



Southern Grampians Shire
Community Vision Framework
2041



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Acronyms

CFA – Country Fire Authority

CVF 2041 – Community Vision Framework 2041

DELWP – Department of Environment, Land, Water and Planning (Vic)

DET – Department of Education and Training (Vic)

DOH – Department of Health (Vic)

GHCMA – Glen Hopkins Catchment Management Authority

HWP – Health and Wellbeing Plan

ICC – Incident Control Centre

MEMP – Municipal Emergency Management Plan

MIS – Managed Investment Scheme

MSS – Municipal Strategic Statement

NFP – Not for profit sector

RAI – Regional Australia Institute

RCV – Regional Councils Victoria

RDV – Regional Development Victoria

RLUS – Rural Land Use Strategy

SRW – Southern Rural Water

VICPol – Victoria Police

VFF – Victorian Farmers Federation

WDHS – Western District Health Service



Message from the Mayor

Southern Grampians residents are justifiably proud of the strong sense of community that prevails today and the amenity and assets present within this Shire. Throughout the development of the Community Vision Framework 2041 (CVF2041), the sense of local pride and anticipation of a stronger, bolder and more innovative future was a focus of the feedback shared with Council from residents and key stakeholders.

CVF2041 enabled a broad discussion and critical assessment of the opportunities and challenges present today and those that we must collectively address over the coming twenty years, if we are to realise the potential for positive change that is before us and to mitigate emerging risks including climate change, water availability, online and transport connectivity and population decline.

Many of the identified opportunities and challenges are outside of Council's direct control and will require effective partnerships to realise the vision for Southern Grampians by 2041. CVF2041 highlights the role of Council, State and Federal Governments and

the not-for-profit and private sectors in each of the identified initiatives.

CVF2041 will be a live document that is updated on a regular basis, in alignment with the Council Plan process. In this way, it will continue to reflect the community's changing priorities and areas of concern and will remain a shared vision, rather than a point in time reflection of the state of play for Southern Grampians.

CVF2041 is the first time that Southern Grampians Shire Council has had a twenty-year road map for the future of the Shire and I commend the work that has gone into bringing it to fruition. The framework is an exciting opportunity for this Council and future Councils to have a long-term view of the needs and wants for the community and the projects that will make a significant difference in the lives of our residents.

I would like to thank the community members and key stakeholders who generously provided their time and valuable insights into the development of CVF2041. More than 488 people provided their feedback through

workshops, surveys and interviews throughout the development of CVF2041 from late 2019 to early 2021.



Figure 1: Cr Bruach Colliton (Mayor)

Acknowledgement of traditional landowners

Southern Grampians Shire
Council acknowledges
the Australian Aboriginal
and Torres Strait Islander
peoples of this nation.

We acknowledge the Gunditjmara, Tjap
Wurrung and Bunganditj people, the
traditional custodians of the lands where
we live and work.

We pay our respects to ancestors and
Elders, past and present.

Southern Grampians Shire Council
is committed to honouring Australian
Aboriginal and Torres Strait Islander
people's unique cultural and spiritual
relationships to the land, waters and seas
and their rich contribution to society.



Executive Summary

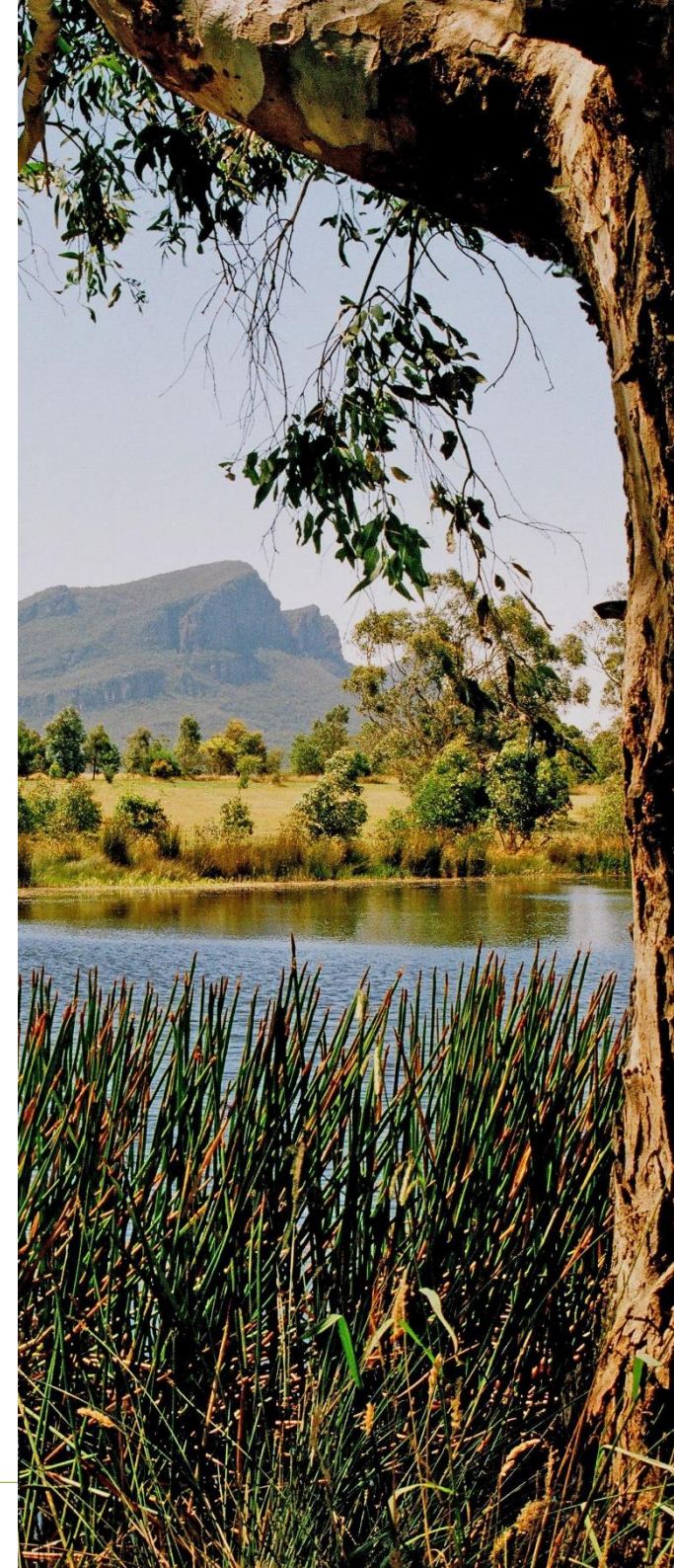
Community Vision Framework 2041 (CVF 2041) is in essence a community vision, comprising a twenty year workplan, together with suggested opportunities for advocacy and partnership with stakeholders. It is ambitious in nature as our community expects us to have a longer-term view of how we shape our world.

For consistency purposes, the key themes or pillars behind the workplan are the same themes found in the Council Plan 2021-25 (in preparation) – namely community, economy, building and infrastructure, environment and governance. The assumptions built into CVF 2041 are:

1. Our limited funding requires us to collaborate with others to make our investments extend further.
2. We needed a longer-term work plan linked to a 10-year financial plan.
3. We must work smarter with decisions based on clearer understanding of how changes in technology, community needs and demographic shifts (ageing etc.) will affect our service and asset management delivery.

To determine priorities, input was obtained from a wide range of stakeholders. A significant deep dive into regional relationships, challenges and opportunities has occurred. A crystal ball view of the next twenty years drives the thinking on challenges and how we respond as a community. One thing will be clear – the next twenty years will not be the same as the last and together we must address a range of issues from climate change to ageing populations, the digital economy, reconciliation and supporting each other.

We must start this strategic planning by recognising that we have a number of regionally significant assets and services, some of which are maintained by Council and others are not. These drive the liveability or 'attractiveness' of Southern Grampians. They comprise (in no order) the Hamilton



Regional Livestock Exchange, Hamilton Performing Arts Centre, Hamilton Art Gallery and Hamilton Indoor Leisure and Aquatic Centre. Beyond that, the WDHS base hospital (and broader health sector), and Victoria Police (VICPOL) HQ and CFA office provide regional/district functions. So too does the education system, including RIST, Baimbridge College, SW TAFE, adult education or the private college system – Monivae College and Hamilton and Alexandra (amongst others). Investment and support of these assets protects our points of difference, the jobs they deliver, the services they offer are what make our place worth investing and living in. The landscape itself, the volcanic grasslands and plains as well as Grampians National Park make our area State and Nationally significant (as are our wind resources).

We need to manage all key assets, regardless of who owns them, but do so sensibly and with financial accountability, based on data on the value they deliver and what we can afford. Council cannot do this work alone and it must therefore reach out to agencies, as well as State and Federal Government on the services and facilities the community needs, the quality of the infrastructure that connects us and how beyond being an agricultural powerhouse, the community is supported to achieve its needs. Tourism will be a key emerging platform in the next twenty years. Ongoing infrastructure investment in the tourism sector allied to a genuine need to better connect our Shire within the region (rail, road, air, digital) will be the drivers of the next decade and beyond.

CVF 2041 will be a living document, as it was in this case, developed concurrent with the Council Plan (in preparation). In this way it will remain relevant and a proper reflection of the views of its community and their vision. The Strategy comprises a range of schedules comprising the following - engagement (Schedule A); services delivered by Council (Schedule B); the Integrated planning framework (Schedule C); suggested advocacy opportunities (Schedule D); Liveability metrics (Schedule E); a summary of challenges with key worker housing (Schedule F); and suggested partnership agreements (Schedule G).

The workplan is articulated in E2 - Strategic Direction.



E2 Strategic Directions

[To be read in conjunction with Council Plan 2021-25 and Community Health and Wellbeing Plan 2021-25]

Table 1: Strategic Directions, CVF 2041

Objectives What we need to achieve	Strategies How it can be done	Measures of Success How will we be judged	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term (>10yrs)	Who? Advocate (A) Partner (P) Drive (D)
Pillar 1 - Community				
More targeted and effective youth support services (aged 12-25) ⁱ	<ul style="list-style-type: none"> Youth strategy Health and Wellbeing Plan with specific actions on youth needs. 	<ul style="list-style-type: none"> Completion of strategy Evidence of partnership with WDHS and other stakeholders 	Now	D & P
Effective partnerships with First Nations established	RAP or Partnership Agreement (TBD)	<ul style="list-style-type: none"> Councillors and staff to obtain cultural awareness training RAP/Agreement finalized and implemented 	Short Term	D
Treat volunteers as a resource that underpins many needed services	Council to examine its volunteer policies and frameworks & advocate for greater recognition of volunteers	Audit of volunteer policies and frameworks completed by Council.	Short Term	

Objectives What we need to achieve	Strategies How it can be done	Measures of Success How will we be judged	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term (>10yrs)	Who? Advocate (A) Partner (P) Drive (D)
Pillar 2 - Economy				
Clear vision of our visitor experience and product, adequately supported by investment.	Review RTB funding model.	Complete review of RTB benefits within region and how best to fund priority opportunities offered.	Now	D
Address key worker housing needs, increase quality of rental accommodation choices in Hamilton.	Complete Key Worker Housing Strategy.	Strategy completed and implemented. Clear direction on future planning for Lakes Edge finalized. Regional mechanisms reviewed as to manage key worker housing delivered (i.e. local v regional housing cop-ops).	Now/Short Term	D & P
Facilitate sustainable population growth	Population attraction strategy ideally for SW Victoria	Completion of regional approach to population attraction driven by Great South Coast Group and other channels.	Short Term	P & D & A
Clearer planning rules for farming sector in planning scheme	Complete Rural Land Use Strategy (RLUS)	Adopt and implement RLUS.	Short Term	D
Position the economy for renewables investment benefits	Complete Sustainability Strategy	Adopt and implement sustainability strategy.	Short Term	D & P & A
Leverage off and enhance visitor experience of volcanic assets	Greater Hamilton Volcanic Trails Masterplan	Complete the Greater Hamilton Volcanic Trails Masterplan and develop business cases for funding.	Short term	D & P

Objectives What we need to achieve	Strategies How it can be done	Measures of Success How will we be judged	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term (>10yrs)	Who? Advocate (A) Partner (P) Drive (D)
Pillar 3 - Buildings and infrastructure				
Urban renewal delivered in Hamilton	Hamilton Central Business Area Activation Master Plan	Continue progressive delivery of the Hamilton CBD masterplan	Short Term / ongoing	D
Clearer strategic plans for smaller settlements	Small Towns Strategy	Small Towns Strategy adopted and implemented, parallel with CIF	Short Term / ongoing	D
Consolidate/strengthen role as a regional leader in digital network	Include strong digital component in Economic Development Strategy	<ul style="list-style-type: none"> Complete Economic Development Strategy with evidence of actions against specific digital initiatives 	Short Term	D & P
Passenger Rail as linking infrastructure, connecting to region	Gaps analysis/addendum to 2017 rail strategy	Evidence of critical access needs assessment to Warrnambool, Ballarat and Horsham for local residents (medical, education, other)	Short Term	D & P
Better community transport solutions	Gaps analysis/addendum to 2017 rail strategy	Evidence of updated advocacy on preferred routes, frequency and timing	Short Term	D & P
Council to deliver a strategic approach to Arts and Culture infrastructure, including progressing the new Hamilton Art Gallery to protect the existing collection and grow our visitor economy	Business Case for Hamilton Gallery	Council to determine its preferred location, level of financial commitment and support for a new gallery	Short Term	D
Shire is a leader in recreational and journey to work bike riding	Complete bike strategy in two parts: A Recreational B Commute	Evidence bike strategy identifies existing networks, new opportunities and links with tourism and renewal strategic initiatives	Medium Term	D

Objectives What we need to achieve	Strategies How it can be done	Measures of Success How will we be judged	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term (>10yrs)	Who? Advocate (A) Partner (P) Drive (D)
Pillar 4 - Environment				
Celebrate and better manage our environmental assets	Environmental Assets Strategy (NRM Strategy)	Environmental Assets Strategy finalized and implemented. Planning Scheme updated. Education campaign undertaken to inform stakeholders	Medium Term	D & A & P
Position the Shire for renewables investment benefits	See above in Pillar 2		Short Term	D & P & A

Objectives What we need to achieve	Strategies How it can be done	Measures of Success How will we be judged	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term (>10yrs)	Who? Advocate (A) Partner (P) Drive (D)
Pillar 5 - Governance				
Maintaining and enhancing liveability status of Shire	Great South Coast Rural and Regional Liveability Framework	Evidence of annual reporting on agreed metrics	Short Term	D



1

Introduction



1.0 Introduction

1.1 Purpose of CVF 2041

Southern Grampians Shire's Community Vision Framework 2041 (CVF 2041) is a twenty year vision and call to action. For the first time, Council has mapped its short, medium and long-term priorities based on a shared understanding of the desired future for the Shire, informed by our community and key stakeholders.

CVF 2041 is the key document that will drive the strategic direction of Council.

Extensive engagement with our community as well as key agencies and organisations is a hallmark of CVF 2041, identifying the issues faced as well as the opportunities within the Shire and wider region. The resulting Strategy is both an inward examination of ourselves and an outward explanation of how we fit within the region, State and wider world.

The goal or purpose of CVF 2041 was to answer four important questions, namely: Where are we now? Where do we want to be in 2041? How will we get there? How will we know when we arrive? In seeking to answer these questions, three logical conclusions emerged:

1. Our limited funding requires us to collaborate with others to make investments extend further.
2. We needed a longer-term work plan.
3. We must work smarter with decisions based on clearer understanding of how changes in technology, community needs and demographic shifts (ageing etc.) may affect our service and asset management delivery.

The development of a Community Vision is also a legal requirement under Part 4 Division 1 Section 88 of the Local Government Act 2020, which requires a vision that has a scope of at least 10 financial years.



1.2 A plan informed by our community

In February 2021, Southern Grampians Shire Council adopted their new Community Engagement Policy in response to the requirements of the *Local Government Act 2020*. The Policy requires deliberative engagement principles to be applied to Community Vision activities. Deliberative engagement has been defined as:

“
Allowing a random and representative sample of participants to consider relevant facts from multiple points of view, talking with others to think critically about options before them and enlarging their perspectives, opinions and understandings.

”

The program of engagement for the CVF 2041 ran from October 2019-March 2021 and was designed to attract input from a random and representative sample of the community and key stakeholders with an interest in the development of the Community Vision. Notwithstanding the impacts of COVID-19, the comprehensive program of engagement included stakeholder workshops, online surveys, intercept surveying, stakeholder interviews and online interactive workshops to test themes, build awareness and elicit valuable input. The activities were supported by content on the Southern Grampians Shire Council website, media release and eight posts to Council's Facebook page to generate participation and awareness. A summary of that engagement effort is provided below.

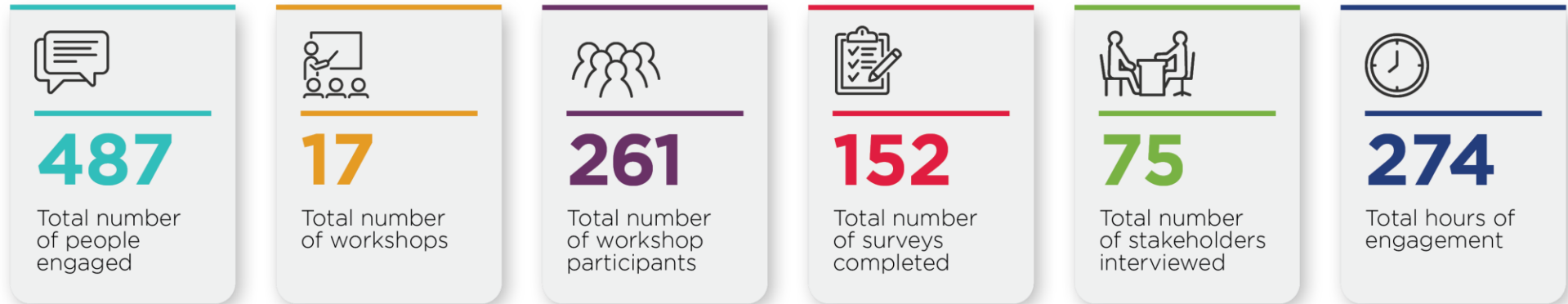


Figure 2: Engagement overview

Council received feedback and input from 488 people, which is 112 more people than were required to achieve a representative sample size of the population of 376 people, with a confidence level of 95% (see Schedule A – Engagement Process). The challenges identified included but were not limited to a range of infrastructure concerns - poor roads, lack of public transport, digital connectivity; as well as demographic - young people leaving, an aging population and housing supply shortages. The identified opportunities included culture / tourism, liveability, sustainability and education and are summarized in Figure 3.



Figure 3: Identified opportunities

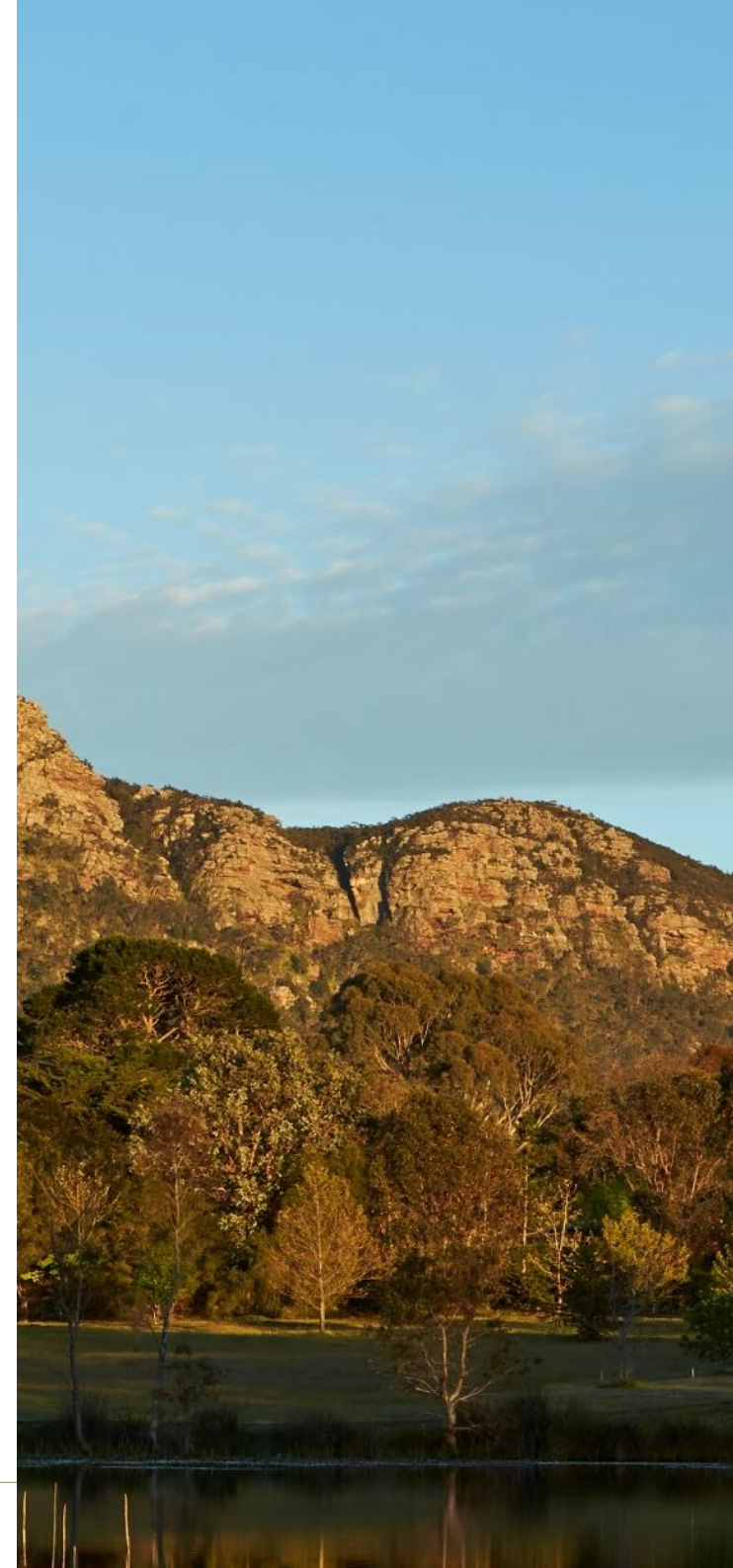
1.3 Where CVF 2041 fits (the integrated planning framework)

In its ordinary, day-to-day role, Council delivers more than seventy services for the communities of Southern Grampians Shire and visitors (see Schedule B – Council Delivered Services).

Significant Council management responsibilities include regional scale assets such as the Hamilton Regional Livestock Exchange, Hamilton Indoor Leisure and Aquatic Centre, Hamilton Art Gallery, Hamilton Performing Arts Centre and Hamilton Airport. Localised assets and services include the animal pound, twenty-nine toilet blocks, five depots, waste transfer stations, offices and an extensive road network to connect the communities together.

Council maintains a hierarchy of integrated plans and strategies, which inform strategic decision-making on the broad range of current services required by the community and legislation, and those required to address future demand and challenges. These plans and strategies are informed by engagement with the community and key stakeholders.

