Southern Grampians 2041 – **Community Vision Framework**

Southern Grampians
SHIRE COUNCIL

Greater Hamilton

Contents

Acronyms

ABARES - Australian Bureau of Agricultural and Resource Economics and Sciences

ABS – Australian Bureau of Statistics

BTB – Business to business

CFA – Country Fire Authority

CIF – Community Infrastructure Framework

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

DET – Department of Education and Training (Vic)

DoH – Department of Health (Vic)

DoT – Department of Transport

GHCMA – Glen Hopkins Catchment Management Authority

GVA – Gross Value Added

HWP – Health and Wellbeing Plan

ICC – Incident Control Centre

IPA - Indigenous Protected Area

LGA – Local Government Area

MECC – Municipal Emergency Control Centre

MEMP – Municipal Emergency Management Plan

MIS – Managed Investment Scheme

MSP – Mineral Separation Plant

MSS – Municipal Strategic Statement

NFF - National Farmers' Federation

NFP – Not for profit sector

RAI – Regional Australia Institute

RAP - Reconciliation Action Plan

RCV – Regional Councils Victoria

RDV – Regional Development Victoria

RLUS – Rural Land Use Strategy

RTB – Regional Tourism Board

SG2041 – Southern Grampians 2041 – Community Vision Framework

SRW – Southern Rural Water

VICPol – Victoria Police

VFF – Victorian Farmers Federation

VPP – Victorian Volcanic Plains

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 Southern Grampians 2041 - Community Vision Framework (SG2041), 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.

SG2041 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. SG2041 highlights the role of Council, State and Federal Governments and the not-for-profit and private sectors in each of the identified initiatives.

SG2041 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.

SG2041 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 SG2041. More than 488 people provided their feedback through workshops, surveys and interviews throughout the development of SG2041 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

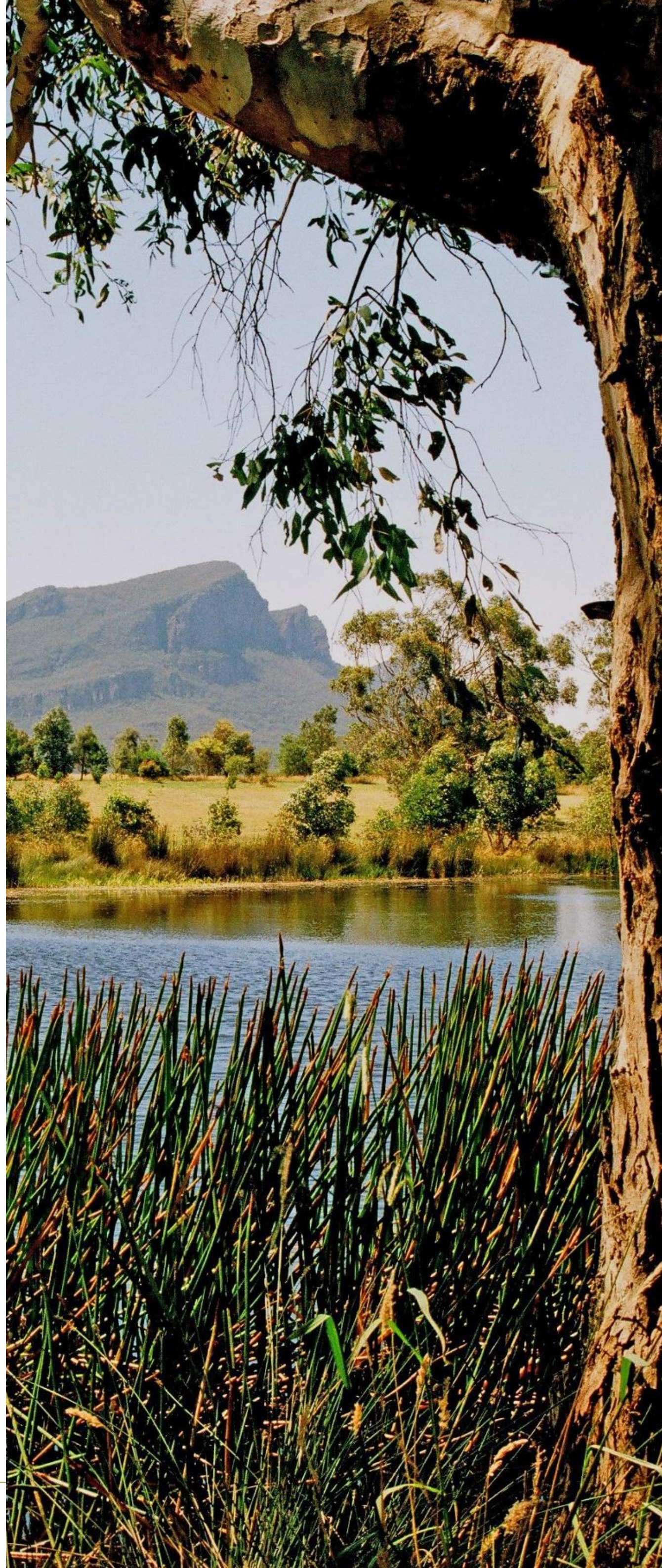
Southern Grampians 2041 - Community Vision Framework (SG2041) is in essence a community vision, comprising a twenty-year strategic direction, together with suggested opportunities for advocacy and partnership with stakeholders. It is ambitious in nature as our community expects us to have a longer-term 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 SG2041 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 ten-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 two decades 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 Western District Health Services (WDHS) base hospital (and broader health sector), and Victoria Police (VICPOL) HQ and Country Fire Authority (CFA) office provide regional/district functions. So too does the education system, including RIST, Baimbridge College, SW TAFE and 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 Shire 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 confirming the value they deliver and what we can afford. Council cannot do this work alone and it must therefore reach out to organisations, as well as State and Federal Government agencies 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.

SG2041 will be a living document, as it was in this case, developed concurrently 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 includes the following schedules - 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 identified partnership opportunities (Schedule G).

The key themes and opportunities identified in SG2041 – Community Vision Framework are set out as Strategic Directions in E2.

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, SG2041

Objectives What we need to achieve	**Strategies** How it can be done	**Timelines** Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term / Ongoing (>10yrs)	**Who?** Drive (D) Partner (P) Advocate (A)
More targeted and effective youth support services (aged 12-25)[1]	• Youth strategy • Health and Wellbeing Plan with specific actions on youth needs.	**Strategy – Now** **Implementation - Ongoing**	D & P
Effective partnerships with First Nations established	Reconciliation Action Plan (RAP) or Partnership Agreement (TBD)	**RAP - Short term** **Implementation - Ongoing**	D
Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, social programs, to enable inclusion, social connection and wellbeing	Advocacy and education. Council to examine its volunteer policies and frameworks & advocate for greater recognition of volunteers	**Ongoing**	D, P & A

Objectives What we need to achieve	Strategies How it can be done	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term / Ongoing (>10yrs)	Who? Drive (D) Partner (P) Advocate (A)
Clear vision of our visitor experience and product, adequately supported by investment.	Review Regional Tourism Board (RTB) funding model. Greater Hamilton Volcanic Trails Master Plan	**RTB funding – Now** **Volcanic Trail – long term**	D, P & A
Partner and advocate to recruit skilled staff into the area by addressing worker housing and regional liveability	Complete Key Worker Housing Strategy.	**Strategy – Now** **Delivery of housing - Ongoing**	D & P
Facilitate sustainable population growth	Population attraction strategy ideally for south west Victoria	**Ongoing**	D, P & A
Clearer planning rules for farming sector in planning scheme	Complete Rural Land Use Strategy (RLUS)	**RLUS – Now** **Implementation - Short term**	D
Position the economy for renewables investment benefits	Complete Sustainability Strategy	**Strategy - Short term** **Implementation - Ongoing**	D, P & A

Objectives What we need to achieve	Strategies How it can be done	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term / Ongoing (>10yrs)	Who? Drive (D) Partner (P) Advocate (A)
Hamilton CBD Revitalisation	Hamilton Central Business Area Activation Master Plan	**Short term / Ongoing**	D, P & A
Clearer strategic plans for smaller settlements	Small Towns Strategy, informed by Community Infrastructure Framework	**Short term / Ongoing**	D
Consolidate/strengthen role as a regional leader in digital innovation	Include strong digital component in Economic Development Strategy	**Short term / Medium term**	D & P
Better integrated transport solutions	Re-examine network needs including 2017 rail strategy and update advocacy as appropriate	**Short term / Ongoing**	D, P & A
Council to deliver a strategic approach to Arts and Culture infrastructure, including progressing the new Hamilton Art Gallery	Implement Arts and Culture Strategic Plan with Hamilton Gallery Business Case adopted	**Short term / Medium term**	D, P & A
Council to be a leader in active transport	Develop and implement bike strategy in two parts: A Recreational B Commute	**Strategy – Short term** **Implementation – Long term**	D
To address and manage the effective and safe movement of all modes of traffic through Hamilton, including heavy vehicle movements	Complete design and deliver works to enable safe and effective traffic movement throughout Hamilton through re-direction of heavy vehicles outside of Lonsdale Street and dedicated or separated shared user paths for bike users.	**Short term**	D, P & A

Objectives What we need to achieve	Strategies How it can be done	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term / Ongoing (>10yrs)	Who? Drive (D) Partner (P) Advocate (A)
Celebrate and better manage our environmental assets	Environmental Assets Strategy	**Strategy - Short term** **Implementation - Ongoing**	D, P & A
Position the Shire for renewables investment benefits	Complete Sustainability Strategy	**Strategy - Short term** **Implementation - Ongoing**	D, P & A

Objectives What we need to achieve	Strategies How it can be done	Timelines Now (<1 yr.) Short term (2-4 yrs.) Medium term (5-10yrs) Long term / Ongoing (>10yrs)	Who? Drive (D) Partner (P) Advocate (A)
Maintaining and enhancing liveability status of Shire	Great South Coast Rural and Regional Liveability Framework	**Framework - Short term** **Implementation - Ongoing**	D, P & A
High-level asset management delivered through good design and universal access principles	Community Infrastructure Framework (CIF)	**CIF - Short term** **Implementation - Ongoing**	D

1

Introduction

1.0 Introduction

1.1 Purpose of SG2041

Southern Grampians 2041 - Community Vision Framework (SG2041) 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.

SG2041 is the key document that will drive the strategic direction of Southern Grampians Shire Council.

Extensive engagement with our community as well as key agencies and organisations is a hallmark of SG2041, 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 SG2041 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 SG2041 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 ninety-five per cent (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 ageing population and housing supply shortages. The identified opportunities included culture / tourism, liveability, sustainability and education and are summarized in Figure 3.

Culture / Tourism

- Recognise and acknowledge indigenous history
- Cultural tourism – creating connected / welcoming community structures
- Natural heritage and eco-tourism
- Lifestyle – Grampians National Park, Heritage, community connectedness

Transport and connectivity

- Better public transport links
- Regular rail services to Melbourne
- Investment in roads and transport

Youth pathways / engagement

- More support for young emerging leaders
- Youth employment strategy
- More activities and entertainment locally for young people

Education / arts / digital

- Create great educational opportunities locally
- Expanded library, cinema, community gallery, CBD
- Arts, culture, music, vibrant community
- Regional study hubs to complete further education in the region
- Digital economy

Liveability

- Create more employment opportunities and services to support and encourage professionals and young families to work, live and play in the region
- Bolster and promote the location, lifestyle and connected community as an attractor to the region

Aging

- The aging population is growing and needs more services, including social, health and aged care services

Sustainability

- Clean green and agriculture sector
- Proactive approach to addressing climate change
- Consider opportunities to support and encourage new and emerging skilled industries including renewables and innovative high tech companies

Figure 3: Identified opportunities

1.3 Where SG2041 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.

SG2041 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 SG2041

Southern Grampians Shire Council understands that realising the opportunities arising from SG2041 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 SG2041 are therefore built on the potential for Council to have one of three possible roles, being driver, partner or advocate as shown in Figure 4 and E2 Strategic Directions.

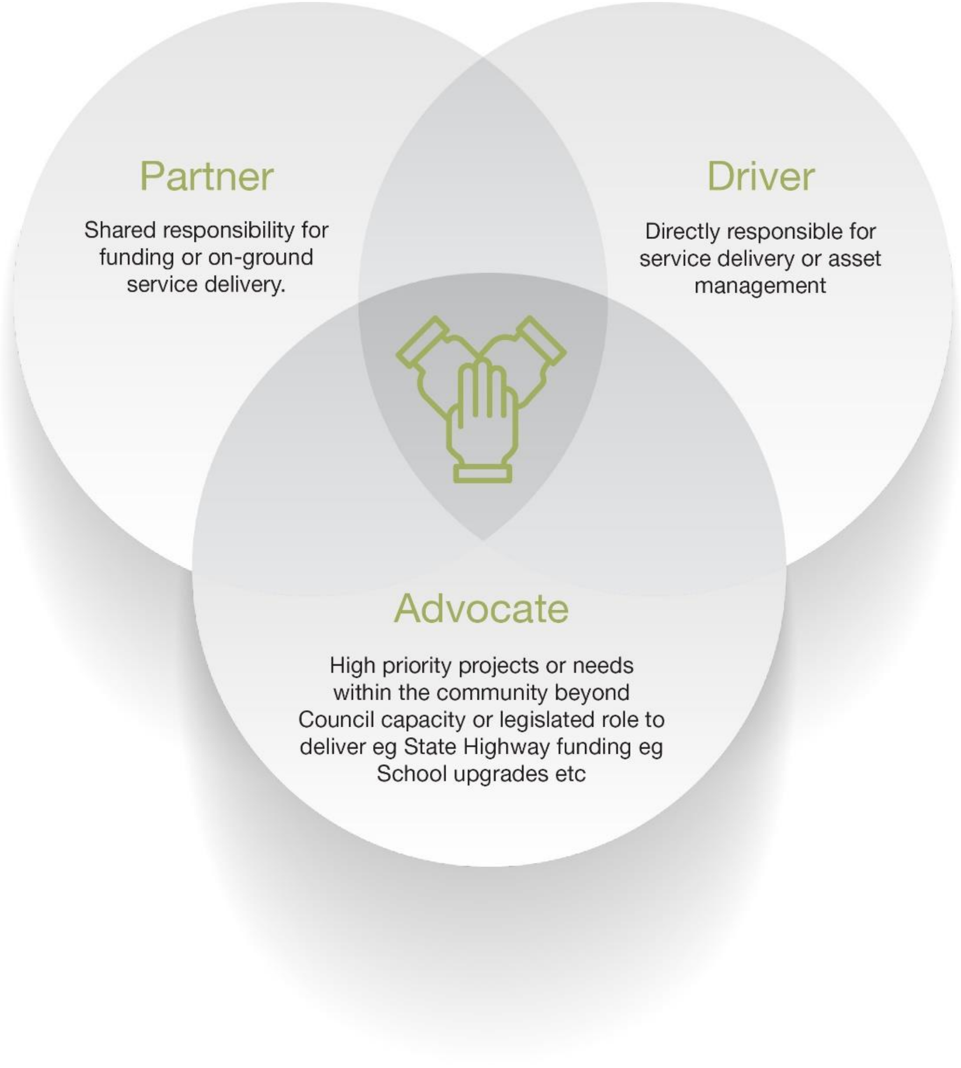


Figure 4: Council's role in CVF 2041 actions

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 SG2041 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 students[2], 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, **eighty per cent 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 sustainability, 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

In 2021, the Shire has an estimated population of 16,134 residents (Council, ID data_2020)[3]. The 2016 Census figures reveal that of these, forty-nine per cent were male and fifty-one per cent were female. Aboriginal and Torres Strait Islander people made up less than two percent (1.5%) of the population (double the Victorian average).[4]	**Population**
The median age of people in Southern Grampians was 44 years, well above the Victorian average of 37 years[5]. 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).	**Median Age**
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%	**Country Of Birth**
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).	**Language Spoken At Home**

Note: the ABS data from 2016 is the most recent published ABS demographic data. Data collection is scheduled for August 2021 and data will become available in early/ mid 2022. Updates to this document will be made as data becomes available.

