the region.

16. Future directions for regional growth

Principle	Overall key directions	Rationale	How (see Map 12 for more direction)
<p>1. Population growth should be planned in sustainable locations throughout the region.</p>	<ul style="list-style-type: none"> • Direct growth to existing towns with access to transport, services and employment opportunities • Focus urban development in locations where impacts on the surrounding natural resource base and the environment are minimised • Adopt a risk management approach in planning for population growth in areas subject to natural hazards 	<p>Providing for development in designated locations throughout the region will help spread the benefits of growth to a range of communities. Most existing medium to large settlements in the region represent sustainable locations for regionally significant growth as they are located on key transport corridors and have access to services, infrastructure and employment. Consideration of natural hazards will be critical in ensuring new development is enduring and protects human life.</p>	<ul style="list-style-type: none"> • Implement the settlement network shown on Map 12 • Encourage settlements to grow commensurate with the levels identified on Map 12 • Support Ballarat, Bacchus Marsh and Ararat as the key regional locations for higher order services and facilities • Locate major urban growth on the key transport links identified on Map 12 • Direct settlement growth away from areas subject to natural hazards such as bushfire and flood • Limit outward expansion of Daylesford to minimise environmental impacts and exposure to natural hazards
<p>2. The region's economy should be strengthened so that it is more diversified and resilient.</p>	<ul style="list-style-type: none"> • Encourage greater economic self-sufficiency for the region • Pursue economic development opportunities based on the emerging and existing strengths of the region • Support growth through the development of employment opportunities in towns identified for population growth 	<p>Population growth in the region will be more manageable if it is accompanied by employment growth and economic development. To this end the region must protect and enhance its key assets, which are integral to its economic base, while encouraging growth sectors to create a diverse and contemporary regional economy.</p>	<ul style="list-style-type: none"> • Provide well located industrial and commercial land in settlements, particularly those designated for growth on Map 12 • Facilitate the development of higher education, technology and research uses that contribute to a knowledge economy • Develop the Ballarat West Employment Zone as a regionally significant employment hub • Protect key agricultural resources and rural industries identified on Map 12 and support investment in their productive use • Promote and enhance the region's tourism assets and further develop the iconic precincts identified on Map 12 as key regional drawcards • Encourage tourism development that also protects landscape, heritage and environmental assets • Provide ongoing transport and service infrastructure upgrades to help support economic development opportunities • Where appropriate, build on opportunities associated with the region's natural resources including sand and stone, minerals, timber and renewable energy

Principle	Overall key directions	Rationale	How (see Map 12 for more direction)
<p>3. The region should capitalise on its close links with other regions and cities.</p>	<ul style="list-style-type: none"> • Locate urban growth in identified settlements along key transport corridors • Build on and enhance links to other centres and regions • Integrate planning for freight and passenger transport with the land use directions and growth opportunities identified in this plan 	<p>Given the importance of transport for residents of the region to access jobs and services, it is critical that most growth is located in identified settlements along key transport corridors that link these settlements and have employment and higher order services. Transport plays a critical role in transporting products to markets in Melbourne and elsewhere and delivering the region’s tourism opportunities.</p>	<ul style="list-style-type: none"> • Direct development to Ballarat and the regional centres and towns identified on Map 12 • Locate industrial land in settlements where it will have good access to the regional transport network • Improve freight access to external markets, particularly north-south movements • Provide sound transport connections between the regional city, regional centres and Melbourne to ensure access to higher order services and employment, as well as the region’s tourism opportunities • Develop good transport links to Ballarat’s CBD and regional centres to enable these locations to service business and residents from across the region and Melbourne
<p>4. The development of sustainable and vibrant communities should be supported by enhancing the level of access to key services.</p>	<ul style="list-style-type: none"> • Encourage services, facilities and housing that meets the diverse needs of the community • Recognise and plan for managing the variable rates of growth and population change expected across the region • Build on local opportunities to support resilience of small towns 	<p>Planning for services and facilities should be linked to anticipated population growth to ensure sustainable communities are created in those parts of the region that are growing rapidly. Nevertheless, it is important that small communities and more remote settlements with limited or no population growth have access to local services. This may require innovative models to deliver services that examine small settlements in clusters and as part of the broader settlement network.</p>	<ul style="list-style-type: none"> • Focus key facilities and services in the most accessible locations, particularly the regional city, regional centres and towns shown on Map 12 • Examine opportunities to provide facilities that service clusters of small or remote settlements • Provide new service and social infrastructure to support the areas of growth shown on Map 12 • Support greater housing choice • Support local strategic planning initiatives to establish economic and development directions for the region’s small towns and rural settlements

Principle	Overall key directions	Rationale	How (see Map 12 for more direction)
<p>5. Land use patterns, developments and infrastructure should make the region more self-reliant and sustainable.</p>	<ul style="list-style-type: none"> • Support the productive use of energy, water, waste materials, agricultural and earth resource assets • Capitalise on opportunities to enhance water supply and increase energy security • Develop communities which provide local jobs and services • Encourage the efficient use of residential land to support sustainable urban forms 	<p>Drivers such as a potentially drier climate and increased energy costs mean there are comparative advantages for the region if it positions itself to use resources efficiently and positions itself for a low carbon economy. This will require a broad approach including protecting and investing in key energy, water, earth resource and agricultural assets to increase self-sufficiency. The development of sustainable urban forms and communities that minimise the need for travel to access employment and services will also contribute to this outcome.</p>	<ul style="list-style-type: none"> • Minimise impacts in declared water supply catchments shown on Map 12 by managing development and land use in these areas and improving infrastructure if appropriate • Encourage infrastructure and development that supports urban, economic and environmental initiatives in this plan by enhancing the quality and quantity of water supplies • Plan to provide land for employment and community facilities, particularly in growing settlements • Support new forms of energy generation, minimising impacts upon the amenity of residents, landscapes and environmental assets • Manage residential development and encourage investment to provide for the long-term availability of key regional assets, including agricultural assets nominated on Map 12 and earth resources • Encourage infill development to help manage urban growth
<p>6. Planning for growth should be integrated with the provision of infrastructure.</p>	<ul style="list-style-type: none"> • Encourage efficient use of existing infrastructure • Encourage infrastructure that has a range of positive benefits or can support directions in the plan • Coordinate infrastructure provision with planned growth 	<p>Strategically located and well-timed physical and social infrastructure can help support the economic and population growth of the region and facilitate land use initiatives identified in this plan.</p>	<ul style="list-style-type: none"> • Focus growth in existing settlements as shown on Map 12 that already have a sound infrastructure base • Maintain and develop transport, utility and social infrastructure to support the areas of growth shown on Map 12 • Provide infrastructure that will facilitate economic opportunities identified in this plan • Encourage local councils and state government agencies and infrastructure providers to use the long-term framework established by this plan to ensure growing communities are adequately serviced

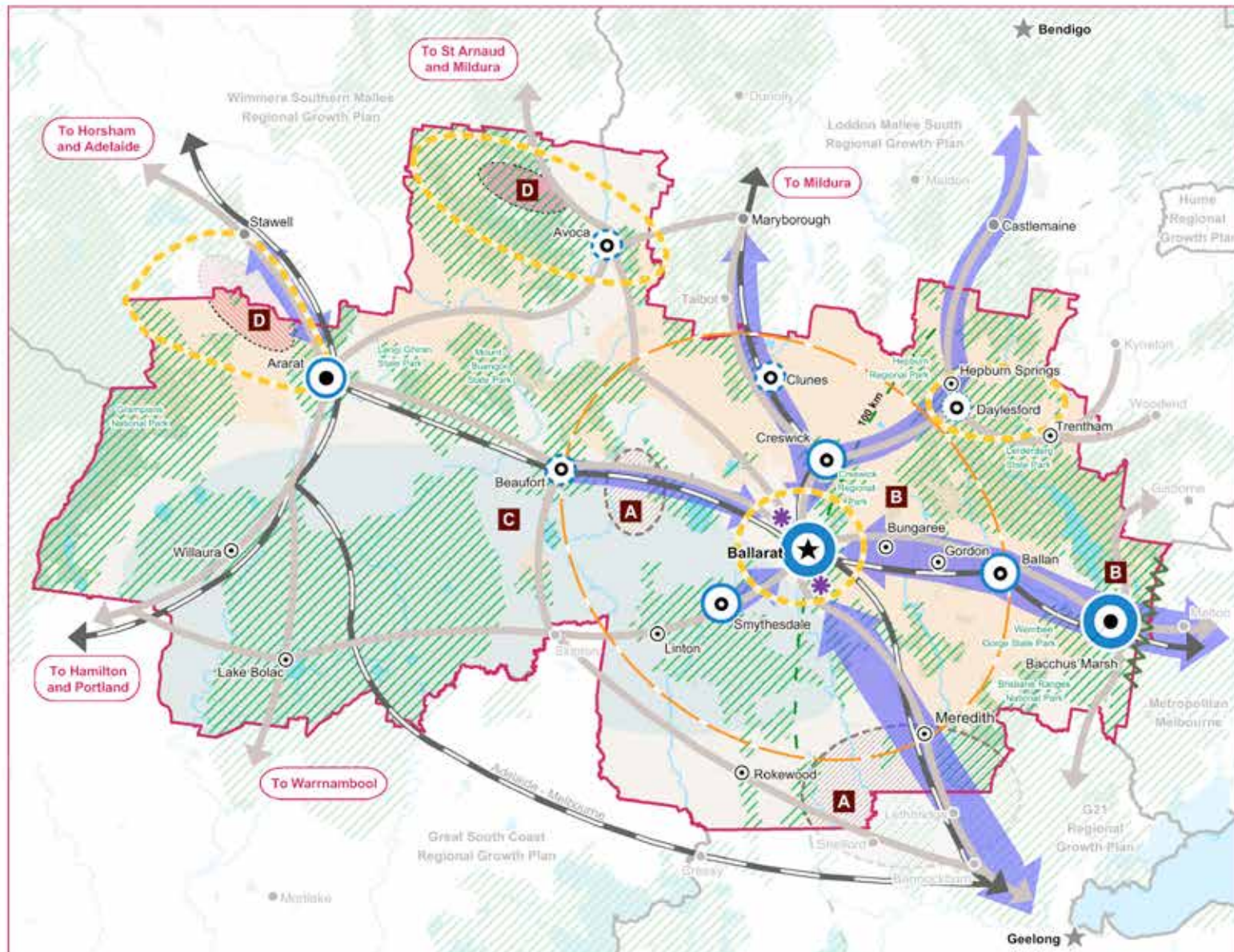
Principle	Overall key directions	Rationale	How (see Map 12 for more direction)
<p>7. The region’s land, soil, water and biodiversity should be managed, protected and enhanced.</p>	<ul style="list-style-type: none"> • Protect and enhance regionally significant environmental assets • Capitalise on the region’s environmental assets to improve environmental outcomes and support economic development 	<p>The region’s environmental assets are a foundation of the Central Highlands’ productive landscape and liveability. Nature-based tourism will be an increasing opportunity for the region’s economic diversification. Protection and enhancement is also important due to the notable cross-regional links, particularly around water supply. Opportunities to build on, improve and link existing assets could further improve environmental outcomes.</p>	<ul style="list-style-type: none"> • Protect water catchments and areas of high habitat value shown on Map 12 through appropriate land use, development and, if appropriate, infrastructure improvements • Focus development in existing settlements • Facilitate nature-based tourism that can sustainably capitalise on the region’s environmental assets • Pursue opportunities to enhance environmental assets through improved infrastructure, land management and vegetation corridors • Locate rural residential development to minimise impact on environmental assets and exposure to natural hazards
<p>8. Long-term agricultural productivity should be supported.</p>	<ul style="list-style-type: none"> • Promote the growth of the agricultural sector as a regionally important economic activity • Support change and transition to maintain the viability and productivity of agricultural land • Encourage investment in agriculture by providing certainty regarding future land use within rural areas 	<p>Agriculture remains a key economic driver across the region. However, this use is coming under pressure, particularly in the Melbourne peri-urban region and Ballarat hinterland. Given changing climatic and economic conditions, there is a need to support ongoing investment in farming by pursuing a flexible approach to rural land use. This will be assisted by providing certainty around the encroachment of incompatible uses and discouraging permanent loss of agricultural land to housing. Key agricultural assets should be developed to encourage economic growth and protect food security.</p>	<ul style="list-style-type: none"> • Protect regionally significant agricultural assets such as those identified on Map 12 and encourage ongoing investment and infrastructure to support their growth • Allow for a flexible approach to rural production activities in rural areas • Recognise primary production as a priority in farming areas and avoid the permanent loss of agricultural land from productive use • Locate rural residential development to minimise conflict with agricultural activities

Principle	Overall key directions	Rationale	How (see Map 12 for more direction)
<p>9. The importance of cultural heritage and landscapes as economic and community assets should be recognised.</p>	<ul style="list-style-type: none"> Identify and protect the region's significant heritage and landscape assets Recognise the economic development and liveability benefits associated with the region's cultural heritage and landscapes 	<p>The Central Highlands' identity and liveability is closely linked to its cultural heritage, built environment and rural and natural landscapes. Goldfields heritage has specifically been recognised as a key opportunity for this region. The protection of these assets will enhance visitor experiences and encourage new residents to move to the region to experience high quality built and natural environments. These assets will be increasingly important in supporting the regional economy.</p>	<ul style="list-style-type: none"> Promote development and heritage protection that enhances the region's goldfield heritage experiences Protect significant landscapes, including those identified on Map 12 Support tourism opportunities around cultural heritage, the built and natural environment Maintain a clear distinction between the rural character of the region and the Melbourne metropolitan area Focus development in and around existing settlements to avoid ribbon development along transport corridors



Enfield State Forest, Golden Plains Shire

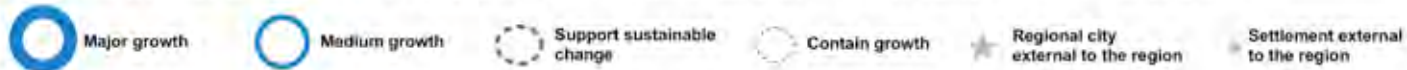
Map 12: Regional land use strategy



Source: Department of Transport, Planning and Local Infrastructure

SETTLEMENT NETWORK

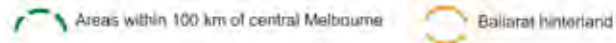
- ★ **Ballarat - Regional city**
Reinforce the role of Ballarat as the main centre for regional growth, services and employment. Focus major growth to the west. Support the development of major regional facilities and encourage development of the Central Business District as a vibrant alternative to Melbourne.
- **Regional centre**
Support the development of Ararat and Bacchus Marsh as the key service centre for each end of the region. Encourage further population growth in Ararat and support anticipated population growth in Bacchus Marsh by providing adequate land and infrastructure in appropriate locations.
- **Town**
Continue to provide local and some sub-regional services. Support ongoing growth, particularly closer to the Melbourne and Ballarat hinterland where towns will provide a key opportunity to target growth pressure. Constrain the outward growth of Daylesford due to environmental assets and natural hazards.
- **Small town**
Plan for ongoing sustainable growth and change. Ensure these communities can access services either within the town or within easy commuting distance.



Settlement break
Maintain a clear distinction between the Melbourne metropolitan area and the rural character of the Central Highlands.

MELBOURNE AND BALLARAT HINTERLANDS

Manage growth pressure by directing it to well serviced settlements with good access to Melbourne or Ballarat, particularly Bacchus Marsh, Ballan, Creswick, Clunes, Beaufort and Smythesdale. Ensure appropriate provision of infrastructure in towns experiencing rapid population increases. Consolidate rural residential development to strategically planned locations to manage rural productivity, protect environmental assets, minimise exposure to natural hazards and support established settlements.



CONNECTIVITY

- Key relationship**
Enhance the connectivity of the region's key centres to each other and key external centres where there are strong housing, employment and service relationships. Capitalise upon these links and relationships to stimulate growth and development in designated centres along these corridors. Support commuting to Ballarat along the Melbourne corridor.
- Key transport link (road and rail)**
Support ongoing improvements to the road and rail networks to improve access and connectivity. Ensure transport provision facilitates growth in the key locations identified in this plan. Provide access for freight to markets, particularly to ports and markets to the south.

ECONOMIC DEVELOPMENT

Employment
Ensure employment land is supplied in the regional city, regional centres and towns to encourage local employment and reduce the need for long-distance commuting. Grow key regional employment assets including the Ballarat University/Technology Park, Central Business District and Ballarat West Employment Zone. Recognise the need for new employment opportunities in peri-urban settlements to promote sustainable growth.

Regional employment assets in Ballarat

Key tourism precinct

Support the development of the region's tourism sector and build on these iconic tourism precincts as regional drawcards.

Agricultural asset

Support productive use of and investment in key regional agricultural assets to ensure the rural economy continues to grow and diversify. Protect these assets from incompatible uses.



ENVIRONMENT

Areas containing high value terrestrial habitat
Protect the region's environmental assets and recognise their role in supporting a range of environmental, economic and social benefits.

Declared water supply catchment
Ensure development is located to minimise impacts on water catchments. Support infrastructure improvements to help enhance these assets.





17. Implementation

17.1 Planning schemes

The Central Highlands Regional Growth Plan will have status as part of the Victoria Planning Provisions and planning schemes. This will give the plan's strategic directions status in each local government area's planning scheme.

The Central Highlands region councils will work in partnership with the State Government to facilitate the required planning scheme amendment process and content as an immediate priority.

An Advisory Committee has been appointed to conduct a review of the State Planning Policy Framework in order to deliver regional growth plans and other major planning policies (such as the Metropolitan Planning Strategy).

The plan will guide and inform future strategic planning across the Central Highlands region, including future reviews of each council's Municipal Strategic Statement. The plan will help provide justification for future planning scheme amendments that are consistent with the plan.

The Central Highlands Regional Growth Plan will provide councils, government agencies and infrastructure providers in the region with a clearer regional land use context to inform and influence future decision making and investment, strategic planning, planning scheme amendments and local decisions.

This plan establishes a context for growth and settlement planning to inform and assist in the development of frameworks for town and city growth plans and infrastructure investment. More detailed planning will continue in partnership between local and state planning authorities. Careful monitoring of urban projects, land development and population change will be established during the life of the plan to assist in its delivery.

17.2 Links to Central Highlands Regional Strategic Plan 2010 implementation

The plan is closely aligned with the strategic framework established by the Central Highlands Regional Strategic Plan 2010. Implementation of this plan will also be considered in relation to other ongoing work to implement the strategic directions of the Central Highlands Regional Strategic Plan 2010. This will strengthen the capacity for achieving shared objectives and targeting efforts to secure endorsement and funding for the highest priorities in the region.

Further, opportunities for implementation of key directions and actions expressed in this plan will be explored with councils, state and federal governments, and the Regional Development Australia Grampians Committee. The Regional Development Australia Committee is a key stakeholder in overseeing the ongoing development and implementation of the Central Highlands Regional Strategic Plan 2010. It is appropriate to facilitate and ensure alignment between the regional growth plan and the regional strategic plan in order to promote outcomes that are consistent with common directions expressed in each plan.

The plan will inform any subsequent review of the Central Highlands Regional Strategic Plan 2010.

Possible regional governance arrangements that can be harnessed to promote integrated planning and delivery in relation to agreed actions regarding future land use include partnering/integrating with an existing cross-government group that has alignment with the focus of the regional growth plan or establishing a new cross-government stakeholder group that has links to an existing regional planning governance structure.

17.3 A plan for implementation of actions

Implementation of this plan is critical to achieve its strategic directions for growth and change. An implementation plan will ensure that the region is able to respond to key regional challenges and strategic directions of the plan relating to infrastructure provision, key asset protection and management of future growth.

An implementation plan is critical to realising the future directions of this regional growth plan and ensuring it has a role in guiding land use and development as well as influencing the future delivery of other services and facilities. An implementation plan will be developed to accompany the final version of this plan. The plan has identified a number of further pieces of work or investigations that are required to improve land use planning policy and outcomes in the region. Opportunities to progress these studies will be identified as part of the implementation plan.

Short-term implementation priorities include:

- amending planning schemes to incorporate key elements of the plan
- identifying and agreeing on urgent detailed work and investigations to support the plan.

17.4 Review and performance

It is intended that this plan will inform any subsequent review of the Central Highlands Regional Strategic Plan 2010.

The plan is intended to be a living and adaptable plan, able to respond to new data and information as it arises, including information from state or regional strategies and programs. The plan is to be reviewed on a four- to five-year cycle. Any review process will involve broad community and stakeholder engagement.

Implementation of this plan will be integrated with the overall implementation of the Central Highlands Regional Strategic Plan 2010 and included in the performance monitoring framework already

established or being established in future, for the implementation of the Central Highlands Regional Strategic Plan 2010. This framework includes an assessment of performance and project progress and sets out performance measures for the key directions of the Central Highlands Regional Strategic Plan 2010.

17.5 Implementation summary

The key implementation actions, priorities, partners and responsibilities are summarised below:

Action	Priority	Timing	Lead responsibility	Key partners
1. Planning scheme implementation of regional growth plan	High	2013–2014	Department of Transport, Planning and Local Infrastructure	Central Highlands region councils
2. Implementation Plan	High	2014–2015	Central Highlands region lead governance entity	Central Highlands Regional Growth Plan project partners
3. Central Highlands region Municipal Strategic Statement reviews	Medium	To coincide with Municipal Strategic Statement review cycles	Central Highlands region councils	Department of Transport, Planning and Local Infrastructure
4. Review	Medium	2016–2018	Central Highlands region lead governance entity	Central Highlands Regional Growth Plan project partners



11.3 COMMUNITY SERVICES

11.3.1 Draft Moorabool Youth Strategy 2013-2016

Introduction

File No.: 12/09/017
Author: Troy Scoble
General Manager: Danny Colgan

Background

The purpose of the report is to recommend that the Council endorse the Draft Moorabool Youth Strategy 2013-2016 for the purposes of public exhibition for a period of four weeks.

The Draft Moorabool Youth Strategy 2013-2016 (~~draft strategy~~) is a four year strategy that provides the framework for the future provision of Youth Services in the Shire and encourages a greater focus on engagement and connectedness in partnership with a range of other external service providers.

The draft strategy acknowledges that the focus for future development is not only on addressing the immediate needs of young people; but also to provide opportunities for Council and the community to enhance connections with young people; recognise outstanding achievements by young people; and enhance the community understanding and appreciation of young people and their contributions to the community. Local agencies, health services and organisations have demonstrated a strong commitment to the development and implementation of the draft strategy.