CVF2041 is a key foundation of the Southern Grampians Shire's planning hierarchy and will inform future plans and strategies of Council. More detail is contained at Schedule C – Integrated Planning Framework.



1.4 Council's role in delivering CVF 2041

Southern Grampians Shire Council understands that realising the opportunities arising from CVF2041 and the long-term nature of some of the priorities, will require significant resourcing, collaboration with other agencies and organisations and clarity on what is being advocated for. Council may not be the lead on every priority and may instead work with other stakeholders who are better placed or resourced to deliver outcomes.

Recommended actions within CVF 2041 are therefore built on the potential for Council to have one of three possible roles, being partner, provider or advocate as shown in Figure 4.



Figure 4: Council's role in CVF 2041 actions



2



Our Vision, Our Future



2.0 Our Vision Our Future

2.1 Vision Statement

The input of the community was central to the development of a Vision for Southern Grampians Shire.

Survey participants for CVF 2041 were asked to select their preferred choice to describe their community in 2041. **'Feel connected, valued and respected'** was the top rating response for the intercept survey. From the internal survey results, **'Be strong and vibrant'** was the top response.

Workshop participants and survey respondents were asked 'What will the Southern Grampians be known for in 2041?' Responses were provided as free text and have been themed. The top responses were a **dynamic, diverse, inclusive innovative and caring community**, and **liveability**.

For school studentsⁱⁱ, the overarching sentiment was that young people wanted **more things to see and do**, more opportunities for study, travel and work, and **improved sporting facilities**. They expect or want to have a professional, trade or well-paid job and their future professional opportunities and financial security is of concern. A significant proportion, **80% expect to leave** the Southern Grampians by 2041. This was due to a desire to live, work, study and travel elsewhere but also because of a perceived lack of opportunities for them locally. There was also an interest in maintaining and having a **clean natural environment** with native wildlife.

From survey results, the **importance of community** came through in all questions, noting the importance of being socially aware, inclusive and caring as well as connected. As for what will the Southern Grampians be known for, the top responses were a dynamic, diverse, inclusive innovative and caring community, and liveability. From this research and community feedback obtained in developing the Council Plan 2021-25, a vision statement for Southern Grampians Shire has been developed:

“
**Southern Grampians is a growing, inclusive and connected
community that fosters diversity and innovation.**
”





3



Past, Present and Future of Southern Grampians Shire



3.0 Past, Present and Future of Southern Grampians Shire

3.1 Demographic Snapshot

Table 2: Shire Demographic Snapshot

<p>In 2021, the Shire has an estimated population of 16,134 residents (Council, ID data_2020)ⁱⁱⁱ. The 2016 Census figures reveal that of these, 49.0% were male and 51.0% were female. Aboriginal and Torres Strait Islander people made up 1.5% of the population (double the Victorian average).^{iv}</p>	<p>Population</p>
<p>The median age of people in Southern Grampians was 44 years, well above the Victorian average of 37 years^v. Children aged 0-14 years made up 18.6% of the population and people aged 65 years and over made up 19.9% of the population. In 2016, Southern Grampians Shire had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Regional VIC (Council, ID data_2018).</p>	<p>Median Age</p>
<p>In Southern Grampians, 92.6% of people were born in Australia, compared to 89% in Regional Victoria. The most common countries of birth outside Australia were the United Kingdom 2.4%, New Zealand 1.3%, the Netherlands 0.4%, India 0.4% and South Africa 0.3%</p>	<p>Country Of Birth</p>
<p>Residents speaking only English at home comprised 97.4% of people. Other languages spoken at home included Filipino / Tagalog 0.2%, Mandarin 0.2%, Malayalam 0.2%, Afrikaans 0.2%, German 0.2%, Dutch 0.1%, Punjabi 0.1% and Thai 0.1% (Council, ID data_2018).</p>	<p>Language Spoken At Home</p>

Of the population aged more than 15 years of age in 2016, 21.5% had completed a tertiary qualification. At the same time, 36% of residents had completed Year 12. This is slightly lower than the regional average at 38.9% (Council, ID data_2018).

Education

In 2016, 5.6% of residents reported requiring assistance with core activities. This is lower than the average for regional Victoria at 6% (Council, ID data_2018).

Health

The average size of households was 2.3 persons with families comprising 65.8% of household compositions and single person households at 31.96%.

The average weekly household income was \$1,043. Median personal income has increased by 14.9% since 2011.

The average weekly rental payment was \$175. The average monthly household mortgage payment was \$1,082 (2016 Census QuickStats).

The average number of vehicles owned was 2 per household.

Households

There were 7,965 residential dwellings in Southern Grampians Shire in 2016. Detached separate houses accounted for 7,369 (92.5%), with medium density dwellings comprising 5.4%, caravans / cabins of houseboats were 0.4% and 'other or not indicated' comprised 1.7% (Council, ID data_2018).

Dwellings

Dwellings that were fully owned comprised 43% of the properties, which was higher than the regional Victorian average at 35.7%. Dwellings with mortgages comprised 27.9% and renting accounted for 21.2%. Social housing accounted for 3.3% of properties (Council, ID data_2018).



Figure 5: Southern Grampians Shire Boundary

3.2 Economic Snapshot

Southern Grampians Shire is fortunate to have strong levels of employment and investment across key industry sectors.



Figure 6: Shire Economic Snapshot (source: idcommunity, 2021)

The adjacent 'spend maps' in Figures 7a and b indicate that resident local spend has been slowly increasing over recent years to peak in December 2020 and shows the impacts of COVID-19 on visitor expenditure in the Shire in 2020.

On examining the job region's market and economic prospects, the Victorian Skills Commissioner wrote (2018):

*"...major industries across the Great South Coast exhibit potential for growth. Current and anticipated intra-national and international export demand for dairy, **meat**, seafood and **forestry products** should support the **region's agriculture, aquaculture, food manufacturing and forestry industries**.the **region's unique geographic** location means it is well placed to support demand for aquaculture, **wind generation** and **tourism**.*

*Major reforms such as the National Disability Insurance Scheme (NDIS) and an ageing population are predicted to translate into **significant demand for services and workers in healthcare and social assistance**. its economic potential is dependent on the region's capacity to address existing workforce challenges and shortages ... This includes truck drivers, diesel mechanics, automotive electricians, panel beaters and detailers. Similar challenges have been reported across other industries. ... all industries have identified **challenges in attracting skilled professionals**, with opportunities to strengthen local university pathways in the region.*

*... the outlook in agriculture, forestry, aquaculture and manufacturing will also be underpinned by future export demand, commodity price, **accessibility of inputs such as water and land**, and the strength of existing and new infrastructure. Broader enablers or barriers such as prevailing **internet blackspots** in more rural regions of the Great South Coast also need to be addressed to support the region's potential.*

Resident Local Spend

The amount spent by residents and local businesses with merchants inside the Southern Grampians Shire Council LGA.



Over the last 31 months, the spending trend (as shown by the trendline in the Spendmapp application) for Resident Local Spend has been upwards.

Visitor Local Spend

The amount spent by non-residents and non-local businesses with merchants inside the Southern Grampians Shire Council LGA.



Over the last 31 months, the spending trend (as shown by the trendline in the Spendmapp application) for Visitor Local Spend has been upwards.

Figure 7a and b: Resident local spend is on the rise as is visitor spent (source: SGSC, 2021)

Table 3: Preliminary Outlook on job growth by sector (VSC, 2018)

Industry Group	2016-17 Labour Force	Taskforce estimate of 2018-2021 workforce growth (CAGR)	Total required workforce demand (including replacements)
Agriculture and aquaculture	~8,450	-1.0%-1.0%	+500-1,100
Food manufacturing	~2,100	0.0%-3.5%	+50-450
Forestry	~350	0.0%-3.5%	+50-100
Healthcare and social assistance	~6,600	3.0%-8.0%	+900-2,700
Heavy manufacturing and construction	~4,600	2.0%-4.0%	+450-950
Tourism, retail and hospitality	~10,800	0.0%-3.0%	+350-1,700
Transport, automotive and port operations	~2,750	0.0%-4.0%	+150-600

Council has used home building and construction data to inform CVF2041 and understand the areas of growth across the shire.

Between 2017 and 2020, more than \$71 M was invested in the construction of new dwellings in the Shire (281 dwellings). The majority of building activity occurred in and around Hamilton with the next busiest area being Dunkeld followed by Coleraine.

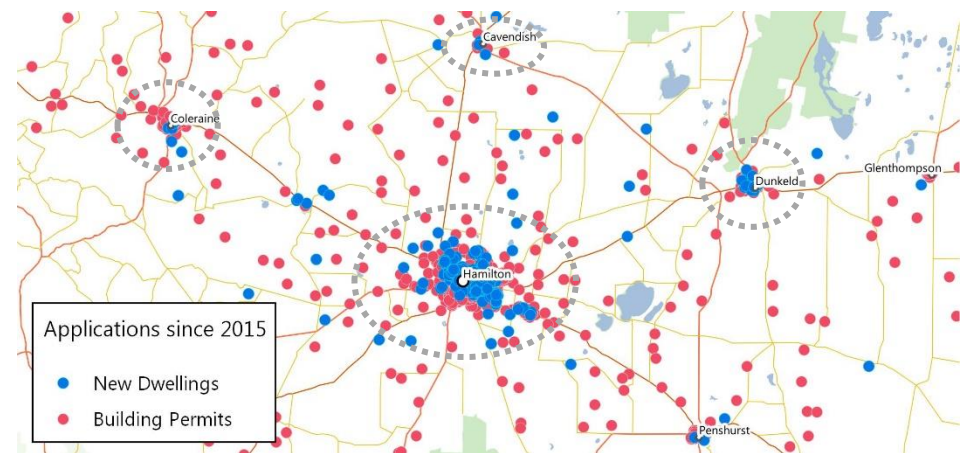











Figure 8: Building permit Data 2017-present (source: SGSC, 2021)

3.3 The Challenges

Southern Grampians Shire faces a range of current and future challenges. These will likely have implications for the delivery of priorities from CVF2041. The following are the key challenges identified through community and stakeholder engagement and the development of CVF2041.

Table 4: Key challenges identified through CVF 2041

	<p>The population demographic: Respondents noted the aging population and need for services to support them, the loss of younger people and the need to attract more youth and young families to the area, noting that services need to support an increased population too.</p>
	<p>The need for improved public transport and increased availability: Both locally, and to quickly connect the region to other major towns and cities. All forms of transport were discussed, including road, rail and air.</p>
	<p>More opportunities for employment, and diversity of employment: This was frequently discussed and included more job opportunities for young people, more opportunities for women including 50+ age bracket, and roles that are more skilled rather than offering predominantly traditional employment such as agriculture.</p>
	<p>The lack of educational opportunities for youth: Participants frequently noted the loss of students to larger centres for tertiary education, both university and other training, as well as the lack of suitable employment for their qualifications for them to return to the Shire. There were also several references to improving the local schools, and one reference to the need for day care.</p>
	<p>The need to invest and improve in local infrastructure: Investment in roads, power and building and asset maintenance was discussed regularly.</p>
	<p>The local economy (financial resources) and funding; Funding from all levels of government was noted as a challenge. This included securing funding for projects.</p>
	<p>Attracting new and more diverse businesses and industries:</p>
	<p>Housing supply, affordability and rising living costs: General discussion including Council rates being perceived as a challenge.</p>
	<p>Climate change and environmental challenges: These are considered a challenge, particularly by 2041.</p>



Local health services: Additional services required to support the needs of the community, including mental health and aged care support.

Threats for the future

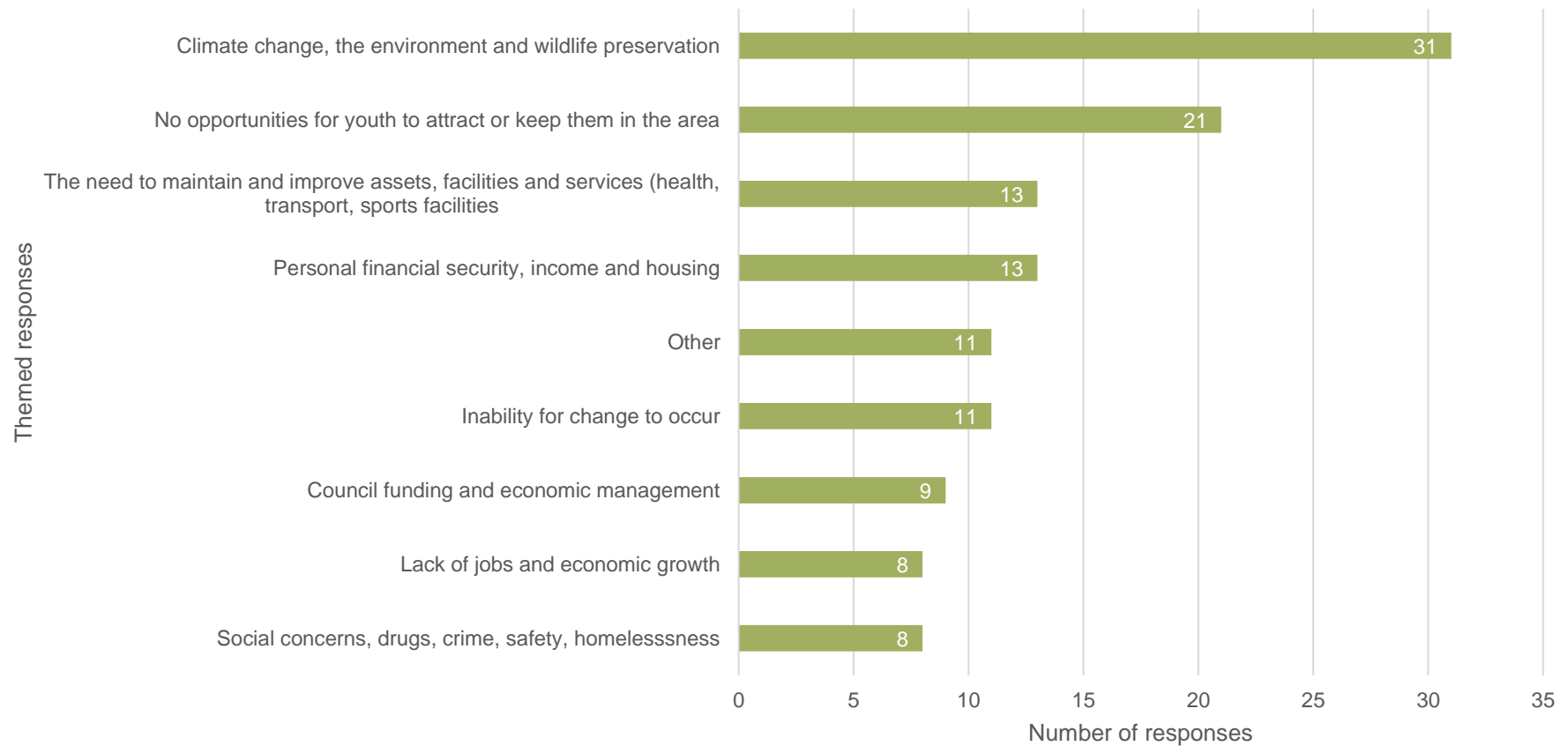


Figure 9: Workshop responses to identifying threats to the future for Southern Grampians Shire

3.4 The Opportunities

Conversations with the community and stakeholders reflected a strong sense of pride in the municipality and highlighted the following as the key opportunities for Southern Grampians Shire.

Table 5: Key opportunities identified through CVF 2041

Natural environment and wildlife: Regarded as a significant opportunity for attracting new residents, liveability and tourism opportunities.

Tourism: Investing and supporting tourism, especially eco and nature tourism.

Location: of the Southern Grampians in relation to the coast, major regional centres, and cities and the space available including for development and growth.

Agriculture: Regarded as a core industry, as well as opportunities to improve farming practices.

Residents: their talents, skills, care for each other and their sense of community.

Education: Participants acknowledged the high quality schools in the area, providing early learning to Year 12 schooling, as well as the opportunity to provide tertiary education options locally. See also technical training (e.g. SW TAFE), adult education (SGAE) and agricultural college (RIST) training opportunities. The independent education sector is also strong across the Shire.

Liveability: Of the region, including the climate.

Parks, gardens, sport facilities: Including bike/hike trails and sporting opportunities.

Cultural arts and local events: Including the existing Hamilton Art Gallery and cultural facilities and the opportunity to create a cultural scene as a tourist attractor.



Hospital facilities: Existing hospital services were noted as an asset; however, this was coupled with the growing need for additional health services to cater for the community more fully.

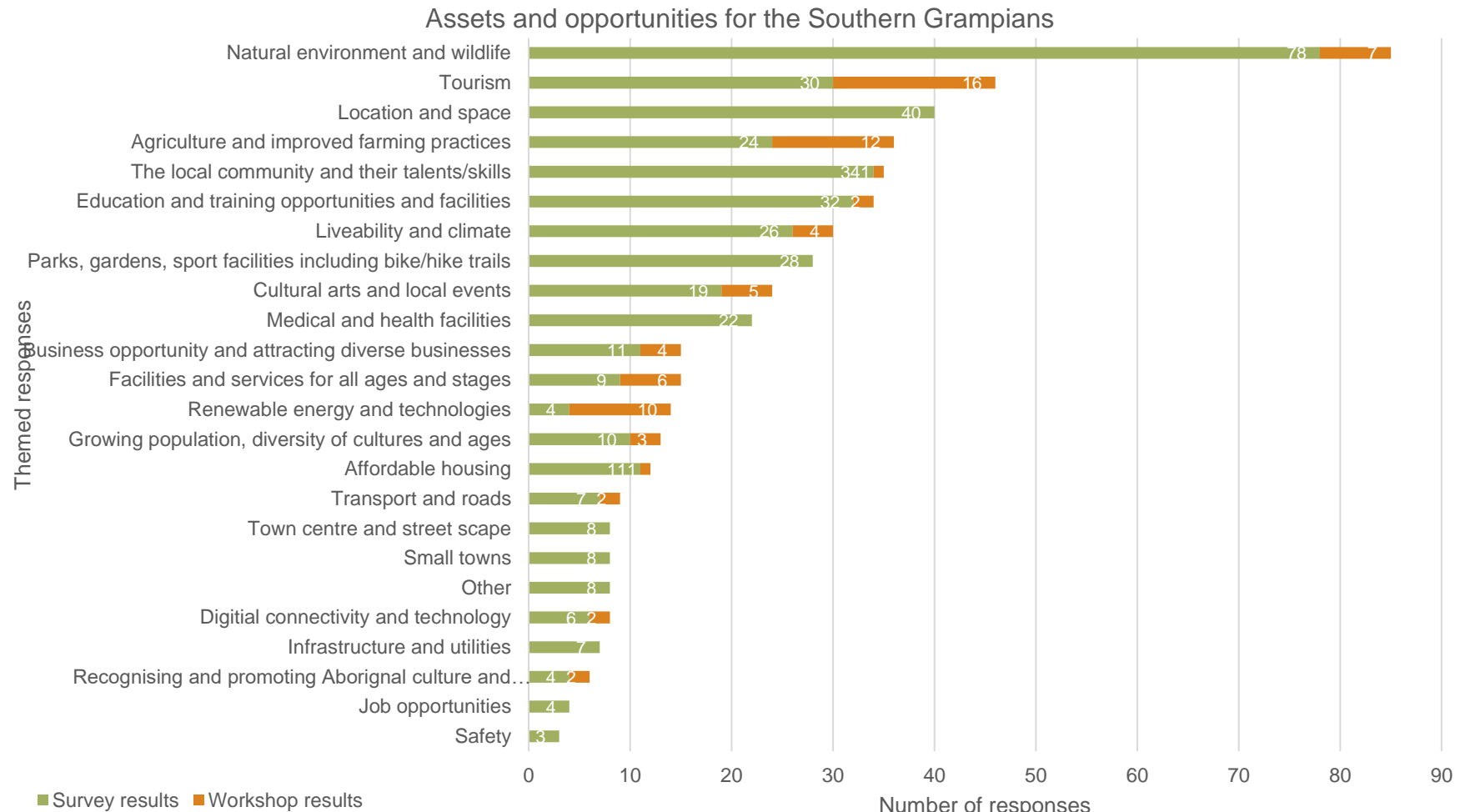


Figure 10: Workshop responses to identifying opportunities for Southern Grampians Shire

The following table also shows how the Shire is performing on liveability indicators and where the challenges and opportunities are. See also Schedule F).

Table 6: Where the Shire sits within the State on liveability indicators (source: Populus, 2021)

Leaders	Laggers
Labour force participation for people over 65 years (rank 14)	Median weekly rent 3 bedroom homes (rank 68)
Rental housing that is affordable (rank 12)	People who say they ran out of food and couldn't afford to buy more, last 12 months (rank 79)
Median house price (rank 10)	% of young people (16-24) receiving unemployment benefits (rank 69)
Grants per head of population (Rank 14)	Lone person households (Rank 63)
People aged 15 years volunteering (Rank 7)	People who say they can raise \$2000 in 2 days in emergency (Rank 67)
People who say they can get help from neighbours (Rank 8)	Daily smokers (Rank 11)
Hospital admissions for all cancers (Rank 6)	General practitioners/ 1000 pop (Rank 69)
People who are members of sports club (Rank 2)	Forecast pop growth (rank 72)
People who are members of a religious group (Rank 3)	
People who rode a bicycle or walked to work (Rank 16)	
People believe they have a chance to have a say (Rank 4)	

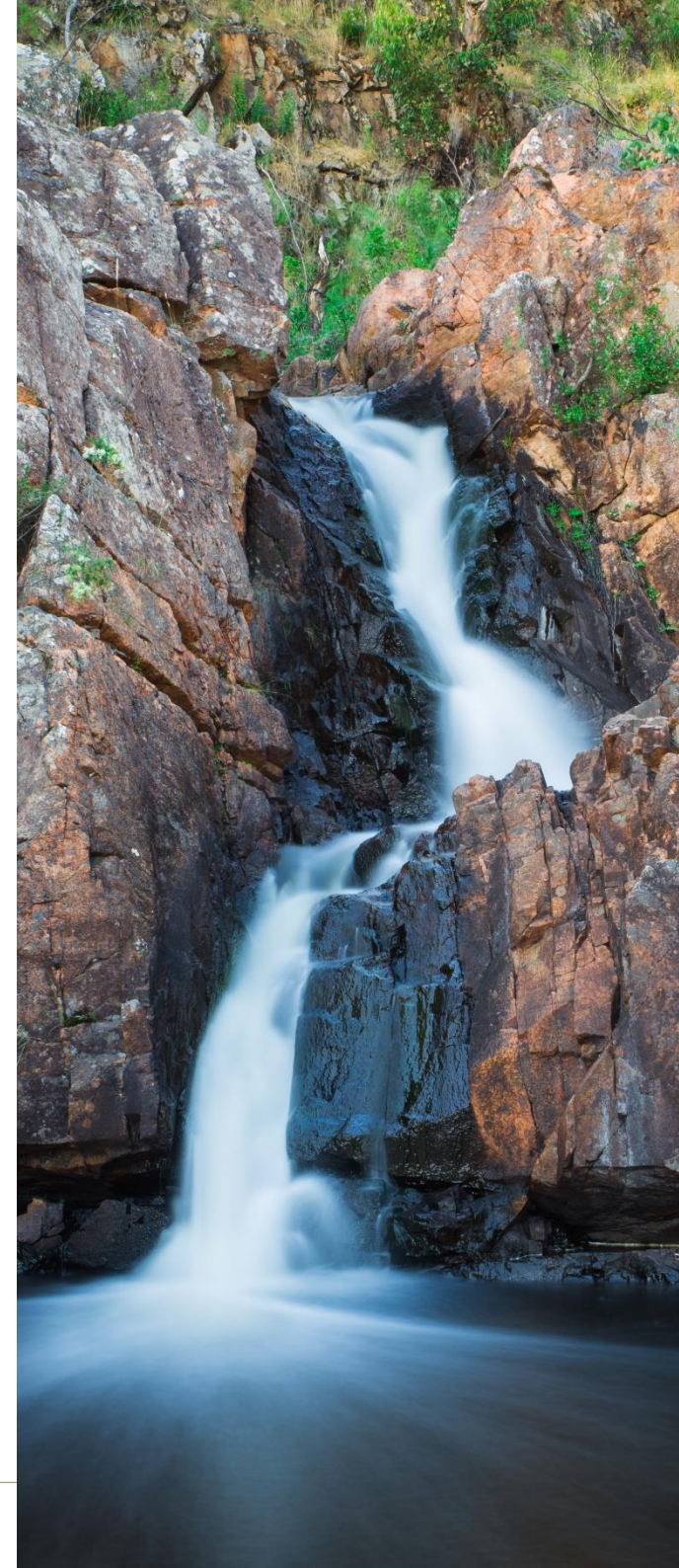
3.5 Water Resources

The Southern Grampians region is home to the Rocklands Reservoir located approximately 15 km east of Balmoral. The reservoir has a maximum capacity of 348 megalitres and is the primary storage for the Glenelg River.

