

Agenda

For the Ordinary Council Meeting

Location: Council Chambers, Municipal Offices
62-68 Ovens Street, Wangaratta

Date: Tuesday, 24 March 2020

Time: 6PM



RURAL CITY OF
WANGARATTA

Brendan McGrath
Chief Executive Officer

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Rural City of Wangaratta Live Stream

Clause 91(4) of the Governance and Meeting Conduct Local Law provides the following:

“This public meeting is being recorded to improve access to the meeting for our community. The recording will be published and will be retained by Council in accordance with Council’s legal obligations. As a visitor in the public gallery, your presence may be recorded.”

1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We acknowledge the traditional owners of the land on which we are meeting. We pay our respects to their Elders past, present and emerging and to Elders from other communities who may be here today.

2. OPENING PRAYER

Almighty God, we humbly ask thee to bless and guide this council in its deliberations so that we may truly preserve the welfare of the people whom we serve. Amen

3. PRESENT

4. ABSENT

5. ACCEPTANCE OF APOLOGIES & GRANTING OF LEAVE OF ABSENCE

ORDER OF BUSINESS

6. CITIZEN CEREMONY

7. CONFIRMATION OF MINUTES

RECOMMENDATION:
<i>That Council read and confirm the Minutes of the Ordinary Meeting of 2 March 2020 and the Special Meeting of 2 March 2020 as a true and accurate record of the proceedings of the meetings.</i>

8. CONFLICT OF INTEREST DISCLOSURE

In accordance with sections 77A, 77B, 78 and 79 of the *Local Government Act 1989* Councillors are required to disclose a ‘*conflict of interest*’ in a decision if they would receive, or could reasonably be perceived as receiving, a direct or indirect

financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

Disclosure must occur immediately before the matter is considered or discussed.

9. RECEPTION OF PETITIONS

9.1 PETITION - FOOTPATH REQUEST AT KANANA CRESCENT WANGARATTA

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Executive Service Coordinator
File No: IC20/480

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

A petition containing 76 signatures from residents of Wangaratta has been received.

The petition requests the construction of a footpath on Kanana Crescent, Wangaratta.

A copy of the letter has been provided to Councillors under separate cover.

RECOMMENDATION:

- 1. That the petition regarding the construction of a footpath on Kanana Crescent be received, and**
- 2. That a report into investigations into the request within the petition be considered at the April Ordinary Council meeting.**

Conclusion

In accordance with Local Law No.2 of 2016 Governance and Meeting Conduct, a joint letter presented to the Council must lay on the table until the next ordinary meeting of the Council and no motion, other than to receive the joint letter, may be accepted by the Chairperson, unless Council agrees to deal with it earlier.

Attachments

- 1 Petition - Confidential

10. HEARING OF DEPUTATIONS

PRESENTATION OF REPORTS

11. COUNCILLOR REPORTS

Nil

OFFICERS' REPORTS

12. EXECUTIVE SERVICES

Nil

13. CORPORATE SERVICES

13.1 CUSTOMER EXPERIENCE STRATEGY

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Customer Service Coordinator
File No: IC20/314

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

The Customer Experience Strategy has been developed to provide a strategic approach to the delivery of an improved customer experience for all customers of the Rural City of Wangaratta.

RECOMMENDATION:

That Council:

- 1. Endorses the Draft Customer Experience Strategy for public exhibition.***
- 2. Places the Draft Customer Experience Strategy on public exhibition, up to close of business on Friday 24 April 2020.***
- 3. Considers any submissions and a final Customer Experience Strategy at the Council meeting on Tuesday 26 May 2020.***
- 4. If no submissions requesting changes to the policy are received, adopts the Draft Customer Experience Policy 2020 without further resolution.***

Background

The Customer Experience Strategy ('the Strategy') is vital to developing and maintaining a customer focused culture within Rural City of Wangaratta. It has been defined in collaboration with the community, incorporating feedback received through surveys and workshops.

The attached document highlights to our customers how we will work to improve the overall experience when interacting with us. It defines key objectives and a roadmap of supporting initiatives, including the actions and ongoing evaluation required to ensure Council meets current and emerging customer needs to achieve the highest level of customer experience.

The four Key Objectives outlined in the Strategy as follows:

1. Customer focused culture and leadership
2. Better customer experience
3. Innovative technology solutions
4. Improve customer experience standards and measurements

Actions for delivering on these Key Objectives are detailed in the document under the 'Delivery Roadmap' section.

The Strategy also includes Council's intended approach to seeking ongoing community feedback and evaluation. This includes introducing regular customer satisfaction surveys, a mystery shopper evaluation program, and the formation of a People's Panel, to bring the voice of our customers 'into council' on an ongoing basis.

Implications

Policy Considerations

This is the first Customer Experience Strategy for Rural City of Wangaratta. Having a Strategy in place will ensure Council is constantly focused on customer needs and is progressive in planning and improving future service delivery.

Financial/Economic Implications

The 'Budget' section of the attached document sets out the financial resource required by the Delivery Roadmap and at this stage remains subject to the allocation of funds made of via Council's upcoming annual budget setting process for 2020/21 and beyond.

Risk Management

The key risks, identified in the 'Risks & Dependencies' section of this Strategy, relate primarily to availability of funding and resource. The impact of these risks materialising is low. Should these risks materialise they would primarily result in revised timings of the implementation of this Strategy.

A well developed and implemented Customer Experience Strategy will create an enhanced customer experience that is consistent, responsive, personalised and offers an improved digital experience for customer. This will lead to improved satisfaction and reputation outcomes for Council.

Consultation/Communication

In developing this Strategy, a Customer Experience survey and series of workshops were undertaken to understand our community's expectations of the customer experience they would like to see provided by Council. Key objectives of the research included:

- Assessing and establishing the community's priorities and satisfaction in relation to their interactions with Council;
- Identifying the community's drivers of satisfaction with the customer experience they receive;
- Identifying current and future expectations of Council service delivery, methods and channels.

The results of this engagement enabled Council to understand levels of satisfaction and expectation within the community. A summary of this consultation is included in the attached Strategy.

The draft Customer Experience Strategy is now proposed to be placed on public exhibition (in accordance with the table below) for a period of 28 days to enable further input from the community that this Strategy is designed to serve.

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Community	Publish on Council's Website Place public notice in local newspaper Make available for community inspection at Council's offices
Involve		Consider submissions

Options for Consideration

1. That Council endorses the draft Customer Experience Strategy and seeks community feedback by placing the draft on public exhibition for a period of 28 days, with a final version to be returned to the 26 May 2020 council meeting. (Recommended)
2. That Council endorses the draft Customer Experience Strategy and seeks community feedback by placing the draft on public exhibition for a period of 45 days, with a final version to be returned to the 23 June 2020 council meeting. (Not recommended)
3. That Council not endorse the draft Customer Experience Strategy and seeks further adjustments prior to being returned to Council for endorsement at a future meeting. (Not recommended)

Conclusion

At the Rural City of Wangaratta, we want our customers to be at the heart of everything we do. We want to ensure the experience with us is friendly, easy and convenient. We want to be known as a great council to work with. We recognise we still have work to do.

This Strategy provides a framework for us to achieve this change and outlines our approach and ongoing journey towards ultimately delivering a great customer experience for all of you.

Attachments

- 1 Draft Customer Experience Strategy [↓](#)

13.2 DRAFT PROCUREMENT POLICY

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Director Corporate Services
File No: IC20/491

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to commence the process of seeking public feedback on the review of Council's Draft Procurement Policy (the draft policy).

RECOMMENDATION:

That Council:

- 1. Endorses the Draft Procurement Policy 2020 for public exhibition***
- 2. Invites public submissions regarding the Draft Procurement Policy 2020 in accordance with Council's "Major Council Policy Consultation Local Law No.4 of 2015" up to 5pm on Friday 24 April 2020***
- 3. If submissions requesting changes to the policy are received:***
 - a. Establishes a Special Committee of Council to hear submissions on the Draft Procurement Policy 2020, if required, at a time to be determined***
 - b. Reviews and considers adopting the Draft Procurement Policy 2020 at the Ordinary Council Meeting on 26 May 2020, taking into consideration all submissions made.***
- 4. If no submissions requesting changes to the policy are received, adopts the Draft Procurement Policy 2020 without further resolution.***

Background

Council adopted a procurement policy in 2016 in compliance with section 186A(1) of the *Local Government Act 1989* (the Act). Section 186A(7) of the Act requires Council to review its procurement policy at least once in each financial year, having regard to any guidelines made by the Minister with respect to form or content. Any changes arising from that review must be adopted by Council.

The current procurement policy has been formulated with regard to the Victorian Local Government Best Practice Procurement Guidelines 2013 and the Municipal Association of Victoria Model Procurement Policy (Updated) August 2011.

Council officers have reviewed the current procurement policy and have proposed amendments to the policy. The amendments have been incorporated into the draft policy (*refer attachment*).

Following a holistic review of the policy adopted in June 2019, the more minor amendments proposed to be made to the draft policy 2020 revision are:

- Inclusion of the obligations of Council and officers regarding exemptions and breaches to the procurement requirements of the Local Government Act;
- Inclusion of the obligations of Council and officers regarding any non-conformance to council's Procurement Guidelines;
- Inclusion of statement that Council will encourage its vendors to also undertake their procurement activity with local suppliers where feasible.

Policy Considerations

Council must review the procurement policy in this financial year ending 30 June 2020.

The proposed policy is a Major Council Policy and therefore must be subject to the consultation process set out in the Major Council Policy Consultation Local Law No. 4 of 2015.

Financial/Economic Implications

The proposed policy sets out the principles, processes and procedures that will apply to all purchases of goods, services and works made by Council. The proposed policy aims to achieve value for money and continuous improvement in the provision of services for the community.

Legal/Statutory

Section 186A (7) of the Act requires Council to review the Policy at least once in each financial year, having regard to any guidelines made by the Minister.

Social

The draft policy includes council's commitment to the strategic use of local suppliers to encourage economic development where such purchases are justified on value for money grounds, while remaining compliant with the Competition and Consumer Act 2010 and other fair trading legislation requirements.

Environmental/Sustainability Impacts

There are no environmental/ sustainability impacts identified for this subject of this report.

2017 – 2021 Council Plan

This report supports the 2017-2021 Council Plan:

Goal

We are Sustainable

What we do every day

We consistently focus on the achievement of the operational parameters framed in the annual budget.

We will ensure our workforce systems and processes are efficient and effective.

We provide a robust and transparent governance framework.

We will plan, research and advocate for the future:

For the best options to deliver services in conjunction with our surrounding Council partners.

To ensure our risks are managed strategically and effectively.

The non-negotiables

Our team will make the best and most efficient user of Council's resources.

Our legislative, governance and compliance requirements will be met.

Strategic Links**a) Rural City of Wangaratta 2030 Community Vision**

N/A

b) Other strategic links

N/A

Risk Management

The draft policy aims to achieve high standards of probity, transparency, accountability and risk management.

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Community	Website Public notice in local newspaper Make copy available for public inspection at Council's Customer Service counter
Consult	Audit Advisory Committee	Request advice Request submissions
Involve		Consider submissions

The proposed policy is a Major Council Policy and is subject to the provisions of the Major Council Policy Consultation Local Law No. 4 of 2015 which requires a public exhibition and submission process to be undertaken. This process is planned to commence with Council endorsement at the Ordinary Council Meeting on 24 March 2020 and conclude with adoption of the reviewed procurement policy at the Ordinary Council Meeting on 26 May 2020.

A public notice will be published in the Wangaratta Chronicle on Friday 27 March 2020 explaining the submission process. Submissions will be received up to 5pm on 24 April 2020.

In their written submission, a person may also request to be heard by a Committee of Council in support of their submission, prior to Council considering the proposal. A Special Committee of Council will be established to hear submissions on the proposed policy, if required, at a time to be determined.

The Audit Advisory Committee is required by its charter, to consider procurement practices and provide advice to Council on better practice. The committee will be requested to consider the draft policy and offer any recommendations for Council to consider at its next meeting in March 2020.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Options for Consideration

1. Proceed to public exhibition with the attached Draft Procurement Policy.
2. Proceed to public exhibition with a revised Draft Procurement Policy.

Conclusion

The review process ensures compliance with the requirements of Section 186A (7) of the Act which requires a review of the procurement policy in each financial year.

Officers believe the Draft Procurement Policy is now ready to be put out for public exhibition.

Attachments

- 1 Draft Procurement Policy - 2020 Revision [↓](#)
- 2 Procurement Policy 2020 - Community Impact Statement [↓](#)

14. COMMUNITY WELLBEING

14.1 ACTIVE WANGARATTA GRANTS 2019-2020

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Executive Assistant Community Wellbeing
File No: IC20/57

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to provide recommendations in relation to the 2019/2020 Active Wangaratta - Club Participation Program.

The 2019/2020 Revised Council Budget has an allocation of \$186,205 towards the Community Grants Program. A nominal budget of \$10,000 has been set aside from this allocation to fund the Active Wangaratta Program. The recommendations in this report are to fund three projects at a combined cost of \$5,969. Remaining funds of \$4,031 will go directly back into the pool for the community grants fund.

RECOMMENDATION:

That Council awards the total of \$5,969 to fund the following projects as part of the 2019/2020 Active Wangaratta – Club Participation Program:

Organisation	Project	Recommended Funding Amount
Wangaratta Little Athletics	Quiet Please – We're Running – a modified starter system	\$1,969
Wangaratta Lawn Tennis Club	Purchase of racquets for free loan to schools and disadvantaged students	\$2,000
Gateway Health	Tribal Association Program – to engage youth at risk of experiencing alcohol and drug issues with adventure activities	\$2,000

Background

Each year Council's Community Grants Program provides financial assistance to not-for-profit community groups and organisations for the development of projects that will enhance the social, cultural and environmental experience for residents of the Rural City of Wangaratta. As well as major and minor community grants, Council offers the Active Wangaratta Club Participation Program, grants designed to facilitate active recreation opportunities for residents under 18 years of age.

The 2019/2020 program received three eligible applications and one ineligible application. The total amount of funds requested in this round totalled \$7,969. The applications were assessed by officers from the Projects and Recreation team

under assessment criteria approved by Council. The key outcome targeted from the assessment criteria is the provision of new participation opportunities with greater value placed on initiatives that provide ongoing opportunities and are sustainable into the future.

The assessment identified three projects for funding which are detailed in Table 1.

Table 1 – Recommended successful applications for 2019/2020 Active Wangaratta – Club Participation Program.

Organisation	Project	Recommended Funding Amount
Wangaratta Little Athletics	Quiet Please – We're Running – a modified starter system	\$1,969
Wangaratta Lawn Tennis Club	Purchase of racquets for free loan to schools and disadvantaged students	\$2,000
Gateway Health	Tribal Association Program – to engage youth at risk of experiencing alcohol and drug issue with adventure activities	\$2,000
TOTAL		\$5,969

Upon endorsement of the successful 2019/2020 Active Wangaratta – Club Participation Program, successful and unsuccessful applicants will be notified. A listing of the successful applicants will be promoted through Council's website. Projects will be monitored by Council staff to ensure that they are completed in accordance with the funding guidelines and to maximise promotional opportunities for each project.

Implications

Policy Considerations

The Active Wangaratta – Club Participation Program is informed by Council's Community Grants Program Policy and Procedure (2015).

Financial/Economic Implications

There are no financial or economic implications identified for the subject of this report.

	2019/2020 Approved Budget for this proposal	This Proposal	Variance to Approved Budget	Comments
Revenue/Income				
Expense	\$10,000	\$5,969	\$4,031	
Net Result		\$4,031	\$4,031	Variance amount will be utilised for remaining 2019/2020 community grants program

Legal/Statutory

There are no legal/statutory implications identified for the subject of this report.

Social

The granting of funds to community groups achieves social outcomes that benefit our community.

Other social implications relate to the impact unfunded projects may have on community initiatives and projects. Unsuccessful applicants will be supported by Council to develop their projects and applications to strengthen future funding opportunities. Assessment of applications takes into consideration the social impact of projects for communities.

Environmental/Sustainability Impacts

There are no environmental/ sustainability impacts identified for this subject of this report.

2017-2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

We will create and deliver:

- A community grants program that supports the future of local community groups and organisations.
- Exceptional services and programs that help our families and children to be healthy, happy and connected.

We will plan and make decisions for the future:

- To ensure we are responding to the current and future recreational needs to our community and creating sustainable and quality recreation reserves throughout our municipality.
- By acknowledging our municipality as both rural and urban and developing a new vision together that reflects our future.

The non-negotiables

- Our community can access recreation facilities and programs. We can all lead an active and healthy lifestyle.
- Our rural communities are supported and recognised as significant contributors to the economic and social character of the municipality.
- Our community is given opportunities for everyone to participate and contribute to social, economic and cultural life.
- Our team will make the best and most efficient use of Council's resources

What we do every day:

- We talk to, inform and engage with the people who live, work and visit our community.

Strategic Links**Rural City of Wangaratta 2030 Community Vision**

- Community groups continue to provide a substantial backbone to our personal and collective wellbeing.
- We are a community with a strong sense of connectedness, being actively engaged and connected with others across the community.

- Sports, whether organised or ad hoc, play a major role in encouraging involvement of young people in their community.
- The prominence and role of sport and active recreation remains as central to the Rural City of Wangaratta way of life.
- Sports development over the past 20 years has focussed on diversification, providing people of all ages with opportunities to take up new sport and recreation activities.

Rural City of Wangaratta Recreation Strategy

- RS 7.2.3 Work with key groups to establish and promote unstructured recreation opportunities for specific groups in the community.
- RS 7.4.1 Improve pathways for children and young people into community-based sport and recreation.
- RS 7.4.3 Support and enhance partnerships with local youth providers and groups to ensure that the recreational needs of young people continue to evolve and improve, and to ensure young people are involved in the planning of local recreation opportunities.

Rural City of Wangaratta Municipal Public Health and Wellbeing Plan 2017 – 2021

- 2.1.1 Promote and support accessible, affordable and inclusive opportunities for girls and women of all abilities and ages to be part of all elements of community life including sport, cultural, education, employment and leadership roles.
- 2.2.1 Work to remove economic barriers that prohibit or limit participation in sports and cultural activities for our children and young people.
- 5.2.4 Provide support to community groups and organisations that seek opportunities for innovation, collaboration and community participation.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Group/organisation's capacity to implement project with available volunteer capacity.	2	1	3	Continual monitoring throughout project implementation.
Group's ability to contribute committed cash and/or in-kind	2	1	3	Continual monitoring throughout project implementation.

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Internal staff,	Email, social media
Consult	Internal staff, unsuccessful applicants	Email, phone, face-to-face
Involve	Applicants	Email, phone, face-to-face

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Collaborate	Applicants	Email, phone, face-to-face
Empower	Successful applicants	Letter, email, phone, face-to-face

The Active Wangaratta – Club Participation Program was promoted to sport and recreation organisations through a range of communication methods including:

- Emails;
- Social media;
- Rural City of Wangaratta website; and
- Local newspaper – Rural City Connections.

Officers believe that appropriate consultation has occurred, and the matter is now ready for Council consideration.

Successful and unsuccessful applicants will be informed of Council's decision.

Options for Consideration

1. That Council endorse the allocation of \$5,969 to fund the projects as recommended as part of the 2019/2020 Active Wangaratta – Club Participation Program; or
2. Council reconsiders all submitted projects and recommences the assessment process.

Conclusion

Projects for funding in the 2019/2020 Active Wangaratta – Club Participation Program have been listed in this report for Council's consideration.

Attachments

Nil.

14.2 SPORT AND RECREATION ADVISORY COMMITTEE NOMINATIONS

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Executive Assistant Community Wellbeing
File No: IC20/461

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to seek endorsement for nominations of community members to represent the Sport and Recreation Advisory Committee where representatives are new or re-nominating upon expiry of their term on the committee.

The Sport and Recreation Advisory Committee provides advice to Council on matters pertaining to strategic planning, support and advice, together with the management of sport and recreation opportunities in the Rural City of Wangaratta.

RECOMMENDATION:

That Council appoints the nominations as detailed in the attachment as representatives to the Sport and Recreation Advisory Committee for a term of three years;

Background

Nominations received for the Sport and Recreation Advisory Committee are assessed against a skills matrix (which forms part of the Charter). The skills matrix is based on existing involvement in sporting groups/organisations; sporting/club networks; local sport and recreation knowledge and interest in sport and recreation activities.

Implications

Policy Considerations

Council's policy 'Appointment to Council Committees' applies to this matter. At its discretion, where there are more nominations than vacancies and the nominees address the requirements of the relevant committee, Council may appoint a number of members to the committee greater than that specified in the charter.

Financial/Economic Implications

There are no financial or economic implications identified for the subject of this report.

Legal/Statutory

Council's formal appointment to the Sport and Recreation Advisory Committee are made under the *Local Government Act 1989*. The appointment of members to Advisory Committees by formal resolution of council ensures that the powers, functions and duties delegated can be exercised legally.

Social

The responsibilities delegated to the Sport and Recreation Advisory Committee promote the exchange of information between the committee and Council.

Environmental/Sustainability Impacts

The Sport and Recreation Advisory Committee take into consideration environment and sustainability impacts relating to the strategic planning and management of sport and recreation opportunities in the Rural City of Wangaratta.

2017-2021 Council Plan (2019 Revision)

We are sustainable:

We will focus on our business, by ensuring that we have the processes in place to support our community groups and committees to be viable and sustainable.

We are established:

We will plan, research and advocate for the future, on behalf of our groups and committees to ensure that they have the resources and knowledge to do the things they need to do.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Governance risk associated with the delegation of Council powers to a committee	Possible	Moderate	Medium	The appointment of members by a formal resolution of the Council reduces governance risks by ensuring members appointed to a committee are covered by Council's public liability insurance

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Keep informed	Emails/Media advertisements

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Consult	Listen and acknowledge	Council will consult with the committees prior to making decisions that relate to Sport and Recreation matters.
Involve	Work with the respective committees to obtain feedback	Committees provide an important source of feedback for Council relevant to information pertaining to sport and recreation.
Collaborate	Feedback will be incorporated into decisions as far as possible	Council collaborates with its committees prior to making decisions that relate to Sport and Recreation.
Empower	Implementation in conjunction with the relevant committees	The committee provides advice on the implementation of sport and recreation programs.

Officers believe that appropriate consultation has occurred, and the matter is now ready for Council consideration.

Options for Consideration

1. Council endorse the sport and recreation nominees as recommended and listed in the confidential attachment
2. Council does not endorse the recommended nominees and seeks further nominations from the community.

Conclusion

Council has reviewed the expressions of interest received for appointment to the Sport and Recreation Advisory Committee.

Attachments

- 1 Confidential - Proposed Sport and Recreation Nominations to Council Committees - Confidential

14.3 HIGH COUNTRY LIBRARY SHARED SERVICE AGREEMENT

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Executive Assistant Community Wellbeing
File No: IC20/466

Executive Summary

This purpose of this report is to approve a renewal of the High Country Library Network Shared Services agreement in which Alpine operates a “hub” to provide shared library services to the four Council members of the network. The original agreement expires in June 2020. Due to cumulative value of the agreement Council is required to seek ministerial exemption. Council approval of the requirement is required before this can occur. (Refer attachment).

RECOMMENDATION:

That Council:

- 1. Approve the High Country Library Network Shared Service Agreement (“the Agreement”) which engages Alpine Shire Council to provide shared library services to four Councils for an initial period of three (3) years (plus options for two further terms of 3 years). The cost impact to the Wangaratta Rural City Council for the first year of the agreement is estimated to be \$350,820. The total cost impact over three years is \$1,073,649***
- 2. Authorise the Chief Executive Officer to sign the agreement on behalf of Wangaratta Rural City Council upon receipt of the ministerial exemption.***

Background

The original shared services agreement established between the four Councils of Alpine Shire, Mansfield Shire, Benalla Shire and Rural City of Wangaratta was approved by the Minister and commenced in October 2017.

Since that time, Alpine Shire Council has successfully operated a library “hub” to substantively provide the following shared library services to the four Councils:

- Procurement and processing of a shared library collection
- Coordination of freight amongst the member branches
- Financial management and reporting
- Administration of the Library Management System
- Administration of the supply agreement with Public Libraries Victoria on behalf of the Councils.

The four Councils have agreed in principle to continue the shared service arrangement and have drafted an updated agreement. The major tenets of the

agreement remain unchanged except for the proposed term for the new agreement is three years plus two options to extend for an additional three years (3+3+3).

Minor modifications to the agreement include the following:

1. Clarification of what constitutes a “member” of the Library Management Group and who can vote
2. A provision for associate members to be incorporated into the network to partake of a subset of the shared library services
3. Clarification of the responsibilities of the “hub” and the expected service level to be provided to members.

Implications

Policy Considerations

Due to the financial impact of the agreement exceeding the tender threshold, ministerial exemption will be sought by Benalla, Mansfield and Wangaratta Councils. As the provider of the shared service, Alpine Shire Council is exempt from seeking ministerial exemption.

Financial/Economic Implications

The “hub” submits an annual budget to its members each financial year in line with Alpine Shire Council’s annual budgeting calendar. Based on the expected annual expenditure, Alpine Shire Council invoices each member for a proportionate contribution to cover its total costs at the beginning of each financial year. The contribution that each Council is expected to pay is calculated according to an agreed cost attribution formula which is based on the official population served by each local government area. Any annual surplus is refunded back to its members.

The budgeted amount includes a contribution towards the book collection (capital) and the Hub operations.

In 2019/20, Wangaratta Rural City Council contributed \$350,022 towards the High Country Library Network. In 2020/21 the Wangaratta Rural City Council will be budgeting to contribute \$350,820. The value of the agreement for Wangaratta over a three year period is \$1,073,649.

Legal/Statutory

There are no legal/statutory implications identified for the subject of this report.

Social

There are no social impacts identified for the subject of this report.

Environmental/Sustainability Impacts

There are no environmental/ sustainability impacts identified for this subject of this report.

2017-2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

Goal

We are Inspired

We provide contemporary library services that meet the needs of people of all ages

We will plan and make decisions for the future:

For our community to have access to quality and exciting arts and cultural experiences

Strategic Links

a) Rural City of Wangaratta 2030 Community Vision

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
The agreement is not approved	low	Wangaratta Library will have to operate as a stand-alone library	High	<ul style="list-style-type: none"> • Ensure the agreement is favourable to RCoW • Ensure communication of agreement inclusions is clear

Consultation/Communication

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Conclusion

Due to the successful shared service arrangement that has been in place for three years combined with the shared ambition of the four Councils to renew the agreement, it is recommended that Wangaratta Rural City Council approve the renewal of the High Country Library Network Shared Services agreement.

Attachments

- 1 HIGH COUNTRY LIBRARY SHARED SERVICE AGREEMENT 2020-2023 FINAL [↓](#)
- 2 HUB BUDGET FINANCIAL YEAR 2021 [↓](#)

15. INFRASTRUCTURE SERVICES

15.1 MITCHELL AVENUE CHILDREN'S GARDEN

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Manager Infrastructure Planning and Delivery
File No: IC20/393

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to award contract C24337 Mitchell Avenue Reserve Children's Garden, Wangaratta.

RECOMMENDATION:

That Council:

- 1. Award contract C24337 Mitchell Avenue Children's Garden to Agency of Sculpture, subject to the completion of the 20/21 budget review.***
- 2. Authorises the Chief Executive Officer to sign and seal documents for C24337 Mitchell Avenue Children's Garden, and***
- 3. Disclose the contract price for C24337 Mitchell Avenue Children's Garden.***

Background

In late 2016 a number of engagement activities were undertaken to determine the future needs for Mitchell Avenue Reserve. This was a commitment the Rural City of Wangaratta made after the closure of the Yarrunga Family Swim Centre. The Master Plan was completed in early 2018. Following endorsement of the Mitchell Avenue Reserve Master Plan, the community identified a children's garden as one of the highest priorities.

Expressions of Interest (EOI) were sought for the design and construct of a children's garden and were invited through advertisements on eProcure and The Chronicle newspaper. The EOI closed on 27 November 2019 and two (2) submissions were received.

The EOI submissions were evaluated with Agency of Sculpture short-listed and invited to tender for the design and construct of the children's garden through eProcure. This tender was a closed tender process.

The tender closed on 19 February 2020 and one (1) submission was received as follows:

- Agency of Sculpture

The Tender was evaluated against the following criteria:

Cost 40%
Capacity 30%
Capability 30%

The tender evaluation team included two Project Manager's and Council's Delivery and Contracts Coordinator.

Implications

Policy Considerations

Specific Council policies or strategies that relate to this report include:

- Council Procurement Policy
- Asset Management Policy
- Mitchell Avenue Reserve Master Plan
- Access & Inclusion Plan
- Economic Development and Tourism Strategy
- Municipal Public Health and Wellbeing Plan

Financial/Economic Implications

Council successfully received \$199,660 (GST exclusive) in funding via the Department of Health and Human Services, Sport and Recreation Victoria's Community Sports Infrastructure Fund.

Council will contributed \$426,340 (GST exclusive) of the \$626,000 project, which will be delivered over the next two financial years as follows:

19/20 Capital Works Project Budget:

- Ledger 01955
- Total budget \$350,000 (GST exclusive)
- Including grant contribution of \$80,000 (GST exclusive)
- RCOW contribution of \$270,000 (GST exclusive)

20/21 (Proposed) Capital Works Project Budget:

- Ledger 01955
- Total budget \$276,000 (GST exclusive)
- Including remainder of grant contribution of \$119,660 (GST exclusive)
- RCOW contribution of \$156,340 (GST exclusive)

Legal/Statutory

There are no legal/statutory implications identified for the subject of this report.

Social

The development of the Mitchell Avenue Reserve Children's Garden is a positive contribution to the neighbourhood and surrounds. The objective is to create a sensory garden which can be enjoyed by young people in Wangaratta.

Environmental/Sustainability Impacts

There are no environmental/ sustainability impacts identified for this subject of this report.

2013 – 2017 Council Plan (2016 Revision)

This report supports the 2013-2017 Council Plan:

Goal

We are Healthy

As a community we have access to the services and facilities we need to keep us healthy. We can move around and be active, get medical attention and join in social, cultural and recreational activities with our friends and family.

Strategic Links

a) Rural City of Wangaratta 2030 Community Vision

Wangaratta is a thriving regional centre, renowned for its high-standard housing, employment, retail businesses, industry, sports and recreation, culture and tourism.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Timeframe and achieving the proposed timelines	Minor (2)	Moderate (3)	5	Project Manager to monitor
Unsatisfactory quality of works	Minor (2)	Moderate (3)	4	Project Manager to monitor
Contractor Injury	Minor (2)	Major (4)	4	Project Manager to monitor contractors OH&S performance
Community concerns	Minor (2)	Moderate (3)	5	Project Manager to monitor

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Ongoing communication with the wider community and residents throughout the life of the project	Website, Newsletter, letters, meetings, phone calls & Chronicle, visualisation boards.
Consult	Community consultation into the Mitchell Avenue Reserve Master Plan to determine the future needs for Mitchell Avenue Reserve.	Several engagement activities were undertaken in 2016 and 2017 including meetings, drop in sessions, surveys etc

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

Options for Consideration

1. Not award contract and retender works. Request another extension of time from the grant provider.
2. Not award contract and reduce scope of works. Request an extension of time and adjustment to scope from grant provider. Final result would be a reduced scope and cost to the project.
3. Not award contract and discontinue project entirely. Return funding to grant body.

Conclusion

Recommend that contract C24337 Mitchell Avenue Reserve Children's Garden is awarded to Agency of Sculpture.

Attachments

- 1 C24337 - Mitchell Avenue Reserve Childrens Garden - Revised Evaluation Report - Confidential

15.2 DRAFT WASTE SERVICES POLICY 2020

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Waste Management Coordinator
File No: IC20/463

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to provide details of Council's Draft Waste Services Policy 2020, previously named 'Waste Charge Policy'. Only minor changes have been made to the policy including:

- The inclusion of the Wangaratta Organics Processing Facility (under waste collection sites) and a description of the facility, and its intended use.
- The inclusion of one free organic bin to community halls and pavilions. Currently Council offers 2 free garbage and 2 free recycling bins at these halls.
- The inclusion of childcare centres under the schools and churches section.
- The community events section was aligned with Council's new events policy wording around event sizes.
- Additional wording was added to clarify, where a collection service was not provided but bin charges were charged, residents can seek reimbursement.
- Additional information for multi-level units and large unit buildings operating under Owners Corporations. Added a minimum number of 8 units to be applicable, this is based on space for storage and collection becoming an issue for sites.
- Residents contaminating any of their bins within a 12 month period, on 4 occasions will result in their bin being removed and the charge to remain against the property.

Overall, these changes will have no significant impact on the way Council delivers its waste services.

RECOMMENDATION:

That Council:

1. ***places the Draft Waste Services Policy 2020 on public exhibition seeking feedback from the public, until close of business 24 April 2020;***
2. ***establishes a Special Committee of Council to hear submissions on the Draft Waste Charge Policy 2020, if required, at a time to be determined;***

- 3. *reports back to Council at the Ordinary Council meeting on 26 May 2020, taking into consideration all of the submissions received; and***
- 4. *If no submissions requesting changes to the policy are received, adopts the Draft Waste Services Policy 2020 without further resolution.***

Background

The policy sets out the services that will attract fees and charges for kerbside waste collection and waste received at Council's waste sites. It also sets out the basis for any exemptions to these services and associated costs.

The Waste Services Policy 2020 will assist in delivering the outcomes specified in Council's Waste Management Strategy.

Waste collection and associated charges are levied, as approved by Council each year whether or not the service is used. The charges are itemised on the property's annual rates notice.

Implications

Policy Considerations

The Waste Management Strategy 2018-2023 is the framework behind what Council intends to deliver over the 5 year period. The Draft Waste Services Policy 2020 sets out how these actions will be implemented.

Financial/Economic Implications

There are no financial or economic implications identified for the subject of this report.

Legal/Statutory

There are no legal/statutory implications identified for the subject of this report.

Social

There are no social impacts identified for the subject of this report.

Environmental/Sustainability Impacts

There are no environmental/ sustainability impacts identified for this subject of this report.

2017 – 2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

Goal

We are Sustainable

We will research and advocate:

For the best options to deliver services in conjunction with our surrounding Council partners.

We will create and deliver:

The outcomes identified in the Rural City of Wangaratta Waste Management Strategy.

Strategic Links**a) Rural City of Wangaratta 2030 Community Vision**

The Rural City of Wangaratta is a zero-waste community, with no waste disposed of to landfill within the municipality.

b) Other strategic links

N/A

Conclusion

Based on the content of this report it is recommended that the Waste Services Policy be placed on public consultation.

Attachments

1 Draft Waste Services Policy 2020 [↓](#)

16. DEVELOPMENT SERVICES

16.1 WANGARATTA PLANNING SCHEME - CORRECTIONS AMENDMENTS

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Strategy Planner
File No: IC19/677

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to request consideration to proceed with the preparation of two (2) separate planning scheme amendments (PSA) to:

- Proposed PSA C55: Correct a series of mapping errors and anomalies across the municipality. This amendment request will be made pursuant to section 20A of the *Planning and Environment Act, 1987* and will not include the regular notification process. See **Attachment 1** for a complete list of proposed changes to be included in the amendment.
- Proposed PSA C83: Make a series of minor policy and mapping adjustments to the planning scheme to streamline permit application processes. This amendment will include the regular notification process. See **Attachment 2** for a complete list of proposed changes included in this amendment.

Completing the two planning scheme amendments demonstrates Council's commitment to continually and accurately updating the Wangaratta Planning Scheme, in line with best practice principles.

RECOMMENDATION:

That Council:

1. ***Proceeds with the preparation of two (2) separate planning scheme amendments to correct errors and anomalies and make minor changes to the Wangaratta Planning Scheme as detailed in this report and its attachments.***
2. ***Requests the Minister for Planning to prepare and approve proposed Amendment C55 to the Wangaratta Planning Scheme to make obvious and technical corrections pursuant to Section 20A of the Planning and Environment Act 1987, generally in accordance with Attachment 1.***

- 3. Resolves to prepare Amendment C83 to the Wangaratta Planning Scheme to make a series of updates and technical corrections, generally in accordance with Attachment 2**
- 4. Requests the Minister for Planning to authorise the preparation and exhibition of Amendment C83, pursuant to Section 8A of the Planning and Environment Act 1987.**
- 5. Places proposed Amendment C83 on exhibition, in accordance with Section 19 of the Planning and Environment Act 1987, subject to authorisation of the amendment.**
- 6. Delegates to the Director Development Services, authority to make minor changes to documents as required by the Department of Environment, Land Water and Planning or identified by Council Officers in the preparation of the planning scheme amendment material.**

Background

The Wangaratta Planning Scheme is a ‘living document’ that requires ongoing maintenance to ensure that policy reflects the changing issues faced in the land use and development industries.

In the recent past Council has completed two planning scheme amendments which address anomalies and corrections, these were amendments C49 and C54 (which were approved in 2014) as part of regular maintenance processes.

Since that time, mapping corrections and other anomalies have been identified during routine use of the Wangaratta Planning Scheme and through the Planning Scheme Review, 2016.

It is proposed to undertake two amendments to address mapping anomalies, corrections, and minor changes.

Proposed PSA C55

Proposed Amendment C55 will address anomalies that are:

- policy neutral,
- a minor technical change,
- redundant polies, and
- mistakes or corrections for example, changes that address boundary alignment matters.

This amendment request will be made to the Minister for Planning in accordance with Section 20A of the *Planning and Environment Act 1987* which will not include public notification. This means there will be no opportunity to make a submission to the amendment and no Panel process associated with this amendment.

Examples of the types of changes this amendment will address include:

- Single parcels of land in 2 zones – amend the scheme so this land is now in one zone (minor correction).
- Removal of the Public Acquisition Overlay where it is no longer required, for example along the rear of the properties located in the Commercial 1 Zone, along Faithful Street (redundant provision, as the boardwalk in the Riverside Precinct is complete)
- Boundary re-alignments to the Heritage Overlay (minor corrections to boundaries).

A full list of changes proposed PSA C55 is included in **Attachment 1** to this report.

Proposed PSA C83

Proposed Amendment C83 will be addressing matters that require public notification as the change may affect the way a decision is made. Matters raised in this amendment will be minor changes, potentially impacting an individuals, authorities or community groups. Examples of such matters will include surplus publicly owned land. A draft list of items proposed to be included in the amendment is contained in **Attachment 2**. This list will be updated as necessary to include any additional matters prior to the amendment commencing.

Implications

Policy Considerations

Proceeding with these two amendments will ensure the Wangaratta Planning Scheme continues to operate efficiently and reduce burden of ‘red-tape’ in decision making.

Financial/Economic Implications

Financial

To process an amendment, in-kind resourcing required. Further, Council is responsible for paying administrative fees of \$481.30 for the Minister for Planning to consider a request to approve an amendment and giving notice of the approval of an amendment.

There would be further costs to Council if in the instance of proposed Amendment C83, if a Panel process is required to consider any outstanding submissions.

Economic

Completing this amendment will reduce financial burden on landowners impacted by zoning anomalies (for example having one property in two zones) and provide certainty about the intended use of land.

Legal/Statutory

In accordance with the *Planning and Environment Act 1987* Section 12 (3) [b] and Clause 21.13 of the Wangaratta Planning Scheme, it is Councils role to ensure the

Wangaratta Planning Scheme is reviewed for *effectiveness and streamlines its administration* and *'do all things necessary to encourage and promote the orderly and proper use, development and protection of land..'*

Social

These amendments will provide clarify for the community around specific intended use of land, which includes publicly owned land designated for recreational purpose.

Environmental/Sustainability Impacts

This amendment will assist with accurately identifying public land with conservation value (which is currently incorrectly identified for other purposes).

2017 – 2021 Council Plan (2019 Revision)

This report supports the 2017-2021 Council Plan:

Goal

We are Growing

We will plan, research and advocate for the future:

To facilitate considered planning and development in line with long term strategic objectives for the sustainability of our community and environment.

We will focus on our business:

Ensuring we are responsive, clear and active in the development of our municipality.

The non-negotiables

The expansion of our new and sustainable neighbourhoods happens with integrity and strategic direction.

Strategic Links

a) Rural City of Wangaratta 2030 Community Vision

The proposed amendment supports the Wangaratta 2030 Community Vision by

- *Identify opportunities to improve community safety and accessibility through future planning controls.*
- *Review and update land-use zoning to strengthen protection of agricultural land for agricultural activities; set aside suitable areas for future industry growth; provide for future residential growth in both Wangaratta and around rural townships*

Consultation/Communication

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	We will keep you informed	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and or solutions.

Officers believe that appropriate level consultation has occurred, and the matter is now ready for Council consideration.

Options for Consideration

Option 1: Recommended

Complete two (2) planning scheme amendments to address anomalies, mapping errors and minor changes to the Wangaratta Planning Scheme.

Option 2: Not Recommended

Complete a single amendment addressing all anomalies, mapping errors and minor corrections to the Wangaratta Planning Scheme. The consequence is that all proposed changes would be exhibited and matters of an administrative nature could be held up because the amendment deals with additional matters generating submissions which could be the subject of a Panel process.

Option 3: Not Recommended

Do not commence any amendments. This would result in the matters identified through this process would remain as anomalies. The result will create an environment of less certainty in decision making and a potential increase in the number of permits required to be issued.

Conclusion

Completing the amendments will address a range of outstanding mapping errors and anomalies. This will assist in providing clearer planning outcomes that reflects industry best practices.

Attachments

- 1 Attachment 1: Anomalies List - Prescribed Amendment - (Request the Minister for Planning to Complete) [↓](#)
- 2 Attachment 2: "Minor changes – Non-Prescribed Amendment – (Full Exhibition, Council to Complete)" [↓](#)

16.2 WANGARATTA DRAFT LOW DENSITY & RURAL RESIDENTIAL STRATEGY

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Strategy Planner
File No: IC20/429

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to:

- Provide background to the preparation of the draft Low Density and Rural Residential Strategy (the Strategy).
- Provide an outline of the key findings and recommendations of the draft Strategy.
- Provide a summary of the next steps in the process to finalise the Strategy.
- Seek Council's endorsement of the draft Strategy for the purpose of public consultation.

The draft Strategy has been prepared for the Rural City of Wangaratta by Urban Enterprise. The draft Strategy and appendices are attached to this report (see **Attachment 1 and 2**) and include:

- A housing demand and supply analysis, which estimates the supply of land required to meet dwelling demand in the Rural Living Zone (RLZ) and the Low Density Residential zone (LDRZ) over the next 15 years;
- Investigation of relevant constraints for land which is or could be used for rural living and low-density residential purposes;
- An analysis of existing RLZ and LDRZ for long term sustainability;
- Recommendations for areas of land to be zoned for Rural Living and Low Density Residential purposes;
- Recommendations for planning scheme policy for the RLZ and the LDRZ.

RECOMMENDATION:

That Council:

1. ***endorses the draft Low Density and Rural Residential Strategy for community consultation; and***
2. ***invites public submissions regarding the draft Low Density and Rural Residential Strategy for a period of approximately 1 month, commencing Friday 27 March 2020 up to 5.00 pm on Friday 1 May 2020.***

Background

Council is preparing the Strategy in response to an identified need within Clause 21.02-1 and 21.02-2 (Settlement) of the Wangaratta Planning Scheme, which under 'further strategic work' lists:

'Review the application of the Low Density Residential Zone around Wangaratta Regional City' (And)

'Investigate the identified 'future investigation areas', for rezoning to Low Density Residential or Rural Living Zone having regards to and pending resolution of environmental issues, including flooding, bushfire, localised drainage issues, airport environs, access issues, freeway interface and presence of key underground infrastructure including High Pressure Gas Transmission Pipelines etc.'

The above recommendations have been a driver for the development of this Strategy, which has been expanded to include a review of the Low Density Residential and Rural Living Zones across the entire Municipality, with a primary focus around the existing settlements and previously listed investigation zones.

In February 2019, Council appointed Urban Enterprise to undertake the preparation of the Strategy, following a public request for quote process. A draft Strategy has now been completed and is ready for community consultation.

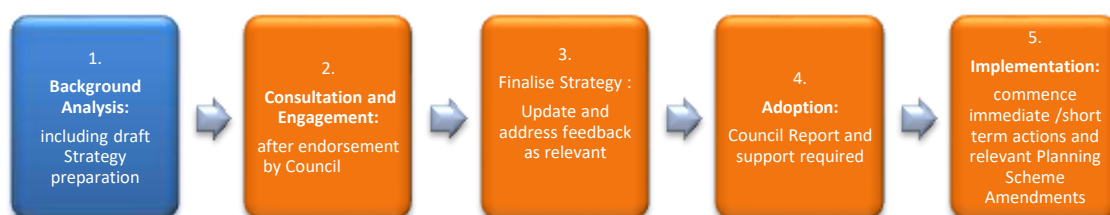
The purpose of the Strategy

The purpose of the Strategy is to identify the future need for low density and rural living zoned land and to respond with a strategy to ensure this need can be met in order to provide current and future residents with a diverse range of housing options.

The planning horizon adopted for the Strategy is 30 years. This has regard to the requirements of state policy to plan for land supply to accommodate at least 15 years of demand and the need to ensure that a strategic and long-term approach to planning for housing in the study zones is applied.

Process of the Strategy Development

The chart below outlines the basic steps in the process of developing the Strategy, including development, stakeholder engagement, formalisation, adoption and finally implementation.



The blue box indicates the steps that have been undertaken to date and the orange boxes indicate the steps still required to finalise the structure plan.

This report is before Council recommending endorsement of the draft Strategy for the purpose of progressing to Step 2, which involves consultation with the broader community.

To date consultation with external stakeholders has included selected referral agencies, service providers and local real estate agents. Community drop-in sessions were also held to inform the development of the draft Strategy.

Key Influences on the direction of the draft Strategy:

Planning in response to known environmental risks and hazards has always been a key factor in the development of strategies and decision making within the Rural City. Evidence of this can be seen through the direction of growth that the city has taken to avoid major flood corridors and high bushfire risk areas.

A State-wide planning scheme amendment (VC148) approved by the Minister for Planning in August 2018, raised the 'bar' or criteria for settlement planning by changing the policy settings in particular around bushfire. Clause 13.02 and 71.02-3 were amended, to elevate bushfire considerations above any other consideration in the scheme. Relevant policy extracts include (underline emphasis):

Clause 71.02-3

- *'Planning and responsible authorities should endeavour to integrate the range of planning policies relevant to the issues to be determined and balance conflicting objectives in favour of net community benefit and sustainable development for the benefit of present and future generations. However, in bushfire affected areas, planning and responsible authorities must prioritise the protection of human life over all other policy considerations'*

Clause 13.02-1S

- *Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire*

Settlement planning: Plan to strengthen the resilience of settlements and communities and prioritise protection of human life by:

- *Achieving no net increase in risk to existing and future residents, property and community infrastructure, through the implementation of bushfire protection measures and where possible reducing bushfire risk overall.*
- *Assessing and addressing the bushfire hazard posed to the settlement and the likely bushfire behaviour it will produce at a landscape, settlement, local, neighbourhood and site scale, including the potential for neighbourhood-scale destruction.*
- *Assessing alternative low risk locations for settlement growth on a regional, municipal, settlement, local and neighbourhood basis.*
- *Not approving any strategic planning document, local planning policy, or planning scheme amendment that will result in the introduction or intensification of development in an area that has, or will on completion have, more than a BAL-12.5 rating under AS 3959-2009 Construction of Buildings in Bushfire-prone Areas (Standards Australia, 2009).*

As directed by state policy, bushfire planning was given the highest consideration and formed the starting point from which key investigations and directions were formulated. A 'Strategic Bushfire Assessment' prepared by Nexus Planning forms a key part of the background to this strategy and can be found at the appendices to this report (see **Attachment 2**).