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 two 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 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).	**Dwellings**

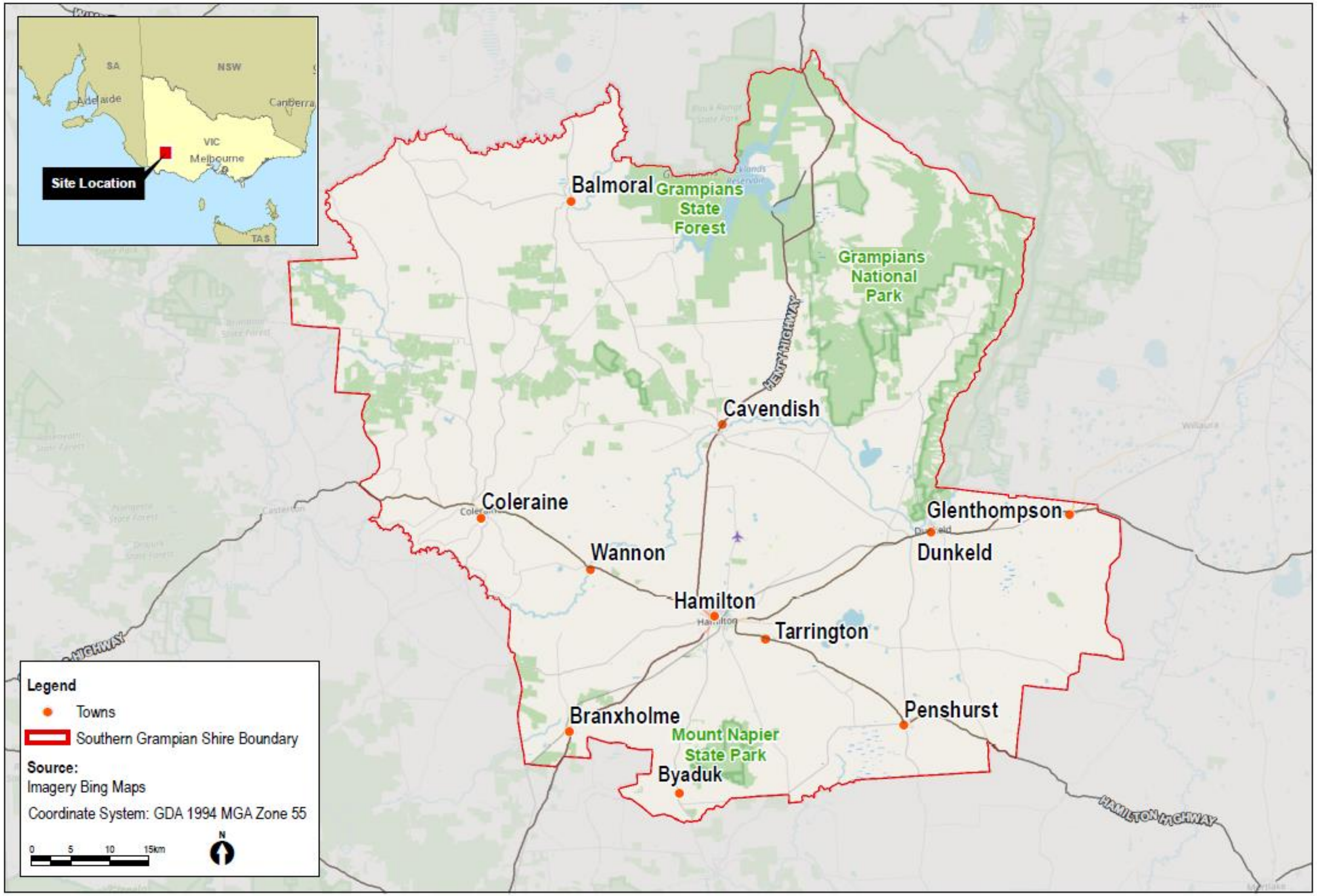


Figure 5: Southern Grampians Shire Boundary

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)

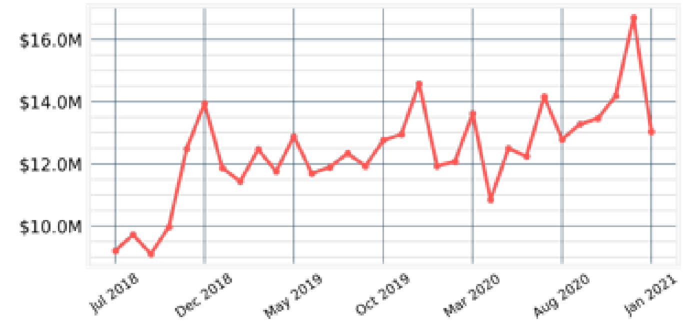
The adjacent 'spend maps' in Figures 7A and B indicate that resident local spend has been slowly increasing over recent years to peak in December 2020 and shows the impacts of COVID-19 on visitor expenditure in the Shire in 2020.

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

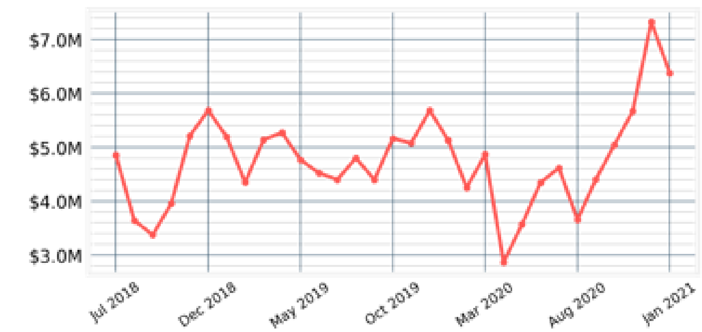
The amount spent by residents and local businesses with merchants inside the Southern Grampians Shire Council LGA.



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%3	+900-2,7004
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 SG2041 and understand the areas of growth across the Shire.

Between 2017 and 2020, more than $71 million 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.

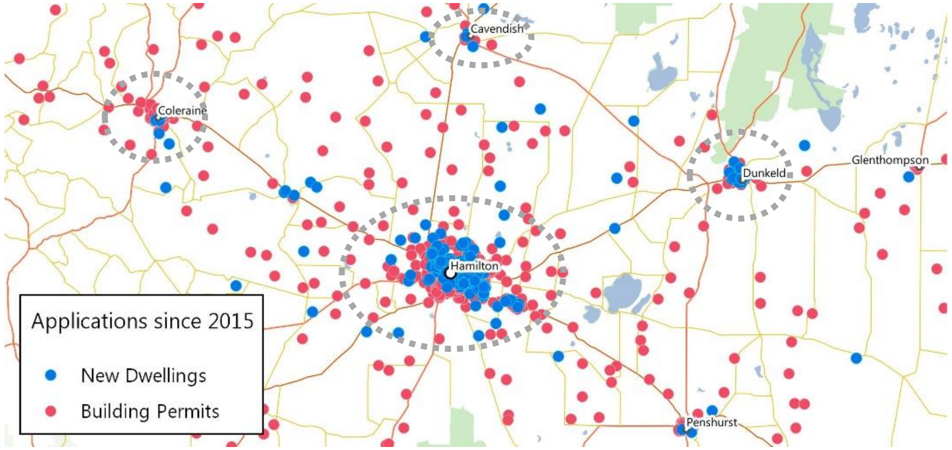


Figure 8: Building permit Data 2017-present (source: SGSC, 2021)

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 SG2041. The following are the key challenges identified through community and stakeholder engagement and the development of SG2041.

Table 4: Key challenges identified through SG2041

The population demographic: Respondents noted the ageing 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.
The need for improved public transport and increased availability: The quality of linkages between local towns and regional centres was a recurrent theme. All forms of transport were discussed, including road, rail and air.
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 the over 50 years age bracket, and roles that are more skilled rather than offering predominantly traditional employment such as agriculture.
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.
The need to invest and improve in local infrastructure: Investment in roads, power and building and asset maintenance is an ongoing expectation.
The local economy (financial resources) and funding; Securing funding from all levels of government was noted as a challenge. This included securing funding for new projects.
Attracting new and more diverse businesses and industries: Opportunities are identified in many industries including the renewables sector, timber sector, horticulture industry and allied health services.
Housing supply, affordability and rising living costs: Rental shortages leading to challenges in securing hosing for new residents including key workers is a noted concern.
Climate change and environmental challenges: Climate change will require adaptation strategies, which may include climate appropriate crops renewed focus on water grids for reliable supply for a more diversified agricultural sector, and mitigation strategies including more efficient transport systems, focus on renewable energy and vegetation conservation.

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

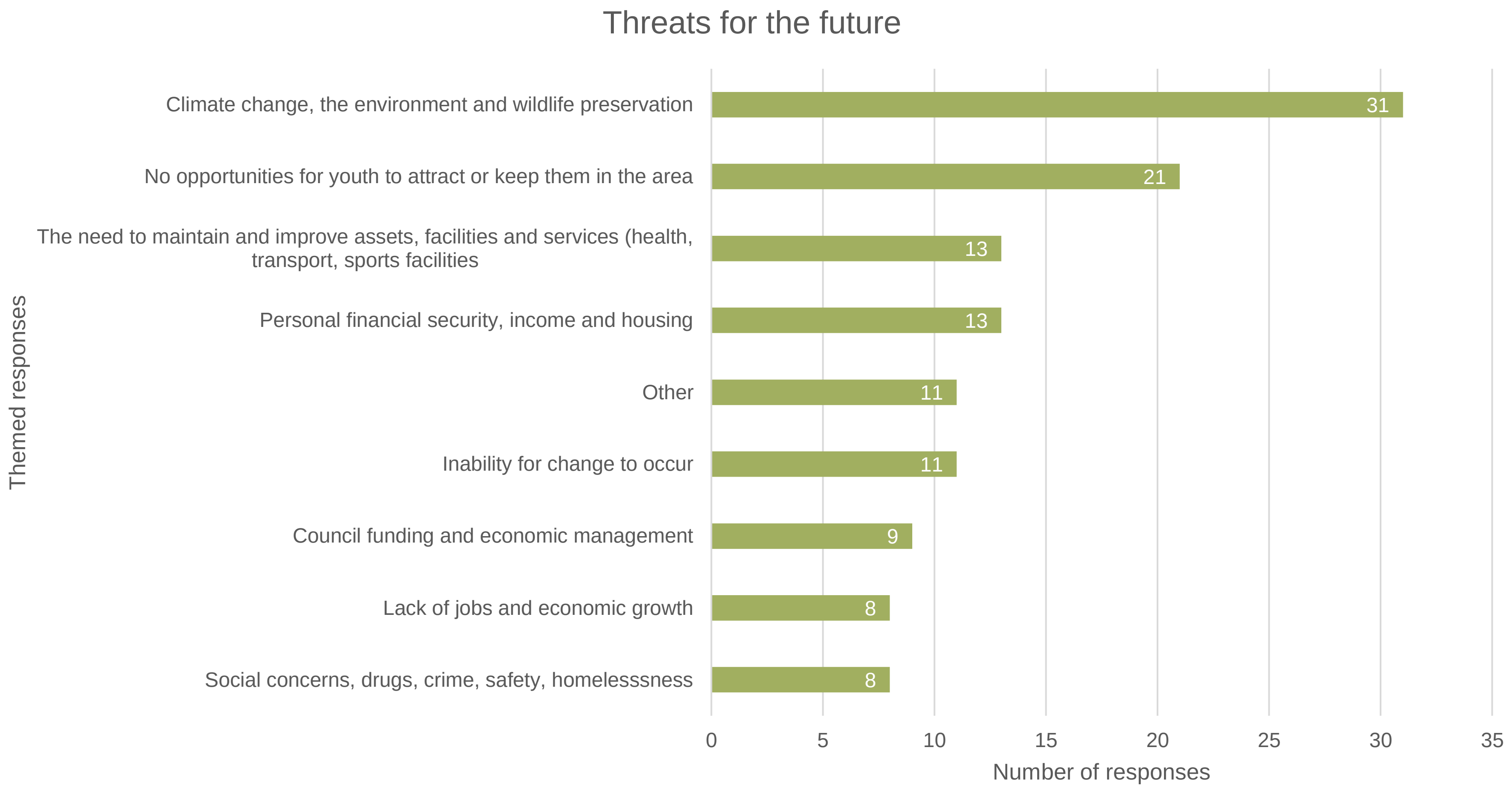


Figure 9: Workshop responses to identifying threats to the future for Southern Grampians Shire

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 SG2041

Natural environment and wildlife: Better management and maintenance of the natural environment habit and wildlife were identified as significant opportunities when attracting new residents and tourists.
Tourism: Strategic investment into tourism, especially eco and nature-based tourism are opportunities to be pursued.
Location: Hamilton is situated at the intersection of three key highways. The Henty Highway connects Hamilton and the Municipality with Horsham and Portland. The Hamilton Highway links to Ballarat and the Glenelg Highway is the most direct east-west route from Melbourne to Mount Gambier and the Limestone Coast.
Agriculture: The agriculture sector is, and will likely remain, the cornerstone of the Shire's economy. Opportunities to improve farming practices will consolidate this strength.
Residents: The talent and skills of the existing community and their sense of community was a recurring theme.
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) and agricultural college (RIST) training opportunities. The independent education sector is also strong across the Shire.
Liveability: The Shire scores highly with respect to livability in areas including climate, community volunteering, median house price, use of active transport (walking, cycling) and sport participation.
Parks, gardens, sport facilities: Including bike/hike trails and sporting opportunities.
Cultural arts and local events: Including the existing Hamilton Art Gallery, Hamilton Performing Arts Centre 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.

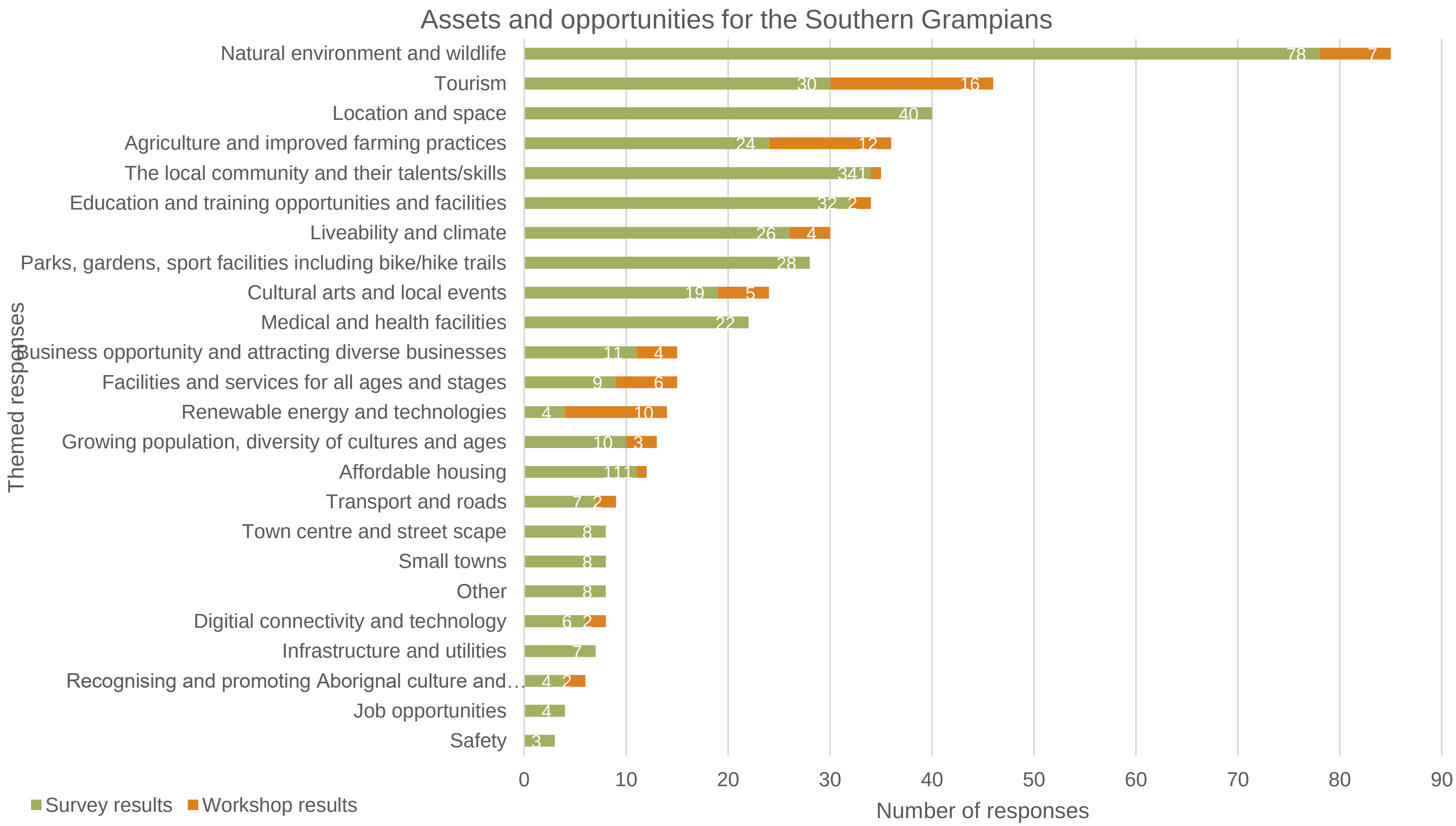


Figure 10: Workshop responses to identifying opportunities for Southern Grampians Shire