Water for irrigated dairy in the region, most of which occurs in Moyne, Glenelg and surrounds is primarily supplied by groundwater. There are no large surface water irrigation schemes within the region (Aither, 2019,7).

Four key water systems supply the Shire and surrounds:

1. Grampians System supplies Hamilton and a number of rural customers. Recent investment means further supply augmentation is not anticipated to be required before 2030.
2. Glenthompson System supplies Glenthompson township and rural users along the Willaura pipeline. Immediate augmentation of the system is required to meet any changes in the balance between supply and demand.
3. Konongwootong System is an urban reserve supply, and used as a recreational water body.
4. Dilwyn Aquifer supplies several townships including Portland, Port Fairy and Peterborough. Groundwater-supplied systems are expected to meet demand to at least 2065.



3.6 Physical and Digital Infrastructure (connectivity)

Current **road infrastructure** in the region, as shown in Figure 11b, is under pressure from two principal directions: west to east between Mt Gambier and Melbourne, and north to south from the Murray River regions to Hamilton and Portland (SED Consulting, 2011). Key rail routes are shown in Figure 11a.

Effective road and rail transport is critical in securing efficient access to and from the regional shipping hub, the Port of Portland. Road usage by significant volumes of heavy transport negatively affects state and regional infrastructure, increasing costs to both users and local and state government.

Efficient **digital connectivity** is vital for business, education, tourism and the wider community. Suitable infrastructure investment is required before any major new developments or relocation of businesses into the region, to ensure network capacity to support the influx of new workers or transport chains (House of Reps. Select Committee, 2018). The quality of digital infrastructure^{vi}, access across the Great South Coast region is highly variable.

“
*Broader enablers or barriers such as prevailing **internet blackspots** in more rural regions of the Great South Coast also need to be addressed to support the region's potential – Victorian Skills Commissioner (2018).*
”

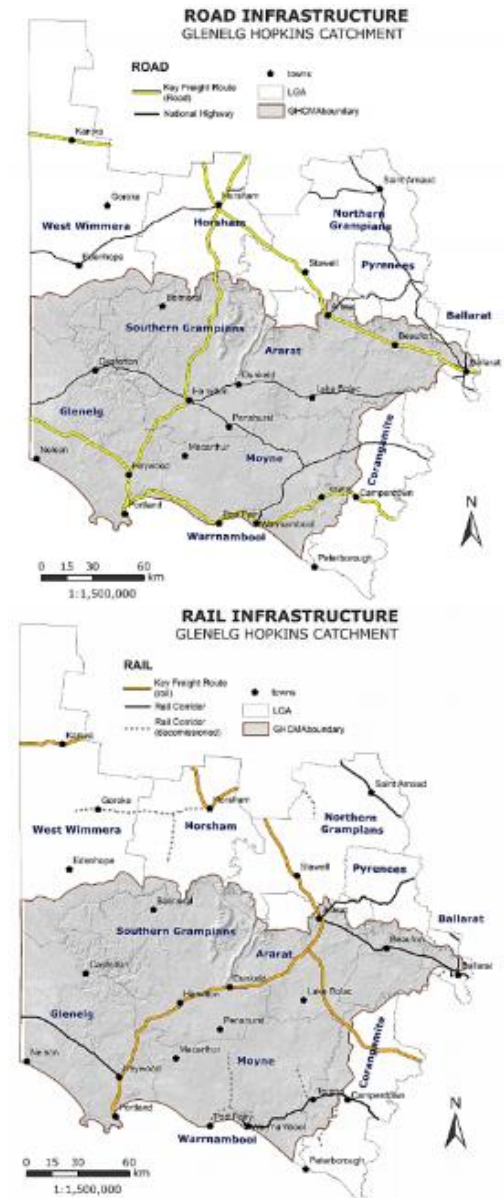


Figure 11a & b: Road and rail infrastructure (source: Mrazova, J, 2018)

3.7 Social Profile

The needs and challenges of Southern Grampians typically reflect regional patterns. This can be seen through measures of disadvantage, which is concentrated in the towns where services are offered to address needs, specifically Portland (eighth most disadvantaged LGA in Victoria^{vii}) and Hamilton.

Youth engagement with work or study scores at below average in the Shire. Lower levels of education and higher levels of full time employment occur in the region relative to the Victorian average.

Homelessness is especially low in Moyne and Southern Grampians LGAs but higher in Warrnambool.

Southern Grampians Shire scores highly on wellbeing and life expectancy measures.

Huge variation in living standards in Hamilton and Shire. Smaller towns have been cheaper places to live. Most pain is for young families... (if) both partners on benefits.

Table 7: Southern Grampians lags on dwellings with internet access and access to public transport

	Percentage households with car*	Dwellings with internet access**	Access to Public Transport † ***
Corangamite	96%	69%	9%
Glenelg	96%	69%	33%
Moyne	98%	74%	9%
Southern Grampians	96%	72%	41%
Warrnambool	95%	74%	73%
Victoria	93%	80%	74%

Source: * ABS 2016e, **ABS 2016f, *** DHHS 2015

Note: †The percentage of the population that lives within 400m of a bus and/or tram stop and/or within 800m of a train station (Infrastructure Australia 2013).

3.8 Environmental Profile

The environmental profile reflects changing land use patterns, largely post European colonisation.

Biodiversity in the region is rated as poor. Tree cover in Glenelg Hopkins catchment is limited to twenty-six percent and waterway health is in an average condition, due to clearing and agriculture.

Within this region sits the Victorian Volcanic Plain (VVP), recognised as one of Australia's 15 national biodiversity hotspots. It is a large, flat to undulating plain punctuated by scattered volcanic cones and stony rises. The soils are derived from Quaternary basalt and are highly fertile. It is also one of the most heavily cleared bioregions in Australia.

Grasslands and grassy woodlands were formerly extensive across the plain and less than five per cent now remains, mostly as small and highly fragmented remnants. Both the grassland and grassy woodland provide vital support to a diverse range of native plants and animals that are important for maintaining regional, state and national biodiversity.

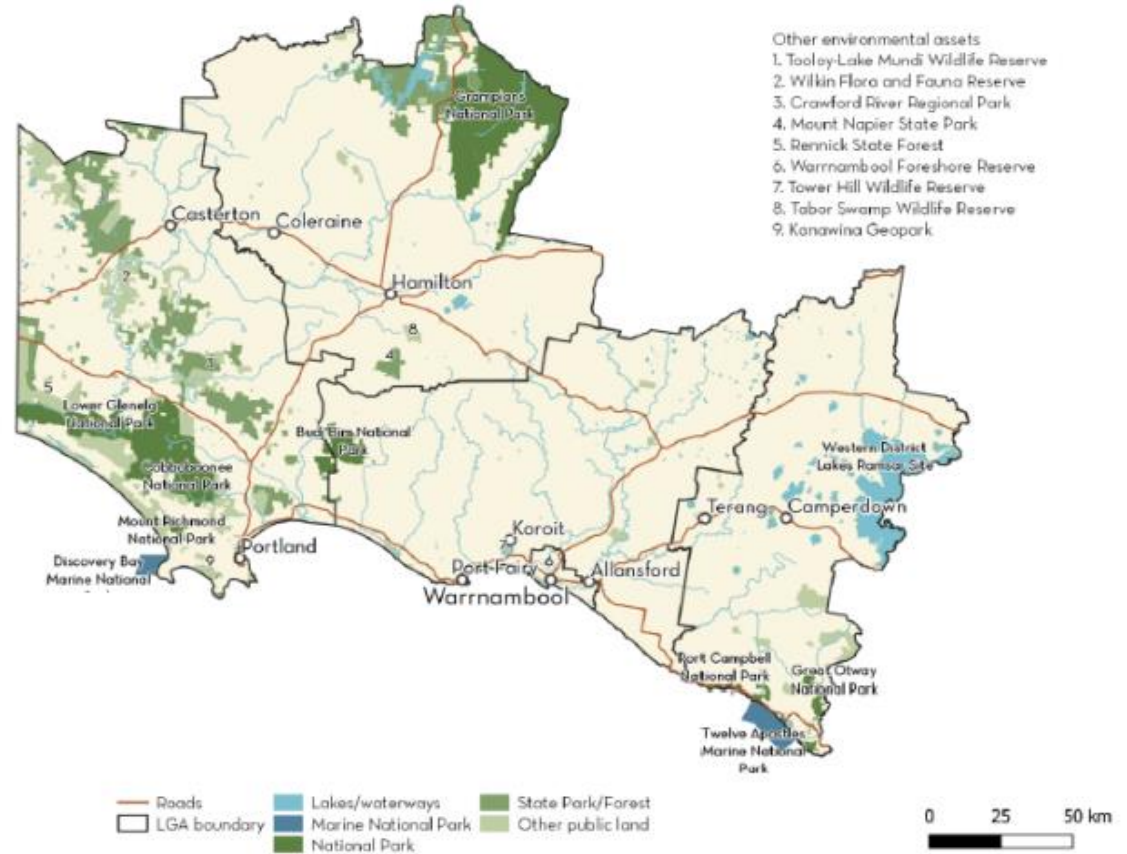


Figure 12: Great South Coast region – key environmental assets (source: Aither, 2019)

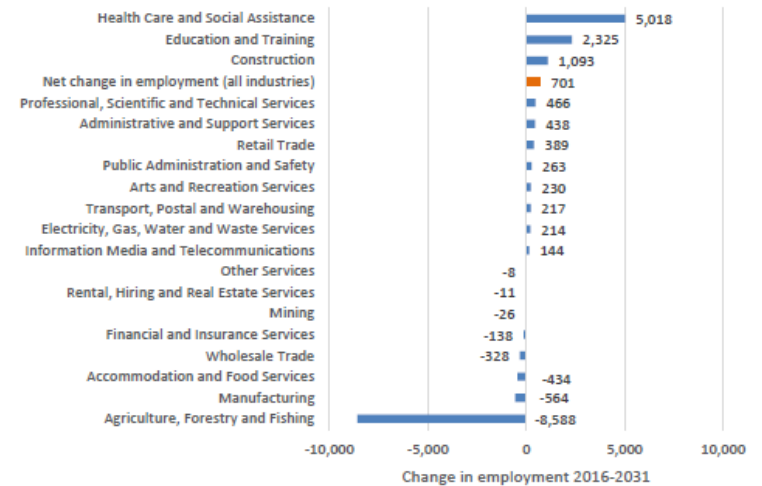
3.9 Economic Profile

The region shows a **shift towards a service-based economy**, which has implications for the skills and qualifications of the workforce. This shift coupled with automation of the primary industries, such as agriculture and manufacturing, may lead to fewer low-skilled jobs (Aither, 2019, 20).

The current workforce has a higher proportion of individuals with technical qualifications rather than university degrees (2016 ABS Census), making the South West population more skilled in primary industries (Mrazova, 2019). **Workforce shortages** are a noted concern with many businesses struggling to secure appropriate staff. Some 4,000 key worker jobs (from hospitality to specialists working on renewable energy projects) are currently being imported from outside the region and this is expected to grow further (VPA, 2020).

Agriculture is the largest industry by GVA in these regions, with the total agricultural share between thirty to fifty per cent. However, total employment in agriculture has fallen and its future role will likely depend on whether more intensive production occurs (e.g. into horticulture).

The majority of the region's **forestry plantations** are located in The Green Triangle that reaches across Victoria into South Australia and forms the largest plantation forestry area in Australia. The Green Triangle Region Freight Action Plan reveals that 150 separate businesses in the region rely on the forestry industry and support more than 3,400 direct forest industry jobs and more than 18,000 indirect jobs in the forestry and transport sectors. Despite the collapse of the Managed Investment Scheme (MIS) in 2008, forestry and timber processing remain significant activities. Mills and wood processing facilities are mainly situated in the South-west of the catchment and recent maturing of blue gum plantations north of Glenelg Highway has put more pressure on road infrastructure leading to Portland.



Source: Deloitte Access Economics n.d.

Figure 13: Shift in employment growth expected 2016-2031 (source: Mrazova, 2018)

Figure 14 shows regional industry drivers and the key industries of **agriculture, health care and education in Southern Grampians Shire.**

Opportunities also exist for **high-value farming and food value** adding, based on water security (Fraser and Downie, 2019A & B). The substantial underground aquifer system is regarded as a potential resource for trial horticultural projects in the region. Mature regulatory and access settings are required for transfers of water rights.

Renewable energy, especially improved wind power transmission and green hydrogen storage is a noted opportunity, with the region enjoying some of the strongest wind conditions on mainland Australia.^{viii}

Minerals, especially supply chains to Portland to support a potential export sector are well-noted assets.

High-value tourism, particularly hot-springs-based and Indigenous cultural tourism is an emerging economic opportunity. The Great South Coast is already one of the most visited locations in Victoria outside of Melbourne. In July 2019, **Budj Bim** was awarded **World Heritage status** with some of the world's earliest examples of aquaculture harvesting by the Gunditjmarra aboriginal people who have lived in the area for more than 6,600 years.

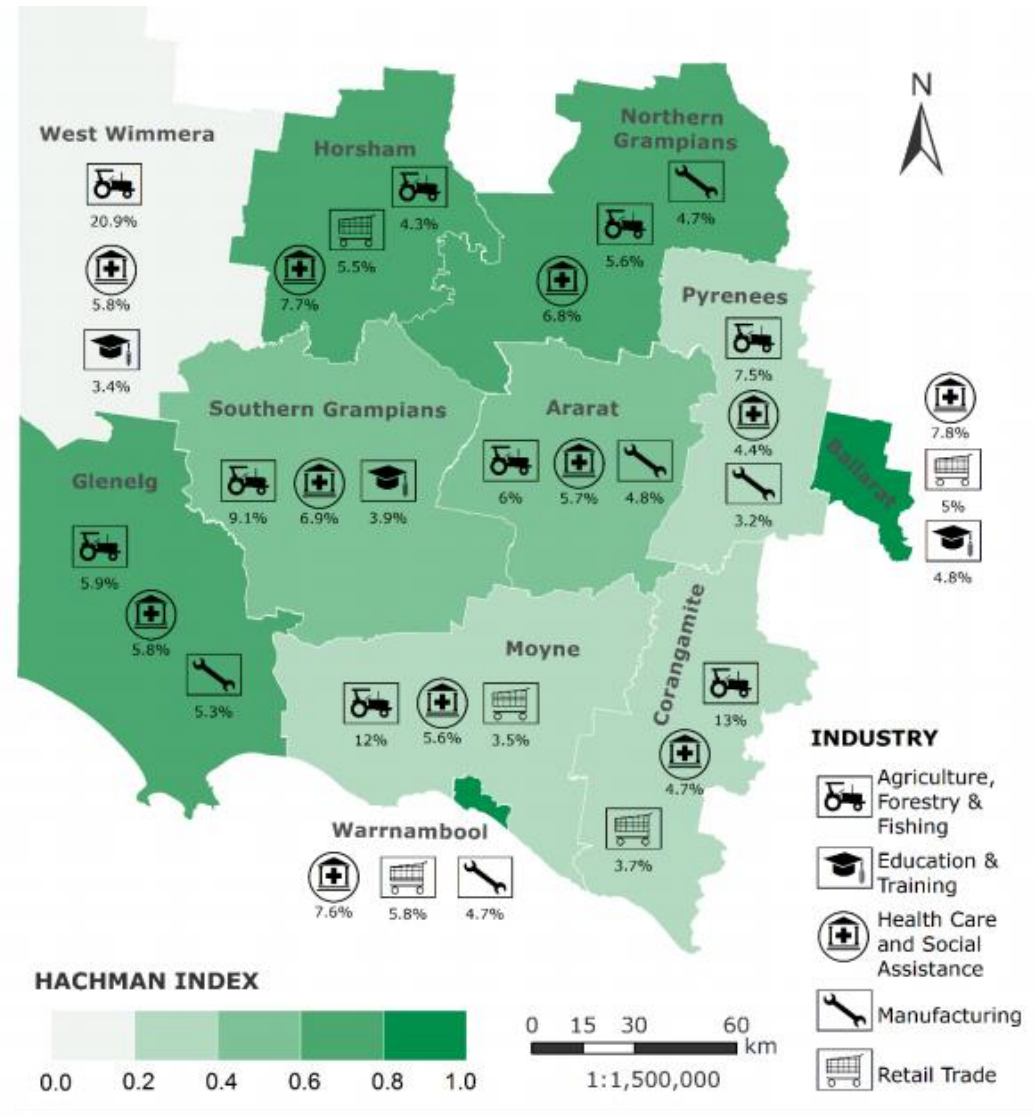


Figure 14: Three key industries by LGA using 2016 census data (source: Mrazova, 2018)

3.10 Climate change impacts

The Great South Coast region of Victoria has already become warmer and drier, reflecting a trend that is expected to continue in the future. Likely impacts include increasing year-round temperatures, fewer frosts, more frequent and more intense rainfall events, more hot days and warm spells, less rainfall in autumn, winter and spring, harsher fire weather and longer fire seasons.

Discrete work conducted for Southern Grampians indicates that based on CSIRO modelling, comparing the period 1960 to 1990, that the Southern Grampians could face **thirty-eight percent less rainfall by 2070**; thirty percent higher minimum temperatures; and increased solar radiation levels (Fraser and Downie, 2019A, 20).

Research suggests **farmers have already begun adapting** to these longer-term changes by focusing on technologies and management practices that improve productivity during dry years. Changes include adoption of conservation tillage to better exploit summer soil moisture as an adaptation to reduced winter rainfall.

The **location of cropping activity has shifted over time** in response to climate changes. Both the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) and ABS data shows that the amount of cropping activity in higher-rainfall zones such as south-western Victoria has increased in recent decades. At the same time, cropping activity has decreased in some inland areas that are heavily affected by the deteriorating climate (ABARES 2017). While the full impact of these changes is difficult to predict, an increase in the risks to agricultural productivity from the expected impacts of climate change is likely. Shorter growing seasons, more extreme rainfall events, increasing bushfire risks and water scarcity are all potential risks that could notably reduce the economic output of these regions.

The impacts of climate change represent a risk to social wellbeing and cohesion, with health implications from higher temperatures, along with a potential increase in the frequency and severity of natural hazards such as bushfires and floods (VAGO 2018, 56).

Global Timeline:

1937	World pop: 2.3 billion Carbon in atmosphere: 280 ppm Remaining wilderness: 66%
1954	World pop: 2.7 billion Carbon in atmosphere: 310 ppm Remaining wilderness: 64%
1978	World pop: 4.3 billion Carbon in atmosphere: 335 ppm Remaining wilderness: 55%
2011	World pop: 7.0 billion Carbon in atmosphere: 391 ppm Remaining wilderness: 39%
2020	World pop: 7.8 billion Carbon in atmosphere: 415 ppm Remaining wilderness: 35%

(Source: Attenborough & Hughes, 2020)

* April 2021 – 421 PPM – highest concentration in 3.6m years (ABC News, 11/4/21)

3.11 Aboriginal cultural heritage

The Great South Coast region includes the traditional lands of the Gunditjmara and Eastern Marr people and important cultural heritage assets.

The lands of the **Eastern Maar people** are located between Anglesea in the east and Yambuck in the west and stretch from the coast to the Grampians, spanning the Barwon, Central Highlands and Great South Coast Regions and including Sea Country.

The lands of the **Gunditjmara people** stretch from the Victorian and South Australian border in the west to the Yambuck area in the east, from the coast to Casterton in the north.

These traditional lands overlap in an approximately 20-kilometre-wide section between the Eumeralla and Shaw Rivers from the coast at Yambuck inland to the southern tip of the Grampians National Park. The Eastern Marr Aboriginal Corporation and the Gunditjmara Aboriginal Corporation are both appointed to manage this overlapping area.

Important heritage sites in the land of the Eastern Marr people are found in the Grampians National Park, the southern section of which is in the Barwon region. The Grampians, or Gariwerd, are an important place for the Eastern Marr people and other groups, and play a central role in their creation story.

The land of the Gunditjmara people includes many important assets with cultural, economic and heritage values. Key sites include Lake Condah and its surrounding river system, including the Budj Bim National Heritage Landscape, which contains Mount Eccles, Lake Condah Indigenous Protected Area (IPA) and Tyrendarra IPA.



3.12 Megatrends and how these may influence our future

A number of megatrends are likely to influence the future of the Shire and communities.

These include aging of the population, an increased national population, electrification of transport as well as the push for renewable energy to decarbonize the economy.



aging population






electrification of transport











push for renewable energy to
decarbonize the economy

Possible future reality over the next twenty years.

Table 8: A possible future scenario?