Summary of Key Recommendations within the Structure Plan:

The following is a summary of the key general recommendations of the Strategy include:

Short Term: (0-3 years)

Planning Scheme Implementation:

- *Prepare a Planning Scheme Amendment to include the Strategy as a Reference Document and incorporate the key spatial directions for growth in the LDRZ and RLZ in local policy on settlement.*

Township Development Plans:

- *Update Township Plans as relevant to reflect the findings of the Strategy, particularly in respect of investigation areas no longer considered suitable for residential use and development.*

Increased Supply - LDRZ

- *Engage with owners of the remaining broad hectare LDRZ sites in Wangaratta, seek to understand development intentions and any constraints, and, where possible and practical seek to facilitate development, including through liaison with infrastructure agencies and referral authorities.*

- *Prepare a Precinct Plan for the Wangaratta 1c investigation area to confirm the extent of developable area and the optimum mix of LDRZ and RLZ land within the precinct.*

Rezoning of land

Wangaratta

- *Commence a rezoning process for land in the Wangaratta 1c investigation area to the LDRZ and RLZ, including suitable planning controls to address the Airport Environs Overlay, freeway interface, drainage issues and local access requirements.*
- *Prepare a Planning Scheme Amendment to rezone land in the Wangaratta 1c north west investigation area to the LDRZ, including suitable planning controls to address Mackay Casings buffer.*

Milawa

- *Prepare a Planning Scheme Amendment to rezone land to the north of Milawa to the LDRZ including suitable planning controls to address relevant planning and infrastructure considerations.*

Oxley

- *Prepare a Planning Scheme Amendment to rezone land in the Oxley North investigation area to the LDRZ*
- *Prepare a Planning Scheme Amendment to rezone land in the Oxley west (triangle) investigation area to reflect existing land uses. Ensure controls do not facilitate further development.*

Moyhu

Facilitate new LDRZ as part of the Moyhu Township Plan process through:

- *A reduction in the minimum lot size of the existing LDRZ area to 0.2ha*
- *and an expansion to the LDRZ area.*
- *Consolidation of the town layout / structure;*
- *Delivery of a Place of Last Resort in the township; and*
- *Any other bushfire risk mitigation requirements identified in the Township Plan Process.*

Miscellaneous:

- *Seek to facilitate a greater supply of new RLZ lots of all sizes by preparing a guide to subdivision in the Rural Living Zone. Publish for access and use by landowners to encourage maximum utilisation of existing zoned land.*
- *Establish a land demand and supply monitoring program for the study zones so that consistent annual or bi-annual reporting can be prepared on subdivision rates, dwelling approvals and remaining land supply.*

Medium Term: (3-10 years)

- *Establish Springhurst Recreation Reserve as a suitable bushfire safe shelter and plan for new large lot LDRZ or RLZ based on the take up of other areas rezoned as part of short-term actions*

- *Commence an initial review of this strategy within 5 years of its adoption by Council to update analysis and consider the direction and timing of medium-term actions.*

Long Term: (10+ years)

- *Identify a longer term LDRZ growth area for Milawa to the east of the town.*
- *Monitor land take up and progress to a rezoning once demand requires.*

Implications**Policy Considerations**

The development of the strategy has been designed to accord with the requirements of the *Planning and Environment Act 1987*, the Wangaratta Planning Scheme and other relevant planning practice notes and directions.

Financial Implications

The project is funded as a project under the current 2019/20 budget.

Environmental/Sustainability Impacts

The Strategy identifies relevant environmental constraints like bushfire and flooding and seeks to adopt first principles to avoid these hazards in order to create more resilient communities.

2017 – 2021 Council Plan (2019 Revision)

This report supports the 2013-2017 Council Plan:

Goal

We are Growing

We will plan and make decisions for the future:

by identifying future development areas and giving consideration to potential planning scheme amendments

Strategic Links**a) Rural City of Wangaratta 2030 Community Vision**

The draft Strategy is consistent with the Community vision in that it:

‘Undertakes a detailed review and updates of land zonings around rural townships to accommodate planned growth.’

Risk Management

By not undertaking the review and strategy for the future direction of LDRZ/RLZ land Council risks not having suitable supply or direction for growth in these areas.

Consultation/Communication

The draft Strategy is now ready for public consultation.

Options for Consideration**Option 1: Recommended**

Consider the draft Strategy and endorse the draft Strategy for community consultation for a period of approximately one month. This will allow the community of Wangaratta and other stakeholders to consider the draft and provide feedback for Council's consideration.

Option 2: Not Recommended

Do not endorse the draft Strategy for consultation. This will continue the present policy vacuum that exists within the Wangaratta Planning Scheme with regards to the future direction of LDRZ/RLZ land.

Conclusion

The draft Strategy has been prepared by Urban Enterprise and is now considered to be ready for community consultation. Council should endorse the draft Strategy, for the purpose of public consultation and to allow the draft to be publicly exhibited for a minimum period of approximately one month.

Attachments

- 1 Draft Low Density and Rural Residential Strategy [↓](#)

17. SPECIAL COMMITTEE REPORTS

Nil

18. ADVISORY COMMITTEE REPORTS

Nil

19. RECORDS OF ASSEMBLIES OF COUNCILLORS & MINUTES OF ADVISORY COMMITTEE MEETINGS

19.1 RECORD OF ASSEMBLY OF COUNCILLORS & ADVISORY COMMITTEE REPORTS

Meeting Type: Ordinary Council Meeting
Date of Meeting: 24 March 2020
Author: Executive Service Coordinator
File Name: Assemblies of Councillors
File No: IC20/46

Executive Summary

Assembly of Councillors:

An “Assembly of Councillors” is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision and is either of the following:

- a meeting of an advisory committee where at least one Councillor is present; or
- a planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

At an assembly of Councillors, a written record is kept of:

- a) the names of all Councillors and members of the Council staff attending;
- b) the matters considered;
- c) any conflict of interest disclosures made by a Councillor attending; and
- d) whether a Councillor who has disclosed a conflict of interest leaves the assembly.

The written record of an assembly of Councillors is, as soon as practicable:

- a) reported at an Ordinary Meeting of the Council; and
- b) incorporated in the Minutes of that Council meeting.

Date	Meeting details	Refer
4/2/2020	Economic Development & Tourism Advisory Committee Meeting	Attachment
10/2/2020	Councillor Briefing Forum	Attachment
12/2/2020	Place Naming Committee Meeting	Attachment
17/2/2020	Councillor Briefing Forum	Attachment
24/2/2020	Councillor Briefing Forum	Attachment
25/2/2020	Pre-Council Meeting Discussion – February Council Meeting	Attachment
2/3/2020	Councillor Briefing Forum	Attachment

Advisory Committee Meetings:

Minutes of the following Advisory Committee Meetings are reported to Councillors for information (refer attachments).

1. Economic Development & Tourism Advisory Committee Meeting – Minutes – 4 February 2020
2. Place Naming Committee Meeting – Minutes – 12 February 2020

RECOMMENDATION:***That Council:***

- 1. receives the reports of Assemblies of Councillors***
- 2. notes the minutes of these Advisory Committees***

Attachments

- 1 Assembly of Councilors - Wangaratta Economic Development & Tourism Advisory Committee - 4 February 2020 [↓](#)
- 2 Assembly of Councillors - Councillors Briefing Forum - 10 February 2020 [↓](#)
- 3 Assembly of Councillors - Place Naming Committee meeting - 12 February 2020 [↓](#)
- 4 Assembly of Councillors - Councillors Briefing Forum - 17 February 2020 [↓](#)
- 5 Assembly of Councillors - Councillors Briefing Forum - 24 February 2020 [↓](#)
- 6 Assembly of Councillors - Pre Council Meeting Discussion - 25 February 2020 [↓](#)
- 7 Assembly of Councillors - Councillors Briefing Forum - 2 March 2020 [↓](#)
- 8 Wangaratta Economic Development Tourism Advisory Committee - Minutes - 4 February 2020 [↓](#)
- 9 PLACE NAMING COMMITTEE MEETING - Minutes - 12 February 2020 [↓](#)

20. NOTICES OF MOTION**NOTICE OF MOTION NO. 65 – COUNCILLOR HARVEY BENTON**

I, Councillor Harry Bussell hereby give notice of my intention to move at the Ordinary Meeting of Council to be held on 24 March 2020 the following motion:

That Council Officers work with representatives from DELWP, CFA and the Municipal Fire Management Planning Committee and any other relevant agency to determine a plan or implement the Municipal Fire Management Plan's recommendations to create safe public egress during emergencies such as fires along the Carboor-Everton Road. This plan should consider appropriate turn around points for large vehicles, and treatment of trees and other vegetation on the roadsides. This plan should be presented to Council prior to the 2020/21 Fire Season.

Background

The Carboor -Everton Road is the main access road in and out of the Carboor valley. It has been identified that safety improvement works including large vehicle turn around points and tree treatment would improve safe access during emergencies. It is acknowledged that a balance between conservation and safety is required. It is also understood that several agencies have some responsibility for legislation covering emergencies and native vegetation removal. It is vitally important this work is carried out, and that agencies agree on a sensible plan in time for preparations for the 2020/21 fire season.

21. URGENT BUSINESS**22. PUBLIC QUESTION TIME****23. CONFIDENTIAL BUSINESS**

Nil

24. CLOSURE OF MEETING**ATTACHMENTS**



DRAFT CUSTOMER EXPERIENCE STRATEGY 2020



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Welcome to the Customer Experience Strategy

At the Rural City of Wangaratta we want you, our customers, to be at the heart of everything we do. We want to ensure your experience with us is friendly, easy, and convenient. We want to be known as a great council to work with.

Our newly developed Customer Experience Strategy has been defined in collaboration with you, our community. Surveys and workshops have been held to gather your feedback and to inform the future design and delivery of services.

This strategy provides a framework for us to achieve this change, to apply customer thinking to our processes and culture, whilst building accountability for customer service across all council functions.

To enable you to use council services anywhere, anytime – even from the comfort of your own home – technology is paramount. The Strategy anticipates and responds to technology developments and supports where we can make interacting with us even easier for you.

This Customer Experience Strategy is based on the foundation of Our Community Promise. It outlines our approach and ongoing journey towards ultimately delivering a great customer experience for all of you.



Brendan McGrath
Chief Executive Officer



Dean Rees
Mayor



Introduction

This strategy outlines the key principles, strategies, actions, and performance measures for improved customer service experience at the Rural City of Wangaratta.

A Business Health Check 2018 assessment identified opportunities for improvement including implementing a more customer centric service approach. To deliver a seamless customer experience, the Rural City of Wangaratta must focus on:

- Better understanding you, our customers, your journeys and preferred channels, and how to best deliver the services you require and develop the places you prefer to visit; and,
- Developing a more robust and consistent approach to service planning to ensure delivery is customer-led, effective and efficient.

Along with guiding our customer engagement to be the best it can be, this Customer Experience Strategy links with and complements Council's ICT Strategy that will likewise allow and continue to inform our work in delivering the best possible customer experience.

The Rural City of Wangaratta understands that both your needs and those of the organisation are ever evolving and require constant review and modification. The Customer Experience Strategy will ensure that service provision is designed and continues to be delivered to meet your needs, and that service improvements are customer led and outcome focussed.

Council also needs to embrace and invest in the technology and initiatives that will allow us to manage and deliver improved services to you. This strategy promotes the design and implementation of digital services that are responsive when customers are looking do more and more online, through a range of different devices. We will support and encourage you to increasingly interact with us online. We also believe that if you do not seek to use digital channels, you should continue to have the option to interact with us through other forms of service delivery such as via print, telephone or face-to-face.

In order to deliver this transition we have put together this Customer Experience Strategy. This strategy represents a significant organisational commitment to customer service and will guide us to further improve the customer experience at the Rural City of Wangaratta. This plan includes key objectives and supporting actions, which will be implemented to enhance customer service for you.

Purpose

The purpose of the Customer Experience Strategy is to inform how we will transform services to provide an excellent customer experience. It will also set out how we will measure performance and use customer insights and feedback to continuously improve our services.

For the purpose of this strategy, customers can be defined to include individuals and organisations to whom Council provides service. Customers include ratepayers, residents, asset users, daily visitors as well as people passing through the Wangaratta municipality



enroute to another destination. Internal customers include other Council departments and members of staff.

Council's dual role as a service provider and a regulatory body can create situations where not all customer requests can be met. However, Council has an obligation to provide customers with easy, convenient and equitable methods to access services, make requests for service and obtain help. Setting clear expectations of all Council representatives for professional and courteous conduct in all customer interactions, in conjunction with standardised procedures that ensure customers are central in our decision making, will help us achieve our commitment to customers, and will support the community's confidence in us.

The strategy will further support Council's commitment to being recognised as a customer focussed organisation and ensure that customers have an influence on how services are delivered through the opportunity to co-design individual services in collaboration with Council.

Scope

For the purposes of this strategy, customer service refers to contact between Council and those who want or need a product or service from Rural City of Wangaratta. These interactions take a variety of forms including online, telephone, written or in person contact. Customers access our service through various touchpoints – such as interactions at the library, Visitor Information Centre, Wangaratta Art Gallery, Children Services, Wangaratta Performing Arts and Conference Centre and cemetery. This strategy encompasses all service touchpoints and addresses the need to provide a consistent customer service approach.

This strategy also considers services provided between internal customers (employees of Council) to be within its scope. Training across all council employees, customer service statistics, and a common, understood and clearly explained customer service plan to guide all interactions needs to be developed. This strategy identifies the requirement to develop our people to ensure they have the right mindset and right skill to best serve all our customers, whether within or outside of the organisation.

Council's role

Council has a role in being a high-quality service provider, setting standards for customer service that address the needs and expectations of the community. As a service provider, we aim to provide an experience that aligns with the commitments outlined in Council's Community Promise, being to: communicate; involve; be extraordinary; plan and decide; and respond.

We will continually aim to improve service delivery through measuring performance to ensure the quality of service continually satisfies and meets the needs and expectations of customers and community.



Our Community Promise

We promise that we will work our hardest to be a team you can be proud of.

We will not settle for just being seen as the level of government closest to the community - because we see ourselves as part of the community. We will respond to the challenges that face us both as an organisation and as a community, and we will be courageous when hard decisions need to be made. We will lead when our people need us to, and we will work with others to help get the things that really matter happening. We will not be shy to celebrate our success and the success of people in our community – we are proud of what we achieve.

We may not always be able to give you the answers that you want to hear but we promise we will always tell you the truth. We will take the time to talk to you, to listen to you and to help you, and we will always keep you informed of the things you need to know. We will respect the past, and the things that have come before us – whilst being excited and focused on the future. We will look after your tomorrow.

We will acknowledge and respect our position as decision makers, rule enforcers and fee collectors, but we will do so with a humble and responsible approach. We will deliver the things that remind you every day why it's great to be part of our community.

As a team we will continue to look for ways to create, to imagine and to improve. We will focus on understanding ways we can be better at what we do, easier to work with and deliver our services more efficiently. Above all we promise that we will remain driven by the desire to work with you to build an exciting, prosperous and sustainable future.

Background and Context

Rural City of Wangaratta

We are the Rural City of Wangaratta, but in truth, we're so much more than that. A municipality that includes both a vibrant city and distinctive rural towns.

We're known for our waterways, our rugged beauty, surrounds of different landscapes as well as being home to some of Australia's best local produce.

Industries include transport and logistics, health services, education and government agencies, small business and a nationally significant agricultural industry.

Our community is a hub for recreational, commercial, educational, tourism and health facilities.

Families value access to childcare and kindergarten services, twenty primary schools, specialist schools and three secondary facilities. Tertiary education includes a TAFE Institute, a centre for continuing education and a campus of Charles Sturt University.

The Rural City of Wangaratta is where you can have it all. A quality lifestyle in a vibrant, safe and caring community, at a pace you can enjoy while balancing family and career aspirations. We're the Rural City of more than you can imagine, and that's what makes us a Rural City like no other.



Our Community

29,087
OUR POPULATION 2018

49%

MALE

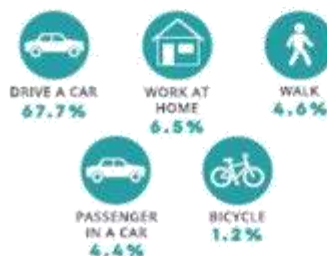
51%

FEMALE

TOP 5 INDUSTRIES OF EMPLOYMENT



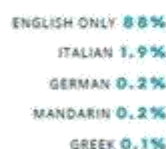
TOP 5 WAYS PEOPLE TRAVEL TO WORK



TOP 5 INCOME GENERATORS FOR WANGARATTA*



TOP 5 LANGUAGES SPOKEN AT HOME



25.7% Volunteer Rate

1.3% People who identify as Aboriginal or Torres Strait Islander

19.5% People with at least one parent born overseas

Statistics sourced from the Australian Bureau of Statistics website, Wangaratta LGA Region Data
*Figures from RENPLAN Economy

Who are our customers

Our Municipality is home to such a diverse community, who are provided with a wide range of services. Council's customer base is vast and with varying needs.

Our customers come from a diverse range of backgrounds and interests, therefore their needs and expectations regarding customer service will also be diverse. We at Council need to recognise these needs and deliver a high-quality customer service in order to maximise customer satisfaction.

From residents and ratepayers, to government departments, agencies, visitors and tourists, suppliers and Council's departments and employees. We recognise that not all our customers directly contact Council but still rely on us to provide direction to help our community and deliver essential services.

Customer Personas

These customer personas are an anonymised model that represent the key traits of a large segment of our customers based on the data we have collected. It gives you an insight into what our customers are thinking and doing as they consider potential options to improve their customer experience.

Customer Personas



Name: Amanda
Gender: Female
Age: 34 – 44
Employment Status:
Employed – working full-time

What Council services have you accessed recently?

Planning Application

How did you access these services?

- Website
- Phone
- Face to Face

Overall customer experience rating:

8/10

Pain Points:

- Being able to access and understand all the information.
- Website is very challenging to navigate.



Name: Norman
Gender: Male
Age: 45-54
Employment Status:
Employed – working full-time

What Council services have you accessed recently?

Customer Action Request

How did you access these services?

- Phone

Overall customer experience rating:

7/10

Pain Points:

- I want to know that Council has completed my request.



Name: John
Gender: Male
Age: 34 – 44
Employment Status:
Disabled, not able to work

What Council services have you accessed recently?

*Animal registration
Rates payment*

How did you access these services?

Face to Face

Overall customer experience rating:

8/10

Pain Points:

- Ability to speak with someone face to face and build a relationship so I can ask for them next time I need assistance.



Name: Danielle
Gender: Female
Age: 25-34
Employment Status:
Not employed, not looking for work

What Council services have you accessed recently?

Waste Services

How did you access these services?

- Website
- Email

Overall customer experience rating:

5/10

Pain Points:

- Better customer engagement - Have more opportunities to be heard.
- Responses if things will happen or not - how & when.

What service we provide

Local Government provides some of the largest and most diverse services of any organisation. Rural City of Wangaratta plays a vital role in the community providing services from cradle to grave.

The table below provides an insight into Council's complexity, delivering more than 100 services within the service categories described.

Theme	Service Categories
Community Services	
	<ul style="list-style-type: none"> • Social planning and community wellbeing programs • Partnerships with community organisations • Library services • Community events and festivals • Community grants program • Sporting and recreation facilities, including swimming pools • Arts and Cultural activities • Walking and cycling trails • Provide & support youth development programs • Facilitate high quality service to families and children, young people, the aged, the disabled and the disadvantaged
Public Health and Safety	
	<ul style="list-style-type: none"> • Animal registrations and management • Immunisation programs • Community compliance • Emergency management
Waste Disposal	
	<ul style="list-style-type: none"> • Provide waste, recycle and organics collection • Operate transfer station, organics facility and landfill
Roads, Parks and Public Works	
	<ul style="list-style-type: none"> • Building and maintaining roads and bridges • Providing and maintaining community centres and other public facilities • Caring for parks and gardens
Environmental Sustainability	
	<ul style="list-style-type: none"> • Regulation of activities that affect the quality of the environment • Natural resource management and sustainability programs
Development, Growth & Tourism	
	<ul style="list-style-type: none"> • Plan and regulate how land is used and developed • Regulate development and building compliance • Encourage and attract business and jobs • Regional tourism • Support existing business
Good Governance	
	<ul style="list-style-type: none"> • Community engagement • Financial and revenue management • Human resources and business excellence • Integrity of systems, data and processes that benefit the community • Advocate for services and infrastructure that meet the municipalities existing and future needs • Provide a motivated, responsive, innovative and performance-oriented workforce

How the Customer Service Strategy was developed

In developing this Strategy, Council engaged with the community to understand expectations of customer service provided by Council. Key objectives of the research included:

- Assessing and establishing the community's priorities and satisfaction in relation to their interactions with Council.
- Identifying the community's drivers of satisfaction with the customer experience delivered.
- Identifying current and future expectations of Council service delivery methods/channels.

To facilitate this, a Customer Experience Survey and a series of workshops were undertaken. The results enabled Council to understand levels of satisfaction and expectation within the community.

The survey addressed preferred communication / transaction options and gauged how satisfied customers were with a range of service aspects. The survey also gave customers the opportunity to generally comment on their concerns and service experience.

A questionnaire was made available for completion online via Council's website. A hard copy questionnaire was also available. Survey interviews were undertaken by a Council officer equipped with surface pros and hard copies at pop up stations in cafes throughout the municipality:

- Wangaratta Performing Arts Conference Centre
- Springhurst Hall
- Ineeta Café - Moyhu
- The PreVue - Wangaratta
- Glenrowan Bakehouse & Café
- We had 80 people attend the pop-up stations

The survey was promoted via the following methods:

- Published on Council's website
- Posts on Council's Facebook page promoting the survey
- Invitations to participate in the online survey were emailed to community groups, and
- Option to enter a prize draw to win a \$100 Christmas hamper of local produce.
- We received 142 responses to the survey. Survey results are attached in appendix C

The workshops were held with numerous community groups including:

- Accessibility Reference Group
- Northeast Multicultural Association
- Wangaratta Economic Development and Tourism Advisory Committee
- Youth Development
- Planning Services business customers
- We had 124 participants attend the workshops

We also reviewed Council strategic documents and performance data, analysed RCoW community profile, including future growth forecasts, reviewed internal systems and undertook an external environmental scan of best practice and new technologies.

What our community has told us

Our community told us that:

- They need to continue to have multiple service channel options available, both when contacting Council and when receiving information from Council. The ability to speak to a 'real person' either on the phone or in-person is considered highly important
- Satisfaction with customer service received was high - in relation to aspects such as

courtesy and friendliness of Council officers

- Some of the main issues identified by the community related to responsiveness, including lack of follow up and timeliness of responses
- The most common words that community members used to describe an ideal customer experience with Council include:
 - friendly, helpful and positive
 - knowledgeable, accurate and informative
 - streamlined, self-service
 - responsive, listened to, consistent
 - easy and simple

Assessment Methodology

We used the information gathered through the community consultation in conjunction with the below maturity assessment tool to rate council's customer service experience against a maturity scale which ranges from minimal (Level 1) to optimised (Level 5).

The Rural City of Wangaratta is currently in an 'emerging state', where touchpoints, (i.e. where the customer makes contact with the Council) are known across various departments but are generally uncoordinated and inconsistent. Centralising the touchpoints, while ensuring the customer enquiry can be managed at the point of contact is critical to growth in being 'customer aware'. Centralisation of customer touchpoints provides the opportunity for economies of scale, consistency in customer service approach, and visibility of the end to end customer enquiry journey for ongoing improvements. Easy access to, and search for knowledge to respond to customer enquiries, will be critical to success.

Current Council Customer Experience Maturity





Desired Council Customer Experience Maturity

The framework is intended to represent a "whole of organisation" approach. Irrespective of where in Council people work, a common set of principles and behaviours should apply. The intention is to achieve a common commitment and understanding across the entire organisation, leading to consistency in our customer experience moving forward.

The aim is move from the maturity rating of level 1.5 (Informal and Reactive) to 4 (Customer Focussed) to align with the customer experience strategy principals. Whilst a higher index should be the long-term aim for RCoW, there are significant steps necessary for RCoW to improve its customer experience, thus this strategy identifies a workable target of 4 the organisation for the strategy period.

Voice of the Customer

Voice of the Customer (VoC) is a term that describes customer's feedback about their experiences with and expectations of service. It focuses on customer needs, expectations, understandings, and service improvement. The following illustration provides an overview from feedback that was provided through our community consultation.



Where are we going

A key part of the development of the strategy was through a series of workshops with customers to better understand the environment i.e. the culture, barriers and opportunities for transformation and external challenges facing Wangaratta.

Current State	Future State
Convenience and reliability of information <i>Customers don't trust Council's written information or find it difficult to find and understand.</i>	Convenience and reliability of information <i>Current and correct information is easy to access and understand.</i>
Poor communication and follow-up <i>Customers felt Council was poor in communicating the outcome of requests.</i>	Communication and follow-up <i>Customers are informed and understand how long a request will take to complete.</i>
Complicated or unclear processes <i>Customers indicated that some Council processes are overly complicated and inhibiting service delivery.</i>	Complicated or unclear processes <i>Simplified processes and interactions are seamless across Council</i>
Difficulty accessing Council services and information <i>When Customers require help from Council, they want it to be easy to access and guidance for a successful outcome.</i>	Accessing Council services and information <i>Easy to use multichannel options which are well sign posted and/or enable self-service where wanted.</i>
Lack of accountability and empathy <i>Customer felt passed around by Council and a lack of responsibility with request ownership.</i>	Accountability and empathy <i>Personalised and empathetic approach to every customer's needs. Aim to handle enquiries at first point of contact</i>

Our Community Promises Commitments

We will communicate

- We will be honest – we will tell you the truth even if we know it's not what you want to hear
- We will be transparent and forthcoming with information
- We will be consistent – you will get the same message from us regardless of who tells it
- We will make sense and communicate in a way that is clear and easy to understand
- We will communicate in a way that suits you – not just us

We will involve

- We will be respectful of everyone – you all have the right to participate in conversations with us
- We will be clear about what is possible and what is not – you will know the boundaries of what we do and what we can deliver
- We will encourage everyone to tell us their views – even if you don't agree with a decision we have made or a project we are delivering



- We will talk to you about the things that matter, decisions that will affect you, and changes that may happen
- We will give you a reason to involve yourself in our projects, discussions and plans – you will see how working with us can help benefit the way you live and how our community develops

We will be extraordinary

- We will always look for ways to improve – we will research, explore and review to make sure we are always getting better at what we do
- We will empower our team and the people we work with
- We will put people at the centre of how we make decisions and how we deliver projects and services
- We will learn from our mistakes – we will acknowledge and be accountable, and seek ways to make sure they don't happen again
- We will lead the way in innovation and creativity – we will be brave to try new things and be leaders in our community and our industry
- We will go out of our way to make your day – we will always be friendly, helpful and respectful

We will plan and decide

- We will be thorough and considerate in how we make decisions – we will look at all the information and make sure we understand the options, impacts and potential outcomes
- We will make the tough decisions. We will proactively deal with issues, challenges and priorities as they arise – regardless of their difficulty or complexity
- We will tell you the reasons why we have made decisions and the information we have based them on – we won't have secrets. We know that we are here to make decisions that affect people's lives and the long-term development of our community and we take that responsibility very seriously
- We will be visionary and yet respect the past – we strongly believe that our community has an amazing future and we will make decisions to reflect that, but we value and appreciate the great work that has happened to this point

We will respond

- We will set standards for responding to you – whether it is in person, on the phone, via email or post and we will consistently meet those standards. Getting back to you is a priority
- If you ask us a question we will answer you – in a way that is clear, honest and thorough. You will walk away understanding what we said
- We will respond appropriately on behalf of you, our community. We believe passionately in the future and integrity of our community and we will be active in protecting our reputation
- We will respond to the challenges that face our organisation and community in innovative and effective ways. We will partner, collaborate and advocate to make sure that we all have a sustainable and vibrant future
- We will respond to opportunities with vigour to make sure our community receives all the attention and resources available

Key Objectives

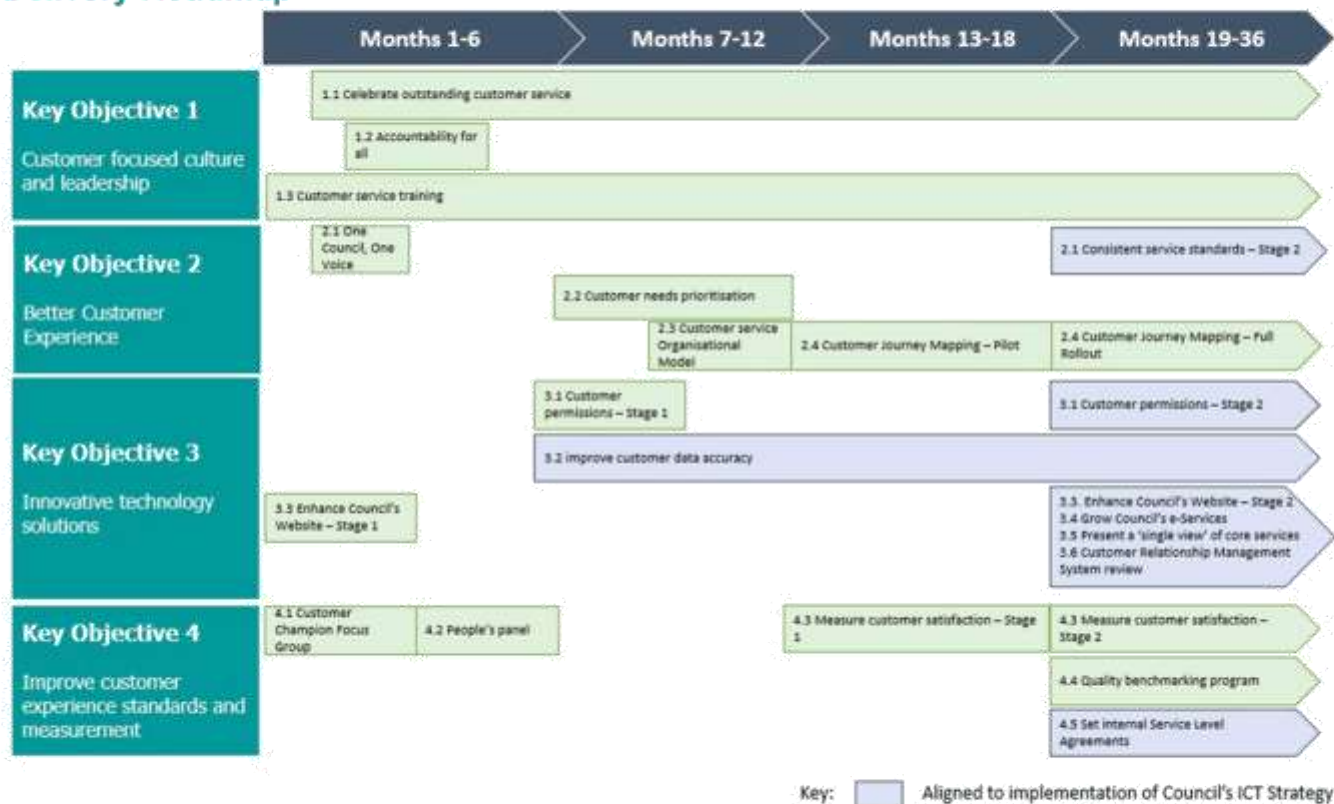
This Customer Experience Strategy sets out a range of improvements that work together to enhance the user experience through improved service delivery, efficiency gains and a holistic approach. These have been grouped together as specific objectives to enable the changes identified to improve the overall customer experience.

The objectives are key in driving the necessary actions to ensure we can deliver our commitments and achieve our vision.

Key Objective 1 Customer focused culture and leadership	Everyone plays their part in delivering a great customer experience. This is vital in delivering on our Community Promise
Key Objective 2 Better customer experience	We understand our customer needs, their satisfaction and customer journeys. We focus on continually improving and streamlining our services, so our customers are provided with an experience that is simple, seamless and easy
Key Objective 3 Innovative technology solutions	Customers can choose when and how they interact with us. Council provides customers with consistent and effective services, developing joined up end to end digital and technological solutions for customers and employees to support a great user experience
Key Objective 4 Improve customer experience standards and measurement	We manage, measure and report our customer interactions to help drive continuous improvement

For a detailed explanation of the actions proposed to deliver these Key Objectives, please see Appendix A.

Delivery Roadmap



Budget

The following resources are required to implement the recommended actions. Council's ICT Strategy (Internal document) is also a key enabler and dependency in the delivery of this Customer Experience Strategy. All costs below are estimated and subject to approval via council's annual budget setting process and public consultation.

Actions	Resources	Month 1-6	Month 7-12	Month 13-18	Month 19-24	Year 3	Year 4
1.1 Celebrate outstanding customer service	<ul style="list-style-type: none"> Develop eye-catching collateral Awards 	\$2k (\$600 from P&C Reward budget)	(\$600 from P&C Reward budget)	(\$600 from P&C Reward budget)	(\$600 from P&C Reward budget)	(\$1,200 from P&C Reward budget)	(\$1,200 from P&C Reward budget)
1.3 Customer service training	Develop and deliver training program	(\$30k from Training Budget)	\$20k	\$5k	\$5k	\$10k	\$10k
2.1 One Council, One Voice	Customer Interactions Resource (part time)	(\$15k from Marketing Budget)				\$50k	\$50k
2.3 Customer service organisational model	Project funding to implement new organisational model			\$50k			
2.4 Customer Journey Mapping	<ul style="list-style-type: none"> 1x Customer Experience Analyst Program Launch Develop Training Materials Customer workshop costs 			\$67k	\$48k	\$100k	\$100k



Actions	Resources	Month 1-6	Month 7-12	Month 13-18	Month 19-24	Year 3	Year 4
3.1 Customer permissions	Stage 1: Specialist Privacy advice Stage 2: Update systems		Stage 1: \$7,500		Stage 2: In ICT Strategy Budget		
3.2 Improve customer data accuracy	Implement improved Wide Area Network Implement system improvements	In ICT Strategy Budget			In ICT Strategy Budget		
3.3 Enhance Council's website	Website development					Stage 2: \$50k	
3.4 Grow Council's E-services business model	Support more services and transactions online				In ICT Strategy Budget		
3.5 Present a 'single view' of core Council services	Online 24x7 customer portal Centralised customer database(s)				In ICT Strategy Budget		
3.6 Customer Relationship Management System (CRMS) review	Improved CRM system linked to end-to-end digital workflows				In ICT Strategy Budget		
4.2 People's panel	Panel meeting venue and catering costs		\$500	\$500	\$500	\$1000	\$1000



Actions	Resources	Month 1-6	Month 7-12	Month 13-18	Month 19-24	Year 3	Year 4
4.3 Measure customer satisfaction	Stage 2: Customer Satisfaction Program launch Ongoing licence costs				\$30k	\$20k	\$20k
4.4 Quality benchmarking program (Mystery Shopping)	Mystery Shopping service				\$10k	\$10k	\$10k
4.5 Set internal Service Level Agreements	1x Customer Experience Analyst, 6 months				Incl in 2.4 above		
Total (NEW – one off)		\$2,000	\$28,000	\$122,500	\$93,500	\$241,000	\$191,000



Key Performance Indicators

Collecting customer feedback is vital to ensure we continue to meet customer needs and expectations as they evolve. Customers know what they want and by collecting customer feedback to find out “what” customers are looking for, we will be able to provide a better customer experience. The Rural City of Wangaratta currently measures the time to provide an initial response to a customer but we are not currently able to systematically measure the time to resolve a customer request. We don’t currently measure customer experience and satisfaction. The below are proposed measures that we will implement to measure the successful implementation of this Customer Experience Strategy.

Customer Service KPIs:

- **Time to initially respond to a request:** (in place today but only for requests channelled directly via the Customer Service Team)
- **Time to resolve a request:** (requires Action 3.6 below)
- **Number of attempts made to resolve a request (‘First Point of Contact Resolution Rate’):** (requires Action 3.6 below)

Customer Experience KPIs:

- **Customer Satisfaction Score (CSAT)**
CSAT, evolved from market research surveys, is easy to understand, simple to use, and can be rich in insight. By asking: ‘How would you rate your overall satisfaction with the service you received?’ we find out how satisfied customers feel.
- **Customer Effort Score (CES)**
CES, as the name suggests, focuses on the effort customer needs to put in to interact with you. Typically, the lower the effort, the more satisfied the customer. CES asks a question like: ‘How easy was it to deal with our organisation today?’
- **Employee Service Score (ESS)**
ESS, measures how satisfied a customer was with the specific interaction they had with a member of staff. By asking: ‘How would you rate the service provided to you by <name> today?’ we are able to find out well our customers feel they’ve been served by our employees, enabling sharing of best practice between colleagues and creation of personalised coaching and development plans within teams.



Collection of Customer Feedback

Actions 4.3 and 4.4 below set out projects to capture these new KPI measures. We will begin with a pilot to obtain feedback from customers using periodic satisfaction surveys sent to customers who have recently accessed specific service(s). In line with Council's ICT Strategy, we will then implement an integrated Customer Service Survey tool which will enable us to proactively survey customers in a personalised way immediately after a service interaction, ensuring feedback to the organisation is timely, relevant and specific.

Risks & Dependencies

The following are key risks and dependencies which may influence the successful implementation of this Customer Experience Strategy:

- Availability and allocation of funding may reduce the scope or slow down implementation of the planned activities.
- Capacity and prioritisation of key resource may slow down or reduce the quality of the planned activities.
- Other key organisational programs may slow down embedding activities across the organisation.
- Delivery of council's the ICT Strategy may slow down or require re-ordering of the planned activities.
- Existing budgets may be unable to fund the proposed activities resulting in reduced scope or delivery timelines.
- Lack of visible leadership support may reduce the ability to embed cultural change.
- Data privacy requirements may require key compliance activities to be undertaken before activities requiring proactive customer contact can commence.



Appendices

Appendix A: Delivery Initiatives

Key Objective # 1 - Customer focused culture and leadership

It is vital that we provide customer focused leadership across the whole of the Council. This needs to ensure that we achieve excellent customer experiences from first point of contact to service resolution. Whilst we want to resolve as many issues as possible at first point of contact, we must recognise that the service delivery chain will often cut across different council services and external contractors and we must ensure that for the customer any hand offs are seamless.

This requires effective implementation of a one team culture, a collective ownership of this strategy and a collective commitment to provide the leadership needed for implementation. We want to make sure staff feel empowered to solve problems, make suggestions and continuously improve.

(* Denotes items that can be delivered as Quick Wins)



Actions	Description	Benefit	Resources	Lead
1.1 *Celebrate outstanding customer service	<p>The organisation and leadership demonstrate commitment to delivering the Community Promise.</p> <p>Outstanding service is reinforced by recognising and celebrating staff going the extra mile for our customers.</p>	<p>Drives an outstanding customer experience mindset.</p> <p>Shares with staff real examples of 'extraordinary' customer service (as per our Community Promise).</p> <p>Increases celebration and awareness of positive customer feedback.</p>	<ul style="list-style-type: none"> • Officer time • \$2k Design work to develop eye-catching collateral • \$1,200 reward budget p.a. (from existing P&C Reward budget) 	<ul style="list-style-type: none"> • Customer Experience • People and Culture • Corporate Management Team • Senior Management • Coordinators
1.2 * Accountability for all	<p>Include performance and accountability for customer experience and satisfaction within each job Position Description and Performance Review at Council.</p>	<p>Drives staff behaviour and accountability in job roles.</p>	<ul style="list-style-type: none"> • Officer time • Updated Position Description templates • Redevelopment of Position Descriptions 	<ul style="list-style-type: none"> • Customer Experience • People and Culture • Corporate Management Team • Senior Management • Coordinators



1.3 * Customer service training	Develop a corporate customer service training program that enables our staff to consistently deliver on our Community Promise commitments.	<p>Provide a foundation of customer service skills to all staff</p> <p>Consistent approach across all services</p> <p>Builds a customer first culture</p> <p>Give confidence in managing challenging customer interactions</p>	<ul style="list-style-type: none">• \$50k to develop and deliver training Budget (\$50k total: \$20k additional funding, \$30k from existing Training Budget)• Staff time	<ul style="list-style-type: none">• Customer Experience• People and Culture
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Key Objective # 2 - Better customer experience

Whichever channel people choose to use we will expect customers to have a great experience from initial access to complete service resolution.

We will ensure that where services cannot be fully resolved at first point of contact that any hand offs are smooth and efficient, and that service staff or contract staff contribute appropriately to deliver resolution to agreed service standards.

It is imperative to have processes designed with customer needs at their core. An important consideration is to minimise any unnecessary parts of a process so that duplication and other inefficiencies can be removed.

Council is committed to 'continuous improvement' and will endeavour to streamline and simplify our processes wherever possible. Council will continue to utilise process reengineering techniques having an emphasis on delivering efficient and effective outcomes.

It is also important for Council to engage with its customers when seeking their participation in the redesign of services. Service transformation, while having an aim to improve service accessibility and usability for our customers – has a focus on the design of the service and how they are delivered for the customer.



Actions	Description	Benefits	Resources	Lead
2.1 * Consistent Service Standards (One Council, One Voice)	<p>*Stage 1: One Council, One Voice.</p> <p>Design and implement a 'standard' approach for how we communicate and interact with customers across the organisation.</p> <p>Roll out in conjunction with council's Brand & Marketing Strategy.</p> <p>Stage 2: Centralised and consistent ongoing development of the full customer communications suite (emails, letters, forms etc).</p>	<p>Sets clear expectations and accountabilities for all staff as to how to communicate with customers with 'one voice'.</p> <p>Common tone of voice and standard supporting suite of customer communication templates with consistent branding (letters, face-to-face interactions, emails etc).</p> <p>Customer communication is aligned to Council's Marketing & Branding Strategy.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> Customer interactions resource to develop templates and training (\$15k from Marketing budget) Brand Strategy Communication Style Guide (dependency) <p>Stage 2:</p> <ul style="list-style-type: none"> ICT Strategy Customer module delivery (dependency) In-house customer communications resource \$50k p.a. x 2 years P/T 	<ul style="list-style-type: none"> Customer Experience Creative Marketing Specialist People & Culture (Training)
2.2 * Customer needs prioritisation	Undertake customer service data gathering and analysis to understand the range and volumes of customer requests and service needs across all of council. This will enable us to	Identify quick-win opportunities to improve and/or eliminate high volume, high complexity and/or high touch-point customer requests.	<ul style="list-style-type: none"> Officer time 	<ul style="list-style-type: none"> Customer Experience Information Technology



	identify which services need to be target for greatest opportunity and impact first.	Expand upon CRMS data which does not currently capture all customer interactions with council.		
2.3 * Customer service organisational model	Investigate different customer experience organisational support models e.g. concierge, one stop-shop, case-management, or hybrid model and develop recommended model for RCOW.	<p>Establish best way for the organisation to optimize first point of contact resolution and how best to support customers through more complex processes.</p> <p>Provide a systematic approach in our delivery of services to customers</p> <p>Clearly articulated employee responsibilities.</p>	<ul style="list-style-type: none"> Stage 1: Customer Service & Information Management Coordinator Stage 2: \$50k project funding to implement a new organisational model 	<ul style="list-style-type: none"> Customer Experience Corporate Management Team
2.4 Customer Journey Mapping	<p>With our customers, visually map the key experiences they have with us when engaging with council services in 'as-is' and 'go-to' states. Then develop supporting transition plans.</p> <p>This includes capturing customers' motivations, points of interaction, needs and pain points.</p>	<p>Clearly documented and understood services through the eyes of our customers, both where we are today and where we need to get to.</p> <p>Better understanding of customer experience including communication channels and touchpoints for end to end customer journey.</p> <p>Ability to derive insights from customer behaviour which can be</p>	<ul style="list-style-type: none"> \$100k p.a. covering: 1x Customer Experience Analyst (\$95k p.a.) Initial development of training materials (\$15k) Customer workshop running costs (c.\$5k p.a.) 	<ul style="list-style-type: none"> Customer Experience People & Culture Information Technology Corporate Management Team All Directorates



	Commence with a pilot and further develop approach, training and resourcing model into a rolling program.	used to better design and personalise experiences. Look for value by understanding pain points and avoid costly rework with systems and processes. Identify opportunities to streamline and automate services for customers and employees.	<ul style="list-style-type: none">• Staff time (note, backfill not included)• Customer time	
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Key Objective # 3 - Innovative technology solutions

Increasing electronic accessibility to joined-up end-to-end Council services is another core area for customer service improvement. The main way we will do this is through our corporate website. It is important for customers to have easy access to the right information, as well as easy access services to such as making payments, lodging applications and submitting and tracking service requests (e.g. repairing potholes, animal complaints).

For the organisation to be able to understand and report on end-to-end customer request resolution times, it will be essential for our digital services to be joined up in end-to-end workflows.

The future direction of this service channel will involve increased electronic access by a customer to their information to improve self-service capabilities such as viewing past requests or account transactions. The aim is to have all personalised online council services located in one location behind a single customer log-in.

Enhancing Council's e-business capabilities will both meet the increasing needs and expectations of customers in this area, as well as reduce pressure on our traditional channels of customer contact via telephone and service counters.

Actions	Description	Benefit	Resources	Lead
3.1 * Customer permissions	<p>*Stage 1: Define the customer permissions required to ensure Council's adherence to Data Privacy legislation. Review existing Council services, their privacy notices and associated Terms & Conditions to ensure compliance.</p> <p>Stage 2: Update systems to capture the required customer permissions.</p>	<p>Ability to better promote council events and inform our community of the services available to them.</p> <p>An enabler to providing our customers with joined-up digital communications from Council (e.g. e-newsletters, events, rates notices, memberships).</p> <p>Ensure compliance with Data Privacy legislation.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> \$7,500 Privacy specialist advice Governance and Reporting Advisor Officer time <p>Stage 2:</p> <ul style="list-style-type: none"> ICT Strategy Customer module delivery (dependency – planned) 	<ul style="list-style-type: none"> Governance and Reporting Advisor Information Management Services
3.2 * Improve customer data accuracy	<p>Run an ongoing program to validate customer data records and capture customer phone numbers and email addresses.</p> <p>This requires Customer Service Officers to have instant access to council's CRMS system which is dependent upon delivery of improved IT network capacity (work currently underway).</p>	<p>Improve the completeness and accuracy of customer data.</p> <p>Enable the shift from paper-based to digital communications and processes (e.g. rates, newsletters, e-marketing), helping to keep customers up-to-date, and reducing environmental impact and paper/postage costs.</p>	<ul style="list-style-type: none"> Officer time ICT Strategy Wide Area Network improvements delivery (dependency – in progress) 	<ul style="list-style-type: none"> Current customer data business owners (e.g. Customer Services, Economic Development, Sports & Recreation, PACC, Events, Gallery, Library, Children's Services) Customer Experience



3.3 Enhance Council's website	<p>Enhance council's website with updated branding and a 'mobile first' approach throughout. Make it more intuitive and appealing, with information that's easy to access and understand.</p> <p>*Stage 1: Develop roadmap for website development requirements, including phasing and costings.</p> <p>Stage 2: Commence website development</p>	<p>Promote council's services to the community, businesses and visitors.</p> <p>Drive efficiencies in the management and use of the site by all users.</p> <p>Improve the look and feel, usability and search function.</p> <p>Single source of truth for internal and external customers.</p> <p>More community members look to self-serve online thanks to an intuitive customer experience.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> Media and Communications Coordinator Officer time <p>Stage 2:</p> <ul style="list-style-type: none"> Website Rebuild \$50k Brand Strategy (dependency) Delivery of ICT Strategy modules (dependency) 	<ul style="list-style-type: none"> Information Technology Media and Communications Customer Experience All directorates Corporate Management Team
3.4 Grow Council's E-services business model	<p>Design for mobile-first (i.e. ensure all new services can be accessed via a mobile phone, not just on a desktop).</p> <p>Ensure we consider digital transactions and payments via Council's website when designing new, or reviewing existing, customer interactions.</p>	<p>Increased online self-service and transaction volumes. Council's website becomes the first point of reference for more and more community members.</p> <p>Increase the delivery of online forms and transactions on Council's external website.</p> <p>Increase the number of transactional services made available to customers via council's website and emerging technologies.</p>	<ul style="list-style-type: none"> Delivery of ICT Strategy modules Application of Council's new ICT Governance Framework (ensure applications for new customer-facing projects optimise e-services) 	<ul style="list-style-type: none"> Customer Experience Information Technology Media and Communications All Directorates



3.5 Present a 'single view' of core Council services	<p>Enable customers to apply for core services and undertake transactions online 24/7 via a customer portal.</p> <p>This requires centralised customer database(s) for a consolidated view of the customer and core services.</p>	<p>Customers able to access all their information and manage their interactions with the Council through an easy customer portal interface, making it quick and easy to utilise council services.</p> <p>More effective and proactive communications with customers via a central messaging centre.</p>	<ul style="list-style-type: none"> • ICT Strategy Customer module delivery (dependency – planned) 	<ul style="list-style-type: none"> • Information Technology • Customer Experience • Media and Communications
3.6 Customer Relationship Management System (CRMS) review	<p>Implement a solution to manage end-to-end customer interactions with Council, both in terms of lodging and tracking requests and the ability to draw information and intelligence from the system with ease and speed.</p> <p>This requires our services to be supported by digital end-to-end workflows.</p>	<p>Advise customers proactively of the status of their requests throughout the process, through to completion</p> <p>360 view of customer interaction</p> <p>Expand use of CRMS to integrate mail, email and social media platforms onto the one system for requests</p> <p>Able to provide Service Level Agreement reporting on end-to-end customer request resolution times and handover volumes by service.</p>	<ul style="list-style-type: none"> • ICT Strategy Customer module delivery (dependency) 	<ul style="list-style-type: none"> • Customer Experience • Information Technology • Media & Communications • All Directorates

Key Objective # 4 - Improve customer experience standards and measurements

In order to continue improving the customer experience, we need to measure the effectiveness of end-to-end service delivery and to make meaningful evidence-based decisions on who our customers are, their needs and where we can improve. We don't currently measure the overarching customer experience. Today our CRMS data only measures time to respond (not to resolve) a customer request, and a small part of the annual Local Government Community Satisfaction Survey gives us more general community feedback just once per year.