The following table shows how the Shire is performing on liveability indicators, relative to the other 78 Local Government Areas in Victoria, and where the challenges and opportunities are. Lower scores indicate higher levels of liveability. 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)	Percentage 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 $2,000 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)	Amount of General Practitioners for every 1,000 residents (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)	

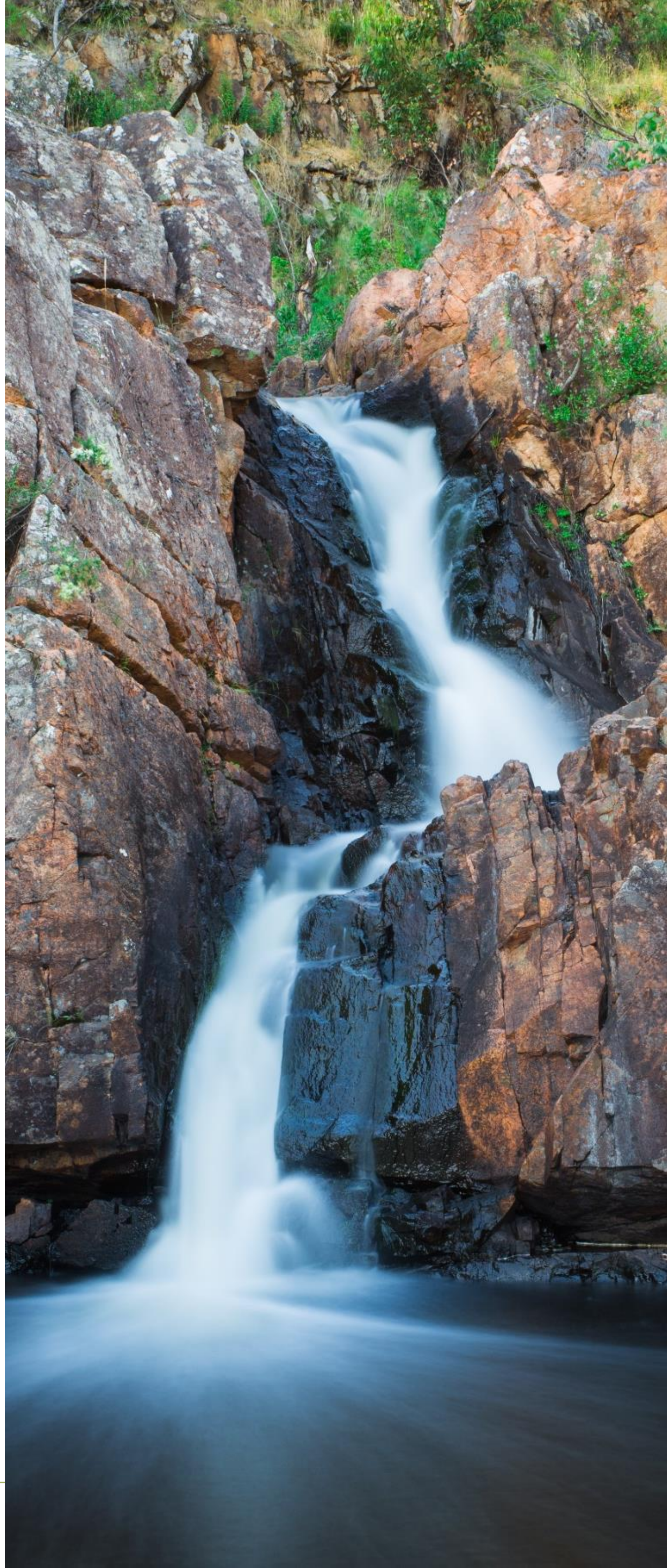
3.5 Water Resources

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.

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 for Coleraine, and is used as a recreational water body.
4. Dilwyn Aquifer supplies several townships in the region. 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 11A, 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 11B.

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[6], 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).*

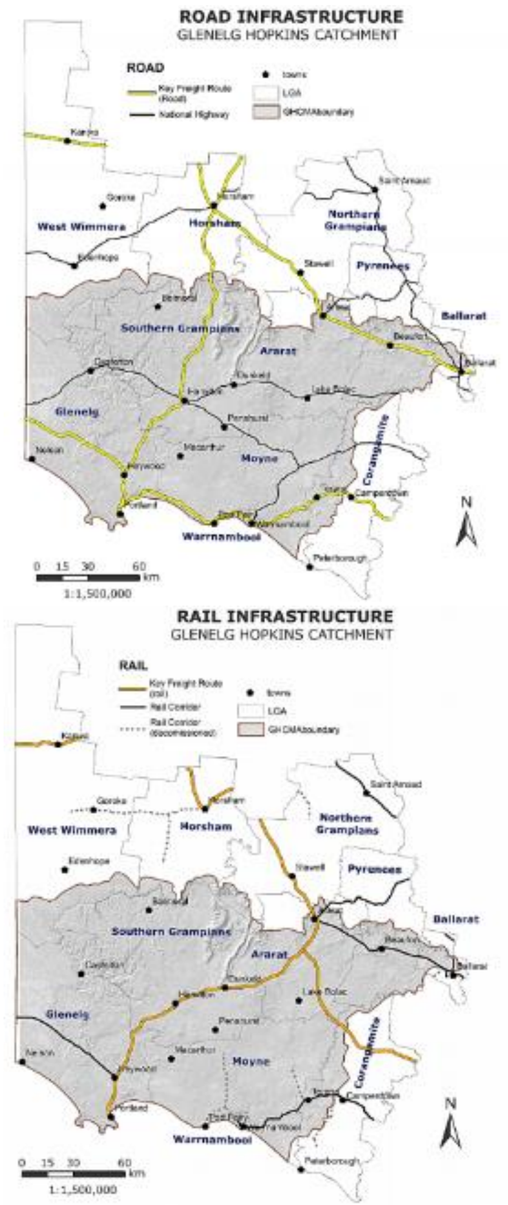


Figure 11A & B: Road and rail infrastructure (source: Mrazova, J, 2018)

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 Local Government Area (LGA) in Victoria[7]) 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 is 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 endured by young families… (if) both partners rely 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%
Warnambool	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 fifteen 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.

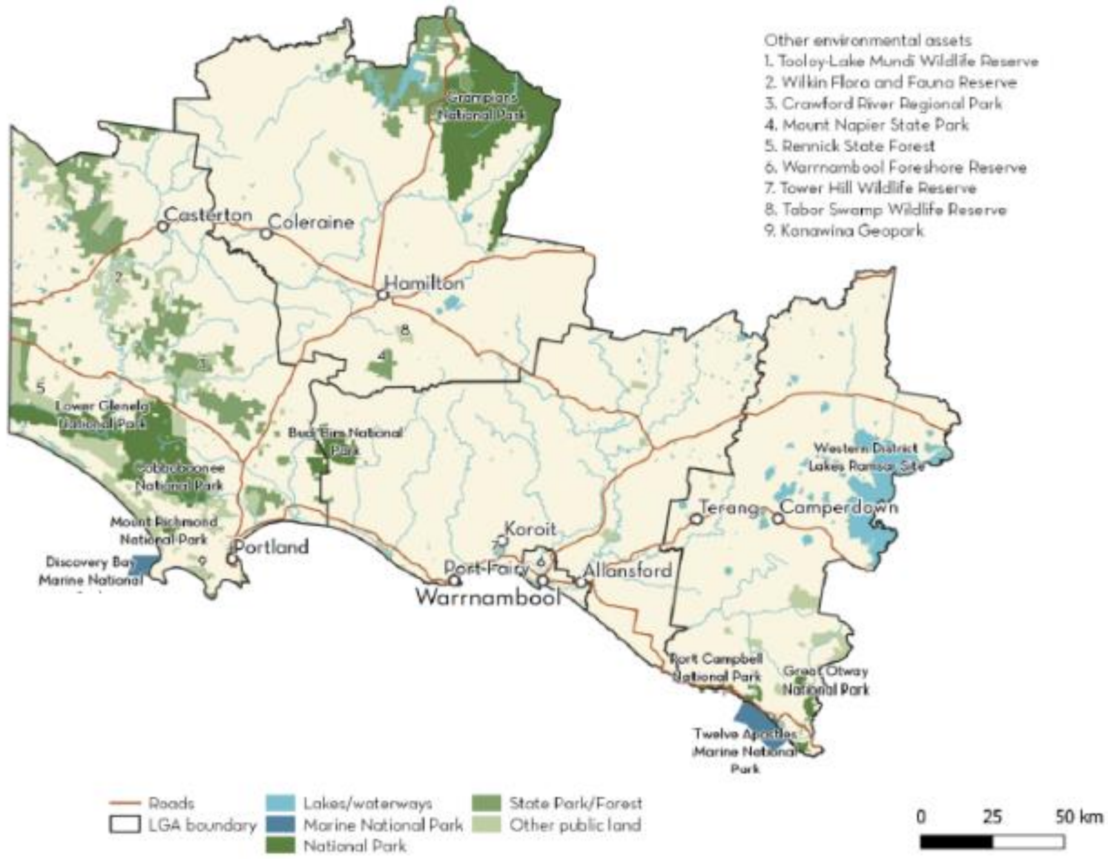


Figure 12: Great South Coast region – key environmental assets (source: Aither, 2019)

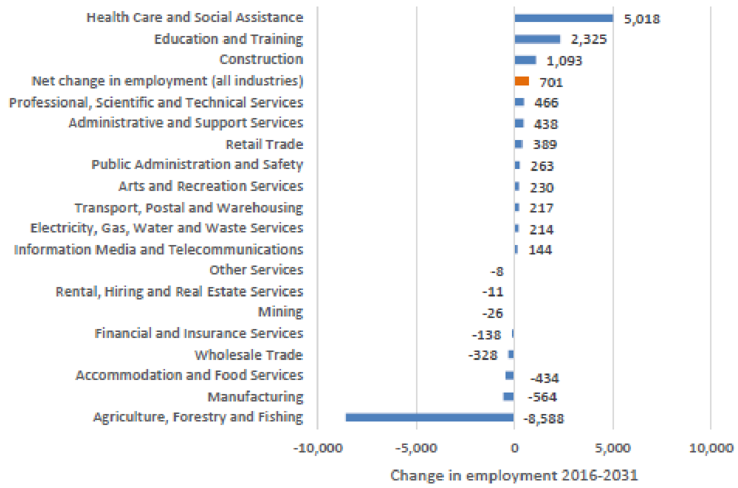
3.9 Economic Profile

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 southwest Victorian population more skilled in primary industries (Mrazova, 2019). **Workforce shortages** are a noted concern with many businesses struggling to secure appropriate staff. Some four thousand 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 gross value added (GVA)[8] 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 one hundred and fifty separate businesses in the region rely on the forestry industry and support more than three thousand four hundred direct forest industry jobs and more than eighteen thousand 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



Source: Deloitte Access Economics n.d..

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

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.

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.[9]

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 Gunditjmara aboriginal people who have lived in the area for more than 6,600 years.

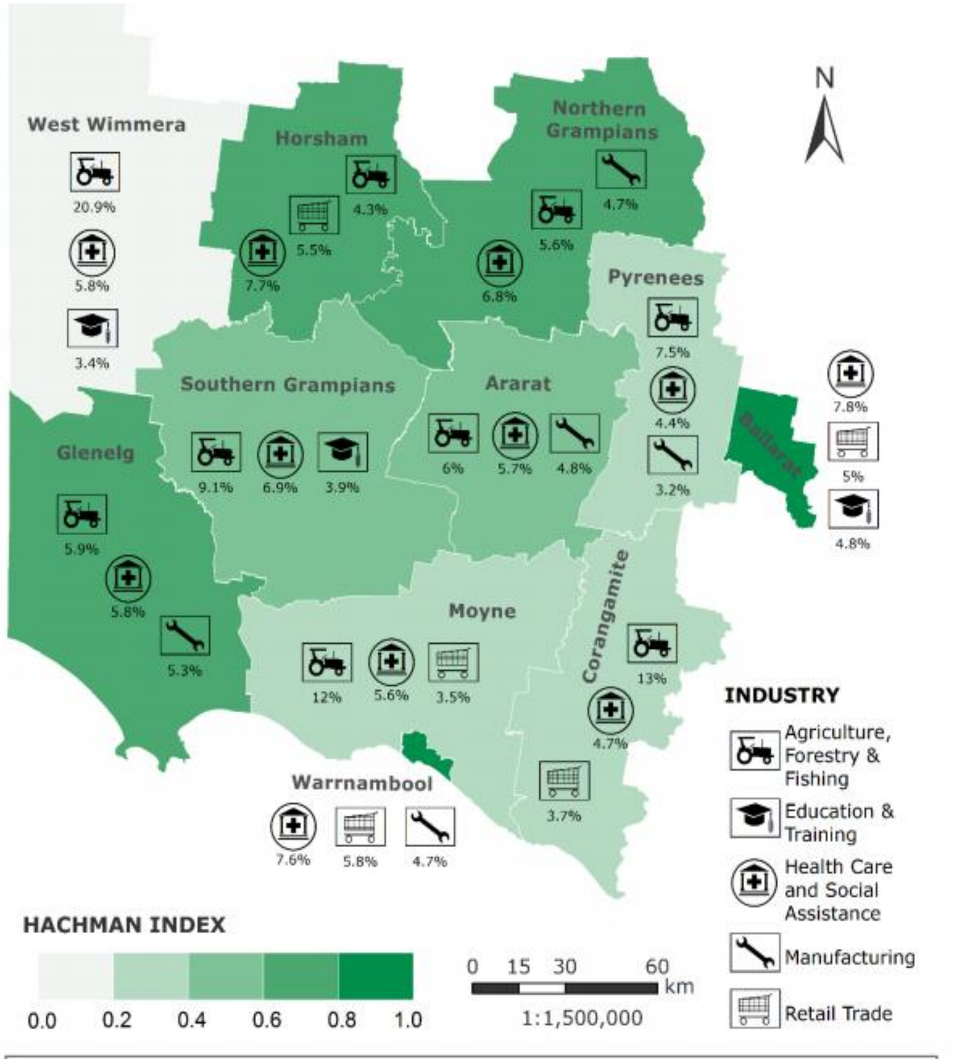


Figure 14: Three key industries by LGA using 2016 census data (source: Mrazova, 2018)

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 Shire Council indicates that based on CSIRO modelling, comparing the period 1960 to 1990, that the Southern Grampians region 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 Australian Bureau of Statistics (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 twenty km 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 ageing of the population, an increased national population, electrification of transport as well as the push for renewable energy to decarbonize the economy.

ageing 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[10]	A possible reality
Future – People	• Exoskeletons become common, initially to address mobility issues (limbs) but expanding rapidly.[11] See Sawicki, 2020 • Retirement age and superannuation rules change to reflect increased life expectancy • Brain computer interfaces become common **Implication – we live longer, better and need to adjust finances to meet these changes**
Future – Population	• Australian population increases to forty million in 2050 (Whigham, 2017) with most living in cities[12] • 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 (less than 1,000) 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) **Implications – liveability is a key to attracting population growth**
Future – Economy	• 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) **Implications – visitor services become a key driver, along with waste management and overseas demand for products**

Future – Work	• Forty per cent 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. Online and virtual reality as substitute for face-to-face contact (KPMG, 2020) **Implications – future jobs and technology will transform the workplace and skills needed**
Future – Transport	• 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.[13] Whilst electric cars make up less than one per cent of Australian fleet now, by 2030 the goal should be 75% with trucks at 60%[14] **Implications – transport will be highly impacted by electrification**
Future – Health	• Focus on prevention, smart watches, telehealth platforms, driverless ambulances (Suncorp, 2015) **Implications – telehealth and technology will change the way patients and specialists interact, where they meet and how service is delivered**
Future - Climate	• Hotter and drier[15] across Australia. Nine of last ten years have been hottest on record[16] • 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, two per cent of Australian forests burn. In that year twenty-one per cent burned[17]. Supporting communities to recover from fire and flood events (Marysville ten years 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[18] **Implications – climate change mitigation and adaptation will be core policy focus areas**

Future - Food

- Vertical agriculture, growing food in artificial intelligence controlled vertical buildings likely to be 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)

Implications – food demand will change what we grow and how

Future – Water

- 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

Implications – water management will be highly modelled and dynamic with circular usage (IWM) strategies similar to waste management

Future - Energy

- Coal fired power exists but reduced in scale and only serve specific legacy industries. Renewables to grow by four times by 2040 (Measham, 2019) (see Megatrend example D)

Implications – climate change mitigation and adaptation will be core policy focus areas

Future of Technology & big data

- Better battery - smaller, faster and cheaper (Suncorp, 2015)
- Internet connects everything including within the home
- Digital agriculture has potential to increase GDP by $24 billion 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)

Implications – Technology, especially enhanced digital connectivity to drive economic growth opportunities, tech friendly homes, enhanced education, greater road safety and stronger social connectivity outcomes

Takeaway – this is not a story primarily about climate change but rather about accountability in governance and how individuals expect leaders to act.