Theme ^{ix}	A possible reality
 <p>Future – People</p>	<ul style="list-style-type: none"> • Exoskeletons become common, initially to address mobility issues (limbs) but expanding rapidly.^x See Sawicki, 2020 • Retirement age and superannuation rules change to reflect increased life expectancy. • Brain computer interfaces become common. <p>Implication – we live longer, better and need to adjust finances to meet these changes</p>
 <p>Future – Population</p>	<ul style="list-style-type: none"> • Australian population increases to 40M in 2050 (Whigham, 2017) mostly in cities.^{xi} • Growth in regional centres generated by three factors (a) mining; (b) high amenity town (sea change/tree change); (c) access to key facilities. See also Measham, 2019. • Small towns (<1000) typically in decline in favour of regional centres due to ease of commuting (Measham, 2019; Salt, 2018A). • Single households to grow rapidly with ageing profile. • Regional Australia growth driven by older residents cashing in housing assets in metropolitan cities and downsizing (Salt, 2020) <p>Implications – liveability is a key to attracting population growth</p>
 <p>Future – Economy</p>	<ul style="list-style-type: none"> • Asia Pacific dominate export markets (87%) and imports (62%) (Measham, 2019). • Agriculture has expanded but not as much as mining. • Visitor services have increased substantially. • Increased global and domestic demand for cleaner energy change Australian regions. • Circular economy – value of any growth product is extracted fully before the product is recycled and reused (KPMG, 2020). • Increase litigation against business and government investing in carbon economy (see Megatrend example A). <p>Implications – visitor services become a key driver, along with waste management and overseas demand for products</p>

 <p>Future – Work</p>	<ul style="list-style-type: none"> • 40% of existing jobs automated by 2040 (Suncorp, 2015; Measham, 2019). Areas impacted may include taxi drivers replaced by self-driving Uber cars; receptionists replaced by robots; travel agents replaced by trip planning sites and booking services. • Students focus more on micro-credentials as their careers evolve. Students as independent learners (KPMG, 2020). • Work no longer confined to traditional hours. VR as substitute for face-to-face contact (KPMG, 2020). <p>Implications – future jobs and technology will transform the workplace and skills needed</p>
 <p>Future – Transport</p>	<ul style="list-style-type: none"> • Autonomous vehicles become ubiquitous (KPMG, 2020). Hail on demand usage. National vehicle fleet could reduce by up to 90% (Infrastructure and Regional Development, 2016). • Decreased travel time, decreased freight costs in regional Australia. However, regional populations still travel twice as far as urban populations (Measham, et al, 2019). • Australian national land freight task expected to grow 75% between 2011 and 2031 (Infrastructure and Regional Development, 2016) • Focus on transport sector to reduce CO2 emissions.^{xii} Whilst electric cars make up <1% of Australian fleet now by 2030 the goal should be 75% with trucks at 60%^{xiii} <p>Implications – transport will be highly impacted by electrification</p>
 <p>Future – Health</p>	<ul style="list-style-type: none"> • Focus on prevention, smart watches, telehealth platforms, driverless ambulances (Suncorp, 2015) <p>Implications – telehealth and technology will change the way patients and specialists interact, where they meet and how service is delivered</p>
 <p>Future - Climate</p>	<ul style="list-style-type: none"> • Hotter and drier^{xiv} across Australia. Nine of last ten years have been hottest on record.^{xv} • Climate affects road and rail infrastructure maintenance, agricultural land use, emergency/risk (bushfire, flood, and sea level), water management. • The 'new normal' will see fires similar to 2019/20 becoming more common. In a typical year 2% of Australian forests burn. In that year 21% burned.^{xvi} Supporting communities to recover from fire and flood events (Marysville 10 yrs. on is still recovering) and more strategic planning on acceptable risk will be critical (see Megatrend example B). • Strong debate on what climate resilient communities look like and how we plan for them. Impacts on sea change and tree change settlements. Scattered housing in bush areas at risk.^{xvii} <p>Implications – climate change mitigation and adaptation will be core policy focus areas</p>

 <p>Future - Food</p>	<ul style="list-style-type: none"> • Vertical agriculture, growing food in AI controlled vertical buildings more common. In vitro cloned meat – synthetic meats. • Gene editing of crops to be drought and disease tolerant. Robotic farmers on basic tasks (see Megatrend example C) • Transparency within food supply chain driven by consumer. • Growing demand from Asia is for meat, seafood and fresh fruit and vegetables (Measham, 2019). <p>Implications – food demand will change what we grow and how</p>
 <p>Future – Water</p>	<ul style="list-style-type: none"> • Water yield decreases in Murray Darling basin by 55% by 2050. Water shortages become a significant pressure across all sectors driving a need for better management, use of technology. • Demand for agricultural water to increase by 80% by 2050. <p>Implications – water management will be highly modelled and dynamic with circular usage (IWM) strategies similar to waste management</p>
 <p>Future - Energy</p>	<ul style="list-style-type: none"> • Coal fired power exists but reduced in scale and only serve specific legacy industries. 400% growth in renewables by 2040 (Measham, 2019) (see Megatrend example D). <p>Implications – climate change mitigation and adaptation will be core policy focus areas</p>
 <p>Future of Technology & big data</p>	<ul style="list-style-type: none"> • Better battery - smaller, faster and cheaper (Suncorp, 2015). • Internet connects everything including within the home. • Digital agriculture has potential to increase GDP by \$24B per annum (big data analytics, sensing systems, digital technologies). (Measham, 2019) • Data has key role in transport industry with real time mapping of conditions • Technology as social divider. Digital access should be treated as basic human right (KPMG, 2020). • Transformation within education occurs with online learning (KPMG, 2020). <p>Implications – climate change mitigation and adaptation will be core policy focus areas</p>

Megatrend example A Litigation against carbon emitters

Increasingly we can expect our communities to hold politicians as well as industry to account on the decisions they make with respect to environmental protection, particularly in the fossil fuel industry where new coalmines, gas extraction including fracking will be contested. This type of action is already occurring.

- In September 2019, more than 200,000 students from across Victoria marched in the School Strike for Climate.
- The Australian Superannuation fund Rest (portfolio of \$57B) settled out of court in late 2020 with a litigant on issues concerning duty of care and investment in climate related risk sectors.
- In March 2021 Anj Sharma, a 16-year-old student took out a class action against the Federal Government to injunct the Minister for the Environment from determining an approval for the Vickery Coal Mine extension near Gunnedah.^{xviii} The action is based on the premise of duty of care to the community and future generations. These actions have been likened to similar community action against big tobacco and are expected to only accelerate across the globe.^{xix}
- In April 2021, Germany's highest court ruled that the government's 2019 Climate Change Act was incompatible with fundamental rights, a victory for the nine young German activists that filed the lawsuit and for the global youth climate movement^{xx}.

Takeaway – this is not a story primarily about climate change but rather it is about accountability in governance and how the governed expect leaders to govern.



Figure 15: Climate politics and demand for change (source: <https://www.schoolstrike4climate.com/>)

Megatrend example B Transitioning to low carbon transportation

A key area to mitigate climate change is transport. This may include electric charging infrastructure, green fleet (electric vehicles/hybrids), bicycle routes and infrastructure, flexible local transport solutions, road and rail freight adaption or passenger rail and bus services.

It is widely recognised that a substantially **electric vehicle fleet** is likely in the next 20 years (Winton, 2021). Australia does not have its own production line of electric vehicles and some manufacturers are not importing these types of vehicles to this country^{xxi}.

The challenges with the transition the electric vehicles are presently wide ranging. One is price points where a significant premium exists for electric vehicles. Reduction in battery prices should resolve much of the cost disparity by around 2024 (Jolly, 2020) especially as combustion powered vehicles price trajectory is expected to rise. Some countries are already banning combustion-powered cars from 2030.

A further issue is range anxiety and lack of infrastructure such as charging stations see Figure 16. Most electric vehicles will struggle to extend beyond 300-400km presently and as indicated below, charging stations are now likely needed for city-based tourists expecting to be able to access their region. Southern Grampians Council has a likely role in advocating for this infrastructure.

Opportunities exist through **green fleet** procurement by Council and other agencies, dependent on resolving the charging infrastructure and securing close to parity costings with combustion vehicles in coming years.

Our towns are walkable simply due to their limited scale and grid layout and this is an advantage that can be built upon. **Bicycle routes and infrastructure** could be important in marketing ourselves to new residents and visitors. Some of our high quality urban parklands such as Dunkeld Arboretum and Peshurst Gardens would benefit from such infrastructure – paths, signage, and secure bike facilities. It may also mean a reduced speed limit (40km/hr.) would be beneficial in towns such as Coleraine and Dunkeld, much like the arrangement in Casterton to facilitate safer movements.

Takeaway – we need to be set stronger policies on mitigation and adaptation. Transport policies and strategies are a key aspect of this approach and our advocacy needs to be clear and targeted.

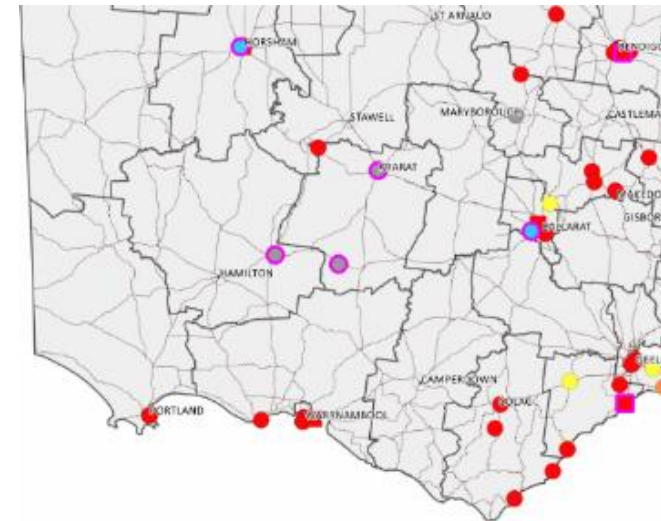


Figure 16: Planned or delivery charging stations in SW Victoria (source: energy.vic.gov.au)

A whole of Shire bicycle strategy is required. Ideally, it would be funded and progressively delivered (subject to funding) in the next four years – see pillar three of Strategic Directions. Key routes including the Coleraine to Hamilton rail trail, linkages with Cavendish and between key assets of note (Grampians National Park, volcanic assets) should be priorities.

Flexible local transport solutions (FLTSP) is a state government initiative, delivered via the Department of Transport or (DoT) to address small scale needs in local communities. Noting the distances involved in accessing large regional centres, the benefits of these programs should be further investigated and acted upon.

Rail and road freight is a dynamic issue as the road network is a shared space with the wider community and road networks in any regional area vary in quality and usability. The Mode Shift Incentive Scheme pays operator \$100 a box to put 20-foot containers on rail as opposed to road. The payment is an annual grant and is not locked in. Potential scope for enhancements of the Mode Shift Incentive Scheme

should be critically reviewed. Beyond that, a critical review of designated truck routes is also likely warranted to limit as far as practicable, impacts on affected communities of larger freight truck rigs (B and A doubles).

The future of **passenger rail** is difficult to predict. Hamilton has had no service since 1981. The business case prepared in 2017 (Hearsh 2017) gives a regional perspective on why a new service is needed but is yet to be supported at a State level. Future public transport if it is to include rail will need to look at level of service rather than just travel mode (rail or bus). Other key factors, including social disadvantage for residents who rely on access to services and facilities outside Hamilton is one of the measures requiring further analysis.

The basis of future demand should be built on an understanding of present demand, shown in bus patronage data (see below) and what an enhanced service (bus or rail) could provide i.e. better service leads to enhanced use.



Bus patronage data from mid-2015 to Feb 2020 (pre-COVID) from DoT reveals the following:

- The busiest bus route is from Hamilton to Ballarat (800-900 month) – daily service
- The second busiest route is from Hamilton to Mount Gambier (500-600 month) – daily service
- The third busiest route is from Hamilton to Warnambool (350-450 month) – No Monday or Saturday service
- The route to Ararat is least patronized route (100-120 month) – No Monday or Saturday service.

Given this, advocacy for stronger bus services to Ararat or even Horsham appears to have limited support. According to the data, the linkages to Ballarat, Warnambool and Mt Gambier appear far stronger.



Megatrend example C What will farming look like in the future?

Approximately half of Australia is under agriculture. Drought, flood, fire, pests and now climate change shape these activities and the lives of those communities who farm and benefit from farming.

The phases/eras of farming can be generalized as:

- Farming 1.0 ... Neolithic era to 1920's
- Farming 2.0... green revolution to 2010
- Farming 3.0 ... Big data era (where we are now)
- Farming 4.0 ...smart tech and automation, heralding the rise of precision farming

Farming 4.0 will see robots becoming more common. A farm will likely have a range of specialist robots to undertake specific tasks, for example to deliver fertilizer and kill weeds – such as lettuce bot in Figure 17. Tractors can already drive themselves. Instead of a big tractor, smaller robot tractors the size of a small table can run around a farm 24/7 (see Figure 18).

The wastage seen in industrial agriculture 3.0 will be tackled directly. Losing sixty percent of fertilizer to runoff will be addressed with automation and plant-by-plant management of inputs as well as harvesting. Gene sequencing and adapting crops to cope with more extreme conditions is already actively being assessed.

A feature of Farming 3.0 is its extended supply chains with the paddock often hundreds or thousands of kilometres from the consumer. COVID-19 affected not only consumer behaviour with panic buying but also the labour market. This accelerated the push for less reliance on overseas labour through automation, as well as local production and shortened supply chains.



Figure 17: Lettuce Bot, like a robotic terminator (source: modernfarmer.com)



Figure 18: Carry the robot. Can transport 500 pounds of crop and autonomously follows farm workers for a whole day. Pays for itself in 80 days (Nichols, 2021).

At least two distinct themes emerge under farming 4.0 and are already visible today:

- Precision farming – which is concerned with limiting the impacts of farming and being more efficient. This can be broad acre but also could be vertical production^{xxii} in more urban environments. The broad acre component is likely to still rely on extended supply chains.
- Agro ecology (or regenerative farming) – which is concerned with ecological inputs and processes, soil health by avoiding ploughing and tilling as well as provision of ecosystem services. See also certified organic and permaculture movements which share similar concerns.

Carbon sequestration within soils is a driver of agro ecology, not just to increase carbon within plants for enhanced production but also to directly address climate change. Investing in science and research and data collection will be pivotal in farming 4.0.

Consumers will drive many of the changes that will occur in food production. A diet less reliant on red meat especially beef is a probability into the future (Attenborough and Hughes, 2020, 170). The plant based meat substitute market is currently valued at \$20.7B globally and is growing^{xxiii}.

Another is direct to market local production focusing on buyer-seller relationships.

Farming 4.0 provides an opportunity to change the political landscape. As Chan (2021) writes, the debate on farming is binary between “inner city greenies” and “redneck farmer” stereotypes. Ultimately, we need to work together, building a fusion of environmental, land, food and farming policies and systems, to sustainably manage our landscape.

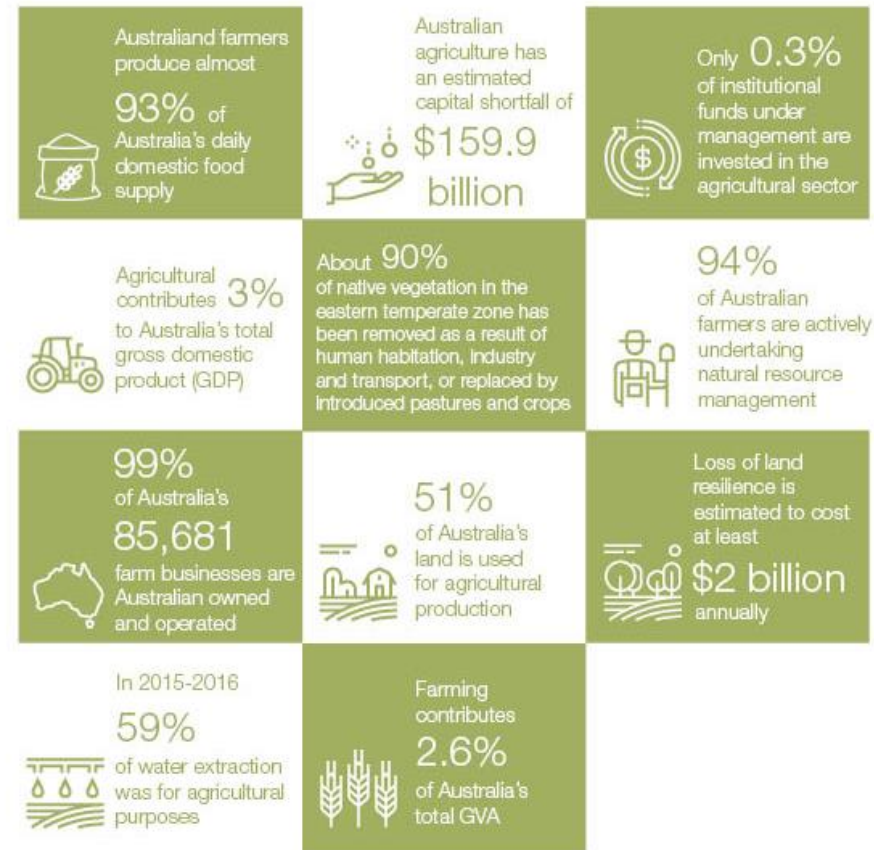


Figure 19: Data on agriculture at a national level (KPMG, 2019)

Megatrend example D Future Energy

Decarbonizing the economy will be a key driver of government initiatives. The global community already has some countries that generate all their electricity from renewables – Iceland, Albania and Paraguay. Another eight countries use coal, oil and gas for less than ten percent of energy production (Attenborough and Hughes, 2020, 143). So why not Australia?

At a State level there is the Victorian Renewable Energy Target (VRET) requiring twenty five percent renewable energy production in 2020 and increasing to forty percent in 2025 and fifty percent in 2030 (Hamilton, 2019). Net zero by 2050 is the current goal. There are also renewable zones where renewable energy projects will be delivered, which in SW Victoria essentially means wind farms. That covers this Shire – see Figure.

Australia's Renewable Energy Target (RET) is a Federal Government policy designed to ensure that at least 33,000 gigawatt-hours (GWh) of Australia's energy comes from renewable sources by 2020.^{xxiv}

Within SW Victoria, significant differences exist as to community tolerances for the impact on landscape, farming properties and infrastructure from wind farms and the renewable sector. Each project has specific benefits and disadvantages. However, with permits issued at a State level, maximizing the community advantages and limiting adverse impacts is the goal. This may include:

- Clear advocacy on the need for genuine community engagement on how projects can be delivered with least adverse impact.
- Proper consideration on community benefits schemes to equitably benefit groups in need^{xxv}. To get an idea of scale, Macarthur Wind Farm has been distributed \$200,000 since 2018. At Bulgana it is \$120,000 per annum. West Wind has committed \$228,000 per annum, post construction.
- Education and training initiatives to make communities job ready. Golden Plains Wind Farm has collaborated with Federation University Ballarat to deliver training on turbine maintenance.
- Determining in which landscapes underground power may be preferred e.g. near sensitive heritage sites.

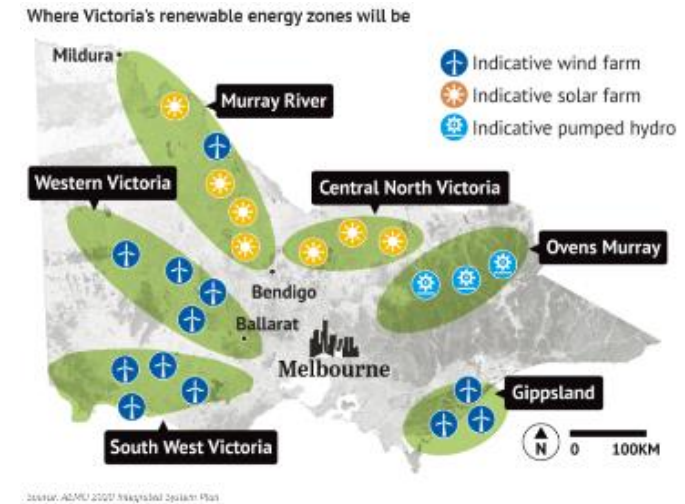


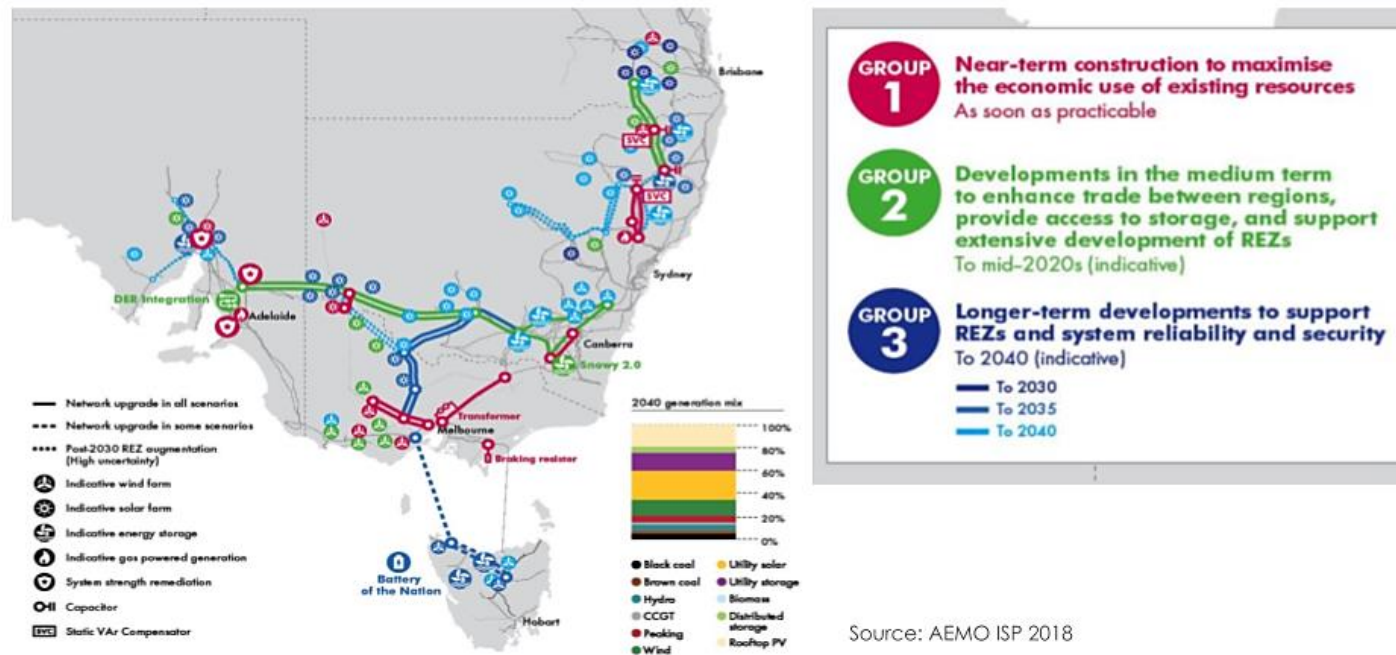
Figure 20: Where Victoria's Renewable Energy Zones will be (source: Perkins, 2020)

Takeaway – the power grid will become more dynamic and connected over time. Careful management of infrastructure will be critical to manage these changes in the landscape. Insight into how local communities can benefit from these investments and be adequately skilled for jobs generated is a challenge for all levels of government.

Clear expectations on the role of often-global companies delivering renewable projects and investing locally will need to be set. The recent concerns for wind turbines being sourced from overseas while there is under-utilized capacity at Keppell Prince Portland (turbine manufacturer) is a case in point.

Beyond State Government, there is also significant investment and effort in resolving transmission bottlenecks in a grid historically designed for thermal coal station input.