We ultimately want more timely and comprehensive information, to be able to test and improve on what we do and how we do it to benefit our customers and our staff. This gives customers an opportunity to voice their support or concerns. If we do not measure customer feedback, we have no way of testing the success or the validity of any of the work we do.

Actions	Description	Benefit	Resources	Lead
4.1 *Customer champion focus group	Establish a focus group of key customer experience champions. These will regularly meet to align customer experience, business excellence and promote improved customer experience outcomes across all areas of Council.	Understand and identify customer needs Engage and empower passionate members of staff Test and learn approach to improving customer experience	<ul style="list-style-type: none"> Officer time 	<ul style="list-style-type: none"> Customer Experience
4.2 People's panel	Establish a people's panel to ensure direct customer feedback in informing efforts to improve Customer Experience	Change the way we engage with customers Improve services with an "outside in" approach	<ul style="list-style-type: none"> Officer time Customer time \$1k p.a. for panel meeting catering and venues 	<ul style="list-style-type: none"> Customer Experience



4.3 * Measure customer satisfaction	<p>*Stage 1: Undertake in-house pilot to capture more relevant and timely customer experience and satisfaction data.</p> <p>Define options, costs and benefits to scale this across the organisation.</p> <p>Stage 2: Implement a cross-organisational Customer Satisfaction survey program for both internal and external customers.</p> <p>Note: This project will be dependent upon having the correct customer permissions and email details.</p>	<p>Ongoing and consistent measurements enable continuous review of our customer needs.</p> <p>Customised insights provided to teams so they understand exactly how they are performing and specific opportunities and pain points to improve for their area.</p>	<p>Stage 1:</p> <ul style="list-style-type: none"> • Customer Experience Coordinator • Office 365 Specialist • 1x internal and 1x external pilot team <p>Stage 2:</p> <ul style="list-style-type: none"> • \$30k for customer satisfaction program launch • Possible ongoing customer satisfaction survey tool licence costs \$20k p.a. • Customer Data Permissions (dependency) 	<ul style="list-style-type: none"> • Customer Experience • Information Technology • Media and Communications • 2x Business Unit Teams • People's Panel
4.4 Quality benchmarking program (Mystery Shopping)	<p>Initiate the introduction of a Mystery Shopping program for relevant Council Services.</p> <p>Service to be undertaken using local and in-house resource.</p>	<p>Setting standards of customer engagement and driving behaviour change</p> <p>Specific analysis for the relevant channels/departments</p> <p>Coaching tool for staff</p>	<ul style="list-style-type: none"> • \$5k initial set up cost • \$10k p.a. ongoing 	<ul style="list-style-type: none"> • Customer Experience • People and Culture • Information Technology



4.5 Set internal Service Level Agreements	Implement Service Level Agreements between internal service providers to ensure external customer service commitments can be delivered in an effective and timely manner.	Continual improvement of Council's products and services. Ongoing monitoring of processes and systems. Decrease in total effort by switching from reactive to proactive.	<ul style="list-style-type: none">• 1x Customer Experience Analyst, 6 months (already accounted for in 2.4)• Officer time• ICT Strategy delivery (dependency)	<ul style="list-style-type: none">• Customer Experience• Information Technology• All Directorates• Corporate Management Team
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Appendix B: Issues Analysis

Customers want more choice and flexibility in how they interact with us

The key to effective communication is a consistent, proactive and seamless service experience across all interactions. There is a need to offer a diverse service, for our different customer types and identify the preferred communication channels for each customer.

There is an expectation from customers their requests are resolved in a timely manner. The customers value knowledgeable employees who can answer questions directly or refer them onto the right person for a resolution. This will add greater value to each customer interaction.

Customers progressively value self-service technologies and mobility

While face to face contact will remain a vital part of our customer interaction, many customers want to find more information themselves as they seek greater autonomy and control over their interactions, information, and service delivery use. Customers expect access to self-service communication tools that are efficient, easy to use and available 24/7 on mobile devices such as Tablets, Smartphones and other emerging devices.

Integrating self-service products and optimising the website for mobile access will greatly improve the customer experience and reduce our cost to serve customers. We will need to engage customers in the design process to ensure the usability and value of our self-service products.

Customers require clarity about our role, our brand and our processes

Customers are looking for a single trusted advisor to provide accurate information to assist them in making informed decisions. Many customers are confused as to who we are and what we do.

Local Government, being a highly regulated organisation operates under a highly complex compliance framework, comprising of many codes and practices within Australia. This makes the task of being able to keep customers informed, updated and educated about our functions and processes a key challenge.

Gaining a greater understanding of the methods our customers use to communicate will allow us to release targeted messages and campaigns to boost brand awareness. Online communication channels such as the website and social media present an opportunity to improve our brand perception. The use of rich media content engages and educates our customers.

Highly valued customer service attributes

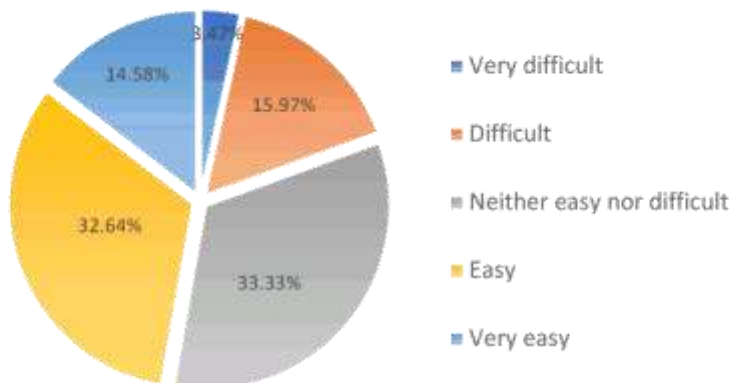
Research indicates there is a set of service attributes all customers highly value. These insights help us to determine where we should place emphasis in our service delivery and changes, we may need to make to serve our customers in a way they most value.

Not all customers are the same

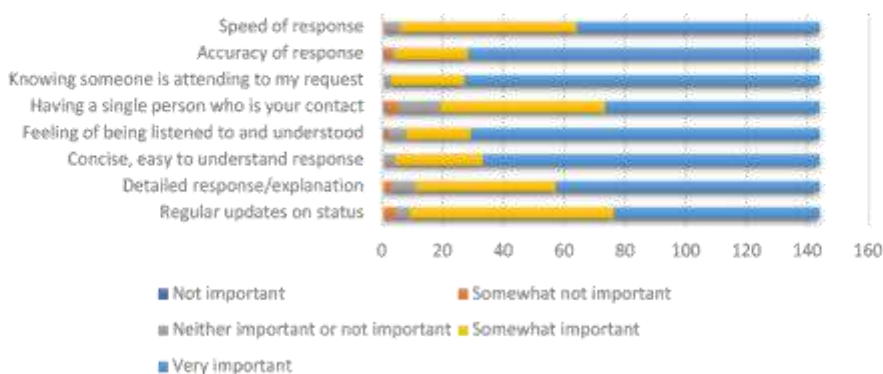
While there are common needs and service attributes across all customers, there are also specific needs that will improve the customer experience. For example, commercial and business customers will have complex development applications that will see their preference for face to face guidance throughout the planning processes. Whereas a customer wanting to book a sporting facility will want to be able to view what is available and when, with the ability to book and pay online without speaking to a Customer Service Officer. It is important we identify our diverse range of customers and have targeted conversations, to identify evolving needs, wants and issues. This will enable delivery against changing expectations.

Appendix C: Customer Experience Strategy – Survey Results 2019

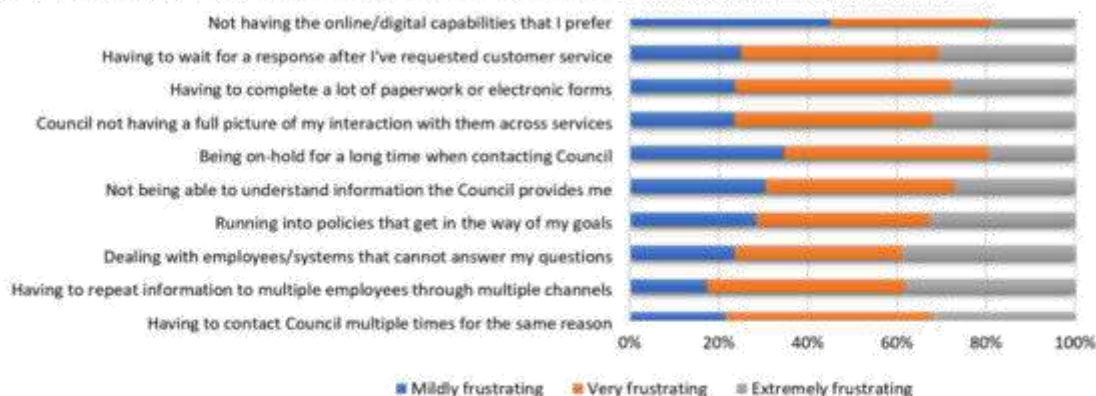
How easy is it to do business with us?



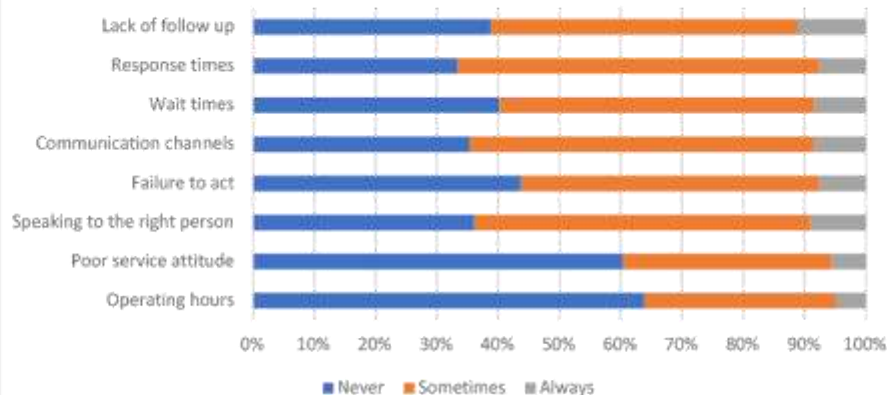
Customers expectations when contacting Council for service, statements rated of importance to customer.



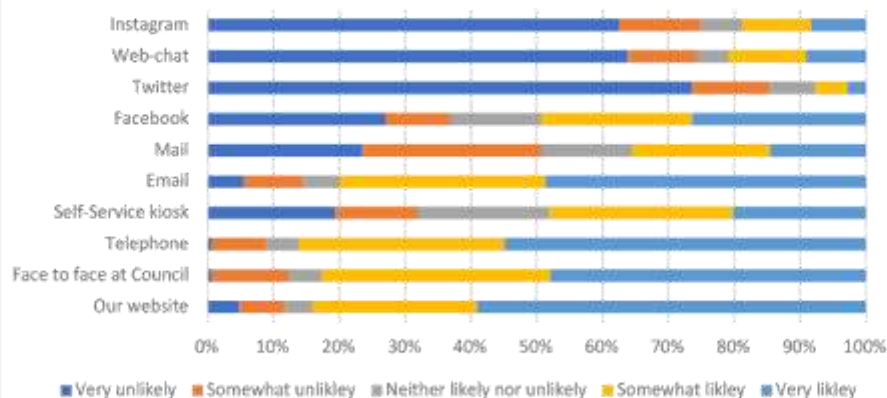
Level of frustration with our services, ranked according to experience.



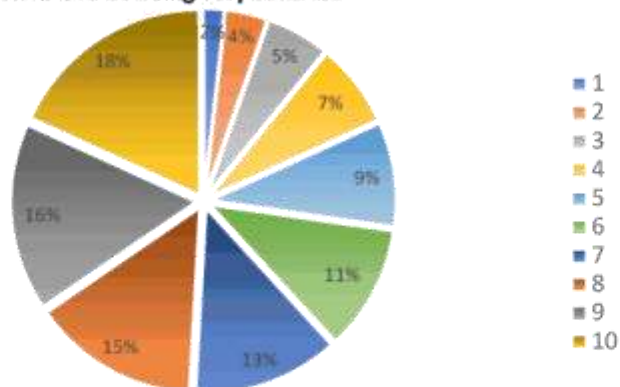
Have any of the following hindered your interaction with Council?

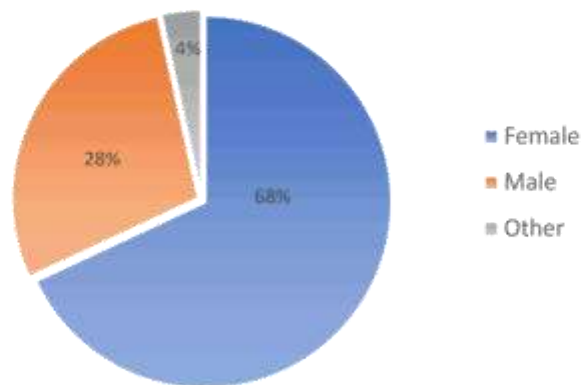
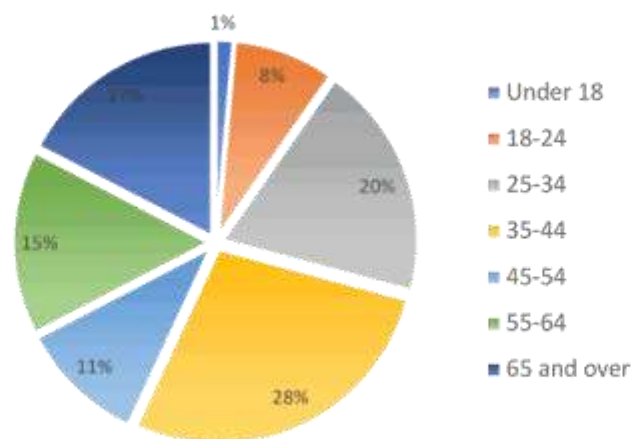
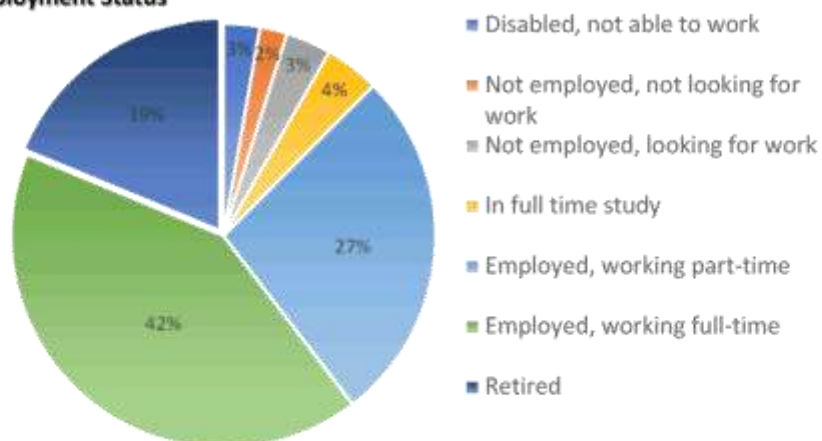


How likely to access Council Services via the following methods?



Overall rating of customer experience over the past year? 1 being least satisfied and 10 being very satisfied



Gender**Age****Employment Status**

**Do you have any additional needs to improve your access to council services?**

- I know council rotate their meetings between areas - but your timetable doesn't always fit in with my timetable so therefore unable to attend - that doesn't mean that I am not interested.
- Some huge expenses that are not run past rate payers is a problem.
- The only thing I will mention is that the steps to access the offices are far too steep.

Are there any Council services you would like us to make available online?

- I prefer the face to face initially with someone I trust. Then happy to be referred by them to the correct person to deal with my interaction.
- I would like council to email me the information page that is submitted to the Chronicle each Friday as I do not regularly purchase the Chronicle but like to stay informed. As I already receive emails from the PAC, there is already a database available. With the unsubscribe button people can easily unsubscribe if required.
- Yes, Home and Community care services and appointments.
- Rate notices.

What changes would we have to make for you to give us a higher rating?

- Listen to the people - More community engagement.
- Staff to carry out responses they make to you. If they say they will get back to you then they should.
- Making sure I know the people who represent council and what they do. Behind the scenes doesn't cut it (In the roles that they perform).
- I have not had a negative experience when dealing with council for many years.
- Perhaps specialist staff to be more aware of customer service.
- More public consultation and knowledge before decisions are made.
- Pleasant front of house people.
- Keep good staff available.
- Phone calls returned when you leave a message or have a question.
- Staff to know what they are talking about.
- I've been very happy with my service, could not have been better. Prompt and informative.
- Continue with the improvement I asked for and not just done once and then never done again.



PROCUREMENT POLICY

Responsible Officer: Procurement Specialist Authorising Officer: Director Corporate Services	Adoption Date:	
	Approved By:	Council
	Review Date:	
	Policy Type	Major Council Policy

PURPOSE

The *Local Government Act 1989* (the Act) requires Rural City of Wangaratta (Council) to comply with an approved Procurement Policy (Policy) that applies to the purchase of all goods, services and works.

The purpose of this Policy is to:

- provide policy and guidance to the Council to ensure consistency and control over Procurement activities;
- demonstrate accountability to ratepayers;
- demonstrate the application of best practice principles; and
- increase the probability of obtaining the right outcome when purchasing goods and services.

OBJECTIVES

The objectives of this Policy are to:

- establish a framework to achieve value for money and continuous improvement in the provision of services to the community;
- ensure Council resources are used efficiently and effectively;
- achieve compliance with relevant legislative requirements, including probity, transparency, accountability and risk management;
- support the Council's corporate strategies; and
- use strategic procurement practices and innovative solutions, including making use of collaborative and partnership opportunities.

Adopted by Wangaratta Rural City Council
<Date>

1

LEGISLATIVE COMPLIANCE

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

- The Act;
- Council's policies;
- Council's Code of Conduct; and
- Local Government Procurement Best Practice Guidelines.

SCOPE

This Policy applies to all contracting and procurement activities at Council and is binding upon Councillors, Council staff and all persons undertaking procurement on behalf of Council.

CONDUCT OF COUNCILLORS AND COUNCIL STAFF

Councillors, Council staff and all persons undertaking procurement on behalf of Council are to ensure they:

- Conduct themselves ethically and with integrity;
- Comply with Council's Gifts, Benefits and Hospitality Policy;
- Declare, and effectively manage, real, perceived and potential Conflicts of Interest;
- Maintain information security and confidentiality; and
- Comply with the relevant Codes of Conduct for Councillors and Council staff.

It is a requirement of Council that all Council staff involved in preparing a request for quote or request for tender, evaluating a proposal or placing a purchase order be trained in the use of, and comply with, this Policy.

PRINCIPLES

All procurement shall be conducted in accordance with the following best principles, this Policy as a whole, and Council's Procurement Guidelines.

VALUE FOR MONEY

Council will consider both cost and non-cost factors in determining value for money, including:

- Advancing Council's priorities;
- Fitness for purpose;
- Quality;
- Service and support; and
- Whole of life costs

Adopted by Wangaratta Rural City Council
<Date>

2

Under section 186(4) of the Act, Council is not obligated to accept the lowest, or any, price when considering value for money.

OPEN AND FAIR COMPETITION

Council will treat all current and prospective suppliers and contractors fairly and in an open and transparent manner without bias, or perception of bias.

ACCOUNTABILITY AND DELEGATIONS

Council's Instrument of Delegation determines the levels of staff authority required for expenditure.

Measures which intentionally seek to avoid the requirement to give public notice, such as contract splitting, placing multiple orders, seeking multiple quotations with a single supplier, or engaging a single supplier under different guises, are considered to breach the requirement to call public tenders where threshold values would otherwise be reached.

RISK MANAGEMENT AND OCCUPATIONAL HEALTH AND SAFETY REQUIREMENTS

Council will manage all aspects of its procurement processes in accordance with its Risk Management Policy and Occupational Health and Safety Policy in such a way as to minimise risk to a minimum standard required by law, or in accordance with relevant Australian Standards where applicable.

Council requires all contractors and service providers to comply with all legislative requirements, including but not limited to, their obligations under the Occupational Health and Safety Act 2004 (Vic). These are mandatory, and any non-compliance will disqualify prospective suppliers immediately.

PROBITY

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

CONFLICT OF INTEREST

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

Councillors and Council staff involved in the procurement process, must:

- **Avoid** conflicts where possible, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council Staff, plus their relatives and close associates;
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise. Council Staff must make their manager, or the chairperson of the relevant tender assessment panel or board aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise;

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- **Observe** Council guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

LOCAL CONTENT

Council is committed to the strategic use of local suppliers to encourage economic development where such purchases are justified on value for money grounds, while remaining compliant with the Competition and Consumer Act 2010 and other fair trading legislation requirements.

Wherever practicable, Council will fully examine the benefits available through purchasing goods, services and works from suppliers and contractors within a 100km radius from Wangaratta by applying a weighted score component for local content.

Council will encourage its vendors to also source their own goods, materials and services from suppliers and contractors within a 100km radius in so far as this is feasible and commercially viable.

TENDERS AND QUOTATIONS

Tenders and Quotations shall be conducted in accordance with the Act, this Policy and the Procurement Manual, unless approved exemptions are available.

All values are for the full contract term (including optional terms), and including GST, unless specified otherwise.

PURCHASING METHODS

Councils' standard methods for purchasing goods, services and works shall be by:

- Petty cash;
- Purchasing cards;
- Purchase order following a quotation or tender process; or
- Under purchasing schemes including collaborative purchasing arrangements with other Councils, and commercial schemes such as those provided through Procurement Australia (PA), Municipal Association of Victoria (MAV), State Procurement Contracts etc

PURCHASING UNDER \$150,000

For procurements under \$150,000 Council staff are required to follow processes in accordance with the Procurement Guidelines, and within approved delegations.

Purchase orders must be raised in Council's Technology One finance system. Reference to the quote is to be included on the purchase order.

A public tender process may be used for values less than \$150,000 if this is within Council's interest and will produce a better outcome under the context of this Policy.

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PURCHASING OVER \$150,000

For procurement over \$150,000 Council staff are required to follow processes in accordance with the Procurement Guidelines, and within approved delegations:

- a) For procurement where there is an existing Panel Contract, staff are required to:
 - Obtain quotes from suitable Panel members;
 - Raise a Purchase order in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.
- b) Where there is a Contract in place and Council has appointed a tendering agent, for example Procurement Australia, staff are required to:
 - Obtain quotes from the Contracted Suppliers;
 - Raise a Purchase order in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.
- c) Where no Contract exists, Council may determine to seek Expressions of Interest where there is likely to be many tenderers, tendering will be costly, or the procurement is complex, or there is uncertainty as to the willingness and/or interest of suppliers or contractors to undertake the proposed works.

Where Expressions of Interest are to be sought, staff are required to:

- Use the appropriate Expression of Interest template;
 - Conduct a publicly advertised, open and competitive Expression of Interest process in accordance with the Procurement Guidelines;
 - Once Expressions of Interest have been received, develop the Request for Tender using the appropriate template;
 - Conduct a closed tender in accordance with the Procurement Guidelines;
 - Raise a Purchase orders in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.
- d) Where no Contract exists, and Expressions of Interest are not sought, staff are required to:
 - Use the appropriate Request for Tender template;
 - Conduct a publicly advertised, open and competitive Tender in accordance with the Procurement Guidelines;
 - Raise a Purchase orders in Council's Technology One finance system, detailing any milestone payments. Reference to the quote is to be included on the purchase order.

Publicly advertised Tenders will be listed on Council's website and in the Wangaratta Chronicle newspaper at a minimum.

Exemptions for advertising are set out in Section 186(5 and 5A) of the Act.

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TENDER EVALUATIONS

All Quotations and Tenders are to be evaluated in accordance with the Procurement Guidelines by an evaluation panel of no less than two (2) persons.

The evaluation panel will be established to independently evaluate each tender or quotation submission against the selection criteria.

Council staff must:

- Not accept late tenders under any circumstance;
- Appoint an independent Council employee onto an evaluation panel for all Tenders over \$1 million, or that are considered high risk or high profile under this amount, to ensure the procedural integrity of the procurement process has been maintained;
- Appoint a Probity Auditor onto an evaluation panel for all Tenders over \$5 million, or that are considered high risk or high profile under this amount;

POST- TENDER NEGOTIATIONS

Once a preferred tenderer, or shortlist of tenderers, has been selected through an evaluation panel negotiations may be conducted in order to better meet or achieve Councils' needs, providing negotiations remain within the intent and scope of the tender.

VARIATIONS

Contract and scope variations must be approved in accordance with the Instrument of Delegations based on the revised lump sum contract value.

The total sum of contract variations worth 10% or more of the original lump sum contract value are to be assigned to the higher delegation level.

EXEMPTIONS, BREACHES AND NON-CONFORMANCE

EXEMPTIONS FROM THE LOCAL GOVERNMENT ACT

The Local Government Act sets out the occasions where Council is exempt from carrying out a public tender or expression of interest for contracts valued at or over \$150,000 (for goods or services) or \$200,000 (for works). Council officers must obtain the required exemptions and submit all approvals for inclusion in Council's Exemptions Register. Requirements for exemption for tender are limited by Section 186(1) of the Local Government Act and are outlined in Section 3.7 of the Victorian Local Government Best Practice Procurement Guidelines 2013.

BREACHES OF THE LOCAL GOVERNMENT ACT

Council will disclose in its annual report and on its website where a document can be inspected by the public listing any contracts made by Council in breach of the Local Government Act within that financial year.

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NON-CONFORMANCE WITH COUNCIL'S PROCUREMENT GUIDELINES

Council staff are required to obtain internal approval for non-conformance to Council's Procurement Guidelines in advance of any quote or tender being approved. These non-conformances will be registered to enable continual review and ensure Council's policy and procedures remain fit for purpose.

DISPUTE RESOLUTION

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

REVIEW

Any change or update which materially impacts and alters this policy must be by Council approval following review by the Corporate Management Team.

Under the Act Council must review and approve the Policy within twelve (12) months of adoption.

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Major Council Policy Community Impact Statement

Procurement Policy

Council provides the following information to the community in respect of the proposed major council policy.

PART A – General

Background

Council is considering altering a major council policy, the Procurement Policy (the policy). The policy provides a procurement framework for Council.

Purpose

Section 186A (7) of the Local Government Act 1989 (the Act) requires Council to review the policy at least once in each financial year, having regard to any guidelines made by the Minister with respect to form or content. Any changes arising from that review must be adopted by Council.

The current policy has been formulated with regard to the Victorian Local Government Best Practice Procurement Guidelines 2013 and the Municipal Association of Victoria Model Procurement Policy (Updated) August 2011.

Council officers have reviewed the current policy and have proposed amendments to the policy. The amendments have been incorporated into the draft policy.

PART B – Overall Impact Assessment

The Policy will ensure that all procurement activities are undertaken in a manner which is consistent with the requirements of the Local Government Act 1989.

The policy has been updated from the previous Wangaratta Rural City Council Procurement Policy 2019.

Changes made to the policy include:

- Inclusion of the obligations of Council and officers regarding exemptions and breaches to the procurement requirements of the Local Government Act
- Inclusion of the obligations of Council and officers regarding any non-conformance to Council's supporting Procurement Guidelines.
- Inclusion of statement that Council will encourage its vendors to also undertake their procurement activity with local suppliers where feasible.

Major Council Policy Community Impact Statement
Procurement Policy

Measures of success of the policy

The success of the policy will be best measured by the extent to which it improves the efficiency and effectiveness of procurement activities.

Existing legislation that might be used instead

There is no existing local legislation that could be adapted for this purpose.

State legislation more appropriate

There is no existing State legislation that could be adapted for this purpose.

Overlap of existing legislation

There is no overlap with existing legislation or policies.

Overlap of planning scheme

The policy has no relevance to the Planning Scheme.

Risk assessment

The policy enhances the probity of Council's procurement processes.

The approach addresses the risk that procurement activities may inadvertently breach the Local Government Act 1989.

Legislative approach adopted

The policy operates in conjunction with the relevant sections of the Local Government Act.

Restriction of competition

Council has conducted a review of the policy in accordance with National Competition Principles. The results of that review are attached.

The policy has no National Competition Policy implications.

Penalties

The policy imposes an obligation only on Council itself and therefore no practical sanction can apply.

Permits

The policy does not make provision for the issue of permits.

Fees

The policy does not make provision for the charging of fees.

Major Council Policy Community Impact Statement
Procurement Policy

Performance standards or prescriptive

It is considered appropriate that the policy is a mix of performance standards and prescribed actions.

Comparison with neighbouring and like Councils

The policy is a standard approach as adopted by many Councils. It is based on a review of other Council procurement Policies.

Charter of Human Rights

Council has assessed the policy for compatibility with the Charter of Human Rights and Responsibilities. A report of this assessment is attached.

The policy is considered to be compatible with the Charter of Human Rights.

Consultation

In accordance with Council's Major Council Policy Consultation Local Law, Council will invite submissions from interested parties.

All submissions requesting changes will be considered by Council prior to the policy being adopted.

Submissions

Submissions are invited from the community in regards to the policy in accordance with clause 7 of the Major Council Policy Consultation Local Law No. 4 of 2015.

A notice to this effect will be advertised in the Chronicle newspaper, and on Council's website, indicating that submissions will be received for 28 days.

Persons making submissions can request an opportunity to address Council. A Special Committee of Council will be established to hear submissions on the policy that request change to the policy following the close of submissions.

Any submissions requesting change to the policy will be considered by Council at the Ordinary Meeting of Council scheduled for Tuesday 26 May 2020. If no submissions requesting change to the policy are received, then Council will adopt the Procurement Policy 2020 without further resolution.

Part C – Specific Provisions**Objectives**

The objectives have been specified.

Legislative Compliance

Relevant acts have been documented.

Major Council Policy Community Impact Statement
Procurement Policy

Application

The policy applies to all Councillors and Council Officers.

This provision ensures that there is adequate definition of the scope of the policy.

Procurement Principles

Council will apply the following fundamental best practice principles to every procurement, irrespective of the value and complexity of that procurement, including:

- Best value, encompassing the best combination of quality, cost (including whole of life costs) and environmental, social and economic sustainability
- Open and fair competition
- Purchasing from local businesses where such purchases are justified on value for money grounds and are compliant with the Competition and Consumer Act 2010
- Accountability
- Risk management
- Probity and transparency
- Workplace health and safety.

Council is also committed to reducing its environmental impacts. Council will encourage the design and use of products and services that have been produced to ethical standards, which have minimal impact on the environment and human health. This includes, but is not limited to:

- Waste management
- Recycling
- Energy management
- Water conservation
- Green building design
- Environmentally sustainable procurement.



Major Council Policy Human Rights Charter Assessment

Procurement Policy

As from 1 January 2008 all public authorities (including Councils) are required to act in accordance with the Human Rights Charter, and to consider human rights when making a decision.

The Charter is a law that protects the rights of all people in Victoria. It introduces standards and a framework to assist public authorities to consider the rights of all interested parties, and to be better able to strike a balance between an individual's rights and those of competing public interests.

The rights in the Charter may be subject to reasonable limitations in order to achieve this balance. As with all discerning decision making, if limitations are applied, this must be documented.

There are twenty rights listed in the Charter that promote the principles of freedom, respect, equality and dignity. These are listed at the end of this document.

Issues and Purpose	Rights Impacted Positive	Rights impacted Negative	Justification and alternatives
OBJECTIVES	Nil	Nil	No impact as it sets out the purpose of the policy.
APPLICATION	Nil	Nil	No impact as it sets out who, what and when the policy applies.
POLICY	Nil	Nil	No impact as the policy sets out the provisions for the conduct of procurement activities. There are no restrictions on human rights.
DEFINITIONS	Nil	Nil	Provides relevant definitions to aid understanding of the policy provisions.

Victoria's Charter of Human Rights and Responsibilities

The Charter sets out the rights, freedoms and responsibilities that are shared by all Victorians and protected by law.

The Charter protects the following rights in Victoria:

- Right to be recognised and treated equally before the law;
- Right to life and to not have your life taken without a lawful reason;
- Protection from cruel treatment or punishment, including torture and medical treatment without consent;
- Freedom from forced work or slavery;
- Right to move freely within Victoria, to come into and leave Victoria, and to choose where to live;

Major Council Policy Human Rights Charter Assessment

Procurement Policy

- Right to privacy and to protect your reputation;
- Freedom of thought, conscience, religion and belief;
- Right to hold an opinion and freedom of expression;
- Right to gather together, take part in a peaceful demonstration or protest, and to join groups such as political, sport or union groups;
- Protection of families and children;
- Right to take part in public life, including the right to vote;
- Right to enjoy your culture, practise your religion, and speak your language;
- Right not to have your property taken away, unless the law says it can be taken;
- Right not to be arrested or detained unfairly, and right to the security of person, such as protection from harassment and threats in everyday life;
- Right to be treated humanely when arrested or detained ;
- Protection of children in the criminal process;
- Right to a fair hearing ;
- Rights in criminal proceedings including the right to be presumed innocent until proved guilty; and
- Right not to be tried or punished more than once for the same crime.



Major Council Policy National Competition Policy Assessment

Procurement Policy

Introduction

A policy must not restrict competition unless it can be demonstrated that:-

- The benefits of the restrictions to the community as a whole outweigh the costs; and
- The objectives of the policy can only be achieved by restricting competition.

This report applies the competition test to the Procurement Policy.

Objectives, Legislative Compliance and Application

These sections set out the objectives, legislative compliance and application elements of the policy.

It does not contain any restriction on competition.

Policy

This section sets out the procurement policy settings and supporting processes that will guide the conduct of Council and staff.

It does not contain any restriction on competition



High Country Library Network Shared Service Agreement

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1. Introduction

Alpine Shire Council (**Alpine**), Benalla Rural City Council (**Benalla**), Mansfield Shire Council (**Mansfield**) and Wangaratta Rural City Council (**Wangaratta**) (collectively **the Members**) have established a shared service Library Network known as the High Country Library Network (**the Network**).

- The public library branches within each council's municipal district share a common Library Management System and library collection.
- The Members have agreed to receive collection, cataloguing and support services relating to the High Country Library Network through a hub (the Hub) located in Myrtleford and operated by Alpine. The costs associated with the Hub will be shared by each Member based on the cost attribution formula outlined in this Shared Service Agreement (the Agreement).
- The Members acknowledge that it is essential to the success of this Agreement that there is a co-operative partnership approach and that this will require a strategic and flexible approach to the delivery of Library Hub services.
- All parties have committed to strive to develop and improve systems and service delivery within the budget constraints. There will be a focus on achieving the services outlined in this Agreement to ensure improved outcomes for the community.
- In operating the Hub, Alpine has committed to provide high quality services to the other Members. The service will support the Members to:
 - Encourage and promote optimal use by the community of library services;
 - Develop and maintain customer service standards comparable to the best in Australia; and
 - Develop and maintain a diverse collection which meets the needs of the community.

2. Membership

2.1 Members

The Members of the Network are:

- Alpine Shire Council;
- Benalla Rural City Council;
- Mansfield Shire Council; and
- Wangaratta Rural City Council.

The value of the contribution of each Member is outlined in the Cost Attribution Formula at Appendix A. The Network collection is owned by and recognised in each council's financial statements and is not owned by the Members jointly.

The Members of the Network have the joint authority to appoint Associate Members to the Network to partake of a subset of the services offered by the Hub. Only Councils from within the North East region are eligible to be appointed, and any appointment may only be made at the discretion of and according to the terms agreed by the Members.

2.2 Branches

Library branches that receive services from the Hub are:

- Bright library;
- Mansfield library;
- Mount Beauty library;
- Myrtleford library;
- Sir Edward 'Weary' Dunlop Learning Centre (Benalla library); and
- Wangaratta library.

For contact details of all branches refer to Appendix B.

3. Library Management Group

3.1 Statement of purpose

The purpose of the Library Management Group is to:

- Provide a forum to facilitate the exchange of ideas and experiences which enhance the quality of library services in the Members municipalities;
- Provide a forum to examine and discuss trends and issues in services in Victorian public libraries;
- Develop and monitor guidelines for the management of the Network collection;
- Monitor Key Performance Indicators related to the operation of the services and set out in the second column of Appendix C, most specifically the performance of Alpine in the operation of the Hub;
- Monitor issues and concerns between the Members and Alpine; and
- Monitor and oversee the library collection in accordance with the Collection Management Policy and Plan.

3.2 Membership

The Library Management Group comprises:

- The Hub Coordinator (Secretariat);
- One Council manager with overall responsibility for library services from each council; and
- One Library Coordinator representative - selected from the Member libraries to represent all coordinators.

The Group must annually appoint among the representatives a Chairperson who will hold office for a term of one (1) year but is eligible for reappointment for a further term, unless he/she resigns (in which case the Group must appoint a new Chairperson to chair the meetings). No person may be the Chairperson for more than two (2) consecutive years.

In the event that the appointed Chairperson is absent from a meeting the representatives present at the Library Management Group meeting must appoint an acting Chairperson, who must preside over that meeting or until the Chairperson is present.

The Coordinator Group must annually appoint a Library Coordinator Representative who will represent the Coordinator Group at the Library Management Group meetings. This person may only hold the position for one (1) year. No consecutive terms are allowable.

A quorum of 50% plus 1 must exist for any decisions to be binding.

Role	Member	Voting rights
Secretariat	Hub Coordinator	No
Chairperson	Nominated annually from within Council Managers	Yes - as a "Member" - not an additional vote. Has the deciding vote if a tie exists.
Member	Council Managers – one from each Council	Yes
Coordinator representative	Nominated annually from within Council Library Coordinators	Yes –on behalf of Coordinators

3.3 Meetings of the Library Management Group

The Library Management Group must meet not less than four (4) times per year at a geographically central location.

The Library Management Group may appoint sub-committees as it determines necessary, including the appointment of the Collections Group.

In all other respects, the Library Management Group may regulate its own proceedings.

3.4 Reporting

The Secretariat of the Library Management Group must produce the Agenda and Minutes in consultation with the Chairperson. The Agendas and Minutes of meetings will be provided to each member of the Library Management Group.

3.5 Execution of Duties

Each member of the Library Management Group will be responsible for exercising their delegated powers and for the reporting back to their respective Council upon the exercise of those powers.

4. The Hub

4.1 Location

The Hub is located in the former Council Chambers in Myrtleford opposite the Myrtleford library. The Stack collection will be located in the meeting rooms and strong room of the Myrtleford library.

4.2 Address

The address of the Hub is:

Cnr Standish St & O'Donnell Ave
Myrtleford VIC 3737.

4.3 Operating hours

The operating hours of the Hub will be 8.30 am to 5.00 pm, Monday to Friday (public holidays excepted).

4.4 Services provided to the branches

The Hub will operate as a processing facility operated by Alpine. It will provide the following services (as outlined in Appendix C – Agreed Services Provided by the Hub):

- A team of Hub employees to ensure network branches are dealt with efficiently, courteously and in accordance with this Agreement;
- Liaison with branch Managers/Coordinators across the Network to ensure a detailed understanding of branch requirements is known and understood;
- Development and implementation of policies and procedures for managing the regional collection as recommended by the Library Management Group;
- Management of the Network collection in accordance with the Collection Management Policy;
- Provision of secretariat support for the Library Management Group;
- Provision of reports to the Members in accordance with the Agreement;

- Management of the Library Management System.
- Maintenance of the Network website;
- Preparation of quarterly and annual data for the Local Government Performance Reporting Framework;
- Ordering and purchasing of books and materials;
- Cataloguing of books and materials;
- Management of the courier service of books between branches and ensure delivery meets the requirements of this Agreement;
- Processing of books and materials to shelf ready standards;
- Maintenance of magazine subscriptions;
- Maintenance of inter library loans and Libraries Victoria Shared Services processes; and
- Monitoring of usage of online resources to ensure they are relevant and provide training to branches where necessary.

4.5 Hub assets

Alpine will occupy the premises from which the Hub will operate. A rental component, based on the market rental, will form part of the financial contribution payable by the Members.

Alpine provides assets such as desks & bookshelves to allow staff to deliver services to the network. These assets remain the property of Alpine Shire.

5. The Agreement

5.1 Purpose of this Agreement

This Agreement sets out in specific and measurable terms the services to be provided by Alpine to the other Members and allocation of roles and responsibilities for the Hub and Network services, as well as consequential other matters.

5.2 Administration of the Agreement

The administration of this Agreement will be overseen by the Library Management Group, as outlined in this Agreement.

5.3 Term of the Agreement

5.3.1 Initial Term

This Agreement will be for 3 years commencing on 1 July 2020 and concluding on 30 June 2023.

5.3.2 Options for further terms

Two further consecutive options each of three years.

5.3.3 Exercising options for further terms

The unanimous agreement of Members is required to exercise options for further terms.

The Library Management Group is required to notify Members of the intent to renew this agreement in writing by no later than 1 April 2023.

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5.4 Exit of Member(s)

If a Member wishes to exit the Network:

- The Member must give a minimum of 6 months' notice.
- The portion of the net assets to which the exiting Member is entitled must be calculated according to the value of the assets as disclosed by the financial statements and will be the same portion as outlined in the Cost Attribution Formula outlined in this Agreement.
- The portion of net assets to which the exiting Member is entitled may be taken in such combination of property and cash as is agreed between the Members. If it is agreed that the exiting Member is entitled to materials, then the removal of those materials will be at the cost of the exiting Member.
- Any redundancy or change in operation costs occasioned as a result of a Member exiting the Network will be determined by a review undertaken just prior to the notified exit date to assess the reduced function of the Hub. The review will consider:
 - The reduced number of materials being processed by the Hub as a result of the Member exiting;
 - The reduced number of crates being transported to and from the Hub as a result of the Member exiting;
 - The number of hours required to undertake operations and processing functions for the remaining Members;
 - Entry of new Members to the Network; and
 - Recommendations by the Library Management Group.
- Any redundancy or change in operation costs will be incurred by all Members based on the Cost Attribution Formula.
- The exiting Member will take its portion of the Collection based on the following:
 - The value of the exiting Members collection as recognised in the Member Council's financial statements.
 - Books and library items purchased during the term of this Agreement to the value based on the Cost Attribution Formula.
 - The exiting Member is entitled to books and library items that belong to its local collection and history as per adopted policies.
 - A review of the Cost Attribution Formula will be undertaken to determine if the current method (as outlined in Appendix A) is appropriate for the remaining Members.

5.5 The Network and Financial Obligations

At the conclusion of each financial year for the term of this Agreement and, regardless of whether the Members agree to extend its term or to enter a new agreement, Alpine must provide to each of the other Members:

- An Income Statement for the financial period (1 July – 30 June);
- A Balance Sheet for the financial period (as at 30 June);
- A readable copy of all audited records, in an appropriate format, associated with the operations of the Hub during the term of this Agreement; and
- A current asset valuation at year end (as at 30 June).

Each Member must:

- Make an annual contribution towards the cost of the services and maintenance of the Network, in accordance with the Annual Budget and the Cost Attribution Formula;
- Contribute to the share of the net assets or net liabilities as determined in the final Balance Sheet in accordance with the percentages specified in the Cost Attribution Formula;
- Remove materials apportioned to it under the Cost Attribution Formula at each Member's own cost;
- Surplus from previous financial year is credited towards the next year's invoice; and
- Shortfalls from one financial year is added to next year's invoice as per the Cost Attribution Formula.

5.6 Dispute Resolution

If there is a dispute or difference between the Members in relation to this Agreement, the parties undertake to use all reasonable endeavours to settle the dispute or difference by negotiation. If the parties cannot settle the dispute within 21 days, the matter must be determined as a dispute under the *Commercial Arbitration Act 2011* and the arbitrator's decision shall be final and binding on the parties. The costs of any arbitration shall be borne equally by Members involved in the arbitration.

5.7 Review of the Agreement

This Agreement must be reviewed annually by 30 June by the Library Management Group. The effectiveness, accuracy and relevance of Agreement will be reviewed as will the accuracy of specified services to ensure a true reflection of actual activities being undertaken. This Agreement may also be reviewed at any other time at the request of any current Member. Should this Agreement require amendment outside the scheduled review cycle, this review must be conducted through the Library Management Group.

Circumstances that can lead to a review include:

- A change in the level of service required;
- Changes that affect Alpine's ability to deliver the stated services; and
- Changes in the services required by two or more Members.

Reviews will cover:

- The scope of the services being delivered and their appropriateness;
- The appropriateness of frequency measures;
- The roles and responsibilities of both Alpine and the other Members; and
- The assessment of the delivery of services against the Key Performance Indicators as contained in the second column in Appendix C.

5.8 Variations to Agreement

- The unanimous agreement of the parties is required to any variations to this Agreement; or
- To any costs incurred as a result of a variation which will be apportioned based on the Cost Attribution Formula.
- Any such agreement must be in writing, executed by the parties.

6. Financial Information

6.1 Financial contributions

Financial contributions under the Agreement are determined based on:

- The Cost Attribution Formula outlined in Appendix A;
- The Annual Budget;
- Variances to budget, which will be shared among the Members based on the Cost Attribution Formula outlined in Appendix A; and
- Variances to budgeted expenditure, which will not exceed 10% unless agreed by the Library Management Group.

The Cost Attribution Formula is based on the population as per the most recent Australian Bureau of Statistics reports per Member Local Government Area. The Cost Attribution Formula is updated at the beginning of each 3-year formal agreement review.

Contributions will be made by Members in full, up front at the commencement of each financial year.

6.2 Financial principles of Agreement

The Principles on which this Agreement is based and will operate are:

- No surprises;
- Process improvement;
- Minimising costs to Members;
- Reporting quarterly;
- Recommendations to Members by the Library Management Group; and

- The Library Management Group reviewing the final operating result and making a recommendation to the Members on how a variance to budget will be treated.

6.3 Budget

Alpine will develop a Budget for the Hub operations annually, in line with the financial year ending 30 June. The Annual Budget will be drafted by March annually to be presented to and endorsed by the Library Management Group prior to being presented to the Member Councils for adoption.

6.4 Financial reports

Financial reports will be prepared quarterly as follows:

- YTD Income Statement v YTD Budget;
- YTD Balance Sheet;
- Forecast Income Statement v Forecast Budget;
- Valuation report
- Forecast Balance Sheet; and
- Within 3 weeks of quarter end.

6.5 Financial management

Alpine will:

- Administer and account to the Members in accordance with the method set out in the Annual Budget or per 6.3 and 6.4 of the Agreement;
- Provide to the Members annually in advance a tax invoice for the amount owing in accordance with the Annual Budget; and
- Ensure that all financial activity in relation to the operation of the Hub is audited and reported in accordance with its usual processes.

6.6 Third party providers

A number of third party vendors which provide services for the Network that are within the scope of this Agreement will be managed by Alpine on behalf of the Members. The services of all third party vendors will be procured in accordance with the *Local Government Act 1989*. Any breach of the Act is the responsibility of Alpine.

7. Insurance and Indemnity

7.1 Public Liability Insurance

The Members warrant that they are members of the MAV Insurance Scheme (the Scheme) and are bound by the rules of the Scheme. In the event that any of the Members cease to be members of the Scheme they will immediately, pursuant to Section 76A of the Local Government Act

1989, effect public liability insurance. Members agree that this public liability insurance will be for a minimum level of cover of \$20,000,000.

7.2 Work-Cover

Hub employees are employed by Alpine and are covered under Alpine's WorkCover policy of insurance. Should an employee be injured, any WorkCover costs (e.g. insurance excess, top up salary and backfill) will be shared among the Members based on the Cost Attribution Formula.

7.3 Indemnity

Each Member (**the Indemnifying Member**) agrees to indemnify each other Member and keep indemnified the other Members, their servants and agents, and each of them against any and all liability and all actions, suits, proceedings, damages, claims, costs and expenses connected with any breach of this Agreement by the Indemnifying Member or related to any wilful or neglect conducted on the part of the Indemnifying Member. The indemnifying Member's liability to indemnify the other Members shall be reduced proportionally to the extent that any act or omission of the other Members contributed to the loss or liability.

8. Service Delivery

Services must be delivered in accordance with this Agreement as outlined in Appendix C.

Any services not listed under the Agreed Services in Appendix C are beyond this Agreement. If the Network requires additional services, then these services will be negotiated and agreed upon individually.

Alpine will not be held responsible or legally liable for any unplanned delay or interruption in service caused by third party providers such as SirsiDynix, website hosts, book suppliers, book processing, carriers, newsagents supplying newspapers and/or carriers. Any planned outages will be advised to those within the network who will be affected and progress with resolution will be advised in a timely fashion. Alpine will operate in a way which minimises interruption and work with third party suppliers to ensure continual supply where possible.