The draft strategy has been developed through extensive engagement and involvement of key stakeholders including the Moorabool Agencies and Schools Together (MAST) Committee which will be a major driver in the implementation and ongoing review of the Strategy over the next four years.

The Draft Moorabool Youth Strategy outlines:

- " State, Federal and Local Government context;
- " Council's role in the provision of youth services;
- " Strategic planning context;
- " Research and Community Engagement undertaken;
- " Key recommendations; and
- " An Action Plan outlining key strategies and actions

The draft strategy includes an action plan to ensure the key recommendations are progressed and reviewed annually.

The draft strategy highlights the many positive health and wellbeing aspects of the Shire including:

- The Moorabool Shire provides many opportunities for residents including young people and visitors to embrace a healthy lifestyle including a variety of community facilities that offer health and wellbeing outcomes. From our many sporting and recreation centres, to the vast network of walking trails, there is ample opportunity for people to engage in physical activities.
- The Shire has the highest percentage per capita of people actively involved in sport and recreation participation across the Grampians Region (Department Planning Community Development, 2011, LGA Participation Central Highlands Wimmera).
- Moorabool has a high level of volunteerism. Moorabool is a community known for its high level of volunteerism with many young people in the community connected through volunteering, for example at the local sporting club, CFA and SES.
- According to the 2011 Census, voluntary work performed by the population in Moorabool Shire compared to Victoria showed that there were a higher proportion of persons who volunteered for an organisation or group. Overall, 20.3% of the population or over 5,700 people reported performing voluntary work, compared with 17.7% for Victoria.
- The Shire's growing population provides tremendous opportunities for business growth and investment. The excellent services we provide and those planned for the future will see Moorabool become an even more attractive prospect for raising young people.
- The community infrastructure, sporting and social networks and character of the communities, make Moorabool an attractive place for young people to live.
- Moorabool historically has a low unemployment rate compared to the Victorian average. The latest figures show the unemployment rate in Moorabool Shire is 4.6%, below the State average of 4.8%.

Proposal

The draft strategy outlines the existing provision for youth services in the Shire and presents a plan in collaboration with other external agencies and community organisations that will further improve the health and wellbeing of the young people in the community.

The draft strategy encourages Council to focus on service provision and management, organisation wide strategy and policy development, facilitating networks and communication and advocacy and leadership.

The recommended strategic directions of the draft strategy are categorised under five key themes: Health and Well Being; Education and Employment; Infrastructure . Built and Natural Environment; Resourcing Council's Youth Services; and Communicating with Young People.

It is proposed that the Council endorse the Draft Moorabool Youth Strategy 2013-2016 for the purposes of public exhibition for a period of four weeks. Following the exhibition period and consideration of feedback, the draft strategy will be then be presented to the Council on the 20 November for adoption.

Policy Implications

The 2013 - 2017 Council Plan provides as follows:

Key Result Area	Community Wellbeing
Objective	Inclusive, responsive and accessible community services
Strategy	Advocate, support and deliver youth development programs and services in partnership with other agencies.

The proposed Draft Moorabool Youth Strategy 2013-2016 is consistent with the 2013-2017 Council Plan.

Financial Implications

The Draft Moorabool Youth Strategy 2013 - 2016 contains an action plan outlining key strategies and actions to be implemented over the next four years. Officers will continue to source funding and resource opportunities both internally and externally including collaborative partnerships with other service providers to implement the action plan.

Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Community Needs	Service gaps if priorities in strategy are not implemented	High	Future strategic planning for high priority recommendations identified in context of other priorities
Financial	Funding required to progress actions set out in strategy	Medium	Business cases will be prepared for consideration in future Council budgets along with applications for external funding.

Communications and Consultation Strategy

Community Engagement was undertaken with young people, parents, teachers and external agency staff to inform the preparation of the draft strategy. The engagement included social media, youth program and events evaluation surveys, forums with young people, meeting key networks and stakeholders including the Moorabool Agencies and Schools Together (MAST) network, State Government and Agencies, community sporting groups and Councillor workshops.

The draft strategy will be placed on public exhibition for four weeks. The exhibition of the draft plan will involve:

- The Have Your Say website, Council's on-line engagement portal;
- Making copies of the draft plan available at Council's Customer Service locations, Lerderderg Library, Ballan Library and all rural library sites;
- Providing a copy of the draft strategy to members of the MAST network, external agencies, education and training providers, other community groups and organisations, State and Federal Government and adjoining municipalities.

The process for submissions will be advertised through local newspapers and other communication processes i.e. email groups and Council's website.

Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

General Manager – Danny Colgan

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

Author – Troy Scoble

In providing this advice to Council as the Author, I have no interests to disclose in this report.

Conclusion

The Draft Moorabool Youth Strategy 2013-2016 (~~draft strategy~~) is a four year strategy that provides the framework for the future provision of Youth Services in the Shire and encourages a greater focus on engagement and connectedness in partnership with a range of other external service providers.

The draft strategy encourages Council to focus on service provision and management, organisation wide strategy and policy development, facilitating networks and communication and advocacy and leadership.

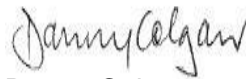
Recommendation:

That Council:

1. endorses 'in principle' the Draft Moorabool Youth Strategy 2013-2016 for the purposes of public exhibition for a period of four weeks; and
2. receives a further report at the conclusion of the exhibition period seeking adoption of the Moorabool Youth Strategy 2013-2016.

Report Authorisation

Authorised by:



Name:

Danny Colgan

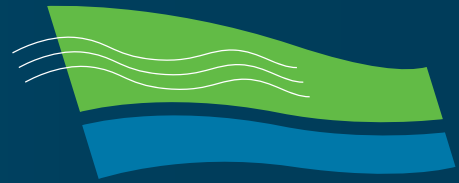
Title:

General Manager Community Services

Date:

Thursday 19 September, 2013

Attachment - Item 11.3.1



MOORABOOL
SHIRE COUNCIL



DRAFT

**YOUTH
STRATEGY** 2013-2016

TABLE OF CONTENTS

Executive Summary	5
Introduction	6
Objectives	6
Council Planning Context	7
Related Council Plans and Policies	8
Research and Engagement	9
Engagement	9
Social and Demographic Data	10
Health and Wellbeing	10
Education	11
Young People & the Roles of Government and Non-Government organisations	11
Council Role's in Youth Services	12
Youth Service Provision in the Shire	13
Strategic Directions	15
Health and Well Being	15
Education and Employment	15
Infrastructure - Built and Natural Environment	16
Resourcing Council's Youth Services	17
Communicating with Young People	17
Recommendations	18
Health and Well Being	18
Education and Employment	18
Infrastructure - Built and Natural Environment	18
Resourcing Council's Youth Services	19
Communicating with Young People	19
Conclusion	19
Appendices	20
Appendix 1 - Moorabool Agencies Schools Together (MAST) Workshop	21
Appendix 2 – Demographic Profile	23
Appendix 3 - Existing Council Services for Young People	32
Appendix 4 - Local Youth Service Provision in Moorabool	34
Appendix 5 - Current external funding support	43
Appendix 6 - Recommendations and Action Plan	44

to update when pages
are secured

EXECUTIVE SUMMARY

The Moorabool Shire Council is committed to providing innovative service provision and encouraging young people and service providers to be actively involved in the development of programs and services that meet the identified needs of youth in the Shire.

With the Shire experiencing a period of sustained growth, the draft Youth Strategy (“draft strategy”) provides an opportunity to respond to the growing demand for Youth Services.

The objectives of the draft Strategy are:

- to provide leadership;
- to develop strong networks through better engagement practices;
- to establish a range of high quality flexible programs and events;
- to develop partnership based activities and programs that enhance and reward the youth of the Shire; and
- to promote youth inclusion in decision making to inform future planning in social and community infrastructure provision.

Council alone does not possess the resourcing capacity or responsibility to meet all the needs of young people in the community and will continue to pursue a collaborative partnership model to support the delivery of youth services and the implementation of the draft strategy.

The draft strategy proposes that the focus for Council be on:

- service provision and management;
- organisation wide strategy and policy development;
- facilitating networks and communication; and
- advocacy and leadership

The recommendations of the draft strategy are categorised under five key strategic directions. These are:

1. Health and Well Being
2. Education and Employment
3. Infrastructure – Built and Natural Environment
4. Resourcing Council’s Youth Services
5. Communicating with Young People

The draft strategy acknowledges that the focus for future development is not only on addressing the immediate needs of young people in the community; but also to provide opportunities for Council and the community to enhance the connections between the general community and young people; recognise outstanding achievements by young people; and enhance the community understanding and appreciation of young people and their contributions to the community.

The draft Strategy will be reviewed annually and revised in 2016. A draft action plan has been prepared to guide the implementation of the draft strategy.

INTRODUCTION

The draft Strategy relates to young people aged 12-25 years. The draft strategy demonstrates Council's commitment to the development and support of young people in the municipality; provides direction for Council's activities in relation to young people; provides a framework to assist in prioritising responses to the needs and interests of young people; assists in the development of annual Council service unit plans designed to achieve specific outcomes with young people and the community; articulates investment needed from other levels of Governments and other funding bodies; and the importance of fostering and sustaining partnerships with non-government organisations.

The existing Youth Strategy was developed in 2007, adopted by the Council in 2008 and will be superseded by the development of the proposed new Youth Strategy. A majority of the key recommendations of the existing Strategy have been implemented or continue to be implemented.

Two recommendations that have not been implemented are:

- develop a community centre, with an internet café and a public space for young people to use; and
- youth services are funded for an additional one equivalent full time staff member.

Council is committed to providing innovative service provision and encouraging young people and service providers to be actively involved in the development of programs and services that meet the identified needs of young people in Moorabool.

OBJECTIVES

The objectives of the draft Strategy are:

to provide leadership;

- to develop strong networks through better engagement practices;
- to establish a range of high quality flexible programs and events;
- to develop partnership based activities and programs that enhance and reward the youth of the Shire; and
- to promote youth inclusion in decision making to inform future planning in social and community infrastructure provision.

Council aims to create an environment that provides increased access to opportunities for young people aged 12 to 25 to improve their engagement with education, employment, health and wellbeing opportunities and to be more actively involved in the Moorabool community.

The Council Plan 2013 - 2017 Key Result Area 2 - Community Wellbeing: states Council will "advocate, support and deliver youth development programs and services in partnership with other agencies".

The draft strategy identifies key issues and themes formulated through a community engagement process and provide Council with a framework to successfully respond to both local needs and the changing innovations in the youth services field. It is important that Council provides a client focused service, involving young people in decision making, building partnerships with external agencies, integrating service provision built on listening to young people, the broader community and other service providers.

OUTCOMES

Council will:

- continue to work collaboratively to support young people to lead healthy and active lifestyles
- facilitate diverse and flexible opportunities
- promote the important contribution youth make to the community
- ensure youth feel connected and empowered to shape their future.

MOORABOOL SHIRE

Moorabool Shire is a fast-growing, semi-rural municipality nestled between Melbourne, Geelong and Ballarat. It offers residents picturesque and friendly surrounds with the vibrancy of an active, growing community.

The Moorabool Shire provides many opportunities for residents including youth and visitors to embrace a healthy lifestyle including a variety of community facilities that offer health and wellbeing outcomes. From our many sporting and recreation centres, to the vast network of walking trails, there is ample opportunity for people to engage in physical activities. In fact Moorabool Shire has the highest percentage per capita of people actively involved in sport and recreation participation across

the Grampians Region (Department Planning Community Development, 2011, LGA Participation Central Highlands Wimmera).

Moorabool is a community known for its high level of volunteerism with many young people in the community connected through volunteering, for example at the local sporting club, CFA, SES etc. Volunteerism leads to great communities and we are fortunate to have a web of strong and resilient communities. According

to the 2011 Census, voluntary work performed by the population in Moorabool Shire compared to Victoria showed that there was a higher proportion of persons who volunteered for an organisation or group.

Housing affordability is a major drawcard for young families and couples relocating to the Shire.

Bacchus Marsh, Ballan, Gordon and the many smaller towns in the Shire offer a vital array of

community infrastructure, established social and sporting networks and the charm and character experienced only in rural areas.

The Shire's growing population provides tremendous opportunities for business growth and investment. The excellent services we provide, and those planned for the future, will see

Moorabool become an even more attractive prospect for raising young people.

Moorabool is well connected to Melbourne, Geelong and Ballarat, with easy access to major highways. The regular train link between Ballarat and Melbourne services Moorabool with stops at Ballan and Bacchus Marsh. Furthermore, Bacchus Marsh is included as part of the metropolitan public transport ticketing system.

Households in Moorabool Shire bring in an average household income 17% higher than the non- metropolitan Victoria average. Moorabool historically has a low unemployment rate compared to the Victorian average. The latest figures show the unemployment rate in Moorabool

Shire is 4.6%, below the State average of 4.8%.

COUNCIL PLANNING CONTEXT

The draft Strategy is a part of Council’s Planning Framework. The draft Strategy informs the Council Plan and other strategic plans.

The draft Strategy will inform the development of the Health and Wellbeing Plan and Moorabool 2041 to ensure that

they reflect priorities of young people. This ensures that the needs of young people are promoted and represented across Council’s planning framework.

Planning Framework

Key Result Areas	Objectives	Strategies
Representation and Leadership of Our Community	Leadership through best practice community engagement	To make well-informed decisions based on input from the community and other key stakeholders through effective community engagement Pursue strategic alliances, stakeholder forums and advisory committees that assist Council in policy development and service planning
	Advocate for services and infrastructure that meets the Shire’s existing and future needs	Advocate on behalf of the community to improve services and infrastructure within the shire Represent Council at state and regional levels to improve services and infrastructure within the Shire
Community Wellbeing	Community self-reliance	Provide community development support and partnership projects
		Support and recognise the vital role and contribution of volunteers in our community
		Pursue initiatives that promote lifelong learning, literacy and information needs of the community
	Inclusive, responsive and accessible community services	Ensure Council’s services and facilities are accessible Advocate, support and deliver youth development programs and services in partnership with other agencies
Participation in diverse sport, recreation and leisure activities	Promote community health and wellbeing through the provision of recreation facilities, open space, programs and activities	
A safe community	Support Police and other community safety initiatives	
Enhanced Infrastructure and Natural and Built Environment	Ensure current and future infrastructure meets the needs of the community	Develop long term social and community infrastructure plans and funding modelling as part of the Moorabool 2041 Framework including opportunities for developer contributions

RELATED COUNCIL PLANS AND POLICIES

The following plans and policies have supported or identified the need to increase the level of service and support to young people within the municipality.

- Moorabool Shire Public Health and Well Being Plan (under development)
- Municipal Early Years Plan 2006-2009
- Moorabool Shire Recreation and Open Space Strategy 2007
- Moorabool Shire Hike and Bike Strategy (under development)
- Moorabool 2041 Urban and Rural Policies
- Recreation and Leisure Strategy (under development)

These plans and policies support the strategic objectives of community self-reliance, inclusive responsive and accessible services, active, engaged and healthy lifestyles, participation in diverse sport, recreation and leisure activities and an enhanced infrastructure and natural built environment which focus on ensuring current and future infrastructure meets the need of the community.

MOORABOOL 2041

The Council has commenced a journey of 'Moorabool 2041' which is a process/framework aimed at documenting the opportunities, pressures and challenges facing Moorabool. The process will lead to a long-term vision to guide the development of Moorabool to retain its character and the places we love and to ensure change provides new services and opportunities for our residents.

Moorabool 2041 will be a key document to:

- Guide our planning scheme content to deliver sustainable development and the protection of our agricultural, environmental and cultural resources.
- Plan for the augmentation of social and physical infrastructure and identify the role for state and federal governments in closing the infrastructure gap.
- Ensure that as the population grows, the employment and retail sector also grows to reduce the need to commute to Melbourne and Ballarat for work or personal services.

RESEARCH AND ENGAGEMENT

The following methodology was followed to inform the preparation of the draft Strategy:

Youth survey;

- Online discussion forums;
- Literature analysis of industry standards, youth profiles and Federal, State and Local Government responses to youth issues; and
- Council's Youth Service staff "Service Evaluation Workshop".
- Demographic analysis.
- Assembly of Council workshop
- Moorabool Agencies Schools Together (MAST) Workshop

ENGAGEMENT

Throughout the past 12 months, consultations have been undertaken with young people, parents, teachers, sporting, community groups and external agency staff. The consultation undertaken included the use of social media; program evaluation surveys; forums with young people; meeting with networks including Moorabool Agencies and Schools Together (MAST); and State Government Departments and Agencies and a Councillor workshop to assist in the development of the Draft strategy.

Moorabool Agencies and Schools Together (MAST) Workshop

A workshop was held with the Moorabool Agencies and Schools Together (MAST) group to seek feedback from the key youth and family agencies that operate in Moorabool regarding the current, changing and future needs of youth. The details of the workshop are contained in Appendix 1. A summary of the feedback is outlined below:

There needs to be a combination of 'hands on' (delivery of programs) and facilitation of services in partnership with other agencies to ensure Council is working with young people. For example Council should provide standalone programs and services, partner other agencies in the delivery of programs and services and also support advocacy of other agencies in delivering programs and services.

- Council Youth Services need to be flexible and have capacity to respond to new, changing needs and issues 'of the day'.
- Work in partnership with other agencies to extend capacity.

- There was in-principle agreement with the key themes identified in the draft strategy.
- Health and wellbeing needs to be considered in the context of the family.
- Investigate opportunities to partner sporting clubs and community groups to identify mental health initiatives.
- A safety net type program for educationally disengaged young people was identified and the need to seek opportunities to develop alternative education and training programs in partnership with local employers
- A multi-use space is required to support service provision in the Shire.
- Open Spaces required investment and additional linkages.

SOCIAL AND DEMOGRAPHIC DATA

A demographic analysis was undertaken to assess the key demographic characteristics and trends likely to drive the demand for youth services in Moorabool. The demographic profile is based on the 2011 Census data and Population Forecasts and is further detailed in Appendix 2.

Profile of Young People

The Census population of Moorabool Shire in 2011 was 28,124, living in 11,585 dwellings with an average household size of 2.6.

In 2011, there were 5,159 people aged 12-25 years of age which represented 19 per cent of the total population. Of the 5,359 people aged 12-25 years, 2,683 (51.0%) were aged 12-17 years with 2,676 (49.0%) aged 18 -24 years.

Forecast Young People (2011 – 2031): Shire of Moorabool

The forecasts indicate a significant growth in the population of young people aged 12-25 years in Moorabool between 2011 and 2031.

The numbers of young people aged 12-17 are forecast to increase by 674 people to 3,357 between 2011-2031– a percentage increase of 25.1.

The numbers of young people aged 18-24 are forecast to increase by 669 to 3,074 between 2011- 2031 – a percentage increase of 27.8.

Forecast Population of Young People: Shire of Moorabool (2011 – 2031)

Age Groups	Number 2011 - % total population	Number 2016 - % total population (forecast)	Number 2021 - % total population (forecast)	Number 2031 - % population (forecast)	Number & % forecast change from 2011 - 2031
Secondary schoolers (12 to 17)	2683 (9.4)	2,634 (8.0)	2,990 (8.0)	3,357 (8.1)	674 (25.1)
Tertiary education & independence (18 to 24)	2405 (8.4)	2680 (8.0)	2698 (7.2)	3074 (7.4)	669 (27.8)

HEALTH AND WELLBEING

During 2009 - 2010, 3.4 per 1000 adolescents in the Grampians region were placed on community based orders. This was higher than the rate in Rural Victoria (2.5 per 1000 adolescents) and more than double that of the rate across Victoria which is 1.5 per 1000 adolescents (Department of Education and Early Childhood Development 2010, Moorabool Adolescent Community Profile).

In 2008, Moorabool was ranked 13 highest out of 67 Local Government Areas in terms of the teenage birth rate. This rate (21.4 per 1000 women aged 15 to 19 years) was higher than the rate in the Grampians region (17.1 per 1000 teenage women) and more than double that of the rate in Victoria which is 10.6 per 1000 teenage women (Department of Education and Early Childhood Development 2010, Moorabool Adolescent Community Profile).

Moorabool Shire has the highest percentage per capita of people actively involved in sport and recreation participation across the Grampians region (Department Planning Community Development, 2011, LGA Participation Central Highlands Wimmera).

Given many youth travel outside the Shire for education and training on a daily basis. Sporting and community groups play a vital role in youth engagement and support, especially in the area of health and wellbeing, capacity building and increasing social connectedness.

Moorabool is ranked 65 out of 70 Local Government Areas in terms of the percentage of one parent families with that parent unemployed (Department of Education and Early Childhood Development 2010, Moorabool Adolescent Community Profile).

EDUCATION

Absentee rates in Moorabool Government Secondary Schools in 2009 were 26.7 days, significantly higher than the Victorian average of 17.1 days (Department of Education and Early Childhood Development 2010, Moorabool Adolescent Community Profile).

Moorabool was ranked 71st lowest out of 79 Local Government areas in terms of Year 12 or equivalent attainment rates. (Department of Education and Early Childhood Development 2010, Moorabool Adolescent Community Profile).

Overall, 37.8 per cent of the population left school at Year 10 or below, and 36.9 per cent went on to complete Year 12 or equivalent, compared with 29.2 per cent and 49.8 per cent respectively for Victoria. (ABS Census of Population and Housing, 2011).

Based on the 2010 On Track cohort, 26.7 per cent of early school leavers in Moorabool were looking for work six months later. This was higher than the percentage in Grampians region (16.6%) and but the same as percentage for Victoria (Department of Education and Early Childhood Development 2010, Moorabool Adolescent Community Profile).

The above statistics contribute to the understanding that there are issues in a number of key areas which affect youth development, including education, employment and health and wellbeing.

YOUNG PEOPLE & THE ROLES OF GOVERNMENT AND NON-GOVERNMENT ORGANISATIONS

The Federal Government has traditionally focused on setting policy, establishing frameworks and providing some support funding for young people. Many of the services and facilities that directly impact on young people for example, education are the joint responsibility of the Federal and State Governments.

For the last decade the Federal Government has had a fairly consistent policy framework in relation to youth which includes:

- Youth participation
- Early Intervention/prevention
- Education, training and employment
- Health and Mental Health
- Justice (move from punishment to support)
- Housing (lack of affordable public housing and assessing blocks to private housing – particularly in relation to young people)

The State Government also has focused on setting policy, establishing frameworks and funding in their approach to servicing youth. The recent release of “Engage, Involve, Create – Youth Statement by the Victorian State Government promotes:

- Getting young people involved
- Providing services that meet the needs of young people; and
- Creating new ideas and partnerships.