To add further, the opportunities and infrastructure needed to drive hydrogen production and distribution (vehicles, trucks and grid) as well as biofuels will increase the complexity of debate on the likely wide range of power and fuel sources needed into the future. The following figure highlights the complexity of connection and the booming renewable landscape.



Source: AEMO ISP 2018

Figure 21: Future trend – increased interconnection (source: Hamilton, 2020)

Megatrend example E Ecosystem Services

At a global level, there has been a push to start putting a monetary value on wilderness, rainforests and effectively ecosystem services – environments that have greater value by being left intact. The UN has the REDD+ program, which puts a carbon price on rainforests for instance (Attenborough and Hughes, 2020, 179). In Australia, ecosystem services were being discussed over a decade ago under the then Federal Labour Government (Dept. of Environment, Water, Heritage and the Arts, 2009). It formed part of the proposed National Carbon Accounting System or NCAS.

At a State level, the Victorian Government has been applying the United Nations System of Environmental Economic Accounting (SEEA) to capture information on the environment and its value to the economy and human activity. Listed industries specifically identified as part of this system include tourism, water, apiary and agriculture (DELWP Fact Sheet, 2019^{xxvi}).

Industry is also talking about ecosystem services. KPMG (2019) on behalf of the National Farmers Federation commissioned 'A return on nature', enabling the market for sustainable finance and ecosystem services'. By setting up an ecosystems market, they argued, returns would include:

- Environmental returns such as improved water including river health, soil and air quality, biodiversity conservation, and sustainable pest and weed management.
- Social and cultural returns such as increased social capital, indigenous community empowerment, knowledge sharing and education, better livelihoods and community cohesion, improved physical and mental health, and protection of sacred sites.
- Economic returns such as increased farm productivity, diversified revenue streams for farmers and landholders through ecosystem services payments, investment in regions and rural communities or generating jobs on the land.

The goal for the NFF was to have a net additional five percent of farm revenue derived from ecosystem services by 2030. Mechanisms to secure this funding were from an initial \$30m pilot programme that would be scaled up nationally, if successful.



Figure 22: Hamilton weir in flood (early 2021)

Definition: *Ecosystem services are the benefits provided to humans through the transformations of resources (or environmental assets, including land, water, vegetation and atmosphere) into a flow of essential goods and services e.g. clean air, water, and food*

(Constanza et al. 1997 as quoted in Department of the Environment, Water, Heritage and the Arts (2009).

At a national level, David Littleproud committed \$35M to a biodiversity fund pilot to look at form of ecosystem services, before the last Federal election in 2019.

In the UK, subsidies to farmers are not related to size of farmland (Chan, 2021). The scope for ecosystem services is immense. Taxation systems, funded Trusts and other mechanisms of market can and do shape human behaviour. A stronger recognition of the role of private landowners in biodiversity management and the need for more dynamic and less impactful farming practices consistent with farming 4.0 will see ecosystem services become a mainstream conversation.



Note: Predictions contained in CVF 2041 are based on current information and historic trends. We acknowledge that there are multiple possible scenarios. History has shown that future casting is not always accurate as demonstrated below.

A century ago, forty-five percent of Australians worked in farming or manufacturing. Now it is less than ten percent.

In the 1970s, Alvin Toffler wrote we would be working four hours a day. Back in the 1930's John Maynard Keynes foresaw 15-hour weeks. Neither happened.

Technology does not always lead to more productivity. Between 1990 and 2005, productivity increased by thirty-seven percent. IN the fifteen years since, productivity has increased by just seventeen percent (see Martin, 2021).

This is why CVF 2041 will be treated as a living document and reviewed parallel with the new Council Plan every four years.





4



Regional Perspectives



4.0 Regional Perspectives

4.1 The Broader Picture

Our future, just like our history and present day, is shaped by regional, State, Federal and global decisions. Whether it is where we shop, work or play sport or how we get there, the investments in infrastructure, the choices and opportunities made available to our community are both directly and indirectly shaped by these external forces.

The following are some of the regional inputs considered in the development of CVF2041.

[Note when referring to regional perspectives, information has been collected from a range of sources as Southern Grampians sits in a range of different regions, depending on the perspectives of State Government and the relevant agencies.]

4.2 Great South Coast Group

A coalition of councils across SW Victoria have formed to establish a board and articulate a position to drive future planning and investment in the region. Their platform is based on the principles of regional leadership, advocacy, partnership and delivery and is summarized further in Figure 23: Great South Coast Group Advocacy List (source: GSC Group, 2021).

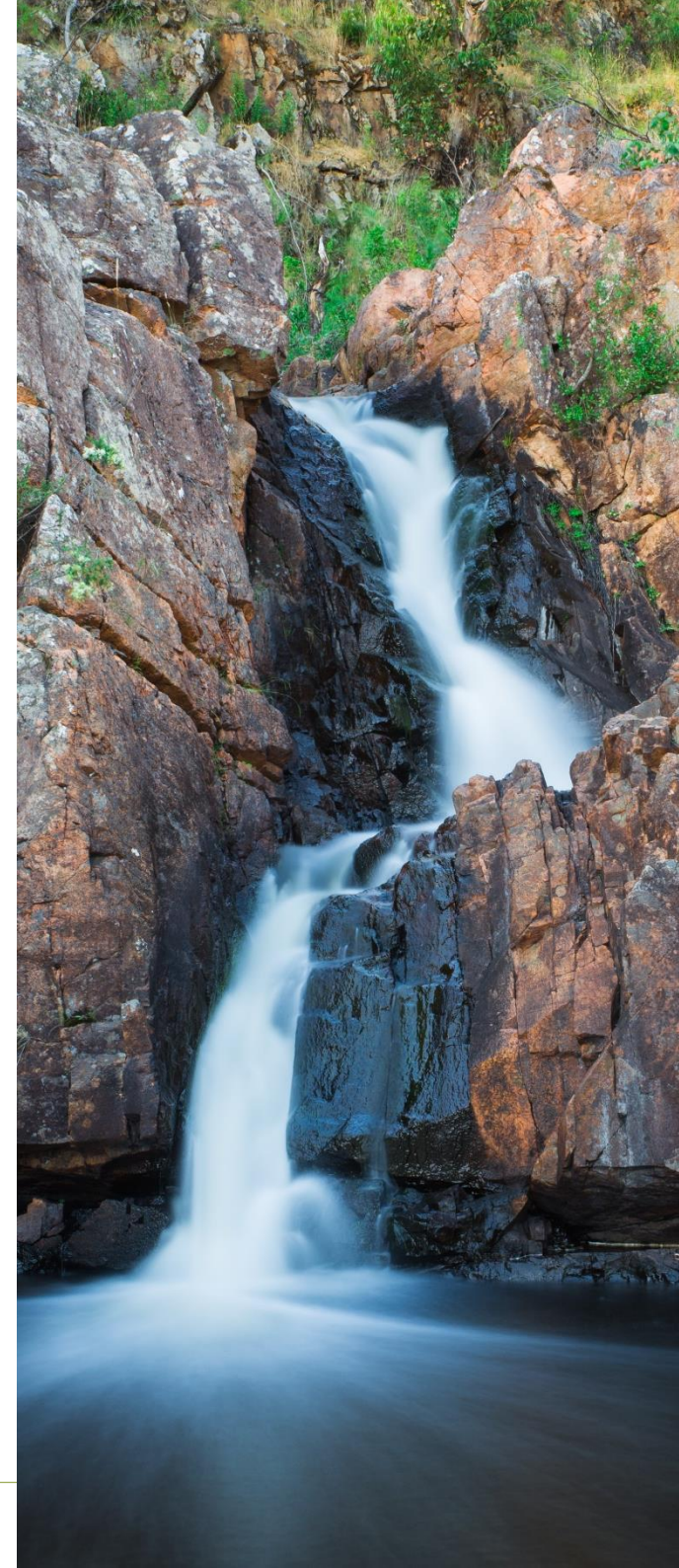




Figure 23: Great South Coast Group Advocacy List (source: GSC Group, 2021)

4.3 Great South Coast Regional Partnership

The Great South Coast Regional partnership is one of nine partnerships established by the Victorian Government, to recognize that local communities are best placed to respond to regional issues^{xxvii}.

The listed priorities for the Great South Coast Partnership are:

- A strong and diverse Great South Coast economy
- Accessible, quality education and career pathways
- A thriving arts and culture industry, and a sustainable environment
- A healthy, safe and resilient Great South Coast Community
- Roads, transport and infrastructure that drive prosperity, safety and liveability



Figure 24: Great South Coast Partnership boundaries

4.4 Rural Councils Victoria

A number of entities represent local government, advocating on behalf of its members, but one that specifically works for regional and rural councils is Rural Councils Victoria (RCV).

RCV commission a range of work to better understand local issues. A significant piece of work relevant to CVF 2041 was a study referenced as *Services for Rural Livability* (Urban Enterprise, 2019).

It indicates a two-speed economy exists with respect to population growth, with only six percent of population growth occurring in rural Victoria compared to almost ninety per cent for Metropolitan Melbourne. Furthermore:

- All rural regions have experienced a decrease in number of residents in the family age brackets, which has contributed to an ageing population in recent years;
- Younger people are the largest group of people to leave rural Victoria, with residents aged 20-29 years accounting for twenty-eight percent of those who moved from rural areas to either metropolitan or regional areas between 2011 and 2016;
- The proportion of the population in rural Victoria that will be over the age of 75 is projected to increase from nine percent in 2016 to thirteen percent by 2031.

A summary of services most important to liveability by regional partnership can be found at Schedule E – Guiding Frameworks for Southern Grampians.

Lack of **economies of scale** and a **critical mass** creates inefficiencies in service delivery

Large distances and **time required** to deliver services impacts the accessibility of services








Lack of **competition** from private service providers, as well as **frequent market failure**, increases the cost of some services

Difficulties in the **recruitment of professional staff and skilled contractors** creates jobs and skills shortages, as well as service gaps

4.5 State Government Perspective

The State Government priorities are set out in the Draft 30 Year Infrastructure Strategy issued Dec 2020^{xxviii} (Infrastructure Victoria, 2020). Key issues include preparing for population change, reducing disadvantage, lifting productivity and climate change mitigation and adaptation. These are summarized below, and provide guidance on areas of policy and funding support that Council may be able to access into the future:

Table 9: Victorian 30 year Infrastructure Strategy - summary

	Navigating the energy transition	<ul style="list-style-type: none"> • Accelerate uptake of zero emission vehicles • Identify and coordinate priority Renewable Energy Zones
	Respond to climate change	<ul style="list-style-type: none"> • Assess carbon value in assessing infrastructure • Progress integrated water cycle management • Strengthen agricultural water security by modernising irrigation
	Build a circular economy	<ul style="list-style-type: none"> • Increase and upgrade waste processing infrastructure on six priority materials. Facilitate increased recovery. • Strengthen end markets for recycled materials.
	Enhance market access and productivity	<ul style="list-style-type: none"> • Deliver funding certainty for regional road maintenance and upgrades. Funding to be prioritized based on improving safety, decreasing vehicle emissions and lifting economic productivity.
	Unlock regional economic growth opportunities	<ul style="list-style-type: none"> • Develop a Victorian nature based tourism strategy • Boost tourism infrastructure by allowing more national parks to grant long leases.
	Connect the regions to help strengthen wellbeing	<ul style="list-style-type: none"> • In the next five years, gradually redirect some regional transport funding to redesigned, integrated local transport services, based on regional needs assessments, and incorporating flexible services that meet local needs. • Fund regional libraries to provide better internet access. • Develop more resilient regional telecommunications infrastructure so communities can stay safe during emergencies, including greater network redundancy and back-up power supply. • Use rural schools for children's specialists and telehealth services
	Foster regional Victorians' health, safety and inclusion	<ul style="list-style-type: none"> • Support regional councils to update, repurpose or retire outdated community infrastructure. • Create climate-adapted facilities for rural communities.



5



Strategic Framework – Matrix of issues



5.0 Strategic Framework – Matrix of issues

Council's background research into CVF 2041 and more than 274 hours of engagement with the community and key stakeholders has been consolidated into the following tables of key issues for the Shire and suggested approaches. Critical and urgent issues have been reflected in the Strategic Directions table contained at E2.

5.1 Strategic Pillar One: Support our community

Topic	Issue identified	Suggested Approach
1. Youth Needs		
1.1 Youth support services (those aged 12-25)	Are we as a community disconnected from youth, not listening to their needs?	Council to prepare youth strategy in partnership with WDHS, YACVic and other stakeholders. Scope for youth officer and examine drop in centre needs. Ensure Health and Wellbeing Plan has specific actions on youth needs and support services
2. Indigenous Community (First Nations)		
2.1 Symbolism and meaning to relationships with First Nations	What is Council doing symbolically to acknowledge Aboriginal life? Is there substance to the acknowledgement in terms of (for instance) land rights, water rights and economic opportunities	<ul style="list-style-type: none"> • Councillors and staff to obtain appropriate training on cultural awareness • Council to determine whether to progress with RAP or Partnership Agreement
3. Aged Needs		
3.1 Increasing aged cohort	An ageing population will change service demands and needs within the Shire. Social isolation is one of the biggest issues. Community responsibility is to be inclusive, to address social needs. Dementia will be a significant issue. Community education and tolerance will be important. Awareness raising	Review implications of ageing for community via: <ul style="list-style-type: none"> • Health and Wellbeing Plan • Advocacy priorities to attract younger residents and families • Age appropriate housing strategies to influence local builders

- Delivery of urban renewal making aged friendly access a priority
- Ongoing resourcing and support for community bus initiatives
- Age inclusive programming in Cultural Arts, events etc.
- Community infrastructure framework (see Pillar 5 issue 4)

4. Disability Support Services & NDIS

4.1 Young people in nursing homes	Young people with special needs require appropriate housing	Council to review scope for any sites within its land assets identified for future housing. (See Pillar 3 issue 3)
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5. Health support services

5.1 Alcohol and under 18 support services	Alcohol has always been a major health challenge. Support for under 18's needed	Advocate for Headspace office in Hamilton
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5.2 Gap in health specialist roles	Specialists in speech pathology and occupational therapists (waiting periods of up to 6-12 months). Speech, occupational therapists and psychiatry specialists are the most difficult to attract to the area	<ul style="list-style-type: none"> • Review needs in Health and Wellbeing Plan • Examine Council advocacy priorities
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6. Young Mothers

6.1 Gaps in support services	Lack of support for young mothers e.g. lactation consultants, lack of change facilities.	<ul style="list-style-type: none"> • Review support service needs in Health and Wellbeing Plan • Consider change facilities needs in next service review for toilet facilities
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7. Not for Profit (NFP) Sector

7.1 Gaps in Hamilton (Hamilton as locum service location)	Limited capacity of NFPs based in Hamilton. More typically locum services (outreach provided – Brophy, Beyond the Bell, SalvoConnect etc.) meaning a limited service	<ul style="list-style-type: none"> • Council to review whether outreach services in NFP sector make the Shire a desirable place to live based on any identified support gaps • Review pending confirmation of needs in Health and Wellbeing Plan
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7.2 Food support	Salvoconnect and Uniting Church both separately do food support. Bound to be some agency hopping by clients	Scope for Council to co-ordinate NFP sector and concept of one-stop-shop for food support. Examine in Health and Wellbeing Plan
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8. Volunteers as key resources

8.1 Challenges and opportunities

- Volunteers do the work that no one else is. Constant demand at WDHS & Council^{xxxx} amongst others
- Less time for volunteers to assist is a likely problem emerging
- Ambulance Victoria says issue is small towns with aging populations. Red Cross find it difficult to get good representation in volunteering. SES, CFA report challenges
- Corporatisation of farming results in off the land farmers, who don't volunteer in the way former owners would

Council to examine its volunteer policies and frameworks and how to best support this sector

9. Mental Health Support

9.1. School support services

Within the school sector a significant need for mental health service support for under 18's is identified

To be monitored at a high level via Health and Wellbeing Plan. Support agencies and NFP sector as required

9.2 Research from National Centre for Farmers Health suggests ...

- Gaps in specialized services (Psychologist, speech therapists etc.) mean that when assistance is sought then they are dealing with people who have no understanding of farming
- Is there a lack of capacity for community to support needs? People are falling through the cracks. A lot of stigma around mental health. There's a lot we can do to improve the general health of community

Address via Great South Coast Group of Councils, South Coast Partnership and Council advocacy list

10. Local transport solutions role of CBS and Council community bus services

10.1 Challenges & opportunities

The demand for community bus service is significant. Big journeys are for cancer treatments, heart specialists in places like Geelong and Warrnambool

- Access to Council community bus service - should it be linked to health card with respect to patron access?
- Critically review opportunities for local transport solutions via FLTSP and DoT. Look at opportunities around creating a sustainable model. Community transport investigations in Corangamite

11. Emergency Response

11.1 Challenges faced at Ambulance Victoria

- At Ambulance Victoria response times is biggest challenge. Code 1 response (lights and sirens) is 15 minutes from call to arrival. Possible in Hamilton, not possible if at Balmoral
- When relying on volunteers the response times become more difficult as people are at home in their daily life

Examine with Ambulance Victoria via MEMP whether additional resources at Ambulance Victoria should be advocated for to meet response standards

5.2 Strategic Pillar Two: Economy and Business

Topic	Issue identified	Suggested Approach
1. Population targets and strategies		
1.1 Regional policy approach	Lack of population growth in Southern Grampians and SW Victoria which adversely impacts economy, access to services and results in under-utilised existing infrastructure	Council should more explicitly advocate for ongoing and long-term population initiatives linked to existing unfilled jobs, emerging growth sectors and building on the significant community support that exists for such initiatives. Federal and State Government support will be critical. Beyond Council advocacy, efforts should be via Great South Coast Group and Great South Coast Partnership
1.2 The young are leaving	Young adults leaving exacerbates the ageing of the population and is perceived to impact sporting clubs, families and civic life	Younger generations leaving country towns and district centres occurs widely. The goal is to bring them back via a compelling liveability story. See Pillar 5 issue 3 on liveability frameworks
1.3 Amenities needed	Availability of amenities such as Big W, KMART, home stores that people expect to have access to, also has impact. Lifestyle retail is lacking	Population growth however drives major retail investment decisions. Continue to focus on lifestyle retail in business attraction strategies along with population attraction initiatives
2. Tourism and Visitor Services		
2.1 Visitor Experience – what are we selling?	What is the product? A cultural product, an environmental product or other? Hamilton will always be a service centre. Not a long stay, not a high spend stay. So what is the driver? The big gap here is lack of businesses on selling	<ul style="list-style-type: none"> • Develop and finalise Env Assets Management strategy (have a clear hierarchy of attractions) • Examine commercial opportunities into Grampians NP with ParksVic using Dunkeld as a base (Dunkeld VIC as business centre) • Re-focus (continue?) efforts on on-selling activities to tourists

		<ul style="list-style-type: none"> • More effectively partner with Parks Vic via MoU (see Schedule H)
2.2 Role of Regional Tourism Boards (RTBs)	With RTBs – commit to longer term, where we fit and what you should therefore do. Pay to play based on population size (equity) model is worth consideration	Our RTB resourcing should be shaped by what each RTB offers us and by how we fit into the region e.g. volcanic landscapes, direct route into Limestone, Budj Bim and cultural tourist destinations etc. Need to weigh up the benefits of aligning with one specific RTB or potentially working with all three RTBs on a pay to play model basis. If working closely with Limestone Coast examine an MoU similar to Glenelg Shire example
2.3 Future of accommodation especially 3 star rated or below	What changes if any, will be needed with existing accommodation to deliver the customer experience ^{xxx} ? Critically review Council role in managing caravan parks (tourism or social housing or both?). Think about how to stand out. What do kids want? Maybe put caravan park near key assets e.g. high quality playgrounds	Consumers will vote with their feet. Dunkeld caravan park which is run by a committee of management (Crown land) is closer in spirit to what the market seems to want than other caravan parks Council operate
2.4 Tourism volume management – over loved?	From an environmental as well as infrastructure perspective, many flow on effects arise from a limited dispersion model with environmental assets including parking, walking trails etc.	Council to work closely with ParksVic via the Volcanics Project as well as via MoU to better address local planning outcomes in the visitor experience sector. Complete the Greater Hamilton Volcanic Trails Masterplan and Peshurst Volcanoes Discovery Centre Upgrade
3. Key worker housing^{xxxi}		
3.1 Lack of choice with older housing stock	Sophisticated consumers from Melbourne will look twice before coming to the Shire, especially if many housing options comprise 3-bed home with only one bathroom. Key worker housing is integral to many key employers in Hamilton – WDHS, SGSC, VICPol, CFA, education sector etc.	<p>Complete an assessment of how best to leverage land owned by Council to meet key worker housing needs</p> <p>Examine at a regional level what mechanisms would be best employed to manage the key worker housing delivered</p>
4. Agriculture		
4.1 Big farms getting larger, investing for the future	Farms are buying other farms. Getting larger farms and economies of scale. Many farms are putting money into farm improvement/ machinery/technology. Genetics are a work in progress	Review planning scheme controls via RLUS to provide necessary flexibility for farmers and limit impact from sensitive uses impacting orderly expansion and structural adjustments needed
4.2 Impacts of climate change	<p>Move to cropping and more individual horticulture businesses. More resilient approach to management of farms.</p> <p>Regenerative approach to land management expected to increase and be a bigger focus</p>	Climate change will bring challenges but also opportunities including scope for ecosystem services – enhancing the land in a biodiversity context via Government support and market mechanism

Council to further research and develop a position on ecosystem services and how this may benefit the environment and support more sustainable farming practices

4.3 Supply chain focus	Move to buy local campaigns, to shorten supply chains and reduce climatic impact of food production	Consumer driven demand to be monitored, informing Council role in new business support
4.4 Advocacy	Strategic platforms are needed to drive regional value add, realise the water opportunity and champion food and fibre advocacy. We need to be innovative. 60% of economy is food and fibre. Unlocking water is game changing	More strongly advocate for a flexible water regulatory system in SW Victoria based on science of water management (and changes due to climate change)

5. Mining and quarrying

5.1 Local Mining Opportunities linked to rising global demands for copper, lithium etc.	Within the Shire and nearby areas are likely significant resources including copper deposits around Stavely (near Glenthompson). Testing has been going on since 2013 when the exploration license was purchased. Spent \$36m so far Victorian Government is promoting exploration. 40% of State is under exploration license. Normally it is around 30%	Develop closer relationship with Minerals Development Victoria on information sharing via annual briefings of Council
5.2 Future of Iluka MSP Facility	No immediate plans for Iluka site in Hamilton. What is the optimal future of this asset?	No immediate plans for Iluka site in Hamilton. Automation and instrumentation has halved the number of staff needed at an MFP now compared to when Hamilton opened. Watch and monitor impacts of global conditions on mining sector

6. Plantation Forestry

6.1 Regulating plantation forestry sector	Council has no regulatory role over forestry plantations and no clear position stated in the old Council Plan. Local business already leverage off forestry e.g. Vickery Bros (machinery, drone work, fertilizer etc.)	Refer to 6.2 below
6.2 What partnership may look like	Forestry sector suggests: <ul style="list-style-type: none"> • Wood encouragement policy – look to use green triangle timber on local project (see procurement). • Trees on farms policy with State Govt. • Continued investment in key freight roads. 	Work with forestry sector to examine bio-energy opportunities, wood encouragement policies etc., likely via two strategies – new Economic Development Strategy and Sustainability Strategy Re-examine with forestry sector which roads are suitable for efficient log movement with least impact on urban settlements and roads not designed to load limits. Support rail freight where practicable

- Carbon capture and carbon policy at State and Federal level
- Bioenergy opportunities.