8.1 Service Delivery Principles

- Alpine will ensure that all service delivery outputs in relation to this Agreement are delivered in a timely, accurate and consistent manner.
- All outputs will be delivered in accordance with the specified service levels as outlined in this Agreement and Appendices.
- Members will deliver accurate and timely inputs to enable Alpine to deliver the services in the most effective manner possible.
- Members will raise any issues in relation to provision of information or services so that these can be addressed promptly.
- Services will be delivered from the Hub located at the Myrtleford library.
- Concerns relating to the delivery of the services within this Agreement should be raised initially with the Library Management Group.
- The quality of services delivered under this Agreement will be monitored by Members through the Library Management Group.
- Any deficiencies identified between the Agreed Services and those delivered will be addressed immediately. Feedback on the services received will be monitored in the following ways:
 - Discussions between the day-to-day contacts;
 - Escalation discussions;
 - Library Management Group meetings; and
 - Advice and suggestions from Client staff members.

If identified issues cannot be resolved within the specified timeframe, dispute resolution will commence in accordance with Section 5.7.

8.2 Collection management

The Hub will provide the following collection management services:

- Report on progress against the Collection Management Policy and stated collection management principles;
- Maintenance and application of the Network collection and related policies;
- Strategic procurement of shelf-ready collection resources;
- Maintenance of the Network online catalogue;
- Movement of library materials both within the region and through the Libraries Victoria Consortium; and
- Provision of Library Management System management reports.

8.3 Member responsibilities

The responsibilities of each Member and branch includes:

- Managing and supporting their own office applications to support its library service, such as public access, staff email and staff network access;
- Ensuring its library staff are appropriately trained in the use of the Library Management System;
- Ensuring Application Security in line with the Members standard operating procedures;
- Logging all fault calls, help requests and queries for the Library Management System to the help desk system;
- Providing resources as requested to assist in user testing, projects and other activities related to the Library services;
- Providing input into the preparation of the quarterly reports for the Library Management Group;
- Adhering to the adopted Network policies and procedures;
- Engaging with the Network in active planning for growth and the future direction; and
- Providing localised training for new employees.

8.4 Alpine Responsibilities

Alpine will:

- Manage and maintain the hardware and software to operate the Library Management System for the Hub;
- Manage and maintain the hardware and software to operate the Network website, which at the commencement of this Agreement was www.hclc.vic.gov.au;
- Assist in the planning for capacity, growth and aligning service delivery with Member needs;
- Preparation of quarterly reports for the Library Management Group;
- Develop and align procurement policy and procedures in consultation with Members.
- Adhere to the Network's policies and procedures as they relate to Hub operations;
- Coordinate training for new applications, modules and databases;
- Provide the Members with at least two (2) normal working day's-notice of any scheduled downtime as per the agreed process;
- Manage third party suppliers as they relate to the Library Management System and the responsibilities of operation of the Hub;
- Provide Secretariat support for the Library Management Group;
- Develop and maintain library policies specific to library services but not specific to each Member;

8.5 Collection databases

The Hub will manage the online databases provided to the Network. The online databases will be reviewed annually to ensure they remain relevant and are being used by the Members.

8.6 Operational management

The Hub will seek productivity and service improvements wherever possible.

Procurement and Contract Management Skills will be developed in all staff involved with these functions.

Procurement Policy and procedures will be maintained in alignment with best practise and where possible incorporate Members Council policy.

An annual supplier review will ensure best value and continual service improvement.

The Hub will maintain engagement with Local Government Victoria to seek support, guidance and resources, primarily in relation to shared procurement.

The Hub will actively engage agency arrangements and/or State Purchase Contracts and Whole of Victorian Government Contracts

THIS AGREEMENT was made

on.....2020

SIGNED for and on behalf of **ALPINE**)
SHIRE COUNCIL by as delegate, in)
the presence of:)

.....
Signature of Witness

.....
Name of Witness

SIGNED for and on behalf of **BENALLA**)
RURAL CITY COUNCIL by as delegate, in)
the presence of:)

.....
Signature of Witness

.....
Name of Witness

SIGNED for and on behalf of **MANSFIELD**)
SHIRE COUNCIL by as delegate, in)
the presence of:)

.....
Signature of Witness

.....
Name of Witness

SIGNED for and on behalf of **WANGARATTA**)
RURAL CITY COUNCIL by as delegate, in)
the presence of:)

.....
Signature of Witness

.....
Name of Witness

Appendix A – Cost Attribution Formula

The membership of each Member is based on a Cost Attribution Formula. That formula is determined by the population of each Member as stated by the Australian Bureau of Statistics. At the commencement of this Agreement the Member cost attribution was outlined as follows:

Council	Population *	% Network membership
Alpine	12,730	19.5%
Benalla	14,024	21.5%
Mansfield	8,979	14%
Wangaratta	29,087	45%
	64,820	100%

* ABS population statistics 2018

Appendix B – Branch Contact Details

Council	Branch
Alpine Shire Council	Bright Library 14 Ireland St, Bright VIC 3741 brightlibrary1@alpineshire.vic.gov.au Phone: 03 5755 1540 Fax: 03 5755 1540
Alpine Shire Council	Mount Beauty Library 61 Lakeside Avenue, Mt Beauty VIC 3699 mtblibrary@alpineshire.vic.gov.au Phone: 03 5754 4305
Alpine Shire Council	Myrtleford Library Cnr Standish St & O'Donnell Ave, Myrtleford VIC 3737 myrtllibrary@alpineshire.vic.gov.au Phone: 03 5751 1591
Benalla Rural City Council	Sir Edward 'Weary' Dunlop Learning Centre (Benalla Library) 2 Fawcner Drive, Benalla VIC 3672 email: library@benalla.vic.gov.au Phone: 03 5762 2069
Mansfield Shire Council	Mansfield Library 2 Collopy Street, Mansfield VIC 3722 library@mansfield.vic.gov.au Phone: 03 5775 8621
Wangaratta Rural City Council	Wangaratta Library 21 Docker Street, Wangaratta VIC 3677 email: library@wangaratta.vic.gov.au Phone: 03 5721 2366

Appendix C – Agreed Services Provided by the Hub

Below is a detailed listing of the services provided by the Hub and how the services will be measured.

Agreed Services	Performance indicator
Development and management of Budget.	Initial draft budget produced by February LMG meeting. Final draft budget adopted in April LMG meeting.
Reporting on financial performance.	Reporting quarterly to Library Management Group within 4 weeks of end of quarter end.
Management, raising and payment of all Network invoices	Raising and payment of all Network invoices in accordance with terms.
Maintenance and application of the Network's Collection Management Policy and other related policies.	Policies reviewed and endorsed annually as a standing agenda item at the LMG.
Procurement and administration of collection resources.	Following receipt of items at the Hub, new library materials will be catalogued and available on shelves no later than: <ul style="list-style-type: none"> • One week for periodicals. • One week for items requested by patrons or purchased to fill reservations • Eight weeks for all other items
Shelf-ready processing of donated items not funded from Hub collection resources budget: <ul style="list-style-type: none"> • Processing of donations equalling up to a limit of 2% of total number of new items allocated in the previous year. All donations are only accepted in accordance with the Collection policies and to maintain a high level of quality of the overall collection.	<ul style="list-style-type: none"> • 100% of donations processed within 12 weeks of receipt and report generated for any exceptions to this.
Maintenance of the Network online catalogue.	Items entered within four weeks of receipt.

Movement of library materials both within the region and through the Libraries Victoria consortium	Ready for despatch from Hub within 24 hours of arrival Supply of inter-library loans is dependent on availability from the library of origin
Support of Library Management System	LMS procedural guides provided to Members. LMS hardware and software managed and maintained in accordance with Alpine Shire Council and system operational requirements on an annual and ongoing basis. Licences are maintained in support of LMS operations on an annual basis by Alpine Shire Council. Hub will advise of pending upgrades to be implemented by each member.
Quarterly reporting to meet Local Government Performance Reporting Framework (LGPRF) requirements of loans.	Hub Coordinator will prepare all management reports.
Website updates and site support and maintenance	Material is current and sites functional
Participate in the strategic planning for the Network. Managing the preparation of quarterly reports for the Library Management Group.	Hub Coordinator will participate in the strategic planning for the Network.
Support for Library Management Group	Meetings held quarterly, outcomes recorded and provided to Members.
Gather relevant industry information and distribute to LMG and library coordinators.	Library Management Group is kept informed on important industry news and events.
Provision of databases	Report on usage of databases
Review of electronic databases to be completed on an annual basis.	Recommendation provided on each database.
Provision of training in online databases as required.	Delivery as required
Local Government Planning and Reporting Regulations	Report quarterly and at end of financial year within 3 weeks of quarter-end.
ASC to maintain Hub IT infrastructure and provide network support to hub.	Effective service of network

Annual supplier performance reports and recommendations presented to LMG in April meeting.	Commercially advantageous supplier agreements and service improvements
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ACCOUNT	FY19/20 - Annual Budget	FY20/21 Draft Budget
HCLN Income - Alpine	\$159,101	\$143,189
HCLN Income - Benalla	\$182,966	\$157,853
HCLN Income - Mansfield	\$109,416	\$102,788
HCLN Income - Wangaratta	\$350,022	\$330,390
HCLN Income - Towong	\$7,374	\$ -
Discretionary book purchases		
Alpine		\$8,853
Benalla		\$9,761
Mansfield		\$6,356
Wangaratta		\$20,430
Towong		\$0
TOTAL	\$802,879	\$779,601
ACCOUNT	FY19/20	FY20/21 Draft Budget
HCLN Collection	\$411,463	\$411,463
HCLN Freight	\$57,200	\$45,000
HCLN Mgmt System	\$54,165	\$41,496
SirsiDynix	\$43,665	\$25,176
Libraries Victoria management fees	\$10,500	\$16,320
HCLN Operations	\$50,804	\$46,609
Databases	\$35,488	\$35,488
Email Notifications	\$3,200	\$3,200
National Library	\$100	\$100
Office Supplies	\$400	\$400
SMS Notifications	\$1,000	\$200
Training and Meetings	\$2,000	
PLV	\$4,116	\$1,938
Trove (formerly Libraries Australia)		\$2,164
Replacement Books	\$200	\$200
Envisionware - PCRas		\$1,056
Hub Copier	\$300	
Patron Cards	\$4,000	\$1,863
HCLN Rent & Overheads	\$32,348	\$35,755
Rent	\$8,200	\$8,364
Electricity	\$3,151	\$3,214
Water	\$461	\$470
CFA		\$77
Hub Copier		\$306
Bathroom supplies	\$1,025	\$1,046
Payroll support - cleaning	\$3,175	\$3,278
Payroll support - mgmt and general support	\$15,375	\$19,600
Towong support	\$861	
HCLN Workforce	\$197,000	\$199,278
TOTAL	\$802,880	\$779,601



WASTE SERVICES POLICY

Responsible Officer: Waste Management Coordinator Authorising Officer: Director Infrastructure Services	Document No:	48
	Adoption Date:	
	Approved By:	Council
	Review Date:	March 2020
	Policy Type	Council

The policy sets out the services that will attract fees and charges for kerbside waste collection and waste received at Council's waste sites. It also sets out the basis for any exemptions to these services and associated costs.

The Waste Service Policy will assist in delivering the outcomes specified in Council's Waste Management Strategy.

Waste collection and associated charges are levied, as approved by Council each year whether or not the service is used. The charges are itemised on the property's annual rate notice only.

Kerbside Waste Collection Services

Council shall provide a kerbside collection of approved waste, recyclable and organic material within a defined service area. The defined service area is set out by the area and routes shown on Council's waste collection maps. These areas may be extended or reduced from time to time on the basis set out in this policy. See Table 1 below for information on the Council provided kerbside collection services.

Services	Residential Urban Wangaratta	Residential Rural	Glenrowan, Hamilton Park, Oxley and Milawa (Townships)	Commercial Businesses Urban	Commercial Businesses Rural
Standard Bin Service	140Lt garbage bin (fortnightly collection) 240Lt organics bin (weekly collection) 240Lt recycling bin (fortnightly collection)	240Lt garbage bin (fortnightly collection) 240Lt recycling bin (fortnightly collection)	140Lt garbage bin (fortnightly collection) 240Lt organics bin (weekly collection) 240Lt recycling bin (fortnightly collection)	140Lt garbage bin (fortnightly collection) 240Lt organics bin (weekly collection) 240Lt recycling bin (fortnightly collection)	240Lt garbage bin (fortnightly collection) 240Lt recycling bin (fortnightly collection)
Optional service	240Lt garbage bin (higher cost) 140Lt organics bin (same cost as 240Lt) 140Lt or 360Lt recycling bin (same cost as 240Lt)	140Lt garbage bin (same cost) 140Lt or 360Lt recycling bin (same cost)	240Lt garbage bin (higher cost) 140Lt organics bin (same cost as 240Lt) 140Lt or 360Lt recycling bin (same cost as 240Lt)	240Lt garbage bin (higher cost) 140Lt organics bin (same cost as 240Lt) 140Lt or 360Lt recycling bin (same cost as 240Lt) A weekly or daily garbage or organics services are available at additional costs.	140Lt garbage bin (same cost) 140Lt recycling bin (same cost) A weekly garbage may be available at an additional cost.
Additional bins can be obtained outside the standard service at additional costs	Extra 140Lt or 240Lt garbage Extra 140Lt or 240Lt organics Extra 140Lt, 240Lt or 360Lt recycling	Extra 140Lt or 240Lt garbage Extra 140Lt or 240Lt organics Extra 140Lt, 240Lt or 360Lt recycling	240Lt garbage bin (higher cost) 140Lt organics bin (same cost as 240Lt) 140Lt or 360Lt recycling bin (same cost as 240Lt)	Extra 140Lt or 240Lt garbage Extra 140Lt or 240Lt organics Extra 140Lt, 240Lt or 360Lt recycling	Extra 140Lt or 240Lt garbage Extra 140Lt or 240Lt organics* Extra 140Lt, 240Lt or 360Lt recycling *Where an existing service is being provided
Medical certificate	Upgrade from a 140Lt to a 240Lt garbage. If a 240Lt exists then an additional 140Lt will be provided.	If a 240Lt exists then an additional 140Lt will be provided.	Upgrade from a 140Lt to a 240Lt garbage. If a 240Lt exists then an additional 140Lt will be provided.	N/A	N/A
Exemptions	No exemptions unless uninhabitable.	No exemptions unless uninhabitable.	No exemptions unless uninhabitable.	Exemptions only granted if evidence of a collection being provided by another waste service.	Exemptions only granted if evidence of a collection being provided by another waste service.

Table 1: Waste services provided by the Rural City of Wangaratta

Organics caddies and liners - Urban

All properties receiving an organic service will receive a kitchen caddy and a roll of compostable liners.

Rental properties

It is the responsibility of the Landlord or Agent to ensure that caddies and liners remain with the property.

Caddy replacement

Broken, lost or stolen kitchen caddies can be replaced at approved Council fees and charges, or alternatively residents can purchase 8L bins from major retail stores.

Compostable Liners

Council will provide compostable liners for free, to be collected from the Wangaratta Government Centres.

Commercial business using the compostable liners

Commercial business that have a food organics collection are entitled to one roll of either 80L or 240L organic liners per service, once a year.

Waste Collection Sites

Council provides waste collection services at Bowser Landfill and Transfer Stations.

Council shall establish fees for receiving waste at waste collection sites on an annual basis. Differential fees will be set for nominated materials to encourage separation, recycling and waste reduction.

Bowser Landfill

Bowser landfill fees will be set considering all costs of development, operation, rehabilitation, monitoring and aftercare as required by the Environment Protection Authority (EPA) and other regulations that may apply. All waste disposal will be charged according to the adopted fees, regardless of the source of the waste from within or outside the municipality. As required by the EPA Bowser Landfill Licence, Council will maintain a reserve for future costs of rehabilitation, aftercare and possible remediation of Bowser Landfill and provide financial reports to the EPA as required.

Asbestos is accepted at the Bowser Landfill from both domestic and commercial sources - 24 hours notification is required prior to disposal.

Transfer Stations

Materials received at Council's Transfer stations must originate from within the Rural City of Wangaratta. State funded programs like Sustainability Victoria's "Detox Your Home" are available to North East residents. Council may from time to time apply free or discounted fees for receiving waste at transfer stations.

Disposal of waste must comply with Council's safety and environmental requirements, therefore some items may be refused.

Transfer stations have only a limited space for waste materials. For this reason where commercial operations are looking to dispose waste amounts greater than three cubic metres to the Wangaratta transfer station, the Council must be contacted first. Where appropriate loads may be redirected to the Bowser Landfill. Failure to contact council may result in being refused service and a request to return at a later time depending on space remaining within the waste bins.

Due to Occupational Health and Safety (OH&S) regulations, Council does not allow the collection or scavenging of materials.

Wangaratta Organic Processing Facility

The Wangaratta Organic Processing Facility fees will be set considering all costs of its development and ongoing operation. The facility has the ability to process food and garden waste from kerbside collected green bins. This site is considered a commercial site, and is not open to the general public.

\$5 Hard Waste Voucher

One \$5 hard waste voucher will be issued to each property with the first rates notice of the financial year only. It is up to the landlord of the property to pass on the hard waste voucher to any tenanted properties, if they choose to. The voucher is for one time use only.

Free Green Waste November

To assist residents to clean up around their property prior to the fire season, free green waste disposal is available for the month of November during normal operating hours, at all transfer stations.

Other Collections

Charity Organisations

Charity Opportunity shops operating within the municipality may be eligible for credit to dispose of unwanted items. A non-refundable credit will be granted annually, upon Director Approval* of written applications to Council.

The value of the non-refundable credit will be equal to 15 tonnes of commercial waste deposited at the Bowser landfill. This credit may be used at either the landfill or the Wangaratta Transfer Station.

*Director of Infrastructure Services

Community Halls & Pavilions

Council will provide two free garbage and recycling, as well as one free organic bin (if located within the collection area) to community halls and pavilions. Additional bins will be charged at normal rates.

Community Recreation Reserves

Council will provide free public place garbage and recycling services to recreation reserves and ovals for litter management. The litter bins will be fixed and it is the responsibility of the Committee of Management to ensure all bins are removed from the stands and placed out for collection.

Country Fire Authority (CFA) Volunteer Stations

CFA volunteer stations on Council's waste collection routes will receive one free garbage service and one free recycling service per annum.

Schools, Childcare Centres and Churches

Kerbside garbage, recycling and organics (located with a collection area) is compulsory for schools, child care centres and churches to help promote waste education. Exemptions may apply if other services are in use.

Community Events

Council can provide Garbage, Recycling and Organic event bins for all event requests received. Council approved fees and charges will apply. The event bin charge is not applicable to commercial businesses who may require additional bin services due to an external event.

Event bin costs are based on the collection being undertaken as part of a normal collection run, enabling standard collection rates to apply. Should a collection be required outside a standard collection run then the applicable charge will be per hour to service the bins.

Recycling is compulsory when utilising Council's waste collection service and highly contaminated recycling bins may incur a fine for waste disposal.

Council can provide up to 25 complete bin stations (garbage, recycling and organics bins) for all events held in Wangaratta. The maximum event bin lids available for garbage and recycling bins for rural events is 50. Additional household bins can be provided, if required at the same cost.

The charge per bin covers the delivery to/from the site and disposal of contents (one empty prior to removal from site). Note that this charge does not cater for events which extend over several days and require multiple empties throughout the event period.

If an Event is cancelled within 48 hours, or bins have already been delivered to the

event, then the event bin charge will remain applicable.

The Council events team can provide guidance on the number and placement of bins for events. The notice required by the Council waste team to arrange the waste service will depend on the number of bins required. A guide to the application process is outlined below.

High Impact Event

Event application must be completed and received by Council, 90 working days in advance of event.

Medium Impact Event

Event application must be completed and received by Council, 30 working days in advance of event.

Low Impact Event

Event application must be completed and received by Council, 21 working days in advance of event.

Charity Events

Charity events will be subjected to Council's approved fees and charges. Exemptions may be granted following formal application to the Director - Infrastructure Services.

*Refer to Council's annual published Fees and Charges for applicable rates.

Exemptions and Exceptions

Uninhabitable residences

Premises may be eligible for a waste exemption if evidence can be provided that the premises are uninhabitable.

Emergency waste exemption

Residents may be eligible for a waste exemption if affected by a natural or local disaster. Depending on the severity of the situation, a \$5 dollar hard waste voucher will be provided, or alternatively fees may be waived, at the discretion of the Director - Infrastructure Services.

Rural and Urban Medical Waste

Residents may be eligible for a waste exemption for medical waste. The option of an additional bin will be provided at no charge, upon receipt of a medical certificate or other documentation deemed appropriate by the Waste Management Coordinator.

Multi-Level Units and Large Unit Buildings – Owners' Corporation

Owners' Corporations of more than 8 units can negotiate the overall number and composition of bins and will be charged accordingly, however a kitchen caddy and liners will need to be provided for each residence at the cost to the Owners Corporation. The number of rolls of compostable liners provided for free will be reflective of the number of bins charged. Negotiation of bins will need to occur prior to 1 July of the new financial year to be itemised on annual rates notices.

Owners' Corporation representatives will be required to provide evidence of their eligibility under this section and also to complete a form to substantiate their request for a change in services. If approved, the total amount of the service charges will be invoiced directly to the Owners' Corporation representative.

Unpaid amounts will result in an immediate termination of these special arrangements and reversion to standard bin services.

Refund of rates for services not received

In the occurrence of paid waste rates without a collection ever occurring, the owner of the property may seek reimbursement. Reimbursement at the error of Council will be up to a maximum of 5 years, if proven there was no waste collection in place.

Alternative collection arrangements for Business or Commercial Operators

Persons or corporations may be eligible for a waste charge exemption where an alternative collection service is utilised. Exemptions will be considered, if written evidence of an alternative service is provided and is satisfactory to Council's requirements, and a waste audit is undertaken at the property by a Council officer.

Satisfactory evidence would include a copy of the contract for the provision of future waste collection services or a copy of three months statements showing a regular collection service is in place. Any information supplied will remain confidential. This evidence will be required annually upon receipt of a rate notice including waste charges.

Unoccupied commercial properties

If a commercial property has been unoccupied for a minimum of 12 months, an exemption from waste charges may be granted. It is the responsibility of the landlord to apply for the exemption. The exemption will be applied going forward from the date approval is granted. No retrospective refunds will be given for the period that the commercial property has not been occupied.

All exemptions are reassessed before the end of the financial year biannually. At any point, if the property becomes occupied again the landlord must notify Council and arrange waste services.

Request for a Route Extension

If the owner of a rural property wishes to receive a waste and recycling collection service and is not on an established collection service route, the owner of the property may arrange to place their bins at the nearest cross road that is on a collection route. The standard waste collection charges will apply.

The defined service area can be extended as required by the Director - Infrastructure Services after considering matters such as:

- viability
- access and safety of movement for the waste collection truck and other road users
- whether the additional route is on Council's Register of Public Roads
- whether the additional distance exceeds two kilometres, including any additional distance to safely turn around, if required.

Access using private roads to provide waste collection can be approved where a specific access agreement has been negotiated with Council, and agreed in writing. Register of Public Roads, letters will be sent to residents notifying them of the proposed change. If residents are consenting with the proposed change, then waste rates will apply to the residential properties along that road. This is based on 80% of residents consenting to the extension.

Council's Four Strike Contamination Policy – Garbage, Organics and Recycling

Contamination occurs when people place the wrong item in the wrong bin. To ensure the long-term viability and effectiveness of the garbage, organic and recycling kerbside systems, Council has introduced a four strike contamination policy. This policy will use both education and enforcement to reduce the rate of contamination in Council bins.

If a garbage, organics or recycling bin containing contamination is presented 4 times within a 12 month period, on the fourth occasion, the bin will be removed and the charges will remain on the property's rates notice.

If Council becomes aware of a situation that is causing ongoing contamination issues i.e. dementia or disability, bins will be taken away and more appropriate bins will be issued to the resident.

Contamination Policy Steps

First offence – The garbage, organics or recycling bin will not be collected and will receive either a contamination sticker or letter which also contains education material. The bin will be recollected upon request, if the contaminants are removed.

Second offence – The garbage, organics or recycling bin will not be collected and will receive either a contamination sticker or letter which also contains education material. The resident will also receive a follow up letter in the mail notifying them of their second offence and outlining the contamination policy steps. The bin will be recollected upon request, if contaminants are removed.

Third offence – The garbage, organics or recycling bin will not be collected and will receive either a contamination sticker or letter which also contains education material. The resident will also receive a follow up letter in the mail notifying them of their third offence and outlining the contamination policy steps. The bin will be recollected upon request, if contaminants are removed.

Fourth offence – The garbage, organics or recycling bin will be removed and the waste charge will remain. A letter will be sent to the resident advising them, that in order to reinstate their garbage, organics or recycling bin they are required to provide a letter to Council stating that they will use the bin correctly and only place accepted materials in their bin.

Illegal Dumping



Any person caught dumping waste illegally either in a public place, park, in recreation bins, outside transfer stations, or within the municipality's roadsides, will be subjected to Environmental Protection Authority fines and penalties.



Conditions of Collections



1. Scheduled bins to be out for collection prior to 6 am.
2. Bins must not exceed approximately 70 kilograms in weight as the truck may not be able to lift the bins. If you have major difficulty pushing the full bin, then it may be more than the required weight limit. For example 360L recycling bins filled with glass may result in a non-collection; Organics bins that are filled to the top with wet lawn clippings or fruit may be too heavy to collect (try leaving the lid open to dry the contents up); Garbage bins containing unauthorised materials such as brick and concrete may result in the truck unable to collect the bin.
3. Only authorised material may be put in bins. If you are unsure of what can go in what bin please check Council's waste website for more information, or contact Council directly.



4. Any waste spilt from overflowing bins prior to collection must be removed by the occupier responsible for the bin, as soon as practicable. Larger garbage bins are available if required, at a cost.
5. Once bins have been emptied, bins are to be removed from the kerbside and relocated within the premise of the property within 24 hours of collection (refer to Local law No. 1 sub clause 64.1.3).

Rural City of Wangaratta Prescribed Amendment – Proposed C55**Mapping Anomalies and Proposed Zone Changes**


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
CHESHUNT						
1	79 Smalls Lane, Cheshunt	Wang C055 050zn	Private	FROM: PPRZ TO: FZ	Private land in public zone	
2	81 Smalls Lane, Cheshunt	Wang C055 050zn	Private	FROM: PPRZ TO: FZ	Private land in public zone	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
						
EDI UPPER						
3	Edi-Cheshunt Road, Edi Upper (PID 2993)	Wang C055 050zn	Private	FROM: FZ and PUZ2 TO: FZ	Land on one title in two zones and private land in public zone.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
ELDORADO						
4	104 Main Street, Eldorado 44 Mackay Street, Eldorado	Wang C055 015zn	Private	FROM: TZ and PCRZ TO: TZ	Land on one title in two zones and private land in public zone.	
GLENROWAN						
5	51 & 53 Gladstone Street, Glenrowan 16 Siege Street, Glenrowan	Wang C055 033zn	Private Land	FROM: PUZ4 TO: TZ	Private land in public use zone	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
6	376 Warby Range Road, GLENROWAN	Wang C055 034zn	Private Land	FROM: FZ and RLZ2 TO: FZ	Land on one title in two zones.	
MOYHU						
7	24-26 Bartley Street, Moyhu (Moyhu Soldiers Memorial Hall)	Wang C055 045zn	Rural City of Wangaratta	FROM: PUZ3 and TZ TO: PUZ3	Land on one title in two zones.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
8	5 Market Street, Moyhu	Wang C055 045zn	Private Land	FROM: PUZ6 TO: TZ	Private land in public use zone	
MILAWA						
9	1/17 Milawa-Bobinawarrah Road MILAWA 2/17 Milawa-Bobinawarrah Road MILAWA 3/17 Milawa-Bobinawarrah Road MILAWA	Wang C055 037zn	Private Land	FROM: TZ and FZ TO: TZ	Land on one title in two zones	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
	4/17 Milawa-Bobinawarrah Road MILAWA (Milawa Cheese Factory and ancillary uses)					
NORTH WANGARATTA						
10	1 Bourke Road, North Wangaratta	Wang C055 025zn	Private Land	FROM: IN1Z and FZ TO: IN1Z	Land on one title in two zones.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
11	99 Crosher Lane, Wangratta (Alpine MDF)	Wang C055 025zn	Private Land	FROM: IN1Z and RDZ1 TO: IN1Z	Land on one title in two zones.	
12	27 Detour Road, North Wangaratta (Vine Hotel)	Wang C055 025zn	Private Land	FROM: FZ and PPRZ TO: FZ	Land on one title in two zones.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
TARRAWINGEE						
13	Tarrowingee Recreation Reserve, Nolan Lane, Tarrowingee	Wang C055 026zn and 027zn	Crown Land	FROM: PCRZ TO: PPRZ	TO reflect the land use (recreational reserve comprising golf course, football oval, netball courts, tennis courts, car club)	
WALDARA						
14	566 Wangaratta-Yarrowonga Road, Waldara	Wang C055 012zn and 018zn	Private Land	Lot A PS 832300: FROM: LDRZ2 and FZ TO: LDRZ2 Lot B PS 832300: FROM: LDRZ2 and FZ TO: FZ	Zone boundary does not reflect recently surveyed lot boundary, resulting in both lots comprising two zones.	


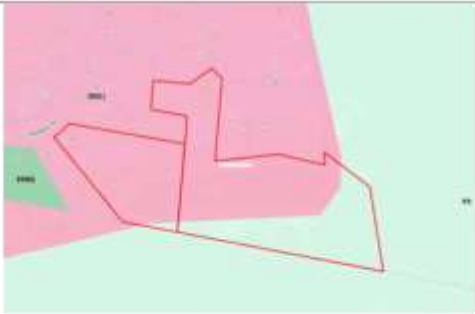
#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
						
WANGANDARY						
15	1092 Wangandary Road, Wangandary	Wang C055 011zn	Private Land	FROM: RCZ and RDZ2 TO: RCZ	Land on one title in two zones.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
						
WANGARATTA						
16	5-7 Bank Street, Wangaratta 22 Willis Street, Wangaratta (Lot 1 TP547370 and Lot 1 TP585124)	Wang C055 021zn	Private Land	FROM: FZ, GRZ1 and PUZ7 TO: GRZ1 and FZ	Private land on one title in multiple zones, including a public use zone.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
						
17	2 Clements Street, Wangaratta	Wang C055 021zn	Private Land	FROM: GRZ1 and MUZ TO: GRZ1	Land on one title in two zones.	

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
18	6, 8, 10, 22, 24 Caraselle Avenue, Wangaratta 10, 12, 14 Froh Court, Wangaratta	Wang C055 023zn and 024zn	Private Land	FROM: FZ and GRZ1 TO: GRZ1	Land on one title in two zones.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
19	Caraselle Avenue, Wangaratta (PID 5297)	Wang C055 023zn and 024zn	Private Land	FROM:FZ and GRZ1 TO: FZ	Land on one title in two zones.	
20	16 Gayer Avenue, Wangaratta 23-25, 27-29, 33-35, 37-39, Vernon Road, Wangaratta	Wang C055 024zn	Private Land	FROM: FZ and NRZ1 TO: NRZ1	Land on one title in two zones	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
21	6 Graham Avenue, Wangaratta	Wang C055 023zn	Private Land	FROM: NRZ1 and PUZ6 TO: NRZ1	Portion of private land within a public zone (PUZ6)	
22	30 Hardisty Street, Wangaratta 14 Vernon Terrace, Wangaratta	Wang C055 024zn	Private Land	FROM: FZ and GRZ1 TO: GRZ1	Land on one title in two zones	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
23	12 Heach Street, Wangaratta	Wang C055 024zn	Private Land	FROM: GRZ1 and PPRZ TO: GRZ1 and FZ	Portion of private land within a public zone (PPRZ)	
24	18 Moore Street, Wangaratta		Private Land	FROM: C1Z and NRZ1 TO: NRZ1	Land on one title in two zones.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
25	20 Moore Street, Wangaratta (Goodstart Childcare Centre)		Private Land	FROM: C1Z and NRZ1 TO: C1Z	Land on one title in two zones.	
26	7 Morgan Road, Wangaratta 84 Parfitt Road, Wangaratta	Wang C055 021Zn	Private Land	FROM: GR1Z and MUZ TO: MUZ	Land on one title in two zones.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
						
27	123, 125, 127 and 129 Murdoch Road, Wangaratta	Wang C055 023zn	Private Land	FROM: FZ and GRZ1 TO: GRZ1	Land on one title in two zones.	

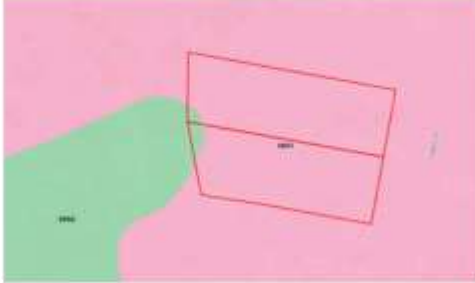

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
28	79-85 Parfitt Road, Wangaratta (Wangaratta Caravan Park)	Wang C055 021zn	Private Land	FROM: GRZ1 and PUZ7 TO: GRZ1	Private land in two zones, including one public use zone	

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
29	79-85 Parfitt Road, Wangaratta (Wangaratta Caravan Park) 91 Parfitt Road, Wangaratta 1 Bowser Road, Wangaratta	Wang C055 021zn	Private Land	FROM: RDZ2 and GRZ1 TO: FZ 1 Bowser Road TO: GRZ1 79-85 and 91 Parfitt Road	Private land in public zone.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
30	Parfitt Road, Wangaratta Lot 1 TP 118810 R1 P5 331536 Lots 1 and 2 TP 425146 Lot 1 TP 334652 4 unidentified parcels Part Road Reserve	Wang C055 021zn	Part VicRoads / Part Unknown	From: RDZ2 To: Most appropriate zone to match adjoining zone (i.e. GRZ1 and MUZ).	Land is not used for road purposes and it is understood that there is no intention to use for this purpose.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
31	9-15 Pinkerton Crescent, Wangaratta	Wang C055 021zn	Private Land	FROM: FZ and PUZ7 TO: FZ	Private land on one title in multiple zones, including a public use zone.	
32	134 Rowan Street and 105 Swan Street	Wang C055 020zn	Rural City of Wangaratta	FROM: GRZ1 and PUZ6 TO: GRZ1	Land in multiple zones	

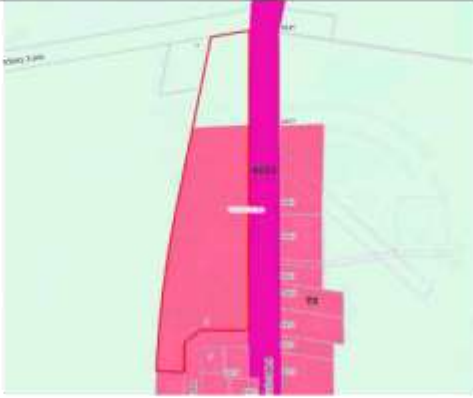

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
33	38-42 Ryan Avenue, Wangaratta	Wang C055 023zn	Private Land	FROM: PPRZ TO: RGZ1	Private land in public use zone	
34	36, 44, 46 Templeton Street, Wangaratta	Wang C055 020zn	Private Land	FROM: NRZ1 and PPRZ TO: NRZ1	Land on one title in two zones. (Existing Flood Overlay will prevent inappropriate development at the rear of the site)	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
35	9, 11 Valdoris Avenue, Wangaratta	Wang C055 023zn	Private Land	FROM: GR1Z and PPRZ TO: GR1Z	Land on one title in two zones.	
36	17-19 Valdoris Avenue, Wangaratta	Wang C055 023zn	Private Land	FROM: GR1Z and PPRZ TO: GR1Z	Land on one title in two zones.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
37	41 Vernon Road, Wangaratta 28 Weir Street, Wangaratta	Wang C055 024zn	Private Land	FROM: FZ and PPRZ TO: FZ	Private land in two zones, including a public use zone.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
	WHITFIELD					
38	10 King Valley Road, Whitfield (Whitfield Golf Club)	Wang C055 051zn	Private land	FROM: FZ PUZ2 and TZ TO: FZ	Land in multiple zones.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
39	6109 Mansfield-Whitfield Road, Whitfield (Mountain View Hotel)	Wang C055 051zn	Private land	FROM: RDZ1 and TZ TO: TZ	Part of the private land incorrectly zoned RDZ1	
40	6182 Mansfield-Whitfield Road, Whitfield (Whitfield Primary School)	Wang C055 051zn	Crown Land	Realign zone boundaries to reflect cadastral boundaries. Alignment of whole area around subject site appears to out by approximately 35 metres.	Zone boundaries don't reflect cadastral boundaries. There is a clear error in the alignment of current zone boundaries.	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
41	6 Valley View Drive, Whitfield (Valley View Caravan Park)	Wang C055 050zn	Private Land	FROM: FZ and TZ TO: TZ	Land on one title in two zones.	
RESERVES						
42	Chick Reserve Williams Road, Wangaratta	Wang C055 019zn	Rural City of Wangaratta	FROM: PPRZ and GRZ1 TO: PPRZ	Land has been dedicated to Council as public open space reserve.	

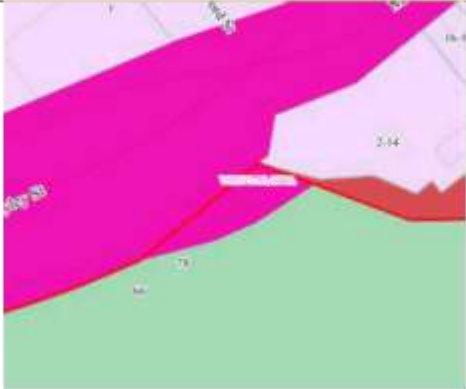

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
43	7 & 21 Detour Road, North Wangaratta (North Wangaratta Sports Reserve & Wangaratta Clay Target Club)	Wang C055 025zn	Rural City of Wangaratta	FROM: FZ TO: PPRZ	Publicly owned land used for recreational purposes. Adjoins other PPRZ zoned land used for the same purpose.	
44	King River Reserve Millard Street, Wangaratta (no parcel identified)	Wang C055 020zn 023zn and 024zn	Crown Land	FROM: PPRZ and PUZ1 TO: PCRZ	Land in two zones	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
						


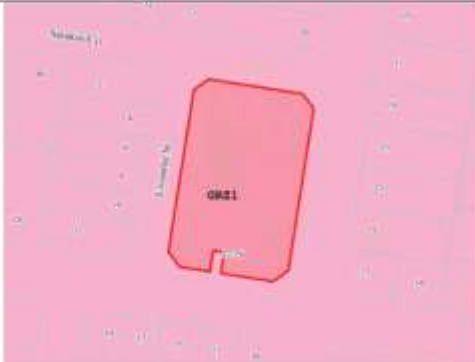
#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
45	King River Reserve Vernon Road, Wangaratta (no parcel identified)	Wang C055 020zn 023zn and 024zn	Crown Land	FROM: PPRZ and FZ TO: PCRZ	Land in two zones	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
46	King River Reserve Faithfull Street, Wangaratta	Wang C055 020zn 023zn and 024zn	Crown Land	FROM: PPRZ and MUZ TO: PCRZ	Public land in two zones.	

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
47	Merriwa Park / Kaluna Park Reserve, Wangaratta (66 Ryley Street)	Wang C055 020zn, 023zn and 024zn	Crown Land	FROM: MUZ, PPRZ, and RDZ1 TO: PPRZ or PCRZ	Land in multiple zones.	 

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
						
48	Reserve Christensen Lane, Wangaratta (RES1 PS724082)	Wang C055 019zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Land has been dedicated to Council as public open space.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
49	Reserve Creek View End, Wangaratta	Wang C055 018zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Public open space in residential zone.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
50	Reserve 1 Swinburne Drive, Wangaratta	Wang C055 018zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Public park in residential zone.	
51	22-26 Corncob Boulevard, Wangaratta	Wang C055 019zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Land has been dedicated to Council as public open space.	

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
52	Reserve No. 3 Murilla Crescent, Wangaratta	Wang C055 018zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Public open space in residential zone.	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
53	Reserve Ryan Avenue, Wangaratta Lot 1 TP949913 Lot 1 TP211093 Lot 34 LP13527	Wang C055 023zn	Rural City of Wangaratta	FROM: NRZ1 TO: PPRZ	Public land along One Mile Creek / Ryan Avenue open space reserve	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
54	Reserve Ryan Avenue, Wangaratta Unknown Crown Allotment Res 2 PS434095 Lot 1 TP878388 Lot 1 TP878413	Wang C055 023zn	Rural City of Wangaratta	FROM: GRZ1 and PPRZ TO: PPRZ	Public land in two zones	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
55	Reserve Ryan Avenue, Wangaratta Lot 1 TP949884	Wang C055 023zn	Rural City of Wangaratta	FROM: GRZ1 and PPRZ TO: PPRZ	Public land in two zones	

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
56	Reserve Ryan Avenue, Wangaratta Res 1 LP117871	Wang C055 018zn	Rural City of Wangaratta	FROM: GRZ1 and PPRZ TO: PPRZ	Public land along One Mile Creek / Ryan Avenue open space reserve	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
57	70-74 Ryan Avenue, Wangaratta	Wang C055 023zn	Rural City of Wangaratta	FROM: NRZ1, PPRZ and PUZ6 TO: PPRZ	Land in multiple zones.	

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
58	Reserve Silver Wattle Drive, Wangaratta Res 1 P5629157	Wang C055 023zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Public land used for recreation and pedestrian / cycle access	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
59	Reserve Willow Drive, Wangaratta Res 1 PS643865 Res 1 PS713895	Wang C055 019zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Public land along Three Mile Creek / Willow Drive open space reserve	



#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
60	Three Mile Creek Reserve, Wangaratta-Yarrowonga Road, Wangaratta Lot 1 TP15072 Res 1 LP87595	Wang C055 019zn and 022zn	Rural City of Wangaratta	FROM: IN1Z, SUZ2 and PPRZ TO: PPRZ	Public land in multiple zones	

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
61	<p>Three Mile Creek Reserve, Wangaratta-Yarrowonga Road, Wangaratta</p> <p>CA 2A, Sec 9, Parish of Wangaratta</p> <p>Res 1 LP148685</p> <p>Res 1 LP148684</p> <p>Res 1 PS802105</p> <p>Res 1 LP146884</p>	Wang C055 019zn	Rural City of Wangaratta	FROM: GRZ1 TO: PPRZ	Public land along Three Mile Creek open space reserve	


#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
62	Vincent Road, Wangaratta (Scout Park) Lot 1 TP163344	Wang C055 023zn	Rural City of Wangaratta	FROM: GRZ1 and PPRZ TO: PPRZ	Public land on one title in two zones.	


Proposed Overlay Changes**Heritage Overlay**

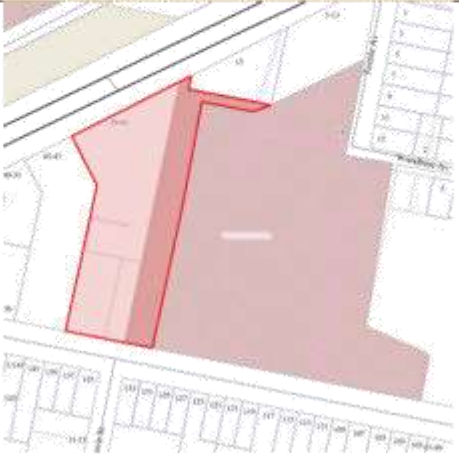
	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
	BOORHAMAN					
63	Boorhaman State School 1548 Boorhaman Road, Boorhaman	Wang C055 Map 6HO	Private Land	Change the location of the Heritage Overlay	The mapped overlay covers the dwelling on the property not the school which it is intended TO cover (HO212)	

	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
ELDORADO						
64	19 and 21 McGregor Street, Eldorado	Wang C055 Map 15HO	Private Land	Heritage Overlay to be correctly aligned with cadastral boundaries.	The current boundary of the Heritage Overlay does not match the property boundary (HO297).	
MILAWA						
65	1/17 Milawa- Bobinawarra Road MILAWA 2/17 Milawa- Bobinawarra Road MILAWA	Wang C055 Map 37HO	Private Land	Heritage Overlay to be correctly aligned with cadastral boundaries.	The current boundary of the Heritage Overlay does not match the property boundary (HO152)	



	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
	3/17 Milawa-Bobinawarrah Road MILAWA					
	4/17 Milawa-Bobinawarrah Road MILAWA					
	Lot 3 PS 749821 Milawa-Bobinawarrah Road MILAWA					
	(Milawa Cheese Factory and ancillary uses)					



	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
	WANGARATTA					
66	8 Larkings Street, Wangaratta	Wang C055 Map 20HO	Private Land	Heritage Overlay to be correctly aligned with cadastral boundaries.	The current boundary of the Heritage Overlay does not match the property boundary (HO111).	

	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
67	53 Swan Street & 2 Larkings Street, Wangaratta	Wang C055 Map 20HO	Private Land	Heritage Overlay to be correctly aligned with cadastral boundaries.	The current boundary of the Heritage Overlay does not match the property boundary (HO143).	

	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
68	29-43 Tone Road, Wangaratta (Wangaratta Motors)	Wang C055 Map 23HO	Private Land	Remove HO131 from the subject land	HO131 relates to Wangaratta Spinning Mills on the adjoining 18 Textile Avenue; not the subject site	

Public Acquisition Overlay

	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
69	7 Baker Street, Wangaratta (Dan Murphys)	Wang C055 Map 20PAO	Private Land	Removal of the PAO from site	PAO no longer required. Land has been acquired.	
70	34-38, 40, 42 and 48 Faithfull Street	Wang C055 Map 21PAO	Private Land	Removal of the PAO from site	PAO no longer required. Infrastructure has been constructed (river precinct boardwalk) without the need this land to be acquired.	


	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
71	50-54 Faithfull Street, Wangaratta (Ovens Riverside Square & Boardwalk)	Wang C055 Map 21PAO	Private Land	Removal of the PAO from site.	PAO no longer required. Land has been acquired.	
72	49-59 Ovens Street, Wangaratta (Woolworths)	Wang C055 Map 20PAO	Private Land	Removal of the PAO from site	PAO no longer required	

Minor Ordinance Changes

	Ordinance	Proposed Change	Need for Change
73	Schedule to Clause 43.01 Heritage Overlay	Correct the address within 'Heritage Place' column for HO162 FROM: 150 Buckland Gap Road, Murmungee TO: 999 Buckland Gap Road, Murmungee	Error in the Overlay Schedule
74	Schedule to Clause 43.01 Heritage Overlay	Correct the address within 'Heritage Place' column for HO131 FROM: 5-7 Tone Road, Wangaratta TO: 18 Textile Avenue, Wangaratta	Error in the Overlay Schedule
75	Schedules 1 and 2 to Clause 44.06 Bushfire Management Overlay	Replace all references throughout the Schedules; FROM: Clause 52.47 TO: Clause 53.02 AND FROM: Clause 44.06-4	Error in reference to other clauses within the Planning Scheme. Amendment VC148 updated and renumbered bushfire clauses without updating the subject schedules. The schedules no longer reference the intended bushfire provisions.

	Ordinance	Proposed Change	Need for Change
		TO: Clause 44.06-5	

Draft Minor Changes – Non-prescribed Amendment – Proposed C83 (full exhibition)**Mapping Updates and Proposed Zone Changes**

#	Address	Planning Scheme Maps	Owner	Proposed Change	Need for change	
	WANGANDARY					
1	32 and 58 Adams Road, Wangandary 70 Gerrett Road, Wangandary 36 and 53 Hylton Road, Wangandary	Wang C055 011zn and 017zn	Private Land	FROM: FZ and RCZ TO: RCZ	Land on one title in two zones.	

Minor Ordinance Change

#	Ordinance	Proposed Change	Need for Change
2	Schedule to 32.05 Township Zone	<p>Amend the schedule to the TZ:</p> <p>1.0 Permit requirement</p> <p>Is a permit required to construct or extend a dwelling on a lot between 300 square metres and 500 square metres?</p> <p><u>Change:</u></p> <p>FROM:</p> <p>Yes</p> <p>TO:</p> <p>No</p>	<p>Generating unnecessary permits for development in an area that is appropriate for residential development at that scale. Relevant siting considerations under the Building Regulations are consistent with the Planning Scheme and will still be addressed; albeit in a more efficient manner.</p> <p>300 square metres is consistent with other residential zones; Mixed Use Zone and Residential Growth Zone.</p>
3	Schedule to 32.08 General Residential Zone	<p>Amend the schedule to the GRZ:</p> <p>1.0 Permit requirement</p> <p>Is a permit required to construct or extend a dwelling on a lot between 300 square metres and 500 square metres?</p> <p><u>Change:</u></p> <p>FROM:</p> <p>Yes</p>	<p>Generating unnecessary permits for development in an area that is appropriate for residential development at that scale. Relevant siting considerations under the Building Regulations are consistent with the Planning Scheme and will still be addressed; albeit in a more efficient manner.</p> <p>300 square metres is consistent with other residential zones; Mixed Use Zone and Residential Growth Zone.</p>

#	Ordinance	Proposed Change	Need for Change
		TO: No	

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Wangaratta LDRR Strategy Draft 16032020

VERSION

1

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ACRONYMS

BMO	Bushfire Management Overlay
BPA	Bushfire Prone Area
CFA	Country Fire Authority
DELWP	Department of Environment, Land, Water and Planning
ERP	Estimated Resident Population
FZ	Farming Zone
LDRZ	Low Density Residential Zone
RLZ	Rural Living Zone
RCoW	Rural City of Wangaratta
URP	Usual Resident Population

1. INTRODUCTION

1.1. ENGAGEMENT

Urban Enterprise was engaged by the Rural City of Wangaratta (RCoW) to prepare a Low Density and Rural Residential Strategy (the **Strategy**) for the municipality.

