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Agenda

For a meeting of the seventh Campaspe Shire Council to be held on Tuesday, 16 April 2019, commencing at 5:00pm at the Echuca Civic Centre.

Opening Prayer

We pray to Almighty God that our decisions as a Council be in the best interest of the people, culture and the environment of the Shire of Campaspe.

Amen

The Campaspe Shire Council acknowledges the traditional owners of the land upon which we meet and pay our respect to their elders both past and present.

Meeting Procedures

Please ensure that all electronic devices are turned off or switched to silent.

There are Ask a Question Forms just inside the door for anyone who would like to submit a question to Council. Questions forms must be completed within 10 minutes and returned to the tray. Questions will be addressed at the end of the open section of the meeting.

Council meetings are broadcast live via the internet. During the meeting, members of the public may be recorded, particularly those speaking to an item. By attending this meeting, you are consenting to the possibility that your image may also be broadcast to the public. Any personal and health information voluntarily disclosed by any person at Council meetings may be broadcast live, held by Council and made available to the public for later viewing.

Those people who have requested to speak to an item will be allowed five minutes to address Council. Speakers will be notified with a bell when there is 60 seconds remaining. Speakers must only speak in relation to the subject stated on their application and shall not debate the issue with Councillors and officers. Councillors are able to ask questions of the speaker on points of clarification.

Speakers are advised that they do not enjoy any special protection from defamation arising from comments made during their presentation to Council and should refrain from voicing defamatory remarks or personal defamatory statements against any individual. Speakers will be treated with respect when addressing Council. I ask that the same respect is extended to Councillors and officers.

Business

1. Apologies and Requests for Leave of Absences

2. Confirmation of Minutes and Attachments

For the:

- Open section of the Council Meeting held on 19 March 2019
- Open section of the Campaspe Briefing Session held on 5 March 2019
- Open section of the Campaspe Briefing Session held on 12 March 2019
- Open section of the Campaspe Briefing Session held on 19 March 2019

Recommendation

That the following minutes be accepted as true and accurate records:

- **Open section of the Council Meeting held on 19 March 2019**
- **Open section of the Campaspe Briefing Session held on 5 March 2019**
- **Open section of the Campaspe Briefing Session held on 12 March 2019**
- **Open section of the Campaspe Briefing Session held on 19 March 2019**

3. Changes to the Order of Business

Once an agenda has been prepared and sent to Councillors, the order of business for that meeting may only be altered by resolution of the Council. This includes the request for an item to be brought forward.

4. Declaration of Interests

Disclosure of Conflict of Interests are to be made immediately prior to any relevant item being discussed.

Local Government Act 1989 Section 79

- (1) If a Councillor or member of a special committee has a conflict of interest in a matter which is to be considered or discussed at a meeting of the Council or the special committee, the Councillor or member must, if he or she is attending the meeting, disclose the conflict of interest in accordance with subsection (2).
- (2) A Councillor or member of a special committee who has a conflict of interest and is attending the meeting of the Council or special committee must make a full disclosure of that interest:
 - (a) by either
 - (i) advising the Council or special committee at the meeting of the details required under paragraphs (b) and (c) immediately before the matter is considered at the meeting; or
 - (ii) advising the Chief Executive Officer in writing of the details required under paragraphs (b) and (c) before the meeting; and
 - (b) classifying the type of interest that has given rise to the conflict as either:
 - (i) a direct interest; or
 - (ii) an indirect interest and specifying the particular kind of indirect interest under section 78, 78A, 78B, 78C, 78D or 78E; and
 - (c) describing the nature of the interest; and
 - (d) if the Councillor or member advised the Chief Executive Officer of the details under paragraph (a)(ii), the Councillor or member must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

5. Responsible Authority Decisions

Nil

6. Planning Authority Decisions

Nil

7. Council Decisions

7.1. Planning Officer Appointment and Authorisation

Author:

Sharolyn Taylor, Council Support Officer

Responsible Manager:

Governance Manager

Attachments:

7.1. Instrument of Appointment and Authorisation for Penny Loader

1. Purpose

To appoint Penny Loader as an authorised planning officer for Campaspe Shire Council.

2. Recommendation

That Council:

In the exercise of the powers conferred by section 224 of the *Local Government Act 1989* and the other legislation referred to in the attached instruments of appointment and authorisation (the instrument), Campaspe Shire Council (Council) resolves that:

1. **The member of Council staff referred to in the instrument as Penny Loader be appointed and authorised as set out in the respective instrument:**
 - a) **Under Section 147(4) *Planning & Environment Act 1987***
 - b) **Under Section 4(1) and Section 48A *Environment Protection Act 1987***
 - c) **Under Section 525(2) *Residential Tenancies Act 1997***
 - d) ***Summary Offences Act 1966***

The instrument comes into force immediately the common seal of Council is affixed to the instrument and remains in force until this appointment and authorisation is revoked or on cessation of the officer's employment with Council.