7. Renewables Sector

7.1 Trends in renewables sector

Solar generation is typically delivered in the north of Victoria, wind generation in SW Victoria. The number of wind farms in the Shire is expected to increase, as will there scale (height, power generation capacity). New turbines can generate 4 times the energy of older turbines. The increased capacity of turbines means wind farms are looking to reduce number of turbines in new projects

Council to advocate that communities have an ongoing and genuine engagement opportunity with renewables companies to maximize local benefit and limit impacts e.g. roads, infrastructure corridors

7.2 Training opportunities

Obtain the advantage from investment! Golden Plains windfarm, Rokewood – largest in Southern Hemisphere (117 turbines) found many businesses wanted to register interest in project. Federation University was looking at setting up course for maintenance of windfarms. Generally, crews travel the world to maintain assets. Opportunity exists locally to fill this gap

Council to work with SW TAFE to develop clear advocacy to State Government on training packages to fund local residents to be job ready in the renewables sector

8. Water Management

8.1 Predictive modelling of water assets

The impacts of climate change and land use change will impact water demands and accessibility of resources

Council to review opportunity for regular briefings from SRW on water management in the region and its impact on environment and agriculture

Monitor the ongoing regulatory system administered by SRW and advocate for efficient, science based decisions

8.2 Pilot horticulture projects

Timeline for the Deakin pilot irrigation project in SW Victoria is next 12 months. A Deakin supported horticulture pilot project in SW Victoria will enable a review of how sustainable, high yield agriculture can be delivered with controlled impacts on water resources

Promote via the new Economic Development Strategy ongoing investment in horticulture projects to diversify the agricultural sector and grow the economy

8.3 Groundwater resources

SRW will be pushing groundwater access, especially in Limestone Coast area. Ramping up of water being made available for licensed use

Council to advocate for efficient, science based decisions that balance environmental needs as well as those of landowners

9. Smart Economy

9.1 Be job ready

A smart community is trained and job ready. Given the importance of the agricultural sector to the economy, education providers and other sectors who operate specifically in this sector are critical. RIST and the National Centre for Farmers Health are particularly significant

- Consider partnership with RIST and the National Centre for Farmers Health MoU agreements to market the region and strengthen the branding of both institutions
- Work with RIST to promote educational pathways for local students, married to ongoing investment/ advocacy in digital technology
- Promote and highlight in Council documentation the importance of institutions such as National Centre for Farmers Health to understand farming community needs

10. Jobs that cannot be filled (or difficult to fill)^{xxxii}

10.1 Challenging roles to fill

Filling jobs remains difficult, including but not limited to: plumbers, builders, town planners. Filling key roles in tourism may become a challenge as business grows in area due to Grampians Peak Trail coming online e.g. cleaners. Difficult to recruit, agricultural machinery operators, mechanics, welders

Council to continue/expand advocacy via Great South Coast Group on mechanisms to recruit skilled staff into the area including but not limited to key worker housing as well as new framework for investment decisions – regional liveability (see Pillar 5 issue 4)

5.3 Strategic Pillar Three: Built Environment and Infrastructure

Topic	Issue identified	Suggested Approach
1. Perspectives on Hamilton		
1.1 Hamilton needs urban renewal investment	<p>Hamilton is like an 'old dame', has an elegant design that needs refresh. Streetscape improvements are part of that solution.</p> <ul style="list-style-type: none"> • Footpath defects in Hamilton need fixing. • Access issues into PAC for the aged • Push parking to the outsides of Hamilton. Make Hamilton pedestrian and bike friendly 	<p>Continue progressive delivery of the Hamilton CBD masterplan (adopted 2020). Continue urban beautification initiatives such as street tree planting and footpath repairs.</p> <p>See Pillar 3 issue 5- bike strategy</p>
1.2 Smaller towns and future planning	<p>With respect to smaller towns (excluding Hamilton), some have structure plans (Tarrington, Dunkeld), others do not (the remainder). Some have historic issues concerning zoning of Township boundaries e.g. Cavendish, others have a range of issues relating to bushfire risk, flooding, existing infrastructure. Urban design frameworks have increased expectations but little detail often exists on timelines, cost-benefit and who delivers</p>	<p>Deliver Small Towns Strategy to identify zoning anomalies, rural living opportunities adjoining towns, community asset and service needs linked to Community Infrastructure Framework (see Pillar 5 issue 4.1)</p>
2. Key building assets not fit for purpose		
2.1 WDHS Base Hospital	<p>Current Emergency Department is not fit for purpose. People can touch each other in trolleys. No privacy and not good for mental health. Significant growth in presentations in ED.^{xxxiii} First phase of a major redevelopment, bringing hospital in line with contemporary health standards. Without investment, recruitment becomes difficult.</p>	<p>Upgrades of the Hamilton Base Hospital are likely one of the highest priorities within the Shire</p>
2.2 Baimbridge College upgrade is partly delivered	<p>Business case for the Baimbridge college for \$25 million has been prepared. \$9M funding has been delivered for stage one on western side of Mt Baimbridge Rd. There are significantly more resources invested in the private schools than Baimbridge College. To be an ongoing viable choice for potential students the importance of investing this school is critical</p>	<p>Continue to advocate and arguably strengthen the prioritization of this investment as a core element of a liveable regional centre with an attractive and fit for purpose State funded College within Hamilton</p>

2.3 VICPol HQ in Hamilton not fit for purpose

Building built in 1958. Had renovations done to the custody area. But station doesn't meet needs of modern police

Ensure Hamilton Police Station is a highly rated advocacy priority

2.4 CFA District 5 HQ Hamilton not fit for purpose

CFA District 5 HQ building on corner of Mt Baimbridge Road and Coleraine Road no longer fit for purpose. Storage is a massive challenge

See Pillar 3 issue 4.1 – emergency hub

3. Housing

3.1 Housing challenges

- Not a lot of one bedroom places on offer. If people want to downsize there is not much choice available
- Lack of rentals. People are selling investment properties. Instances of people over the years who have said that if they can't find accommodation then they won't be able to proceed with employment
- Many rental units in Hamilton require upgrading. Air-conditioning has gone into many places in recent years but still has old carpet and fit out, poor insulation etc.

The Hamilton Structure Plan identified need for infill housing. Market driven and likely linked to limited population growth

3.2 Key Worker Housing

Lake Hamilton housing project delivered by VicUrban has been overall successful but feedback that lots were too small. Future stages of Lakes Edge will be reviewed as to optimal layout. Scope for key worker housing to be delivered on site

Report to Council on findings on optimal future planning and project delivery at Lakes Edge, Hamilton

4. Emergency Management buildings & assets

4.1 Emergency Hub – CFA, SES and Council

CFA Senior Management have been looking at alternative sites for over 3 years, as existing site is not fit for purpose. Known that SES have challenges

Eastern side of Baimbridge College is being knocked down. 450-500 kids to be located on western side. Eastern side being demolished. This site will become surplus. A logical site to consider

Actively explore with CFA, SES an opportunity for a combined facility and ICC in Hamilton near current CFA site (possibly former Baimbridge College East campus)

4.2 Hamilton airport

Currently money put into shed there at the moment, which has increased capability. Investigations into ability of servicing large air

Council to monitor funding opportunities at State/Federal level for ongoing facility upgrades

tankers from that air base. Current pavement thickness doesn't allow that

4.3 Stronger relationships between CFA and Council

Proximity of MECC to ICC is important, makes enormous difference to working collaboratively

- Council and the CFA (amongst other agencies) work closely together on Municipal Emergency Management Planning. Scope to further enhance this collaboration has merit
- Council to consider locating its emergency management officer in an emergency hub (if built)
- Review strategic fire breaks and collaboration opportunities generally

5. Bike infrastructure

5.1 Bike network strategy

Hamilton is very walkable. Bicycle route plan – idea of what the network could be needs to be driven by Shire. Two distinct components – urban and recreational. Urban driven by renewal projects

Council to resource and prepare a bike strategy for the Shire, identifying key routes linked to visitor experiences and highlighting the natural landscape of the Shire. This would also review access into Grampians National Park by bike

6. Rail & road infrastructure

6.1 Future of Passenger Rail

Have advocated for passenger rail to return to Hamilton for over 30 years to no effect

Critically scope via a gaps analysis, based on an agreed brief with DoT, what data is needed by DoT to further consider passenger rail in the region. Include critical access needs to Warrnambool, Ballarat and Horsham from cancer treatments, to drug and alcohol support services and education and training (Warrnambool TAFE, Deakin Uni etc.) i.e. services not in Shire

6.2 Better bus services needed

The statement was made 'People love trains, they don't love buses'

- In the absence of rail options, bus accessibility is the only large scale option available
- Continue to seek data from DoT on bus patronage trends. Review gaps in service based on data collected

6.3 Freight logistics hub

Iluka MSP could be a good site for a freight logistics hub, given its infrastructure

Critically review opportunities for freight logistics hub at Iluka MSP pending a final decision on future use of this asset by Iluka

6.4 Rail versus Road needs for freight

Freight assets need to fit the business model e.g. rail. Critical that industry finds the network usable. Use comes first

- If Council wishes to see more use of rail freight it will need to:

- Better understand the interests of key industry sectors developing clearer alignment of interest
- Develop stronger common interests with other LGAs
- Seek to expand the value of the Mode Shift Incentive Scheme (see Pillar 3 issue 6.6)

6.5 A double truck routes

A doubles are now gazetted (100 tonne trucks). Managing the impact of these vehicles will be critical in Hamilton

A review of A double truck routes across the Shire is not unreasonable given the asset implications of heavier loadings on A Double vehicles and trailers. Fast track heavy truck bypass in Hamilton

6.6 The Mode Shift Incentive Scheme

The Mode Shift Incentive Scheme pays operator \$100 a box to put 20-foot containers on rail as opposed to road. The payment is an annual grant and is not locked in. You wouldn't build a business model based on accessing this scheme^{xxxiv}

Review via transport freight specialist and update advocacy list accordingly dependent on findings

7. Digital infrastructure

7.1 Quality of network coverage

Ongoing investment and improvement of networks is critical for tourism, emergency management, and overcome social isolation

Council to drive ongoing investment in world class digital connectivity as a foundation for enhanced liveability outcome

8. Art Gallery as cultural tourism anchor

8.1 Why come to Hamilton as a tourist?

No draw card or major tourism asset in Hamilton. In 2017/18, a tourist population of 3.5m domestic and international visitors stayed a total of 4.6m nights within a 101km radius of Hamilton. However, only 230,000 visitors annually came to Hamilton. Great Southern Touring Route by-passing Hamilton and nearby attractions reinforces this trend^{xxxv}

Council to deliver a strategic approach to our Arts and Culture infrastructure, including progressing the new Hamilton Art Gallery to protect the existing collection and grow our visitor economy

5.4 Strategic Pillar Four: Natural Environment

Topic	Issue identified	Suggested Approach
1. Meat industry and balance between production and environmental outcomes		
1.1 Production and environmental outcomes	Farming in the landscape over 150 years has seen the loss of significant biodiversity with respect to forest and grassland communities	Review critically the benefits of ecosystem services to enhance environmental outcomes and advocate as appropriate
2. Focus on key environmental assets and their management		
2.1 Grange Burn	Not in every town is it possible to see platypus in a waterway on the edge of settlement. Council fails to acknowledge these assets	Update Grangeburn masterplan. Finalise management plan once MoU is established as a joint project. Need to ensure adequate funding to manage assets
2.2 Bandicoot enclosure, Hamilton	Bandicoot enclosure and surrounding crown land (DELWP) to be further leveraged as community environmental assets.	Council to discuss further with DELWP staff with respect to committees of management
2.3 Roadside Reserves	Better protection for roadsides is needed. Poor level of knowledge in community.	Better mapping to be secured via Environmental Assets Strategy (in preparation). Implement actions via Roadside Management Act and bylaws as appropriate. Education campaign needed
2.4 Loss of habitat	The typical figure for landscapes to be environmentally viable is 30-40% retained. Well below that in SW Victoria.	See Megatrend E on ecosystem services. The Environmental Assets Strategy will remap existing values and identify how best these can be managed into the future
2.5 Impacts of plantation forestry on red gums	Red gums did not develop in a forest setting. They had little competition and were not hemmed in. They are a floodplain, soggy ground species. Blue gum will out compete	Map red gums; facilitate education on conservation of red gum communities including under-storey management. Critically analyse wetland locations and how best to manage these assets in conjunction with GHCMA and DELWP
3. Protecting assets via planning scheme		
3.1 Landscape overlays	Given the significance of the volcanic landscapes, landscape protection needs priority in the planning scheme	Update planning overlay controls to prioritise key landscapes and how best managed as per work by Planisphere (2013) and Planning Scheme review (2018)
4. Impacts of climate change		

4.1 Changes to land use, role of technology	More cropping is expected with more pressure on resources around that. Water availability will be an issue. Dairy farmers in the north are likely to move towards SW Victoria over next 10-20 yrs. Now breeding more heat tolerant cattle	To be monitored
4.2 More extreme storm events	Larger storm events are predicted in the climate models. Less rain but intense and localised	To be modelled. New MEMP is due late 2021
4.3 Vertical production	Intensive agriculture will be a likely trend. e.g. tomatoes, other types of food production	Likely new opportunities to arise, which grow the economy. Monitor
4.4 Impacts on water usage	More irrigation schemes will be expected as climate changes and agriculture seeks diversification. In the next 20 years, integrated water management will be critical	Advocate for State Government resourcing which enables efficient water licensing based on best available science
5. Emergency Management Risks		
5.1 Bushfire activity impacted by climate change	Extremes will affect bushfire risk. In the Grampians 90% of bush has burnt between 2000 and now. 100 yrs. before it was 60-65%. Higher extreme on rainfall leads to regrowth, contrasted with lower years of rainfall and hazard increasing. Faster running grassland fires will occur.	CFA is the primary regulator of bushfire permits in the region Council to review landscape risk further in planning scheme MSS review
5.2 Role of Hamilton airport in emergency management	Airport is pivotal to district. One of the things long term is to integrate aviation firefighting into vehicle fleet. More aircraft might influence the type of fleet needed	Review Airport masterplan upon completion of new MEMP (likely in 2022)
5.3 Council could enhance its capacity	Council not well placed for emergency preparedness. Last simulation was around 6 years ago. Actively pursue exercises and partnerships with other agencies	Prepare update work programme, focusing on staff training in emergency management roles and how best to upgrade information sharing and collaboration.
6. Water Management		
6.1 Less water in streams, new focus on groundwater management	Predictions of 20-28% reduction with stream flows. If forestry increases this could become larger. Dilwyn aquifer is deep which means significant infrastructure is needed for feasible access	Agency information sharing will become more critical with Council as regulator of land use (permits, zoning, vegetation management) and SRW and GHCMA having water licensing and environment focus areas

6.2 Cultural Flows	Traditional custodians are seeking to have an entitlement that will sit beside agriculture and environmental water use	Address in partnership agreement or RAP
6.3 Groundwater hub out of date	Want SRW to update the groundwater hub. Hasn't been updated since 2015	Advocate for SRW to update groundwater hub website to better share relevant information for all stakeholders
6.4 Telling our story	Realising our Water Opportunities – a new committee set up by Food and Fibre Group – a way to get a clearer story to State Government.	Council to align itself with Food and Fibre Group on the need for regulatory reform and better information sharing in water resource management
7. Waste Management and circular economy		
7.1 Emerging issues	<ul style="list-style-type: none"> Federal government bans on material exports means more processing onshore is needed (e.g. plastics) Better quality materials will assist with secondary processing to avoid contamination Pulling out glass, metals separation early will be key. Opportunity for regional areas^{xxxvi} Understanding the scale of tech and services and what micro setups can be set up in a region 	<p>Critically review in new Sustainability Strategy how best Council should position itself within the region, based on affordable solutions and strong industry partnerships</p> <p>Look at lessons from leading industries on waste management strategies e.g. St Vincent DePaul where 1.47% of annual turnover goes to waste, small amount compared to many industries^{xxxvii}</p>
7.2 Role of education	Education has always been a big issue due to different practices of councils.	Critically review in new Sustainability Strategy how best Council should position itself within the region. Message to business to use market pricing to change consumer behaviour on wastage costs
7.3 Waste to energy, forestry sector	Opportunities will continue to be identified in region. Bygrow are looking at pellet factory in Mt Gambier. Will take 200,000 GMT of material. Will sell in Asia where it is burnt for fuel. Uses all the waste wood from forest floor post-harvest	Critically review in new Sustainability Strategy how best Council can partner with forestry sector (and others) in waste to energy initiatives
8. Sustainability Initiatives		
8.1 Becoming ready for electric car fleets	Shire is lacking in charging infrastructure and has no policies on green fleet transition. Starting to get electric cars using camping sites in Dunkeld and recharge in Hamilton. The current Australian fleet comprises <1% of total cars (March 2021 figures). ^{xxxviii}	Review options in new sustainability strategy. Consider as a set of principles:

	<p>Overseas ownership figures are far greater^{xxxxix} linked to different State/Federal policies and tax incentives. Popular demand exists in Australia for electric vehicles but supply and choice is not ideal presently.^{xl} A push for zero emissions by 2050 (or earlier) will mean the heavily carbon fueled vehicle fleet will need 75% of new car sales by 2030 to be electric^{xli}</p>	<ul style="list-style-type: none">• Council to review and uptake any grants provided at State/Federal level for charging stations to facilitate regional tourism and local uptake of electric vehicles• Council to consider green fleet options for replacement vehicles when market available vehicles are deemed to have suitable range and charging infrastructure access
<p>7.3 Waste to energy in forestry sector</p>	<p>Bygrow are looking at pellet factory in Mt Gambier. Will take 200,000 GMT of material. Will sell in Asia where it is burnt for fuel. Uses all the waste wood from forest floor post-harvest</p>	<p>Critically review in new Sustainability Strategy how best Council can partner with forestry sector (and others) in waste to energy initiatives</p>

5.5 Strategic Pillar Five: Governance and leadership

Topic	Issue identified	Suggested Approach
1. Local Government service role		
1.1 What services are needed and who should deliver them?	Broadly, Shire income is fixed and expenses can readily exceed resource capacity (refer to Council 10-year, long-term financial plan). What has been delivered with respect to services in the past (or even present) should not necessarily drive what should be delivered in the future. Community needs change, technology changes, compliance rules change	<p>The key questions to determine with respect to service deliver should be:</p> <ul style="list-style-type: none"> • Legally mandated requirements (e.g. planning permits) • Is there market failure (e.g. cinema) and genuine need • Who is best placed to provide the service given compliance, risk, reporting, natural advantage • What can Council afford and at what service level? • A schedule of services to be reviewed to be finalized within 12 months should be developed
2. Regional Partnerships		
2.1 Great South Coast Partnership	Perception that regional partnerships do not work as well as they should. But can't afford not to be in it	How each LGA CEO works in this space will be critical to perceptions of success
2.2 Great South Coast Group	Is Great South Coast Group able to do more, unlocking projects, red tape reduction?	Council CEO to discuss with Board its communication approach, how to sell its agenda over next 4 years and whether this agenda needs to be expanded/modified by priorities contained in CVF 2041 (as well as similar plans being produced by other LGAs)
3. Liveability Framework		
3.1 Do we need one?	Liveability is a key driver on why do people want to come and why do people want to stay? Easy access to services, supermarkets, shops, libraries, performing arts are important. The challenge is how to make that possible so that centre can still attract high quality staff and we as a community fund the infrastructure and services that drive liveability	<p>Adopt a liveability framework to inform actions in the Health and Wellbeing Plan as well as more broadly all aspects of how Council delivers services</p> <p>Link with Community Infrastructure Framework which is focused on linking asset management with service delivery, accessibility (drive time, walk time) and fitness for purpose</p>

3.2 Role of Local Government

Maintaining status as a livable city or town. The make or break for Hamilton. If any of this changes, Hamilton becomes less attractive to people. Work of local government has a strong influence on wellbeing of community. The framework could be used with service provision and who is best served to deliver what. Different thinking is needed. Not more money but aligning effort. Strategic thinking is critical.

Develop and maintain Liveability Framework. Consider an annual report card as to how we measure against the Framework

4. Local Government service role

4.1 Need to prioritise investments via an agreed framework

Council delivers a community model of services whereby service managers identify their needs and work with the asset manager on how that asset meets the service needs. What is absent from these discussions is accessibility – walkability, drive time. What standards does Council want to accept and deliver to?

Council to complete the Community Infrastructure Framework and implement as a key tool in determining asset and service priorities



6



Schedules



Schedule A – Engagement Process

Table 10: Engagement Summary

	Southern Grampians Population		CVF2041 Participants	
Gender	51% Female	49% Male	54% Female	45% Male
Aboriginal and Torres Strait Islander population	1.5%		<ul style="list-style-type: none"> ✓ Briefing: Winda Mara Aboriginal Corporation ✓ Interview: Gunditjmirring senior elder ✓ Briefing to Gunditjmirring Board ✓ Interview: Eastern Marr representative 	
Top Industries:	Accommodation and Food		<ul style="list-style-type: none"> ✓ Interview: Southern Stay Accommodation ✓ Interview: Great Ocean Road Regional Tourism ✓ Interview: Tourism industry experts¹ ✓ Interview: Dunkeld Caravan Park ✓ Interview: Limestone Coast Tourism ✓ Interview: Grampians Tourism 	
	Agriculture, Forestry and Fishing		<ul style="list-style-type: none"> ✓ Interview: Green Triangle Forest Industries Hub ✓ Interview: Food and Fibre Council² ✓ Interview: Australian Blue Gum Plantations ✓ Interview: National Centre for Farmers Health 	

¹ Ex Royal Mail staff, formerly at Grampians Tourism.

² Interviewed twice.

	<ul style="list-style-type: none"> ✓ Interview: Vickery Bros Agribusiness
Construction	<ul style="list-style-type: none"> ✓ Interview: Tapper Builders
Retail	<ul style="list-style-type: none"> ✓ Workshop: Hamilton Regional Business Association
Health Care and Social Assistance	<ul style="list-style-type: none"> ✓ Workshop: Western District Health Service ✓ Interview: Workshop: Western District Health Service ✓ Staff survey (38 responses): Western District Health Service ✓ Interview: Retired clergy³ ✓ Interview: Anglicare ✓ Interview: St Vincent De Paul ✓ Interview: SW Primary Care Partnership ✓ Interview: Salvo Connect ✓ Interview: Red Cross ✓ Interview: Ambulance VIC ✓ Workshop
Education and Training	<ul style="list-style-type: none"> ✓ Interview: Rural Industries Skills Training (RIST) ✓ Interview: Baimbridge College interview and workshop ✓ Workshop: Baimbridge College ✓ Interview: Southern Grampians Adult Education ✓ Workshop: Local Learning Employment Network ✓ Workshop: SW TAFE ✓ Interview: SW TAFE

³ Former role at Uniting Church

Public Administration

- ✓ Interview: Southern Grampians Shire Council staff
- ✓ Staff survey (49 responses): Southern Grampians Shire Council
- ✓ Interview: Horsham Rural City⁴
- ✓ Interview: Glenelg Shire Council⁵
- ✓ Interview: DELWP
- ✓ Workshop: DELWP
- ✓ Interview: SES
- ✓ Workshop: SES
- ✓ Interview: VIC Police
- ✓ Interview: DHHS
- ✓ Interview: Glenelg Hopkins Catchment Management
- ✓ Interview: Regional Development VIC
- ✓ Workshop: Regional Development VIC
- ✓ Interview: CFA⁶
- ✓ Interview: Department of Transport
- ✓ Interview: Parks VIC
- ✓ Interview: Barwon SW Waste and Recovery Group
- ✓ Interview: Wannon Water
- ✓ Interview: Southern Rural Water
- ✓ Interview: Ambulance VIC
- ✓ Workshop: Ambulance VIC
- ✓ Interview: EPA

⁴ The interview was primarily concerned with indigenous partnership arrangements.