This policy aims to provide an environment that increases opportunities for young Victorian’s to: **Engage in** Education and Training; **Be Involved in** Decision making’ and **Creating** Change – by thinking creatively and optimistically about their futures.

Both Federal and State Governments have increasingly acknowledged the importance of electronic media in young people’s lives and while both have provided a reasonably consistent policy framework, this has not been matched with appropriate funding at the local level.

Community organisations, external agencies and schools play a vital role in the provision of youth services in the Shire. As many of the organisations that provide services into Moorabool are not youth specific, Council must promote a collaborative approach to engaging with and supporting young people in the Shire.

Youth Services collaborative approach has seen success in a number of youth initiatives including most recently, ACTIVE8 health and wellbeing program and the Primary to Secondary Transition program, however collaboration between all stakeholders including an online engagement effort will greatly enhance the support of young people in the Shire. Mental health is an important youth issue and requires a broad spectrum approach. Therefore in line with state and federal government policy Moorabool Shire youth services should seek stronger alliances with local health providers and groups such as beyond blue and Headspace.

COUNCIL'S ROLE IN YOUTH SERVICES

Council's Youth Services Unit currently coordinates nine programs and six events annually, a range of support and advocacy projects, a youth network (Moorabool Agencies and Schools Together – MAST) and actively supports three other networks.

The unit currently is resourced by two equivalent full time staff (EFT). The current staff to youth ratio is 1:2,579 young people. This is considered a very high ratio that limits developing strong youth engagement practices and opportunities. A benchmark Council staff to youth population ration is 1:1,533.

Council plays a vital role in the provision and facilitation of youth services across the Shire. Council's flagship Health and Well Being program is the ACTIVE8 program and feedback supports Council facilitating an Education and Employment Program in partnership with key external agencies.

The focus for future development is not only on addressing the immediate needs of young people in the community; but also to provide opportunities for Council and the community to create greater connectedness between the community and young people; recognise outstanding achievements by young people; and enhance the community understanding and appreciation of young people and their contributions to the community.

Council consistently evaluates the service provision including programs and events provided in consultation with youth themselves. Feedback is sought from those participating in programs and events and from those that are not currently participating to continually refine, amend and identify new opportunities that can enhance the service mix to ensure the key outcomes for youth are being achieved. For example with the new facilities such as the Bungaree Community Facility being developed their will be increased opportunities for Council to assess the viability of providing services to youth in the West of the Shire, for example FReeZA events.

However it must be noted that external funding is crucial to the existing resource model of Council's youth services and key outcomes and targets must be met to ensure this funding continues. Therefore Council must continue to review existing programming and identify opportunities to deliver key outcomes required within the limited resource capacity of Council Youth Services.

Council's role in Youth Services:

- **Service provision, coordination and management** - direct delivery of programs, services and events
- **Advocacy and leadership** - providing leadership to youth and representing youth when advocating to potential service and funding bodies. Council will also play a leading role in recognising the outstanding achievements of young people in the Shire.
- **Facilitating networks and partnerships with government and non-government agencies** - developing networks and facilitating partnerships with other key agencies to deliver programs and services to young people in a coordinated and efficient manner.
- **Youth (Community) Engagement** - facilitating a coordinated approach to engaging with young people to ensure an organisational wide approach across all Council service units. A significant focus on youth engagement will underpin the key role(s) of Council's Youth Services Unit.
- **Strategy and policy development** – identification of needs, service gaps and opportunities. Development of strategies and policies to support and address the gaps including identification of funding support. The unit will focus on providing whole of community planning for young people.
- **Advice and Support** – providing advice and planning support to organisations developing programs and services for young people.

An analysis of existing Council Services for young people was also undertaken and a summary provided in Appendix 3.



YOUTH SERVICE PROVISION IN THE SHIRE

The draft strategy acknowledges the vital role that other community organisations, agencies and governments including the State Government plays or can play in supporting the development of young people in the Shire. Council alone does not have the resourcing capacity or responsibility to meet all of the needs of young people in the community and must continue to pursue a collaborative partnership model to support this. A summary of local youth service provision is outlined in the Service Provision Matrix in Appendix 4.

Currently Council works with youth at the primary/prevention/early intervention/community connection stages, whereas the external agencies providing services to young people and their families in Moorabool do so at the tertiary treatment end of the scale including significant case management and interpersonal counselling. Council should seek opportunities to work more collaboratively with external agencies to ensure a clear pathway from primary to tertiary service provision within the shire of Moorabool or at least to ensure as few blocks as possible along this path.

Services provided by external agencies include:

Counselling	<ul style="list-style-type: none"> • Health • Mental Health • Relationships • Personal issues/Interpersonal Skills • Family dynamics • Drug and Alcohol • Financial • Gambling
Education and Employment services	<ul style="list-style-type: none"> • Career guidance • Short courses/taster programs • School Based Apprenticeships and Traineeships • Secondary school education • Work placement • Vocational Education and Training (VET) • Vocational Education and Training in Schools (VETiS) • Victorian Certificate of Applied Learning (VCAL) • Work Experience • Developing relationships with local business, community and schools
Other	<ul style="list-style-type: none"> • Emergency Housing • Community Policy
Community and Sporting Groups	<ul style="list-style-type: none"> • Capacity Building • Mental Health and Wellbeing • Drug and Alcohol • Healthy Active Lifestyle

Council works as a partner, both primary and secondary with local agencies. These partnerships enable Council to ensure it does not duplicate or overlap what is being undertaken by these agencies, but instead complement and build upon what these organisations are best placed or suited to provide.

There are a number of gaps in service provision for Youth in the Shire meaning Council's role extends further by providing advocacy and support as requested and necessary. Gaps in service provision include accessible and affordable counselling services for low income families, alcohol and other drug counselling / treatment for people under 18 years, support for gay, lesbian and transgender young people, lack of youth housing. The development of services continuums from primary to tertiary levels. A range of supports for students including flexible education opportunities. The need for generalist youth workers an issue that is currently being taken up by VACVIC – The Youth Affairs Council of Victoria.

Gaps in service provision go beyond a simple lack of services and need to include continuance and capacity of service provision in Moorabool. School Focus Youth Service (SFYS) and the Highlands Local Learning and Employment Network are examples of discontinuance of services. Capacity of service delivery has been highlighted with the partial defunding of the Laurels requiring support from other LGA's to continue functioning.

With these service gaps identified, Council is limited in its capacity to respond rapidly to unexpected or demonstrated evidence based needs and a more flexible service delivery model that enables Council services to respond in such a manner requires development.

There is significant evidence linking health, wellbeing, education and training to positive healthy and strong people and communities. During adolescence, young people develop physically, mentally and socially, however, the health of young people is known to be affected by a wide range of individual familial, neighbourhood, environmental and socio economic factors such as education, employment and income.

The provision of infrastructure and open space is an important role of Council. The provision of appropriate infrastructure including youth spaces, open space public reserves and youth meeting places promotes the wellbeing and health of young people and our communities.

Moorabool Shire Council's youth funding mix is currently 40 per cent Local Government and 60 per cent state and external providers.

The following issues will continue to impact on the sustainability of the Council's work with young people:

- External funding opportunities are limited and longer term (5+ years) funding options are non-existent;
- Whilst Youth Services have actively advocated for an increase in funding levels available, the core Youth Service external funding is not indexed nor has the net amount increased significantly since 2001;
- Other funding options which include one-off generic funding streams that provide small seeding or leverage grants or larger single project focused grants generally carry a caveat that the funded body must provide matching funding (usually at \$ for \$) and maintain the project after the initially funded period. This often can present a financial barrier for Council.

Youth Services has secured core funding of \$120,000 to support the service provision model from 2012 to 2014. The funding is the minimum required to maintain existing service levels. Appendix 5 details a complete list of funding of existing programs and services.

In order to integrate the range of service provision to youth in the Shire, it is imperative that a youth engagement focus is undertaken. This should include a range of face to face contact and online social media engagement methods.



STRATEGIC DIRECTIONS

The research and engagement undertaken as part of developing this strategy strongly suggests the key strategic directions of focus for Council in the future be categorised under five key themes.

HEALTH AND WELL BEING

- Education and Employment
- Infrastructure - Built and Natural Environment
- Resourcing Council's Youth Services
- Communicating with Young People
- Health and Well Being

To improve the mental health of youth within the Shire, the Council will ensure a cohesive, coordinated approach in partnership with external agencies to actively promote the mental health and wellbeing of young people. Council will work closely with agencies such as beyond blue and headspace to ensure that Moorabool's young people can access appropriate services in a timely and effective way.

It is recommended that Council focus on developing programs that provide an early intervention/prevention focus to increase young people's resilience, coping skills, encouraging the development of positive social relationships and strong mental health. Awareness of these programs will also assist the broader community to better understand the issues and be more supportive and to assist young people to get the help they may need for any specific issues before potential negative outcomes occur.

It is recommended that Council continue to develop cohesive and meaningful partnerships between agencies, schools, Council and the community to collaboratively provide relevant health and wellbeing programs to support teachers, sporting organisations, parents and the community in raising healthy well-adjusted young people in the Moorabool Shire.

It is recommended that Council provide opportunities through its programs and events to recognise the achievements of young people and help enhance community understanding of the contribution young people make to the community.

EDUCATION AND EMPLOYMENT

The development of skilled and/or educated and connected young people has many positive outcomes for young people and the Shire. This strategic direction will require the development and strengthening of relationships with

schools, vocational and further education providers, tertiary education providers, registered training organisations and community based organisations to develop employment and education programs and support services. These relationships will build Council's capacity to facilitate and increase educational and employment outcomes for Youth in the Shire.

It is recommended that Council focus on developing and/or supporting education and training programs that provide for the educationally disengaged and assist young people to transition from one form of education to appropriate educational opportunities or training/employment that better suit their needs.

As with the successful Health and Wellbeing Program ACTIVE8, Council should investigate the development of a flagship education and training program in partnership with other external providers.

INFRASTRUCTURE

- BUILT AND NATURAL ENVIRONMENT

Safe built and natural environments are an essential part of providing a safe engaged community for young people.

In order to strengthen service provision and to further enhance engagement opportunities for young people, Council and the community, two key priorities should be addressed:

- A dedicated Youth Space/s and;
- Youth Nodes (open space opportunities for young people including reserves, parks, leisure facilities and skate / BMX facilities).

Youth Space

A formal youth space has been consistently identified by young people, parents and services providers as a need since 2000.

Moorabool Agencies and Schools Together (MAST) has sought the development of a Youth Space designed to accommodate a variety of youth related activities. MAST believes the space can provide young people with a space where they can feel safe, valued and able to access information and resources.

MAST identifies the following benefits that could come from the proposed youth space: providing sessional space for visiting services; providing a point of first contact/referral for young people – access point for a range of youth services

which are not known to young people or their families; address a lack of out of hours service provision for young people; provide operational space for many existing youth services and activities which currently lack appropriate space or who cannot grow to meet increasing demand; potentially bring about cost savings through the sharing of service delivery activities, space (e.g. counselling rooms, reception areas) and service integration; redirect cost and time savings into service delivery; promote youth skills development - as they are involved in the operation of the centre; and promote young people as agents of social change.

It is recommended that Council investigate opportunities to access existing space to provide a youth space for the community. This space would enable Council to provide a flexible service model, provide operational space for external services, reduce costs of transport, equipment handling, venue hire and significantly enhance the youth engagement effort.

A report to identify the key components of a new and dedicated youth space including the size and type of space required, governance and management arrangements, capital costs, operating costs and potential funding sources should be prepared for consideration by Council.

Youth Nodes

Open space developments (active and passive) must encourage use by young people. Public open space can be a conduit to youth engagement and provide opportunities for youth to connect with the community.

Council should focus on providing young people with opportunities to engage in the decision making for the development of open space assets to ensure they are accessible and well planned to meet the range of diverse needs and interests of young people. Council should advocate for opportunities to increase youth participation in recreation, leisure and open space developments.

Transport

The capacity of Council to deliver required services at the right time and place and to the right people is at times reduced due to limited access to appropriate transport. All programs/services and events are currently undertaken off site, therefore ready access when required to an appropriate vehicle with storage capacity to transport large amounts of equipment must be considered as an essential part of service delivery. A Council equipment trailer is another recommendation to be investigated, however the priority

should be the availability of a suitable vehicle at times of peak demand. This must also be a key consideration of program and event planning.

Transport for Youth to a range of destinations to access youth services in the Shire is a strong barrier to participation and engagement. It is therefore recommended that Council advocate for better transport access for young people in the Shire.

RESOURCING COUNCIL'S YOUTH SERVICES

Consideration of additional resources will be required should Council increase service provision to meet increased demand as a result of anticipated population growth. Additional resources would provide an opportunity to enhance the engagement effort and enable Council to drive flagship Health and Well Being and Education and Employment Programs.

It is recommended the Youth Services Unit:

- Implement a flexible service delivery model that enables the unit to respond rapidly to unexpected or changing needs; and
- Review existing staffing arrangements for youth services in the context of forecast growth in youth numbers and additional service demands;
- Analyse opportunities to establish a casual workforce that would enable Council to meet peaks in demand and to strengthen an increasingly flexible service delivery effort.

COMMUNICATING WITH YOUNG PEOPLE

Research indicates that nearly 80 per cent of young people go online several times a day" (The Nielsen Company, February 2011, The Australian Online Consumer Report). Young people socialise, access information, educate and participate on-line and through social media.

It is critical that Council has the ability to promote and engage youth in programs, services and decision making processes through an online strategy to include an interactive youth web site with links to Facebook and Twitter. It is therefore recommended that Council review its Information Technology requirements in order to increase engagement with young people through a range of electronic media to support improvement in services provision.

RECOMMENDATIONS

Recommendations for each of the strategic directions outlined in the strategy have been developed as below. A detailed action plan addressing each of the recommendations is provided in Appendix 6.

HEALTH AND WELL BEING

1. It is recommended that Council focus on developing programs that provide an early intervention/prevention focus to increase young people's resilience, coping skills, encourage the development of positive social relationships and strong mental health.
2. It is recommended the Council continue to develop cohesive and meaningful partnerships between agencies, schools, Council and the community to collaboratively provide relevant health and wellbeing programs to support teachers, sporting organisations, parents and the community in raising healthy well-adjusted young people in the Moorabool Shire.
3. It is recommended that Council provide opportunities through its programs and events to recognise the achievements of young people and help enhance community understanding of the contribution young people make to the community.

EDUCATION AND EMPLOYMENT

4. It is recommended that Council focus on developing and/or supporting education and training programs that provide for the educationally disengaged and assist young people to transition from one form of education to appropriate educational opportunities or training that better suit their needs.
5. As with the successful Health and Wellbeing Program ACTIVE8, Council should investigate the development of a flagship education and training program in partnership with other external providers.

INFRASTRUCTURE

- BUILT AND NATURAL ENVIRONMENT

6. It is recommended that Council investigate opportunities to access existing space to provide a youth space for the community. This space would enable Council to provide a flexible service model, reduce costs of transport, equipment handling, venue hire and significantly enhance the youth engagement effort.
7. It is recommended that a report be prepared to identify the key components of a youth space including the size and type of space required, governance and management arrangements, capital costs, operating costs, location and potential funding sources for the consideration of the Council.
8. It is recommended that Council provide young people with opportunities to engage in the decision making for the development of open space assets to ensure they are accessible and well planned to meet the range of diverse needs and interests of young people.
9. Lack of transport to a range of destinations in the shire is a strong barrier to participation and engagement of young people. While young people are a key target requiring support around transport. It is recommended that Council advocate for better transport access for all Moorabool residents including the young people in the Shire.

RESOURCING COUNCIL'S YOUTH SERVICES

10. It is recommended that Council implement a flexible approach to service delivery, so that youth services can run a number of one off, short term programs which better respond to changing, transient and or unexpected youth needs.
11. Based on the bench marking research undertaken and in response to future population growth which will result in an increase in service demands. It is recommended that Council review existing staffing arrangements for youth services and consider the allocation of funds for an additional equivalent full time youth worker position in the 2014 – 2015 budget process.
12. It is recommended that council investigate the establishment of a casual youth services workforce that would enable youth services to meet peaks in demand and to strengthen an increasingly flexible delivery system.

COMMUNICATING WITH YOUNG PEOPLE

13. It is recommended that Council actively pursue strong youth engagement practices including enhancing its ability to engage on-line.
14. It is recommended that Council establish a mechanism to assist young people to develop a Youth Charter promoting opportunities for youth to have a dialogue on issues that impact on them with all directorates of Council.

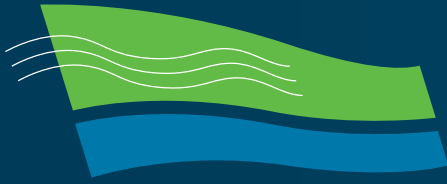


CONCLUSION

Sustained growth, a changing youth demographic and increased demands for youth services will continue to place demands on Council.

Through research and engagement undertaken, a number of strategic directions have been identified and categorised.

Council has consistently promoted partnerships Council does not have the resourcing capacity nor the responsibility to meet all the youth needs in the Moorabool community.



MOORABOOL
SHIRE COUNCIL

**YOUTH
STRATEGY** 2013-2016

APPENDICES



APPENDIX 1 – MOORABOOL AGENCIES AND SCHOOLS TOGETHER (MAST) WORKSHOP

A workshop was held with MAST to seek feedback from key youth and family agencies that operate in Moorabool regarding the current, changing and future needs of youth.

The information below details the feedback received:

WHAT SHOULD BE COUNCIL'S ROLE IN YOUTH SERVICES?

Needs to be hands on (delivery of programs) working with Young People

As issues/needs are identified – Council's Youth Services should look at what services are available to work in partnership with them

- Stand alone
- With Council as Primary Partner - i.e. Youth Services role in ACTIVE8
- With Council as Secondary Partner – i.e. Youth Services role in Gettin' Dirty and Bluelight

Council Youth Services should:

- also provide a support role
- need to be flexible and change in response to new and changing needs
- work in partnership with other agencies to extend capacity
- Council's Youth Services role has and needs to continue to vary in response to needs
- Need to be able to respond to short-term / arising issues quickly
- Youth Services needs to use other services more
- For example, the school and police have greater capacity to discuss financial needs for youth programs with Lions / Rotary etc. than Council
- Youth Services could Piggy –back on the Voices of other Agencies

RESPONSE TO THEMES

(a) Health and Wellbeing

- A lot of risk taking by Young people, i.e. ICE etc.
- (Health and Wellbeing is about family, not just Young People – Young People in the context of family
- There is no mention of Drug and Alcohol in strategy
- Drug and Alcohol services need advocacy and/or relationships built with services organisations
- Health and Wellbeing section has tended to focus just on the positives

(b) Education and Employment

- Foster Youth Leadership rather than just provide it to youth by looking for models of youth engagement
- bringing leadership programs to Bacchus Marsh
- Education & Employment need to specific - what it is you will concentrate on.
- Need safety net type program for educationally disengaged (i.e. DOTS) and a pre-work program for unemployed youth
- Concerned that the section on Education and Employment is a little thin
- Why did you use 2010 figures on retention rates, absenteeism etc?
- We (Secondary College) need Youth Worker (s) in schools, at least on a scheduled basis (rotational) if not available weekly. Why? We are where the majority of local youth attend for education. This is where the need is.
- Develop further Adolescent Health and Well Being Programs such as ACTIVE8.
- We work collaboratively, but need to expand "Health Days" at the senior end of the college into programs that we are able to incorporate as curriculum offerings.
- Alternative education offerings. – (Avenue)
- Continued active involvement with planning and developing non mainstream educational opportunities for the youth of Bacchus Marsh.
- Local business is not included at all under Education and Employment – this is a real oversight

(c) Infrastructure – Built and Natural Environment

- No point in just creating spaces - it is about using existing spaces
- What we need is a Multi-use space
- Rotary Park (B.M.) is an ideal location – given that the skate park is already there

(d) Funding

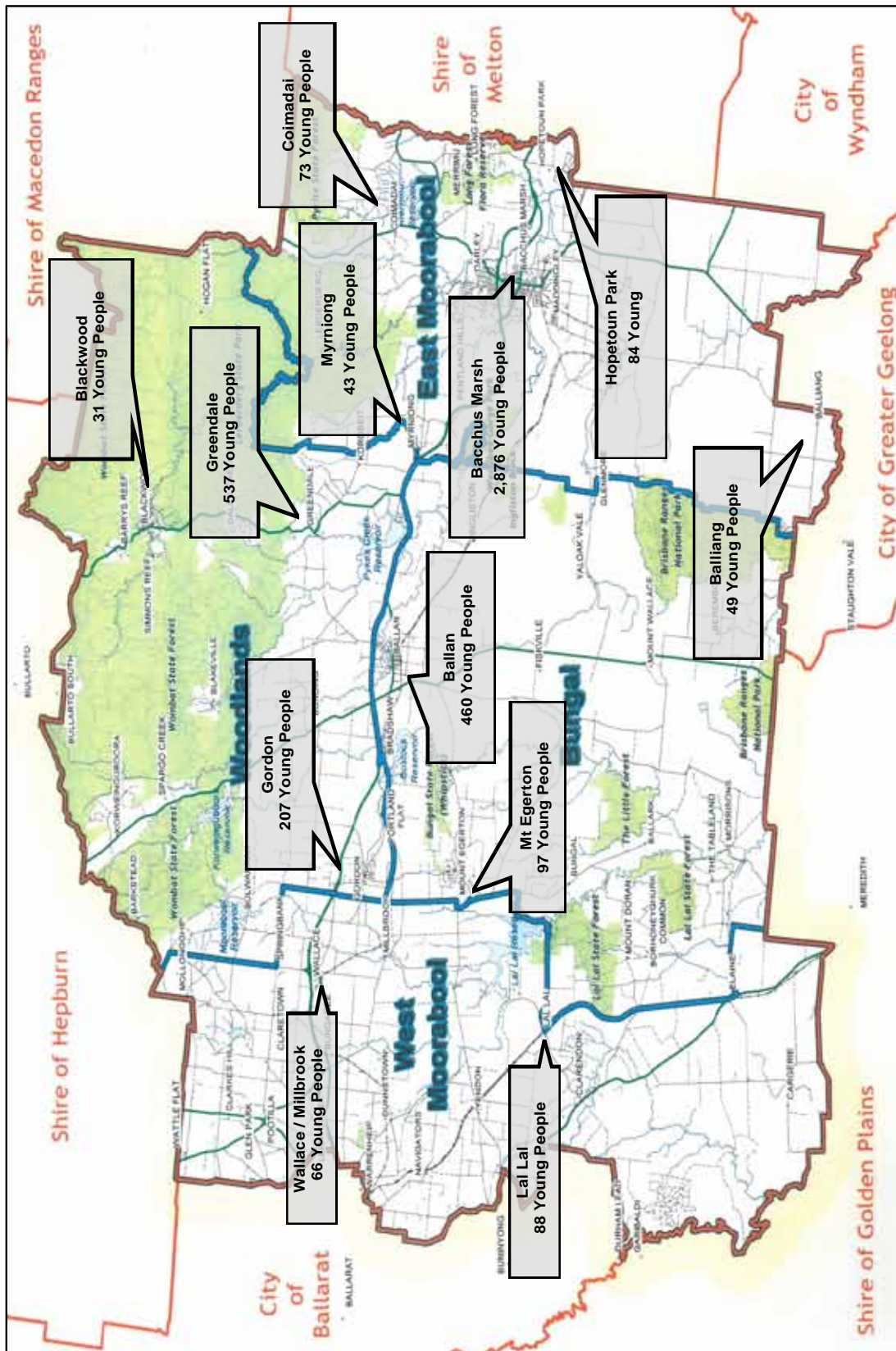
General Issues

- Make sure we include MAST in strategy
- Identify Who and What MAST is
- List all activities that MAST is involved in - both as a Group and as individual agencies
- Make sure that you include Sporting Clubs and Community Groups, i.e.
 - To improve the mental health of youth within the Shire, the Youth Services Unit must ensure a cohesive, coordinated approach in partnership with external agencies, sporting groups and community groups to actively promote the mental health and wellbeing of young people.