The purpose of the Strategy is to identify the future need for low density and rural living zoned land and to respond with a strategy to ensure this need can be met in order to provide current and future residents with a diverse range of housing options.

1.2. STUDY AREA, SCOPE AND TIMEFRAME

The **study area** for this Strategy includes all land within the Rural City of Wangaratta.

The **scope** of the analysis relates to land within the Low Density Residential Zone (LDRZ) and the Rural Living Zone (RLZ).

The **planning horizon** adopted for the Strategy is 30 years. This has regard to the requirements of state policy to plan for land supply to accommodate at least 15 years of demand and the need to ensure that a strategic and long-term approach to planning for housing in the study zones is applied.

1.3. REPORT STRUCTURE

This report is the Draft Strategy.

Two other reports form part of the study, including a **Summary Report** and an **Appendices Report**.

This Draft Strategy report includes the following sections:

- **Section 2 - Strategic and Planning Context:** A review of relevant State and Local Planning Policy relevant to low density and rural living land supply in the municipality.
- **Section 3 - Supply Assessment:** An assessment of the current low density and rural living land supply available in the municipality and the capacity of these areas to accommodate additional dwellings.
- **Section 4 - Demand Assessment:** An assessment of the demand for low density and rural residential land, having regard to recent development activity, demographic trends and population projections, followed by an assessment of the extent to which the current land supply can meet projected housing needs in terms of both location and quantity, and the need for any further land over the planning horizon of the strategy.
- **Section 5 - Investigation Areas:** Identification of potential future land supply areas suitable for investigation further development and assessment of their relative suitability against a range of criteria.
- **Section 6 - Strategy:** Provides recommended actions to implement the Low Density and Rural Residential Strategy.

Supporting analysis and reports, including a consultation report, infrastructure assessment and bushfire risk assessment are included in the Appendices Report.

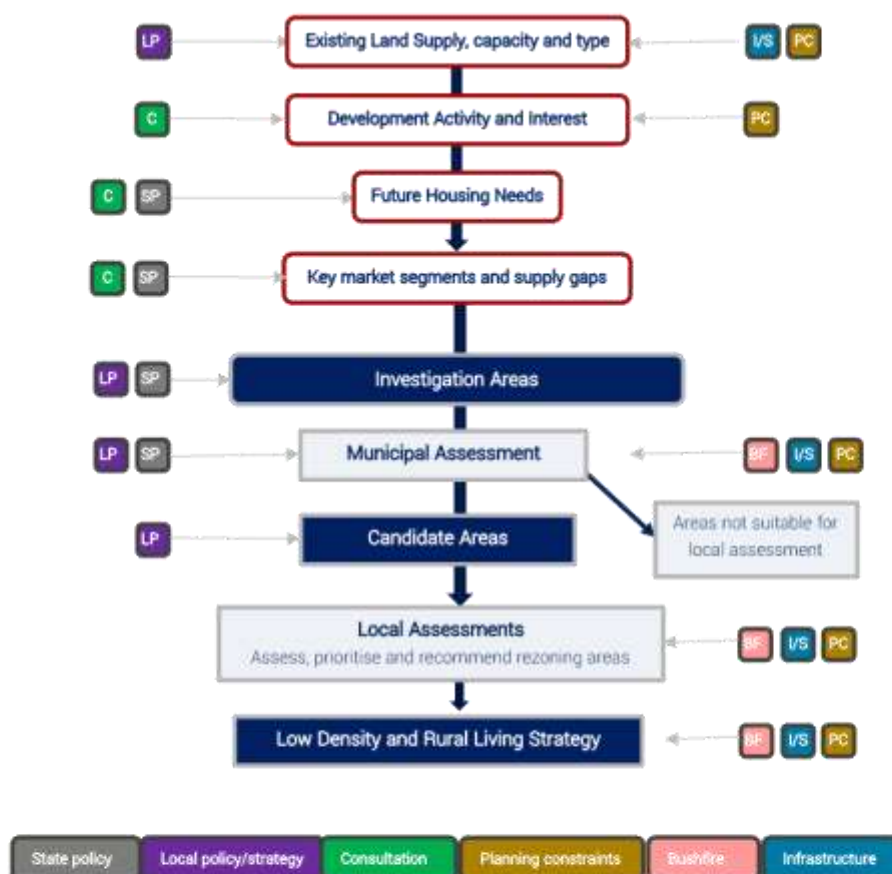
1.4. APPROACH

The approach to preparing the Strategy involved analysis of state and local planning policy, technical assessments of housing demand and supply, bushfire risk and infrastructure serviceability, and consultation with Council, the community, landowners and interested developers.

Figure F1 summarises the steps undertaken for the Strategy and the points in the process where technical input, consultation and policy were taken into account. The process was driven by the needs of housing market segments - where gaps were identified in the availability of suitable land, an assessment of the suitability of investigation areas to meet these gaps was undertaken. A number of investigation areas were already identified in local policy and strategies, while others were identified during the strategy process.

The assessment of investigation areas was first undertaken as a comparative assessment at the municipal level as required by state planning policy, at which point certain investigation areas were not considered for further assessment. The remaining 'candidate areas' were assessed in greater detail before being prioritised.

F1. APPROACH TO THE STRATEGY



Source: Urban Enterprise.

2. STRATEGIC AND PLANNING CONTEXT

2.1. INTRODUCTION

This section provides an overview of the strategic and planning context relevant to the study zones, including relevant practice notes, clauses of the Victorian Planning Provisions and the Wangaratta Planning Scheme and relevant local council strategies.

2.2. PLANNING CONTEXT

2.2.1. PLANNING PRACTICE NOTES

RURAL RESIDENTIAL DEVELOPMENT

Planning Practice Note 37 *Rural Residential Development* provides guidance for the planning of rural residential use and development. Key points relevant to this project include:

- Limited residential development can occur in other rural zones, but generally, land proposed for rural residential development should be included in the Low Density Residential Zone or the Rural Living Zone;
- Development within rural residential zones (including the LDRZ and RLZ) must align with the strategic planning objectives and policy of state and municipality;
- The rezoning of land to a rural residential zone must be supported by evidence outlining the need for housing;
- Land which is suitable for residential use at urban densities should not be zoned for rural residential use and development;
- Development within the rural residential zones must be provided with the community infrastructure that is normally expected for residential areas and have appropriate land serviceability; and
- Rural residential use and development must be compatible with surrounding land uses and not have any adverse effects.

APPLYING THE RURAL ZONES

Planning Practice Note 42 *Applying the Rural Zones* provides guidance for strategic work relating to the application of rural zones. The practice note identifies the purpose and features of each rural zone and where they may be applied. The following key points are relevant to this project:

- The purpose of the Rural Living Zone (RLZ) is to implement the PPF and local policy and to provide residential use in rural settings;
- Farming activity may be undertaken on RLZ lots provided the natural environment is not adversely affected;
- As farming activity is permitted, lot sizes can be quite large;
- Development within the RLZ must be provided with the community infrastructure that is normally expected for residential areas;
- The application of the Low Density Residential Zone (LDRZ) should be considered when the objective of the Planning Authority is to "encourage rural residential development at densities that are de facto large residential lots or which would preclude farming activities".

2.2.2. VICTORIAN PLANNING PROVISIONS

CLAUSE 11 SETTLEMENT

Clause 11 Settlement of the Victorian Planning Provisions outlines the role of planning in preparing for the needs of existing and future communities including housing. Relevant provisions include:

- *Clause 11.01-1S Settlement* outlines the objective and strategies for Settlement in Victoria. The objective is to promote sustainable growth and development of Victorian settlements. The policy identifies that investment and growth should be focused to major regional cities including Wangaratta.
- *Clause 11.01-1R Settlement – Hume* outlines the planning strategies for settlement within the Hume region. It is identified that there is a need to facilitate growth and development in regional cities including Wangaratta.
- *Clause 11.02-1S - Supply of Urban Land* outlines the need to ensure sufficient land is available for a range of uses including residential. Strategies include the need to plan to accommodate projected population growth for at least 15 years. When planning for urban growth the following needs to be considered:
 - Neighbourhood character, landscape considerations and land capability;
 - Service limitation; and
 - Opportunities for the consolidation, redevelopment and intensification of existing urban areas.

CLAUSE 16 HOUSING

Clause 16 Housing of the Victorian Planning Provisions outlines the role of planning in providing housing diversity and in providing infrastructure required to support housing. Relevant provisions include:

- *Clause 16.01-1S Integrated Housing* outlines the need to promote a housing market which meets the needs of the community. Strategies include ensuring there is a range of housing provided and that housing developments are integrated with infrastructure and services.
- *Clause 16.01-2S Location of Residential Development* identifies the need for residential development to be located in areas with good access to jobs, services and transport.
- *Clause 16.01-3S Housing Diversity* outlines the need to provide a range of housing types to meet needs of the community. Key strategies to achieve this include ensuring diverse housing meets the needs and changing needs of households, ensuring the housing stock matches changing demand and to ensure planning in growth areas provides a range of housing on a variety of lot sizes.
- *Clause 16.01-4S Housing Affordability* outlines the need to deliver affordable housing that is located close to services, transport and jobs.
- *Clause 16.01-5S Rural Residential Development* outlines the need to identify suitable land for residential development in rural areas. Key strategies include demonstrating the need for this housing type and to identify locations for rural residential development through a housing and settlement strategy, and to ensure planning for rural residential development does not have adverse social, environmental and economic impacts.

2.2.3. RURAL CITY OF WANGARATTA LOCAL PLANNING POLICY FRAMEWORK

CLAUSE 21.02 SETTLEMENT

Clause 21.02 Settlement of the Wangaratta Planning Scheme provides the policy directions and objectives for settlement within the municipality. The policy establishes a settlement hierarchy, identifies the demand for low density residential lots and identifies locations which are to accommodate future residential growth.

Key policy directions in relation to low density and rural residential development include the identification of townships, such as Oxley, Glenrowan and Milawa, and rural townships such as Tarrawingee and Everton, where there is demand for low density and rural residential land. Other directions include:

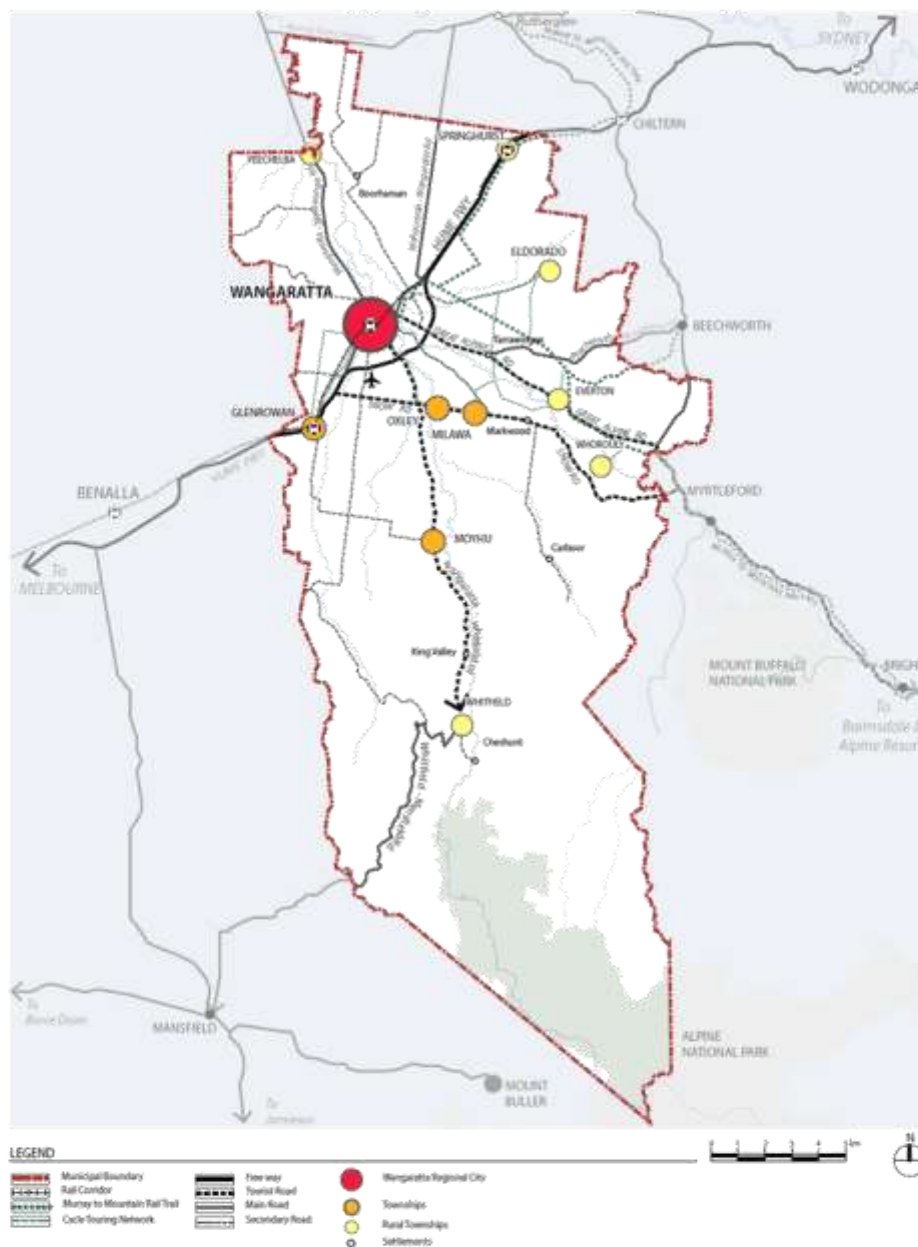
- Locations to be rezoned for Rural Living must be in proximity to an existing township or rural township and must not be on highly productive agricultural land.

- Areas must also be able to be serviced by infrastructure and have access to physical and community infrastructure.

The policy also identifies the need for a review of the application of the LDRZ around Wangaratta Regional City.

Figure F2 shows the Strategic Framework Plan for the municipality.

F2. STRATEGIC FRAMEWORK PLAN



Source: Wangaratta Planning Scheme Clause 21.02

DRAFT LOW DENSITY AND RURAL RESIDENTIAL STRATEGY

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CLAUSE 21.07 HOUSING

Clause 21.07 Housing of the Wangaratta Planning Scheme provides the policy directions and objectives for housing within the municipality.

In relation to low density and rural residential development, the policy includes the following points:

- Separate dwellings on low density residential land will increase as townships and the land adjacent to townships develops;
- Rural residential style housing will be directed to land zoned for this purpose and to low-density residential estates around serviced Townships;
- A moderate increase in residential development in rural areas around Rural Townships is anticipated with an increase in future population;
- Avoid residential development that will undermine the environmental and agricultural values of the King Valley and the landscape values of the Warby Ranges, King Valley and Glenrowan Gap; and
- Investigate rural living opportunities around Wangaratta Regional City and Townships (Oxley, Milawa, Moyhu and Glenrowan).

2.3. COUNCIL PLANNING STRATEGIES

A number of strategies have been prepared by Council over the past 20 years that are relevant to this project. The most relevant are summarised as follows.

2.3.1. MUNICIPAL LAND STRATEGY, 2004

The Wangaratta Municipal Land Strategy 2004 identified trends in relation to land use development within the Rural City of Wangaratta and provides a number of recommendations for future land use and development.

The Strategy found that development trends indicated that there was approximately 13 years supply of residential land. In response, the strategy recommended the rezoning of land while also ensuring the availability of rural living blocks close to the Wangaratta city area.

2.3.2. POPULATION AND HOUSING STRATEGY 2013

The Rural City of Wangaratta Population and Housing Strategy 2013 is a reference document to the Wangaratta Planning Scheme and sets out the strategic direction for population and housing within the municipality.

The strategy provides an overview and analysis of population and housing trends and identifies opportunities, constraints and future urban form and housing growth scenarios for the Rural City. The Strategy also provides a series of population and housing objectives and strategic directions, housing priorities and an action and implementation plan.

In relation to low density residential land supply, the Strategy recommended that the existing supply should be used to satisfy demand until 2031 and additional land should be provided if demand exceeds supply.

The scale of historical and projected population and dwelling growth in the municipality used to inform the Strategy is outlined below:

- The historical average growth of dwellings identified in the strategy is 1.4% per annum;
- The historical average population growth rate was 0.4% per annum; and
- The Strategy identified future supply of 8,752 lots across all lot types and includes 7,170 future residential (unzoned) lots, 820 broadhectare lots and 251 non-urban lots. The majority of these future residential (unzoned) and broadhectare lots are in Wangaratta while the locations with the greatest number of future non-urban lots are Wangaratta (107 lots), Peechelba (25 lots), and Milawa (24 lots).

Based on projections, the Strategy identifies demand for between 820 additional lots (low scenario) and 3,510 additional lots (high scenario) between 2011 and 2031, equating to between 41 and 176 additional dwellings per annum. The low scenario includes no low density lots and 5 rural housing lots. The high scenario includes demand for an additional 15 dwellings per annum in low density and rural living, including:

- 107 low density lots in Wangaratta City;
- 84 low density lots in townships; and
- 115 rural housing lots.

The Strategy also identified that future dwelling growth is proposed to be accommodated in urban areas in Wangaratta City and to the north-west and south of Wangaratta City.

2.3.3. RURAL LANDSCAPE ASSESSMENT STUDY, 2009 (REVIEWED 2012)

The Rural Landscape Assessment Study 2009 provides an assessment of rural land within the Rural City of Wangaratta. The study identified areas of high significance and recommends further planning controls including the application of the Significant Landscape Overlay (SLO). Areas identified include King Valley, Glenrowan Gap and Warby Ranges.

2.3.4. RURAL CITY OF WANGARATTA RURAL STRATEGY, 2015

The Rural City of Wangaratta Rural Strategy 2015 provides guidance and recommendations for the current and future use of rural land within the municipality. The Rural Strategy included the following actions and recommendations in relation to the rezoning of farming land for rural residential use and development:

- Support the rezoning of farming land identified in the 2015 Glenrowan, Milawa and Oxley Township Development Plans for rural living;
- Identifies South Wangaratta as potentially suitable for residential purposes however further work is identified as being needed to resolve issues such as drainage. Other areas in RCoW identified for further investigation include land bounded by Warby Range Road, Shanley Street and Gravel Pit Road, land located to the east of Church Lane in Milawa and land bounded by the Hume Freeway, Warby Range Road and the existing RLZ fronting Taminick Gap Road;
- Supports the rezoning of farming land in pockets based on existing land use and historic subdivision. Areas identified include the 'Oxley Triangle' located to the west of the Oxley township and 'Milawa Triangle' located to the north of the Milawa township. The primary intent of the rezoning of these pockets was to reflect existing land uses.

The Strategy identified a number of future investigation areas for low density and rural living – these are shown in **Appendix A** of this report.

Council sought to introduce the Rural Strategy into the Planning Scheme through Planning Scheme **Amendment C69**. As part of the amendment process, a planning panel hearing was held in 2016.

The planning panel report provides a detailed discussion and considers a range of issues including the planning context, strategic context and area specific rezoning. In relation to the rezoning of land to the RLZ, the Panel found that further strategic work was required prior to the rezoning of land in Milawa and in Wangaratta South. On this basis, the rezoning of farming land to the RLZ was not supported by the Panel.

As a result, the proposed rezoning of certain areas to the RLZ have not been completed and the proposed rezoning and investigation areas identified in the Rural Strategy have been considered as part of this Strategy, having regard to the overall approach to land supply and current state planning policy requirements.

2.4. TOWNSHIP AND GROWTH AREA PLANS

Council has adopted a number of township plans and growth area plans that are included in the Planning Scheme. These are summarised as follows.

2.4.1. RURAL CITY OF WANGARATTA TOWNSHIP DEVELOPMENT PLANS

Township Development Plans exist for the towns of Milawa, Oxley and Glenrowan. Plans are shown in **Appendix B**. A Township Development Plan for Moyhu is currently under preparation.

MILAWA TOWNSHIP DEVELOPMENT PLAN

The Milawa Township Development Plan (2015) provides guidance for the future development of the town. The plan provides a series of recommendations for the future use and development and identifies land to the west of the town as a future investigation area for residential uses. In relation to LDRZ and RLZ the plan recommends:

- Support LDRZ development in the north of the town (lot sizes of 0.2ha if connected to sewer along Milawa-Bobinawarra Road and 4ha outside of this); and
- Progress rezoning of land in the north of the town to RLZ1 (between Kerrs Road – east of Factory Land and the Cheese factory).

OXLEY TOWNSHIP DEVELOPMENT PLAN

The Oxley Township Development Plan (2015) provides guidance for the future development of Oxley. The plan provides a series of recommendations for the future use and development of land within the town into the future.

In relation to LDRZ and RLZ, the plan recommends:

- Investigating the rezoning potential of land in the south west of the township to LDRZ; and
- Rezoning land to the west of the town to RLZ (subject to an approved rural land use strategy).

In addition, land in the north, west and south west of the township is identified as a future investigation area by the plan.

GLENROWAN TOWNSHIP DEVELOPMENT PLAN

The Glenrowan Township Development Plan (2015) provides guidance for the future development of Glenrowan. The plan provides a series of recommendations for the future use and development of land within the town into the future.

In relation to LDRZ and RLZ, the plan recommended:

- Short Term: *Progress rezoning and planning applications for land in precinct H (a) subject to suitable land capability studies that address drainage capacity and disposal of wastewater;*
- Medium Term: *Progress rezoning of land in precinct G to RLZ1 subject to suitable land capability and servicing studies;*
This action will ensure the rezoning reflects the existing development pattern, but ensures that the land is able to be adequately serviced and drained to enable development (such as construction of dwellings) to occur;
- Long Term: *Consider rezoning precinct H(b) subject to demand and suitable land capability studies that address drainage capacity and disposal of wastewater.*
This action should only be activated should land supply in Precinct H(a) be exhausted, and demand for additional RLZ be demonstrated.

DRAFT BACKGROUND REPORT FOR MOYHU TOWNSHIP DEVELOPMENT PLAN

The draft background report for the Moyhu Township Development Plan provides information relating to the historic population and dwelling growth of the town. The report identifies no dwellings have been constructed in the LDRZ over the past 17 years and that there is capacity for 25 new dwellings in the LDRZ. Recent extension of reticulated sewerage infrastructure to the town is expected to promote greater development opportunities in the town.

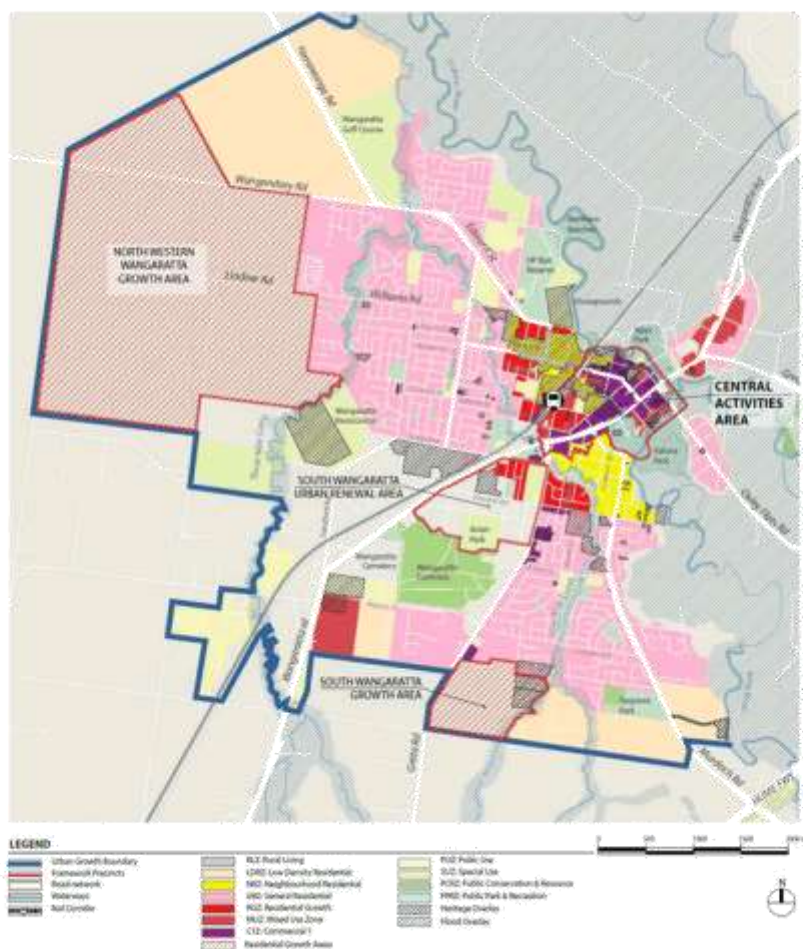
2.4.2. GROWTH AREA STRUCTURE PLANS

Two urban growth areas have been approved via Amendment C71, as extensions to the urban area of Wangaratta:

- The Wangaratta South Growth Area Structure Plan outlines a planning and development framework for land to the south of Cribbes Road, west of Greta Road and north of Clarkes Lane and east of One Mile Creek. The Plan identifies a density target of 10 lots per net developable hectare and identifies land for standard density residential and diverse housing / medium density residential development;
- The Wangaratta North West Growth Area Structure Plan outlines the planning and development framework for land to the south of Wangandary Road, west of Reith Road, and east of Christensen Lane and Worland Road.

The location of these growth areas is shown in Figure F3.

F3. RESIDENTIAL GROWTH AREAS IN WANGARATTA



Source: Clause 21.02-3 Settlement of the Wangaratta Planning Scheme.

2.5. INFRASTRUCTURE STRATEGIES

The following infrastructure strategies have been reviewed as part of this Strategy.

2.5.1. NORTH EAST WATER SUPPLY DEMAND STRATEGY (2012)

North East Water provides water and wastewater services to an estimated population of 115,000 people across 39 communities in north east Victoria. North East Water is responsible for 21 water delivery systems across its area of operation.

In 2012, North East Water recently revised its Water Supply Demand Strategy (WSDS). The WSDS aims to identify the best mix of measures to maintain a balance between the demand for water and available supply in urban supply systems now and into the future.

2.5.2. NORTH EAST REGIONAL CATCHMENT STRATEGY (NECMA, 2013)

A Regional Catchment Strategy (RCS) is the primary integrated planning framework for land, water and biodiversity management in each of the ten catchment management regions of Victoria. The North East RCS aims to provide focused, integrated and coordinated direction for all natural resource management activities in the North East. It includes processes that can be used to assess the condition of land, water and biodiversity and seeks to encourage and support participation of landholders, resource managers and other members of the community in catchment management.

2.5.3. WANGARATTA URBAN WATERWAYS FLOOD INVESTIGATION (WATER TECHNOLOGY, 2017)

The report provides an improved understanding of flood behaviour through the study area which assists with planning decisions. The results of the investigation can be used to guide future development of Wangaratta and outlying areas. The modelling also focused on the expansion of the Wangaratta Aerodrome precinct which found the impacts to be minor.

2.5.4. DOMESTIC WASTEWATER MANAGEMENT PLAN (2018)

The Domestic Wastewater Management Plan (DWMP) is a document that sets out the required management processes for Council to manage domestic wastewater throughout the municipality.

This includes all onsite systems, whether they are located on the fringe of a sewer urban area, in a small town, in a rural residential area or at isolated farmhouses.

2.5.5. GUIDELINES FOR THE PROTECTION OF WATER QUALITY, 2001

The North East Planning Referrals Committee (NEPRC) was formed in 1999 between a number of government authorities with a vision to prepare an integrated set of guiding documents, policies and requirements to cover a wide range of development activities with a particular emphasis on water quality protection. The purpose of packaging this information is to provide local government, other agencies and the community with knowledge about water quality protection in land development assessment.

The guidelines include information relating to Development in Floodplains and across Natural Drainage Lines – New Dwellings and Subdivisions, guidelines for Infrastructure Development on or Adjacent to Waterways, Guidelines for Septic Tank Systems including Package Treatment Plants.

2.6. BUSHFIRE STRATEGIES AND POLICY

The following bushfire strategies and policies were reviewed and taken into consideration as part of this Strategy. Following the 2009 Bushfire Royal Commission, the Victorian Planning Policy Framework was reformed through Amendment VC140 (gazetted 12 December 2017) to implement the land use planning recommendations of the Commission. These reforms have prioritised protecting human life above other policy considerations and therefore bushfire risk is a key consideration of this Strategy. Most of Council's previous planning strategies were prepared prior to gazettal of these new state bushfire planning policies.

2.6.1. STATE PLANNING POLICY - CLAUSE 13.02-1S

The Planning Policy Framework seeks to increase the Victorian community's resilience to bushfire through risk-based planning that prioritises the protection of human life.

Clause 13.02-1S – Bushfire planning applies to all planning and decision making under the Planning and Environment Act 1987 relating to land that is within a Bushfire Prone Area (BPA), subject to a Bushfire Management Overlay (BMO) or area proposed to be developed in a way that may create a bushfire hazard.

The objective of Clause 13.02-1S is “to strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life.”

The strategies that underpin Clause 13.02-1S include:

- Give priority to the protection of human life by:
 - Prioritising the protection of human life over all other policy considerations.
 - Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire.
 - Reducing the vulnerability of communities to bushfire through the consideration of bushfire risk in decision making at all stages of the planning process.

Of particular relevance to this Strategy, Clause 13.02-1S sets out the following strategy for settlement planning:

- Plan to strengthen the resilience of settlements and communities and prioritise protection of human life by:
 - Directing population growth and development to low risk locations, being those locations assessed as having a radiant heat flux of less than 12.5 kilowatts/square metre under AS 3959-2009 Construction of Buildings in Bushfire-prone Areas (Standards Australia, 2009).
 - Ensuring the availability of, and safe access to, areas assessed as a BAL-LOW rating under AS 3959-2009 Construction of Buildings in Bushfire-prone Areas (Standards Australia, 2009) where human life can be better protected from the effects of bushfire.
 - Ensuring the bushfire risk to existing and future residents, property and community infrastructure will not increase as a result of future land use and development.
 - Achieving no net increase in risk to existing and future residents, property and community infrastructure, through the implementation of bushfire protection measures and where possible reducing bushfire risk overall.
 - Assessing and addressing the bushfire hazard posed to the settlement and the likely bushfire behaviour it will produce at a landscape, settlement, local, neighbourhood and site scale, including the potential for neighbourhood-scale destruction.
 - Assessing alternative low risk locations for settlement growth on a regional, municipal, settlement, local and neighbourhood basis.
 - Not approving any strategic planning document, local planning policy, or planning scheme amendment that will result in the introduction or intensification of development in an area that has, or will on completion have, more than a BAL-12.5 rating under AS 3959-2009 Construction of Buildings in Bushfire-prone Areas (Standards Australia, 2009).

Clause 71.02 – Operation of the planning policy framework of the Planning Scheme also provides important guidance on the consideration of bushfire in decision making and how this is to be balanced against other policy considerations. In particular Clause 71.02-3 states the following:

“Planning authorities and responsible authorities should endeavour to integrate the range of policies relevant to the issues to be determined and balance conflicting objectives in favour of net community benefit and sustainable development for the benefit of present and future generations. However, in bushfire affected areas, planning authorities and responsible authorities must prioritise the protection of human life over all other policy considerations.”

2.6.2. LOCAL PLANNING POLICY FRAMEWORK

The following local planning policies have been identified as being particularly relevant in terms of providing direction on how bushfire risks are to be dealt when making decision under the provisions of the Wangaratta Planning Scheme:

- Clause 21.01-2 – Key influences and issues:
Key land use and planning influences relate to (inter alia):
Managing environmental risks including flooding and bushfire.

- Clause 21.04 – Environmental risks:

- Clause 21.04-3 – Bushfire

Context and issues:

Bushfire is a risk within the municipality, particularly in areas located on the outskirts of Rural Townships and Rural Settlements, consistent with a highly vegetated natural environment.

Objectives and strategies

- Objective 1 Mitigate risk of Bushfire
 - Strategy 1.1 Avoid development with high bushfire risk.
 - Strategy 1.2 Apply the Bushfire Management Overlay to areas that are identified as high bushfire hazard and risk (and meet the criteria for mapping the BMO).
- Objective 2 Recognize the value of the vegetation and the natural environment in areas of bushfire risk
 - Strategy 2.1 Minimise buildings and works and development that requires clearing of native vegetation to achieve the required bushfire attack levels (BAL) for the class of construction.
 - Strategy 2.2 Use design techniques that minimize clearing of native vegetation to establish defensible space distances.

2.6.3. INTEGRATED BUSHFIRE HAZARD IDENTIFICATION AND MITIGATION

In Victoria the planning and building system are integrated and two mapping systems are used to identify bushfire risk across the State.

The Bushfire Management Overlay (BMO) is a planning control that is applied to areas that have the potential for extreme bushfire behaviour, such as a crown bushfire and extreme ember attack and radiant heat. These are the type of locations where the creation of new or expanded settlements should be avoided where possible and accordingly the mapping of the BMO has also used as an important input for the landscape scale bushfire assessment undertaken as part of this Strategy.

In the building system, areas that are, or are likely to be subject to bushfire, are designated and mapped as a Bushfire Prone Area (BPA) pursuant to Section 192A of the *Building Act 1993*. This map is used to trigger bushfire construction requirements under the National Construction Code 2016 (National Construction Code) and as noted above this map is now also referenced in Clause 13.02-1S and is to be used to guide decision making in the planning system.

Areas designated as BPA include all areas mapped in the BMO and also include areas that are exposed to lower levels of bushfire hazard – typically grassland environments and other bushfire prone areas where extreme bushfire behaviour is unlikely to be generated. The land that is most likely to be under consideration for rezoning to LDRZ and RLZ is land located in the Farming Zone (FZ) and land in this zoning will all be located in a BPA.

Australian Standard AS.3959-2018 – *Construction of buildings in bushfire prone areas (AS.3959-2018)* is utilised in both the planning system (BMO) and the building system (BPA/National Construction Code) to determine the level of bushfire attack on buildings in bushfire prone areas and to determine the appropriate construction response to mitigate these effects for specified types of buildings.

2.6.4. MECHANISMS OF BUSHFIRE RISK

As noted in the *Technical Guide Planning Permit Applications Bushfire Management Overlay* (DELWP, September 2017) (BMO Technical Guide) there are up to five forms (or mechanisms) of bushfire attack that need to be taken into account when undertaking bushfire assessments. These are:

- Ember attack.

- Radiant heat.
- Localised flame contact.
- Flame contact from the fire front.
- Extreme fire behaviour.

Achieving compliance with the settlement planning strategies of Clause 13.02-1S effectively requires population growth and development to be directed to locations where the mechanisms of bushfire attack are limited to low levels of ember attack and radiant heat (less than 12.5 kilowatts/square metre).

2.6.5. REVIEW OF BACKGROUND REPORTS

The following reports have been reviewed in detail for their analysis and conclusions regarding the level of bushfire risk in the key townships of the RCOW, the development of the assessment methodology and the development of the design principles and bushfire protection measures for consideration within future structure planning:

- Glenrowan Bushfire Assessment (Terramatrix, January 2014);
- Strategic bushfire management plan – Alpine and North East, (Department of Environment, Land Water and Planning, 2015);
- Strategic bushfire risk assessment for the Wangaratta residential growth areas (Terramatrix 2014);
- Wangaratta MFPC – Nov 2017 – Potential fire impact on North Wangaratta (RCOW, unpublished).

The assessment in this report has also been informed by a review of the following documents:

- Community Information Guide – Bushfire – Eldorado (RCOW and CFA, Sep 2107);
- Community Information Guide – Bushfire – Glenrowan-Hamilton Park (RCOW and CFA, Oct 2017);
- Community Information Guide – Bushfire – Whitfield and Cheshunt (RCOW and CFA, Nov 2017);
- Hume Region Regional Bushfire Planning Assessment (Department of Planning and Community Development, April 2012).

2.7. KEY FINDINGS

- State policy supports growth and development of Wangaratta as a regional city.
- State planning policy requires councils to provide land supply to accommodate demand for at least 15 years and to provide direction on where growth should occur. Policy also supports the provision of a range of housing options and the need to identify suitable land for residential development in rural areas.
- Planning Practice Notes identify the need to provide evidence of the demand for housing in order to rezone land to a rural residential zone and highlight the importance of the provision of services the rural residential areas at the same level to that expected in other residential areas. Planning must also consider impacts on surrounding uses, avoidance of high quality agricultural land and areas suitable for residential use at urban densities.
- Numerous Council strategies and policies identify the importance of rural residential land to the housing market and support investigation of further rural residential land in proximity to Wangaratta and the towns of Oxley, Glenrowan, Milawa and Tarrawingee.
- Local policy and strategies highlight the constraints and risks associated with bushfire and flooding in the municipality. State policy requires strategic planning to direct population growth and development to low risk locations and to prioritise the protection of human life over all other policy considerations.

3. LAND SUPPLY AND CAPACITY

3.1. INTRODUCTION

This section of the report includes an assessment of the existing land supply and capacity for dwellings within the LDRZ and RLZ across the municipality.

The method undertaken to estimate the capacity of zoned land to accommodate additional dwellings is provided in **Appendix C**.

3.2. LOCATION, NUMBER OF LOTS AND AREA

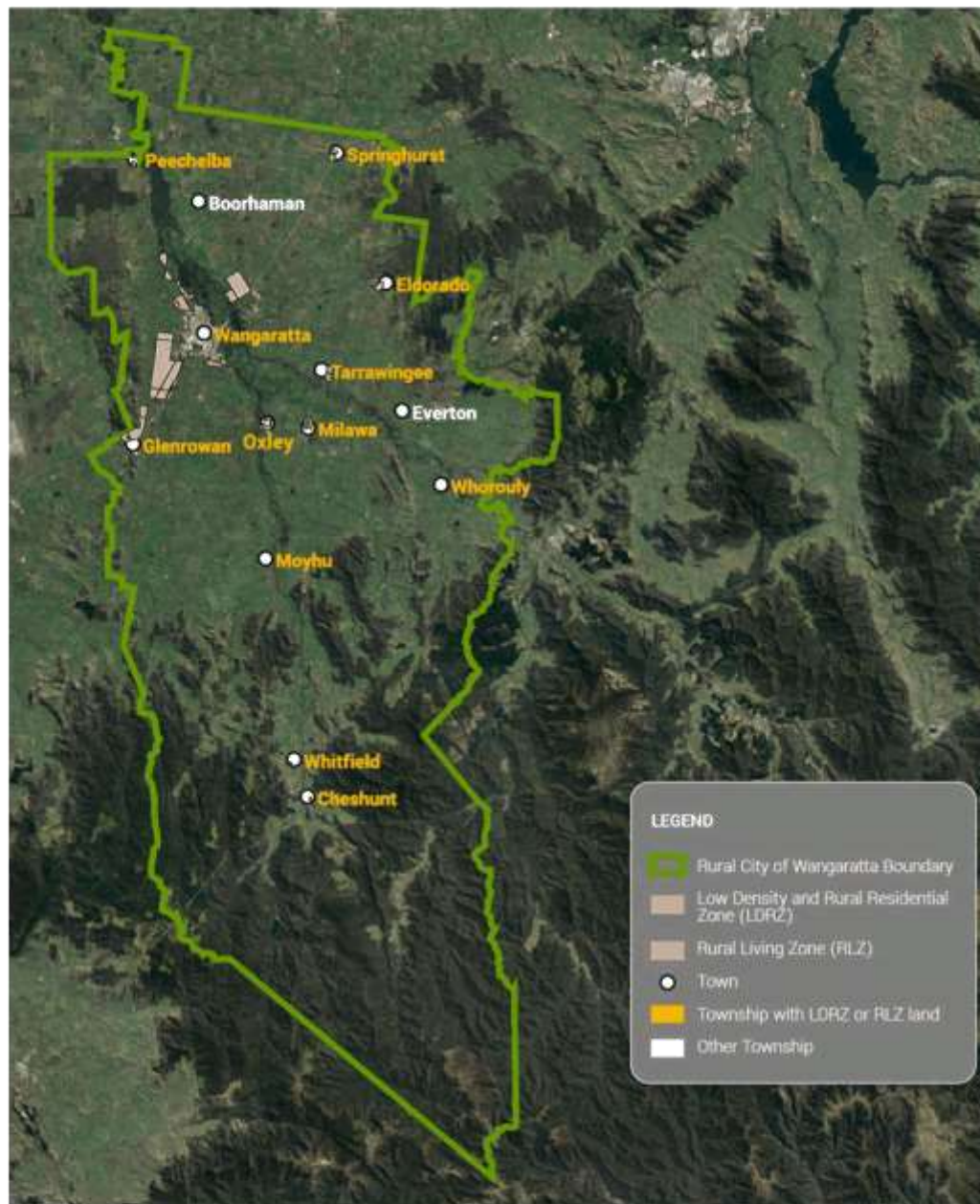
LOCATION

The location of zoned land is shown in Figure F4. Zoned land has been identified by township and separated into the following four precincts in Wangaratta itself:

- Precinct W-1a: to the north-west of the urban area, also known as Waldara;
- Precinct W-1b: to the north-east of the urban area;
- Precinct W-1c: to the south of the urban area; and
- Precinct W-1d: to the south-west of the urban area towards Glenrowan and the Warby Ranges.

A map of each precinct is provided at Appendix D of the Appendix Report.

F4. LOCATION OF LDRZ AND RLZ LAND



Source: Wangaratta Planning Scheme.

NUMBER OF LOTS

As shown in Table T1, there are 1,128 lots within the LDRZ and RLZ in the municipality, including 372 lots in the RLZ and 756 lots in the LDRZ. A large proportion of the lots in the study zones are located in north-west Wangaratta (W-1A, 331 lots) and Glenrowan (G-A, 174 lots) with the two locations accounting for 45% of all lots.

T1. NUMBER OF LOTS BY PRECINCT

Sub-Precinct	RLZ1	RLZ2	TOTAL RLZ	LDRZ1	LDRZ2	LDRZ3	TOTAL LDRZ	Total
Wangaratta (W- 1a)	79	-	79	18	200	34	252	331
Wangaratta (W- 1b)	63	11	74	-	-	-	-	74
Wangaratta (W-1c)	-	-	-	107	-	-	107	107
Wangaratta (W- 1d)	53	100	153	-	-	-	-	153
Glenrowan (G-A)	2	43	45	129	-	-	129	174
Peechelba (P-A)	-	-	-	15	-	-	15	15
Springhurst (S-A)	-	-	-	43	-	-	43	43
Eldorado (E-A)	19	-	19	-	-	-	-	19
Milawa (M-A)	-	-	-	17	74	-	91	91
Whorouly (W-B)	-	-	-	2	-	-	2	2
Moyhu (M-B)	-	-	-	2	-	-	2	2
Whitfield (W-C)	-	-	-	1	-	-	1	1
Oxley (O- A)	-	-	-	56	38	-	94	94
Tarrawingee (T- A)	-	-	-	20	-	-	20	20
Cheshunt (C- A)	2	-	2	-	-	-	-	2
Everton (E-B)	0	0	0	0	0	0	0	0
TOTAL	218	154	372	410	312	34	756	1,128

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

LAND AREA

The total land area of lots in the LDRZ and RLZ in each town is identified in Table T2. In total there is 3,161 hectares of land within the LDRZ and RLZ, comprising 841 ha in the LDRZ and 2,320 ha in the RLZ.

T2. TOTAL LAND AREA (HECTARES) BY PRECINCT

Sub-Precincts	RLZ1	RLZ2	TOTAL RLZ	LDRZ1	LDRZ2	LDRZ3	TOTAL LDRZ	TOTAL
Wangaratta (W- 1a)	179	-	179	34	180	38	253	433
Wangaratta (W- 1b)	120	412	532	-	-	-	-	532
Wangaratta (W-1c)	-	-	-	138	-	-	138	138
Wangaratta (W- 1d)	120	1,181	1,301	-	-	-	-	1,301
Glenrowan (G-A)	62	184	247	86	-	-	86	332
Peechelba (P-A)	-	-	-	31	-	-	31	31
Springhurst (S-A)	-	-	-	60	-	-	60	60
Eldorado (E-A)	54	-	54	-	-	-	-	54
Milawa (M-A)	-	-	-	20	73	-	94	94
Whorouly (W-B)	-	-	-	2	-	-	2	2
Moyhu (M-B)	-	-	-	6	-	-	6	6
Whitfield (W-C)	-	-	-	6	-	-	6	6
Oxley (O- A)	-	-	-	41	45	-	86	86
Tarrawingee (T- A)	-	-	-	80	-	-	80	80
Cheshunt (C- A)	6	-	-	-	-	-	-	6
Everton (E-B)	0	0	0	0	0	0	0	0
TOTAL	541	1,778	2,320	503	299	38	841	3,161

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

3.3. SUBDIVISION CONTROLS

Land in the LDRZ and RLZ is subject to minimum lot size controls for subdivision. Table T3 provides a summary of the controls. A detailed list of the subdivision controls is included in **Appendix C**.

T3. SUBDIVISION CONTROLS SUMMARY

ZONE	Location	ON SEWER		OFF SEWER	
		Hectares	Acres	Hectares	Acres
RLZ					
Schedule 1	All land	2 Ha	5	2 Ha	5
Schedule 2	All land	8 Ha	20	8 Ha	20
LDRZ					
Schedule 1	Waldara Low Density (W-1a)	1 Ha	2.5	1 Ha	2.5
	All other land	0.2 Ha	0.5	1 Ha	2.5
Schedule 2	All land	0.4 Ha	1	1 Ha	2.5
Schedule 3	All land	0.6 Ha	1.5	1 Ha	2.5

Source: Wangaratta Planning Scheme.

It is noted that the above lot sizes reflect the current controls within the Wangaratta Planning Scheme. Council has the ability to vary these lot sizes above the minimum size prescribed within the Planning Policy Framework (LDRZ and RLZ), through the creation of a new schedule.

3.4. VACANT LOTS

Analysis of Council's property database and aerial photography was undertaken to identify vacant lots. A lot is considered vacant if there is no dwelling evident.

Vacant lots were classified as either single house lots (those with no further subdivision potential under the minimum lot size in the planning scheme) or a vacant lot with capacity to accommodate multiple lots.

Table T4 shows that 89 vacant single lots were identified. The majority of these lots are located in Wangaratta sub precincts W-1c (40 lots) and W-1a (22 lots) in recently subdivided areas. It is likely that many of these lots have been sold and will be occupied with a dwelling in the short term.

The supply maps in **Appendix D** show the location of each vacant lot.

T4. NUMBER OF VACANT LOTS BY ZONE AND PRECINCT

Precinct	RLZ1	RLZ2	TOTAL RLZ	LDRZ1	LDRZ2	LDRZ3	TOTAL LDRZ	TOTAL
Wangaratta (W- 1a)	0	0	0	0	20	2	22	22
Wangaratta (W- 1b)	1	1	2	0	0	0	0	2
Wangaratta (W- 1c)	0	0	0	40	0	0	40	40
Wangaratta (W- 1d)	0	5	5	0	0	0	0	5
Glenrowan	0	3	3	2	0	0	2	5
Peechelba	0	0	0	1	0	0	1	1
Springhurst	0	0	0	1	0	0	1	1
Eldorado	0	0	0	0	0	0	0	0
Milawa	0	0	0	1	0	0	1	1
Whorouly	0	0	0	2	0	0	2	2
Moyhu	0	0	0	0	0	0	0	0
Whitfield	0	0	0	0	0	0	0	0
Odey	0	0	0	3	3	0	6	6
Tarrawingee	0	0	0	3	0	0	3	3
Cheshunt	1	0	1	0	0	0	0	1
Everton	0	0	0	0	0	0	0	0
TOTAL	2	9	11	53	23	2	78	89

Source: Base Information, Council property Database 2019, analysed by Urban Enterprise 2019.

Table T5 shows the lot size profile of single vacant lots in the LDRZ and RLZ. For currently vacant lots, there is a clear lack of lots greater than 0.5ha in area with only 15 across the municipality.