⁵ The interview was primarily concerned with indigenous partnership arrangements.

⁶ CFA interviews x 2 – Manager Community Safety and Chief Fire Officer District 5 respectively.

		<ul style="list-style-type: none"> ✓ Workshop: V Line Corporation ✓ Workshop: Sustainability VIC ✓ Workshop: Victorian Planning Authority
Other	Housing	<ul style="list-style-type: none"> ✓ Interview: Professionals Real Estate ✓ Interview: Groves Real Estate ✓ Interview: Tapper Builders ✓ Interview: Elders Real Estate ✓ Workshop: Victorian Planning Authority
	Employment	<ul style="list-style-type: none"> ✓ Interview: WDEA ✓ Workshop: Local Learning Employment Network
	Arts and culture	<ul style="list-style-type: none"> ✓ Interview: RAV ✓ Workshop: Friends of Hamilton Gallery
	Environment	<ul style="list-style-type: none"> ✓ Interview: Nature Glenelg Trust ✓ Workshop: Sustainability VIC ✓ Interview: Parks VIC ✓ Interview: Barwon SW Waste and Recovery Group
	Transport	<ul style="list-style-type: none"> ✓ Interview: Rail Freight Action Group ✓ Workshop: Allens Freight ✓ Workshop: V Line Corporation
	Mining	<ul style="list-style-type: none"> ✓ Interview: Minerals Development VIC ✓ Interview: Iluka Mine ✓ Interview: Stavely Resources

Disability Services		<ul style="list-style-type: none"> ✓ Interview: Southern Stay ✓ Interview: Western District Health Services Community Transport
Aging population		<ul style="list-style-type: none"> ✓ Interview: Western District Health Services Community Transport
Youth		<ul style="list-style-type: none"> ✓ Interview: Southern Grampians Glenelg Primary Care Partnership ✓ Interview: SW TAFE ✓ Workshop: SW TAFE ✓ Interview: Baimbridge College ✓ Workshop: Baimbridge College ✓ Workshop: Uni SA ✓ Interview: SGSC staff ✓ Workshop: Tarrington Lutheran School ✓ Workshop: St Mary's Primary School ✓ Workshop: Monivae College
Southern Grampians townships and regional representation	Hamilton	<ul style="list-style-type: none"> ✓ Community workshop
	Glenthompson and Dunkeld	<ul style="list-style-type: none"> ✓ Community workshop
	Balmoral, Cavendish and Coleraine	<ul style="list-style-type: none"> ✓ Community workshop
	Tarrington and Penshurst	<ul style="list-style-type: none"> ✓ Community workshop
	Byaduk and Branxholme	<ul style="list-style-type: none"> ✓ Community workshop

The program of community consultation was undertaken between October 2019 and February 2021. Activities included a mix of in-person (pre-COVID) and online workshops with key stakeholders including schools, COVID-safe on-street intercept surveys, an online survey for Council staff, and 75 stakeholder interviews conducted via digital conferencing. Poll Everywhere, an interactive engagement tool, was used during the online workshops to collect responses and feedback from attendees.

Table 11: Consultation Calendar

Date	Engagement type and stakeholder group	Attendees / respondents
16 Oct 2019	Workshop: Stakeholders, Hamilton	12
18 Oct 2019	Workshop: Government Agencies, Melbourne	11
13 Oct 2020	Workshop: Coleraine Cavendish and Balmoral residents	14
14 Oct 2020	Workshop: Tarrington and Peshurst residents	15
15 Oct 2020	Workshop: Glenthompson and Dunkeld residents	18
20 Oct 2020	Workshop: Byaduk and Branxholme residents	8
21 Oct 2020	Workshop: Hamilton and other townships residents	14
27 Oct 2020	Workshop: Hamilton Regional Business Association	9
30 Oct 2020	Briefing: Gunditjmirring Traditional Owners	10
9 Nov 2020	Briefing: Winda Mara Chairperson	1
12 Nov 2020	Student workshop: St Mary's Primary School	8
13 Nov 2020	Student workshop: Monivae College	35

18 Nov 2020	Student workshop: Baimbridge College	40
19 Nov 2020	Workshop: Friends of the Hamilton gallery	15
30 Nov 2020	Staff survey: Southern Grampians Shire Council	49
26 Nov 2020	Student workshop: Tarrington Lutheran School	31
4 Dec 202	Workshop: Cultural Arts and Library	5
7 Dec 2020	Workshop: Dunkeld Progress Association	15
12 Dec 2020	Intercept survey: Hamilton	28
19 Dec 2020	Intercept survey: Dunkeld	38
February 2021	Online survey: Western District Health Services	37
Nov 2020 – Mar 2021	Stakeholder interviews	75
Total		488

Schedule B – Council Delivered Services



- Aged and Disability Services Coordination
- Airport
- Aquatic Facilities
- Art Gallery
- Assessment Services
- Botanic Gardens
- Bridges and Culverts
- Building Services
- Business and Economic Development
- Business Systems
- Caravan Parks
- Children's Services
- Cinema
- Civic and Community Arts
- Communications
- Community Buildings
- Community Planning Engagement and Support
- Community Services Management
- Community Transport
- Continuous Improvement
- Corporate Buildings and Overheads
- Customer Service
- Delivered Meals Service
- Depot Operations and Maintenance
- Domestic Care
- Emergency Management
- Environmental Health
- Environmental Sustainability
- Events Support
- Executive and Councillor Support
- Facilities Management and Property Services
- Financial Services
- Fire Prevention
- Footpaths and Cycle Ways
- Governance Administration
- Hamilton Indoor Leisure and Aquatic Centre
- Human Resource Management
- Infrastructure Management
- Lake Hamilton
- Land Development
- Landfill
- Library
- Livestock Exchange
- Local laws Operations
- Maternal and Child Health
- Natural Asset Management
- Parks and Urban Spaces
- Performing Arts Centre
- Personal Care
- Plant Management and Operations
- Playground and Skate Parks
- Private Works
- Public Infrastructure
- Quarry
- Recreation Development and Support
- Respite Care
- Risk management
- Roads
- Roadside Assets
- Rural Access
- Senior Citizen Programs and Support
- Sports Reserves
- Statutory Planning
- Stormwater and Drainage
- Strategic Planning
- Tourism
- Transfer Stations
- VicRoads Contract Management
- Visitor Services
- Waste and Recycling Collection
- Water
- Yatchaw Drainage Authority



Figure 25: Southern Grampians Shire Council Services

Schedule C – Integrated Planning Framework

A COMMUNITY VISION – DRIVING PROJECT & SERVICE DELIVERY

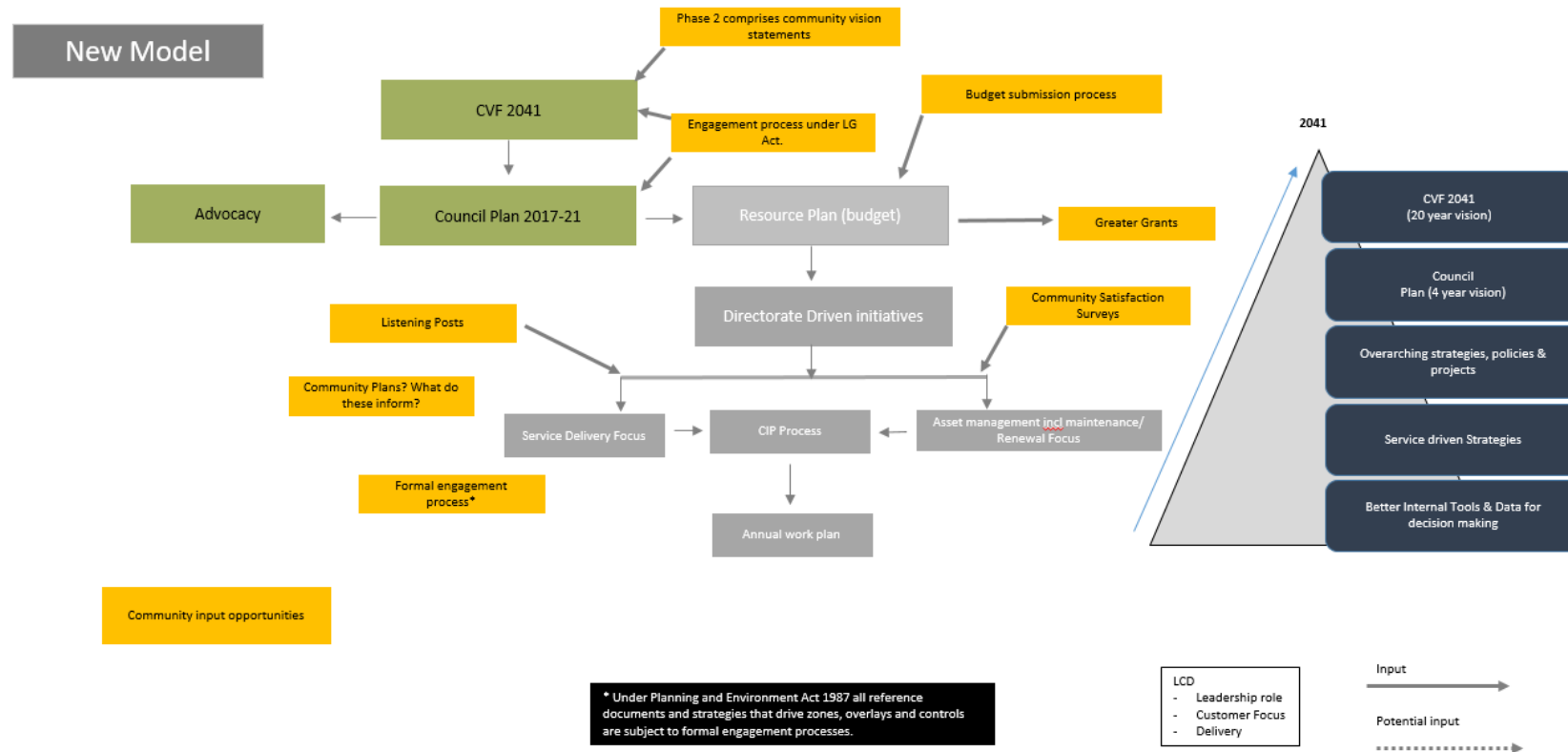


Figure 26: Integrated planning framework for Southern Grampians Shire

Schedule D – Southern Grampians Shire Council Advocacy

D.1 Current advocacy priorities

Council's current advocacy is captured in the document [Towards 2030](#). The document identifies priorities of the previous Council (pre late 2020). Table 12 provides a summary of these priorities and how that advocacy has progressed.

Table 12: Towards 2030, Advocacy Priorities 2018-2030, Southern Grampians Shire

What	Where	The Ask	Current Status
Alternate Heavy Vehicle Route	Hamilton CBD	\$0.55M for intersection upgrade of South Boundary Road and Henty Highway and detailed design and planning for route	○ Not funded
Additional Regional Bus Routes	Across Shire	\$0.95M recurrent. Additional coach services to Ballarat from Hamilton, a new coach service from Hamilton to Horsham	○ Not funded
Smart Cities	Across Shire	\$0.5M for environmental sensors (weather, flood etc.). ^{xlii}	○ Funded
Hamilton Emergency Services Airbase	Hamilton	\$0.5M for Stage 2 ^{xliii} \$0.25M for Stage 3 ^{xliv}	○ Not funded ^{xlv}
Economic Migration Project	Across Shire	\$0.25M pa x 3 years	○ RDV funding of \$162,000 for region
Hamilton CBD Revitalisation Stage 2	Hamilton	\$2.5M for Melville Oval, local street upgrades, greenspace etc.	○ RDV funding for Cox Street = \$2.7M
Hamilton CBD Revitalisation Stage 3	Hamilton	\$2.25M for Melville Oval facilities upgrade \$1.5M for detailed planning and works for Heritage Grandstand	○ Council resolved to spend \$8.3M in 2021

Hospital Base Hospital Upgrade	Hamilton	\$44M for ICU and emergency department upgrades	○ Not funded
Police Station upgrades	Hamilton & Coleraine	\$20m for new station in Hamilton \$2.7M for Coleraine station upgrade	○ Not funded
Regional Livestock Exchange	Hamilton	Upgrade infrastructure and admin capacity. Costing not specified.	○ Upgrade largely complete
Baimbridge College upgrade	Hamilton	\$18.9M	○ Partially funded by State Govt. about \$9m

Notwithstanding the above, advocacy also needs to change with the times and align within the views of the community. A suggested updated advocacy list for consideration is provided below.

D.2 Suggested advocacy priorities, CVF 2041

Table 13: Suggested advocacy priorities from CVF 2041, Southern Grampians Shire

Issue	Identified Need	Target Audience
Alcohol and mental health support for under 18 youth	<ul style="list-style-type: none"> Advocate for Headspace office in Hamilton. Further examine need in HWB Plan. 	<ul style="list-style-type: none"> Dept. of Health (DOH)
Gap in health specialist roles	<ul style="list-style-type: none"> Specialists in speech pathology and occupational therapists to address waiting periods of up to 6-12 months. Speech, occupational therapists and psychiatric specialists are the most difficult to attract to the area. 	<ul style="list-style-type: none"> DOH
Hamilton delivering primarily locum services in community NFP sector e.g. emergency housing, early years learning, mental health support	<ul style="list-style-type: none"> Limited range of NFPs based in Hamilton. More typically limited locum services (outreach provided – Brophy, Beyond the Bell, SalvoConnect etc.). 	<ul style="list-style-type: none"> Dept. of Education RDV (BTB) DOH (Salvoconnect)

Southern Grampians Shire's Community Vision Framework 2041
 sthgrampians.vic.gov.au

<p>We need to be innovative. 60% of economy is food and fibre. Unlocking water is game changing.</p>	<ul style="list-style-type: none"> • More strongly advocate for a flexible water regulatory system in SW Victoria based on science of water management and changes due to climate change. • Council to review opportunity for regular briefings from SRW on water management in the region and its impact on environment and agriculture. 	<ul style="list-style-type: none"> • SRW
<p>Limiting impacts from transition to renewables economy and embrace the opportunities</p>	<ul style="list-style-type: none"> • Council to advocate that communities have an ongoing and genuine engagement opportunity with renewables companies to maximize local benefit and limit impacts e.g. roads, infrastructure corridors etc. • Council to work with SW TAFE to develop clear advocacy to State Government on training packages to support local residents to be job ready in the renewables sector. 	<ul style="list-style-type: none"> • State Government/ • Federal Government
<p>Recruiting skilled staff into key roles critical to economy,</p>	<ul style="list-style-type: none"> • Council to continue/expand advocacy via Great South Coast Group on mechanisms to recruit skilled staff into the area including but not limited to key worker housing as well as new framework for investment decisions – regional liveability. 	<ul style="list-style-type: none"> • Great South Coast Group
<p>Key assets needing redevelopment/reinvestment</p>	<ul style="list-style-type: none"> • WDHS Base Hospital ICU, ED etc. • Baimbridge College Stage 2 • VICPol HQ Hamilton 	<ul style="list-style-type: none"> • DOH • DET • Minister for Police
<p>Groundwater hub out of date</p>	<ul style="list-style-type: none"> • SRW to update the groundwater hub. Last update was 2015. 	<ul style="list-style-type: none"> • SRW
<p>Perception that regional partnerships do not work as well as they should.</p>	<ul style="list-style-type: none"> • Collaboration between LGA CEOs will be critical to perceptions of success. 	<ul style="list-style-type: none"> • Great South Coast Partnership
<p>How can we leverage the Great South Coast Group and drive better outcomes?</p>	<ul style="list-style-type: none"> • Meet with Board to discuss communication approach, Great South Coast Group's agenda over next four years and whether this agenda needs to be expanded /modified by priorities contained in CVF 2041 (as well as similar plans being produced by other LGAs). 	<ul style="list-style-type: none"> • Great South Coast Group

Schedule E – Guiding Frameworks for Southern Grampians

E.1 CVF 2041 Guiding Principles



Figure 27 Guiding Principles for CVF 2041

E.2 Towards a Liveability Framework

A look into the future is to extend our thinking beyond land use planning into what makes a place function well. In Melbourne, this liveability is expressed in terms of 20-minute neighbourhoods – being able to conduct shopping, access education, health care and ideally work within a 20-minute commute. Bendigo and Warrnambool speak of 10-minute neighbourhoods based on the same premise. The standards may change but the idea remains the same – a connected place where people's needs are met efficiently and locally.

When we market ourselves as a place to live, to invest in facilities and services for our existing population as well as potential new residents we are indicating we have a compelling 'answer' or response to Issues such as walkability, lifelong learning, green spaces. The things that make our place a good place. Many of these concerns can be expressed in health and wellbeing plans (HWBs), whether it be active recreation, healthy eating choices or population health. However, we also know that HWBs at times struggle to gain the 'buy in' they should from communities. We likely therefore need a more systems based view.

This is where the concepts of **regionalisation** and **liveability** come together. The VFF (2021) whilst primarily focused on agriculture as a core economic driver, focus on regionalization as a way to support this sector. They do so from a big build, infrastructure perspective linked to a more coordinated approach to how State and Federal Governments should work more closely with local government to grow regional communities.

Liveability looks at the same questions in a different way. It is about understanding your community, recognizing and mapping what you have, what you need and ultimately better utilising these opportunities. It can be harnessed to efforts for population attraction for the obvious reason – highly liveable places attract people (tree changers, sea changers etc.). The Regional Australia Institute (2021) links a regionalisation agenda and population growth with the attractions and capacities of regional towns and centres as great places to live. Their suggested methodology for this work is set out in Figure 28.



Figure 28: Features of a 20-minute neighbourhood (source: <https://www.planning.vic.gov.au/policy-and-strategy/planning-for-melbourne/plan-melbourne/20-minute-neighbourhoods>)

E.3 The Seven Steps

Step 1: Gather your local champions

Identify and gather your local champions. Who needs to be involved to design, develop and implement a Liveability Action Plan?

Step 2: Know your neighbours

Identify whether you should be coordinating more widely. Ask whether your town is interdependent with a neighbouring town or towns. Are you stronger together?

Step 3: Map out mobility

Understanding the way that population moves into and out of your region is an important first step in identifying who you may need to attract in order to stay strong into the future.

Step 4: Predict jobs and skills needs

Understand how the regional workforce is changing and build populations which will help fill current as well as future workforce needs.

Step 5: Know your target market

Consider what your target market is looking for in terms of lifestyle. Different demographic groups value different aspects of liveability.

Step 6: Assess local liveability

Candidly take stock of the liveability factors in your town and community, assess areas of strength and identify gaps.

Step 7: Activate

Develop and implement a targeted, place-based Liveability Action Plan for your town to improve aspects of liveability.



Figure 29: Seven steps for a Liveability Action Plan (source: RAI, 2021, 3)

Salient features, which could be applied readily in Southern Grampians Shire, are:

- **Gathering local champions** – these individuals are visible through the stakeholder consultation for CVF 2041, those actively investing in the Council Plan 2021-25 and so forth. We know who they are.
- **Know your neighbours** – embedded within the three phases of CVF 2041 is a recognition of assets, services and infrastructure in a regional context. How people access services is the next phase, a behaviour that ignores LGA boundaries and something that is assessed in the Community Infrastructure Framework (in preparation).
- **Mapping out mobility** – each service has different accessibility needs. A person should be able to walk to a local park within 400m but an outdoor pool might be a 20-minute drive for instance. The Community Infrastructure Framework allows Council to define the standard it wishes to fund/support.
- **Know your target audience** – through a raft of work now completed or being developed, including the HWB, we are now better understanding community needs by age profile, sex and ethnicity.
- **Assess local liveability and activate** – local liveability needs to be mapped via the liveability framework. However, we can already see where the fault lines exist, whether it be under investment in the WDHS Base Hospital or other key facilities. A liveability action plan is a core recommendation that underpins attraction and Council's wider service role – see Schedule E.

Liveability frameworks lie at the centre of Warrnambool 2040 (W2040) where there is frequent mention of 'most liveable city in Australia'. This is more than a tidy town's award. Across Australia, liveability assessment tools have been developed for the Hunter New England area^{xvii} and strategies rolled out for Townsville^{xviii}, Sunshine Coast etc.

Enhanced liveability is what most people asked would say is their goal in living anywhere. It is advocated that such a framework play a central role in Southern Grampians – to identify metrics of liveability, measure, track progress, and be clear on responsibility for action. This will be further developed in the work Council will deliver in its health and wellbeing area.

We can characterize these as citizen centric, based on over-arching principles and data driven (evidence based). However, we can also see that the focus is about aligning work priorities within Council as well as with other agencies. Success is measured by compliance with agreed targets (barometer or other). There is a strong focus on accessibility (walkability, driveability i.e. distance, choice of transport modes).

Using the RAI methodology, a key aspect is data collection, based on key themes or influences on rural liveability. These are set out below in Figure 30.