APPENDIX 2 – DEMOGRAPHIC PROFILE

MOORABOOL SHIRE – MAP OF POPULATION OF YOUTH PEOPLE AGED 12 – 25 YEARS OLD, 2011 CENSUS



SHIRE OF MOORABOOL		towns	youth no.	% of town pop.	towns	youth no.	% of town pop.
Total Pop	28,124	Bacchus Marsh	2,876	19.3%	Colmadal	73	18%
Youth Pop (12-25yrs)	5,159	Ballan	460	16.6%	Gordon	207	17%
Youth as % of Total Pop	18.3%	Balliang	49	20.2%	Greendale	89	16.6%
		Blackwood	31	10.4%	Hopetoun Park	84	14.9%
					Lal Lal	88	14.7%
					Mt Egerton	97	17.7%
					Myrniong	43	19.4%
					Wallace/Millbrook	66	18.4%

Please note that the data for the smaller towns actually includes local areas much larger than the towns themselves.

Age Structure – Service Age Groups

Service age group (years)	2011			2006			Change 2006-2011
	Number	%	Victoria %	Number	%	Victoria %	
Babies and pre-schoolers (0 to 4)	1,857	6.6	6.4	1,606	6.3	6.2	+251
Primary schoolers (5 to 11)	2,698	9.6	8.5	2,943	11.6	9.0	-245
Secondary schoolers (12 to 17)	2,682	9.5	7.5	2,540	10.0	8.1	+142
Tertiary education & independence (18 to 24)	2,232	7.9	9.6	1,952	7.7	9.6	+280
Young workforce (25 to 34)	2,848	10.1	14.2	2,659	10.4	13.7	+189
Parents and homebuilders (35 to 49)	6,357	22.6	21.4	6,031	23.7	22.3	+326
Older workers & pre-retirees (50 to 59)	4,018	14.3	12.5	3,627	14.2	12.7	+391
Empty nesters and retirees (60 to 69)	3,128	11.1	9.7	2,176	8.5	8.6	+952
Seniors (70 to 84)	1,882	6.7	8.1	1,656	6.5	8.2	+226
Frail aged (85 and over)	423	1.5	2.0	281	1.1	1.7	+142
Total population	28,125	100.0	100.0	25,471	100.0	100.0	+2,654

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id, the population experts. (Usual residence data)

Analysis of the service age groups of Moorabool Shire in 2011 compared to Victoria shows that there was a higher proportion of people in the younger age groups (0 to 17 years) and a similar proportion of people in the older age groups (60+ years).

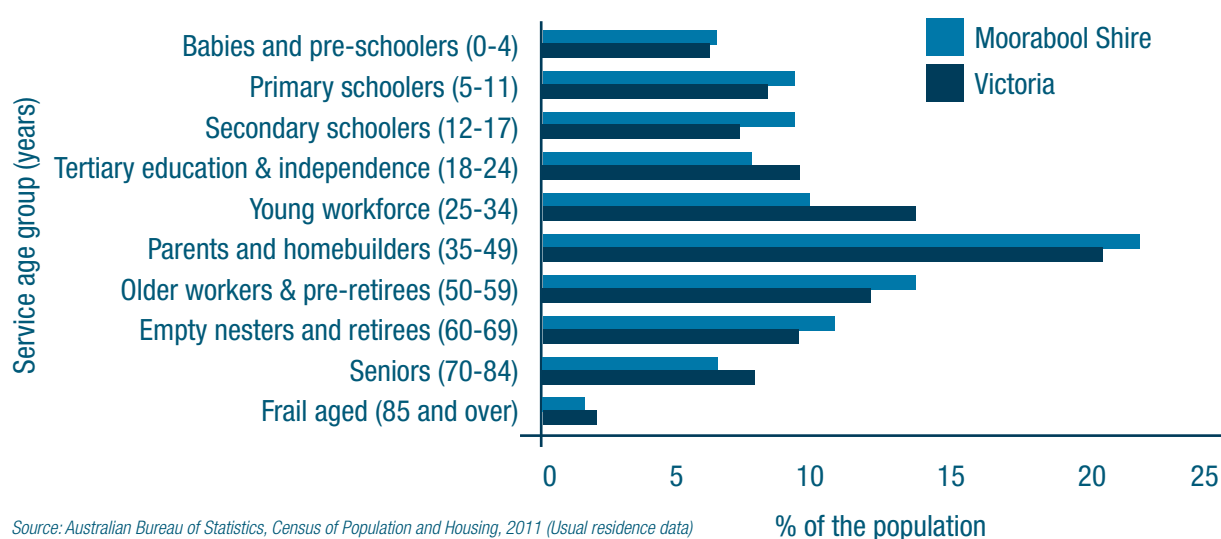
Overall, 25.7% of the population was aged between 0 and 17, and 19.3% were aged 60 years and over, compared with 22.5% and 19.7% respectively for Victoria.

The major differences between the age structure of Moorabool Shire and Victoria were:

- A larger percentage of 'Secondary schoolers' (9.5% compared to 7.5%)
- A larger percentage of 'Older workers & pre-retirees' (14.3% compared to 12.5%)
- A larger percentage of 'Empty nesters and retirees' (11.1% compared to 9.7%)
- A larger percentage of 'Parents and homebuilders' (22.6% compared to 21.4%)



Age Structure, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented by .id consulting population forecasts.

Forecast Young People (2011 – 2031): Shire of Moorabool

Age Groups	Number 2006 % total population (estimated residential)	Number 2011- % total population	Number 2016 - % total population (forecast)	Number 2021 - % total population (forecast)	Number 2031 - % total population (forecast)	Number & % forecast change from 2011 - 2031
Primary schoolers (5 to 11)	3002 (11.3)	2807 (9.9)	3110 (9.9)	3427 (9.8)	3979 (10.0)	1172 (41.7%)
Secondary schoolers (12 to 17)	2616 (9.9)	2570 (9.1)	2612 (8.3)	2790 (8.0)	3308 (8.3)	738 (28.7%)
Tertiary education & independence (18 to 24)	2154 (8.1)	2367 (8.3)	2479 (7.9)	2568 (7.3)	2964 (7.4)	597 (25.2%)
Young workforce (25 to 34)	2857 (10.8)	3013 (10.6)	3510 (11.2)	3826 (10.9)	4261 (10.7)	1248 (41.4%)
Total						

Source: .id consulting population forecasts.

The forecasts indicate a significant growth in population of young people aged 12-25 years in Moorabool between 2011 and 2031.

- The numbers of young people aged 12 -17 are forecast to increase by 738 people to 3,308 between 2011-2031 – a percentage increase of 28.7.
- The numbers of young people aged 18-24 are forecast to increase by 597 to 2,964 between 2011-2031 – a percentage increase of 25.2%.

POST COMPULSORY EDUCATION: COMPLETION RATES

20-24 year olds who completed year 10 or less: 20.6%

Of the 20-24 year olds in Moorabool, 20.6 per cent have completed year 10 or less compared to Metropolitan Melbourne where only 9.8 per cent completed year 10 or less

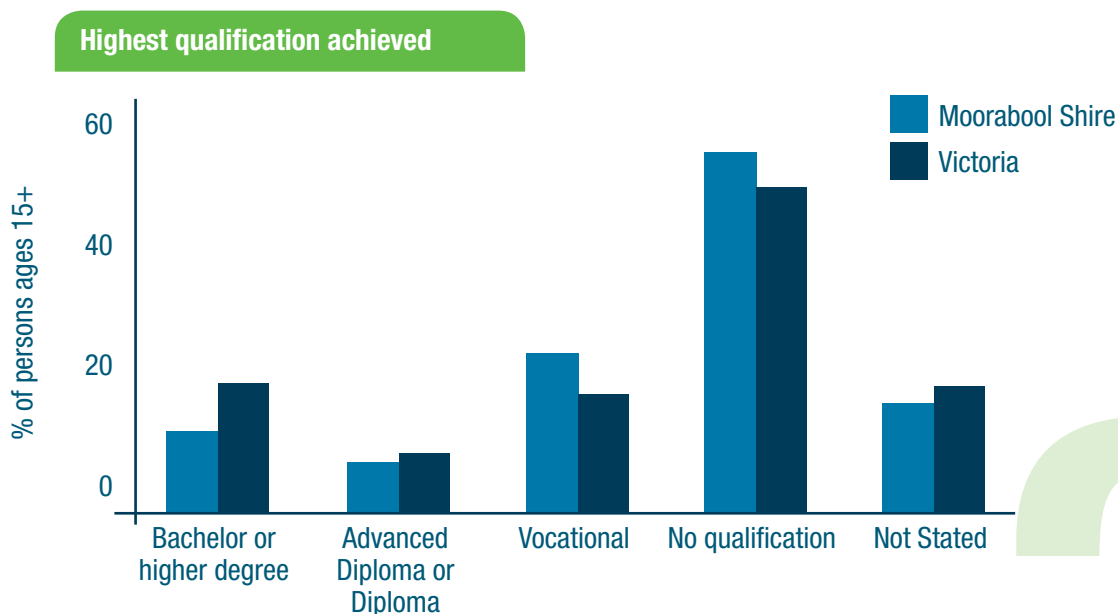
The level of educational attainment is strongly linked with labour market performance and the ability of a region (or its population) to respond flexibly to an economic shock. Accordingly, regions with relatively low levels of educational attainment tend, on average, to be less flexible in the face

of economic slowdowns and face greater labour market difficulties. For example, upon retrenchment, those with lower educational attainment will find it significantly more difficult to find subsequent employment than their more highly skilled counterparts.

Educational Qualifications relate to education outside of primary and secondary school and are one of the most important indicators of socio-economic status. With other data sources, such as Employment Status, Income and Occupation, Moorabool Shire's Educational Qualifications help to evaluate the economic opportunities and socio-economic status of the area and identify skill gaps in the labour market.

Highest qualification achieved							
Qualification level	2006			2001			Change 2001-2006
	Number	%	Victoria %	Number	%	Victoria %	
Bachelor or Higher degree	2,112	10.8	17.2	1,637	9.0	14.2	+475
Advanced Diploma or Diploma	1,300	6.6	7.3	955	5.3	6.1	+345
Vocational	3,817	19.5	15.3	3,271	18.0	14.5	+546
No qualification	10,224	52.1	47.5	10,431	57.5	53.7	-207
Not stated	2,166	11.0	12.7	1,847	10.2	11.5	+319
Total persons aged 15+	19,619	100.0	100.0	18,141	100.0	100.0	+1,478

Source: Australian Bureau of Statistics, Census of Population and Housing 2001 and 2006. Compiled and presented by .id, the population experts. (Usual residence data)



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented by .id the population experts.

Analysis of the qualifications of the population in Moorabool Shire in 2006 compared to Victoria shows that there was a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), and a higher proportion of people with no formal qualifications.

Overall, 36.8% of the population aged 15 and over held educational qualifications, and 52.1% had no qualifications, compared with 39.8% and 47.5% respectively for Victoria.

The major differences between qualifications held by the population of Moorabool Shire and Victoria were:

- A larger percentage of persons with No qualifications (52.1% compared to 47.5%)
- A larger percentage of persons with Vocational qualifications (19.5% compared to 15.3%)
- A smaller percentage of persons with Bachelor or Higher degrees (10.8% compared to 17.2%)

Level of Schooling: Shire of Moorabool – Highest Level of Secondary Schooling Completed

Level of Schooling	2011			2006			Change 2006-2011
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
Year 8 or below	1,570	7.1	6.9	1,708	8.7	8.4	-138
Year 9 or equivalent	2,111	9.5	6.5	2,002	10.2	7.2	+109
Year 10 or equivalent	4,624	20.8	14.8	4,204	21.4	15.8	+420
Year 11 or equivalent	3,980	17.9	12.9	3,698	18.8	13.8	+282
Year 12 or equivalent	8,202	36.9	49.8	6,417	32.7	44.0	+1,785
Did not go to school	81	0.4	1.0	67	0.3	1.1	+14
Not stated	1,645	7.4	8.1	1,525	7.8	9.6	+120
Total persons aged 15+	22,213	100.0	100.0	19,621	100.0	100.0	+2,592

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id, the population experts.

DOMINANT GROUPS

Analysis of the highest level of secondary schooling completed by the population in Moorabool Shire in 2011 compared to greater Melbourne.

Overall, 37.8% of the Moorabool population left school at Year 10 or below, and 36.9% went on to complete Year 12 or equivalent, compared with 29.2% and 49.8% respectively for greater Melbourne.

The major differences between the level of schooling attained by the population in Moorabool Shire and greater Melbourne were:

- A larger percentage of persons who completed year 9 or equivalent (9.5% compared to 6.5%)
- A larger percentage of persons who completed year 10 or equivalent (20.8% compared to 14.8%)
- A larger percentage of persons who completed year 11 or equivalent (17.9% compared to 12.9%)
- A smaller percentage of persons who completed year 12 or equivalent (36.9% compared to 49.8%)

EMERGING GROUPS

The largest changes in the level of schooling attained by the population in Moorabool Shire, between 2006 and 2011 were:

- Year 12 or equivalent (+1,785 persons)
- Year 10 or equivalent (+420 persons)
- Year 11 or equivalent (+282 persons)
- Year 8 or below (-138 persons)

INCOME

The average weekly household income across the Shire is summarised in the following table:

Weekly household income			
Weekly income	Number (Moorabool)	% (Moorabool)	% (Greater Melbourne)
Negative Income/Nil Income	122	1.2	1.7
\$1-\$199	155	1.5	1.6
\$200-\$299	288	2.8	2.4
\$300-\$399	628	6.2	5.3
\$400-\$599	1,004	9.9	8.1
\$600-\$799	834	8.2	7.7
\$800-\$999	838	8.2	7.5
\$1000-\$1249	900	8.9	8.0
\$1250-\$1499	808	8.0	7.4
\$1500-\$1999	1,226	12.1	11.7
\$2000-\$2499	856	8.4	8.6
\$2500-\$2999	696	6.9	8.4
\$3000-\$3499	369	3.6	4.9
\$3500-\$3999	136	1.3	2.4
\$4000-\$4999	109	1.1	2.0
\$5000 or more	69	0.7	1.8
Not stated	1,120	11.0	10.6
Total households	10,158	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2011. Compiled and presented by .id, the population experts. (Enumerated data)

Analysis of household income levels in Moorabool Shire in 2011 compared to Greater Melbourne shows that there was a smaller proportion of high income households (those earning \$2,500 per week or more) and a higher proportion of low income households (those earning less than \$600 per week).

Overall, 13.6% of the households earned a high income, 21.6% were low income households, compared with 19.4% and 19.2% respectively for Greater Melbourne. This further highlights the need for affordable opportunities for young people.



CAR OWNERSHIP

Car ownership	2006	%	Central Highlands
No Vehicles	390	4.3	7.5
1 Vehicle	2,371	26.1	32.3
2 Vehicles	3,645	40.1	36
3 Vehicles or more	2,175	23.9	17.6
Not stated	505	5.6	6.6
Total	9,086	100	100

Overall, 26.1 per cent of households owned one car; 40.1 per cent owned two cars; and 23.9 per cent owned three cars or more. While car ownership is high and the major form of transport for residents in the Shire, consistent with rural communities, the majority of these vehicles are used to transport residents to work. This leaves young people under 18 years of age without access to transport private or public. This in turn impacts significantly on young people's ability to engage in activities and projects.

OTHER RELEVANT SOCIO-ECONOMIC DETAILS

The project area age profile review indicates the following trends in relation to this project:

- There is an estimated residential population of 28,600 in 2012
- There was a youth population of 5,159 in 2011
- 28.6% are aged 19 years and under, which highlights the need for a range of flexible youth service activities to be available.
- The population is anticipated to grow by more than one third by 2021 which will increase the need for additional youth service.

- The Department of Infrastructure forecasts that Moorabool will be the third fastest growing non-urban area in Victoria (Victoria in Future Overview, 2000).
- Moorabool has an age structure which reflects its attraction for residents seeking a semi-rural lifestyle, particularly for young families.
- Moorabool has a relatively low unemployment rate of 5.3 per cent compared to the Victorian average of 6.1 per cent.
- Overall, 36.8% of the population aged 15 and over held educational qualifications, and 52.1% had no qualifications, compared with 41.4% and 45.8% respectively for Greater Melbourne.
- Around 40 per cent of residents commute to Melbourne for work which impacts on resident's time and availability for youth service activities.
- Moorabool experiences lower land and house prices than the Melbourne housing markets.
- There is sufficient land capacity and expected future demand for more industry and commercial establishments to locate in the Moorabool Shire.

APPENDIX 3 – EXISTING COUNCIL SERVICES FOR YOUNG PEOPLE

Council Service	Provision Summary
Youth Services Unit Two Equivalent Full Time staff (Coordinator & Youth Worker)	Nine programs Minimum of two Youth Week events - facilitation and delivery Special events – ACTIVE8 Awards - facilitation and delivery Four FreezA Events annually Recreation and leisure activities including skate and BMX events, netball and basketball events - facilitation and delivery Promotion and support to community based events, programs and services Information and Referral services Facilitate MAST (Moorabool Agencies and Schools Together) Advocacy and networking with youth agencies, community organisations and various levels of government Member RYAN (Regional Youth Affairs Network) Member HLLLEN (Highland Local Learning and Employment Network) Member MFVPN (Moorabool Family Violence Prevention Network)
Arts and Culture	Libraries Public art Cultural events
Sport, Recreation and Leisure	2 Skate Parks 26 major reserves 2 Outdoor Pools 26 sport pavilions 30 netball courts 13 Public Halls 1 BMX facility 50 tennis courts 15 Ovals Indoor Leisure Centre x 2 60 playgrounds 30kms of hike and bike path network
Support Services	Mentoring programs Maternal Child Health Services Young mums groups Playgroups
Funding	Community Grants Program



Council	Staff (EFT)	Staff to Youth Ratio	Service Focus
Moorabool Shire Council	2	1 : 2,579	Service Delivery (Health and Wellbeing, Education and Training), Advocacy, Leadership, Youth Engagement
Melton City Council	2 - Team leaders 7 - Programs and events 6- Support staff 2 – Admin centre officers 15 -casual staff	1 : 1,058 Plus 15 Casual staff	Service Delivery (Health and Wellbeing, Education and Training), Advocacy, Outreach Leadership, Youth Engagement (Service Delivery and Out-reach a major focus)
Macedon Ranges Shire Council	3.5 Plus 8 casual	1 : 1428	Youth Engagement, Service Delivery (Health and Wellbeing, Education and Training), Advocacy
Golden Plains Shire Council	2.5	1 : 1400	Advocacy is a major priority, Service Delivery
Hepburn Shire Council	1.25	1 : 1839	Major focus - Advocacy
Cardinia Shire Council	9	1 : 1939	Service Delivery Advocacy, Out - reach

APPENDIX 4 – LOCAL YOUTH SERVICE PROVISION IN MOORABOOL

PROGRAM PARTNERSHIPS

Moorabool Shire Youth services works in partnership with a number of the services who operate in the shire. Youth Services role varies from the primary or secondary partner depending on the nature of the project. Youth Services frequently advocates for or on behalf of specific services or programs / projects that services are running or are seeking funding to run.