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 $57 billion) 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 sixteen year-old student took out a class action against the Australian Federal Government to injunct the Minister for the Environment from determining an approval for the Vickery Coal Mine extension near Gunnedah[19]. The action was 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[20].
- 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[21].

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 twenty-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[22].

The challenges with the transition the electric vehicles are presently wide ranging. One is price point 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 the price trajectory of combustion-powered vehicles 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-powered 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 Penshurst 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 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.

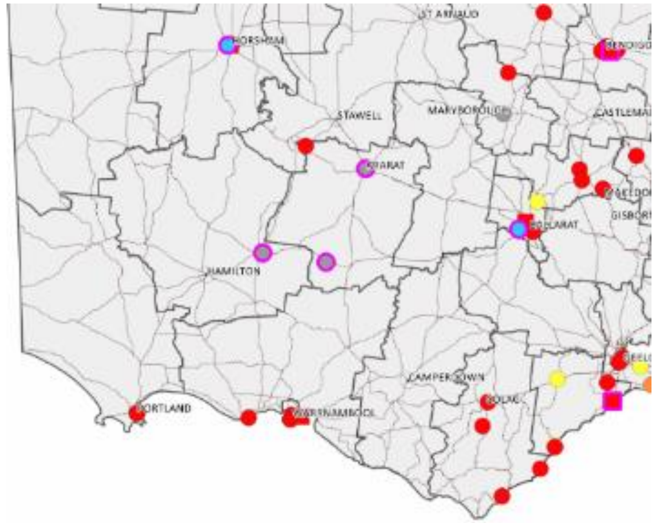


Figure 16: Planned or delivery charging stations in south-west Victoria (source: energy.vic.gov.au)

A whole of Shire bicycle strategy is recommended. The Strategy would be funded and progressively delivered (subject to ongoing funding) across the short to long term (see pillar three of Strategic Directions). Potential key routes include the Coleraine to Hamilton rail trail with linkages with Cavendish.

Flexible local transport solutions is a state government initiative, delivered via the Department of Transport (DoT) to address small scale needs in local communities. Noting the distances involved in accessing large regional centres, the benefits of these flexible 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 operators $100 per box to put twenty-foot containers on rail as opposed to road. The payment is an annual grant. 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 and triples).

The future of **passenger rail** is difficult to predict. Hamilton has not has a rail 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 the State Government level. Future public transport connecting the Shire to the region, 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 per month) – daily service
- The second busiest route is from Hamilton to Mount Gambier (500 - 600 per month) – daily service
- The third busiest route is from Hamilton to Warnambool (350 - 450 per month) – No Monday or Saturday service
- The route to Ararat is least patronised route (100 – 120 per month) – No Monday or Saturday service.

Given this, advocacy for stronger bus services to Ararat or even Horsham may not be warranted. According to the data, the linkages to Ballarat, Warnambool and Mt Gambier appear far stronger and there may be merit in exploring how to strengthen these linkages further.

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 and automation becoming more common on farms. 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 may 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 with seasonal workers from overseas or interstate becoming scarce. This accelerated the push for less reliance on overseas labour through automation, as well as local production and shortened supply chains.

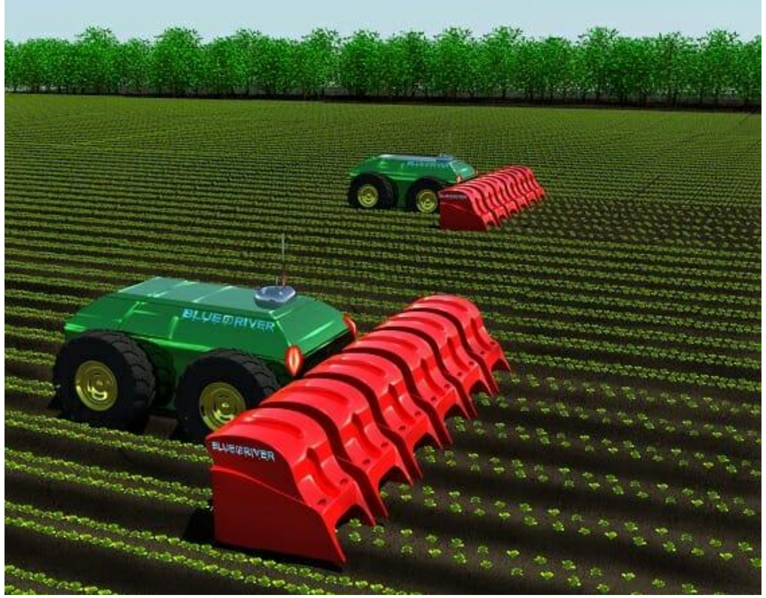


Figure 17: Lettuce Bot, like a robotic terminator (source: modernfarmer.com)

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[23] 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. Certified organic and permaculture movements also 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 $20.7 billion globally and is growing rapidly[24].

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

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

Farming 4.0 provides an opportunity to change the political landscape. As Chan (2021) writes, the debate on farming is currently 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.

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 of 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 requiring twenty five percent renewable energy production in 2020 (Hamilton, 2019). Net zero by 2050 is the current goal. There are also renewable zones where renewable energy projects will be delivered, which in south west Victoria essentially means more wind farms (see Figure 20).

Australia's Renewable Energy Target 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[25].

Within south west 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 Government level, maximizing the community advantages and limiting adverse impacts should be 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[26]. To get an idea of scale, Macarthur Wind Farm has distributed $200,000 since 2018. At Bulgana Wind Farm 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 in Ballarat to deliver training on turbine maintenance.
- Determining in which landscapes underground power may be preferred e.g. near sensitive heritage sites.

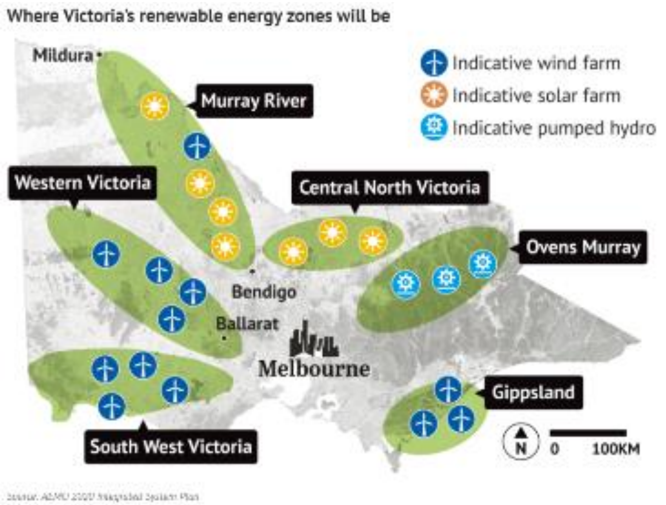


Figure 20: Location of Victoria's Renewable Energy Zones (source: Perkins, 2020)

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-utilised 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.

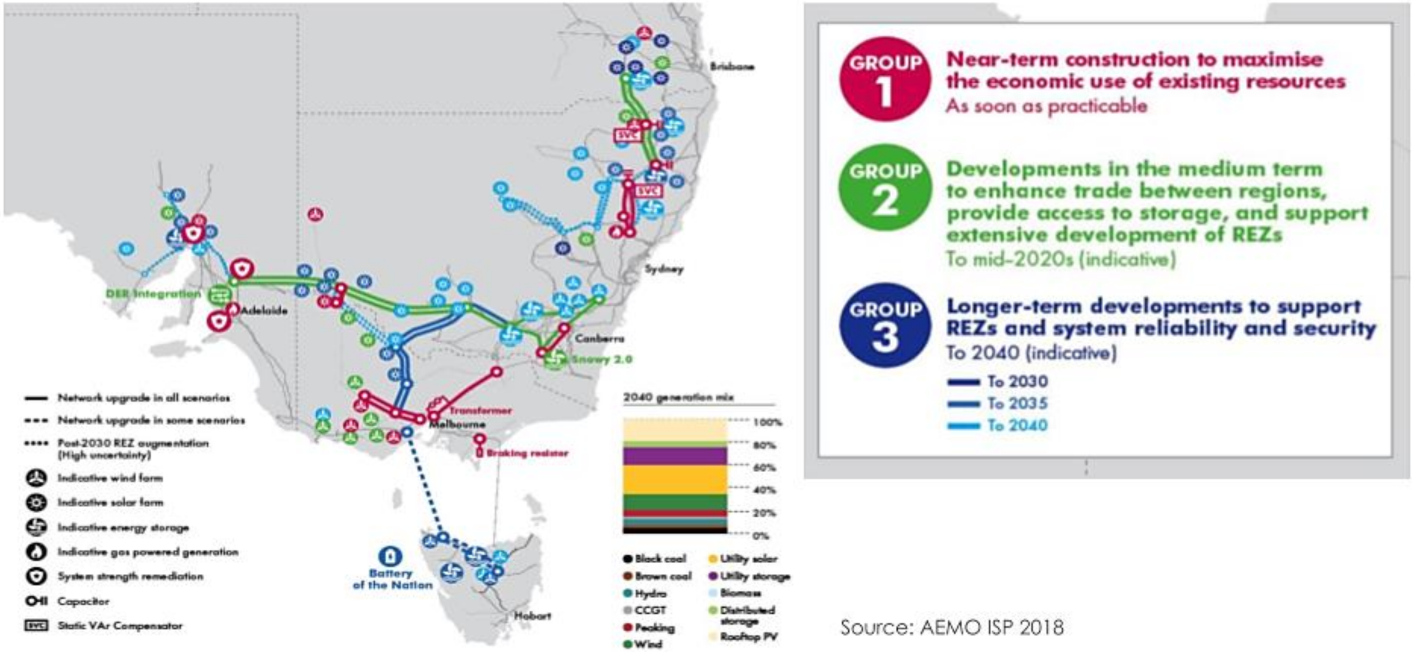


Figure 21: Future trend – increased interconnection (source: Hamilton, 2020)

Megatrend example E Ecosystem Services

At a global level, there has been a push to place 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 Labor Government (Dept. of Environment, Water, Heritage and the Arts, 2009). It formed part of the proposed National Carbon Accounting System.

At a State level, the Victorian Government has been applying the United Nations System of Environmental Economic Accounting 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[27]).

Industry is also talking about ecosystem services. KPMG (2019) on behalf of the National Farmers' Federation (NFF) 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 $30 million pilot programme that could 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 MP committed $35 million 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 the 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

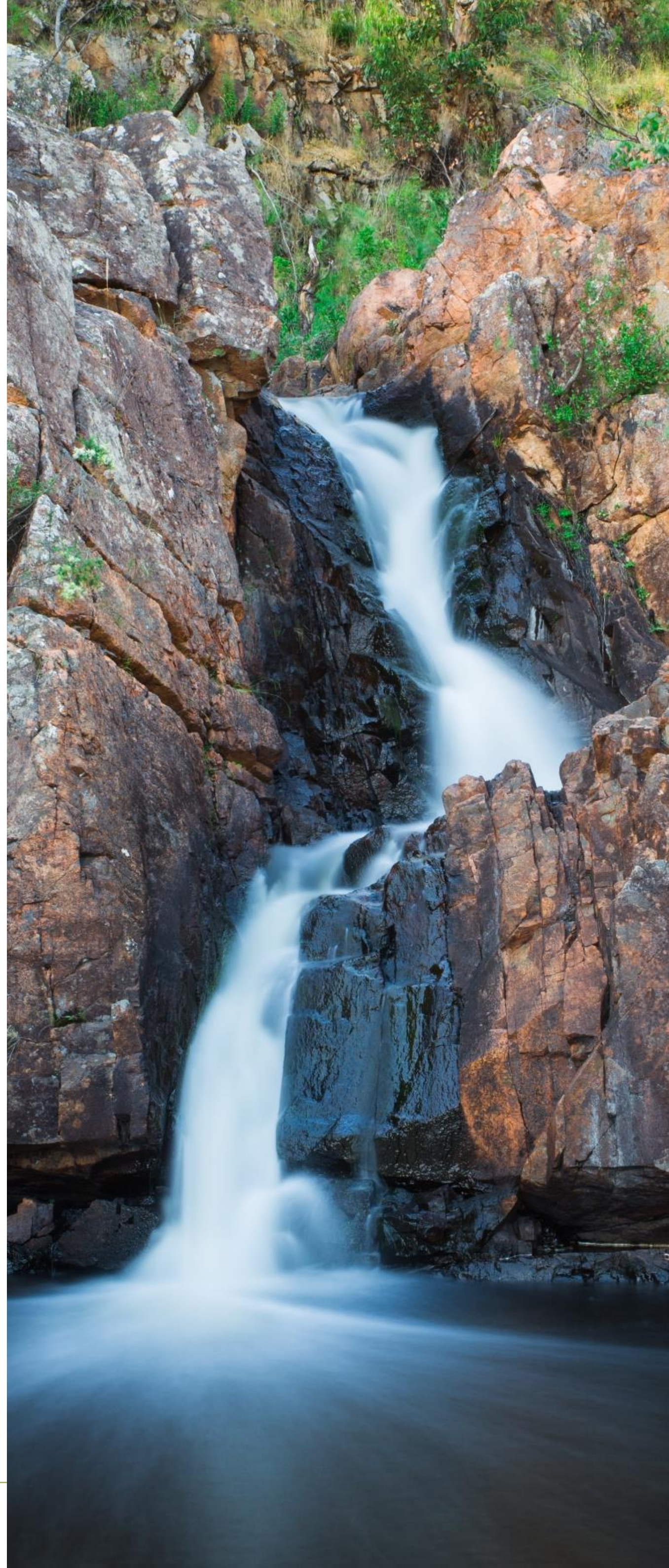
Our future, just like our history and present day, is shaped by regional, State, Federal and global decisions. Whether it is where we shop, work or play sport or how we get there, the investments in infrastructure, the choices and opportunities made available to our community are both directly and indirectly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

The following are some of the regional inputs considered in the development of SG2041.

[Note when referring to regional perspectives, information has been collected from a range of sources, as Southern Grampians Shire 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 south west 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).



GREAT CONNECTIONS

Vision of success:
Through bold and effective leadership, the Great South Coast is recognised globally for strong regional collaboration and has communities and businesses that are connected physically and digitally.