T5. SINGLE VACANT LOT SIZE PROFILE BY SIZE AND PRECINCT

Precinct	0- 2,000 sqm	2,000- 5,000 sqm	5,000 sqm – 1ha	1ha- 2ha	2-4ha	4-8ha	8ha+	Total
Wangaratta (W- 1a)	0	22	0	0	0	0	0	22
Wangaratta (W- 1b)	0	0	0	1	0	0	1	2
Wangaratta (W- 1c)	5	35	0	0	0	0	0	40
Wangaratta (W- 1d)	0	0	0	0	1	0	4	5
Glenrowan (G-A)	2	2	0	0	1	0	0	5
Peechelba (P-A)	0	0	1	0	0	0	0	1
Springhurst (S-A)	0	1	0	0	0	0	0	1
Eldorado (E-A)	0	0	0	0	0	0	0	0
Milewa (M-A)	0	1	0	0	0	0	0	1
Whorouly (W-B)	0	0	2	0	0	0	0	2
Moyhu (M-B)	0	0	0	0	0	0	0	0
Whitfield (W-C)	0	0	0	0	0	0	0	0
Oxley (O- A)	0	4	2	0	0	0	0	6
Tarrawingee (T- A)	0	1	0	2	0	0	0	3
Cheshunt (C- A)	0	1	0	0	0	0	0	1
Everton	0	0	0	0	0	0	0	0
Total	7	67	5	3	2	0	5	89

Source: Base information: Council property Database 2019, analysed by Urban Enterprise 2019.

3.5. SUBDIVISION POTENTIAL AND DEVELOPMENT CONSTRAINTS

Vacant lots with subdivision potential were identified by reference to the minimum lot size and the existing lot area. If a lot is more than twice the minimum lot size, in theory it has the potential to be subdivided.

Once these lots were identified, a range of constraints were considered to estimate the 'effective' capacity of all vacant lots, taking into consideration areas of land that may be constrained due to factors such as;

- Flooding;
- Land ownership and layout;
- Interface issues (such as a buffer zone for a nearby use); and
- Infrastructure capacity and costs.

3.5.1. FLOODING

The capacity of land for additional lot supply can be restricted by overlays such as the Flooding Overlay (FO) and Land Subject to Inundation Overlay (LSIO), with many towns in the municipality located on the floodplains of the Ovens and / or King Rivers.

Precincts affected by these overlays are shown in Table T6, along with the proportion of the zoned land that is affected by each overlay. The Flood Overlay prevents the creation of new lots through subdivision if they are located entirely within the overlay.

This constraint is addressed by excluding any sections of land affected by the overlays from the calculations of land capacity. If a property is only partially affected, only the affected area is deducted, not the entire property.

T6. LAND CONSTRAINED BY FLOOD AND LAND SUBJECT TO INUNDATION OVERLAYS

Precinct	FO	Approximate proportion of precinct affected (%)	LSIO	Approximate proportion of precinct affected (%)
Wangaratta (W- 1a)	Yes	15	Yes	Negligible
Wangaratta (W- 1b)	Yes	5	Yes	Negligible
Wangaratta (W- 1c)	Yes	10	Yes	5
Wangaratta (W- 1d)	Yes	Negligible	Yes	10
Peechelba	Yes	Negligible	Yes	Negligible
Whorouly	Yes	90	Yes	10
Oxley	Yes	5	Yes	Negligible
Tarrawingee	Yes	5	Yes	5

Source: Urban Enterprise, 2019.

3.5.2. LAND OWNERSHIP AND LAYOUT

Land ownership is a potential constraint to the development of LDRZ and RLZ land. For example, if landownership is fragmented throughout an area, parcels are irregularly shaped or difficult to create a developable area in single ownership, development opportunities could be limited or slow to establish. Some landowners may be waiting for land to be rezoned to an urban residential zone before seeking to sell or develop.

In the LDRZ and RLZ property ownership constraints are particularly common given that land is often held by multiple individual owners, generally unfamiliar with planning processes, using land for a variety of purposes (family homes, minor agriculture, tourism, etc), often with a lack of motivation or financial capacity to move and subdivide.

As subdivision in the LDRZ and RLZ are generally on a small scale and require non-developers to develop or sell land, delivery of new land in these zones is commonly slow and fragmented. Perceptions of complex planning processes and challenging planning controls can also disincentivise or postpone development for those unfamiliar with planning.

Consultation with real estate agents identified these challenges as considerable in the municipality, particularly the lack of land owned by experienced developers resulting in a prevailing view that subdivision processes were too difficult to pursue.

This constraint is addressed by excluding smaller occupied lots from consideration of land supply.

In some rural areas, previous subdivisions have resulted in Councils applying restrictions on further subdivision of particular lots. This is usually achieved through a section 173 agreement which runs with the title of the relevant property. Section 173 agreements in rural areas were provided by Council for review. Although 27 properties are subject to s173 agreements in the study zones, only one lot (18 Woodwarrah Avenue, Milawa) is subject to an agreement which prevents any further subdivision without approval from Council.

This constraint was addressed by removing the capacity of the relevant Milawa lot from the supply assessment.

In some cases, landowners proposed subdivisions that have a different (often lesser) development yield than the maximum that is permitted under the minimum lot sizes set out in the planning scheme.

This was addressed in the supply assessment by obtaining information from Council regarding the expected yield of key properties based on any subdivision applications received or other information available to Council.

3.5.3. EXISTING LAND USE AND INTERFACES

Further development of some of the precincts is potentially constrained by existing land use activities which restrict residential use, for example due to nearby industrial land uses which require buffers to sensitive uses including dwellings. Default land use buffers are prescribed in Clause 53.10 of the Wangaratta Planning Scheme.

A summary by precinct of such development constraints identified is provided in Table T7.

T7. LAND USE CONFLICTS / INTERFACES

	INTERFACE CONSTRAINTS
Wangaratta (W- 1b)	Industrial land (buffers may apply), Wastewater plant (300m buffer), Bowser Landfill (500m buffer)
Wangaratta (W- 1c)	High pressure Gas pipelines, Mackay Casings (1,000m strategic buffer proposed), vegetation, swamp
Wangaratta (W- 1d)	Hume Freeway, Mackay Casings (1,000m strategic buffer proposed) Industrial land
Glenrowan	High Pressure Gas Pipeline, Wastewater plant
Springhurst	Hume Freeway, High Pressure Gas Pipeline

Source: Urban Enterprise, 2019.

These constraints may further limit the ultimate dwelling yield of these areas, however the land supply has not been adjusted to reflect the potential constraint due to uncertainty regarding the respective impacts.

The potential impact of this constraint is a contributing factor which warrants the adoption of a long timeframe for this type of strategy and supports an approach which seeks to provide a variety of potential locations and options for housing development.

Maps identifying the above land use conflicts and interfaces are provided in **Appendix E** of the Appendices report.

3.5.4. INFRASTRUCTURE CONSTRAINTS

The lack of availability of infrastructure to an area or the likelihood that a significant upgrade to existing infrastructure would be required could prevent or delay development and subdivision. This includes:

- Lack of drainage infrastructure;
- Lack of adequate communication infrastructure (fixed line and / or NBN); and
- Lack of a reliable water supply.

Analysis prepared by TGM shows that the following precincts are most likely to be affected by infrastructure constraints:

- Tarrawingee: poor drainage, no reliable water source;
- Whorouly: poor drainage, no reliable water source;
- Milawa: reliance on co-operative water supply;
- Peechelba: no reliable water source; and
- Eldorado: no reliable water source.

A full analysis of infrastructure constraints is provided in Section 5 of this report. No changes to land supply and capacity have been made as a result of potential infrastructure constraints.

3.5.5. DECLARED SPECIAL WATER SUPPLY CATCHMENT

A large proportion of land in the municipality is located within a Declared Special Water Supply Catchment. The catchment requires the protection of the King River and Ovens River from pollution due to inappropriate development. A map identifying the Declared Special Water Supply Catchment area is provided in Figure F5.

Any planning permit application to subdivide land in this catchment must be referred to Goulburn Murray Water, the relevant water board or water supply authority, under Clause 66.02-5 of the Planning Scheme.

The extent to which this issue could impact development is difficult to estimate given that each subdivision proposal is assessed on a case by case basis and generally has regard to factors such as the availability of hydraulic infrastructure, the proposed density / lot size of developments and proximity to waterways.

An example of the potential constraint is a recent development application in Tarrawingee which was required to create wastewater envelopes that are setback at least 100 metres from waterways in line with the 2012 Ministerial Guideline: *planning permit applications in open, potable water supply catchment areas*.

The Wangaratta Domestic Wastewater Management Plan (2018) operates in partnership with the Declared Special Water Supply Catchment. The Plan includes the following comments relevant to this Strategy:

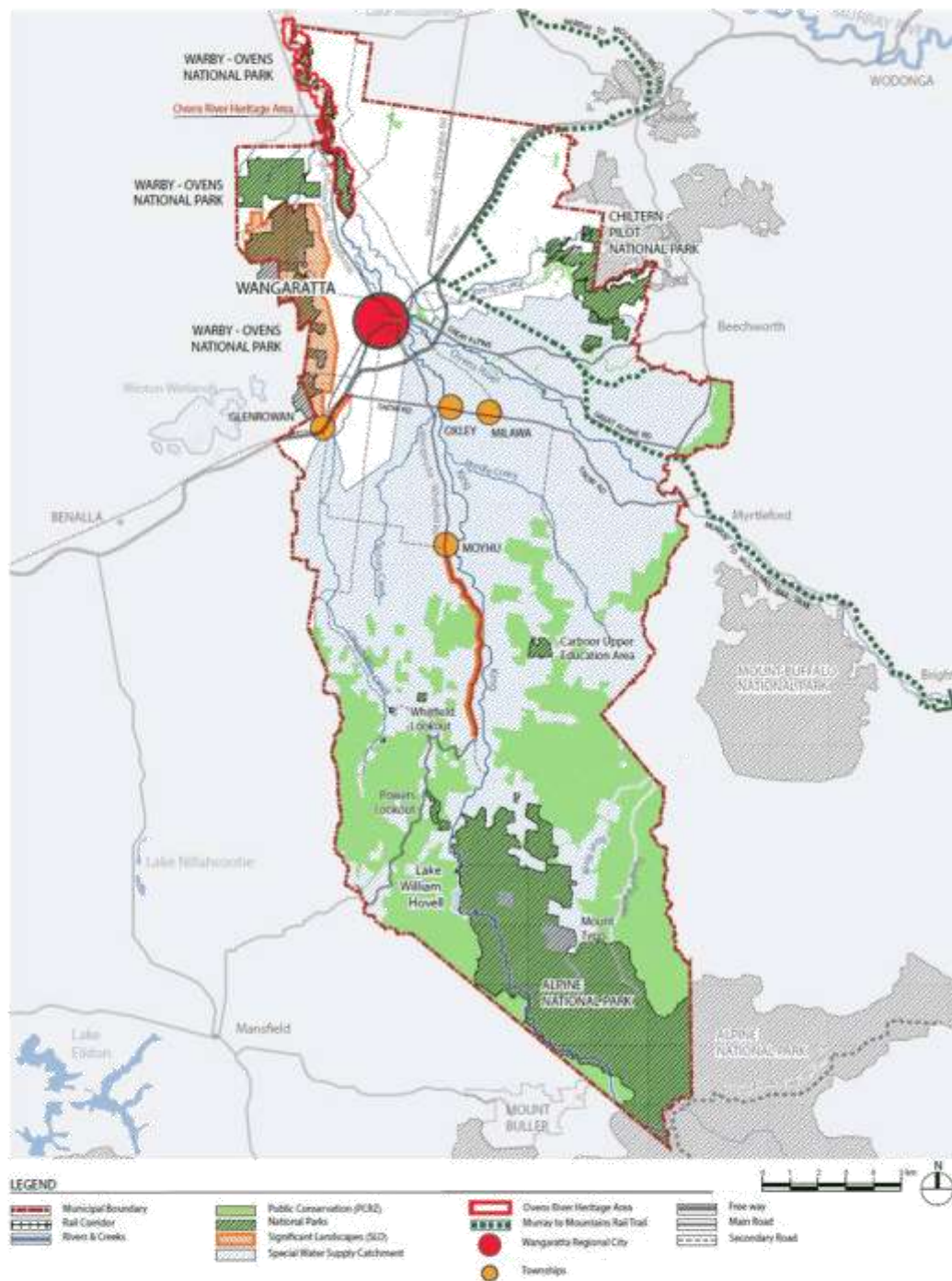
- "Sewered townships in the RCW include Wangaratta, Glenrowan, Milawa, Oxley and Moyhu. All other towns are unsewered; the densest unsewered townships include Springhurst, Whitfield, Eldorado, Tarrawingee, Hamilton Park, Waldara (part) and Whorouly." (p.4)
- "The municipality is almost exclusively covered by land parcels greater than 2 ha. While it is always necessary to be careful with domestic wastewater, blocks larger than 2 ha generally provide sufficient space for sustainable onsite management of domestic wastewater and are not likely to present management problems like those seen in closer developed areas." (p.9)
- A risk assessment found that "the recent construction of sewerage schemes in Wangaratta East, Glenrowan, Milawa, Oxley and Moyhu, has reduced the risk posed by clusters of onsite systems. However, Springhurst and Whitfield, and to a lesser extent Eldorado and Tarrawingee, could benefit from sewerage if it was found to be feasible and affordable." (p.9)
- "...a minimum lot size of 4,000 m² is generally sufficient to sustainably manage wastewater flows." (p.19)
- "Within the Rural City of Wangaratta there are existing vacant lots that will be difficult to develop with onsite wastewater management due to their small scale [less than 4,000sqm]... development may be considered appropriate... where sewerage is provided" (p.19)

Consultation with Goulburn Murray Water was undertaken as part of the preparation of this Strategy to greater understand the extent to which the catchment might limit development at a municipal level. Goulburn Murray Water have advised that provided the Domestic Wastewater Management Plan is followed and buildings and on site wastewater management are appropriately located within a lot, there is likely to be minimal impact upon supply. In addition, Goulburn Murray Water also advised that lots that are not connected sewer are primarily impacted while the development of lots that are connected to sewer must ensure that buildings are located 30m from any waterways.

This constraint has been addressed by applying minimum lot sizes as per the planning scheme and Domestic Wastewater Management Plan (minimum 1ha where reticulated sewer is not available).

It is noted that the ultimate development potential and yield of some lots where reticulated sewer is not available may be impacted by the water supply catchment controls, however the extent of this constraint is not known. This uncertainty is a contributing factor which warrants the adoption of a long timeframe for this type of strategy and supports an approach which seeks to provide a variety of potential locations and options where larger lots not connected to sewer could be constructed to ensure that planning issues do not present major constraints to the availability of these lots to the market.

F5. DECLARED SPECIAL WATER SUPPLY CATCHMENTS



Source: Rural City of Wangaratta, 2020.

DRAFT LOW DENSITY AND RURAL RESIDENTIAL STRATEGY

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3.5.6. SUBDIVISION CAPACITY OF LAND SUPPLY

Taking into account the above constraints and adjustments, the capacity of vacant lots of sufficient size to be subdivided is shown in Table T8.

There is an estimated capacity of 322 additional lots to be created through the subdivision of vacant rural residential lots in the municipality, including 262 lots in the LDRZ and 60 lots in the RLZ. The greatest concentration of lot capacity is in the Wangaratta 1c precinct (123 lots).

T8. SUBDIVISION CAPACITY OF VACANT LOTS

Precinct	RLZ1	RLZ2	TOTAL RLZ	LDRZ1	LDRZ2	LDRZ3	TOTAL LDRZ	TOTAL
Wangaratta (W- 1a)	0	0	0	0	46	0	46	46
Wangaratta (W- 1b)	0	29	29	0	0	0	0	29
Wangaratta (W- 1c)	0	0	0	123	0	0	123	123
Wangaratta (W- 1d)	0	26	26	0	0	0	0	26
Glenrowan	0	0	0	1	0	0	1	1
Peechelba	0	0	0	1	0	0	1	1
Springhurst	0	0	0	3	0	0	3	3
Eldorado	4	0	4	0	0	0	0	4
Milawa	0	0	0	0	11	0	11	11
Whorouly	0	0	0	0	0	0	0	0
Moyhu	0	0	0	11	0	0	11	11
Whitfield	0	0	0	4	0	0	4	4
Oxley	0	0	0	16	16	0	32	32
Tarrawingee	0	0	0	30	0	0	30	30
Cheshunt	1	0	1	0	0	0	0	1
Everton	0	0	0	0	0	0	0	0
TOTAL	5	55	60	189	73	0	262	322

Source: Base information. Council property Database 2019, analysed by Urban Enterprise 2019.

3.6. OCCUPIED LOT CAPACITY

In addition to the vacant lot capacity estimated in the previous section, some lots currently occupied by a dwelling could also be subdivided to create additional dwelling capacity. The extent to which this might occur is less certain, however, especially for smaller lots, given the reliance on existing residents to sell or subdivide what is often the location of a family home.

In order to take into account the subdivision potential of larger occupied lots but avoid overstating the capacity of land in smaller land holdings and occupied by a dwelling, only larger lots with capacity to accommodate at least 10 additional lots were included in the assessment of supply. This removes smaller lots that although technically permitted to be subdivided are unlikely to experience wide-spread development during the planning period of the strategy.

The results as shown in Table T9, with a total occupied lot capacity of 290 lots. The greatest concentrations of larger occupied lot capacity is located in Wangaratta 1c (159 lots) and Milawa (85 lots), all of which are in the LDRZ.

T9 LOT CAPACITY OF LARGER OCCUPIED LOTS

Precinct	RLZ1	RLZ2	TOTAL RLZ	LDRZ1	LDRZ2	LDRZ3	TOTAL LDRZ	TOTAL
Wangaratta (W- 1a)	0	0	0	0	20	0	20	20
Wangaratta (W- 1b)	0	0	0	0	0	0	0	0
Wangaratta (W- 1c)	0	0	0	159	0	0	159	159
Wangaratta (W- 1d)	0	0	0	0	0	0	0	0
Glenrowan	14	0	14	0	0	0	0	14
Peechelba	0	0	0	0	0	0	0	0
Springhurst	0	0	0	0	0	0	0	0
Eldorado	0	0	0	0	0	0	0	0
Milawa	0	0	0	33	52	0	85	85
Whorouly	0	0	0	0	0	0	0	0
Moyhu	0	0	0	12	0	0	12	12
Whitfield	0	0	0	0	0	0	0	0
Oxley	0	0	0	0	0	0	0	0
Tarrawingee	0	0	0	0	0	0	0	0
Cheshunt	0	0	0	0	0	0	0	0
Everton	0	0	0	0	0	0	0	0
TOTAL	14	0	14	204	72	0	276	290

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

3.7. TOTAL LAND SUPPLY CAPACITY

The resulting effective lot capacity is estimated at a total of 701 lots as shown in Table T10, including vacant land and occupied lots with capacity for 10 or more net additional lots.

Observations about the supply are as follows:

- The majority of supply is within the LDRZ (88%);
- Two thirds of the supply is within Wangaratta (472 lots, 67%) with the remaining 229 lots (33%) in the other rural towns;
- Almost half of the effective supply (46%) is located within the Wangaratta 1c Precinct, however a large proportion of this supply (92 lots, 58%) is in land in the ownership of one private landholder which is not currently under development or planning;
- Other precincts with significant supply include Milawa (97 lots, 14%) and Wangaratta 1a (88 lots, 13%);
- The majority of RLZ supply (85 lots) is contained to the RLZ2, with minimal supply in the RLZ1. Of the RLZ supply, there are only 5 vacant lots and 14 occupied lots with subdivision capacity in the RLZ1 in RCoW. In addition, the supply of RLZ1 is contained to two locations, Eldorado and Glenrowan.

Supply maps identifying the location and estimated yield of these lots are provided at **Appendix D**.

It is reiterated that while approximately 700 lots could be created through subdivision in the LDRZ and RLZ, it is considered unlikely that all of these lots will be delivered to the market given the reliance on multiple individual land owners to have the intention and capacity to develop their respective properties.

T10. TOTAL LAND SUPPLY CAPACITY

PRECINCT	RURAL LIVING ZONE				LOW DENSITY RESIDENTIAL ZONE				TOTAL
	SINGLE LOTS	VACANT CAPACITY	OCCUPIED CAPACITY	TOTAL	SINGLE LOTS	VACANT CAPACITY	OCCUPIED CAPACITY	TOTAL	
Wangaratta (W-1a)	0	0	0	0	22	46	20	88	88
Wangaratta (W-1b)	2	29	0	31	0	0	0	0	31
Wangaratta (W-1c)	0	0	0	0	40	123	159	322	322
Wangaratta (W-1d)	5	26	0	31	0	0	0	0	31
Glenrowan	3	0	14	17	2	1	0	3	20
Peechelba	0	0	0	0	1	1	0	2	2
Springhurst	0	0	0	0	1	3	0	4	4
Eldorado	0	4	0	4	0	0	0	0	4
Milawa	0	0	0	0	1	11	85	97	97
Whorouly	0	0	0	0	2	0	0	2	2
Moyhu	0	0	0	0	0	11	12	23	23
Whitfield	0	0	0	0	0	4	0	4	4
Oxley	0	0	0	0	6	32	0	38	38
Tarrawingee	0	0	0	0	3	30	0	33	33
Cheshunt	1	1	0	2	0	0	0	0	2
Everton	0	0	0	0	0	0	0	0	0
TOTAL	11	60	14	85	78	262	276	616	701

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

3.8. KEY FINDINGS

- There are 1,128 lots within the LDRZ and RLZ in the municipality with a total area of approximately 3,200ha. The majority of lots are within the LDRZ (756 lots).
- Minimum lot size controls apply to land in the LDRZ and RLZ. The minimum lot size in the LDRZ ranges from 0.2 ha to 1ha depending on location and connection to reticulated sewerage, and minimum lot sizes in the RLZ range from 2ha to 8ha. Specific lot size controls apply to areas within Waldara (W-1a), Oxley and Milawa.
- There is a total of 89 vacant house lots within the study zones with no further subdivision potential, 83% of which are less than 0.5ha in area. There is a clear supply gap in vacant lots greater than 0.5ha.
- Although many properties are of a sufficient scale to be subdivided, there are a range of potential constraints to developing certain properties, including flooding, buffers to industrial uses and potential constraints associated with the Declared Special Water Supply Catchment. Importantly, a further limitation to the capacity of existing zoned land to create new residential lots is the fragmented nature of landownership across much of the LDRZ and RLZ, meaning that delivery of new lots to the market from smaller occupied lots is likely to be slow, irregular and uncertain.
- When all known constraints are considered, the total effective capacity of existing land in the study zones is estimated at approximately 700 lots, including 616 lots in the LDRZ and 85 lots in the RLZ. Two thirds of this supply is located in precincts bordering the urban area of Wangaratta.
- In the RLZ1 (with a minimum subdivision area of 2ha), there is a capacity for a total of only 19 lots across the municipality, a very limited supply.

4. DEMAND ASSESSMENT

4.1. INTRODUCTION

This section of the report provides an analysis of the demand for housing in the LDRZ and RLZ in the municipality, taking into account recent and projected population growth, development activity, price indicators and consultation with real estate agents.

4.2. POPULATION

The main driver of the need for housing and residential land is the scale and profile of the residential population base of an area and the rate at which that population is projected to grow.

The following provide an overview of the historic and projected population growth in the municipality and its key towns and regions. Maps of data areas are provided in **Appendix F**.

4.2.1. RECENT AND CURRENT POPULATION

The municipality had an Estimated Resident Population (ERP) of 29,087 people in June 2018. The ERP increased at an average rate of 1.0% per annum between 2011 and 2018, resulting in an additional 268 residents per annum.

Approximately two-thirds of residents live within the Wangaratta SA2 (the urban area of Wangaratta) with 34% of residents living in rural areas of the municipality. Wangaratta's population is growing at a rate of 1.0% per annum and the population in rural areas is growing at an average rate of 0.8% per annum.

T11. HISTORICAL POPULATION – WANGARATTA AND WANGARATTA REGION – 2011- 2018

Area	2011	2016	2018	Change 2011-18	AAGR	AAGR%
Wangaratta SA2	17,980	18,940	19,318	1,338	191	1.0%
Wangaratta Region SA2	9,232	9,652	9,769	537	77	0.8%
Wangaratta RC Total	27,212	28,592	29,087	1,875	268	1.0%

Source: Estimated Resident Population, Australian Bureau of Statistics, 2019.

Although ERP is not published for individual townships, the Census counts of Usual Resident Population (URP) provides a useful guide for local population levels and changes during inter-Census periods.

In 2016, the population of the Wangaratta township was approximately 18,567 as shown in Table T12. This increased by 239 residents (1.33%) per annum over the 5 years between 2011 and 2016. Towns outside of Wangaratta with the greatest population in 2016 were Oxley (429 people) and Glenrowan North (327 people).

Townships which experienced the greatest population growth between 2011 and 2016 were Milawa (average annual growth rate of 4.8%) and Oxley (average annual growth rate of 4.0%).

T12. WANGARATTA TOWNSHIP POPULATION – 2011- 2016

TOWN (UR)	2011	2016	2011- 2016	AAG	AAG %
UCL					
Eldorado (L)	230	263	33	6.6	2.72%
Glenrowan - North (L)	337	327	-10	(2.0)	-0.60%
Glenrowan (L)	297	305	8	1.6	0.53%
Milawa (L)	207	262	55	11.0	4.83%
Oxley (L)	352	429	77	15.4	4.04%

TOWN (UR)	2011	2016	2011- 2016	AAG	AAG %
Wangaratta (UCL)	17,376	18,567	1,191	238.2	1.33%
Suburb					
Moyhu	430	444	14	2.8	0.64%
Springhurst	318	351	33	6.6	1.99%

Source: Census of Population and Housing, Australian Bureau of Statistics, 2016. *Note no 2011 data is available for Moyhu (UCL).

Population data prepared by Profile Id for Council shows estimated populations of smaller areas in the municipality in 2011 and 2016 (Table T13).

This data shows that approximately 50% of population growth over the period 2011 – 2016 occurred in the Wangaratta West – Waldara area, much of which is likely to have taken place within the Waldara Low Density Residential area.

The Oxley–Milawa and Ovens Valley region (includes Everton) had the second highest population growth over this period (+48 residents per annum).

T13. POPULATION GROWTH BY SMALL AREA, 2011 TO 2016

Area	2011	2016	Growth 2011-16	2011-16 %	AAGR	AAGR%
LGA						
Rural City of Wangaratta	26,816	28,310	1,494	6%	299	1.1%
Regions						
Glenrowan and District	2,736	2,823	88	3%	18	0.6%
Moyhu and King Valley	1,841	1,861	20	1%	4	0.2%
Oxley - Milawa and Ovens Valley	2,966	3,205	239	8%	48	1.6%
Springhurst - Eldorado and District	1,615	1,719	104	6%	21	1.3%
Wangaratta	17,693	18,667	975	6%	195	1.1%
- Wangaratta (Central - East)	3,642	3,696	55	2%	11	0.3%
- Wangaratta (South)	5,738	5,895	158	3%	32	0.5%
- Wangaratta (West) - Waldara	8,314	9,076	762	9%	152	1.8%

Source: Rural City of Wangaratta Profile Id, 2019.

4.2.2. CURRENT PROPORTION OF DWELLINGS IN THE LDRZ AND RLZ

There are approximately 640 occupied LDRZ and 350 occupied RLZ lots in RCoW as identified in Table T14. These lots account for approximately 8% of lots in the municipality, indicating that LDRZ and RLZ dwellings make up a relatively small yet important part of the municipal housing market.

T14. NUMBER OF OCCUPIED LOTS

Zone	LDRZ	RLZ	Municipal total all zones (2018)
Estimated dwellings	643	347	13,008
Proportion of municipal total	5%	3%	100%

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

4.2.3. PROJECTED POPULATION AND DWELLINGS

The municipality is projected to experience population growth at an average rate of 0.56% per annum between 2018 and 2036 according to official State Government of Victoria population projections (VIF2019). This rate of growth would result in an additional 171 residents per annum over the period, 88% of which (152 residents per annum) is projected to occur within the urban area of Wangaratta (Table T15).

The projected dwelling requirement to accommodate this growth is an additional 114 dwellings per annum, 101 of which are required in the Wangaratta urban area (including land zoned LDRZ) and the remaining 13 per annum in the balance of the municipality.

These projections are an important guide to the aggregate population growth that may be experienced across the State and regions, however it is important to note that the projections have often been exceeded in recent years and that other indicators of demand for housing should also be taken into account, especially in circumstances where a lack of available land supply may have restricted new dwelling opportunities in low density and rural living areas.

T15. POPULATION AND DWELLING PROJECTIONS, 2018 - 2036

Area	2018	2021	2026	2031	2036	2018-2036	AAG	AAG%
Population								
Wangaratta – township	19,318	19,827	20,590	21,331	22,053	2,735	152	0.74%
Wangaratta – rural	9,769	9,838	9,929	10,021	10,111	342	19	0.19%
Wangaratta Rural City total	29,087	29,665	30,519	31,352	32,165	3,078	171	0.56%
Dwellings	2016	2021	2026	2031	2036	2016-2036	AAG	AAG%
Wangaratta – township	8,768	9,307	9,813	10,318	10,788	2,020	101	1.04%
Wangaratta – rural	4,239	4,285	4,347	4,435	4,495	256	13	0.29%
Wangaratta Rural City total	13,008	13,592	14,160	14,753	15,283	2,276	114	0.81%

Source: Victoria in Future, 2019.

4.3. DEVELOPMENT TRENDS

4.3.1. NEW DWELLINGS

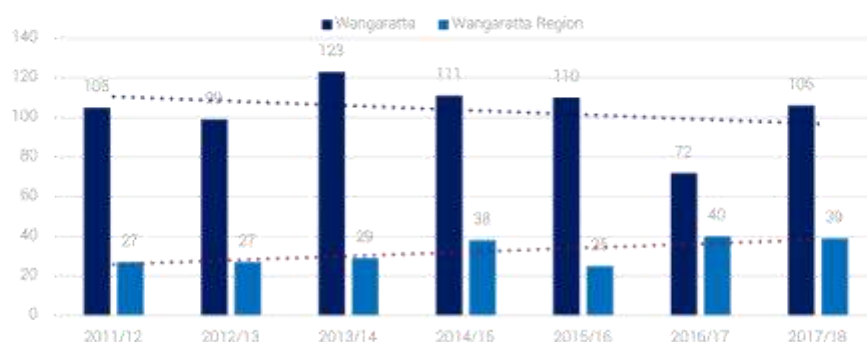
The ABS publish data on dwelling approvals (i.e. dwellings approved for construction). Between July 2012 and June 2018, 951 new dwellings received building approval in the municipality at an average of 136 new dwellings per annum (Table T16). Although the majority of these approvals occurred in the urban area of Wangaratta, the proportion of approvals which took place in the rural area of the municipality increased over the period as shown in Figure F6.

T16. DWELLING APPROVALS – WANGARATTA AND WANGARATTA REGION – 2011/12- 2017/18 ABS

Year	Wangaratta	Wangaratta Region	TOTAL
2011/12	105	27	132
2012/13	99	27	126
2013/14	123	29	152
2014/15	111	38	149
2015/16	110	25	135
2016/17	72	40	112
2017/18	106	39	145
Total	726	225	951
Average per annum	104	32	136

Source: Building Approvals, Australian Bureau of Statistics, 2011 to 2018.

F6. DWELLING APPROVALS – WANGARATTA AND WANGARATTA REGION – 2011/12- 2017/18



Source: Building Approvals, Australian Bureau of Statistics, 2011 to 2018.

In order to consider the location of where new dwellings are being constructed, Council's permit records for dwelling completions were analysed. Completions lag behind approvals by the time usually required to construct a dwelling and also removes consideration of dwellings that were approved but not constructed.

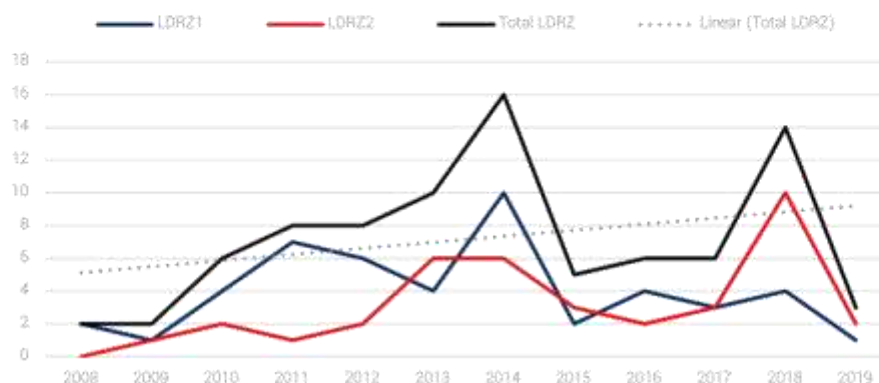
Between January 2008 and February 2019, Council's records show that 97 dwellings were issued permits for completion of a new dwelling in the LDRZ and RLZ (Table T17), an average of 9 new dwellings per annum. The majority of these new dwellings were built in the LDRZ, with the zone accounting for approximately 89% (86) of dwelling development. A total of 8 new dwellings were completed in the RLZ.

Figure F7 shows the trend of completions per year, showing that the number of completed dwellings has increased considerably over the period, driven by an increase in completions in the LDRZ particularly in the years of 2014 (16) and 2018 (15). The average completions per year was 10.5 per annum over the last 6 years (2013 – 2018).

T17. DWELLING COMPLETIONS BY PRECINCT – 2008-2019

Precinct		LDRZ1	LDRZ2	Total LDRZ	RLZ1	RLZ2	Total RLZ	TOTAL DWELLINGS
Eldorado	E-A	0	0	0	2	0	2	2
Glenrowan	G-A	4	0	4	0	0	0	4
Milawa	M-A	2	5	7	0	0	0	7
Oxley	O-A	15	14	29	0	0	0	29
Springhurst	S-A	2	0	2	0	0	0	2
Wangaratta	W-1a	3	19	22	5	0	5	27
	W-1b	0	0	0	1	1	2	2
	W-1c	22	0	22	0	0	0	22
	W-1d	0	0	0	0	2	2	2
Total		48	38	86	8	3	11	97
% of total		49%	39%	89%	8%	3%	11%	100%
Average per annum		4	3	8	1	0	1	9

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

F7. DWELLING COMPLETIONS IN LDRZ BY YEAR, 2008 TO 2019

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

F8. DWELLING COMPLETIONS IN RLZ BY YEAR, 2008 TO 2019

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

FARMING ZONE

In rural areas, the Farming Zone (FZ) is sometimes considered by residents to be an alternative location for 'rural living', especially when there is a lack of suitable properties available in residential zones such as the LDRZ and RLZ. Although there are less opportunities to create smaller dwelling lots in the FZ due to planning restrictions, dwelling activity in the zone can nonetheless be a consideration for rural living strategies.

Council data shows that 30 new dwellings were completed over the 10 year period between 2008 and 2018 in the Farming Zone, equivalent to approximately 30% of the dwelling construction activity in the RLZ and LDRZ combined and more than the number that were completed in the RLZ over the same period. This is a relatively significant volume of dwelling approvals compared with the zones that are designed to accommodate residential development.

Of the 30 new dwellings completed, all were located on lots less than 40ha in area, indicating that there may be a lack of RLZ lots available in desired locations leading to development of dwellings on smaller FZ lots.

F9. DWELLING COMPLETIONS IN THE FARMING ZONE

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

4.4. SUBDIVISION

Council's planning permit records show that 316 new lots were approved for creation through the subdivision of land in the RLZ and LDRZ between 2008 and February 2019 at an average of 28 new lots per annum.

This includes 294 lots (93%) in the LDRZ and 22 lots (7%) in the RLZ. The greatest number of lots approved were in north west Wangaratta (W-1a, Waldara) with a total of 158 lots approved for creation.

Figure F9 shows that the average annual number of lots approved for creation through subdivision increased gradually between 2012 and 2017 before a significant increase in 2018. The 3 year moving average was consistently between 10 and 25 lots per annum before increasing to 50 lots per annum in 2018.

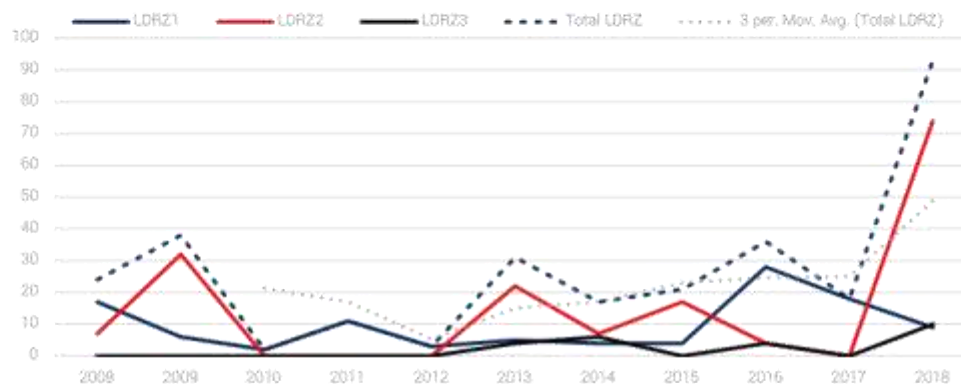
The majority of approved lots in 2018 occurred in the Waldara area (W-1a, 74 new lots – this followed the gazettal of Amendment C61 which made changes to the minimum lot size in the Waldara precinct in August 2017). This is expected to flow through to a significant increase in the rate of dwelling approvals in the LDRZ which would increase the averages shown in Table T17.

T18. NUMBER OF SUBDIVISIONS AND LOTS APPROVED FOR CREATION BY SUB PRECINCT (2008 - 2019)

PRECINCT	LDRZ		RLZ		Total	
	Number of Subdivisions	Number of lots approved	Number of Subdivisions	Number of lots approved	Number of Subdivisions	Number of lots approved
Glenrowan	2	4	0	0	2	4
Oxley	11	39	0	0	11	39
Milawa	6	16	0	0	6	16
Peechelba	1	2	0	0	1	2
Springhurst	2	4	0	0	2	4
Tarrawingee	3	13	0	0	3	13
Wangaratta	W-1a	24	158	0	24	158
	W-1b	0	0	1	1	7
	W-1c	6	58	0	6	58
	W-1d	0	0	6	6	15
Total	55	294	7	22	62	316
Average p.a.	5	26	1	2	6	28

Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

F10. NUMBER OF LOTS APPROVED FOR CREATION THROUGH SUBDIVISION IN THE LDRZ, 2008 - 2019



Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

F11. NUMBER OF LOTS APPROVED FOR SUBDIVISION IN THE RLZ, 2008 TO 2019



Source: Produced using information from the RCoW Database 2019, analysed by Urban Enterprise 2019.

4.5. PROPERTY MARKET CONDITIONS

DWELLING AND LAND PRICES

Dwelling land prices and trends are an indication of demand for different residential property types and locations.

The median house price in the municipality in 2018 was \$289,500, lower than the regional Victoria median of \$345,000. The median house price increased at an average rate of 3% per annum between 2008 and 2018, slightly lower than the average across regional Victoria over the same period of 4% per annum.

The median vacant house block price increased at an average rate of 5% per annum, indicating demand for land suitable for new dwellings in the municipality.

T19. WANGARATTA MUNICIPAL MEDIAN RESIDENTIAL PRICES, 2008 TO 2018

Property type	2008	2018*	AAGR%
House	\$215,000	\$289,500	3%
Unit/Apartment	\$174,950	\$175,000	0%
Vacant House Block	\$86,000	\$146,000	5%

Source: A Guide to Property Values, Valuer General, Department of Environment, Land, Water and Planning, 2019. * 2018 values are based on small number of sales and are preliminary only.

Property value data for rural residential properties is less readily available at the local level, however some aggregate information is available for municipalities under the definitions of 'vacant residential B' (lots between 2,000 and 4,000sqm) and 'residential rural lifestyle' (lots between 4,000 and 10,000sqm).

Table T20 shows the volume and value of properties within these definitions sold by year in the municipality between 2014 and 2017. The volume of lots sold has remained relatively consistent over the period between 22 and 49 vacant lots sold per annum, however median prices have increased considerably for both lot sizes at between 9% and 11% per annum indicating strong demand for vacant lots in the LDRZ and at the smaller end of the RLZ market.

T20. RURAL RESIDENTIAL SALE PRICES, RURAL CITY OF WANGARATTA

Property type	Item	2014	2015	2016	2017	AAGR
Vacant Residential B (2,000-4,000sqm)	No. Sales	10	7	7	9	
	Median price	\$115,000	\$179,000	\$195,000	\$179,000	11.7%
Vacant rural residential lifestyle (4,000 – 10,000sqm)	No. Sales	39	15	34	30	
	Median price	\$130,000	\$153,000	\$167,000	\$185,000	9.2%

Source: A Guide to Property Values, 2013-2018.

REAL ESTATE AGENTS

Consultation was undertaken with six real estate agents in the municipality regarding the scale and nature of demand for housing and residential lots in the LDRZ and RLZ. The findings are summarised as follows:

- There is strong demand for low density and rural residential properties in the municipality, with locations in commuting distance to and with access to the amenities provided by Wangaratta the most in demand (especially Milawa, Tarrawingee and Oxley).
- Within Wangaratta, new lots in Waldara have sold well.
- In general, property prices are increasing in the study zones indicating steady demand, however the price advantage in smaller towns compared to Wangaratta was noted as attractive to many buyers.
- The buyer profile is mixed, with the largest markets including families, tradesmen and retirees. Very few purchasers in the LDRZ and RLZ are first home buyers.
- The average holding of land within the LDRZ and RLZ is estimated at approximately seven years.

- Agents had different views on the lot sizes that are most in demand. Some agents indicated smaller lots between 0.2ha up to 1ha in size (generally LDRZ lots) were most popular, while others suggested RLZ lots were in demand (2 hectares to 8 hectares).
- Most agents noted that there is currently a lack of vacant lots to meet demand across the LDRZ and RLZ with very few lots currently on the market.
- Constraints to bringing new lots to the market identified include a lack of infrastructure and the length of the planning process.
- A number of agents consider there to be a degree of unmet demand for this type of residential product. If land was to be rezoned, agents estimated that up to 20 lots could be sold quickly provided they were priced correctly. Particular mention was made of the lack of availability of larger RLZ lots over recent years.
- Locations where rezoned land is likely to sell quickest include in and around Wangaratta in locations such as Oxley, Glenrowan and Milawa.
- Some agents indicated that any proposed rezoning should be staged to ensure there is not an oversupply of land.

CONSULTATION FINDINGS

Two public consultations sessions were held in Wangaratta and Milawa in May 2019 with 49 attendees. Attendees can be broadly categorised as follows:

- 25 responses wishing to subdivide land;
- 8 responses concerned about the impact on other land uses; and
- 4 responses commenting as current residents in the LDRZ or RLZ.

The most common responses were to request rezoning of particular land from the Farming Zone to either the RLZ or LDRZ. In three cases, responses requested rezoning from RLZ Schedule 2 to RLZ Schedule 1, effectively seeking a reduction in minimum lot size.

There were a number of examples of groups of landowners within close proximity seeking rezoning of their collective land holdings, such as to the west of Wangaratta 1d, to the west of Oxley and to the south of Wangaratta 1C. There was one example of a submission seeking to rezone land away from the LDRZ (to the General Residential Zone).

A number of submissions raised concerns about the impact of any further development of land for LDRZ or RLZ uses. Issues raised included:

- Negative impact on existing farm operations due to increased numbers of residents impacted by farming;
- Residential development detracting from the existing rural character of the district;
- The need to retain existing zoning and schedules within current zoned land;
- Concerns that overdevelopment of Milawa could negatively impact existing infrastructure (e.g. water supply);
- Comments that land in Oxley was on a floodplain, had high ecological value, and should not be rezoned;
- Concerns that the amenity of the land between Milawa and Oxley was being negatively affected by increased development and associated impacts, particularly increased traffic and dust from unsealed roads.

The full consultation report is provided in **Appendix J**.

4.6. ANALYSIS OF FUTURE LAND DEMAND RATES

This Strategy seeks to plan for rural residential needs over a 30 year period, nominally from 2020 to 2050. There are a number of methods that can be adopted to project land requirements over this period. Three methods have been considered, including:

1. Method 1: Applying Victoria in Future dwelling projections and apportioning these to urban and rural areas;
2. Method 2: Applying VIF population projections for non-urban areas and calculating study zones dwelling need;
3. Method 3: Extrapolating historical dwelling completion and subdivision rates.

Other circumstances have also been considered, including the extent to which land supply may have constrained growth in the past, and the demand from various sub-markets (or market segments) that should be planned for in the strategy.

VIF METHOD 1

The VIF Method 1 adopts the Victoria in Future 2019 projected number of dwellings estimated to be required in the municipality between 2016 and 2036 to support population growth and uses the historical proportion of dwellings approved in the LDRZ (8%) and RLZ (0.7%) to calculate the number of dwellings required in the LDRZ and RLZ per year.

This method results in a projected need for an average of 9 new dwellings per annum in the LDRZ and 1 new dwelling per annum in the RLZ. Over the 30 year planning period, this would equate to a need for 310 lots in the LDRZ and 20 lots in the RLZ.

T21. ESTIMATED DWELLING REQUIREMENTS – VIF METHOD 1

Area	All RCoW	
Total dwellings required 2016 - 2036	2,276	
Period (years)	20	
Average dwellings required per annum	114	
Zone	LDRZ	RLZ
% of all dwelling approvals in zone	8.1%	0.7%
Annual dwelling requirement in zone	9	1
30 year dwelling requirement in zone	270	30
30 year dwelling requirement – total study zones	310	

Source: Urban Enterprise 2019 (Produced using information from the RCoW Database 2019).

It is noted that under this method:

- The total dwelling demand rate for the municipality of 113 dwellings per annum would be less than the recent average of dwelling approvals at approximately 140 per annum; and
- Any latent or unmet demand or any changes in housing preferences that may occur in the future compared with the recent past are not taken into account.

VIF METHOD 2

A second method based on Victoria in Future projections has also been considered. This method considers the projected number of dwellings required in the two separate areas of the municipality, being the Wangaratta Town and the rural balance of the Council area. **Appendix F** shows the boundaries of these areas.

The Wangaratta township is projected to require 101 dwellings per annum over the projection period, and the rural balance is projected to require 13 new dwellings per annum.

Table T22 shows an indicative distribution of these dwellings to the study zones and other zones based on the locations of historical development and the availability of land in different zones throughout the rural areas of the municipality. This enables an alternative estimation of the need for dwellings in the study zones based on VIF projections and taking into consideration the availability of land in the rural areas. This method would result in a

greater proportion of projected dwelling construction taking place in the study zones compared with the long term average.

T22. ESTIMATED DWELLING REQUIREMENTS – VIF METHOD 2

Area	New dwellings required per annum	% dwellings within Study Zones (LDRZ / RLZ)	Annual LDRZ / RLZ dwelling requirement	30 year dwelling requirement
Wangaratta - township	101	14%	14 ²	420
Wangaratta - rural	13	50% ¹	7	210
Total	114	18%	21	630

Source: Urban Enterprise, 2019. 1. Opportunities for new development in the rural areas include Farming Zone, Township Zone, RLZ and LDRZ. Based on a high level review of the relative scale of land supply available across these zones, it is estimated that at least half of the dwellings would need to be accommodated in the RLZ and LDRZ. 2. Approvals in the LDRZ and RLZ in Wangaratta have typically been 2-3 times the approvals in rural areas. A rate double the rural demand rate has been adopted for this estimate.

DWELLING APPROVALS AND SUBDIVISION METHOD

Historical rates of development can provide an indication of the potential scale of future dwelling demand in the study zones. When applying this type of method, it is important to take a medium term approach to given the peaks and troughs of the property market and the typically inconsistent rate of rural residential subdivision activity.

Table T23 shows the results of a simple extrapolation of recent subdivision approval rates over the planning period.

T23. SUBDIVISION METHOD RESULTS

Zone	DEMAND MEASURE	TIME PERIOD	ANNUAL DWELLING REQUIREMENT	30 YEAR DWELLING REQUIREMENT
LDRZ	New lots approved for creation through subdivision	2012 to 2018	26	780
RLZ	New lots approved for creation through subdivision	2012 to 2018	2	60
Total				840

Source: Urban Enterprise 2019. (Produced using information from the RCoW Database 2019).

Higher Growth Scenario

It is noted that using historical growth rates to estimate future demand can sometimes result in underestimation given that rates of development can be influenced by periods of limited supply and/or periods during which the land that is available is not well suited to the needs of the market.

The analysis in this report indicates that a lack of appropriate supply in recent years is likely to have artificially limited the rate of dwelling construction in the study zones in Wangaratta. Therefore, in the short term, it is considered likely that these development rates may be exceeded.

An important function of long term strategic planning is to ensure that sufficient land is available to meet community needs. Given that needs can change and there is evidence of land supply being a constraint to development in the recent past (especially for urban fringe LDRZ lots in Wangaratta), it is recommended that a higher growth scenario also be considered as part of the strategy to ensure that land supply is not a constraint to development and that overall land supply and growth objectives set out in state and local policy can be facilitated.