Youth Services as the Primary Partner

Program	Theme	Agencies involved	Comment
ACTIVE8	Mental Health	Bacchus Marsh College Child and Family Services • Reconnect Ballarat Group Training • Youth Connections Djerriwarrh Community Health • Alcohol & other Drug Bacchus Marsh Police	Currently expanding to include the Grammar School, Community Groups and sporting Groups
BoyZ / GiRRIs	Bullying, resilience, coping skills	Bacchus Marsh College • Teaching staff • Welfare Co-ordinator • School Nurse Child and Family Services • Reconnect • Men and Families • Family Service Practical Outcomes • Hospitality Bacchus Marsh Police Darley Neighbourhood House School Focus Youth Service Ballarat Group Training • Youth Connections	Targets Year 7 In preparation for ACTIVE8 We have now handed this program over to the Bacchus Marsh College. We are now a secondary partner.
Transition	Continued Education	Ballan Primary School Coimadai Primary School Ballarat Secondary Schools Department of Education and Early Childhood development Child and Family Services • Reconnect • Family Service Highlands Local Learning and Employment Network	Expanding to involve 2 new primary schools in 2013

Program	Theme	Agencies involved	Comment
Young Mums	Peer Support	Bacchus Marsh Primary School The Laurels Darley Neighbourhood House Maternal & Child Health Djerriwarrh Community Health Healthy Active Moorabool Project Pentland Primary School Bacchus Marsh Primary School	
Youth Week	Youth Event	Since 2006 We have partnered with almost all agencies who operate in Moorabool Including but not limited to: Bacchus Marsh Rotary Ballan Lions Bacchus Marsh Anglican Church Bacchus Marsh Baptist Church Bacchus Marsh College • VCAL Bacchus Marsh Police Highlands LLEN Centacare Child & family Services • Reconnect • Family Services Centacare Djerriwarrh Health Services Ballarat Group Training • Youth Connections Darley Neighbourhood House The Laurels	
FReeZA	Youth Events	No Partners	Moorabool Shire Council Program

Youth Services as the secondary partner

Program	Theme	Agencies involved	Comment
L2P	Road Safety Mentoring	Melton Council Djerriwarrh Education and Employment Services	We made the initial application and were the banker for the program Now, We sit on the steering committee and provide a meeting site for every second meeting
Gettin' Dirty	Mentoring Peer Mentoring Community Engagement	Bacchus Marsh Police Moorabool Shire Council • Youth Services • Parks and Gardens Department of Education and Early Childhood Development • Youth Partnership Demonstration Project Ballarat Group Training • Youth Connections	We are a Secondary Partner on this program. We currently fund this program.
Blue Light	Youth Events	Bacchus Marsh Police Bacchus Marsh Scouts Bacchus Marsh Junior Fire Brigade Moorabool Shire Council • Youth Services Belgravia Leisure Management • Bacchus Marsh Leisure Centre	We are a Secondary Partner only. We are represented on the Steering Committee We provide no funding
MATES	Mentoring	Highlands Local Learning and Employment Network Bacchus Marsh College Moorabool Shire Council • Youth Services	We are a Secondary Partner only We provide support only MSC - Individual staff – as Mentors (including senior staff)

SERVICES PROVIDED BY OTHER AGENCIES

Moorabool is fortunate to have a number of high quality agencies providing a range of services across the Shire. However many of the services provided in Moorabool are outreached from Ballarat or Melton. Most are not youth specific. Apart from Moorabool Shire Council's Youth Services only one service is based in the Shire and Youth Specific. Unfortunately however it is not a full time service but 0.8 EFT.

Of the 45 programs listed in the table above:

- 14 are Youth Specific
- 21 have a base in the Moorabool Shire (this is a significant increase)
- 8 are outreached to Moorabool Shire on certain days and at certain times
- 4 require young people to travel to Ballarat
- 4 require young people to travel to Melton
- 3 are based in Ballarat - and respond to demand in Moorabool

Youth services works closely with services in Moorabool and from Melton and Ballarat to promote effective service provision to young people in Moorabool. Over time youth services has lobbied and advocated on behalf of young

people to have more services operating out of Moorabool Shire. This has resulted in services such as:

- the Backdoor Health Centre operating out of Bacchus Marsh for a short time (the Service was based at the Hospital which for young people was problematic in a small town and no other venues were available)
- Youth Connections
- Workplace Learning Coordinate Program
- Partnership broker program
- Workplace Learning Coordinator Program

While providing service from Moorabool these services are still based in Ballarat and work out of Moorabool on set days and times.

The Who's Carrying the Can? report recommended investment in a locally-based, integrated and comprehensive youth service system that is structured along a prevention — early intervention — secondary — tertiary service continuum.

Moorabool Shire Council's Youth Services unit is situated at the prevention, early Intervention end of the continuum while most of the services the unit works with are at the secondary and in some cases the tertiary end.

Service Type	Provider
Health/Mental Health	<ul style="list-style-type: none"> • Ballan and District Health and Care • Ballarat Community Health • Djerrivarrh Health Services • Caroline Chisholm Centre
Employment/Education and Training	<ul style="list-style-type: none"> • Ballarat Group Training • Djerrivarrh Employment and Education Services • Highlands Local learning and Employment Network • Matchworks • The Laurels
Counselling/Personal Support	<ul style="list-style-type: none"> • Ballan and District Health and Care • Ballarat Community Health • Child & Family Services • Djerrivarrh Health Services
Drug and Alcohol Services	<ul style="list-style-type: none"> • Ballarat Community Health • Djerrivarrh Health Services • Uniting Care
Housing	<ul style="list-style-type: none"> • Child & Family Services
Family Services	<ul style="list-style-type: none"> • Centacare • Child and Family Services • Relationships Australia • Family Violence Intervention Program
Financial Security	<ul style="list-style-type: none"> • Child and Family Services

Service Provision Matrix

Agency	Service Category	Services Provided	Youth Specific	Local/Outreach from another municipality
Ballan and District Health and Care	Health and Well Being	Community Health Nurse Welfare Worker Psychologist	No No No	Local Local Local
Ballarat Community Health	Health and Well Being	Infant and Child Mental Health Service Psychiatric Services – Youth Early Psychosis Alcohol and Drug Youth Outreach Service Home Based Withdrawal Nurse	No Yes Yes No	Ballarat Based Outreach to Bacchus Marsh Approx. 2 days per week Ballarat Based Outreach Responds to demand in Moorabool Outreach Responds to demand in Moorabool
Ballarat Group Training	Education Training	Youth Connections	Yes	Outreach Responds to demand in Moorabool
Caroline Chisholm Centre	Health and Well Being	Crisis Support for Sexual Assault Victims		Outreach to Bacchus Marsh CAFS Office
Centacare	Counselling / Personal Support	Parenting Support Integrated Family Services Child First Youth Justice Community Support Service	No No No No Yes	Local Local Local Local Ballarat Based Outreach
Child & Family Services	Housing Housing Financial Support Counselling Housing Housing Personal Support Counselling Personal Support Counselling Personal Support Counselling Personal Support Awareness Raising Housing / Family Support Counselling Counselling	Housing Support Services Housing Program (Office of Housing) Emergency Relief Program Men and Family Relationships Service Adolescent Community Placement Creative Connections Reconnect Family Services Parenting Program Family Support Programs Family Violence Intervention Program Kinship Care Financial Counselling Gamblers Help Services Relationships Australia Counselling	No No No No Yes Yes Yes Yes No No No No No No No No No No	Local Local Local Local Local Local Local Local Local Local Local Local Local Local Outreach

Agency	Service Category	Services Provided	Youth Specific	Local/Outreach from another municipality
Djerriwarrh Employment and Education Services	Education Training	Accredited and Non-accredited Training Courses	No	Run in Melton Moorabool Youth Eligible
Djerriwarrh Health Services	Health and Well Being	Backdoor Health Services	Yes	Melton Office only
	Counselling	Youth and Adolescent Counselling Service	12-24 yrs Yes	Moorabool Youth Eligible Melton
	Counselling	Moorabool Alcohol & Other Drug Counselling	No	Local
	Health and Well Being	Community Health Nurse Women's Health, General health promotion. Sexual and Reproductive health education - School Sex Education program Pap smears	No	Local
	Health and Well Being Counselling	Needle and Syringe program Counselling	No	Local
	Personal Support	Offer individual and group counselling and family counselling Healthy Mothers Health Babies	No	Local Melton
Highlands Local learning and Employment Network	Education Training	Workplace Learning Coordinate Program	Youth	Ballarat Based
		Vet, VETiS and Vet in School	15-19yrs Yes	Outreach to Bacchus Marsh Ballarat Based
		Jobs for Youth Partnership broker program Facilitates partnerships and networks to help identify opportunities for engagement or re-engagement of local young people at risk of dis-engaging.	Yes Yes	Available in Bacchus Marsh Ballarat Courier every Wednesday Ballarat Based
		Workplace Learning Coordinator Program Aims to improve access to quality work placement opportunities for young people aged 15-19 Career Hub	Yes No	Available in Bacchus Marsh Ballarat
Matchworks	Education Training	Training Courses, Job Readiness Interview and Resume	No	Local
The Laurels	Education Training	Training Courses	No	Local
Uniting Care	Counselling	Family Counselling – Alcohol and Drug Program	No	Ballarat Based Moorabool Youth Eligible
		Tabor House	No	

APPENDIX 5 – CURRENT EXTERNAL FUNDING SUPPORT

The following table outlines the external funding source for Youth Service programs

Program	External Funding Source 2011/2012	Expires
Youth Week Funding	National Youth Week Grant \$2,000 Department of Education, Employment and Work Place Relations (Federal) Via Department of Human Services (State)	2006-2012 Apply on a year by year basis
FReeZA	Office for Youth \$58,800 over 3 Yrs	2010-15 – Apply every 3 years
Transition program	Highlands Local Learning and Employment Network Brokerage funding \$4,329	2011-2012 – One-off
BoyZ Program	School Focused Youth Service Brokerage Funding \$5,000	2010, 2011 – One-off, received twice
Vic Roads	L2P Funding \$38,196	2008-2014 – Uncertain after 2014
Youth Partnership Demonstration Project	Department of Education and Early Child Development \$72,500 shared with Hepburn	2011-2012 – One-off
ACTIVE8 Program	School Focused Youth Service Brokerage Funding and CORE Funding	2011-2013 – Apply every 3 years
Young Mums	Department of Education and Early Childhood Development – Vulnerable Children \$5,000	2009 – Now funded under Engage (Core funding)
Young Mums	Best Start Brokerage Funding	2010 – Now funded under Engage (Core funding)
Gettin' Dirty Program	Victoria Police	2006, 2007 – One-off funding received twice
Gettin' Dirty Program (CRT)	Department of Education and Early Childhood Development \$3,072 P/A	2009-2012 New funding arrangements for CRT are being explored for 2014
Bacchus Marsh Skate Facility	Minor Facilities – Approximately \$123,000	2005 – One-off
Youth Inclusion Program	Department of Human Services	2013 – One-off \$30,000

APPENDIX 6 – RECOMMENDATIONS AND ACTION PLAN

STRATEGIC DIRECTION 1: HEALTH AND WELLBEING

Recommendation 1: That Council focus on developing programs that provide an early intervention/prevention focus to increase young people’s resilience, coping skills and encourage the development of positive social relationships and strong mental health

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth Services will deliver the ACTIVE8 Program.	Youth Services	2013 - 2015 To be reviewed in 2015	Service Coordination and Management	An average of 120 Young people participate in the ACTIVE8 Program each year. Increased involvement of agencies and community groups in the ACTIVE8 and other programs. A broader understanding in the community of what constitutes good mental health.
Youth Services will advocate and promote the continued development of mentor programs such as MATES.	Youth Services	2013 – 2015 To be reviewed in 2015	Support and Advocacy	Increased number of community members acting as mentors to young people.

Recommendation 2: That Council continue to develop cohesive and meaningful partnerships between agencies, schools, and the community to collaboratively provide relevant health and wellbeing programs to young people in the Moorabool Shire.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth Services will promote the involvement of all appropriate agencies, schools, community and sporting groups in the planning and provision of health and wellbeing programs for young people in the Moorabool Shire. Youth Services will support others in the facilitation of health and wellbeing programs.	Youth Services	2013 – 2015 To be reviewed in 2015	Support and Advocacy	Increase in the number and active involvement of partners in our programming.
Youth Services will support others in the facilitation of health and wellbeing programs.	Youth Services	2013 – 2015 To be reviewed in 2015	Support and Advocacy	Increase in other agencies facilitating programs.

Recommendation 3: That Council provide opportunities through its programs and events to recognise the achievements of young people and help enhance community understanding of the contribution young people make to the community.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
As part of National Youth Week, Youth Services will implement an award program which specifically acknowledges young people who have made significant contributions to the community or have achieved other significant outcomes.	Youth Services		Service Coordination and Management	Greater number of young people participate in Moorabool Shire Council run or supported National Youth Week activities/events. Youth Services run an event in 2014 that acknowledges young people's achievements and contributions to Moorabool.
Youth Services will advocate for all recognition programs – Volunteer awards and community awards that take place in Moorabool to have a youth category.	Youth Services	2013 - 2015 To be reviewed in 2015	Advocacy and Leadership	There is an increase in the number of recognition awards and programs that have a youth category.
Youth Week will engage young people in the development, planning and facilitation of the event.	Youth Services	2013 - 2015 To be reviewed in 2015	Service Coordination and Support	The event is run for young people with young people primarily involved in the planning and facilitating of this event.

STRATEGIC DIRECTION 2: EDUCATION AND EMPLOYMENT

Recommendation 4: That Council focus on developing and/or supporting education and training programs that provide for the educationally disengaged and assist young people to transition from one form of education to appropriate educational opportunities or training/employment that better suit their needs.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth Services provide appropriate support and advocacy for increased education, employment and training opportunities for youth in the Shire.	Youth Services	2013 – 2015 To be reviewed in 2015	Support and Advocacy	Youth Services has provided appropriate support and advocacy to promote increased educational, employment and training opportunities for young people.
Youth Services continue to actively support the State Government Youth Partnerships Demonstration Project, and use this to ensure that educational and training options are promoted across the Moorabool Shire.	Youth Services	2013 – 2015 To be reviewed in 2015	Support and Advocacy	Youth Services attends Partnership meetings, as an active partner and acts appropriately on actions resulting from those meetings.

Recommendation 5: As with the successful Health and Wellbeing Program ACTIVE8, Council should investigate the development of a flagship education and training program in partnership with other external providers.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth services will research and implement an education/training program in partnership with a range of local agencies and community groups.	Youth Services	2013 – 2015 To be reviewed in 2015	Service Coordination and Leadership	Implementation of an education and training program.

STRATEGIC DIRECTION 3: INFRASTRUCTURE – BUILT AND NATURAL ENVIRONMENT

Recommendation 6: That Council investigate opportunities to access existing space to provide a youth space for the community. This space would enable Council to provide a flexible service model, reduce costs of transport, equipment handling, venue hire and significantly enhance the youth engagement effort.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Investigate sites that have the potential to meet the defined needs of a youth space.	Youth Services, MAST and other Youth services operating in Moorabool	2013 – 2015 To be reviewed in 2015	Management	A number of sites are investigated and appraised.

Recommendation 7: That a report be prepared to identify the key components of a youth space including the size and type of space required, governance and management arrangements, capital costs, operating costs, location and potential funding sources for the consideration of Council.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth service with the support of external agencies and other council directorates prepare a report for Council with emphasis on funding options, governance and management of a dedicated youth space that meets the identified needs of young people and the community.	Youth Services in partnership with other key partners, including the MAST Group	2013 – 2015 To be reviewed in 2015	Service Coordination and Management	A feasibility study is completed and presented to Council.

Recommendation 8: That Council provide young people with the opportunity to engage in the decision making for the development of open space assets to ensure they are accessible and well planned to meet the range of diverse needs and interests of young people.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth Services engage young people in the decision making associated with the development of open space asset, To ensure that these assets are accessible, well planned and meet the diverse range of needs and interests of young people.	Youth Services	2013 - 2015 To be reviewed in 2015	Service Coordination	A greater number of young people feel that they have opportunities to influence development in the community Young people are directly involved in discussions around the planning of open space.
Youth and Recreation Services develop a master plan for Rotary Park to further enhance youth facilities.	Youth Services and Recreation Services	2013 - 2015 To be reviewed in 2015	Service Coordination	Young people generally indicate that they are happy with the way their needs have been incorporated into open space planning. A master plan is developed and presented to Council. Greater numbers of Moorabool Shire Council Work units support Youth engagement through their work. Year 1 target 50%

Recommendation 9: That Council advocate for better transport access for young people in the Shire.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth services advocate with all levels of Government for better transport access in the Shire. This is a joint responsibility and must occur in partnership with all council directorates.	All Council Directorates	2013 - 2015 To be reviewed in 2015	Support and Advocacy	Every opportunity to advocate on this issue has been undertaken and all directorates have been involved.

STRATEGIC DIRECTION 4: RESOURCING COUNCIL'S YOUTH SERVICES

Recommendation 10: That Council implement a flexible approach to service delivery, so that youth services can run a number of one off, short term programs which better respond to changing, transient and or unexpected youth needs.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth Services develop a framework that enables the unit to respond to one off events in a quick and appropriate manner.	Youth Services	2013 - 2015 To be reviewed in 2015	Service Coordination and Management	Youth Services unit structure to have ability to respond in a timely and efficient manner to unexpected youth issues. Youth services are able to engage community based services to respond to these issues in the longer term.

Recommendation 11: That Council review existing staffing arrangements for youth services and consider the allocation of funds for an additional equivalent full time youth worker position in the 2014 – 2015 budget process.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Review Youth Services staffing structure and responsibilities to include consideration of an additional 1 EFT be submitted to the 2014 – 2015 Council budget process.	Youth Services	2013 - 2015	Advocacy	A bid is submitted to Council's 2014-2015 budget process.

Recommendation 12: That Council investigate the establishment of a casual youth services workforce that would enable youth services to meet peaks in demand and to strengthen an increasingly flexible delivery system.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth services investigate the cost – benefits of establishing a casual work force and refer outcomes to future Council budget processes.	Youth Services	2013 - 2015 To be reviewed in 2015	Advocacy	Costings are established and referred to council for inclusion in future budget discussions.

STRATEGIC DIRECTION 5: COMMUNICATING WITH YOUNG PEOPLE

Recommendation 13: That Council actively pursue strong youth engagement practices including enhancing its ability to engage on-line.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth services engage with young people in the design, development and maintenance of our on-line communication strategy	Youth Services and partners, young people	2013 - 2015 To be reviewed in 2015	Service Coordination and Management	Young people use Council's Youth Web Site as a primary source of information in Moorabool Our on-line presence is established and is responsive to and meets the current and changing needs of young people.
Youth Services implement an initiative for young people to be directly involved in the design and maintenance of an on-line framework to gain educational outcomes for their involvement.	Youth Services and partners, young people	2013 - 2015 To be reviewed in 2015	Service Coordination	The young people involved are receiving specific training from education or training providers. That the training is related to a recognised certificate or other qualification.

Recommendation 14: That Council establish a mechanism to assist young people to develop a Youth Charter which enables them to have a dialogue on issues that impact on them with all directorates of council's.

Actions	Responsibility	Time Frame	Council's Role	How will we know we have achieved this?
Youth Services establish group of young people who represent young people to all parts of Council. This group will take on the responsibility of developing a youth charter and having regular contact with all Council Directorates.	Youth Services	2013 - 2015 To be reviewed in 2015	Service Coordination and Management	50% of Moorabool Shire Council's Work units support youth engagement in their work Information and Resources relating to youth engagement are distributed to the community, youth and community agencies and all council departments. A youth Charter is presented to and adopted by Council. There is a constructive and meaningful dialogue between young people and council directorates.



11.3.2 ANZAC Centenary Proposed Projects

Introduction

File No.: 06/03/004
Author: Kate Diamond-Keith
General Manager: Danny Colgan

Background

The centenary of the First World War and of ANZAC Day from 2014-2018 has brought many communities in Moorabool together to plan commemorative projects and events. The community organisations and groups proposing these projects have requested support from the Council to develop and implement projects as well as providing ongoing maintenance.

The proponents of the following projects are seeking support from the Council for the Coimadai War Memorial Avenue restoration and Yendon Avenue of Honour restoration; and Bacchus Marsh RSL Memorial.

The proposal in Coimadai is to reconstruct the Coimadai Avenue of Honour by re-planting 122 trees; restore and relocate the existing Coimadai War Memorial Cairn located at the Bacchus Marsh . Diggers Rest (Toolern Vale) Road to the Merrimu Picnic Ground; and add the names of local people who went off to war on the restored cairn. The estimated capital cost over 4 years is \$155,714.

The proposal in Yendon is restore the Yendon Avenue of Honour, which is located along Yendon Number 2 road (main street in Yendon) between the Navigators/Harbours Rd and Pope Street. There are currently nine mature oak trees there but the distance between them suggests there were more trees originally. The group are proposing to install an additional seven oak trees. The proposal also includes installing plaques on the trees as well as an Honour Board and approach signage. The estimated capital cost is \$7,700.

The Bacchus Marsh RSL proposal is to re-locate the existing war memorial and install additional facilities at the old library site. The project may include: a Memorial Wall; a space to display the RSL cannon; move the cenotaph; and provide a larger space for gatherings and a memorial rose garden. The estimated capital cost is \$75,000

Further information about the above three projects is contained in **Attachment 11.3.2.**

Other projects and activities include activities being undertaken by the Great War Centenary Committee; ANZAC Commemorative Naming Project; and National Trust of Victoria.

The Great War Centenary Committee is a committee that has been established to plan and implement events over the next four years to commemorate significant events from the Great War. This committee held a

very successful awareness raising day on the 10 August 2013. It is expected that this group will organise further events for the Centenary and Council officers will continue to support this committee. The Committee may also apply for a Community Events Grant.

The National Trust has launched a Pilot program to assist local communities to identify and appreciate the history of the memorial Avenues of Honour with Bacchus Marsh selected as one of the local communities for the pilot program. The focus of this pilot program is awareness raising and education in the community. The National Trust participated in the Great War Centenary Committee's awareness raising day on the 10th August 2013 by engaging with community groups and schools to create awareness of the significance of the Bacchus Marsh Avenue of Honour. This included working with local schools to provide art work and a book commemorating the Bacchus Marsh Avenue of Honour. From this the National Trust will now publish photos and a blog about the awareness raising day to encourage other communities to hold similar events.

Funding for the ANZAC Commemorative Naming Project was recently announced by the Victorian Government. The project which is being managed by the Office of Geographic Names (OGN) is part of Victoria's contribution to the national ANZAC centenary commemoration. The State Government is asking Local Governments to get involved in the project and engage their communities in researching local ex-service people and others who have displayed the ANZAC spirit. A grant will either be provided to the Council or local groups such as historical societies, RSLs or schools to support the research. Names that reflect the sacrifice of local veterans and communities may then be assessed and proposed as part of the usual naming process.

Proposal

Coimadai War Memorial and Avenue Restoration

The Coimadai Avenue of Honour Restoration Association proposal is estimated to cost \$155,714 over four years. The Association have requested funding support from the Council of \$4,700, which includes \$2,200 in the 2013/14 financial year for trees and components of the watering system. This proposal includes the re-planting of 112 trees. It is anticipated that the Association may request further funding support from the Council in future years for this project, as the majority of the funding sources for this project are not known and there are limited grant opportunities for war memorials. The Association have also requested support with public liability insurance, but advice from the Council's insurance company has indicated that the Association should purchase their own via the Local Community Insurance Services which has been communicated to the group.

Recurrent funding of \$6,200 will also be required to maintain the trees and other facilities.