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest in regards to this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

A new staff member has commenced employment in the Planning and Building Department. Planning officers require delegated authority as authorised officers under various legislation to undertake statutory obligations. Tasks include entering sites, gathering evidence or serving of legal notices, if required, appropriate to their level of experience and qualifications.

Penny Loader commenced employment to the position of Planning Officer with the Campaspe Shire Council on 25 March 2019.

7. Content

Section 14 of the *Planning and Environment Act 1987*, required Council to efficiently administer and enforce the planning scheme. The duty must be carried out by a delegated officer of Council.

Section 224 of the *Local Government Act 1989* provides for the appointment of authorised officers.

Authorisation under the following legislation is required for Council's Planner positions.

1. *Planning and Environment Act 1987*
2. *Environment Protection Act 1987*
3. *Residential Tenancies Act 1997*
4. *Summary Offences Act 1966*
5. Section 224 of the *Local Government Act 1989*

And the regulations and local laws made under each of the above Acts.

8. Issues and Risk Management

Issues:

If officers are not authorised they will be unable to fully undertake their responsibilities as identified in the position description. This in part could affect the productivity of the department, be contested or subject to review through the Victorian Civil and Administrative Tribunal (VCAT) and be reputationally damaging to Council.

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

9. Strategic Planning Environments

Strong and Engaged Communities:	No impact
Resilient Economy:	Regulatory work has wide application in maintaining and ensuring an appropriate built environment.
Healthy Environment:	No impact
Balanced Services and Infrastructure:	Officers must be correctly authorised to be able to deliver to the community the services required.
Responsible Management:	Officer authorisation is a requirement for effective service delivery and to ensure council is acting in accordance with statutory requirements.

10. Consultation

Planning and Building Manager

11. Officer Comment

The correct authorisation of officers is a statutory matter necessary for council to carry out its functions.

7.2. Council Policies

Author:

Sharolyn Taylor, Council Support Officer

Responsible Manager:

Governance Manager

Attachments:

- 7.2.1 Draft Council Policy 163 – Bullying and Equal Opportunity
 - 7.2.2 Draft Council Procedure PR136– Bullying and Equal Opportunity
 - 7.2.3 Draft Council Policy 164 – Gender Equity
 - 7.2.4 Draft Council Policy 165 – Related Party Disclosure
 - 7.2.5 Council Policy 102 – Cultural Diversity
 - 7.2.6 Council Policy 098 – Respect in the Workplace
-

1. Purpose

To present to Council for adoption three new council policies, one new council procedure and revocation of two council policies.

2. Recommendation

That Council:

- 1. Adopt the following new Council policies:**
 - **Council Policy 163 – Bullying and Equal Opportunity**
 - **Council Policy 164 – Gender Equity**
 - **Council Policy 165 – Related Party Disclosure**
 - 2. Adopt the following new Council procedure**
 - **Council Procedure PR136 – Bullying and Equal Opportunity**
 - 3. Revoke the following policies:**
 - **Council Policy 102 – Cultural Diversity**
 - **Council Policy 098 – Respect in the Workplace**
-

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest in regards to this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

Policies are critical to the strategic objectives of council and provide a predetermined course of action to the community.

Council policies have been prepared and reviewed by the responsible officers in accordance with Council Policy 156 – Policy Framework which establishes a Policy Framework incorporating a policy hierarchy, process for the preparation of new policies and review of existing policies, and a methodology for the management of policies and procedures. It applies to Council and Internal policies.

The purpose of the Policy Framework is to contribute to the consistency, clarity, transparency and accountability of council's decision - making processes and in the delivery of services. This will be achieved by providing a mechanism whereby councillors and staff create and access a comprehensive collection of the current council and internal policies and procedures.

Campaspe Shire Council is committed to maintaining a robust and integrated Governance Framework that will assure stakeholders that council is pursuing its objectives and fulfilling its responsibilities with due diligence and accountability.

7. Content

A summary of the proposed new policies and procedure are listed below, the policies are also attached. These policies are presented to the April Council meeting for adoption.

The Audit and Risk Committee and council's Staff Consultative committee have reviewed and approved the proposed new policies and procedure.

Policy No.	Policy/ Procedure Title	Purpose
DIVISION - CORPORATE SERVICES		
Department – Human Resources		
163	Bullying and Equal Opportunity	In accordance with the <i>Equal Opportunity Act 2010</i> and the <i>Victorian Occupational Health and Safety Act 2004</i> , Council has a duty to prevent and eliminate any form of bullying, discrimination, harassment, and sexual harassment in the workplace. All employees and councillors have a responsibility to respect the rights of one another to promote diversity, inclusion, safety and equal opportunity. Council has zero tolerance for confirmed breaches of this policy and associated procedure.
PR136	Procedure – Bullying and Equal Opportunity	In accordance with the <i>Equal Opportunity Act 2010</i> and the <i>Victorian Occupational Health and Safety Act 2004</i> , Campaspe Shire Council (Council) has a duty to prevent and eliminate any form of bullying, discrimination, harassment, and sexual harassment in the workplace. All employees have the responsibility to respect the rights of one another to promote diversity, inclusion, safety and equal opportunity.
164	Gender Equity	To set principles for Campaspe Shire Council (Council) to ensure it maintains a gender equity based approach to all organisational operational activities.