- **KA1** Endorse the Federal Government's Princes Highway Corridor Strategy and lobby the State Government to match implementation of actions for Princes Highway - West Colac to South Australia Border.
- **KA2** Advocate the State Government for regional and rural road funding programs including improving narrow roads, bridges and other programs and to fund key economic links across the region.
- **KA3** Advocate Federal and State Governments for increased rail freight movements and infrastructure on the Maroona to Portland line, improved passenger rail to Warrnambool, fast rail and reinstatement of passenger services to Hamilton.
- **KPI1** To fund and implement a Digital Strategy and Plan to share our knowledge across the region, Victoria and globally.
- **KPI2** Road funding programs established.

GREAT COMMUNITIES

Vision of success:
All Great South Coast residents and visitors are able to enjoy and benefit from high quality urban and natural spaces. A significant investment has been made to support and encourage active, healthy communities through passive and active recreation pursuits along with appropriate health infrastructure and services. Great South Coast communities welcome others and embrace diversity. It is a place where our communities work, learn and socialise together in harmony.

- **KA1** Influence State and Federal Government policy to include Building Better Regions and Regional Development Victoria programs that encompass innovation, digital, population and workforce attraction.
- **KA2** Advocate and deliver a rural and regional outdoor pool policy.
- **KA3** Advocate and support health services in the region ensuring that appropriate healthcare is provided for Great South Coast residents.
- **KPI1** Partnerships and collaboration to plan and deliver quality active and passive spaces across the region.

GREAT ECONOMIES

Vision of success:
The Great South Coast has attracted and retained sufficient workforce through skilled migration and locally provided education pathways to cater for current jobs. We have grown our further and tertiary education offerings.

- **KA1** Inform and influence a Victorian population policy to generate a population and workforce plan for rural and regional centres, translating into population growth for the Great South Coast.
- **KPI1** Secure funding and grow the Designated Migration project initially in Hamilton, Casterton and Portland.
- **KPI2** Position Great South Coast as an attractive location able to accept Government decentralization by leveraging off current and future identified strengths, for example agriculture, aquaculture and renewable energy.
- **KPI3** Successful implementation of DAMA initially in Warrnambool and then expanding across the region.

GREAT ECO-TOURISM

Vision of success:
The Great South Coast is acknowledged as having significant renewable energy resources and is recognised as a leader in energy generation and research whilst valuing and protecting our environmental assets. The Great South Coast is world-renowned for our natural and Indigenous tourism.

- **KA1** Partnering with State and Federal Governments and the Private Sector to identify and develop industry clusters benefiting from renewable energy.
- **KA2** Further develop and plan, in collaboration, the Indigenous tourism offerings available including Budj Bim World Heritage Listing, Tower Hill and the Grampians National Park.
- **KPI1** Delivery of Shipwreck Coast Masterplan, Great Ocean Road and 12 Apostles along with Geelong City Deal components of Great South Coast.
- **KPI2** Delivery and implementation of Great South Coast Economic Futures Report.

GREAT AGRICULTURE

Vision of success:
The Great South Coast is known as a provider of premium quality food and fibre. The region is recognised as a food destination with visitors flocking to the region for our unique and value-added products.

- **KA1** Delivery of Food and Fibre Strategy actions, support and progress of canola processing opportunity.
- **KA2** Complete the Great South Coast Economic Futures work and plan next steps.
- **KA3** Advocate, collaborate and support the Dairy Supply Chain Study Investment Prospectus.
- **KA4** Further develop and grow the aquaculture economy of the region.
- **KPI2** Further development, refinement and delivery of GSC Food and Fibre Plan.

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[28].

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 and advocate on behalf of 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 SG2041 was a study referenced as Services for Rural Liveability (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 years 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's priorities are set out in the Draft 30 Year Infrastructure Strategy[29]. 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	• Accelerate uptake of zero emission vehicles • Identify and coordinate priority Renewable Energy Zones
Respond to climate change	• Assess carbon value in assessing infrastructure • Progress integrated water cycle management • Strengthen agricultural water security by modernising irrigation
Build a circular economy	• Increase and upgrade waste processing infrastructure on six priority materials. Facilitate increased recovery. • Strengthen end markets for recycled materials
Enhance market access and productivity	• Deliver funding certainty for regional road maintenance and upgrades. Funding to be prioritised based on improving safety, decreasing vehicle emissions and lifting economic productivity
Unlock regional economic growth opportunities	• 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	• 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	• 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 SG2041 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	Potential approach
1. Youth Needs		
1.1 Youth support services (those aged 12 – 25 years)	Are we as a community disconnected from youth, not listening to their needs?	• Council to prepare youth strategy in partnership with WDHS, Youth Affairs Council Vic and other stakeholders. 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?	• 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: • Health and Wellbeing Plan • Advocacy priorities to attract younger residents and families • Age appropriate housing strategies to influence local builders

		• Delivery of urban renewal infrastructure making aged friendly access a priority • Ongoing resourcing and support for community bus initiatives • Age inclusive programming in Cultural Arts, events etc. • Deliver community infrastructure framework
4. Disability Support Services & NDIS		
4.1 Young people in nursing homes	Young people with special needs require appropriate housing	• Council to review demand as part of local housing strategies (see Pillar 3 issue 3)
• 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	• Examine Council advocacy priorities
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	• Review needs in Health and Wellbeing Plan • Examine Council advocacy priorities
6.Young Mothers		
6.1 Gaps in support services	Lack of support for young mothers including change facilities and nursing support with infants	• Review support service needs in Health and Wellbeing Plan
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	• 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
7.2 Food support	SalvoConnect and Uniting Church both separately do food support. Is there scope for more co-ordination of support services?	• Examine in Health and Wellbeing Plan

8. Volunteers as key resources		
8.1 Challenges and opportunities	Volunteers do the work that no one else is. Constant demand at WDHS & Council[30] amongst others. Less time for volunteers to assist is a likely problem emerging Ambulance Victoria says issue is small towns with ageing 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	• Advocate and support volunteer initiatives e.g. National Volunteer Week
• 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 exist 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?	• Address via Great South Coast Group of Councils, South Coast Partnership and Council advocacy list
• 10. Local transport solutions role and community bus services		
10.1 Challenges & opportunities	The demand for community bus service is significant. Residents are undertaking long journeys 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 • Critically review opportunities for local transport solutions via DoT funding sources
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. This is possible in Hamilton, however not possible if an incident occurs at Balmoral.	• Examine via Municipal Emergency Management Plan

5.2 Strategic Pillar Two: Economy and Business

Topic	Issue identified	Potential approach
1.Population targets and strategies		
1.1 Regional policy approach	Lack of population growth in Southern Grampians and south west 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 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? We need to be clear on our attractions and support them effectively	• Develop and finalise Environmental Assets Management strategy (have a clear hierarchy of attractions) • Examine commercial opportunities into Grampians National Park with ParksVic using Dunkeld as a base (Dunkeld Visitor Information Centre as potential business centre) • Re-focus efforts towards on-selling activities to tourists from existing and new businesses alike • 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	• RTB resourcing should be shaped by what each RTB offers. We 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 three-star rated or below	What changes if any, will be needed for existing accommodation to deliver the customer experience[31]? Critically review Council role in managing caravan parks (tourism or social housing or both?)	• 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 that Council presently operate
2.4 Spreading tourist investment across the Shire	From an environmental as well as infrastructure perspective, many flow-on effects arise from a limited tourist dispersion model with environmental assets including parking, walking trails etc. The focus on tourism assets needs to extend beyond Grampians National Park	• Council to work closely with ParksVic via the Volcanics Project as well as via MoU between the two parties, to better address local planning outcomes in the visitor experience sector. Complete the Greater Hamilton Volcanic Trails Masterplan and Penshurst Volcanoes Discovery Centre Upgrade
3. Key worker housing[32]		
3.1 Facilitating housing investment for key workers in local economy	Key worker housing is integral to attracting many key employees into the Shire and to major employers in Hamilton – WDHS, SGSC, VICPol, CFA, education sector etc	• At a regional level, identify which mechanisms would be best employed to manage the key worker housing delivered? Undertake an assessment of how best to leverage land owned by Council to meet key worker housing needs
4. Agriculture		
4.1 Big farms getting larger, investing for the future	Farms are buying other farms to achieve economies of scale. Many farms are putting money into farm improvement / machinery / technology. Genetics are a work in progress	• Review planning scheme controls via Rural Land Use Strategy (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	A move to cropping and more individual horticulture businesses is expected A regenerative approach to land management will become a bigger focus for many farmers	• 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 mechanisms • Council to develop a position on ecosystem services and how this may benefit the environment and support more sustainable farming practices
4.3 Supply chain focus	In agriculture and retail there appears to be a 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. Sixty per cent of economy is food and fibre related. Unlocking water will likely be game changing	• More strongly advocate for a flexible water regulatory system in south west 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 underway since 2013, when the exploration license was purchased Victorian Government is promoting exploration. Forty per cent of the State is under exploration license. Normally it is around thirty per cent	• 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?	• Watch and monitor impacts of global conditions on mining sector. Maintain dialogue with Illuka
6. Plantation Forestry		
6.1 Regulating plantation forestry sector	Council does not have a regulatory role over forestry plantations or clear position stated in Council Plan 2017 to 2021. However there are local business benefits from this sector e.g. Vickery Bros (machinery, drone work, fertilizer application etc.) and there is scope to expand benefits further	• Refer to 6.2 below
6.2 What partnership may look like	Council should consider the following initiatives: • 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. • Carbon capture and carbon policy at State and Federal level • Bioenergy opportunities	• 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 wherever practicable

7. Renewables Sector		
7.1 Trends in renewables sector	The number of wind farms in the Shire is expected to increase, as will their scale (height, power generation capacity). New turbines can generate four 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 Wind Farm at Rokewood is the largest in the southern hemisphere (117 turbines). Many businesses wanted to register interest in working on the project. Federation University has established a course for maintenance of wind farms. Generally, crews travel the world to maintain assets. Opportunity exists locally to fill this gap	• Council to work with local training providers e.g. 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 Southern Rural Water (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 in the short term. A Deakin supported horticulture pilot project in south west 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	It is likely SRW will be further considering enhanced and more efficient regulation of groundwater resources, especially in the Dilwen aquifer. This may lead to more scope for greater diversity in agricultural sector production 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 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 Farmer Health are particularly significant	• Consider partnership with RIST and the National Centre for Farmer 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 Farmer Health to understand farming community needs
10. Jobs that cannot be filled (or difficult to fill)[33]		
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

5.3 Strategic Pillar Three: Built Environment and Infrastructure

Topic	Issue identified	Potential approach
1. Perspectives on Hamilton		
1.1 Hamilton needs urban renewal investment	Hamilton is characterised by its heritage. It has an elegant design that needs a refresh. Streetscape improvements are part of that solution Footpath defects in Hamilton need fixing Access issues into the Performing Arts Centre for the aged Push parking to the edges of Hamilton. Make Hamilton pedestrian and bike friendly	• Continue progressive delivery of the Hamilton CBD masterplan (adopted 2020). Continue urban beautification initiatives such as street tree planting and footpath repairs • See Pillar 3 issue 5 - bike strategy
1.2 Smaller towns and future planning	With respect to smaller towns excluding Hamilton, structure plans are in place for Tarrington and Dunkeld. The remainder of the small towns do not have plans. Some towns 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	• Deliver Small Towns Strategy linked to Community Infrastructure Framework. Need clear policy statements on each town in planning scheme and review of structure plan and urban design
2. Key building assets not fit for purpose		
2.1 WDHS Base Hospital	The current Emergency Department (ED) is not fit for purpose. The space is small and patients can touch each other on trolleys and there is limited privacy. There has been significant growth in presentations to the ED[34]. First phase of a major redevelopment, bringing hospital in line with contemporary health standards. Without investment, recruitment of key medical staff becomes difficult	• Advocate for investment into Hamilton Base Hospital to maintain and enhance its current role
2.2 Baimbridge College upgrade is partly delivered	Nine million dollars of funding has been delivered for stage one on western side of Mt Baimbridge Road. To be an ongoing viable choice for potential students, investment in this school is critical	• Continue to advocate for ongoing investment to finalise required upgrades of Baimbridge College

2.3 VICPol HQ in Hamilton not fit for purpose	Built in 1958. The custody area was renovated however the 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	Limited stock of one bedroom places within the Shire. If people want to downsize there is not much choice available Lack of rental properties. People are selling investment properties. Instances of potential employees who have said that if they can't find accommodation then they won't be able to proceed with employment in Southern Grampians Shire 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 successful however some feedback indicated that the 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 more than three years, as existing site is not fit for purpose. The SES also have challenges with their facilities	• Actively explore with CFA and SES an opportunity for a combined facility and ICC in Hamilton
4.2 Hamilton airport	Currently money put into shed there at the moment, which has increased capability. Investigations into ability of servicing large air tankers from that air base, however the current pavement thickness can't support those aircraft	• Council to monitor funding opportunities at State / Federal level for ongoing facility upgrades

4.3 Stronger relationships between CFA and Council	Proximity of Municipal Emergency Control Centre (MECC) to Incident Control Centre (ICC) is important for agency work collaboration	• 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 well suited for cycling. A greater priority to bike trails and supporting infrastructure is needed	• 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
6. Rail & road infrastructure		
6.1 Future of Passenger Rail	Have advocated for passenger rail to return to Hamilton for more than 30 years	• Critically scope via a gaps analysis, what data is needed to further consider passenger rail in the region. Include critical access needs to Warrnambool, Ballarat, Horsham and Mount Gambier
6.2 Better bus services needed	Strengthened access to regional centres via bus networks is a priority	• Critically review bus network opportunities especially to Mount Gambier, Warrnambool and Ballarat based on DoT patronage data
6.3 Freight logistics hub	Iluka Mineral Separation Plant (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 (100 tonne trucks) are now gazetted. Managing the impact of these vehicles will be critical in Hamilton	• A review of A-double truck routes across the Shire to understand the 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[35].	• 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 outcomes
8. Art Gallery as cultural tourism anchor		
8.1 Why come to Hamilton as a tourist?	In 2017 / 18, a tourist population of 3.5 million domestic and international visitors stayed a total of 4.6 million nights within a 101km radius of Hamilton. However, only 230,000 visitors annually came to Hamilton. The Great Southern Touring Route by-passing Hamilton and nearby attractions reinforces this trend[36]	• Council to deliver a strategic approach to our arts and culture infrastructure, including progressing the new Hamilton Art Gallery. Examine scope for expanding arts and culture programs and asset fitness for purpose via new Arts and Culture Strategy

5.4 Strategic Pillar Four: Natural Environment

Topic	Issue identified	Potential 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	It is possible to see platypus in a waterway on the edge of this settlement. Council should acknowledge these assets	• Update Grangeburn Masterplan. Finalise management plan once MoU is endorsed with GHCMA as a joint project. Ensure adequate funding to manage assets
2.2 Bandicoot enclosure, Hamilton	Bandicoot enclosure and surrounding crown land (DELWP) could 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. Landowner knowledge of rules and regulations is uneven	• Complete Environmental Assets Strategy (currently 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 thirty to forty per cent of native vegetation retained. The level is well below that in south west Victoria	• 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 higher 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 south west Victoria over next 10 - 20 years. 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 Municipal Emergency Management Plan (MEMP) is due late 2021
4.3 Vertical production	Intensive agriculture will be a likely trend	• 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 twenty-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, ninety per cent of bush has burnt between 2000 and now. A century ago, it was sixty to sixty-five per cent. 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 Municipal Strategic Statement review
5.2 Role of Hamilton airport in emergency management	Airport is pivotal to district due to its firefighting role. 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 could strengthen its emergency preparedness. Actively pursue exercises and partnerships with other emergency response agencies	• Prepare updated 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 twenty to twenty-eight per cent 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	Southern Rural Water (SRU) to update the groundwater hub website. Hasn't been updated since 2015	• Advocate for SRW to update groundwater hub website to better share relevant information for all stakeholders
7. Waste Management and circular economy		
7.1 Emerging issues	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 and metals separation early will be key. Opportunity for regional areas[37] Understanding the scale of tech and services and what micro facilities can be set up in a region	• Critically review in new Sustainability Strategy how best Council can position itself within the region, based on affordable solutions and strong industry partnerships • 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[38]
7.2 Role of education	Community education on waste management and recycling has always been a big issue due to different practices of councils	• Critically review in new Sustainability Strategy how best Council can 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 does not currently have a policy on green fleet transition. Starting to get electric cars using camping sites in Dunkeld and recharge in Hamilton. The current Australian fleet comprises less than one per cent of total cars (March 2021 figures)[39]. Overseas ownership figures are far greater[40] linked to different government policies and tax incentives. Popular demand exists in Australia for electric vehicles but supply and choice is limited[41]. A push for zero emissions by 2050 (or earlier) will mean 75% of new car sales will need to be electric by 2030 [42]	• Review options in new sustainability strategy. Consider as a set of principles • 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