The Association have contacted Southern Rural Water (SRW) about using a portion of land in the Merrimu Picnic Ground for the memorial, with a gazebo and memorial wall and fence. Southern Rural Water is in the process of providing a provisional letter of agreement for the group to use the land for

the memorial. However, SRW have indicated that the Association might require the Council's support to maintain the facilities. The Council may also note that Vicroads does not provide amenity maintenance to Avenues of Honour.

Officers are concerned that this project may impose a significant liability and maintenance responsibility upon the Council as the trees mature and gazebo and memorial age. The Bacchus Marsh Avenue of Honour is a larger scale example of the costs that could be incurred in the maintenance and management of avenues of trees. Further, the support from other stakeholders is yet to be confirmed; stakeholders include Vicroads, Southern Rural Water and Powercor. Southern Rural Water will also need to agree to maintaining any structures on its land.

Officers recommend that the Council endorse the continued involvement of officers in working with the Coimadai Association to pursue funding options. It is also recommended that the Council continues to be kept informed of developments prior to committing capital or maintenance funding at this stage.

Yendon Avenue of Honour:

The Yendon History Group has applied to ANZAC Centenary Local Grants Program for funding and the application is currently pending. The group have requested Council funding support of \$1,200 for the purchase of trees, which can be funded out of the existing budget. Recurrent funding of \$1,200 will be required to maintain the trees.

Officers have concerns over the future liability and maintenance of seven additional oak trees. The smaller scale of this project reduces the risk to Council. However, as the trees mature the costs of maintenance will increase. Officers recommend that the Council endorse the continued involvement of officers in working with the Yendon group to pursue funding options. It is also recommended that the Council continues to be kept informed of developments prior to committing capital or maintenance funding at this stage.

Bacchus Marsh R.S.L.

The Bacchus Marsh R.S.L. proposal is estimated to cost \$75,000. The Bacchus Marsh R.S.L. have indicated that the land known as the old library site is their preferred option for the project. However, they have indicated that they would consider an alternative location if it included re-locating the R.S.L. Hall facility to the same site. Due to the considerations and implications arising from the Bacchus Marsh Activity Structure Plan adopted by the Council in December 2011, the impact on the proposed Greenway and the lack of a clear strategic plan for the precinct adjacent to the library and rear of the hall, officers propose that the Council does not support the implementation of this project on the land known as the old library site. There is also currently no funding in the budget to commence any further strategic planning for the precinct.

The Council may wish to consider supporting this project if the R.S.L. were to identify an alternative location. Officers have identified some alternative locations, including Eddie Toole Place, Rotary Park and Moon Reserve. The approximate recurrent cost required if completed is \$2,850 per annum.

The Bacchus Marsh R.S.L. have also proposed in the interim to utilise the vacant land on the old library site for commemorative events during the year. These include ANZAC Day and Remembrance Day. This is due to the large number of people now attending these events and the requirement for more space to ensure the events proceed with minimal disruption to the main street. It is therefore proposed for the Council to receive a further report about the Bacchus Marsh R.S.L. using the site to erect a temporary removable memorial and use the old library site for ANZAC Day and Remembrance Day events. However the temporary memorial must be erected and removed on the day of the events, with no permanent structure to remain.

Policy Implications

The 2013 - 2017 Council Plan provides as follows:

Key Result Area	Community Wellbeing
Objective	Community self reliance
Strategy	Provide community development support and partnership projects

The proposal ANZAC Centenary Projects is consistent with the 2013-2017 Council Plan.

Financial Implications

There are a number of financial implications resulting from these projects.

The Coimadai Avenue of Honour Restoration Association is seeking a contribution of \$4,700 from Council. Additional capital funding may be requested with recurrent costs of \$6,200. This small contribution does not take account of future liabilities and maintenance issues.

The Yendon History Group have sought the purchase of trees by the Council at a cost of \$1,200 along with the recurrent maintenance costs of \$1,200.

The Bacchus Marsh R.S.L. has not specified the requested contribution from the Council, but the capital cost of the project is estimated at \$75,000. Approximately \$2,850 is required for recurrent maintenance costs. The Bacchus Marsh R.S.L. may have the capacity to contribute their own funds to this project or undertake community fundraising.

External Funding:

The three projects identified above are all subject to external funding. The State and Federal Government Grants available are very limited for these projects and will not be sufficient to fund all components of the projects. It is therefore proposed that the Council only support projects that have already secured all external funding required. It is proposed for officers to work with the groups to submit funding applications to the State and Federal Government.

Risk & Occupational Health & Safety Issues

Risk Identifier	Detail of Risk	Risk Rating	Control/s
Funding	External funding not received and Council expected to fund projects.	High	Support groups to identify and apply for further funding
Public Liability Insurance	Projects require public liability insurance to undertake volunteer works	High	Groups to source insurance for projects

Communications and Consultation Strategy

Council officers have met with the groups proposing projects to discuss their progress and the proposed support required from the Council. Council officers have also attended meetings of an ANZAC Centenary Steering Committee for Moorabool.

The outcomes of this report will be communicated to the groups via a letter as well as discussions about the next steps for each project.

Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

General Manager – Danny Colgan

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

Author – Kate Diamond-Keith

In providing this advice to Council as the Author, I have no interests to disclose in this report.

Conclusion

The Centenary of ANZAC from 2014-2018 will be an important occasion for the Moorabool community which is evident by the number and range of community members and groups proposing significant projects to commemorate the event. The Council may wish to support the Coimadai War Memorial and Avenue restoration and Yendon Avenue of Honour restoration projects in principle through the provision of Officer time and support with grant applications. Officers propose that the Council does not support the Bacchus Marsh R.S.L. proposal for the land known as the old library site due to the implications from the Bacchus Marsh Activity Structure Plan, lack of precinct planning and the proposed Greenway. Officers may support the Bacchus Marsh R.S.L. to identify any alternative locations as well as grant applications for this proposal. The Council may consider capital contributions to the projects once the groups have secured all external funding required. If the projects are completed, then recurrent maintenance funding will be required annually.

Recommendation:

That Council:

- 1. notes the project proposals for Coimadai and requests officers to continue to work with the group to pursue and resolve the significant capital and recurrent funding for the projects.**
- 2. approves 'in principle' the Yendon Avenue of Honour project.**
- 3. advises the Bacchus Marsh R.S.L. that it is unable to support the project proposal at the old library site and request that officers continue to work with the R.S.L. to identify alternative sites and capital and recurrent funding sources.**
- 4. receives a further report on the Bacchus Marsh R.S.L. proposal to erect a temporary removable memorial and use the old library site for ANZAC Day and Remembrance Day events.**

Report Authorisation

Authorised by:



Name:

Danny Colgan

Title:

General Manager Community Services

Date:

Thursday 19 September, 2013

Attachment - Item 11.3.2

Project	Description	Capital Costs	Recurrent Costs
Bacchus Marsh RSL Memorial	The Bacchus Marsh RSL. proposal is to re-locate the existing war memorial and install additional facilities at the old library site. This will include a Memorial Wall, a space to display the RSL. Cannon, move the cenotaph and provide a larger space for gatherings and a memorial rose garden.	\$75,000	Approximately \$2,850 per annum (rose garden, general maintenance)
Coimadai War Memorial and Avenue restoration	The proposal is to reconstruct the Coimadai Avenue of Honour; restore and relocate the existing Coimadai War Memorial Cairn located at the Bacchus Marsh . Diggers Rest (Toolern Vale) Road to the Merrimu Picnic Ground; and add the names of local people who went off to war on the restored cairn.	Capital costs over 4 years - \$155,714. Request from Council - \$4,700 for components of the watering system, trees, traffic management and permits. Whilst the group have indicated that they are expecting support from Southern Rural Water, Powercor, Australian Government & ANZAC Centenary Local Grants Program: local donations and Vicroads, the majority of the funding for this project is not identified.	Approximately \$6,200 per annum for Avenue of Honour and general maintenance.
Yendon Avenue of Honour restoration	This group are proposing to restore the Yendon Avenue of Honour, which is located along Yendon Number 2 road (main street in Yendon) between the Navigators/Harbours Rd and Pope Street. There are currently 9 mature oak trees there, but the distance between them suggests there were more trees originally. The group are proposing to install an additional 7 oak trees. The proposal also includes installing Avenue of Honour Plaques on the trees, as well as an Honour Board and approach signage	Capital cost - \$7,700. Request from Council - \$1,200 for purchase of trees, which can be funded from existing tree budget. This groups have applied to the Australian Government & ANZAC Centenary Local Grants Program:	\$1,200 for the Avenue of Honour

11.4 INFRASTRUCTURE SERVICES

No reports for this meeting.

11.5 CORPORATE SERVICES

11.5.1 Customer Service Strategy 2013-2016

Introduction

File No.: 02/06/010
Author: Natalie Abbott
General Manager: Shane Marr

Background

Moorabool Shire Council is committed to achieving excellent levels of service and satisfaction for our community and each other. We recognise that we are in the service industry and that our role is to provide quality customer service.

The Customer Service Strategy 2013 . 2016 is a three year plan which outlines the key focus areas for the improvement of customer service for both customers and staff.

The strategy captures the work undertaken over recent years and investigates and pursues new ways of conducting business to ensure we continue to meet the needs of our customers both now and in the future.

The purpose of this report is to recommend that the Council receives the Customer Service Strategy 2013-2016 and accompanying Customer Service Charter.

Proposal

The Customer Service Strategy 2013-2016 incorporates significant initiatives and projects, either occurring or planned to occur, within the Council over the next three years relating to customer service. It provides a clear guide highlighting areas being focused upon to further enhance the current foundation of customer service excellence.

The focus areas for Moorabool will be:

- " quality and process improvement and refining our service delivery
- " enhancing Council's online capabilities
- " building Council's leadership and values based culture
- " continuation of Council's corporate customer service training package
- " representing and leading our community.

From these focus areas, initiatives include:

- " setting overall goals, actions and key performance indicators (KPIs)
- " performance monitoring and reporting
- " investigating and implementing new technology
- " communications and engagement strategy
- " staff development and training
- " internal and external customer service charters
- " service standards.

The Customer Service Strategy 2013-2016 supports the Council Plan 2013-2017 and the Council's Customer Service Charter, as well as Council's vision and mission statements aligned to Council's values. It will be through the demonstration of these values that the initiatives listed in the action plan will be successfully achieved.

This strategy outlines the key focus areas for the improvement of customer service over the next three years for both our customers and staff. Council has already set in place some key initiatives to improve our customer service and we want to continue to build upon this foundation.

The three year Customer Service Strategy aligns to the promises made in the Customer Service Charter and will support the improvement of Council's customer service achievements.

Furthermore, it allows Council to align delivering public value and continuously improving and refining our service delivery while operating under the nine business excellence principles and the broader business excellence framework.

Key components of the business excellence principles include:

- " providing a high level of customer service
- " providing governance and leadership whilst managing our finance and human resources,
- " ensuring the integrity of systems, data and processes to benefit the community.

Policy Implications

The 2013 - 2017 Council Plan provides as follows:

Key Result Area	Representation and Leadership of our Community
Objective	Provide quality customer services that respond to the needs of our whole community.
Strategy	Deliver responsive customer service in accordance with the Customer Service Charter.

The proposal implementing the Customer Service Strategy is consistent with the 2013-2017 Council Plan.

Financial Implications

There are no financial implications from this report. All projects being delivered have been allocated a budget.

Risk & Occupational Health & Safety Issues

There are no risks or occupational health and safety issues in relation to this report.

Consultation with community occurred through Council's *Have Your Say Moorabool* website in the form of a survey that provided the community with an opportunity to provide feedback, ideas and examples of what Council does well, and where it can improve its customer service.

Comments were received and considered from the community, councillors and staff to ensure that the plan is relevant and will deliver outcomes to the community, our staff and the organisation.

Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council, the officer considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

General Manager – Shane Marr

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

Author – Natalie Abbott

In providing this advice to Council as the Author, I have no interests to disclose in this report.


Conclusion

The Customer Service Strategy and Customer Service Charter is presented to Council for adoption. Council staff to implement and continually improve and refine its customer service over the next three years for both our customers and staff.

Recommendation:

That Council adopts the Customer Service Strategy 2013-2016 and Customer Service Charter.

Report Authorisation



Authorised by:

Name: Shane Marr

Title: General Manager Corporate Services

Date: Monday 23 September 2013

Attachment - Item 11.5.1(a)



CUSTOMER SERVICE STRATEGY

2013-2016



EXECUTIVE SUMMARY

Moorabool Shire Council is committed to achieving excellent levels of service and satisfaction for our community and each other. We recognise that we are in the service industry and that our role is to provide quality customer service.

The Customer Service Strategy 2013-2016 incorporates significant initiatives and projects, either occurring or planned to occur, within the Council over the next three years relating to customer service. It provides a clear guide highlighting areas being focused upon to further enhance the current foundation of customer service excellence.

The focus areas for Moorabool will be:

- quality and process improvement and refining our service delivery
- enhancing Council's online capabilities
- building Council's leadership and values based culture
- continuation of Council's corporate customer service training package
- representing and leading our community.

From these focus areas, initiatives include:

- setting overall goals, actions and key performance indicators (KPI's)
- performance monitoring and reporting
- investigating and implementing new technology
- communications and engagement strategy
- staff development and training
- internal and external customer service charters
- service standards.

The Customer Service Strategy 2013-2016 supports the Council Plan 2013-2017 and the Council's Customer Service Charter, as well as Council's vision and mission statements aligned to Council's values. It will be through the demonstration of these values that the initiatives listed in the action plan will be successfully achieved.

Our Organisation's Vision

Vibrant and resilient communities with unique identities

Our Organisation's Mission

Working with our people to deliver valued outcomes that improve community wellbeing and are economically responsible

Our Values

Respect: Treat others the way you want to be treated

Integrity: Do what is right

Practicality: Always be part of a solution

Excellence: Continually improve the way we do business

Equity: Fair distribution of resources



3



MOORABOOL
SHIRE COUNCIL
287 of 326

BACKGROUND

Moorabool Shire Council has come a long way in its short history and today it is a Council that is experiencing extensive growth in both the urban and rural areas of the Shire. Our Shire spans more than 2,110 square kilometres and consists of 64 localities, hamlets and towns.

The current official population of Moorabool Shire is 28,600 as of 30 June 2011. It is estimated the Shire's population will be 30,117 by the end of 2013. The population living in and around Bacchus Marsh is approximately 16,000 (60%) of the total shire population. The Shire's second largest population is in and around Ballan (6,534). The remaining population is distributed throughout the large number of small towns, hamlets and farming areas within the Shire.

The majority of people who relocate to Moorabool Shire are young families seeking a semi-rural lifestyle. Moorabool's demographic reflects this trend.

Over recent years Moorabool Shire Council staff have undergone extensive training in customer service principles and are now working on a Business Excellence Framework for the organisation.

The Customer Service Strategy 2013-2016 captures the work undertaken over recent years and investigates and pursues new ways of conducting business to ensure we continue to meet the needs of our customers both now and in the future.

SERVICES

Local Government provides some of the largest and most diverse services of any organisation. Moorabool Shire Council plays a vital role in the community providing services in key result areas through:

Representation and Leadership of our Community

Good Governance

- community engagement
- provide a high level of customer service
- human resources and business excellence
- integrity of systems, data and processes to benefit the community
- advocate for services and infrastructure to meet the Shire's existing and future needs
- provide a motivated, responsive, innovative and performance oriented workforce.

Community Wellbeing

Community Services

- community wellbeing programs
- partnerships with community organisations
- library services
- community events and festivals
- sporting and recreation facilities
- walking and cycling trails
- provide and support youth development programs

- facilitate high quality services to families and children, young people, the aged, the disabled and the disadvantaged
- community grants program.

Public Health and Safety

- animal registration and management
- immunisation programs
- emergency management

Enhanced Infrastructure and Natural and Built Environment

Roads Parks and Public Works

- building and maintaining roads and bridges
- providing and maintaining community centres and other public facilities
- caring for parks and gardens.

Environmental Protection

- regulation of activities that affect the quality of the environment.

Land Use

- control and regulate how land is used.

Waste Disposal

- provide waste and recycle collection
- operate transfer station and landfills
- clean streets, footpaths and other public areas.

THE PURPOSE OF A CUSTOMER SERVICE STRATEGY

This strategy outlines the key focus areas for the improvement of customer service over the next three years for both our customers and staff. Council has already set in place some key initiatives to improve our customer service and we want to continue to build upon this foundation.

The three year Customer Service Strategy aligns to the promises made in the Customer Service Charter and will support the improvement of Council's customer service achievements.

It will also provide additional focus areas for the next three years for Council to pursue – *Council's Plan 2013-2017: Provide quality customer service that responds to the needs of our whole community.*

Furthermore, it allows Council to align delivering public value and continuously improving and refining our service delivery while operating under the nine business excellence principles and the broader business excellence framework.

Key components of the business excellence principles include:

- providing a high level of customer service
- providing governance and leadership whilst managing our finance and human resources,
- ensuring the integrity of systems, data and processes to benefit the community.

Additionally as individuals we aim to:

- choose our attitude
- make the customers day
- be present in conversations
- enjoy what we are doing.

The concepts above are trademarks or service marks of ChartHouse Learning and used with permission, Make their Day, Be Present, Play have fun and Choose your attitude. All rights reserved.



HOW THE CUSTOMER SERVICE STRATEGY WAS DEVELOPED?

The Customer Service Strategy was developed using the following methodology:

How we are currently tracking

- Collating relevant information from customer satisfaction survey
- Collating and reviewing of internal customer service reports/statistics
- Reviewing status of internal audit recommendations and incorporating any relevant recommendations
- Assessing organisational performance against draft Customer Service Policy.

Develop a Customer Service Vision for Council

- Consulting with stakeholders, using internal forums, *Have your say*, and internal surveys
- Conducting a scan of the organisation to identify any synergies with other project objectives, for example the National Broadband Network project and the initiatives associated with this project
- Conducting benchmarking against other organisations
- Collating the outcomes of the consultation to establish focus areas/themes.

Develop an action plan that will assist in achieving the vision

- Developing a series of objectives
- Communicating the action plan to the organisation.

Implement the action plan

- Establishing a working group to implement and report on agreed actions.

Measure for improvement

- Establishing opportunities for regular feedback
- Measuring and report on our performance.

In developing the plan, we received and considered not only the community's comments, but also those of our staff. This was conducted through a survey focusing on several questions regarding the current services and processes used within Moorabool Shire for customer service. We felt this was of particular importance to ensure the focus areas in our plan are relevant and will deliver outcomes to the community, our staff and the business.

Moorabool Shire Council undertakes to measure the organisation's culture annually. As quality customer service is the cornerstone of Moorabool Shire Council, it is important to determine any areas of opportunity regarding the delivery of quality service from the survey.

Key documents used to form the strategy include:

Internal Audit of Customer Service (July 2011).

Key components of the audit identified:

- **Customer Service Framework** – gaps in the Customer Service Framework.
- **Non Compliance with the Customer Service Charter** – a number of instances of non compliance with the service standards detailed in the Customer Service Charter.
- **Data Capturing and Reporting** – No definitive key performance indicators had been established.

Local Government Community Satisfaction Survey

Each year, Council receives a report for a Community Satisfaction Survey commissioned by the Victorian State Government and coordinated by the Department of Transport, Planning and Local Infrastructure (DTPLI) on behalf of 71 out of 79 Victorian councils who participate in the program.

The Community Satisfaction Survey is optional and participating councils have a range of choices as to the content of the questionnaire and the sample size to be

surveyed, depending on their individual strategic needs, financial and other considerations.

The main objective of the survey is to assess the performance of Moorabool Shire Council, classified as a Large Rural Shire Council, across a range of measures and to seek insight to provide improved or more effective service delivery.

In 2013, Moorabool recorded an Overall Performance Index score of 58, which is an increase of 1 point from 2012. This result is slightly lower than the overall state wide average score of 60 and 1 point higher than the average Index Score of 57 for the Large Rural Shires Group.

Council's customer service delivery repeated its 2012 score of 68 in the 2013 survey, by far the Shire's highest index score for both years over all the categories measured. At 68 overall for customer service, this score is 3 points lower than the state-wide average of 71 and 1 point lower than the Large Rural Shire's average of 69.

Moorabool Shire IT Strategy 2012-15

Council's IT Strategy recommends that through its review of corporate systems and online services, development and enhancements to provide quality customer service must be considered as part of this review.

It should also include innovative aspects to enhance and streamline the many customer service functions

that Council provides, including video meetings/conferencing, enhanced online payments, digital display boards, community kiosks and further expansion and use of smart forms.

Council has an opportunity through the National Broadband Network (NBN), Digital Local Government Program to further this work and take advantage of the higher speed capabilities that the NBN will provide in providing these services. Initially, Bacchus Marsh residents, as a second release site, will be able to take advantage of these services. Services will expand to the wider Moorabool community as the NBN footprint grows.

Library Services Strategic Plan 2012-15

In August 2011 Council opened the Lerderderg Library in Bacchus Marsh. Council developed this new library and community facility in response to the demonstrated community need for improved library services and facilities in Bacchus Marsh. The Lerderderg Library provides a vibrant community hub for Bacchus Marsh residents, encompassing library services, Council customer service, Visitor Information Centre, historical information and community meeting spaces. Since its opening, library service demand and membership has been steadily increasing. Council opened the Ballan Library and Rural Library Service on 1 July 2012. There is an emerging community need for increased programs and activities to be provided through the library service.

Communications Strategy and Framework

The key objectives of the Communications Strategy are to achieve goals in the following areas:

- **External Communications** – improve public knowledge and perceptions of the Council's priorities and processes. Maintain and improve levels of customer service across Council.
- **Internal Communications** – increase staff understanding of the organisation's aims and objectives and improve information flow between departments.
- **Community Engagement** – promote community consultation.
- **Corporate Identity** – strengthen image and profile.
- **Advocacy** – articulate and lobby for outcomes with key stakeholders.
- **Emergency/Crisis Communications** – develop and implement policies and initiatives to improve emergency preparedness, response and recovery.
- **On-Line Communication** – maximise opportunities to communicate via the use of new technology and tap into emerging methods of online communication.

From these sources the following key themes have been developed which this strategy is based upon:

Culture Training Technology

CULTURE *Verb - Maintain in conditions suitable for growth.*

There are four main areas of focus within the theme of culture:

- Choose our attitude
- Make the customer's day
- Be present in conversations
- Enjoy what we are doing.

The concepts above are trademarks or service marks of ChartHouse Learning and used with permission, Make their Day, Be Present, Play have fun and Choose your attitude. All rights reserved.