E.4 Regional Liveability

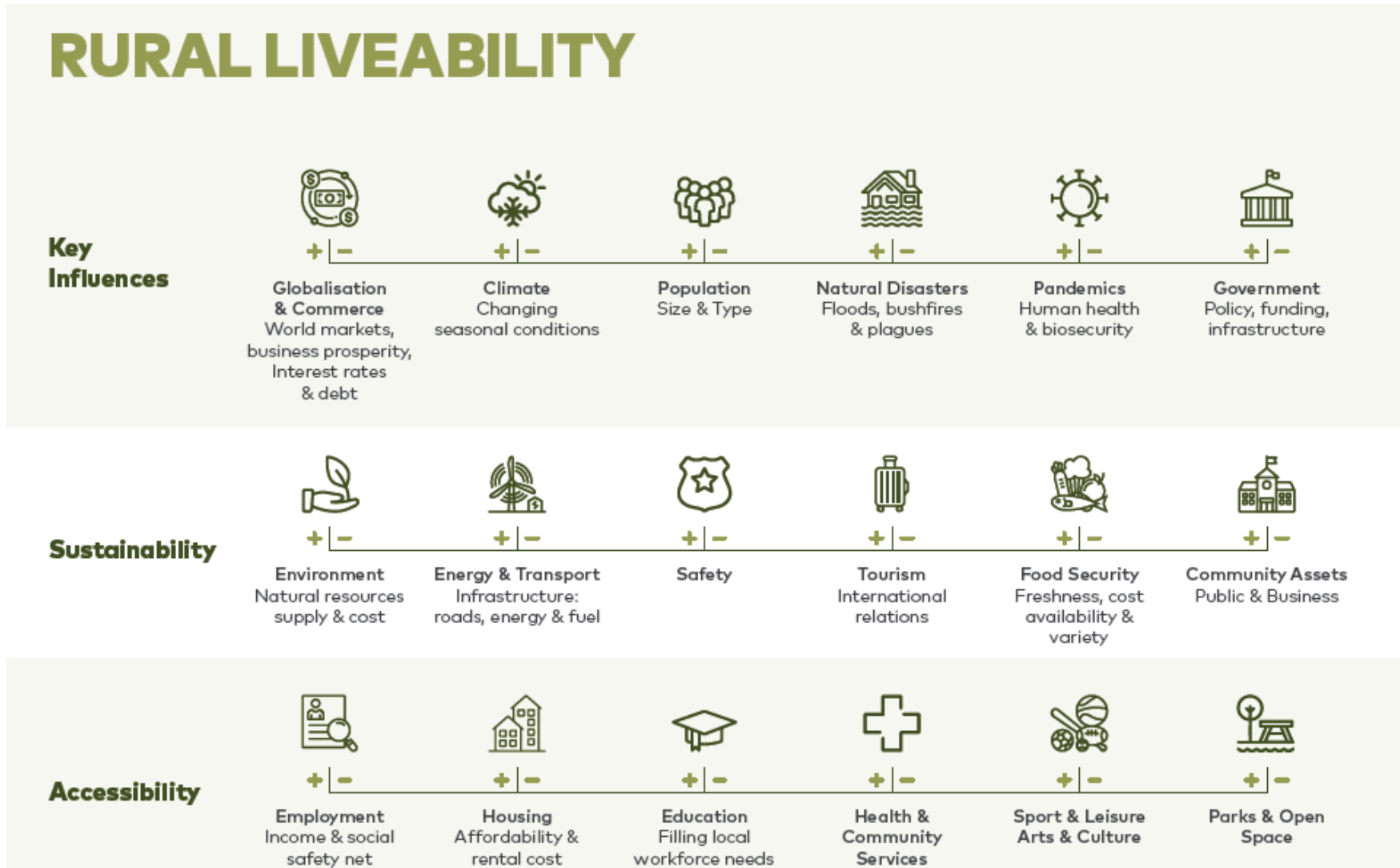




Figure 30: Regional Liveability in the Great South Coast Region

E.4 Services that are important to liveability

A final comment on liveability ...

As indicated earlier in Table 6, population attraction and liveability for any region can be seen in terms of sea change or tree change attractors (see Measham, 2019; Salt, 2018A). If we envisage our liveability arguments as drivers of growth it is then incumbent to re-examine what our attractors are. The Great South Coast Creative Industries Strategy has this to say:

In terms of services that are most important to liveability, Table T10 shows that for each region, the most important service for liveability was a supermarket, followed by health sector services including primary health care, hospital/medical centres and pharmacies.

T10. SERVICES MOST IMPORTANT TO LIVEABILITY, PROPORTION OF RESPONSES BY REGIONAL PARTNERSHIP

	Average	Barwon	Central Highlands	Goulburn	Great South Coast	Loddon Campaspe	Mallee	Ovens Murray	Gippsland	Wimmera
Supermarkets	60%	73%	73%	70%	73%	65%	71%	77%	44%	73%
Primary health care	48%	59%	56%	56%	60%	59%	56%	48%	38%	56%
Hospital/Medical Centres	36%	41%	45%	47%	35%	46%	50%	36%	25%	48%
Pharmacy	29%	33%	29%	34%	38%	41%	44%	32%	22%	29%
Banking	14%	22%	9%	10%	19%	15%	15%	23%	7%	21%
Other retail shops	12%	18%	16%	14%	8%	16%	10%	20%	8%	17%
Post Office	10%	10%	7%	19%	6%	9%	6%	16%	7%	9%
Allied Health	8%	16%	9%	11%	10%	9%	6%	5%	2%	6%
Primary schools	8%	14%	18%	10%	13%	13%	19%	18%	7%	12%
Bus	7%	4%	11%	3%	10%	7%	4%	5%	4%	9%
V/Line trains	5%	0%	15%	9%	2%	12%	6%	2%	5%	7%
Secondary schools	5%	6%	5%	6%	12%	4%	4%	2%	4%	2%
Kindergarten	3%	4%	2%	9%	4%	1%	4%	11%	3%	6%
Tertiary (inc. TAFE)	2%	2%	4%	3%	12%	2%	4%	5%	2%	4%

Source: Urban Enterprise, 2019

Figure 31: Services most important to liveability

“

Our cultural institutions present the regions greatest opportunity for cultural tourism growth. They host thousands of local and international visitors each year and hold a cultural collection worth more than \$20 million. As such they are a major influence on the creative ecology of our region, with the ability to act as an anchor for the regions cultural scene that fosters beneficial and sustainable creative industries as well as stimulate engagement and participation in our communities.

‘A region that is renowned for supporting creative innovation can attract visitors and new residents – including artists. Building recognition for the innovators in South West Victoria requires a focus on building the right conditions so that innovation in the creative industries is encouraged, and when strong ideas emerge, there are options in supporting them through the life-cycle of emergent to embedded.’

”

Leveraging off our existing assets, whether it be the Hamilton Performing Arts Centre, the existing art collection (valued at >\$23M), likely in a new gallery or the partnership with local creative artists is one specific opportunity the Shire should likely grasp.

Include in report?	Indicator name	Indicator number	Populus pillar	Populus group	Unit	Value (Latest)	Year - Most Recent Decile	Most Recent Decile	Value (Last recent)	Year - Last Recent Decile	Last Recent Decile	Comparator Decile	Stdev > 1 (Y/N)	Rank	% Change	Rank : % change
Y	People are a member of a sports group	3.3.3	Place	Community Connect	%	45.4	2015	1	NULL	NULL	NULL	4	Leading	2	NULL	NULL
Y	People who rate their community as 'active' place to live (things to do)	3.3.4	Place	Community Connect	%	93.1	2015	3	NULL	NULL	NULL	4	Average	18	NULL	NULL
	People who are members of a religious group	3.3.5	Place	Community Connect	%	29.1	2015	1	NULL	NULL	NULL	6	Leading	3	NULL	NULL
Y	People who attended a local community event	3.3.7	Place	Community Connect	%	83.1	2015	1	NULL	NULL	NULL	4	Leading	3	NULL	NULL
Y	People believe they have an opportunity to have a say	3.3.8	Place	Community Connect	%	43.2	2017	1	NULL	NULL	NULL	5	Leading	4	NULL	NULL
Y	People who believe multiculturalism makes life better	3.3.9	Place	Community Connect	%	35.7	2015	9	35.7	2014	9	7	Average	68	0	24
Y	People who borrowed from library	3.4.3	Place	Access	%	13.15	2020	6	14.96	2019	5	5	Average	47	-12.1	73
Y	Number of visits to aquatic facilities per head of municipal population	3.4.4	Place	Access	No	7.56	2020	1	9.33	2019	1	6	Leading	6	-18.97	17
	Dwelling size: Number of bedrooms: 0-1	3.5.1	Place	Housing	%	2.86	2016	5	3.27	2011	4	7	Average	39	-12.54	73
	Dwelling size: Number of bedrooms: 4+	3.5.2	Place	Housing	%	53.17	2016	5	56.7	2011	3	7	Average	39	-6.23	74
	Dwelling size: Number of bedrooms: 2-3	3.5.3	Place	Housing	%	22.04	2016	5	21.67	2011	4	5	Average	38	1.71	72
	Homelessness rate	3.5.4	Place	Housing	Rate per 1	2	2015	3	NULL	NULL	NULL	4	Average	23	NULL	NULL
Y	Commuting distance: 0-2.5km	3.6.1	Place	Sustainable Living	%	21.25	2016	1	NULL	NULL	NULL	4	Leading	3	NULL	NULL
	Commuting distance: 2.5-30km	3.6.2	Place	Sustainable Living	%	14.41	2016	8	NULL	NULL	NULL	7	Average	61	NULL	NULL
	Commuting distance: More than 30km	3.6.3	Place	Sustainable Living	%	7.8	2016	6	NULL	NULL	NULL	4	Average	43	NULL	NULL
	People who live near public transport	3.6.4	Place	Sustainable Living	%	40.9	2015	6	NULL	NULL	NULL	8	Leading	47	NULL	NULL
Y	People who say they are satisfied with quality of roads	3.6.5	Place	Infrastructure	Rating out	43	2020	9	41	2019	10	8	Average	70	4.88	10
Y	Forecast population growth (2021-2026)	3.7.1	Place	Population Growth	%	-1.44	2026	10	NULL	NULL	NULL	6	Lagging	72	NULL	NULL
Y	Household waste diverted from landfill (%)	4.1.1	Environm	Waste	%	42	2018	5	NULL	NULL	NULL	5	Average	42	NULL	NULL
Y	Recyclables collected per household	4.1.2	Environm	Waste	Kg	227	2018	6	NULL	NULL	NULL	6	Average	41	NULL	NULL
Y	People Who Rode a Bicycle or Walked to Work	4.2.1	Environm	Sustainable Living	%	3.15	2016	2	3.48	2011	3	5	Leading	16	-9.48	28
Y	Method of travel to work: public transport	4.2.2	Environm	Sustainable Living	%	0.31	2016	8	0.17	2011	10	7	Average	63	82.35	23
	Method of travel to work: private vehicle	4.2.3	Environm	Sustainable Living	%	30.86	2016	5	31.81	2011	5	5	Average	36	-2.99	47
Y	Method of travel to work: active transport	4.2.4	Environm	Sustainable Living	%	3.15	2016	2	3.49	2011	3	5	Leading	16	-9.74	26
Y	Solar Installations	4.2.5	Environm	Sustainable Living	%	9.22	2018	9	7.48	2016	9	5	Average	64	23.26	60
84																

Figure 32: Liveability metrics

Schedule G – Supplementary Housing Information – Key Worker Housing

In the Southern Grampians Shire, 76% of dwellings are owned and 20% rented versus an average of 29% rented in the rest of Victoria⁴⁸. The smaller pool of available rental properties means key workers are less likely to be able to access suitable rental properties within the region. The lack of rental properties leads to an increase in the price of rentals and general unaffordability of housing for key workers and lower socio-economic families. The town planning approvals for new dwellings between 2014 and 2019 were 182, with an average of 36 per year. Housing in the Shire is predicted to grow from 7,969 in 2016 to 8,041 in 2036, just 72 dwellings.

The Southern Grampians Shire population forecast for 2020 is 16,140 and is forecast to decline to 15,030 by 2036⁵¹. Southern Grampians saw minimal growth in house prices from 2008 to 2018. The medium rent has grown from \$224 per week in 2013 to \$262 in 2018⁵². The number of dwellings available for long-term rentals has fallen from 356 in 2013 to 262 in 2018⁵³.

Over the period from 2006 to 2016, the percentage of population aged between zero – 49 years of age fell in the and significant growth in those aged 60 plus. Those aged 65 plus are predicted to be the fastest growing group in the future.

From March 2018 to March 2019, the unemployment rate in Southern Grampians went from 3.4% to 3.8%⁵⁵. The large industry employers in the Shire are agriculture, forestry and fishing, healthcare and social services, retail, education and training, construction and accommodation and food services. In the period from 2006-2016, growth the growth in employment was in arts and recreation services and health care and social assistance. The ageing population means that community and personal service workers are expected to grow in numbers to meet need. In addition, growth is anticipated in the arts, recreation services, and education and training sectors.

The key issues for Southern Grampians Shire for key worker housing are:

- The region has experienced minimal growth in housing stock or house prices.
- The decrease in the number of available rental properties means key workers are less likely to access suitable rental properties within the region. The increase in median rent indicates a lack of supply of rental properties across the region.

- The cost of developing land and buildings is such that it does not allow for commercial returns. Southern Grampians Shire has indicated that it wishes to pursue a proactive level of intervention into the market to facilitate key worker housing.

Based on the definition of affordable housing, income analysis of key workers and qualitative research, the key workers and housing needs have been identified for Southern Grampians are outlined below.

Town	Key and essential workers	Housing needs
Hamilton	Construction	Higher quality dwellings
	Retail	Medium density dwellings
	Accommodation and food services	Dwellings for temporary workers
	Healthcare and social assistance	
	Education	
	Professional services	
	Manufacturing/labour	

Figure 33: Key workers and required housing

Schedule H – Partnership List

Table 14: Partnership list

Who?	About?	Mechanism	Notes
Wannon Water	Potential Peshurst Sewer Scheme	PCG	
GHCMA	Strategic planning linked to key assets and common interests e.g. Grange Burn, vegetation management within catchments etc.	MoU	In preparation
Earth Resources	Explore the basis of a stronger partnership to attract investment in mining sector and how this may affect planning and investment in local communities.	Annual Briefing of Council	Develop closer relationship with Minerals Development Victoria on information sharing via annual briefings of Council.
Parks Victoria	Dispersion model for tourist visitation across key assets within Shire and how best Council and ParksVic can collaborate within tourism sector.	MoU	<ul style="list-style-type: none"> Examine commercial opportunities with ParksVic using Dunkeld VIC as business centre. Council to work closely with ParksVic via the Volcanics Project as well as via MoU to better address local planning outcomes in the visitor experience sector.
Limestone Coast LGA	Signage, marketing and other shared interests.	MoU	See Glenelg Shire MoU as example of MoU. Note future collaboration with RTBs is addressed in section 5.2 Strategic Pillar Two: Economy and Business
Food and Fibre Group	Council to align itself with Food and Fibre Group on the need for regulatory reform and better information sharing in water resource management.	Committees focused on water management	Dependent on confirmation of financial viability and critical review of LGA membership in governance structure.
Green Triangle Forest Industries Group	<p>Work with forestry sector to examine bio-energy opportunities, wood encouragement policies (procurement policy)</p> <p>Re-examine with forestry sector which roads are suitable for efficient log movement with least impact on urban settlements</p>	PCG or targeted engagement via Economic Development Strategy and Sustainability Strategy.	

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	and roads not designed to load limits. Support rail freight where practicable.		
Deakin Uni Pilot Project (horticulture)	Promote ongoing investment in horticulture projects to diversify the agricultural sector and grow the economy	PCG	Role is primarily information sharing by Council
National Centre for Farmers Health	Consider partnership with National Centre for Farmers Health to strengthen the branding of both institutions.	MoU	Promote and highlight the importance of National Centre in understanding farming community needs.
Rural Industries Skill Training (RIST)	Work with RIST to promote educational pathways for local students, married to ongoing investment/ advocacy in digital technology.	MoU	
Southern Rural Water (SRW)	Agency information sharing will become more critical with Council as regulator of land use (permits, zoning, vegetation management) and SRW and GHCMA having water licensing and environment focus areas.	Annual Briefing of Council	

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ⁱ YACVic identifies youth as aged 12-25

ⁱⁱ From Baimbridge College, Monivae College, Tarrington Lutheran School and St Marys Primary School.

iii <http://economy.id.com.au/southern-grampians>

iv Double the Victorian average – see https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/2?opendocument

v For the State of Victoria at the 2016 census the median age was 37 – source: https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/2?opendocument

vi Digital infrastructure is a broad category of technologies. The most significant include **fixed broadband access**: for example, National Broadband Network (NBN) fixed-line broadband services including Fibre to the Premises (FTTP), Fibre to the Node (FTTN), Fibre to the Curb (FTTC), Fixed Wireless and Satellite services. **Mobile access**: digital mobile networks capable of supporting voice telephony and data applications such as through 4G networks, with emerging Internet of Things capability.

vii Southern Grampians is rated 29th, Warrnambool 31st and Moyne 55th of 79 in Victoria.

viii See p.12 of Great South Coast Economic Futures report (2019).

ix All images via creative commons.

x Californian based exoskeleton manufacturer SuitX is about to start selling exoskeletons at Home Depot across the United States – see <https://futurism.com/the-byte/exoskeleton-maker-suits-home-depot>.

See also <https://www.bbc.com/news/business-56660644>

xi Global population increases will see cities urban populations increase by 72% - See PWC, 2020.

xii Australia has eight highest transport emissions in OECD (DIRD, 2016).

xiii <https://www.abc.net.au/news/science/2021-04-15/plan-to-decarbonise-australia-in-15-years-climate-council-report/100063906>

xiv 11% decline since 1990 - Infrastructure Australia (2019)

xv Infrastructure Australia (2019)

xvi Apocalypse Now: Australian Bushfires and the Future of Urban Settlements, ABC Nightlife 3/3/21

xvii <https://www.abc.net.au/news/science/2021-02-24/tree-change-dream-over-resilient-communities-rebuild/13163800>

xviii See Guardian Australia –Teenagers taking the Australian government to court over climate change, Full Story, The Guardian Australia (Podcast aired 2/3/21)

xix See also Corrs Chambers Westgard in <https://corrs.com.au/insights/a-new-era-of-climate-change-litigation-in-australia>

xx <https://www.pinsentmasons.com/out-law/news/bundesverfassungsgericht-klimaschutzgesetz-der-bundesregierung-greift-zu-kurz>

xxi <https://www.abc.net.au/news/2021-05-30/nissan-says-australia-missing-out-electric-vehicle-market/100173124>

xxii 50 litres of water produces 1 kg of vegetables in conventional farming. In vertical farming, it is 5 litres. 50-60 days is required for conventional broadacre agriculture. In vertical, it can be half the time. It is all about \$returns, changing consumer demands and a clearer focus on external impacts. Future of Farming in Australia, ABC Nightlife 31 March 2021

xxiii <https://www.cbc.com/2020/12/25/the-plant-based-meat-industry-is-on-the-rise-but-challenges-remain.html>

xxiv <http://www.cleanenergyregulator.gov.au/RET>

xxv Bulgana Green Power Hub, a combined 194MW wind farm and 20MW battery storage facility that is being built by Neoen approximately 11km east of Stawell in Victoria. When completed it will supply approximately 750,000-megawatt hours (MWh) of clean renewable electricity into the national electricity system each year. Bulgana has a community benefit fund. See <https://bulganagreenpowerhub.com.au/community-benefit-fund-2019/>. A total of 17 community groups, sporting clubs, and schools have undertaken local community-building projects with funding from the Bulgana Green Power Hub's Community Fund grants in 2019. Each year Neoen invests funds in organisations through an open and competitive process with the grant process administered by Northern Grampians Shire Council. The groups share in a total of \$120,000 with grants broken up into large (up to \$20,000) and small (up to \$5,000) categories.

xxvi https://www.environment.vic.gov.au/__data/assets/pdf_file/0033/459573/Fact-sheet-Ecosystem-services-from-forests-in-Victoria.pdf

xxvii https://www.rdv.vic.gov.au/__data/assets/pdf_file/0011/1858178/2019-RP-A4-Fact-Sheet_GSC_web.pdf

xxviii <https://www.infrastructurevictoria.com.au/project/30-year-strategy/>

xxix 300 volunteers at WDHS, >50 at Council.

xxx One interviewee pointed out that bike riders, for instance, may spend \$12,000 on a bike but still be happy with three star accommodation for \$80/night.

xxxi For SGAE one of the areas of interest is RTO compliance. It is a specific area of specialization. Advertised broadly. People can make more as consultants. At CFA education, based positions have been relatively easy to fill. The more firefighting specific roles in veg management are much harder to fill. 10 yrs. ago, it was easier with access to forestry people. That has changed. This was a natural pool of recruits. Shortages in various areas. 30-40% of foresters are from overseas. No appetite for people to go into the industry here.

xxxii Information sourced from Victorian Skills Commissioner (2018) – Regional Skills Demand Profile, The Great South Coast

xxxiii Increased presentations by 1000/p.a. Was stable at 7,000 for many years. Now 8,300. High acuity patients. Heart attacks etc. During COVID it was >9,000.

xxxiv The Mode Shift Incentive Scheme pays operator \$100 a box to put 20-foot containers on rail as opposed to road. Have to apply for it. The payment is an annual grant. Not locked in. You may get \$0.5M, if you go over you do not get more, if you do less you get the price per box. Shuts off June 30 each year but Minister announces in May each year. You would not build a business model based on accessing this scheme.

xxxv Data sourced from NHG Business Case, SBG Advisory, unpublished, September 2019.

xxxvi Ballarat – because of the SKM collapse, with nowhere to send recycling are now doing pre-sort. Local employment, local jobs, low tech, so not a large capital investment. Challenge of not having anywhere to send material and have come up with a solution providing local benefits.

^{xxxvii} Reselling all items donated, if they are not fit to be sold in the retail store, they are sent to 36 countries across the world and do not end up in landfill. 70% of what leaves Hamilton goes to reuse market, 25% to bags of rags, and 5% turned into waste to energy.

^{xxxviii} <https://www.caradvice.com.au/930523/vfacts-electric-vehicle-sales-supercharged-up-over-100-per-cent-so-far-this-year/>

^{xxxix} The top five countries with the most electric vehicles per person are as follows (sourced from <https://www.carwow.co.uk/blog/which-country-is-leading-in-the-electric-car-race>):

1. Norway – 18.9 (people per electric car)
2. USA – 46.8
3. Iceland – 72.6
4. Sweden – 76.7
5. Netherlands – 141.4

^{xi} <https://www.abc.net.au/news/science/2021-04-20/australians-want-to-buy-electric-cars-what-is-stopping-us/100071550>

^{xii} <https://www.abc.net.au/news/science/2021-04-15/plan-to-decarbonise-australia-in-15-years-climate-council-report/100063906>

^{xiii} Builds on the LoRaWAN coverage for free community access to internet across all key towns in the Shire.

^{xliii} Loading and mixing shed, concrete apron, forklift, earth works etc.

^{xliv} Bring base up to current and contemporary standards including staff facilities and amenities

^{xlv} In 2015/16, a grant of \$1.271M was awarded for runway upgrades. In 2016/17, some \$0.96M was also awarded. Nothing of note has been secured since.

^{xlvi} [http://www.hnehealth.nsw.gov.au/hneph/communities/Documents/Liveability%20Assessment%20Tool_Final_Low%20Res%20Version%20%20\(2\).pdf](http://www.hnehealth.nsw.gov.au/hneph/communities/Documents/Liveability%20Assessment%20Tool_Final_Low%20Res%20Version%20%20(2).pdf)

^{xlvii} https://ehq-production-australia.s3.ap-southeast-2.amazonaws.com/15952c9c0425037ea1174190885b4c392ed651eb/documents/attachments/000/136/672/original/Final_Livability_Strategy_2020.pdf?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=AKIAIBJCUK4Z04WUUA%2F20210411%2Fap-southeast-2%2Fs3%2Faws4_request&X-Amz-Date=20210411T233626Z&X-Amz-Expires=300&X-Amz-SignedHeaders=host&X-Amz-Signature=d53d98cb7b6a854681316f24ee14243fc369b5d6090cb5e5a02c18fed64eb100