5.5 Strategic Pillar Five: Governance and leadership

Topic	Issue identified	Potential 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	• The key questions to determine service delivery directions should be: ◦ 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 the Shire afford not to be in it?	• How each LGA's 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 four-years and whether this agenda needs to be expanded / modified by priorities contained in SG2041 (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 people want to come and why they stay. Easy access to services, supermarkets, shops, libraries, performing arts are important	• 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 • Link with Community Infrastructure Framework which is focused on linking asset management with service delivery, accessibility (drive time, walk time) and fitness for purpose

3.2 Role of Local Government	Maintaining status of Hamilton as a liveable city or town. Work of local government has a strong influence on wellbeing of community. The framework could be used with service provision and to identify who is best served to deliver projects and services	• 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	Maintaining and managing existing Council assets will need to be driven by good data on utilization, fitness for purpose and community needs	• 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	SG2041 Participants	
Gender	51% Female 49% Male	54% Female 45% Male	
Aboriginal and Torres Strait Islander population	1.5%	✓ Briefing: Winda Mara Aboriginal Corporation ✓ Interview: Gunditjmirring senior elder	✓ Briefing to Gunditjmirring Board ✓ Interview: Eastern Marr representative
Top Industries:	Accommodation and Food	✓ Interview: Southern Stay Accommodation ✓ Interview: Great Ocean Road Regional Tourism ✓ Interview: Tourism industry experts[1]	✓ Interview: Dunkeld Caravan Park ✓ Interview: Limestone Coast Tourism ✓ Interview: Grampians Tourism
	Agriculture, Forestry and Fishing	✓ Interview: Green Triangle Forest Industries Hub ✓ Interview: Food and Fibre Council[2] ✓ Interview: Australian Blue Gum Plantations	✓ Interview: National Centre for Farmers Health ✓ Interview: Vickery Bros Agribusiness
	Construction	✓ Interview: Tapper Builders	
	Retail	✓ Workshop: Hamilton Regional Business Association	

[1] Ex Royal Mail staff, formerly at Grampians Tourism.
[2] Interviewed twice.

Health Care and Social Assistance	✓ Workshop: Western District Health Service ✓ Interview: Workshop: Western District Health Service ✓ Staff survey (38 responses): Western District Health Service ✓ Interview: Retired clergy[3] ✓ Interview: Anglicare	✓ Interview: St Vincent De Paul Interview: SW Primary Care Partnership ✓ Interview: Salvo Connect ✓ Interview: Red Cross ✓ Interview: Ambulance VIC
Education and Training	✓ Interview: Rural Industries Skill 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
Public Administration	✓ Interview: Southern Grampians Shire Council staff ✓ Staff survey (49 responses): Southern Grampians Shire Council ✓ Interview: Horsham Rural City[4] ✓ Interview: Glenelg Shire Council[5] ✓ Interview: DELWP ✓ Interview: Regional Development VIC ✓ Workshop: Regional Development VIC ✓ Interview: CFA[6] ✓ Interview: Department of Transport ✓ Interview: Ambulance VIC	✓ Workshop: DELWP ✓ Interview: SES ✓ Workshop: SES ✓ Interview: VIC Police ✓ Interview: DHHS ✓ Interview: Glenelg Hopkins Catchment Management Authority ✓ Interview: Parks VIC ✓ Interview: Barwon SW Waste and Recovery Group ✓ Interview: Wannon Water ✓ Interview: Southern Rural Water

[3] Former role at Uniting Church
[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.

		✓ Workshop: Ambulance VIC ✓ Interview: EPA ✓ Workshop: V Line Corporation	✓ Workshop: Sustainability VIC ✓ Workshop: Victorian Planning Authority
Other	Housing	✓ Interview: Professionals Real Estate ✓ Interview: Groves Real Estate ✓ Interview: Tapper Builders	✓ Interview: Elders Real Estate ✓ Workshop: Victorian Planning Authority
	Employment	✓ Interview: WDEA	✓ Workshop: Local Learning Employment Network
	Arts and culture	✓ Interview: RAV	✓ Workshop: Friends of Hamilton Gallery
	Environment	✓ Interview: Nature Glenelg Trust ✓ Workshop: Sustainability VIC	✓ Interview: Parks VIC ✓ Interview: Barwon SW Waste and Recovery Group
	Transport	✓ Interview: Rail Freight Action Group ✓ Workshop: Allens Freight	✓ Workshop: V Line Corporation
	Mining	✓ Interview: Minerals Development VIC ✓ Interview: Iluka Mine	✓ Interview: Stavely Resources
Disability Services		✓ Interview: Southern Stay	✓ Interview: Western District Health Services Community Transport
Ageing population		✓ Interview: Western District Health Services Community Transport	✓
Youth		✓ Interview: Southern Grampians Glenelg Primary Care Partnership ✓ Interview: Baimbridge College ✓ Workshop: Baimbridge College	✓ Interview: SW TAFE ✓ Workshop: SW TAFE ✓ 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	Community workshops	✓ Community workshop Hamilton ✓ Community workshop Balmoral, Cavendish and Coleraine ✓ Community workshop Byaduk and Branxholme	✓ Community workshop Glenthompson and Dunkeld ✓ Community workshop Tarrington and Penshurst

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 Penshurst 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

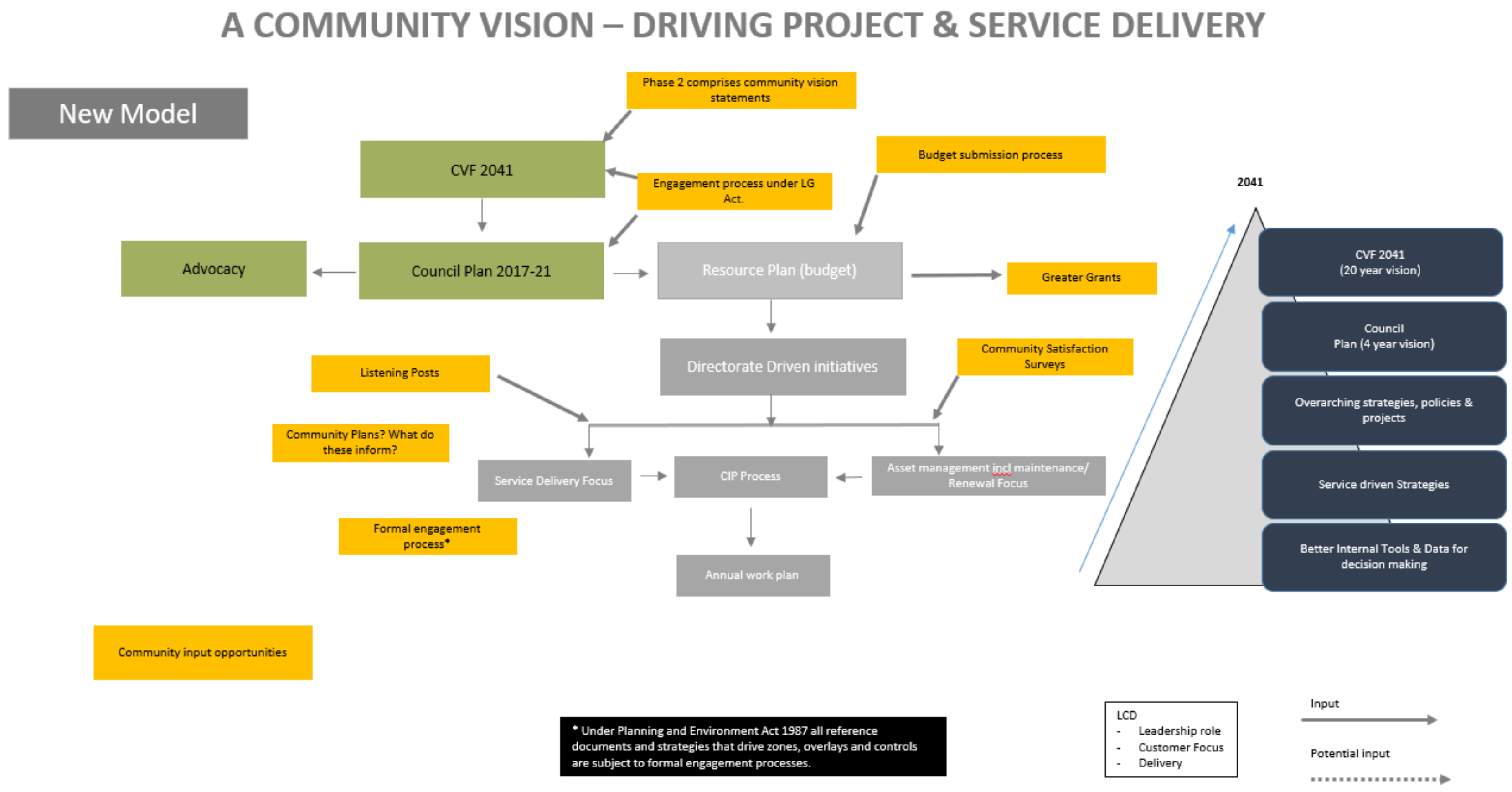


Figure 26: Integrated planning framework for Southern Grampians Shire

Schedule D – Southern Grampians Shire Council Advocacy

Council's current advocacy is captured in the document Towards 2030. The document identifies priorities of the previous Council term.

A suggested updated advocacy list for consideration is provided below.

Table 12: Identified advocacy opportunities from SG2041, Southern Grampians Shire

Issue	Identified Need	Target Audience
Alcohol and mental health support for under eighteen youth	• Advocate for Headspace office in Hamilton. Further examine need in Health and Wellbeing Plan.	• Dept. of Health (DoH)
Gap in **health specialist roles**	• 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.	• DoH
Hamilton delivering primarily locum services in **community not for profit (NFP) sector** e.g. emergency housing, early years learning, mental health support	• Limited range of NFPs based in Hamilton. More typically limited locum services (outreach provided – Brophy, Beyond the Bell, SalvoConnect etc.). Continuity of service for residents will be enhanced with staffed offices in Hamilton.	• Dept. of Education (DET) • RDV (BTB) • DoH (Salvoconnect)
We need to be innovative. Sixty per cent 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. • Council to review opportunity for regular briefings from SRW on water management in the region and its impact on environment and agriculture.	• SRW

Limiting impacts from transition **to renewables economy** and embrace the opportunities	• 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.	• State Government • Federal Government
Recruiting **skilled staff** into key roles critical to economy,	• 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.	• Great South Coast Group
Key assets needing redevelopment/reinvestment	• WDHS Base Hospital ICU, ED etc. • Baimbridge College Stage 2 • VICPol HQ Hamilton	• DoH • DET • Minister for Police
Groundwater hub out of date	• SRW to update the groundwater hub. Last update was 2015.	• SRW
Perception that regional partnerships do not work as well as they should.	• Collaboration between LGA CEOs will be critical to perceptions of success.	• Great South Coast Partnership
How can we leverage the Great South Coast Group and drive better outcomes?	• 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 SG2041 (as well as similar plans being produced by other LGAs).	• Great South Coast Group

Schedule E – Guiding Frameworks for Southern Grampians

E.1 SG2041 Guiding Principles

Figure 27 Guiding Principles for SG2041

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.

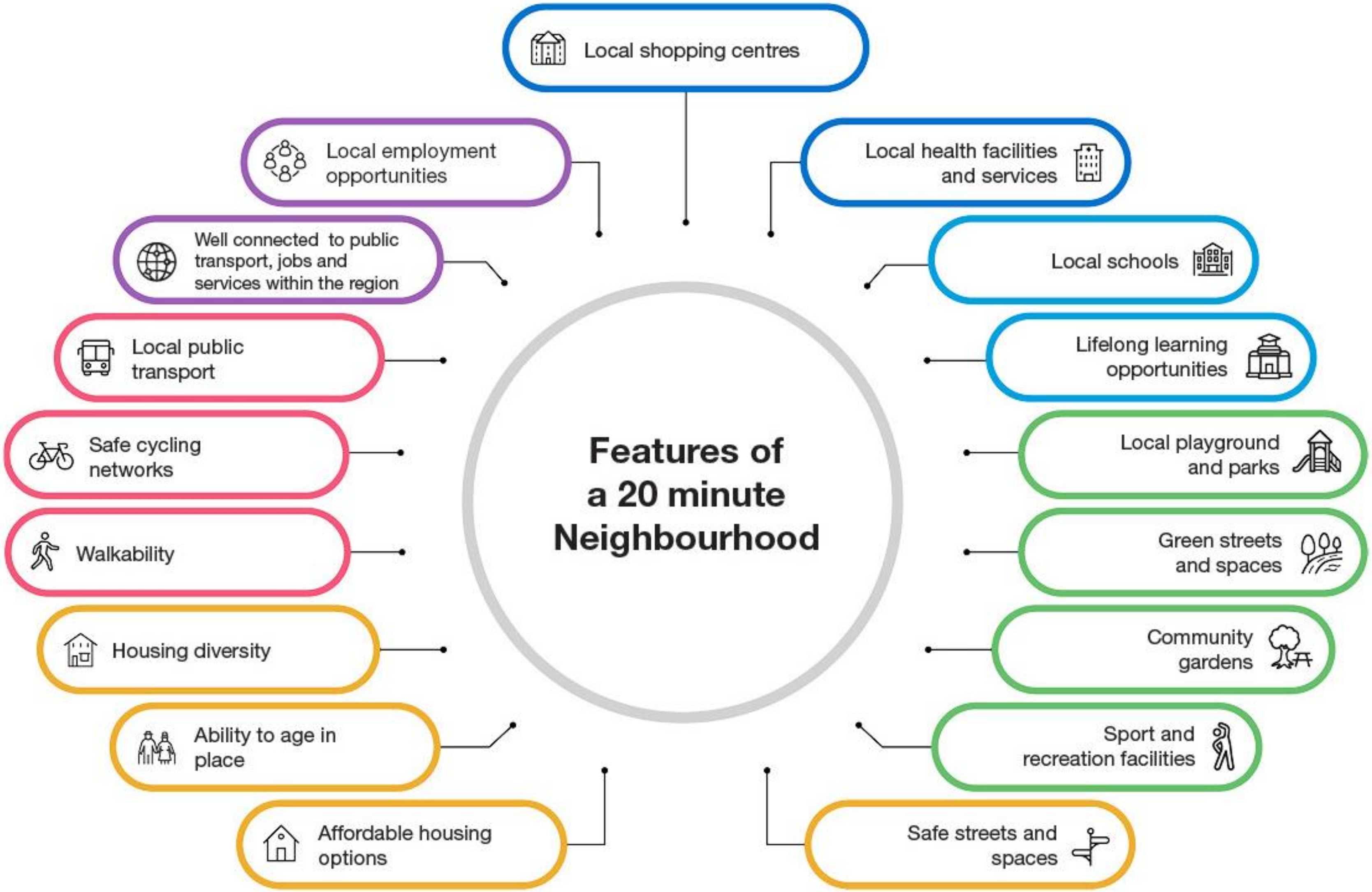


Figure 28: Features of a 20-minute neighbourhood (source: https://www.planning.vic.gov.au/policy-and-strategy/planning-for-melbourne/plan-melbourne/20-minute-neighbourhoods)

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 SG2041, 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 SG2041 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 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[43] and strategies rolled out for Townsville[44] and Sunshine Coast.

Enhanced liveability is what most people would say is their goal in living anywhere. 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 more than $23 million), likely in a new gallery or the partnership with local creative artists is one specific opportunity the Shire should grasp.