These focus areas primarily support the following Charter promises:

- Council is committed to achieving excellent levels of service and satisfaction.
- We will achieve this through:
 - Our Business Excellence Program
 - Focussing on people and building relationships
 - Promoting a culture of achieving greater outcomes for the community.

Community and Customer Engagement

It is important to have an ongoing and reliable method of assessing our performance (customer satisfaction) as well as understanding our customers' needs and expectations, both now and in the future.

Council established a Community Engagement Program to provide focus to this important area of customer service excellence.

This commitment and focus is reflected in our Council Plan 2013-2017 – *Leadership through best practice community engagement; to make well informed decisions based on input from the community and other key stakeholders through effective community engagement and foster a motivated, responsive, innovative and performance oriented workforce.*

Strong Internal Service and Partnerships

In order to provide a high standard of customer service to our external customers, it is crucial that internal relationships and partnerships are strong and working well. Due to the diversity and complexity of many of our services, several areas can be involved in delivering an outcome to a single customer request.

Customer Service Standards

Our Customer Service Standards, as stated in our Charter, provide a commitment to our customers, as well as an expectation to our staff regarding a level of service they need to consistently deliver. A key part of this is to regularly communicate and review these standards as well as our performance against them.



CULTURE ACTION PLAN 2013-2016

Community and Customer Engagement			
Action	Benefits	Who*	When
Implement the Customer Service Strategy Framework	Better understanding of what the customers are thinking in regards to our service delivery and where we can improve	CBS	2013-16
Reporting on Key Performance Indicators	"Having our finger on the pulse"	CBS	2013-16 90% target
Improve the collection and analysis of customer satisfaction data	Customer Satisfaction	CBS	2013-14 and Ongoing 90% target
Conduct service and process reviews through: Business Excellence and Internal Audit	Continually Improve our service delivery for the benefit of customers and cost efficiency	All Units	2013-14 and Ongoing
Conduct Annual Culture Survey	Measure our ongoing performance on the organisations culture	PP	2013-14 and Ongoing
Corporate branding and identity which includes name badges, corporate uniforms, style guide of documents and publications	Provide a consistent corporate image to the community	EDM & CBS	2013-14 and Ongoing

Customer Service Standards			
Action	Benefits	Who*	When
Review Customer Service Charter	Ensures the Charter is relevant and meaningful to our commitment and means of providing and reporting a high standard of customer service to our community	CBS	2013-14
Customer Survey within the community	Gain a better understanding of customers' needs	CBS	2014-2016 and Ongoing
Mystery Shopping within the organisation	Gain a better understanding of service levels provided to the community	CBS	2015-2016
Further integration of Library and Customer Service functions	Continually improve service delivery in the whole shire	CBS & LS	2013-14 and Ongoing

Who *

- CBS Customer and Business Services
- LS Library Services
- PP People and Performance Service
- EDM Economic Development and Marketing

TRAINING

Verb - The action of teaching a person a particular skill or type of behaviour.

There are three main focus areas within the theme of training:

- Training and development of our staff. The focus includes initiatives to ensure staff are recruited, trained, supported and retained.
- Increased opportunities for training of corporate systems.
- Relaying and directing information to the right area.

These three focus areas primarily support the following Charter promises:

- The importance of the training and development of our staff.
- Your call will be attended to by an experienced staff member who will make every effort to resolve your query in the first instance. If unable to resolve your query in the first instance, we will ensure you are referred to the most appropriate member of staff.
- Council is committed to continually reviewing and improving our services, we welcome feedback and treat all feedback as an opportunity to enhance our services to the community.

Organisation - Customer Service Training

We place a lot of importance on the training and development of our staff. We realise this is crucial to ensuring our skills and abilities are continually improving, and that training is an important part of

pursuing consistency of service across a large and diverse organisation.

All new staff participate in a comprehensive induction process which includes information regarding customer service expectations and the commitments made to our customers and the community.

A range of customer service training is on offer to all staff throughout each year via the Corporate Training Program. This training ranges from role specific courses through to broader skill development based training.

Corporate Training Program

The Corporate Training Program is available to all staff. It is presented in several different formats, including a short induction on day one for all new staff and a comprehensive corporate induction on a quarterly basis. All existing staff can access training with sessions occurring each month.

Our Staff

Having skilled staff is an essential ingredient in providing customer service excellence. Developing and maintaining a committed and talented workforce, expanding the organisation's capacity for new ideas, skills and experience and ensuring that our strong and positive service culture is maintained - are all very important in our plan to pursue excellence.

Council's Business Excellence Program ensures we value

our staff by providing them with learning opportunities, leadership development, a safe and functional workplace and a sense of wellbeing. We will continue to attract, develop and retain skilled staff in our organisation.

Staff as Ambassadors

An expanded focus of the culture journey over the next few years will be looking at ways to foster increased levels of pride in the workplace. Staff who are proud of what they do and how it contributes to the betterment of the community and Council, are more likely to go above and beyond and provide exceptional levels of customer service.

Creative Thinking and Innovation

Council has built a reputation for creative and innovative thinking and staff are recognised for their ability to "think outside the square". Through continuing the business excellence journey we will continue to support ways to further develop and grow our capacity to find creative ways to improve customer service.

TRAINING ACTION PLAN 2013-2016

Customer Service Training			
Action	Benefits	Who*	When
Provide a minimum of four Corporate Induction sessions per year for new staff	This will provide consistency in the understanding of expectations in regard to customer service standards as well as provide a foundation of customer service skills to all staff	PP	2013-2016
Continue to provide a range of relevant and accessible training related to customer service skills development as part of the corporate training program	Provision of consistent delivery of customer service throughout the organisation	PP & CBS	2013-2014
Undertake staff training in the use of Council's Community Engagement Policy and Framework	To make well-informed decisions based on input from the community and other key stakeholders through effective community engagement	CD	2013-14 and Ongoing

Creativity and Innovation			
Action	Benefits	Who*	When
Continue to pursue ways to encourage creative and innovative thinking in order to improve service delivery Innovation development and support	This will empower staff to make a difference and look at continuous improvement in the delivery of service excellence	All units	2013-14 and Ongoing
Staff as ambassadors Investigate and implement ways to foster an increased sense of pride within the workplace and for representing Moorabool Shire Council	Staff that feel fulfilled in their work are more likely to go above and beyond and deliver exceptional customer service	PP & CBS	2013-14 and Ongoing

Who *
 CBS Customer and Business Services
 LS Library Services
 PP People and Performance Service
 CD Community Development



TECHNOLOGY *Verb - a manner of accomplishing a task especially using technical processes, methods, or knowledge <new technologies>*

There are three main areas of focus within the theme of technology:

- Increase knowledge of the systems and tools
- Compulsory continual learning
- Simplifying processes using technology.

These three focus areas primarily support the following Charter promise:

- The Council website is a comprehensive source of information and may assist you with your query in the first instance. Our website can also assist you to submit a request online.

Customer Focussed Processes

It is important to have processes driven by customer needs rather than just purely from a business or technology perspective. A key part of this focus area is to minimise any unnecessary parts of a process so that duplication and other inefficiencies can be removed for customer service and financial benefits.

Service Reviews

Council regularly undertakes reviews of its service delivery and processes, whether they are against regular audits, specific feedback, service failures or changing requirements (legislative, technological or customers' needs).

These reviews are supported by several areas of Council's business, which provide for a broad range of expertise and skills support. They include:

- internal audit program,
- information services strategy development
- organisation performance reporting.

Easier Access to Council Services

Making it as easy as possible for customers to contact Council and receive quality information is an important focus area.

A focus area in Council's 2013-2017 Council Plan highlights that we need to explore options for online service delivery, particularly with the introduction of the National Broadband Network (NBN).

Customer Request Management System (CRMS)

Our electronic customer request management system is used to track service requests coming into the organisation and as an internal work flow process. Weekly reports are distributed to staff and provide an indication of compliance to service standards.

Information and Communication Technology

Information technology plays a critical role in accommodating the changing needs of customers. New technologies must be implemented for ease of access

to Council services that are delivered in a consistent and accurate manner. Organisations are realising that in order to enhance effectiveness and efficiency, improved business processes are required and the right tools and technologies are required to support this.

Online Advancements

Increasing electronic accessibility to Council information and services is another key focus area. The main ways we will do this is predominately through the development and use of enhanced online and social media tools. It is important for customers to have easy access to information as well as access to services including making payments, lodging applications and submitting and tracking service requests (eg: repairing potholes, noise complaints). The future direction of these service channels may also involve increased electronic access of customer's information to improve self-service capabilities such as viewing services available to properties (eg: planning information, garbage collection).

Advancement of the electronic service channels will assist in meeting the demand of a rapidly growing community and will meet both the increasing needs and expectations of customers as well as reducing pressure on the traditional channels of customer contact via service counters and telephone.

TECHNOLOGY ACTION PLAN 2013-2016

Improve E-business capabilities			
Action	Benefits	Who*	When
Identify and improve our corporate systems aimed at increasing our capabilities and the level of accessibility of information and services available to staff and the community	<p>Increased information services available for customers and staff for easier access to services as well as improved levels of consistency and efficiency of service</p> <p>Streamlined access to corporate systems for staff to enable them to provide information to customers more efficiently and effectively</p>	IT, EDM and CBS	2013-15
Review of Council's website and online functionalities	Ensure it is meeting current demand for new services and meeting accessibility requirements	EDM, IT and CBS	December 2014
Introduce new Communication channels including Facebook, twitter, YouTube, SMS and smart phone apps	Improve accessibility between Council and the community using push technology and services. Reduce demand on current channels of telephone and front counters to improve self service capabilities for customers.	EDM, IT and CBS	2013-15
Online surveys	Understanding the needs of our community and getting feedback on performance and highlighting key issues that need to be addressed	IT, EDM and CBS	2013-2015
Align business needs and technology via the implementation of the Information Technology Strategy 2012-2015	Technology supporting improved customer service outcomes through better efficiency and service accessibility	IT and CBS	2013/2015

Who *
 CBS Customer and Business Services
 IT Information Technology
 EDM Economic Development and Marketing



Have your say.... Moorabool

Have Your Say Moorabool provides the chance for you to have a say on issues within your community online.

Go to:
www.haveyoursaymoorabool.com.au



MEASURES

It is important that our customer service delivery and initiatives are regularly and appropriately monitored, assessed and managed. This ensures we know, at any given time, where we are performing well, what requires attention and any patterns or trends which may be forming that need to be addressed.

Customer Satisfaction

Measuring customer satisfaction occurs in a number of ways through feedback channels and community satisfaction surveys.

Telephone surveys of customers who recently made contact with Council are made on a weekly basis by customer service.

Future Improvements will include conducting Council-wide surveys of customer satisfaction as well as 'mystery shopping' of services whereby our customer service and internal staff are assessed for their level of efficiency and quality.

Customer Service Key Performance Indicators

Council collects a range of Key Performance Indicators and data to measure the performance of the organisation in customer service and service delivery. The measurements apply to all service units across the

organisation and have been formalised in a Customer Service Charter and Customer Service Policy. The agreed service standards are as follows:

- All telephone messages will be responded to within 24 hours – Target 90%.
- Council will provide a written response to written requests, outlining the proposed way forward and anticipated timeframe, within 10 working days – Target 90%.
- Council will provide a response to a request that has been lodged via Council's Customer Request Management System between 10 to 60 days. These timeframes vary due to the associated service provided by Council and the processes required to be undertaken to complete the request.
- Council's Customer Request Management System allows Council to track all requests and measure requests being 'completed in time' according to the set service standards.



MEASURING OUR PROGRESS WITH THE STRATEGY AND ACTION PLAN

Annual Review

A key means of assessing our performance of many of the initiatives outlined in this Strategy is through our Business Excellence process. Each service unit within Council has a plan and the initiatives and focus areas within this strategy are contained in the relevant plan.

Council Plan performance reporting occurs monthly (internally) and quarterly and annually through public processes and publications.

The Strategy will also be reviewed annually to ensure any significant changes to our services, customer needs and expectations are captured.

Culture Survey

A measure of our performance in service excellence will be the ongoing measurement of our organisation's culture and effectiveness in the culture survey conducted annually. These surveys will continue to identify areas for improvement in customer service delivery and our commitment to this area.

Annual Customer Satisfaction Survey

The Victorian State Government commissions the Department of Planning and Community Development to conduct an Annual Community Satisfaction Survey for each local government area. These key indicators are reported back to each Council and provide comparisons with other similar sized councils.

These survey results are reported to the community annually through the Council meeting process.

References:

Business Excellence Program
Communications Strategy and Framework
Community Satisfaction Survey 2012
Council Plan 2013-2017
Culture Survey 2012
Customer Service Internal Audit July 2011
IT Strategy 2012-2015
Library Services Strategic Plan 2013-2015



Contacting Us

For further information or to provide feedback on the Customer Service Strategy, please contact Council's Customer Service Team.

Phone: 03 5366 7100

Email: info@moorabool.vic.gov.au

Web: www.moorabool.vic.gov.au

Have Your Say Moorabool provides the chance for you to have a say on issues within your community online; go to www.haveyoursaymoorabool.com.au

Attachment - Item 11.5.1(b)



MOORABOOL
SHIRE COUNCIL

CUSTOMER SERVICE CHARTER

Working together for our community



THE VISION FOR MOORABOOL

Vibrant and resilient communities with unique identities.

OUR VALUES

Respect: Treat others the way you want to be treated

Integrity: Do what is right

Practicality: Always be part of a solution

Excellence: Continually improve the way we do business

Equity: Fair distribution of resources

OUR COMMITMENT TO YOU

Council is committed to achieving excellent levels of service and satisfaction.

We will achieve this through:

- Our Business Excellence Program
 - on p Focusing eople and building relationships
- Promoting a culture of achieving greater outcomes for the community

HELP US TO HELP YOU

Treat Council staff with respect, honesty and courtesy.

Provide accurate and complete information in your dealings with us.

Respect the rights of other customers.

Inform us of any changes to your details.

VISION | VALUES | COMMITMENT



IMPROVING OUR SERVICE

Council is committed to continually reviewing and improving our services. We welcome feedback and will treat all feedback as an opportunity to enhance our services to the community.

WHAT YOU CAN EXPECT WHEN YOU CONTACT US

Telephone

Your call will be attended to by an experienced staff member who will make every effort to resolve your query in the first instance. If we are unable to resolve your query in the first instance, we will ensure you are referred to the most appropriate member of staff.

In person

We aim to resolve face-to-face enquiries immediately. When this is not possible, we may phone or write to you with a response.

In writing

For general enquiries we will acknowledge or resolve your enquiry within 10 working days. For enquiries that cannot be resolved in 10 working days, we will send you a letter or email to tell you which department is managing your enquiry and when we expect to resolve it.

Website

The Council website is a comprehensive source of information and may assist you with your query in the first instance. Our website can also assist you to submit a request online.

WHAT TO EXPECT WHEN YOU CONTACT US



CONTACT US

You can visit us at any of our three locations between 8.30am and 5.00pm week days. Customer Service is also available in person on Saturdays at the Lerderderg Library between 10.00am to 4.00pm. (Public holidays excluded).

Web: www.moorabool.vic.gov.au

Phone: 03 5366 7100

In Person: 15 Stead Street, Ballan
Lerderderg Library – Customer Service,
215 Main Street, Bacchus Marsh
Civic & Community Hub,
182 Halletts Way, Darley

Post to: PO Box 18, Ballan Vic. 3342

Fax: (03) 5368 1757

Email: info@moorabool.vic.gov.au

Interpreter and TTY service available



OUT IN THE COUNTRY, CLOSE TO THE WORLD

11.5.2 Office Arrangements - Christmas / New Year Period 2013/14

Introduction

File No.: 02/08/004
 Author: Shane Marr
 General Manager: Shane Marr

The following report proposes closure arrangements for the Christmas/New Year period 2013/14 for all Council offices including; Works Depots, Library Services, Maternal & Child Health Centres, Lerderderg Children Centre and Aged & Disability Services.

Background

Officers have reviewed arrangements for the forthcoming Christmas/New Year period. In previous years the practise is to close the office during the Christmas/New Year period and have in place emergency and basic maintenance operations.

Proposal

Public holidays provided to staff are to be in accordance with gazetted public holidays provided for by the State Government. Public Holidays for 2013/14 are as per the information released by Information Victoria . For Information on State Government.

With respect to the upcoming Christmas period the public holiday arrangements are:

2013	The Christmas Day Public Holiday will be held on Wednesday 25 December 2013 Boxing Day Public Holiday will be held on Thursday 26 December, 2013
2014	New Year's Day Public Holiday will be held on Wednesday 1 January 2014

Subject to Council approval, it is proposed that Council's offices will be closed to the public for the period commencing on the afternoon of **Tuesday 24 December 2013** with the offices reopening on Thursday 2 January, 2014 as in previous years.

In accordance with the proposal to close the Council Offices for the Christmas period, it is also proposed to align all Council Services including Library Services for the Christmas 2013/14 closure period.

Waste and recycling collection on Wednesday 25 December 2013 will now be collected on Thursday 26 December 2013 and collections scheduled for Wednesday 1 January 2014 will be collected on Thursday 2 January 2014.

Incorporating public holidays, it is proposed the offices would be closed on the following days:

- Tuesday 24 December 2013 from 12.30pm
- Wednesday 25 December 2013 (Public Holiday)
- Thursday 26 December 2013 (Public Holiday)
- Friday 27 December 2013
- Monday 30 December 2013
- Tuesday 31 December 2013, and
- Wednesday 1 January 2014 (Public Holiday)

Offices will re-open at 8.30am on Thursday 2 January 2014.

Staff rosters will be initiated during this period to ensure that emergency staffing and basic maintenance operations are not impacted by the Christmas closure.

Policy Implications

The 2013 . 2017 Council Plan provides as follows;

Key Result Area	Representation and Leadership of our Community
Objective	Good governance through open and transparent processes and strong accountability to the community.
Strategy	Ensure policies and good governance are in accordance with legislative requirements and best practice.

This proposal is consistent with the 2013-2017 Council Plan.

Financial Implications

Leave and absences will be taken via normal annual leave or rostered day off entitlements which are budgeted for. The holidays will only be undertaken in lieu as they are gazetted or they will be taken as annual leave.

Communications Strategy

Closure will be communicated via public notice in the local media, and appropriate signage at Council offices.

Victorian Charter of Human Rights and Responsibilities Act 2006

In developing this report to Council the report author considered whether the subject matter raised any human rights issues. In particular, whether the scope of any human right established by the Victorian Charter of Human Rights and Responsibilities is in any way limited, restricted or interfered with by the recommendations contained in the report. It is considered that the subject matter does not raise any human rights issues.

Officer's Declaration of Conflict of Interests

Under section 80C of the Local Government Act 1989 (as amended), officers providing advice to Council must disclose any interests, including the type of interest.

General Manager – Shane Marr

In providing this advice to Council as the General Manager, I have no interests to disclose in this report.

Author – Shane Marr

In providing this advice to Council as the Author, I have no interests to disclose in this report.

Conclusion

Council approval is sought to close Council offices, Works Depots, Library Services, Maternal & Child Health, Lerderderg Children Centre and Aged & Disability between the Christmas and New Year period.

Emergency arrangements are put in place in areas such as Works, Maternal & Child Health and the Aged & Disability Services.

Occasional Care sessions will recommence on Monday 3 February 2014.

The Ballan Transfer Station, Mt. Egerton Transfer Station and Bacchus Marsh Transfer Station are closed on:

- Christmas Day - Wednesday 25th December, 2013
- New Years Day - Wednesday 1st January, 2014

All Garbage/Recycling services within the Shire over the Christmas/New Year 2013/2014 period will be collected as below:

Collection Due Date	Collection Pick-up Date
Wednesday 25 December 2013	Thursday 26 December 2013
Wednesday 1 January 2014	Thursday 2 January 2014

Recommendation:

That Council:

1. approve the closure of Council Offices, Works Depots, Library Services, Maternal & Child Health, Lerderberg Children Centre and Aged & Disability for the period from 12.30pm on the afternoon of Tuesday 24 December 2013 with the offices reopening on Thursday 2 January, 2014 as in previous years.
2. place appropriate Public Notices in the local media to inform the public of the closure and after hours and emergency telephone numbers during the closure.

Report Authorisation



Authorised by:

Name: Shane Marr

Title: General Manager Corporate Services

Date: Monday 23 September 2013

12. OTHER REPORTS

12.1 Assembly of Councillors

File No.: 02/01/002

Section 76(AA) of the Local Government Act 1989 defines the following to be Assemblies of Councillors; an advisory committee of the Council that includes at least one Councillor; a planned or scheduled meeting of at least half the Councillors and one member of council staff which considers matters that are intended or likely to be:

- the subject of a decision of the Council; or
- subject to the exercise of a Council function, power or duty by a person or committee acting under Council delegation.

It should be noted, an assembly of Councillors does not include an Ordinary Council meeting, a special committee of the Council, meetings of the Council's audit committee, a club, association, peak body or political party.

Council must ensure that the written record of an assembly of Councillors is, as soon as practicable .

- a) reported to the next ordinary meeting of the Council; and
- b) incorporated in the minutes of that council meeting. (s. 80A(2))

Council also records each Assembly of Councillors on its website at www.moorabool.vic.gov.au

A record of Assemblies of Councillors since the last Ordinary Meeting of Council is provided below for consideration:

- Assembly of Councillors . Wednesday 18 September 2013 . Customer Service Strategy
- Assembly of Councillors . Wednesday 18 September 2013 . Update on Updating Planning Permits on Restricted Covenants
- Assembly of Councillors . Wednesday 18 September 2013 . Moorabool Shire Council's Investment Attraction Assistance Policy

Recommendation:

That Council receives the record of Assemblies of Councillors as follows:

- **Assembly of Councillors – Wednesday 18 September 2013 – Customer Service Strategy**
- **Assembly of Councillors – Wednesday 18 September 2013 – Update on Updating Planning Permits on Restricted Covenants**
- **Assembly of Councillors – Wednesday 18 September 2013 – Moorabool Shire Council's Investment Attraction Assistance Policy**

12.2 Section 86 - Delegated Committees of Council - Reports

Section 86 Delegated Committees are established to assist Council with executing specific functions or duties. By instrument of delegation, Council may delegate to the committees such functions and powers of the Council that it deems appropriate, utilising provisions of the Local Government Act 1989. The Council cannot delegate certain powers as specifically indicated in Section 86(4) of the Act.