This higher growth scenario could take the form of a percentage increase over and above the recent historical rate of development. The use of a higher growth scenario is considered appropriate given that the recent rate of dwelling approvals is at least 20% higher than the annual dwelling requirement projected by VIF.

SUMMARY OF AGGREGATE DEMAND SCENARIOS

Table T24 summarises the overall demand scenarios for the strategy that were described above.

T24. DEMAND SCENARIOS

Forecast Scenario	Basis	New dwellings per annum		30 year dwelling requirement	
		LDRZ	RLZ	LDRZ	RLZ
A (Low)	VIF projections and status quo distribution across zones	10	2	300	60
B (Moderate)	VIF projections distributed across available zones	21		630	
C (Medium)	Medium term subdivision rate	26	3	780	90
D (High)	Short term subdivision trend and likelihood of latent demand for LDRZ. Rate based on medium term trend + 30%.	34	4	1,020	120

Source: Urban Enterprise, 2019.

It is recommended that Council plans to accommodate at least the medium growth scenario (Scenario C) and considers the implications of the higher growth scenario (Scenario D) in case the rate of development increases above current medium term averages. The use of the lower scenarios is not recommended for planning purposes given:

- Victoria in Future projections are for lower growth than in recent years, whereas development in the study zones has increased;
- There are a number of indicators of latent demand for new lots in the study zones, including strong price growth and the experience of real estate agents;
- The time required to bring any new growth areas to the market can be significant, during which time latent demand is likely to continue to build. This includes time periods for planning scheme amendments, development approval, delivery of infrastructure and construction of new dwellings;
- Strategic planning should seek to accommodate at least a medium growth scenario so that the market is not undersupplied. Any potential oversupply can be managed through staged land release by the market and staged approaches to rezoning by Council.

4.7. ADEQUACY OF SUPPLY BY ZONE

4.7.1. LDRZ

The extent to which the existing supply can accommodate this demand is assessed by comparing the effective lot supply estimated in the previous section with the demand scenarios. This is shown in Table T25.

T25. NUMBER OF YEARS SUPPLY - LDRZ

Area	Effective lot supply LDRZ	Dwellings required per annum LDRZ	Years Supply
Municipality (LDRZ)	616	26 - 34	18-24

Source: Urban Enterprise, 2019.

The analysis indicates that the land supply in the LDRZ is likely to reduce below the 15 year minimum in the short to medium term, indicating that Council should identify suitable additional locations for additional land in this zone as part of this strategy. This is important given the relatively long lead times in bringing new land to the market, and the fact that Councils can generally only resource a project of this scale every ten years or so.

It is noted that the actual level of supply may be considerably less than 18-24 years if new development fronts are not commenced in the short term given the fast rate of subdivision in the Waldara area and the relative lack of major subdivision activity in other broadacre LDRZ lots (such as in Wangaratta 1c).

4.7.2. RLZ

Table T26 shows the adequacy of supply for land in the RLZ.

T26. NUMBER OF YEARS SUPPLY OF LOTS – RLZ

Area	Effective lot supply RLZ	Dwellings required per annum RLZ	Years Supply
Municipality (RLZ)	85	3-4	21-28

Source: Urban Enterprise.

Given the lack of subdivision activity in the RLZ in recent years and the limited supply of land in the RLZ1 that is capable of providing smaller RLZ lots to the market, it is considered that this high level approach to estimating the adequacy of demand and supply for land in the RLZ should be complemented by a closer review of market conditions in the zone. These conditions are summarised as follows:

- Although there is nominally an effective land supply of 85 lots in the RLZ, this is only available to the market if it is actively being developed and is in locations and lot sizes that meet market needs.
- The majority of RLZ supply is located within the RLZ2 and are large lots, with approximately 87% of supply requiring development / subdivision to be brought to the market.
- Only seven subdivisions of land in the RLZ were approved by Council between 2008 and 2018, and only two of these created 5 or more lots, confirming the lack of new supply being made available to the market. Council advised that lots in these subdivisions sold very quickly. All seven subdivisions were located in the RLZ2.
- Given the lack of subdivision activity in recent years, there is very little new supply being created, leading to uncertainty regarding the delivery of new lots to the market.
- Anecdotal information provided by real estate agents indicated that there is a clear lack of appropriate supply of land in the RLZ which has limited opportunities for development of lots between 2ha and 8ha, and that there is unmet demand for these lot sizes.
- Strong price growth in larger lots across the municipality has been achieved in recent years.
- The rate of dwelling approvals in the Farming Zone indicates a level of demand for larger lots that cannot be met in the RLZ at present, result in ad-hoc dwelling development and population growth in unplanned locations.

Given these circumstances, the Strategy should plan to provide new areas of land in the RLZ Schedule 1 to enable new lots to be made available to the market in this zone and to ensure competition in the market. Indicatively, a demand rate of 5 dwellings per annum should be planned for in the short term, with close monitoring of the rate of development and sales to enable rezoning of further land if demand increases.

4.8. ADEQUACY OF SUPPLY BY MARKET SEGMENT

The analysis undertaken for this strategy has found that there are three key markets segments and product types in demand within the LDRZ and RLZ in the municipality as follows:

1. **Large lot urban fringe:** the primary demand segment is for residential lots located in the urban fringe of Wangaratta in the LDRZ, driven by a balance between proximity to urban services and the availability of larger lots than are available in standard urban growth areas.
2. **Commuter lifestyle township:** this 'secondary' market seeks larger lots located in towns within commuting distance of Wangaratta with access to local township services and a small town lifestyle. The main towns that offer this product are Milawa and Oxley, although other towns could also perform this role to different extents.
3. **Rural Living:** a tertiary market for large lots proximate to Wangaratta seeks lots of between 2ha and 8ha for a range of purposes including lifestyle, animal keeping and minor agriculture.

Throughout preparation of the strategy, a fourth market segment was also identified, being the market for housing in the **King Valley** which is proximate to the various agricultural, tourism and hospitality businesses operating in the area. This includes those seeking proximity to employment as well as those seeking proximity to the high amenity and lifestyle attributes of the region. The majority of land supply in LDRZ and RLZ is not proximate to King Valley towns and businesses.

The adequacy of supply available to each segment is summarised as follows:

- **Urban Fringe LDRZ:** There is a potential supply of 410 lots in LDRZ in the urban fringe of Wangaratta, however land in this market is being consumed quickly. Importantly, some of the broadhectare land is not under development, with landowners potentially awaiting rezoning to urban residential zones. The main source of development creating this supply type in Waldara is expected to have limited supply remaining in the short-medium term, and the overall supply for this market segment will need to be increased relatively early within the life of the Strategy. At 20-25 lots per annum (75% of LDRZ demand projections), existing land could accommodate up to 20 years supply, however the supply being actively developed is somewhat less.
- **Commuter lifestyle townships:** there is a supply of 171 lots in the LDRZ in the main commuter townships in demand of Milawa, Oxley and Glenrowan. Approximately 25% of historical development occurring in the LDRZ and RLZ has occurred in commuter lifestyle towns and agents indicate that these lots towns remain very attractive to the market. Recent availability of reticulated sewer is expected to result in continued interest in development in these towns. Additional land will be required to meet demand within the life of the Strategy to meet demand from this market. At approximately 10 lots per annum, there is approximately 17 years of supply for this segment, however the supply being actively developed is less than this.
- **Rural living:** as discussed previously, the supply of RLZ lots is highly constrained and this market is not being met. It is recommended that additional land should be rezoned to the RLZ1 in the short term to address this market gap, with provision to provide further land depending on the rate of development of this area.
- **King Valley:** this sub-region has an important tourism and economic role, however many towns do not have available land supply in the study zones. Although there is a total capacity for 29 LDRZ and RLZ lots in the King Valley townships of Moyhu, Whitfield and Cheshunt, all but one lot requires subdivision to create new housing opportunities and minimal development has occurred in the sub-region. There are few alternative zones for new housing in the area and anecdotal information indicates that there is insufficient housing available for this important market. The Strategy should therefore seek to address this market gap.

IMPLICATIONS FOR CANDIDATE AREAS

The implications of the findings of the demand and supply analysis for the Strategy, particularly in terms of identifying and assessing candidate areas for rezoning, are summarised in Table T27.

T27. DEMAND AND SUPPLY ANALYSIS IMPLICATIONS FOR STRATEGY

No.	Direction
1	Further land should be rezoned to the LDRZ at the urban fringe of Wangaratta to meet strong ongoing demand for large lots in proximity to the regional centre. It is important that the new supply promotes competition in the development market and provides sufficient land to accommodate demand over the planning period. Given the lead times associated with planning and development, at least a further 200 lots should be provided in this zone in the short term to ensure that a rolling supply of at least 15 years is maintained for this market. There should also be an indication of the preferred locations of long term development and close monitoring of progress and timing for the need for further supply.
2	The Strategy should seek to facilitate further land in the LDRZ in towns within commuting distance to Wangaratta. At least 100 lots should be provided in these locations given the long lead times associated with planning and development. Where possible, a variety of location options should be provided to the market to encourage choice and competition, and to mitigate the risk that any constraints to development restrict new supply in a particular location. Longer term locations should also be identified.
3	The Strategy should seek to facilitate a new location where RLZ lots of between 2ha and 4ha can be created. In the short term, at least 25 lots should be provided to meet at least 5 years supply and allow any latent demand to be met.
4	The Strategy should seek to facilitate opportunities for new LDRZ and / or RLZ lots in the King Valley.

Source: Urban Enterprise.

4.9. KEY FINDINGS

- The municipality had an Estimated Resident Population (ERP) of 29,087 people in June 2018. The ERP increased at an average rate of 1.0% per annum between 2011 and 2018, resulting in an additional 268 residents per annum.
- Approximately two-thirds of residents live within the Wangaratta SA2 (the urban area of Wangaratta) with 34% of residents living in rural areas of the municipality.
- Approximately 50% of population growth over the period 2011 – 2016 occurred in the Wangaratta West – Waldara area, some of which was within the Waldara Low Density Residential area. The Oxley – Milawa and Ovens Valley region had the second highest population growth over this period (+48 residents per annum).
- The municipality is projected to experience population growth at an average rate of 0.56% per annum between 2018 and 2036 according to official State Government projections, resulting in a need for 114 new dwellings per annum. This dwelling requirement is less than the current rate of development occurring.
- The proportion of building approvals for new dwellings which took place in the rural area of the municipality has increased in recent years.
- The average number of new lots approved for creation through subdivision in the RLZ and LDRZ between 2008 and February 2019 was 28 new lots per annum. There was a large increase in 2018 when 74 lots were created in the Waldara area in the LDRZ.
- Price growth and development activity indicates strong demand for land in the study zones, particularly in locations proximate to Wangaratta. Key markets for land in the study zones are tradespeople, families and retirees, with very few first time buyers.
- Based on an analysis of housing demand scenarios, it is recommended that Council plans to accommodate at least 30 additional dwellings per annum in the study zones and that the strategy seeks to provide housing supply to the following four key markets:
 - Urban fringe LDRZ;
 - Commuter township LDRZ;
 - King Valley LDRZ or RLZ; and

- New RLZ1 supply close to Wangaratta.
- Land supply in the LDRZ is likely to reduce below the 15 year minimum in the short to medium term, indicating that Council should identify suitable additional locations for additional land in this zone. Given supply constraints, new supply of RLZ lots should also be facilitated to address the current market gap.

5. IDENTIFYING FUTURE SUPPLY CANDIDATE AREAS

5.1. INTRODUCTION

This section identifies and assesses future supply candidate areas for inclusion in the LDRZ and RLZ in the future.

5.2. MUNICIPAL LEVEL ANALYSIS

A municipal level analysis has been conducted as the starting point for considering potential future supply candidate areas. All towns with land in the LDRZ and / or RLZ located in RCoW were included in the analysis, along with Everton which although not having any land in the study zones, is identified as a 'Rural Township' in Council's Strategic Framework Plan.

The analysis takes into account:

- Current strategic planning policy included in the Wangaratta Planning Scheme;
- The location of high quality agricultural land;
- The availability of suitable infrastructure;
- A municipal assessment of bushfire risk taking into account recent changes to state bushfire policy; and
- Consideration of interfaces with other land uses.

The municipal level analysis has been used to inform whether previously identified investigation areas are appropriate for consideration for rezoning as part of this strategy based on the current planning policy and technical analysis undertaken.

The municipal level analysis has also been used to guide the selection of other supply candidate areas adjacent to existing LDRZ and RLZ land which could provide a logical extension of areas already zoned for rural lifestyle use and to identify areas which would also address housing needs for each of the key markets.

PREVIOUS INVESTIGATION AREAS

Table T28 shows investigation areas identified in previous Council strategies and plans. These areas have been assessed as part of the municipal level analysis. Maps of the investigation areas are provided in **Appendix A**.

T28. PREVIOUSLY IDENTIFIED INVESTIGATION AREAS

Investigation Area	Source
Glenrowan (all)	Glenrowan Township Development Plan and Rural Strategy, 2015 for rezoning to RLZ.
Glenrowan Taminick	Rural Strategy 2015 for further investigation for RLZ or RAZ.
Oxley (Triangle)	Rural Strategy 2015 for rezoning to RLZ2.
Oxley (North)	Oxley Township Plan and Rural Strategy, 2015 for further investigation.
Oxley (South west)	Oxley Township Plan and Rural Strategy, 2015 for further investigation (land located adjacent to existing LDRZ and bounded by Evans Lane to east and Smith Street to north). Identified in Oxley Township Plan and Rural Strategy, 2015 as future LDRZ.
Milawa (West)	Identified in Rural Strategy 2015 for further investigation for RLZ.
Milawa (Triangle)	Identified in Rural Strategy 2015 for rezoning to RLZ.
Wangaratta South (east of Greta Road)	Identified in Rural Strategy 2015 for rezoning to RLZ and Clause 21.02-3 for further investigation
Wangaratta South (west of Greta Road and north of Jordans Lane)	Identified in Clause 21.02-3 for future investigation.
Wangaratta South West (W-1d)	Identified in Rural Strategy, 2015 for rezoning to RLZ.

Source: Urban Enterprise, 2019.

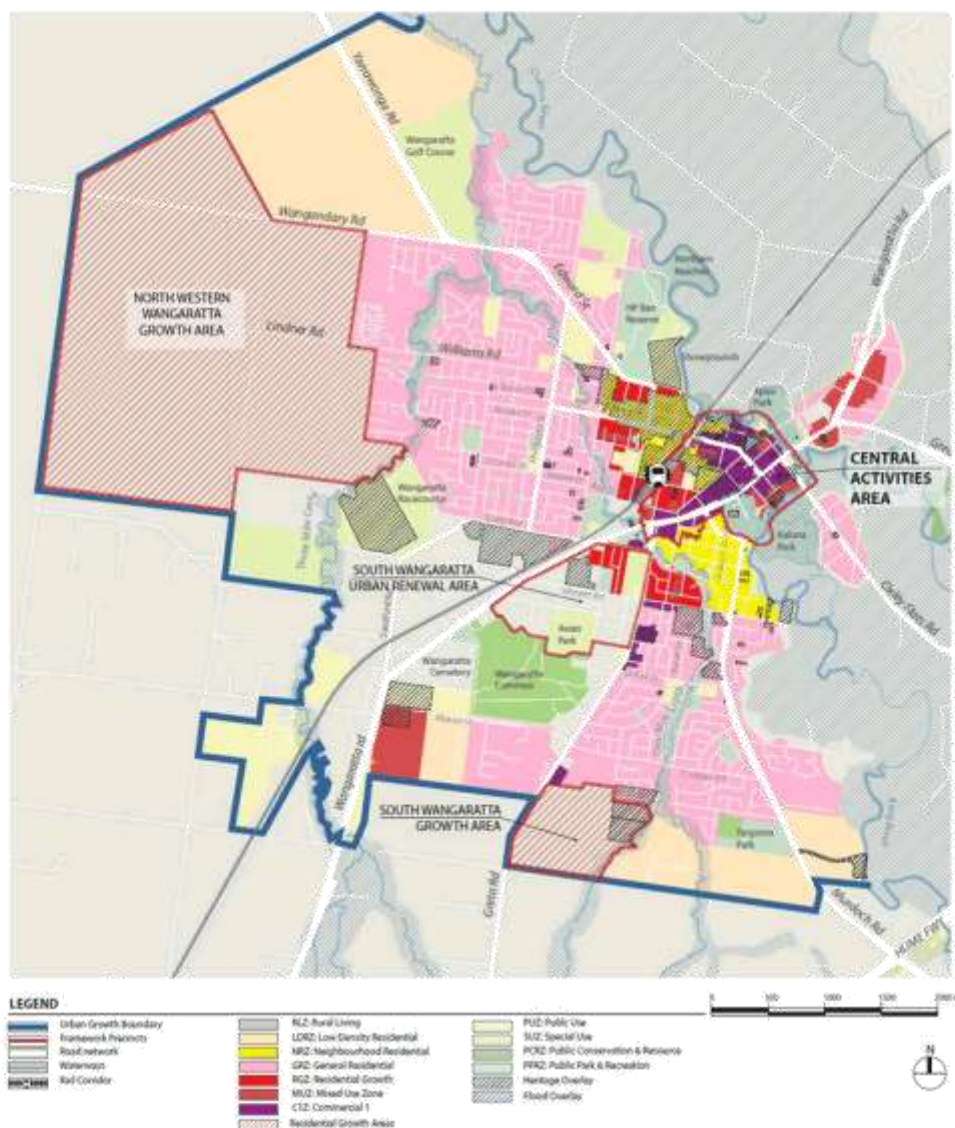
5.2.1. STRATEGIC PLANNING POLICY

As described in Section 2, the Wangaratta Planning Scheme identifies several locations within the municipality for urban growth, including at the periphery of the Wangaratta urban area and adjacent to smaller towns.

Clause 21.02-3 of the Wangaratta Planning Scheme identifies two major urban growth areas: the North Western Wangaratta Growth Area (including short term and long term areas) and the South Wangaratta Growth Area. The location of the growth areas is shown in a Settlement Plan in Figure F12. These areas are not suitable for investigation for rezoning to the LDRZ or RLZ due to their designation for other purposes.

The Settlement Plan also identifies land to the south of Wangaratta (mostly immediately south of the LDRZ in Precinct 1c) as a 'Future Investigation Area' – this area is identified in the Rural Strategy as an investigation area for lower density living and is therefore considered appropriate for investigation in this Strategy given the substantial urban growth areas identified in other parts of the settlement.

F12. RESIDENTIAL GROWTH AREAS IN WANGARATTA



Source: Clause 21.02.3 Settlement of the Wangaratta Planning Scheme.

TOWNSHIP DEVELOPMENT PLANS

Township Development Plans apply to three larger towns of Glenrowan, Milawa and Oxley. The township plans identify a number of investigation areas of different types, including potential rezoning to reflect existing land uses, potential expansion of existing LDRZ areas and potential rezoning of land to the RLZ.

The Plans do not seek to provide for urban expansion in other zones, such as the Township Zone or urban zones, and as such, no major growth directions have been considered to be constrained by strategic planning directions for urban growth.

It is also noted that:

- The area to the west of existing RLZ (north of the Old Hume Freeway) in Glenrowan is identified as a future investigation area and land located to the east of the existing township (south of Old Hume Freeway) is identified for rezoning to RLZ.
 - The area to the east of Milawa is identified for investigation for rezoning to the Rural Activity Zone in the Rural Strategy, however the Township Development Plan notes that despite potential drainage constraints, the land would be a logical future investigation area and makes provision for future road connections to this area (p.8); and
 - An objective of the Oxley Township Development Plan seeks to discourage expansion of the town to the east of the current town boundary as follows: “support the distinction between urban and rural by acknowledging Oxley Meadow Creek Road as the logical eastern extent of residential development.” (p.10) This was translated into local policy at Clause 22.04 through an objective to “protect the existing Farming Zone in the medium term” in this area.
- There is also strategic direction to investigate the rezoning of land to the west of the Oxley township ('Oxley Triangle') to RLZ.

These strategic directions have been considered as part of the project, however the Township Development Plans are not considered to fully prevent investigation of any particular growth direction on strategic planning grounds.

5.2.2. HIGH QUALITY AGRICULTURAL LAND

The Wangaratta Planning Scheme (Clause 21.05) identifies that “the municipality has some very productive soils and agricultural areas. The report *An Assessment of the Versatility of Agricultural Land in the Rural City of Wangaratta* (April 2000) rates the Ovens River and King River valleys as ‘very high’ versatility and the centre and northern sections of the municipality as ‘high’ versatility.”

Locations are shown in Figure F11. Land within each LDRZ and RLZ precinct is rated as follows based on the broad agricultural classifications that apply at the municipal level:

- **Very High versatility:** Cheshunt, Whitfield, Whorouly and parts of Oxley along the river corridor;
- **High versatility:** Eldorado, Everton, Milawa, Moyhu, Oxley, Peechelba, Springhurst, Tarrawingee, Wangaratta;
- **Moderate versatility:** Glenrowan.

The Hume Regional Growth Plan also identifies areas of higher agricultural land quality across the region, including Wangaratta. An extract of the ‘Strategic Agricultural Land’ map is shown in Figure F12. The valleys along the King and Ovens Rivers are shown as “strategic agricultural land of national, state, regional or sub-regional significance”. This area includes the land between the two rivers where the settlements of Milawa and Oxley are positioned.

This strategy has adopted the following approach to agricultural land:

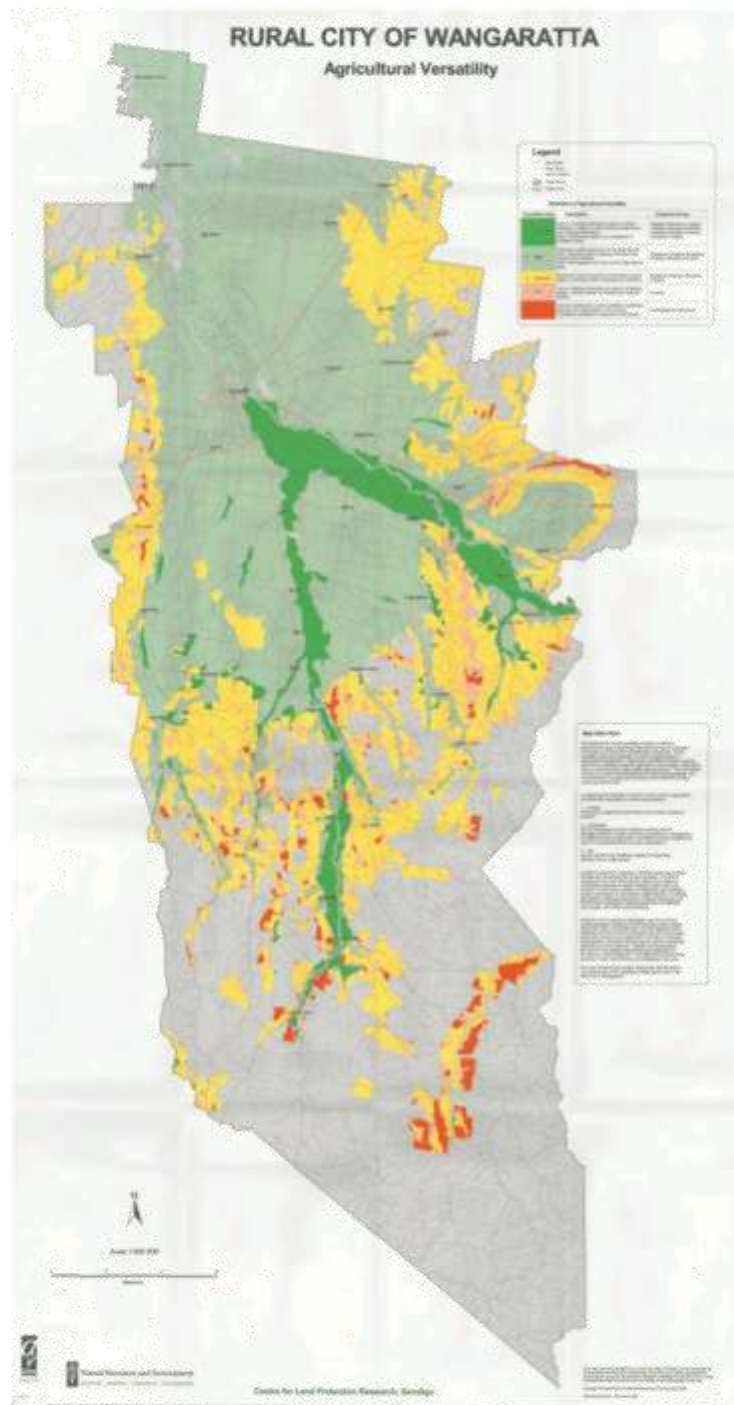
- Agricultural land considerations need to be balanced with other planning policy objectives;
- A municipal approach to minimising impact on agricultural land has been applied which seeks to accommodate demand in areas of lower agricultural quality first;
- Avoid rezoning land with ‘very high versatility’ for agriculture;
- Avoid rezoning large properties currently used for agriculture in areas of high quality agricultural land;
- Avoid rezoning land in areas that are currently used productively for agricultural and related purposes; and
- Consider interfaces with agricultural operations as part of spatial recommendations to avoid negative impacts on the use of agricultural land.

It is noted that the provision of land in the study zones can also support the use of agricultural land in a number of ways, including:

- Facilitating housing for the local labour force;
- Supporting growth of the local demand base for agricultural produce;

- Contributing to residential demand for viable local town centres, which can:
 - Provide goods and services to support agricultural businesses;
 - Create opportunities to display and sell local produce; and
 - Underpin the attractiveness of the area for tourism visitation, especially for visitors attracted by the high quality local food and wine produce available in the region.

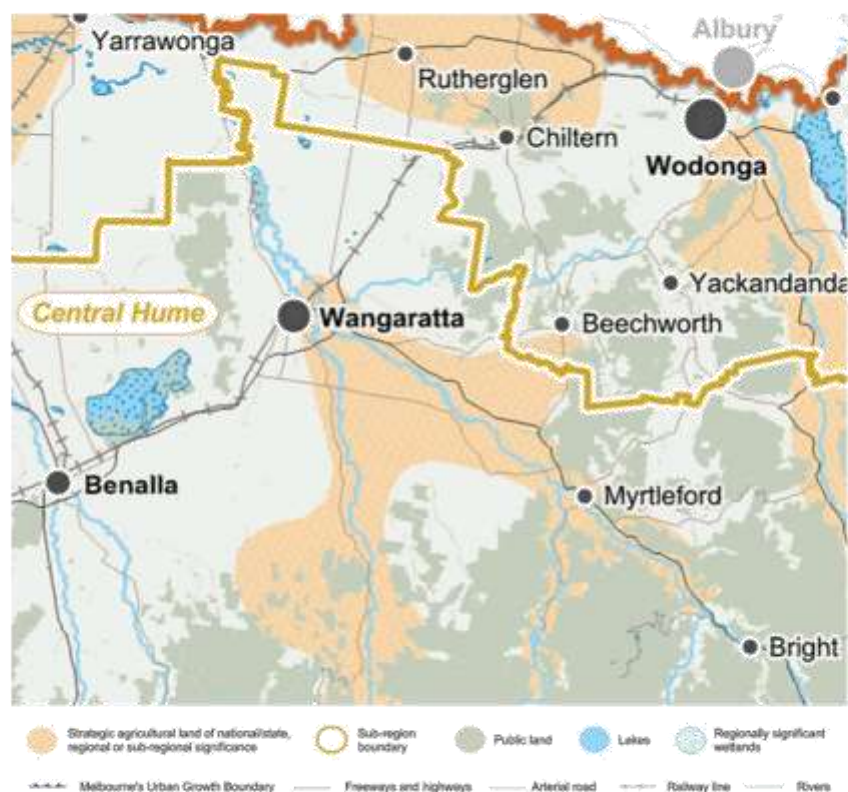
F13. AGRICULTURAL VERSATILITY MAP



Source: An Assessment of the Versatility of Agricultural Land in the Rural City of Wangaratta (April 2000).

DRAFT LOW DENSITY AND RURAL RESIDENTIAL STRATEGY

F14. HUME REGION STRATEGIC AGRICULTURAL LAND MAP



Source: Hume Regional Growth Plan.

5.2.3. LAND USE INTERFACES

As identified in previous sections, a number of potential land use conflicts exist within and around land in the LDRZ and RLZ in the municipality, primarily around the urban area of Wangaratta due to industrial land use interfaces.

Expansion of the following areas may be impacted by these constraints:

- **Wangaratta W-1b:** Industrial land interface and buffer areas to the Bowser landfill;
- **Wangaratta W-1c:** Airport controls;
- **Wangaratta W-1d:** Hume Freeway separation, industrial land buffers;
- **Glenrowan:** Hume Freeway separation, high pressure gas pipeline; and
- **Springhurst:** Hume Freeway separation.

These potential constraints have been considered as part of the more detailed local assessment of candidate areas.

5.2.4. INFRASTRUCTURE

A municipal level review of available infrastructure was completed including water, sewer reticulation and gas reticulation. The full infrastructure report prepared by TGM is available at **Appendix K**.

To inform the assessment, TGM Group consulted with Council and key referral authorities that include agencies listed below. A summary of the key authorities which provided input to the infrastructure capability assessment is detailed in **Appendix G** and included:

- North East Water Authority (NEWA);
- North East Catchment Authority (NECMA);
- Goulburn Murray Water (GMW);
- Ausnet;
- APA Group; and
- Telstra.

The availability of existing infrastructure in each precinct is identified in Table T29. This provides a guide as to the availability of infrastructure to support development or intensification within the existing zoned land. Precincts with a high level of existing infrastructure include Wangaratta W-1a, W-1b and W-1d. Precincts with minimal existing infrastructure include Peechelba, Eldorado, Everton, Whorouly and Tarrawingee.

T29. AVAILABILITY OF EXISTING INFRASTRUCTURE

Precinct	Reliable Water Source	Sewer Reticulation	Subject to Flooding	Fixed Line	Gas Reticulation
Cheshunt	Available	No	Average	No	No
Eldorado	Not Available	No	Acceptable	No	No
Everton	Not Available	No	Unknown	No	No
Glenrowan	Available	Yes	Acceptable	No	No
Milawa	Available	Yes	Acceptable	No	No
Moyhu	Available	Yes	Acceptable	No	No
Odey	Available	Yes	Acceptable	No	No
Peechelba	Not Available	No	Average	No	No
Springhurst	Available	No	Average	No	No
Tarrawingee	Not Available	No	Poor	No	No
Wangaratta (W- 1a)	Available	Yes	Average	No	Yes
Wangaratta (W- 1b)	Available	Yes	Average	No	Yes
Wangaratta (W- 1c)	Available	Yes	Poor	No	Yes
Wangaratta (W- 1d)	Available	Yes	Average	No	Yes
Whitfield	Available	No	Average	No	No
Whorouly	Not Available	No	Poor	No	No

Source: TGM, 2019.

An assessment of the availability of infrastructure to support further residential development / expansion of the precincts was also prepared.

Precincts with infrastructure available for future development include Wangaratta W-1a, W-1b, W-1c and W1d, with precincts with minimal infrastructure available for future development including Tarrawingee, Whorouly, Peechelba Eldorado and Everton.

Some precincts have potential infrastructure limitations that would need to be addressed as part of detailed planning – these are shown in Table T30.

T30. INFRASTRUCTURE ISSUES FOR EXPANSION OF PRECINCTS

Precinct	Issues
Eldorado	Limited infrastructure and wastewater issues
Everton	Limited infrastructure (no reticulated water or sewer), subject to flood risk and drainage capacity unknown.
Glenrowan	Issues for water supply where properties rely on ground bores (during drought rely on alternative water supply)
Milawa	Reliance on water co-op or bores for water supply
Moyhu	(None identified)
Oxley	(None identified)
Peechelba	Industrial zoned land
Springhurst	Flooding
Tarrawingee	Limited infrastructure, flooding and wastewater (no reticulated sewer).
Wangaratta (W- 1a)	Flooding, drainage
Wangaratta (W- 1b)	Flooding, drainage and odour
Wangaratta (W- 1c)	Flooding, drainage, limited roads and bridges, high pressure gas pipeline, AEO, Mackay Casings, odour
Wangaratta (W- 1d)	Flooding, drainage and odour
Whitfield	Wastewater issues (no reticulated sewer), no NBN
Whorouly	Flooding, limited infrastructure (no reticulated water or sewer)

Source: TGM, 2019.

The infrastructure assessment concluded that all areas can suitably support future growth for low density and rural living, although some areas are better supported with reliable infrastructure than others. Flooding is a key risk to be managed.

The Strategy responds to the infrastructure findings by seeking to direct growth to areas of the greatest infrastructure availability and least constraints in order to promote efficient development, expedient delivery of new lots to the market and housing affordability.

5.2.5. BUSHFIRE

A bushfire risk assessment was prepared by Nexus Planning. The full assessment is provided in **Appendix L**. Consultation with the Country Fire Authority (CFA) informed the assessment.

The assessment begins with a **Municipal wide landscape scale assessment** to determine the level of bushfire risk of townships across the municipality.

The level of bushfire risk of each town based on the municipal assessment is summarised in Table T31.

T31. BUSHFIRE RISK ASSESSMENT RESULTS

Risk Level	Towns
High	Cheshunt, Eldorado, Glenrowan, Peechelba and Whitfield
Moderate	Everton, Moyhu, Springhurst, Whorouly, Wangaratta 1b
Low	Milawa, Oxley, Tarrawingee, Wangaratta township

Source: Nexus, 2019.

The bushfire assessment then includes findings which seek to address the following requirements of State Planning Policy (Clause 13.02-1S) as follows:

Priority is to be given "to the protection of human life by:

- Prioritising the protection of human life over all other policy considerations.
- Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire.

- Reducing the vulnerability of communities to bushfire through the consideration of bushfire risk in decision making at all stages of the planning process."

Strategies to implement these objectives include (among others):

- "Ensuring the bushfire risk to existing and future residents, property and community infrastructure will not increase as a result of future land use and development."
- "Assessing alternative low risk locations for settlement growth on a regional, municipal, settlement, local and neighbourhood basis."

The findings of the bushfire assessment have been adopted by the Strategy to ensure priority is given to the protection of human life and that the outcomes of the Strategy do not result in a net increase in the bushfire risk to existing and future residents in accordance with State policy.

Given the policy priority ascribed to these considerations, the Strategy seeks to accommodate all growth away from higher risk locations, including:

- Wangaratta 1b;
- Glenrowan;
- Cheshunt;
- Eldorado;
- Peechelba; and
- Whitfield.

This results in the previously identified investigation areas for rezoning in Glenrowan being unsuitable for further consideration.

For other towns rated as low or moderate risk, a local assessment was completed to build on the municipal assessment to fully investigate the type and location of risk associated with bushfire and the spatial options / directions within each town that present the lowest bushfire risk. In the same way as the municipal assessment, this approach seeks to direct growth to locations with lower risk wherever possible to meet the requirements of state policy.

For urban Wangaratta, the availability of multiple potential directions for new LDRZ and RLZ land (for example an expansion to precincts 1a, 1c or 1d) warranted a specific assessment of the higher and lower risk interfaces of the town.

The local assessment of Wangaratta found that the Wangaratta 1d precinct and surrounding area is 'located in the highest bushfire risk aspect of the town' and that 'further subdivision is not recommended having regard to the advice of the CFA...' (Nexus, p.41). As a result, the Wangaratta 1d precinct and nearby areas at the south-western interface to the town are not suitable for further consideration given there are lower risk alternatives to provide land supply at the periphery of the urban area.

5.2.6. INVESTIGATION AREAS NOT RECOMMENDED

Based on the municipal level analysis undertaken, several previously identified investigation areas (from the Rural Strategy) are not recommended for future rezoning as summarised in Table T32.

T32. INVESTIGATION AREAS NOT RECOMMENDED FOR FURTHER CONSIDERATION

Investigation Area	Reason
Glenrowan (all)	State Planning Policy (bushfire) The township and surrounds are identified as a high bushfire risk location, which includes all previously identified investigation areas including Glenrowan Taminick.
Wangaratta south-west (W-1d and surrounds)	State Planning Policy (bushfire) Lower bushfire risk locations are available at the urban periphery of Wangaratta.

Source: Urban Enterprise, 2019.

5.3. FUTURE CANDIDATE AREAS

Based on the preceding analysis, six candidate areas were identified as being potentially suitable for future rezoning and local assessment. These candidate areas were identified based on the extent that they could:

- Facilitate development which is not significantly limited by policy and technical issues identified in the municipal assessment, specifically not located in townships identified as having high bushfire risk, have suitable infrastructure to accommodate additional development and are not in areas of very high agricultural quality;
- Respond to the four housing types in demand and address market gaps, including urban fringe, commuter town, rural living and King Valley housing; and
- Incorporate previously identified investigation areas or locations in close proximity.

These 6 candidate towns / precincts are:

- A north-western expansion to **Wangaratta precinct W-1a**;
- The investigation area south of **Wangaratta precinct W-1c** that is east of Greta Road and north of Jordan's Lane (west of Greta Road);
- The northern, western and eastern interfaces to the township of **Milawa**;
- The northern and southern interfaces to the township of **Moyhu**;
- The western, northern, southern and eastern interfaces to the township of **Oxley**; and
- The western and northern interface to the town of **Springhurst**.

To evaluate and compare the overall suitability of candidate areas for the provision of potential future low density and rural residential lots, assessment criteria have been applied as shown in Table T33. A detailed assessment of the suitability of each candidate area against the criteria is included in **Appendix H** and summarised in the following section. Maps of each investigation area identifying areas recommended for rezoning in the following section are provided in **Appendix G**.

T33. CRITERIA FOR FUTURE SUPPLY

Category	Criteria	Alignment Rating
1. Planning Policy and Strategic Planning		
1.1	Unencumbered by environmental constraints and buffer areas, such as noise and odour pollution, native vegetation, strategic agricultural land, waterways, scenic landscapes and flooding.	High / Medium / Low
1.2	Long term planning objectives -would LDRZ / RLZ align with long term Council planning objectives / enable an appropriate land use and density transition?	High / Medium / Low
1.3	Compatibility with surrounding land uses and no adverse effects to ensure the potential for land use conflict is minimised.	High / Medium / Low
1.4	Proximity to community services (education, health, retail, community, recreation)	High / Medium / Low
1.5	Accessibility: readily accessible by car and walking to regional road and trail network.	High / Medium / Low
2. Alignment with Housing Needs		
2.1	Is there a demonstrated need for housing in this area?	Pass / Fail
2.2	Opportunities to provide residential characteristics that are in demand by prospective purchases (i.e. rural amenity, views, bush setting).	High / Medium / Low
3. Bushfire Risk		
3.1	Not mapped within the BMO	Pass / Fail
3.2	No exposure to long fire runs particularly in Forests & Woodlands	Pass / Fail
3.3	No exposure to downslopes (uphill fire runs)	Pass / Fail
3.4	No exposure to steep slopes and rugged terrain	Pass / Fail
3.5	No exposure to bushland on more than one aspect	Pass / Fail
3.6	Not an isolated rural area	Pass / Fail

Category	Criteria	Alignment Rating
3.7	Not an area with a single access route	Pass / Fail
3.8	Not an area where all access routes to a township / urban centre are through areas of significant bushland	Pass / Fail
3.9	Is the subject land not located in an area which is adjacent to an urban / township fringe?	High / Medium / Low
3.10	Is reticulated water available?	High / Medium / Low
3.11	Is there significant bushland to be retained within the subject land?	High / Medium / Low
3.12	Is there a requirement to establish on site native vegetation offsets?	High / Medium / Low
3.13	Is there ability to provide perimeter roads (including existing) adjacent to areas of bushfire hazard?	High / Medium / Low
3.14	Are there at least two ways in and out to facilitate access / egress with at least one route to a township / urban area not passing through an area of bushfire hazard?	High / Medium / Low
3.15	Is there ability to provide cross linking roads within a subdivision?	High / Medium / Low
3.16	Is the subject land in proximity to protective features e.g. Managed sports reserves	High / Medium / Low
4. Infrastructure and Developability		
Water		
4.1	Is there a reliable water source?	Pass / Fail
4.2	Does the available water source have capacity for future development to service low density and rural living areas?	High / Medium / Low
4.3	Are there requirements to upgrade or extend the water infrastructure to service future development areas?	High / Medium / Low
Sewer		
4.4	Is there available sewer reticulation?	High / Medium / Low
4.5	Does the system have capacity to service future development?	High / Medium / Low
4.6	Are there requirements to upgrade or extend infrastructure to service future developments?	High / Medium / Low
Drainage and Flooding		
4.7	Is the subject land subject to flooding and what are the historical impacts?	High / Medium / Low
4.8	Is the local drainage system adequate to enable future development?	High / Medium / Low
Electricity		
4.9	Is there available infrastructure to service future development?	Pass / Fail
4.10	Are there alternative energy sources available such as solar?	High / Medium / Low
NBN/Telstra		
4.11	Is there a fixed line available?	Pass / Fail
4.12	Is the area NBN ready?	High / Medium / Low
Road and Access		
4.13	Are there existing road networks that are suitable for future development?	High / Medium / Low
4.14	Impact on major roads, e.g. VicRoads?	High / Medium / Low
Development intentions, land ownership pattern and lot yield		
4.15	Landowner(s) intend to develop or sell the land to facilitate residential development and have capacity to do so.	High / Medium / Low
4.16	Land ownership pattern is conducive to development and a well-planned outcome.	High / Medium / Low
4.17	Sufficient land area to accommodate demand over the planning period.	High / Medium / Low

Source: Urban Enterprise, 2019.

5.3.1. WANGARATTA 1A

The investigation area is located to the north and west of Precinct 1a as shown in Figure F15.

F15. WANGARATTA (W-1A) PRECINCT INVESTIGATION AREA



Source: Urban Enterprise, 2019.

Table T34 summarises the findings against the assessment criteria.

T34. WANGARATTA 1A ASSESSMENT SUMMARY

Criteria	Findings
Planning policy and strategic planning	All rated "High" except for the identification of some encumbrances associated with flooding that would need to be managed as part of any development.
Alignment with housing needs	All rated "High".
Bushfire Risk	Although Wangaratta as a whole is identified as a low risk township, the local assessment identified risks associated with exposure to long fire runs (risk to investigation area) and location to the north of urban area (risk to existing residents).
Infrastructure and developability	No major issues identified, although a range of infrastructure upgrades will be required and co-ordination necessary across multiple landowners.

Source: Urban Enterprise.

Although the area is well located relative to existing infrastructure and property types in demand, development of the area would increase bushfire risk to existing and new residents.

Therefore, **this area is not a preferred area for rezoning.**

5.3.2. WANGARATTA 1C

The investigation area is located to the south of Precinct 1c as shown in Figure F16.

F16. WANGARATTA (W-1C) INVESTIGATION AREAS



Source: Urban Enterprise, 2019.

Table T35 summarises the findings against the assessment criteria.

T35. WANGARATTA 1C ASSESSMENT SUMMARY

Criteria	Findings
Planning policy and strategic planning	All rated High or Medium. Existing waterways and associated flooding will need to be managed as part of any development along with interfaces with airport and freeway to ensure no land use conflicts arise.
Alignment with housing needs	All rated 'High'.
Bushfire Risk	Bushfire risk is low in this location.
Infrastructure and developability	No major issues identified, although a range of infrastructure upgrades will be required and co-ordination necessary across multiple landowners. The south east area is within a Declared Water Supply Catchment however Council has advised land connected to sewerage is generally not impacted.

Source: Urban Enterprise.

The area is well located relative to existing infrastructure and property types in demand and in an area of low bushfire risk. Although flooding, airport and freeway interfaces will need to be managed, this is not expected to prevent or significantly limit development. Co-ordination would be required across areas of fragmented landownership which could result in relatively slow delivery of new lots to the market.

The south investigation area is a preferred area for rezoning and could provide a range of lot sizes across the LDRZ and RLZ. The eastern-most section of the south investigation area (east of Wangaratta-Whitfield Road) is not preferred for rezoning due to known development and servicing challenges and the limited opportunity to integrate with the balance of the investigation area.

The north-west investigation area is also suitable for rezoning, subject to appropriate drainage infrastructure being provided and Jordan's Lane being widened and sealed (possibly will require the realignment of the road to the north or removal of native trees). There is also available water and while the precinct does not currently have sewer, a sewer connection would be available from Greta Road.

The precinct also has a higher bushfire risk than the south investigation area. It is recommended therefore that the land be rezoned to LDRZ and lot sizes range between 0.2 to 0.25ha in this location. Land within the Mackay Casings strategic buffer would need to be excluded from any rezoning.

5.3.3. MILAWA

Investigation areas have been identified broadly to the west, north and east of the existing township as shown in Figure F17.

F17. MILAWA INVESTIGATION AREAS



Source: Urban Enterprise, 2019.

Table T36 summarises the findings against the assessment criteria.

T36. MILAWA ASSESSMENT SUMMARY

Criteria	Findings
Planning policy and strategic planning	Rated 'high' or 'medium'. The township is identified in policy as a suitable location for growth however its location in an area of strategic agricultural land requires management of interfaces and consideration of existing rural production areas.
Alignment with housing needs	High alignment
Bushfire Risk	Generally low bushfire risk, however development to the north and west would increase risk to existing community. Development to the east is lower risk.
Infrastructure and developability	The main potential challenge to expanding the residential capacity of the township is the potential need to increase the capacity of the water co-op system.

Source: Urban Enterprise.

The area is strategically located to meet commuter lifestyle housing needs and has recently been connected to reticulated sewer.

Although the reliance on a co-operative water supply system is sub-optimal from a development perspective, the infrastructure analysis identified that a range of water supply sources are potentially available to support future development, including the existing co-ops or establishment of a new access point (bore) to groundwater. Water supply is considered a relative weakness rather than a specific constraint to development.

The township area is considered a suitable location for rezoning to accommodate additional housing at a moderate scale. Areas to the east will result in lower bushfire risk than areas to the north and west however to the north is also considered suitable for rezoning to LDRZ provided lot sizes range between 0.2ha to 0.25 ha to lower the bushfire risk.. The north west investigation area is also not a preferred location for rezoning due to existing good quality agricultural land and lack of strategic policy support.

Lot sizes of 0.2ha to 0.4ha are recommended for the east investigation area.

5.3.4. MOYHU

Two investigation areas were identified to the north and south of the existing township as shown in Figure F18.

F18. MOYHU INVESTIGATION AREAS



Source: Urban Enterprise, 2019.

Table T37 summarises the findings against the assessment criteria.

T37. MOYHU ASSESSMENT SUMMARY

Criteria	Findings
Planning policy and strategic planning	Rated as 'high' - settlement policy includes Moyhu as a township with "identified potential for growth". Some services available in the town however others would be accessed in larger towns.
Alignment with housing needs	Medium alignment with housing needs. Importantly, Moyhu is the only township located near the King Valley which is not identified as a high risk bushfire location, meaning that this town is the best location to accommodate buyers seeking proximity for tourism, employment or lifestyle purposes.
Bushfire Risk	Local assessment found weaknesses that would result in moderate bushfire risk under current circumstances such as a lack of shelter within the town and the potential to increase risk to the existing township. Bushfire advice is that these risks could be mitigated through planning outcomes prescribed by the Township Plan, and Council has advised that a suitable place of resort is proposed to be established in the town.
Infrastructure and developability	Generally rated as 'high', recently connected to reticulated sewer. Land located in the south-east corner of the south investigation area is subject to flooding.

Source: Urban Enterprise

Moyhu is identified as the preferred location for rural lifestyle housing in proximity to the King Valley, with development to the north most suitable for future rezoning.

Bushfire risk would need to be resolved prior to any rezoning being considered. This should occur as part of the town structure plan and seek to:

- Consolidate the town layout / structure;
- Require a maximum lot size of 0.2ha to 0.25ha in the LDRZ (or provide smaller lots through an urban zone);
- Provide a Place of Last Resort in the township; and
- Address any other bushfire risk mitigation requirements identified in the Township Plan Process.

5.3.5. OXLEY

Investigation areas were identified to the north, east, south and west of the township as shown in Figure F19.

F19. OXLEY INVESTIGATION AREAS



Source: Urban Enterprise, 2019.

Table T38 summarises the findings against the assessment criteria.

T38. OXLEY ASSESSMENT SUMMARY

Criteria	Findings
Planning policy and strategic planning	There is policy support for residential growth in Oxley, although the location of strategic agricultural land and widespread flooding near the town should be considered.
Alignment with housing needs	Strong alignment with housing needs, rated as 'high'.
Bushfire Risk	The township is rated as low bushfire risk however land to the north, west and south-west of the township are the higher bushfire risk directions. Development to the east is lower risk.
Infrastructure and developability	Generally rated as high infrastructure availability, however some areas are expected have material flooding issues which prevent development (west of King River) or will limit developable areas (land in proximity to Horseshoe Creek).