Schedule F – Metrics collected relevant to liveability (extract of data set from Populus)

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	Comparitor Decile	Stdev > 1 (Y/N)	Rank	% Change	Rank : % change
	Australian Early Development Index - Proportion of Children Vulnerable on 1 or more Domains	1.1.1	People	Early Years (0- 8)	%	22.8	2018	7	13.2	2015	1	6	Average	54	72.73	77
	Low birthweight babies <2500g %	1.1.10	People	Early Years (0- 8)	%	7.72	2018	9	4.1	2014	1	5	Lagging	69	88.29	78
Y	Australian Early Development Index - Proportion of Children Vulnerable on 2 or more Domains	1.1.2	People	Early Years (0- 8)	%	13.8	2018	8	5.58	2015	2	6	Average	61	147.31	76
	Australian Early Development Index - Children developmentally vulnerable in communication doma	1.1.3	People	Early Years (0- 8)	%	7.8	2018	7	4.57	2015	2	6	Average	54	70.68	70
	Australian Early Development Index - Children developmentally vulnerable in emotional domain (%)	1.1.4	People	Early Years (0- 8)	%	11.4	2018	9	5.58	2015	2	6	Average	68	104.3	74
	Australian Early Development Index - Children developmentally vulnerable in physical domain (%)	1.1.5	People	Early Years (0- 8)	%	13.2	2018	9	3.55	2015	1	6	Average	66	271.83	74
	Australian Early Development Index - Children developmentally vulnerable in language and cognitiv	1.1.6	People	Early Years (0- 8)	%	6.6	2018	5	8.12	2015	7	6	Average	38	-18.72	22
	Australian Early Development Index - Children developmentally vulnerable in social domain (%)	1.1.7	People	Early Years (0- 8)	%	10.8	2018	8	3.05	2015	1	6	Average	56	254.1	73
	Infant Mortality (Infant death rate per 1,000 live births)	1.1.8	People	Early Years (0- 8)	IMR per 1(	NULL	2018	NULL	NULL	2017	NULL	7	NULL	NULL	NULL	NULL
Y	Children Fully Immunised at 12 > 15 months	1.1.9	People	Early Years (0- 8)	%	94.4	2018	9	93.76	2017	8	4	Lagging	66	0.68	50
Y	People diagnosed with anxiety or depression	1.2.1	People	Mental Health	%	23.67	2017	2	20.2	2014	2	6	Leading	13	17.18	36
Y	People with high Psychological Distress	1.2.2	People	Mental Health	ASR per 1	11	2018	2	10.58	2015	3	5	Leading	11	3.97	34
Y	Suicide Rate	1.2.3	People	Mental Health	ASR per 1	11.21	2018	6	12.7	2017	7	6	Average	37	-11.73	16
Y	People with low/medium life satisfaction	1.2.4	People	Mental Health	%	28.41	2017	5	NULL	NULL	NULL	5	Average	39	NULL	NULL
	People who do not believe life is worthwhile	1.2.5	People	Mental Health	%	41.94	2017	2	NULL	NULL	NULL	5	Average	14	NULL	NULL
Y	People who feel valued by society	1.2.6	People	Mental Health	%	59.8	2015	2	NULL	NULL	NULL	5	Leading	14	NULL	NULL
Y	Estimates self assessed health	1.3.1	People	Health Conditions	ASR per 1	15.5	2018	5	14.49	2015	3	6	Average	40	6.97	73
	People with Asthma	1.3.10	People	Health Conditions	%	14.5	2018	8	13.3	2015	5	7	Average	63	9.02	66
	Median life expectancy	1.3.2	People	Health Conditions: M	Years	80	2018	3	84	2017	1	5	Average	30	-4.76	65
Y	Avoidable Mortality (deaths due to avoidable diseases)	1.3.3	People	Health Conditions: M	ASR per 1	137.92	2018	8	139.6	2017	9	7	Average	63	-1.2	19
	Youth Mortality (Deaths from all causes, aged 15 to 24 years)	1.3.4	People	Health Conditions: M	ASR per 1	NULL	2018	NULL	NULL	2017	NULL	8	NULL	NULL	NULL	NULL
	Years life lost	1.3.5	People	Health Conditions: M	Rate per 1	41.59	2018	6	43.34	2017	7	7	Average	48	-4.04	16
	Hospital Admissions for all cancers - All hospitals	1.3.6	People	Health Conditions	ASR per 1	2299.1	2018	1	2774.6	2017	4	6	Leading	6	-17.14	18
Y	People with 3 or more chronic conditions	1.3.7	People	Health Conditions	%	11.2	2018	6	NULL	NULL	NULL	7	Average	42	NULL	NULL
	People with diabetes mellitus	1.3.8	People	Health Conditions	%	4	2018	4	3.8	2015	1	4	Average	29	5.26	49
	People with Heart, stroke and vascular disease	1.3.9	People	Health Conditions	%	4.9	2018	5	5.1	2015	1	6	Average	40	-3.92	56
Y	People who are Sedentary (Insufficient physical activity)	1.4.1	People	Risk Factors: Physic	%	43.55	2017	5	55.2	2014	9	5	Average	40	-21.11	28
Y	Oral health Risk Behavior due to consumption of Sugar/Sweetened soft drinks	1.4.10	People	Risk Factors: Nutritic	%	12	2017	5	NULL	NULL	NULL	5	Average	40	NULL	NULL
	Oral health Risk Behavior due to inadequate consumption of Fruits/Vegetables	1.4.11	People	Risk Factors: Nutritic	%	65	2017	10	NULL	NULL	NULL	5	Lagging	78	NULL	NULL
	Gambling-Spending per person	1.4.12	People	Risk Factors: Gambl	$	431	2019	5	423	2018	5	4	Average	29	1.89	57
Y	Gambling-Number of machines per person	1.4.13	People	Risk Factors: Gambl	Machines	63	2019	6	64	2018	7	6	Average	42	-1.56	34
Y	Adults who undertook low, very low or no exercise in the previous week	1.4.2	People	Risk Factors: Physic	ASR per 1	64.9	2018	4	71.73	2015	8	6	Average	25	-9.52	4
Y	People who are obese	1.4.3	People	Risk Factors: Weight	%	21.9	2017	5	20.9	2014	6	7	Average	36	4.78	35
Y	People who are overweight	1.4.4	People	Risk Factors: Weight	%	55.09	2017	5	NULL	NULL	NULL	6	Average	38	NULL	NULL
Y	Daily smokers	1.4.5	People	Risk Factors: Smokir	%	9.1	2017	2	NULL	NULL	NULL	6	Leading	11	NULL	NULL
	Oral health Risk Behavior due to Smoking	1.4.6	People	Risk Factors: Smokir	%	6	2017	1	NULL	NULL	NULL	6	Leading	6	NULL	NULL
Y	% smoking during pregnancy	1.4.7	People	Risk Factors: Smokir	%	14.6	2018	8	20.17	2014	6	7	Average	57	-27.62	58
Y	People aged 18 years and over who consumed more than two standard alcoholic drinks per day on	1.4.7	People	Risk Factors: Nutritic	ASR per 1	22.1	2018	9	20.06	2015	8	7	Average	67	10.17	63
	Oral health Risk Behavior due to Alcohol consumption	1.4.8	People	Risk Factors: Nutritic	%	20	2017	7	NULL	NULL	NULL	5	Average	50	NULL	NULL
Y	People aged 18 years and over with adequate fruit intake	1.4.9	People	Risk Factors: Nutritic	ASR per 1	51.4	2018	3	47.61	2015	5	6	Leading	19	7.96	23
Y	General practitioners per 1,000 population	1.5.1	People	Access to Health Se	Rate per 1	0.8	2015	9	NULL	NULL	NULL	5	Lagging	69	NULL	NULL
	People who attended a specialist	1.5.10	People	Access to Health Se	%	33.3	2015	7	NULL	NULL	NULL	5	Average	52	NULL	NULL
Y	Home and community care clients aged 65 years and over per 1,000 target population	1.5.11	People	Access to Health Se	Rate per 1	1313.7	2015	2	NULL	NULL	NULL	3	Average	12	NULL	NULL
	People who received Alcohol & Drug Treatment Services per 1,000 population	1.5.12	People	Access to Health Se	Rate per 1	5.1	2015	5	NULL	NULL	NULL	5	Average	35	NULL	NULL
Y	Registered mental health clients per 1,000 population	1.5.13	People	Access to Health Se	Rate per 1	29	2015	10	NULL	NULL	NULL	6	Lagging	78	NULL	NULL
	Average patient contribution for prescriptions	1.5.14	People	Access to Health Se	$	8.82	2015	5	NULL	NULL	NULL	6	Average	37	NULL	NULL
	Diagnostic imaging per 1,000 population	1.5.15	People	Access to Health Se	Rate per 1	792.1	2015	10	NULL	NULL	NULL	6	Lagging	74	NULL	NULL
	Participation in NBCSP	1.5.16	People	Access to Health Se	%	50.65	2018	2	49.45	2017	2	4	Average	13	2.43	68
	General practice clinics per 1,000 population	1.5.2	People	Access to Health Se	Rate per 1	0.3	2015	6	NULL	NULL	NULL	5	Average	40	NULL	NULL
Y	Allied health service sites per 1,000 population	1.5.3	People	Access to Health Se	Rate per 1	1	2015	4	NULL	NULL	NULL	4	Average	31	NULL	NULL
	Dental service sites per 1,000 population	1.5.4	People	Access to Health Se	Rate per 1	0.2	2015	5	NULL	NULL	NULL	6	Average	40	NULL	NULL
Y	Pharmacies per 1,000 population	1.5.5	People	Access to Health Se	Rate per 1	0.3	2015	2	NULL	NULL	NULL	4	Average	34	NULL	NULL
Y	People who could definitely access community services and resources	1.5.6	People	Access to Health Se	%	90.1	2015	2	NULL	NULL	NULL	5	Leading	13	NULL	NULL
Y	People with private health insurance	1.5.7	People	Access to Health Se	%	41.3	2015	5	NULL	NULL	NULL	6	Average	37	NULL	NULL
Y	GP attendances per 1,000 population	1.5.8	People	Access to Health Se	Rate per 1	4308.3	2015	10	NULL	NULL	NULL	6	Lagging	78	NULL	NULL
	People who attended a GP	1.5.9	People	Access to Health Se	%	90	2015	7	NULL	NULL	NULL	5	Average	53	NULL	NULL
	People of all ages with severe and profound disability living in the community	1.6.1	People	Disability	%	4.4	2015	6	NULL	NULL	NULL	6	Average	44	NULL	NULL

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	Comparitor Decile	Stdev > 1 (Y/N)	Rank	% Change	Rank : % change
Y	Disability support pension recipients per 1,000 eligible population	1.6.2	People	Disability	Rate per 1	72	2015	5	NULL	NULL	NULL	5	Average	33	NULL	NULL
Y	People over 15 years who have completed Year 12 or equivalent	2.1.1	Economy	Education	%	36.05	2016	7	33.39	2011	7	7	Average	55	7.97	50
Y	People aged 20 - 24 years who have completed Year 12 or equivalent	2.1.2	Economy	Education	%	57.12	2016	8	56.28	2011	8	8	Average	60	1.49	57
Y	Adults who have completed a Vocational Qualification	2.1.3	Economy	Education	%	20.28	2016	4	19.7	2011	5	4	Average	27	2.94	5
Y	Adults who have completed a Bachelor or Higher Degree	2.1.4	Economy	Education	%	14.09	2016	7	12.6	2011	6	7	Average	49	11.83	54
	Socio-educational Advantage (ICSEA)	2.1.5	Economy	Education	Average p	47	2019	6	46	2017	6	7	Average	45	2.17	27
Y	Labour Force Participation Rate	2.2.1	Economy	Employment	%	57.57	2016	6	60.42	2011	5	7	Average	41	-4.72	55
Y	Labour force participation rate for people 65 years or more	2.2.2	Economy	Employment	%	8.28	2016	2	6.47	2011	2	4	Leading	14	27.98	50
Y	People 20-24 year olds not employed or enrolled in education	2.2.3	Economy	Employment	%	18.18	2016	9	NULL	NULL	NULL	7	Average	66	NULL	NULL
Y	Unemployment Rate	2.2.4	Economy	Employment	%	3.2	2020	3	3.3	2019	3	4	Average	19	-3.03	18
Y	Youth Unemployment Rate (15- 24 Years)	2.2.5	Economy	Employment	%	6.45	2016	3	2.76	2011	5	4	Average	24	133.7	30
	People who are employed full time (proportion of workers)	2.2.6	Economy	Employment	%	60.99	2016	8	63.05	2011	8	7	Average	60	-3.27	39
Y	People who work at home	2.2.7	Economy	Employment	%	5.03	2016	1	5.04	2011	2	4	Average	9	-0.2	39
Y	Households below Median weekly Income	2.3.1	Economy	Affordability	%	56.86	2016	8	61.76	2011	8	6	Average	61	-7.93	48
Y	Rental housing that is affordable	2.3.10	Economy	Affordability	%	88	2015	2	NULL	NULL	NULL	4	Leading	12	NULL	NULL
	Median weekly rent 3 bedroom home	2.3.11	Economy	Affordability	$	235	2015	9	NULL	NULL	NULL	7	Lagging	68	NULL	NULL
Y	People who say they ran out of food and couldn't afford to buy more, last 12 mths	2.3.12	Economy	Affordability	%	17.5	2017	10	2.4	2014	2	6	Lagging	79	629.17	62
Y	One parent family households (with children under 15) below Median weekly Income	2.3.2	Economy	Affordability	%	66.67	2016	5	76.29	2011	8	7	Average	35	-12.61	12
Y	Low income households	2.3.3	Economy	Affordability	%	13.5	2016	1	15.69	2011	1	4	Leading	9	-13.96	37
	Housing Tenure: % owned/mortgaged	2.3.4	Economy	Affordability	%	58.94	2016	5	61.03	2011	5	6	Average	35	-3.42	34
Y	Highly disadvantaged neighbourhoods (ABS SA1s)	2.3.6	Economy	Affordability	%	18	2015	4	NULL	NULL	NULL	6	Average	32	NULL	NULL
Y	Median household income	2.3.7	Economy	Affordability	$	908	2015	7	NULL	NULL	NULL	7	Average	54	NULL	NULL
Y	Households with income below $400 per week	2.3.8	Economy	Affordability	%	41.7	2015	5	NULL	NULL	NULL	6	Average	40	NULL	NULL
Y	Median house price	2.3.9	Economy	Affordability	$	180000	2015	2	NULL	NULL	NULL	4	Leading	10	NULL	NULL
Y	Households With No Vehicle	2.4.1	Economy	Access	%	4.42	2016	6	5.7	2011	6	4	Lagging	45	-22.46	19
Y	Households with Internet Access At Home	2.4.2	Economy	Access	%	60.01	2016	7	55.3	2011	7	7	Average	50	8.52	28
	% all households in dwellings receiving rent assistance	2.5.1	Economy	Income Support	%	14.13	2020	4	12.11	2017	5	5	Average	31	16.68	31
	% Health Care Card holders (0-64yrs)	2.5.10	Economy	Income Support	%	11.77	2020	5	10.43	2017	2	5	Average	39	12.85	76
	% people over 15 who are Pensioner Concession Card holders	2.5.11	Economy	Income Support	%	30.01	2020	3	28.12	2017	3	4	Average	22	6.72	11
Y	% People over 65 who are Seniors Health Card holders	2.5.12	Economy	Income Support	%	11.31	2020	3	11.6	2017	3	5	Average	20	-2.5	44
	% people over 65 receiving the age pension	2.5.2	Economy	Income Support	%	60.16	2020	5	64.22	2017	4	6	Average	33	-6.32	51
Y	% people (16-64yrs) receiving a disability support pension	2.5.3	Economy	Income Support	%	7.75	2020	8	8.04	2017	7	6	Average	58	-3.61	71
Y	% women (15-54yrs) sole parent receiving a parenting payment	2.5.4	Economy	Income Support	%	4.27	2020	6	3.96	2017	6	7	Average	45	7.83	65
	% people (16-64yrs) receiving an unemployment benefit	2.5.5	Economy	Income Support	%	10.26	2020	6	6.59	2017	7	6	Average	47	55.69	12
	% young people (16-21yrs) receiving Youth Allowance (other)	2.5.6	Economy	Assistance	%	9.75	2020	7	NULL	NULL	NULL	7	Average	54	NULL	NULL
Y	% young people (16-24yrs) receiving an unemployment benefit	2.5.7	Economy	Income Support	%	5.64	2017	9	6.18	2014	8	7	Lagging	69	-8.74	67
	% families who are low income, welfare-dependent families (with children)	2.5.8	Economy	Income Support	%	8.25	2017	5	8.44	2016	4	6	Average	36	-2.25	62
Y	% children (Under 16 years) in low income, welfare-dependent families	2.5.9	Economy	Income Support	%	19.38	2017	4	20.52	2016	4	6	Average	32	-5.56	54
	Grants per head of population	2.6.1	Economy	Assistance	$	965.07	2020	2	918.07	2019	2	4	Leading	14	5.12	14
Y	Population who are 25 years or less	3.1.1	Place	Population Growth	%	28.1	2016	7	30.34	2011	6	6	Average	51	-7.38	61
Y	People with a need for assistance with core tasks	3.1.10	Place	Population Demogra	%	7.18	2016	6	7.54	2011	8	6	Average	43	-4.77	11
Y	Population who are 65 years or more	3.1.2	Place	Population Growth	%	23.32	2016	3	20.09	2011	3	4	Average	24	16.08	33
	Households which live in social housing	3.1.3	Place	Population Demogra	%	2.99	2016	7	3.48	2011	8	5	Average	55	-14.08	36
Y	Population who are 75 years or more and living alone	3.1.4	Place	Population Demogra	%	7.85	2016	10	8	2011	10	6	Lagging	76	-1.88	35
Y	Households which are One Parent Families with Children under 15	3.1.5	Place	Population Demogra	%	19.71	2016	6	18.63	2011	4	6	Average	41	5.8	71
Y	Indigenous Population	3.1.6	Place	Population Demogra	%	1.49	2016	3	1.14	2011	3	4	Average	19	30.7	23
Y	Lone Person Households	3.1.7	Place	Population Demogra	%	25.2	2016	8	25.64	2011	9	5	Lagging	63	-1.72	22
Y	Number of Overseas born residents who don't speak English well or at all	3.1.8	Place	Population Demogra	%	0.16	2016	3	0.09	2011	3	3	Average	22	77.78	52
Y	People providing Care to a Person with a Disability	3.1.9	Place	Population Demogra	%	12.64	2016	4	12.95	2011	6	6	Average	32	-2.39	16
	Crimes Reported (in public/community places)	3.2.1	Place	Crime	Rate per 1	140.51	2020	5	216.3	2018	8	5	Average	39	-35.04	2
	Other Incidents Recorded	3.2.2	Place	Crime	Rate per 1	128.07	2020	6	121.48	2018	7	5	Average	44	5.42	32
	Crimes Reported (at private properties)	3.2.3	Place	Crime	Rate per 1	270.45	2020	6	264.64	2018	7	6	Average	46	2.2	27
Y	Family violence incidents recorded	3.2.4	Place	Crime	Rate per 1	1738	2019	8	1571.6	2015	8	6	Average	62	10.59	43
	People who say they feel safe on streets when walking alone	3.2.5	Place	Crime	%	71.7	2015	4	67.8	2014	5	4	Average	25	5.75	21
Y	People aged 15 years and over who volunteered	3.3.1	Place	Community Connect	%	34.4	2016	1	31.97	2011	1	4	Leading	7	7.6	32
Y	People who say they could raise $2,000 in 2 days in an emergency	3.3.10	Place	Community Connect	%	77.24	2017	9	85.1	2014	4	5	Lagging	67	-9.24	78
Y	People who say they can get help from neighbours	3.3.2	Place	Community Connect	%	72.4	2015	1	NULL	NULL	NULL	4	Leading	8	NULL	NULL