Section 86 Delegated Committees are required to report to Council at intervals determined by the Council.

Councillors as representatives of the following Section 86 . Delegated Committees of Council present the reports of the Committee Meetings for Council consideration.

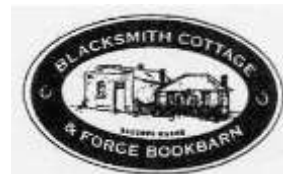
Committee	Meeting Date	Council Representative
Blacksmith's Cottage and Forge Advisory Committee of Management	27 August 2013	Cr. Comrie
Bacchus Marsh Hall Committee of Management	28 August 2013	Cr. Spain

Recommendation:

That Council receives the reports of the following Section 86 - Delegated Committees of Council:

- **Blacksmith's Cottage and Forge Advisory Committee of Management meeting of Tuesday 27 August 2013.**
- **Bacchus Marsh Hall Committee of Management meeting of Wednesday 28 August 2013.**

Attachment - Item 12.2(a)



BLACKSMITH COTTAGE & FORGE SPECIAL COMMITTEE
ANNUAL GENERAL MEETING
27 AUGUST 2013

MINUTES

Present (Committee): Allan Comrie (Councillor, Shire of Moorabool/Acting Chairperson), Geoff Stancliffe, Chris Stancliffe, Jean Lycette, Sharron Dickman, Alastair Gosnold, Marjorie Goodchild, Margaret Simpson, Betty Charge.

Invited Guests: Margaret Love, Guest Speaker (Bacchus Marsh Primary School), Fred Palmer (Ballan Vintage Machinery Club), Barbara Palmer, Christina Hallett, Judy Archer, Bill Charge, Paul Drew, Pauline McDonald, Verity Cowley, Bev Dakin, Ian Dakin, Mavis Blackie, Liz Bennett, Sandra Ball, Tineke Carr, Glenys Watson.

Apologies (Committee): Peter Richards, Helen Whiteley.

Apologies (Invited Guests): Pat Toohey (Mayor, Shire of Moorabool), Wendy Jacobs (Architect & Heritage Consultant), Tina Seirlis (Bacchus Marsh Tourism Association), Jan Thompson, Bob Whitefield, Jill Green, Heather Robson, Barbara Manly, Margaret Bates.

Apologies Moved: M. Simpson; Seconded, M. Goodchild; Carried.

The meeting opened at 7.35 p.m., with all present welcomed by Councillor Allan Comrie.

The Minutes of the Annual General Meeting of 21 August 2012 previously distributed electronically to Committee members.

Reports (Full reports contained in Annual Report, July 2012-June 2013):

Collections Report, prepared by J. Lycette. Moorabool Shire Community Grant enabled restoration of machinery utilising Alex Bruse and Men's Shed members. Grindstone and chaff cutter complete; sulky almost finished. Laying of hearthstone in Cottage parlour is planned, also renewal of calico ceiling with Lions Club help. Visiting groups: Colac Probus, over 50's from Geelong, Regional Health, and a wedding in February. BM Secondary College Year 10s and BM Primary School pupils have visited site. Trial themed opening days, "Childhood Days", "The 'Smithy'", "Heritage Photos" have been food for thought, while remaining events have coincided with township events: Strawberries & Cherries Festival, Harvest Festival and National Trust Heritage Festival. Donations received include a leg clamp, books previously owned by Edwards family, photos of racing sulky (now being restored). In memory of Committee member, Ken Sheehan, a photograph of a watercolour painting -scene across valley from veranda of Millbank, (1880) by John Campbell. Many thanks to our great helpers.

Bookbarn Report, prepared by H. Whiteley & L. Egan. Normal day-to-day operations have continued. Donated books are constant; streamlining moving books “in” or “on” have Forge retaining its ordered look with excess books taken to Transfer Station. Sales revenue has remained steady. Training and recruiting resulted in 4 new volunteers. With sadness we remember our volunteers who have died this year. With bookshelves set up at front of Forge, we have a valuable rear display area. Have noted increased customer flow to see special exhibits – antique toys, blacksmith tools, spinning and other displays. Interpretative video display continues to be appreciated by visitors. Following Shire funding for an Education Information Afternoon for Teachers, we have been pleased to see an increase in use of premises. A “Community Voluntary Work Experience” was trialled by BM Secondary College with Year 10 students; another trial is scheduled for later in 2013. Students found the experience enjoyable and interesting; volunteers found their visits worthwhile and rewarding. Thank you to all our loyal volunteers. We look forward to seeing you in the following months.

Heritage Advisory Committee, prepared by M. Simpson. During July 2012-June 2013, I have attended 6 meetings of HAC. Committee’s Terms of Reference, including membership, were revamped: decided to allow community representatives to join Committee. Mr. Tim van der Poel joined as community representative; Blacksmith Cottage & Forge continues to be represented by myself and Helen Whiteley as deputy member. Following Shire elections, Mr. Paul Tatchell is Chairman of Committee (November 2012). Heritage Planning Scheme Amendment CO6 (Part 2), which applied to Bacchus Marsh Heritage Study: dispute resolution process is proceeding satisfactorily. Next step: complete 2nd stage Heritage Study of western part of Shire; necessary as formal heritage study must be completed before planning laws can be enacted by local governments. Hoped for funding for completion of 2nd stage was not successful – no funding was allocated in Shire budget. Margaret Moritz Award approved by Shire in May 2013 – sub-committee proposed comprises Cr. Paul Tatchell, Dennis Spielvogel and myself; awaiting advice re final composition and meeting schedule. HAC - a forum where our heritage concerns are aired, acts as a central body for dissemination of information of local heritage events, continues to play a significant role in the life of the Shire. Our membership of this Committee remains worthwhile.

Treasurer’s Report, prepared by A. Gosnold. Opening Balance: \$9,560.99; Term Deposit: \$9,032.26; Income: \$14,423.10; Expenditure: \$12,615.68. Total funds available, incl. term deposit: \$20,400.67

Building Works Committee, prepared by Peter Richards and Helen Whiteley.

It is with sadness, we acknowledge the death of our Sub-Committee Member; we miss his contribution to our knowledge. Vale Ken Sheehan.

Opinion of Wendy Jacobs, Heritage Architect consulting with Committee, has been sought on:

- (1) 2nd coat of lime wash in Forge; decided, leave as is.
- (2) Salt bloom remnants on Forge east wall; decided, clear as it appears and keep watch.
- (3) Annex 3, Steve Crowe fixed open air gaps; decided, with constant deterioration, for each job allow \$500 on-going.
- (4) After high winds & damage from Inverlochy’s adjoining fence, laundry wall timber replaced; decided, retain old boards for future repairs.
- (5) Detailed report on Capital Works Project prepared (Background, Schedule of Works, Permits needed Costs) – demolition and reconstruction of Cottage porch report ready for Grant application.
- (6) East machinery shed roof warping caused by tree roots; Steve Crowe to

attend, yet to be completed. (7) Bob Bonnett made compact fuse box to counter repeat vandalism – cellar door has been re-damaged. (8) Bill Charge has powered Wheelwright's shed for "Smithy noise" during displays. (9) BM Lions Club to assist in replacing calico ceiling stained by dying possum – to be completed. Many thanks to all those people who contribute their time freely to the well-being of the Buildings of the complex.

Special Report: "Reaching out to Youth", prepared by H. Whiteley.

A review of the Partnership Project with Bacchus Marsh College. What is the Partnership Project?

A partnership between volunteers at Blacksmith Cottage and Forge Bookbarn and Year 10 students of Bacchus Marsh College to promote community links. Led by Lois Castrignano for Bacchus Marsh College and Helen Whiteley for the Bookbarn. Students are rostered to assist volunteers each week to practise workplace competencies and gain valuable understanding of the history of their local community. It was set up to enable students to form cross-age links within the community and reinforce links and knowledge of local organisations. It enables students to practise basic job skills and broadens understanding encouraging them to continue studying as they directly engage with older members of the community and understand their life.

The goal is to improve students' knowledge and engagement by providing a community heritage experience beyond the school environment and one that the Committee feels is an investment on their behalf in the continuation of the Cottage and Forge's future. The focus is on building cross-age relationships and partnerships to strengthen community relationships and community well-being and an investment for the future protection of our heritage buildings. Volunteers share their experiences of living in Bacchus Marsh, past working lives and commitment to protecting the community's heritage.

The partnership has raised the profile of both organisations within the community. It was reported in the "Moorabool News" and in the School Newsletter. It has enabled both organisations to strengthen their community profiles and allowed individuals to form relationships which did not previously exist. The partnership emphasises the importance of life-long learning and active community participation, is regularly reviewed to ensure its successful operation.

The communication between young people and older people highlights our greatest resource; the sharing of human experience within our community.

Reports Moved: J. Lycette; Seconded: C. Stancliffe;; Carried.

Election/Re-election of Committee Members.

The Committee was re-elected comprising:

Allan Comrie (Acting Chairperson), Chris Stancliffe (Secretary), Alastair Gosnold (Treasurer), Geoff Stancliffe, Jean Lycette (Curator), Helen Whiteley, Betty Charge (Minute Secretary), Margaret Simpson. Sharron Dickman is to remain an honorary Committee member to be called upon when her expertise is required. In absence of Peter Richards, confirmation of re-election to be advised.

Allan Comrie introduced Mrs. Margaret Love, a life time member of the Bacchus Marsh community and currently a history teacher at Bacchus Marsh Primary School, having commenced her teaching career at BMPS in 1968. Margaret was a Bacchus Marsh Shire Councillor for 20 years and the first female Shire President. Margaret was a foundation member of the St. Bernard's Parish Education Committee.

Guest Speaker, Mrs. Margaret Love, Bacchus Marsh Primary School, addressed the meeting. The following is a summation of her address.

Subject: "Setting up the History Room at Bacchus Marsh Primary School".

"I wish to congratulate all the volunteers at the Blacksmith Cottage and Forge Bookbarn for their assistance and dedication to the history at the site.

It has always been my wish to see a history room at BMPS which would give the pupils an opportunity to walk through history. BMPS is the oldest continuing state school in Victoria, commencing in 1865 and known then as the Bacchus Marsh Central Common School. The 1874 room is our History Room set up following a refit and assists pupils understand how the life and times of the old days came about.

In 2010, the History Room was "born". Quoting esteemed author Bryce Courtney, "You need to know what has gone before" if you are to understand history. I have always enjoyed teaching history and I am pleased to announce that history has finally returned to the syllabus. To build up the pieces of the past, we acquired old household things – flat irons, lamps, a mortar & pestle – to allow the students to appreciate the old kitchen days and what transpired before food was placed on the table.

In the second year, we learned about weaving and paper folding, all of which was foreign territory to the modern child; hands-on activities have proved a good introduction to the past. We also have old-style clothes for children to wear during the history experience. It has been a challenge for some to manage the correct alignment when buttoning shirts.

Our visit to the Blacksmith Cottage and Forge has been a very useful experience where we have chosen items to research – we commenced our study with a piece of iron: what is it, why use it, where and when?

Our most recent study topic has been explorers who traversed Australia with a purpose, for example Burke & Wills' type expeditions. Our next study will be related to reading, in the old ways."

Upon inviting questions, Margaret Simpson asked "Old-style reading, why is it not part of the modern way?"

Liz Bennett commented that her grandson learns rhymes at his pre-school classes but when pressed to do so, he only "pretends to read".

Margaret responded by saying that it was during the 1960s when she first noticed the change in children's ability to read and believes that television at that time played a significant role in the reduction in reading as the whole family was before the TV in the evening rather than children being encouraged to read stories. It emphasises the adage that history teaches us.

Margaret mentioned that at BMPS a mural has been produced with historical dates. The current project is to complete aboriginal time lines.

In appreciation, Allan Comrie presented Margaret Love with a gift of wine on behalf of the Committee.

Allan commented that the first swimming pool in Bacchus Marsh was at the Bacchus Marsh Primary School. The current outdoor pool is 70 years old. We await the eventual completion of a new pool which will cater for the community, currently under proposal.

Allan expressed his thanks to all in attendance and declared the meeting closed at 8.05 p.m.

Supper followed.

Attachment - Item 12.2(b)

Present

Gary Treloar
Dougal Mayor
John Ginnane
John Spain (MSC Councillor Representative)

Apologies

Derek Williamson

Absent

Vacancies

8 positions (Committee of 12 members)

Committee Membership

- Discussion held on increasing the membership of the committee through targeted approaches to individuals and a mail out to community groups, particularly those who are regular users of the facility.
- Gary Treloar has approached Bob Pointer of the Bacchus Marsh LineDancers Club who has expressed interest in meeting with the committee, Bob was unavailable this evening however will be invited to the next meeting.
- John Spain mentioned two persons that might be interested in joining the Committee. **John Spain** will follow up in due course.
- Agreed that **Dougal** would select appropriate community groups from the Council's contact list and send a written invitation.
- Need to fill the position of Secretary/Booking Officer identified as a priority. Agreed that an Honorarium would be required for the position.
The amount of \$5,000pa was put by Gary Treloar and agreed unanimously.
Agreed that an advertisement to be placed in the Moorabool News and through the Council page of the local paper by **Dougal**

Bookings

- There is increasing urgency for the BMPHC to take over the bookings for the Public Hall and Supper Room from Council officers together with collection of bond and rental payments.
- Previous conversations with Council (Natalie Abbott) were based on a joint approach to bookings through Council Officers and the Committee which was dependent on a calendar system that linked with a payments/accounts system. With a move towards the BMPHC taking full responsibility for bookings and collection of monies this link is less of a priority though still desirable. Personnel/Facility requirements for BMPHC to take over bookings include:
 - Secretary/Booking Officer
 - **Dougal** to place advertisement as noted above
 - Dedicated Booking Phone Number
 - **Dougal** to investigate establishment and ongoing cost of a Skype number
 - **Gary** to investigate alternative options with Telstra
 - Mobile payment facilities (merchant facilities for credit card payments)
 - **Gary** to investigate options through bank and taxi industry contacts
 - Online booking calendar
 - **John Spain** to investigate options

Fees & Charges

- Discussion originating from requests received from community groups seeking a reduction or waiver of fees for hire of the hall and/or supper room. Agreement that regardless of the status of the user of the facility costs would be incurred by the BMPHC through light, power, heating/cooling, cleaning and other ongoing maintenance. Fees charged are already substantially discounted for community groups and this should be acknowledged. However, it was felt that the bond requirement was excessive particularly for community groups using the facility for fundraising events.
- Agreement that Bond for community groups holding fundraising events be reduced to \$100. Bond amount for other users remains unchanged other than removing the wording "social function". Bond amount for 18th & 21st birthdays to remain unchanged.
- **Dougal** to advise those organisations which have sought concessional arrangements and notify council officers
- Discussion held on public liability insurance arrangements. It was agreed that the BMPHC prefers to utilise the Council's PL Insurance, where the hirer does not hold their own PL Insurance, and pass on these costs which are currently set at \$31.60 per hiring. Acceptance by the BMPHC that this amount may need to be remitted to Council.

Cleaning

- Since the cessation of the cleaning contract through Council Dougal and Gary have been undertaking the cleaning on an ad hoc basis. Agreement that cleaning can remain on an adhoc basis post-hiring based on condition of the hall after use by a hirer and that the Secretary/Booking Officer should undertake a post hire inspection and, where necessary, withhold a portion of the bond to cover cleaning at the rate of \$54 per hour as stipulated on the hire agreement. To ensure users were able to adequately clean the facility post-hire the BMPHC recognised the need to provide appropriate cleaning equipment being; a new vacuum, brooms, cloths, etc. **Gary** and **Dougal** to source equipment prices and subject to email agreement from other BMPHC members purchase the equipment.
- Agreed that the carpet in the Supper Room needed steam cleaning. **Dougal** to source 3 quotes and engage a business to clean the carpet up based on the best quote up to \$500
- Agreed that **Dougal** would approach the Derek Foden Rover Crew (associated with Bacchus Marsh Scout Group) to determine if they wished to undertake the cleaning of the Hall and Supper Room as a fund raising activity.

Other

- Gary Treloar advised he would be away overseas for 6 weeks from 15th September. Gary will arrange for Dougal to hold cheque book and post office box key during that time.
- The BMPHC has previously discussed and agreed on the need for new tables in the hall. Gary has researched and presented options for new round folding tables. Agreed to purchase 10 x 18mm thick 1800mm diameter round tables at a cost of \$352 each together with a trolley at a cost of \$595 (less 20% discount expected for trolley). Total expenditure = \$3,996¹
Gary to place order and provide Dougal's contact details for delivery which it is anticipated will occur whilst Gary is overseas.
- Agreed that decisions on minor expenditure and other operational matters could be agreed upon via email correspondence between BMPHC committee members between physical meetings.
- A number of hirers have experienced difficulty in turning on and off the heaters in the Supper Room. Dougal met with Michael Gorfin from MSC at the Supper Room on 6th August and tested all heaters. Michael provided instructions for operation which **Dougal** will type, laminate and place under each heater.

Finance

- Gary Treloar presented a financial report (attached).
- Agreement to reinvest both Term Deposits for a 3 month term at an anticipated interest rate of 3.65%. **Gary** to action.

Conclusion: Meeting concluded 7:00pm

Next Meeting: Wednesday, 25th September @ 5.30pm at Supper Room (**Dougal** to make booking)

¹ Subsequent to the meeting Gary discovered that the trolley holds only 6 tables, not 10. Gary has arranged purchase of 12 tables and 2 trolleys at a total cost of \$3,718 + GST

12.3 Section 86 - Advisory Committees of Council - Reports

Section 86 Advisory Committees are established to assist Council with executing specific functions or duties.

Advisory Committees of Council currently have no delegated powers to act on behalf of Council or commit Council to any expenditure unless resolved explicitly by Council following recommendation from the Committee. Their function is purely advisory.

Section 86 Advisory Committees are required to report to Council at intervals determined by the Council.

Councillors as representatives of the following Section 86 . Advisory Committees of Council present the reports of the Committee Meetings for Council consideration.

Committee	Meeting Date	Council Representative
Lal Lal Falls Reserve Advisory Committee of Management	12 September 2013	Cr. Sullivan

Recommendation:

That Council receives the report of the following Section 86 Advisory Committee of Council:

- **Lal Lal Falls Reserve Advisory Committee of Management meeting of Thursday, 12 September 2013.**

Attachment - Item 12.3

Minutes

Lal Lal Falls Advisory Committee

Date: 12 September 2013

Attendance: G. Hewitt, J. McAuliffe, Anne Beggs-Sunter

Apologies: P. Kinghorn, S. McRae, C. Henriksen

1. Reception of minutes:

That the minutes of the meeting dated 8 August be accepted.

Moved: A. Beggs-Sunter Seconded: J. McAuliffe Carried

2. Business arising from the minutes:

2.1 Weed mapping/blackberry removal (5.1)

- Contacted Justin Horne (Shire Env. Planner) and agreed that mapping of weed outcrops needed.
- Looking to coordinate with CHW at Moorabool Falls and River
- Agreed re need to plan forward budgeting to coordinate weed reduction
- Agreed that replanting needs to be budgeted and scheduled with weed reduction
- Referred to Kate Diamond-Keith for copy of Management and Action plans
- Agreed to inform about poisoning programs to maintain schedule records in Action Plan

2.2 Discaria sites Moorabool (5.2)

- Have not inspected recently. Will do so at next working party. See General Business

2.3 Protocols (5.4)

- Council officers have nothing to report since Bacchus Marsh meeting.
- Kate Diamond-Keith will follow up.

2.4 Maintenance tasks (5.5)

- Have forwarded information re tasks and Dept. of Justice contact to Ross Holton
- Ross has contacted Dept contact and awaiting information.

2.5 Landscape plan (7.1)

- Defer until Sue can present

2.6 Inter group contacts (7.3)

- Phil has indicated he doesn't have names or contact addresses

3. Correspondence:

3.1 In

1. 22/8/13: R. Gray (Land Care). *Minutes 5/8/13*
2. 9/9/13: P. Kinghorn. *Apology*
3. 11/9/13: C. Henriksen. *Apology*
4. 11/9/13: R. Holton. *Acknowledging receipt of information re Dept. of Justice*

3.2 Out

1. 21/8/13: Committee and contacts. *Minutes 8/8/13*
2. 8/9/13: Committee members. *Agenda, September meeting*
3. 10/9/13: R. Holton. *Dept. of Justice contact details*

4. Business arising from the correspondence:

None

5. Reports:

5.1 Public use of Reserve (John)

	August
Cars	178*
Big buses	2
Small buses	8
Motor bikes	6
Push bikes	22
Harris Rd	28
BBQ's cleaned	18

*Orienteering and Geelong Car Club excursions explain the increase in numbers

5.2 Landcare (Phil)

Defer. New executive noted under Correspondence

5.3 Ballarat Tree Growers (Phil)

Defer

5.4 Lal Lal

5.4.1 Railway station group

- Needs to meet to discuss financial capacity, provide a plan to Council, clarify insurance liability and maintain contact with relevant Vic Track officers
- Discussion of a Menø Shed possibility

5.4.2 Lal Lal Hall Committee

- Anzac commemoration funding to be sought
- Concept of a 4 year plan to develop a commemorative park, replant the Avenue of Honour and fund replica Honour rolls for the Hall

6. Business arising from reports

None

7. General business:

7.1 Working party dates and tasks

- Working party to clean up the Moorabool Falls walk /viewing areas, 9-11am Saturday 12 October
- Onsite decision re further working parties in 2013

7.2 Replanting Eastern zone

- Geoff to contact Matt Pywell

7.3 Committee membership and renewal

- Geoff to ask Tom Sullivan to convene a General Meeting to expand membership, -Friends of,øand regenerate Committee

8. Next meeting:

Date: Thursday, 13 February 2014
Venue: 394 Lal Lal Falls Rd
Time: 8.30 pm.

13. NOTICES OF MOTION

No notices of motion have been received for consideration as part of this Agenda.

14. URGENT BUSINESS

15. CLOSED SESSION OF THE MEETING TO THE PUBLIC**Recommendation:**

That pursuant to the provisions of the Local Government Act 1989, the meeting now be closed to members of the public to enable the meeting to discuss matters, which the Council may, pursuant to the provisions of Section 89(2) of the Local Government Act 1989 (the Act) resolve to be considered in Closed Session, being a matter contemplated by Section 89(2) of the Act, as follows:

- (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;**
- (i) a resolution to close the meeting to members of the public**

16. MEETING CLOSURE