Source: Urban Enterprise.

Oxley has policy support for growth, is strategically located proximate to employment and services in Wangaratta and is identified as a location of high demand for rural residential buyers. The following considerations are relevant to specific sub-precincts:

- Whilst the Oxley west (triangle) investigation area already has considerable flooding issues and high bushfire risk identified, it is proposed to rezone the land from Farming Zone to Rural Living Zone 1. A Council assessment has provided support for rezoning this sub-precinct to the Rural Living Zone Schedule 2 which would better reflect the existing land use pattern, reduce the regulatory burden to do with planning permit triggers for minor applications, and be consistent with existing Council strategies. A review of current lot sizes indicates that no further subdivision would be possible within the RLZ2 with a minimum lot size of 8 hectares.

- The previously identified investigation area to the south of the township is not a preferred location due to the limited land area, proximity to very high quality agricultural land, existing agricultural uses within the area and bushfire risk.
- The existing policy direction is to avoid development **to the east**. This area should only be considered if no alternative growth directions are possible.
- **Land to the north** is, on balance, considered the most suitable location for rezoning to LDRZ in Oxley, provided that lot sizes are no more than 0.25 ha to minimise bushfire risk.

5.3.6. SPRINGHURST

Investigation of expansion of the existing town to the north, west and south has been undertaken based on the directions shown in Figure F20.

F20. SPRINGHURST INVESTIGATION AREAS MAP



Source: Urban Enterprise, 2019.

Table T39 summarises the findings against the assessment criteria.

T39. SPRINGHURST ASSESSMENT SUMMARY

Criteria	Findings
Planning policy and strategic planning	Generally rated as high to medium, with good road and rail access to employment centres and a lack of identified constraints to development.
Alignment with housing needs	There has been limited rural residential development in this section of the municipality, however the access to rail services (currently infrequent) and proximity to both Wangaratta and Albury Wodonga (a future commuter town) is expected to be an attractor in the medium to long term.
Bushfire Risk	Generally a moderate risk location, with bushfire risks associated with increasing the existing risk to the town by increasing the low density interface and the lack of a significant area in the town providing shelter from bushfire.
Infrastructure and developability	There is no reticulated sewer infrastructure, meaning only larger lots would be possible (at least 4,000sqm). The area is not within a Declared Water Supply Catchment.

Source: Urban Enterprise.

Springhurst is considered to be a long term opportunity to provide alternative rural residential housing

The area is relatively unconstrained (especially when compared with many other smaller towns in the municipality) with the exception of moderate bushfire risk associated primarily with the lack of a place of shelter from a bushfire. This could be addressed in the future by improvements to the Springhurst Recreation Reserve.

5.4. AREAS MOST SUITABLE FOR REZONING AND CAPACITY

Table T40 provides a summary of the preferred locations to accommodate future demand for low density and rural residential housing and their potential capacity and zone.

T40. AREAS MOST SUITABLE FOR REZONING AND CAPACITY

Location	Areas suitable for residential use	Recommended Zone	Preferred lot sizes	Indicative Lot Capacity	Indicative timing
Wangaratta W-1c south	LDRZ preferred in eastern and northern sections. RLZ possible in western section, AEO and freeway interface subject to detailed planning.	LDRZ + RLZ	LDRZ: 0.2ha RLZ: 2ha	LDRZ: 560 RLZ: 70	Short
Wangaratta W-1c: North west	All land outside of the Mackay strategic buffer.	LDRZ	0.2-0.4ha	195	Short
Milawa*	North (triangle) East	LDRZ	0.2-0.25ha 0.2-0.4ha	North: 50 East: 320	Short - Long
Oxley	North West	LDRZ	0.2-0.25ha	North: 100 West: 0	Short - Medium
Moyhu	North	LDRZ	0.2- 0.25ha	130	Short
Springhurst	TBC	LDRZ or RLZ	0.4ha+	TBC	Long

Source: Urban Enterprise, 2019. TBC = to be confirmed through future planning. Indicative lot capacity based on Developable Area only (land encumbered by flooding excluded), 80% lot area and minimum lot size possible under the zone. *It is noted that the ultimate yield of land recommended for rezoning in Milawa will depend on water connection and availability. In the east investigation area lot yield will also be dependent on owner intentions.

The lot capacities shown in Table T40 are indicative only and represent the maximum likely yield that could be achieved within these areas. These areas have the potential to create significant additional land supply, and not all will need to be rezoned in the short term.

It is recommended that the first stages of rezoning seek to provide additional short term supply and competition to the market, particularly in the primary demand markets of urban fringe LDRZ and commuter township areas. A staged approach to providing new LDRZ in Wangaratta 1c should be applied given the significant potential yield of the broader precinct.

Recommended actions and timings are provided in Section 6.

RURAL LIVING ZONE

Planning policy provides guidance on selecting locations for rural residential development. The most relevant direction provided is in the following three strategies:

- "Encourage the consolidation of new housing in existing settlements where investment in physical and community infrastructure and services has already been made".
- "Ensure land is not zoned for rural residential development if it will encroach on high quality productive agricultural land or adversely impact on waterways or other natural resources"; and
- "Ensure land is only zoned for rural residential development where it is located close to existing towns and urban centres, but not in areas that will be required for fully serviced urban development and can be supplied with electricity, water and good quality road access."

Based on this direction, the following options to provide new RLZ housing (of approximately 2ha) to the market were considered:

- Rezone an existing area of RLZ2 (minimum lot size of 8ha) to RLZ1 (minimum lot size of 2ha).
- Include an area of RLZ1 at the periphery of smaller townships in suitable areas; and
- Include an area of RLZ1 within a suitable candidate area as part of the Wangaratta township.

Existing areas of RLZ2 land are primarily within Wangaratta precinct 1b and 1d and Glenrowan. The bushfire risk assessment identified that reducing the lot sizes within these areas would increase the bushfire risk in these areas. Option A was therefore not pursued.

Recommended candidate areas at the periphery of Milawa, Oxley and Moyhu are in towns recently connected to reticulated sewer and are considered more appropriate to be included within the LDRZ to facilitate commuter lifestyle housing. These areas are also within the Declared Special Water Supply Catchment and any development off sewer (such as RLZ development) could potentially be impacted by associated wastewater restrictions. Option B is therefore not preferred except for Springhurst, which is outside the water supply catchment and could, in the longer term, provide larger rural living lots.

The remaining option is to incorporate RLZ lots within the Wangaratta 1c investigation area. The significant scale of land in this area (more than 300 hectares) and the need to manage interfaces with the freeway and airport present the opportunity for some of the area to accommodate larger lots. The precinct is also located in relatively close proximity to relevant assets such the equestrian centre, equine education, livestock exchange, stockfeed and so on, indicating that the precinct could attract buyers using residential properties for minor animal keeping. The exact extent and location of any RLZ within this precinct would need to be established as part of a broader future precinct plan.

6. STRATEGY

6.1. OVERVIEW

Low density and rural residential areas represent a relatively small yet important part of the Rural City of Wangaratta's housing supply.

This Strategy seeks to maintain a sufficient quantum and diversity of residential land supply within the LDRZ and RLZ to meet demand over a 30 year period and to ensure that all development occurs in locations that prioritise the protection of human life while capitalising on the many benefits of facilitating this type of housing.

It is acknowledged that in many parts of the municipality, the attributes that are attractive to residents – landscape, topography, outlook, vegetation and so on – are the very attributes that result in those areas being higher risk locations to live in, especially due to bushfire and flooding risks. This presents an inherent conflict between the preferred locations of demand for rural residential housing and the locations in which supply can be provided in accordance with state and local policy.

The Strategy has been developed in the knowledge that many existing and potential future housing areas are partially or fully constrained for development and therefore adopts a long planning period. The approach is designed to create a diverse range of housing opportunity for relevant market segments to address existing supply gaps, meet latent demand for housing in the study zones, facilitate competition in the housing market, respond to population growth projections and support economic development and growth within the municipality.

6.2. OBJECTIVES AND ACTIONS

The objectives and actions of the Strategy are set out in Table T41, along with recommended timeframes.

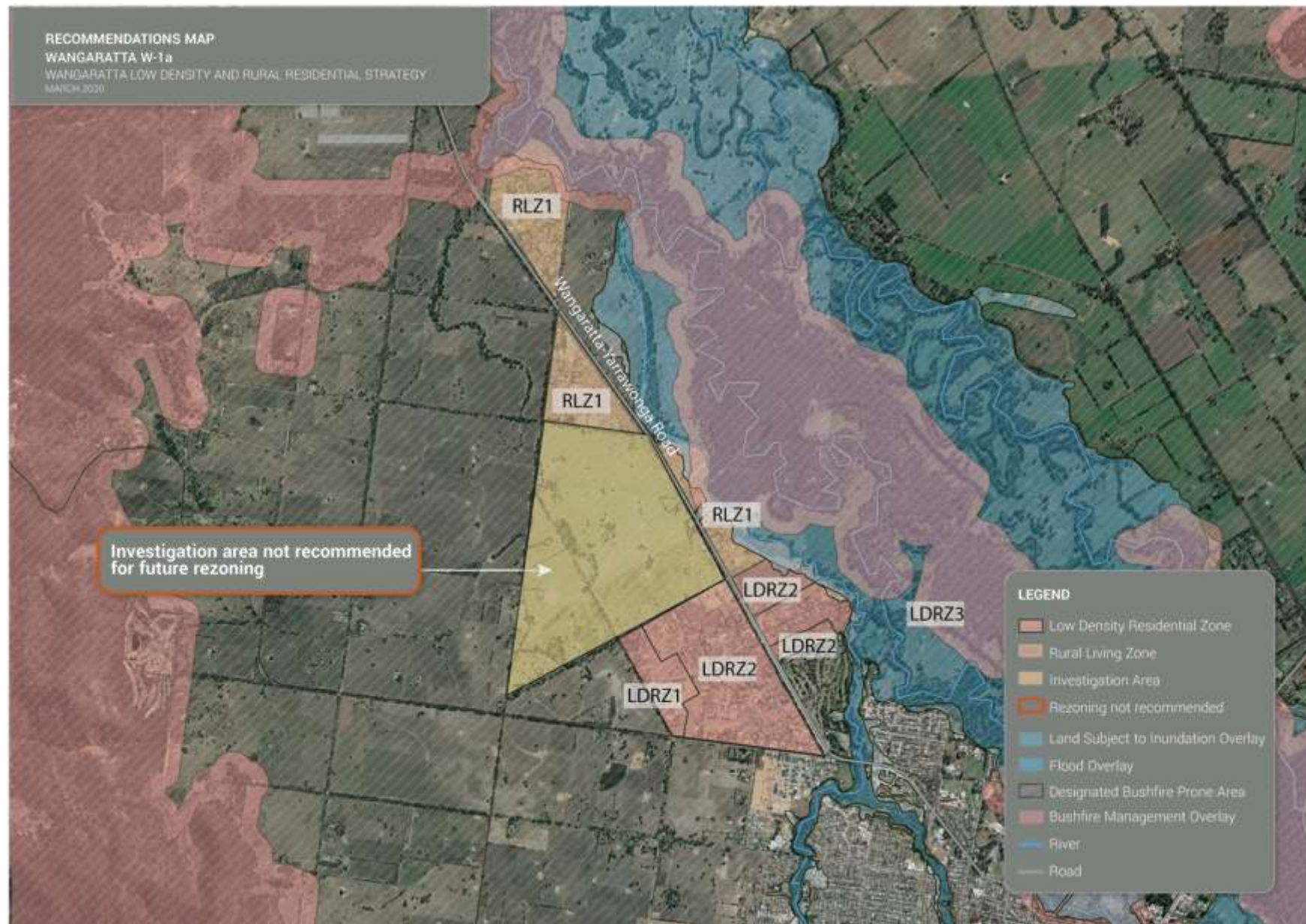
T41. STRATEGY OBJECTIVES AND ACTIONS

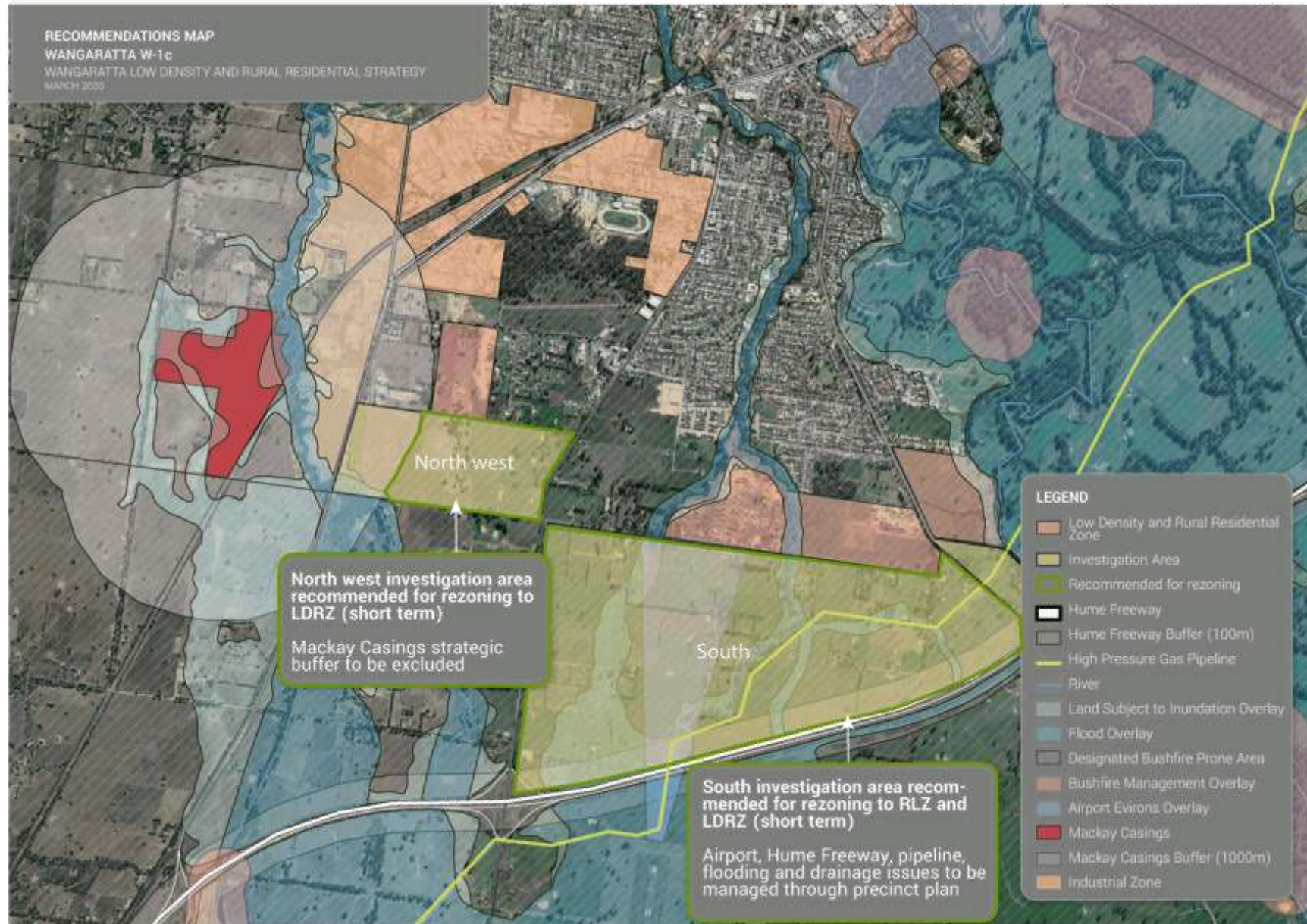
ACTION	DETAILS	TIMEFRAME
Objective 1	Adopt the strategy and embed in policy	
1.1	Following public exhibition of the Strategy and finalisation, seek Council adoption.	Short
1.2	Prepare a Planning Scheme Amendment to include the Strategy as a Reference Document and incorporate the key spatial directions for growth in the LDRZ and RLZ in local policy on settlement.	Short
1.3	Update Township Plans (Glenrowan, Oxley and Milawa) as relevant to reflect the findings of the Strategy, particularly in respect of investigation areas no longer considered suitable for residential use and development.	Short
Objective 2	Increase the supply of land in the Low Density Residential Zone to meet ongoing demand and ensure competition in the market.	
2.1	Engage with owners of the remaining broadhectare LDRZ sites in Wangaratta, seek to understand development intentions and any constraints, and, where possible and practical seek to facilitate development, including through liaison with infrastructure agencies and referral authorities.	Short
2.2	Prepare a Precinct Plan for the Wangaratta 1c investigation area to confirm the extent of developable area and the optimum mix of LDRZ and RLZ land within the precinct.	Short

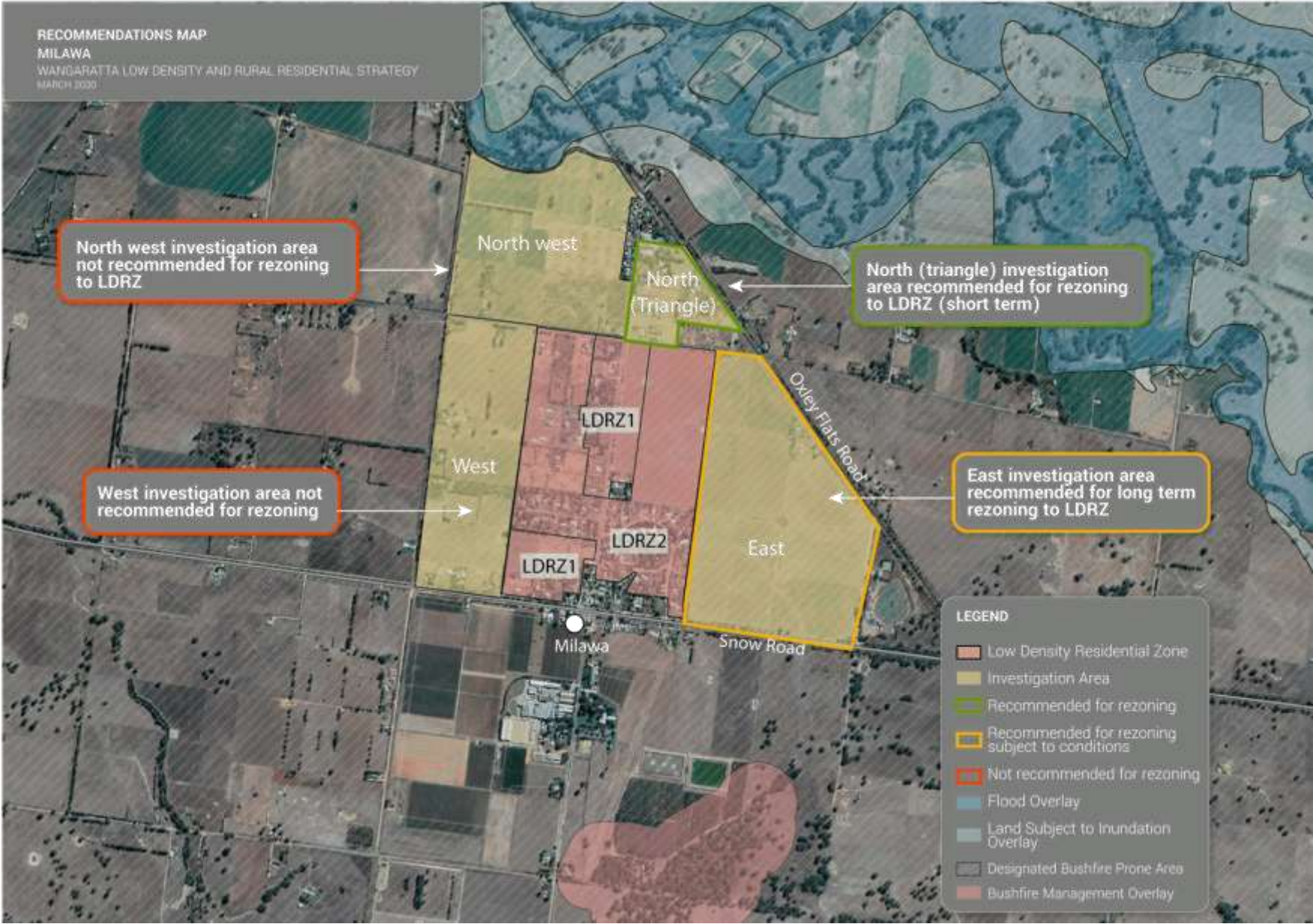
ACTION	DETAILS	TIMEFRAME
2.3	Commence a rezoning process for land in the Wangaratta 1c investigation area to the LDRZ and RLZ, including suitable planning controls to address the Airport Environs Overlay, freeway interface, drainage issues and local access requirements.	Short
2.4	Prepare a Planning Scheme Amendment to rezone land in the Wangaratta 1c north west investigation area to the LDRZ, including suitable planning controls to address Mackay Casings strategic buffer.	Short
2.5	Prepare a Planning Scheme Amendment to rezone land to the north (triangle) of Milawa to the LDRZ including suitable planning controls to address relevant planning and infrastructure considerations.	Short
2.6	Identify a longer term LDRZ growth area for Milawa to the east of the town. Monitor land take up and progress to a rezoning once demand requires.	Long
2.7	Prepare a Planning Scheme Amendment to rezone land in the Oxley North investigation area to the LDRZ	Short
Objective 3	Address gaps in residential land supply	
3.1	Facilitate new LDRZ as part of the Moyhu Township Plan process through: <ul style="list-style-type: none"> - A reduction in the minimum lot size of the existing LDRZ area to 0.2ha and an expansion to the LDRZ area. - Consolidation of the town layout / structure; - Delivery of a Place of Last Resort in the township; and - Any other bushfire risk mitigation requirements identified in the Township Plan Process. 	Short
3.2	Seek to facilitate a greater supply of new RLZ lots of all sizes by preparing a guide to subdivision in the Rural Living Zone. Publish for access and use by landowners to encourage maximum utilisation of existing zoned land.	Short
3.3	Establish Springhurst Recreation Reserve as a suitable bushfire safe shelter, and plan for new large lot LDRZ or RLZ based on the take up of other areas rezoned as part of short term actions.	Medium
Objective 4	Reflect existing land uses	
4.1	Prepare a Planning Scheme Amendment to rezone land in the Oxley west (triangle) investigation area to reflect existing land uses. Ensure controls do not facilitate further development.	Short
Objective 5	Monitor, review and update the Strategy	
5.1	Establish a land demand and supply monitoring program for the study zones so that consistent annual or bi-annual reporting can be prepared on subdivision rates, dwelling approvals and remaining land supply.	Short
5.2	Commence an initial review of this strategy within 5 years of its adoption by Council to update analysis and consider the direction and timing of medium term actions.	Medium

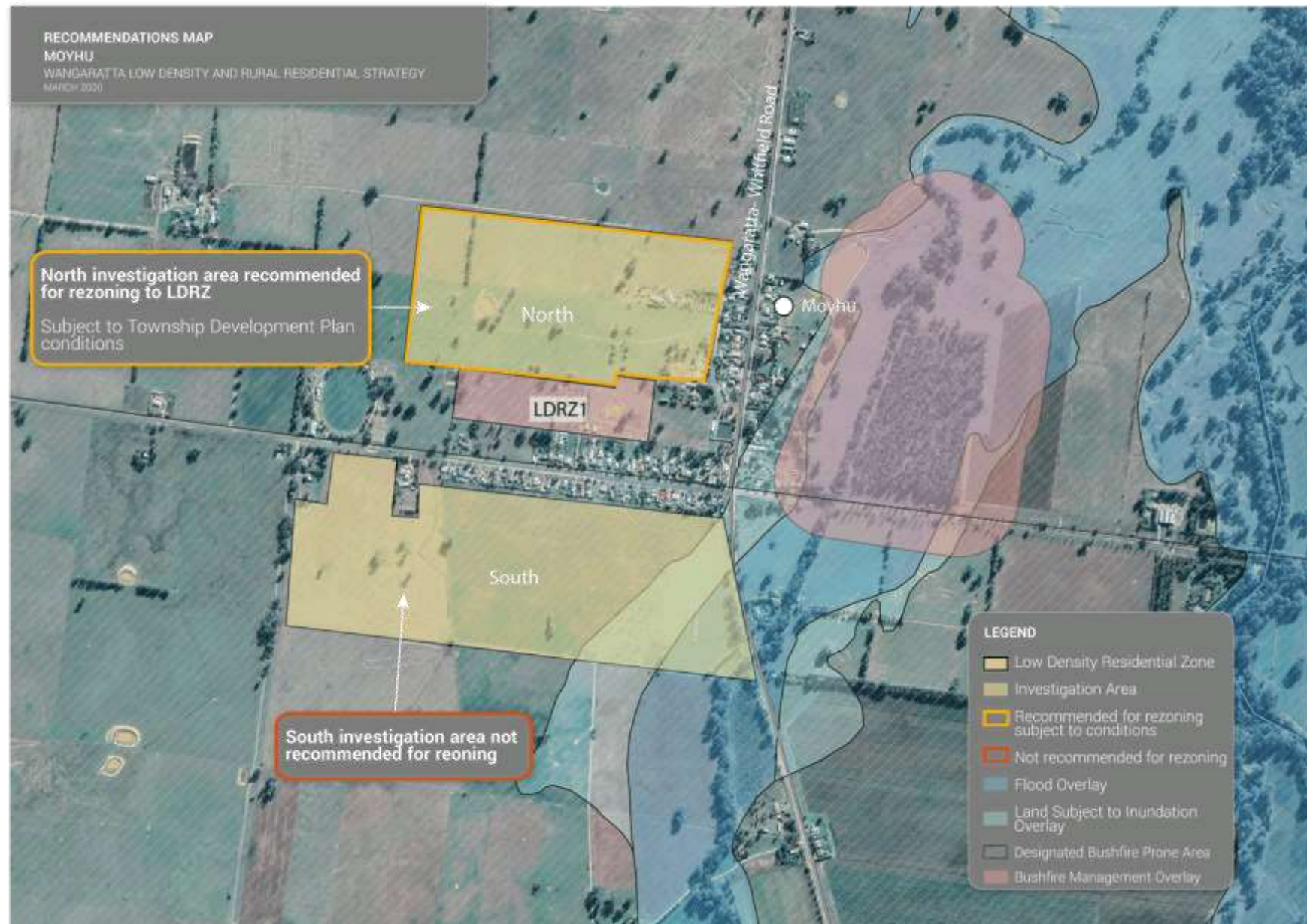
Source: Urban Enterprise. Short term = 0-3 years, Medium term = 3 – 10 years, Long term = 10+ years.

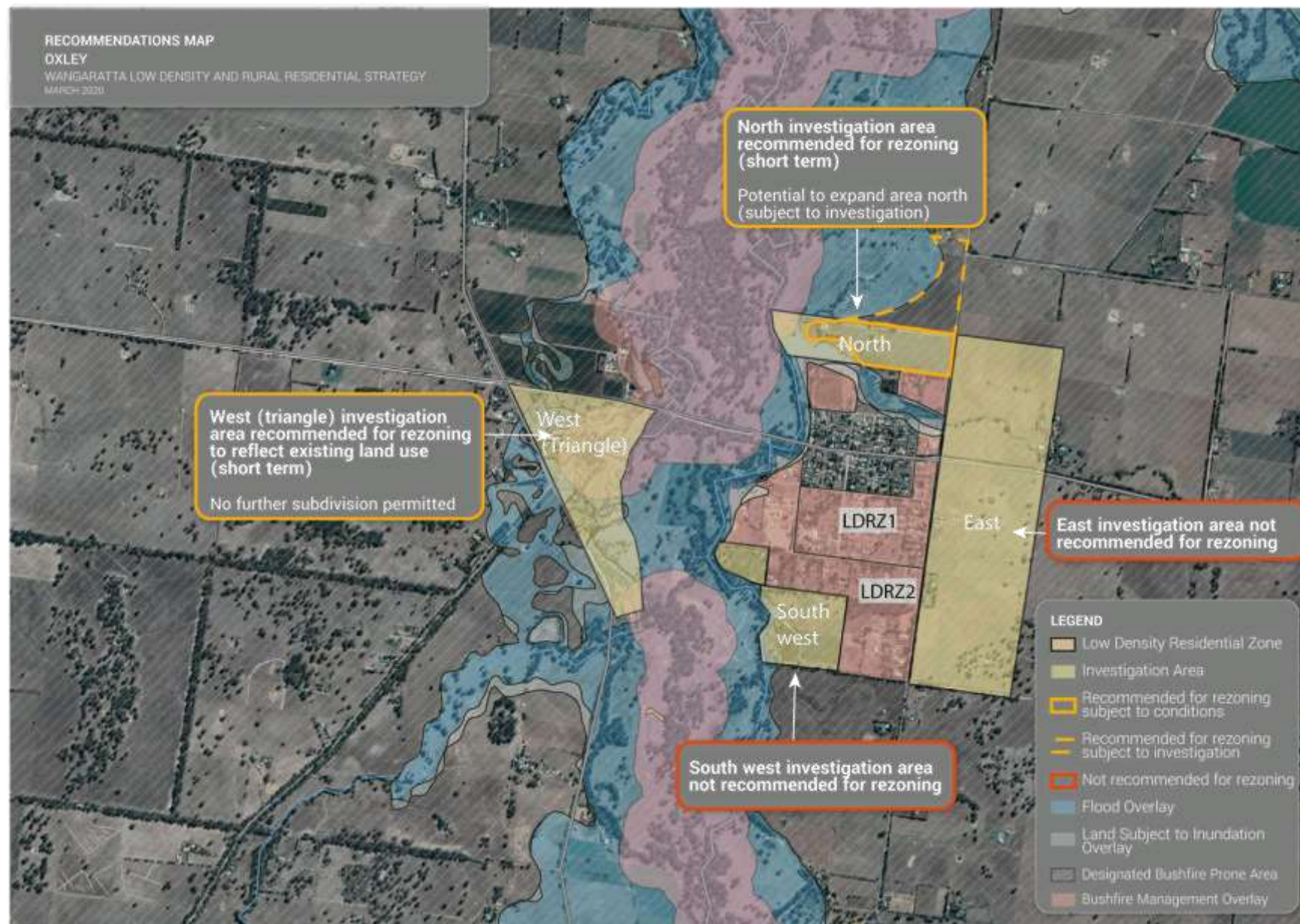
The following maps show the key recommendations for additional land supply within each of the preferred locations.

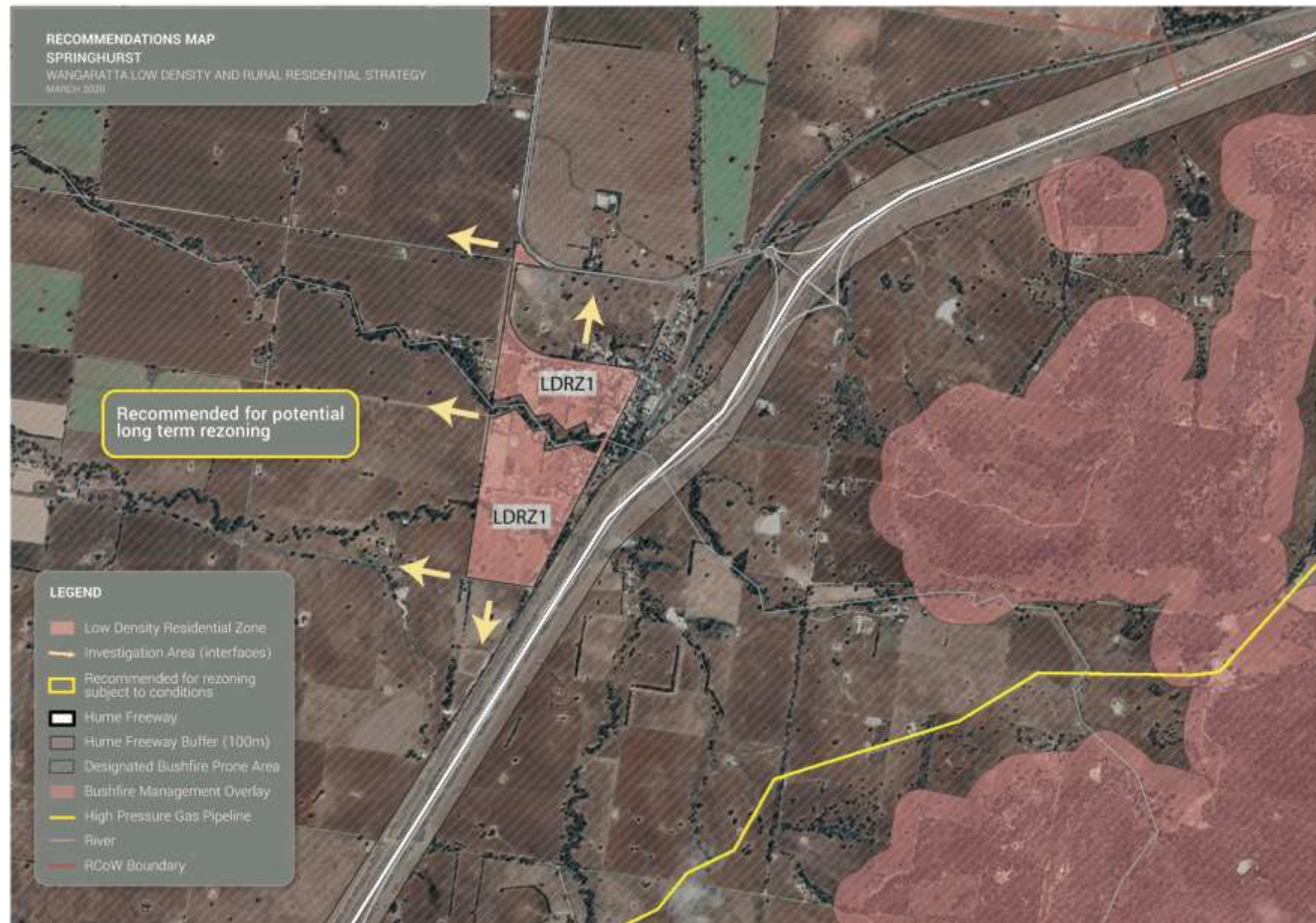














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Assembly of Councillors

Date: February 4, 2020

Meeting: Wangaratta Economic Development & Tourism Advisory Committee

Commenced: 5:30pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Mark Currie – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr David Fuller	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Officers:

Brendan McGrath – CEO	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Stephen Swart – DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Celeste Brockwell – MSG&E	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Janine Rolles – CED	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Travis Vincent – BIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Kate Clark – EDO (minutes)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Apologies: Brendan McGrath, Simon Frazer, Jamie Ramage, Cr. Dean Rees, Cr. Dave Fuller

Independent Presenters: N/A

Conflict Of Interest Disclosure: (Left the room – Returned): N/A

Matters Considered:

- Minutes of previous meeting
- Visitor Services Strategy
- Brand Marketing Strategy Update
- Fresh Rural Strategies
- Water Supply and Security

Meeting Closed at: 7:02pm

Sub Folder S20/110



Assembly of Councillors

Date: 10 February 2020

Meeting: Councillors Briefing Forum

Commenced: 3pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Independent Presenters: Janelle Stein, Governance & Reporting Advisor; Rindayi Matienga, Finance Manager; Harriet Stone, Project Manager; Marcus Goonan, Manager Infrastructure Planning & Delivery; Jared Richards, Project Manager; Clare Cowdery, Manager Building, Planning & Compliance; Gillian Williamson, acting Planning Coordinator; Stephen Swart, Director Development Services

Conflict of interest: N/A

Matters Considered:

1. Quarterly Council Plan Measures Report
2. Audit Advisory Committee Member Appointment
3. Risk Management Policy
4. Quarterly Finance Report
5. Mitchell Avenue Bike Pump Track
6. Cusack & Spearing Street Drainage Upgrade
7. Aerodrome Development Stage 1 and 2
8. Planning Application PLNAPP19.158.01 Use and Development of a Renewable Energy Facility
9. Paid Car Parking
10. Review Briefing Forum Actions

Sub Folder S20/110



Assembly of Councillors

Date: 12 February 2020

Meeting: Place Naming Committee

Commenced: 10.00am

Councillors:

Cr Ken Clarke

Present**Absent****Executive Team:**

Alan Clark – DIS



Independent Presenters: Nil

Conflict of interest: Nil

Matters Considered:

Naming of Roads in the Growth Areas

Proposed Naming of new bridge on Cruse Street

Road naming – subdivision at 273 River Road, Tarrawingee

Parks Victoria naming requests

Committee membership

Sub Folder S20/110



Assembly of Councillors

Date: 17 February 2020

Meeting: Councillors Briefing Forum

Commenced: 3pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Independent Presenters: Celeste Brockwell, Manager Economic Development, Environment & Strategy; Janine Rolles, Economic Development & Tourism Coordinator; Clare Cowdery, Manager Building, Planning & Compliance;

Conflict of interest:

Cr Harvey Benton (Sport & Recreation Advisory Committee Nominations – related to a nominee)

Matters Considered:

1. Tourism North East & Business Development Attraction Investment Update
2. Planning Application PLANAPP19/212
3. Sport and Recreation Advisory Committee Nominations
4. Review Briefing Forum Actions
5. Tour of Aquatics & Organics Sites

Sub Folder S20/110



Assembly of Councillors

Date: 24 February 2020

Meeting: Councillors Briefing Forum

Commenced: 3pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Dave Fuller – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stephen Swart– DDS	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Clare Cowdery – on behalf of Stephen Swart

Independent Presenters: John Bridges & Chris Hazel (external presenters); Brad Gill, Projects & Recreation Coordinator; Jaime Chubb, Director Community & Wellbeing

Conflict of interest: N/A

Matters Considered:

1. King Valley Infrastructure Project (external presenters)
2. Active Wangaratta Grants
3. WISAC Bi-Monthly Report
4. Council Meeting Agenda
5. Review Briefing Forum Actions
6. Operational Status Reports
7. General Business

Sub Folder S18/249



Assembly of Councillors

Date: 25 February 2020

Meeting: Pre Council Meeting Discussion

Commenced: 5:00pm

Councillors:

Cr Dean Rees - Mayor
Cr Dave Fuller – Deputy Mayor
Cr Harry Bussell
Cr Ken Clarke
Cr Mark Currie
Cr Harvey Benton
Cr Ashlee Fitzpatrick

Present

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Absent

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Executive Team:

Brendan McGrath – CEO
Alan Clark – DIS
Jaime Chubb – DCW
Sarah Brindley – DCS
Stephen Swart– DDS

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Officers: N/A

Apologies: N/A

Presenters: N/A

Conflict of interest: N/A

Sub Folder S20/110



Assembly of Councillors

Date: 2 March 2020

Meeting: Councillors Briefing Forum

Commenced: 3.30pm

Councillors:

	Present	Absent
Cr Dean Rees - Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Dave Fuller – Deputy Mayor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Harry Bussell	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ken Clarke	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Mark Currie	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cr Harvey Benton	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cr Ashlee Fitzpatrick	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Executive Team:

Brendan McGrath – CEO	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Alan Clark – DIS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Jaime Chubb – DCW	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sarah Brindley – DCS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stephen Swart– DDS	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Independent Presenters: Celeste Brockwell - Manager - Economic Development, Environment & Strategy; Scott Draper - Natural Resource Management and Sustainability Coordinator; Harriet Stone – Project Manager; Sarah Brindley – Director Corporate Services; Claire Kearns – Acting Manager, Community & Recreation (presenting in Substantive Role, Coordinator – Customer Services & Information Management)

Conflict of interest: N/A

Matters Considered:

1. Tracks & Trails Brochure
2. Wareena Park & Parklands Masterplan Update
3. Mitchell Avenue Children's Garden
4. Rural City of Wangaratta Advocacy Strategy
5. Customer Experience Strategy
6. Draft Procurement Policy
7. Place Naming Committee Nominations
8. Review Briefing Forum Actions
9. General Business



**Economic Development & Tourism
Advisory Committee Meeting**

62-66 Owens Street
PO Box 238
Wangaratta 3676
Telephone (03) 5722 0888
Fax: (03) 5721 9526
E-mail: council@wangaratta.vic.gov.au

Tuesday, February 4 2019, 5:30pm
Ovens Room, Wangaratta Government Centre
62 Owens Street Wangaratta

MINUTES

File No: F16/844

1.	<p>COMMITTEE: Cr. Currie, Cr. Harry Bussell, Cr. Harvey Benton, John Joyce, Ilena Young, Elizabeth Ellis, Robert Floyd, Stephen Oxley, Christine Haddrick</p> <p>Guests: N/A</p> <p>NON VOTING: Stephen Swart, Celeste Brockwell, Janine Rolles, Travis Vincent, Kate Clark (minutes)</p>	
2.	<p>APOLOGIES: Brendan McGrath, Simon Frazer, Jamie Ramage, Cr. Dean Rees, Cr. Dave Fuller</p> <p>Moved: Robert Seconded: Stephen</p>	
3.	CONFLICT OF INTEREST DECLARATIONS	N/A
4.	MINUTES OF PREVIOUS MEETINGS	<p>Moved: Robert Seconded: Stephen</p> <p>RECOMMENDATION: <i>That the minutes of the meeting held on Tuesday, December 3, 2019 be confirmed as a true and accurate record of the proceedings of the meeting.</i></p>
5.1	Visitor Services Strategy (VSS) – Janine Rolles	<p>Janine explained the purpose of the VSS with the committee- the way in which we deliver our visitor services must continue to change in order to stay effective, relevant and consumer friendly. WEDTAC have been asked for their input moving forward.</p> <p>ACTION- Send the draft document out to the committee with a two week turn around time for input.</p>



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		Compliments were extended to Janine for how well the document was compiled and written.
5.2	Brand Marketing Strategy Update – Fixed Item	<p>Kate ran through the Facebook advertising campaign that ran from December 24, 2019 through to January 27, 2020. This campaign was changed halfway through to make content more relevant to the bush fires that were happening in region.</p> <p>The committee were also presented with:</p> <ul style="list-style-type: none"> - New brand concepts using Cormorant logo - Upcoming events for marketing - TNE campaign 'get your butts back here' <p>Elizabeth commented on the success of the High Country 'Comeback' campaign.</p> <p>The success of businesses who attended the 'High Country Comeback' was also acknowledged by Elizabeth with feedback to her from businesses that there are people out there who want to help but just need to be given that opportunity.</p>
5.3	Fresh Rural Strategies – John Joyce	<p>John Joyce presented on the article which appeared in <i>Country News</i> on December 3, 2019.</p> <p>John explained that the article resonated with him as to the fact that Wangaratta had a lot of the items they were mentioning. The article also seemed to bring all together everything WEDTAC has discussed over the years (health, agriculture, education, business etc.)</p>



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		<p>John asked the question: Why can't we meet with Jennifer Westcott in a preliminary way and say "ding ding, here is Wangaratta! We are happy to be your Guinea Pig to inform your white paper."?</p> <p>The article outlines that water security is one of the key issues which also resonated with John.</p> <p>The initial action should be to see if the program was still going ahead and then put our hand up to take part. Then we can discuss resourcing and who is to pull it together and present this in the right way.</p> <p>The question was asked that how/if we can invite Jennifer Westcott to Wanagratta.</p> <p>John responded that a draft paper would need to be formalised to accompany the invitation.</p> <p>ACTION- Fortnight timeline for feedback from committee on the matter.</p> <p><i>Janine left the meeting at 6:05pm</i></p> <p>Robert asked if WEDTAC should come up with a list of simple actions and long-term projects to allow the committee to succeed in 2020?</p> <p>ACTION (John): let us list it for discussion next week with potentially a workshop to work out our yearly priorities.</p>
5.4	<p>Water Supply and Security – RCOW & Surrounds <i>Carry over from last meeting</i></p>	<p>Celeste – RCOW have been developing the draft scope – based on discussions with Cr. Bussell & the AAAC. There are a lot of</p>



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	<p>MOTION (FROM DECEMBER MEETING):</p> <p>A) Develop a scoping statement about the intent for water security and reliability of supply into the future, and;</p> <p>B) to have a draft before end of February and;</p> <p>C) to collaborate with AAAC on the project.</p> <p>Moved: John Joyce Seconded Robert Floyd</p> <p style="text-align: right;">- Motion carried</p> <p>ACTION - Scope due before end of February and to work with the AAAC on this matter.</p>	<p>documents (i.e. this) that could feed into the Rural Strategies scope for Wangaratta.</p> <p>Discussion followed around bush fire prevention and the need for water supplies to be available and unlocked in the event of an emergency.</p> <p>ACTION: Sticking to timeline of end of February to have the draft sent to WEDTAC for input.</p>
6.0	<p>BUSINESS ARISING</p>	<p>1) <u>Grant Program (Kate) - March assessment panel required</u> ACTION: those who are interested in taking part to let Kate know.</p> <p>2) <u>Vacant seat still exists on the committee:</u> Gap noted as health ACTION: Revisit matrix and come back to the next meeting</p> <p>3) <u>Robert - Land availability for business attraction:</u></p> <p>I'd like for the RCOW to come back to us- I'd like to know where we are going with industrial land available to potential businesses coming in.</p> <p>Celeste explained that industrial 'turnkey' land for sale may be seen as low, but RCOW have plenty of land available that can be developed by private enterprise.</p>



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		<p>The other issue is people sitting on land with sheds/buildings in such a disarray that it puts people off looking at them.</p> <p>Steven Swart commented that RCOW's Industrial Land Use Strategy (a public document adopted in 2018) shows there is land, it just needs to be made available by those who own it/needs to be sold on and developed.</p> <p>It was suggested that Robert Floyd chat to Mike Noble.</p> <p>ACTION: invite Mike Noble to next meeting and RCOW to present on the Industrial Land Use Strategy as above.</p>
7.0	NEXT MEETING	Our next meeting will be held on Tuesday, March 3, 2020
8.0	MEETING CLOSED	There being no further business, the meeting closed at 7:02pm.



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PLACE NAMING COMMITTEE MEETING
Wednesday 12 February 2020
Warby Room, Wangaratta Government Centre @ 10.00am

MINUTES

File No: S19/4847

1. PRESENT <i>Andy Kimber, Marg Pullen, Julie Allen, Alan Clark, Cr Ken Clarke (Chair), Jon Steele, Sandra Dalton</i>	
2. APOLOGIES <i>Ben Watts, Stephen Firms</i>	MOTION: <i>That apologies be accepted</i> Moved: Julie Allen Seconded: Marg Pullen <div style="text-align: right;">Carried</div>
3. CONFLICT OF INTEREST DECLARATIONS	<i>Nil.</i>
4. MINUTES OF PREVIOUS MEETING (previously circulated)	MOTION: <i>That the minutes of the meeting held on 13 November 2019 be confirmed as a true and accurate record of the proceedings of the meeting.</i> Moved: Julie Allen Seconded: Andy Kimber <div style="text-align: right;">Carried</div>
5. BUSINESS ARISING	
5.1 Naming of laneways in the CBD – request for naming of Carpark No. 2 laneways.	21 laneways to be named. Julie Allen suggested using old Hotel names that would enable linking to the locations as per the Naming Rules. On hold pending consideration of overall vision for Council owned laneways in the CBD.
5.2 Naming of roads in growth area developments.	Application currently with Council has a number of roads to be named. Advertising to commence this week seeking theme ideas from the public.



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<p>5.3 Naming of new bridge at Cruse Street, Wangaratta</p>	<p>Refer to correspondence received:</p> <ol style="list-style-type: none"> 1. Letter from Jock Vance and information provided on civic involvement 2. Email from Turf Club with indigenous naming proposals <p>MOTION: <i>That no action to name the bridge take place at this time.</i> Moved: Andy Kimber Seconded: Marg Pullen</p> <p style="text-align: right;">Carried</p>
<p>5.4 Renaming of Tresize Street, Eldorado</p>	<p>Gazetted on Thursday 6 February. Signage has been changed over.</p>
<p>6. NEW BUSINESS</p>	
<p>6.1 Request for road naming – subdivision at 273 River Road, Tarrawingee</p>	<p>Research information provided by Julie Allen, considered by the Committee.</p> <p>MOTION: <i>Advise Planning that road name recommended is Peppard Court in recognition of John Peppard, former Councillor of North Ovens Shire, Justice of the Peace and Trustee of the Tarrawingee Cemetery.</i> Moved: Julie Allen Seconded: Marg Pullen</p> <p style="text-align: right;">Carried</p>
<p>6.2 Parks Victoria naming requests</p>	<p>Advice from Geographic Names Office is for Parks Victoria to undertake the naming process.</p>
<p>6.3 Gungurra Estate – road names already allocated by developers (Kookaburra Court and Gungurra Drive).</p>	<p>Noted.</p>
<p>7. OTHER BUSINESS (not listed on the agenda)</p>	
<p>Julie queried the makeup of the Committee and the need to recruit more members.</p>	<p>Some discussion on the work of the Committee and how it may work going forward.</p>
<p>8. NEXT MEETING: Wednesday 13 May 2020 @ 10.00am, Wangaratta Government Centre</p>	