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	Comparitor Decile	Stdev > 1 (Y/N)	Rank	% Change	Rank : % change
Y	People are a member of a sports group	3.3.3	Place	Community Connect	%	46.4	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 Victoria[48]. 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 residents and is forecast to decline to 15,030 by 2036[51]. 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 2018[52]. The number of dwellings available for long-term rentals has fallen from 356 in 2013 to 262 in 2018[53].

Over the period from 2006 to 2016, the percentage of population aged between zero – 49 years of age fell and there was significant growth in those aged 60 years plus. Those aged more than 65 years 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 largest 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, the largest 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 kay 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 – Identified Partnership Opportunities

The following list is based on currently identified opportunities and challenges and is not an exhaustive list.

Table 13: Identified partnership opportunities

Who?	About?	Mechanism
GHCMA	Strategic planning linked to key assets and common interests e.g. Grange Burn, vegetation management within catchments etc.	MoU
Earth Resources Regulation	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
Parks Victoria	Dispersion model for tourist visitation across key assets within Shire and how best Council and ParksVic can collaborate within tourism sector.	MoU
Limestone Coast LGA	Signage, marketing and other shared interests.	MoU
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
Green Triangle Forest Industries Group	Work with forestry sector to examine bio-energy opportunities, wood encouragement policies (procurement policy). 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.	PCG or targeted engagement via Economic Development Strategy and Sustainability Strategy.
Deakin University Pilot Project (horticulture)	Promote ongoing investment in horticulture projects to diversify the agricultural sector and grow the economy	PCG
National Centre for Farmers Health	Consider partnership with National Centre for Farmers Health to demonstrate commitment to the farming sector community.	MoU
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

References

Attenborough, D & Hughes (2020) A Life on Our Plant, My Witness Statement and a Vision for the Future, Witness, London.

Chan, G (2021) on the Challenges and Opportunities in Australian food production, Full Story, Guardian Australia podcast broadcast 15/1/21.

Department of the Environment, Water, Heritage and the Arts (2009). *Ecosystem Services: Key Concepts and Applications*, Occasional Paper No 1, Department of the Environment, Water, Heritage and the Arts, Canberra.

Faggian, R, Sposito, V, Laurent, W and Hossain, H (2014), Understanding and adapting land use capability under a changing climate in Southern Grampians, Victoria, Australia, Centre for Regional and Rural Futures, Deakin University, unpublished.

Fraser, L & Downie, D (2019A) Great South Coast Economic Futures – Interim Report, Juturna and Deakin University, prepared for Great South Coast Group of Councils, June, unpublished.

Fraser, L & Downie, D (2019B) Great South Coast Economic Futures – Final Report, Juturna and Deakin University, prepared for Great South Coast Group of Councils, December, unpublished.

Fulton, B (2013).Where is Australia headed? Some future projections, accessed 9 September 2020 from https://theconversation.com/where-is-australia-headed-some-future-projections-12403

Great South Coast Regional Profile, An Analysis of Regional Strengths and Challenges, A report Prepared for Infrastructure Victoria, AITHER, March 2019, sourced from https://www.infrastructurevictoria.com.au/wp-content/uploads/2019/04/Aither-Great-South-Coast-Regional-Profile-March-2019.pdf

Dept. of Infrastructure and Regional Development (2016). Trends – Transport and Australia's Development to 2040 and beyond, Canberra, accessed 11 September 2020 from https://www.infrastructure.gov.au/infrastructure/publications/files/Trends_to_2040.pdf

Hamilton, Scott (2019). Victoria: Renewable energy policy brief, PV Magazine, https://www.pv-magazine-australia.com/2019/01/08/victoria-renewable-energy-policy-brief/

Infrastructure Victoria (2020) Victoria's Draft 30 Year Infrastructure Strategy, Volume 1, accessed 8 April 2021 from https://www.infrastructurevictoria.com.au/project/30-year-strategy/

Jolly, J (2020) Electric cars as cheap to manufacture as regular models by 2024, The Guardian, https://www.theguardian.com/environment/2020/oct/21/electric-cars-as-cheap-to-manufacture-as-regular-models-by-2024

KPMG (2019) A return on nature, enabling the market for sustainable finance and ecosystem services, prepared on behalf of the National Farmers Federation, accessed 9 April 2021 from https://home.kpmg/au/en/home/insights/2019/12/ecosystem-services-market-for-agriculture.html

KPMG (2020). 20 Predictions for next 20 years, accessed 11 September 2020 from https://home.kpmg/au/en/home/insights/2020/01/20-predictions-for-the-next-20-years.html

Martin, P (2021). Why productivity growth has stalled since 2005 – and it isn't about to improve soon, accessed 28 April 2021 from ABC News, https://www.abc.net.au/news/2021-04-28/productivity-growth-has-stalled-since-2005-and-isnt-improving/100097492

Measham, T, Taylor, B, Walton, A, Loechel, B and Fleming, D (2019). Regional Australia 2030, Megatrends, scenarios and implications, prepared on behalf of CSIRO, accessed 10 September 2020 from

https://segra.com.au/perch/resources/845-tom-measham-strategic-foresight-for-regional-australia.pdf

Mrazova, J, Faggian, R and Sposito, V (2018). Socio-economic assessment of Glenelg Hopkins Catchment https://www.researchgate.net/profile/Jana_Mrazova/publication/334223874_SOCIO-ECONOMIC_ASSESSMENT_Of_Glenelg_Hopkins_Catchment/links/5d1d6fc7a6fdcc2462bdc70f/SOCIO-ECONOMIC-ASSESSMENT-Of-Glenelg-Hopkins-Catchment.pdf

Nichols, G (2021) A trusty robot to carry farms into the future, ZDNet, https://www.zdnet.com/article/robots-to-carry-farms-into-the-future/

Perkins, Miki (2020). 'From sunny north to wind east': What are Victoria's renewable energy zones?, The Age, 26 November from https://www.theage.com.au/national/victoria/from-sunny-north-to-windy-east-what-are-victoria-s-renewable-energy-zones-20201125-p56hsl.html

PWC (2020) Workforce of the Future, The Competing Forces Shaping 2030, access 10 September 2020 from https://www.pwc.com/gx/en/services/people-organisation/publications/workforce-of-the-future.html

Regional Australia Institute (2021). Strengthening Liveability, A Toolkit for Rural and Regional Communities Looking to Grow, accessed 24 May 2021 from http://www.regionalaustralia.org.au/home/wp-content/uploads/2021/03/LiveabilityToolkit_WEB2.pdf

Salt, B (2018A). Small Towns 'village model' unlikely to survive into the future, ABC News, 28 April.

Salt, B (2018B). A blue print for regional prosperity by futurist Bernard Salt, unpublished, accessed 11 September 2020 from https://aboutregional.com.au/a-blue-print-for-regional-prosperity-by-futurist-bernard-salt/

Salt, B (2020). Post Covid Australians go back to grass roots, *The Australian*, accessed 11 September 2020 from https://www.theaustralian.com.au/inquirer/postcovid-australians-are-going-back-to-grassroots/news-story/19d9ea49cf9925a68e3e2bcb8941ca34

Suncorp (2015). What will life be like in 2035.Accessed 10 September 2020 from https://www.suncorp.com.au/learn-about/health/what-will-life-be-like-in-2035.html

Urban Enterprise (2019). Services for Rural Liveability, prepared on behalf of Rural Councils Victoria, accessed from https://media.ruralcouncilsvictoria.org.au/wp-content/uploads/2019/09/19091016/Services-for-Rural-Liveability_Final-Research-Report-v1.1.pdf

Victorian Farmers Federation (2021). Regionalisation Agenda, accessed 27 April 2021 from https://nff.org.au/regionalisation-agenda/#:~:text=making%20regionalisation%20a%20standing%20priority,regional%20projects%20a%20fair%20go.

Victorian Skills Commissioner (2018). 2018 Regional Skills Demand Profile, The Great South Coast, accessed 26 April 2021 from http://www.vsc.vic.gov.au/wp-content/uploads/2018/11/Regional-Skills-Demand-Profile-Great-South-Coast-2.pdf

VPA (2020) Key and Essential Worker Housing Supply Action Plan, prepared for councils of SW Victoria, unpublished.

Whigham, N (2017). Brave new world: predictions for Australian society in the year 2050, accessed 9 September 2020 from https://www.news.com.au/technology/innovation/inventions/brave-new-world-predictions-for-australian-society-in-the-year-2050/news

Winton, N (2021). Electric cars are coming and if you don't like it, tough, Forbes, March 9, https://www.forbes.com/sites/neilwinton/2021/03/09/electric-cars-are-coming-and-if-you-dont-like-it-tough/?sh=3fcfac2a698f

[2] From Baimbridge College, Monivae College, Tarrington Lutheran School and St Marys Primary School.
[3] http://economy.id.com.au/southern-grampians
[4] Double the Victorian average – see https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/2?opendocument
[5] 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
[6] 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.
[7] Southern Grampians is rated 29th, Warrnambool 31st and Moyne 55th of 79 in Victoria.
[8] GVA provides a dollar value for the amount of goods and services that have been produced in a country, minus the cost of all inputs and raw materials that are directly attributable to that production. GVA thus adjusts gross domestic product (GDP) by the impact of subsidies and taxes (tariffs) on products (source: https://www.investopedia.com/terms/g/gross-value-added.asp)
[9] See p.12 of Great South Coast Economic Futures report (2019).
[10] All images via creative commons.
[11] 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
[12] Global population increases will see cities urban populations increase by 72% - See PWC, 2020.
[13] Australia has eight highest transport emissions in OECD (DIRD, 2016).
[14] https://www.abc.net.au/news/science/2021-04-15/plan-to-decarbonise-australia-in-15-years-climate-council-report/100063906
[15] 11% decline since 1990 - Infrastructure Australia (2019)
[16] Infrastructure Australia (2019)
[17] Apocalypse Now: Australian Bushfires and the Future of Urban Settlements, ABC Nightlife 3/3/21
[18] https://www.abc.net.au/news/science/2021-02-24/tree-change-dream-over-resilient-communities-rebuild/13163800
[19] See Guardian Australia –Teenagers taking the Australian government to court over climate change, Full Story, The Guardian Australia (Podcast aired 2/3/21)
[20] See also Corrs Chambers Westgard in https://corrs.com.au/insights/a-new-era-of-climate-change-litigation-in-australia
[21] https://www.pinsentmasons.com/out-law/news/bundesverfassungsgericht-klimaschutzgesetz-der-bundesregierung-greift-zu-kurz
[22] https://www.abc.net.au/news/2021-05-30/nissan-says-australia-missing-out-electric-vehicle-market/100173124
[23] 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
[24] https://www.cnbc.com/2020/12/25/the-plant-based-meat-industry-is-on-the-rise-but-challenges-remain.html
[25] http://www.cleanenergyregulator.gov.au/RET
[26] 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.
[27] https://www.environment.vic.gov.au/__data/assets/pdf_file/0033/459573/Fact-sheet-Ecosystem-services-from-forests-in-Victoria.pdf
[28] https://www.rdv.vic.gov.au/__data/assets/pdf_file/0011/1858178/2019-RP-A4-Fact-Sheet_GSC_web.pdf
[29] https://www.infrastructurevictoria.com.au/project/30-year-strategy/
[30] 300 volunteers at WDHS, >50 at Council.
[31] 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.
[32] 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.
[33] Information sourced from Victorian Skills Commissioner (2018) – Regional Skills Demand Profile, The Great South Coast
[34] 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.

[35] 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.
[36] Data sourced from NHG Business Case, SBG Advisory, unpublished, September 2019.
[37] 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.
[38] 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.
[39] https://www.caradvice.com.au/930523/vfacts-electric-vehicle-sales-supercharged-up-over-100-per-cent-so-far-this-year/
[40] 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), USA – 46.8, Iceland – 72.6, Sweden – 76.7, Netherlands – 141.4
[41] https://www.abc.net.au/news/science/2021-04-20/australians-want-to-buy-electric-cars-what-is-stopping-us/100071550
[42] https://www.abc.net.au/news/science/2021-04-15/plan-to-decarbonise-australia-in-15-years-climate-council-report/100063906
[43]http://www.hnehealth.nsw.gov.au/hneph/communities/Documents/Liveability%20Assessment%20Tool_Final_Low%20Res%20Version%20%20(2).pdf
[44] 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=AKIAIBJCUKKD4ZO4WUUA%2F20210411%2Fap-southeast-2%2Fs3%2Faws4_request&X-Amz-Date=20210411T233626Z&X-Amz-Expires=300&X-Amz-SignedHeaders=host&X-Amz-Signature=d53d98cb7b6a854681316f24ee14243fc369b5d6090cb5e5a02c18fed64eb100