Policy No.	Policy/ Procedure Title	Purpose
DIVISION - CORPORATE SERVICES		
Department – Human Resources		
165	Related Party Disclosure	<p>This policy outlines what is expected of elected members and staff of Council in relation to Australian Accounting Standard AASB 124 <i>Related Party Disclosures</i> (AASB 124).</p> <p>Specifically, the policy outlines the disclosure requirements under AASB 124 of Key Management Personnel (KMP), which includes elected members. It also outlines the procedures Council will follow to collect, store, manage and report on related party relationships, transactions and commitments.</p> <p>Under the definition of financial statements in the Local Government Act 1989 all local governments in Victoria must produce annual financial statements that comply with Australian Accounting Standards.</p>

Policy No.	Policy/ Procedure Title	Purpose	Reason for Revocation
DIVISION – OFFICE OF THE CEO			
Department – Communications			
102	Cultural Diversity Access	<p>The purpose of this policy is to express Councils commitment to service access by people from culturally and linguistically diverse backgrounds.</p>	<p>Policy to be revoked.</p> <p>The policy as it stands is not required. It should be noted that this does not remove access to the services reflected in this policy.</p> <p>In future, there may be a need to develop a tailored cultural diversity strategy or policy and come back to council as new data becomes available</p>

DIVISION - CORPORATE SERVICES			
Department – Human Resources			
098	Respect in the Workplace	<p>The Shire of Campaspe is committed to ensuring that staff work in an environment where people are treated with mutual respect. It is important for a productive and harmonious workplace that staff are aware of the impact of their behaviours on others. It is important that all employees feel secure and valued in an environment which enables them to achieve their highest levels of performance, personal job satisfaction and fulfilment.</p> <p>Bullying, harassment, sexual harassment, discrimination, victimisation, racial and religious vilification in the workplace is inappropriate and unacceptable behaviour. The Shire of Campaspe has a zero tolerance approach to staff found to have either committed or condoned such behaviour in the workplace. Where a breach of this policy has been substantiated the guilty offender will be subject to disciplinary action which may include the termination of employment.</p>	<p>Policy to be revoked.</p> <p>This policy will be replaced by the Bullying and Equal Opportunity policy.</p>

8. Issues and Risk Management

Issues:

Nil

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

9. Strategic Planning Environments

Strong and Engaged Communities:	No impact
Resilient Economy:	No impact
Healthy Environment:	No impact
Balanced Services and Infrastructure:	Policies improve delivery on services to the community and give clear direction to officers.
Responsible Management:	Council policy assist with establishing guidelines, effective decision making and being accountable to the community.

10. Consultation

- Executive Management Group
- Audit and Risk Committee
- Staff Consultative Committee
- Councillors reviewed the policies at the 9 April 2019 Briefing session.

7.3. Adoption of Revised Council Policy 054 - Requests for Upgrades to the Road Network

Author:

Richard Conway, General Manager Infrastructure Services

Attachments:

7.3.1. Policy 054 - Revised

7.3.2 Policy 054 – Original

7.3.3 Draft Procedure PR137 Assessing Applications for Requests for Upgrades to the Road Network

1. Purpose

To adopt an updated policy for management of upgrade requests to the road network.

2. Recommendation

That Council adopt Council Policy 054 - Requests for Upgrades to the Road Network.

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest regarding this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

Council reviews its policies on a regular basis. In March 2018 Council resolved the last update to Council Policy 054 which was then called 'Improvements to the Level of Service of the Road Network'. Following experience an update of the policy is being sought by staff. The regularity of reviews has been set using council's adopted policy matrix and this policy will be reviewed every two years.

7. Content

Experience over the past few years has shown that people seeking upgrades to their road have not clearly understood how to go about it and the conditions of any upgrade. This has led to drawn out discussions on subjects such as; what is a dust suppressing scheme, what payment terms are to be entered in to, what standards of road construction, finish, drainage etc are to be allowed and who ultimately decides what is acceptable. This update looks to clear up on the areas of confusion with the outcome that the policy will be easier to operationalise for both council and applicants without actually changing the expected standards.

The changes:

- 1) The new policy has been renamed slightly in an attempt to improve understanding on what the purpose of the policy is. From 'Improvement to the level of service of the road network' to 'Requests for upgrades to the road network'.
- 2) It is now in the new council format.
- 3) The trigger for a shared costs scheme is simplified; more than two adjoining properties.
- 4) The basis of payment has been put on the front page. Payment in advance unless agreed to in writing by council and to cover the actual costs of any work done.
 - a. Payment in advance unless agreed has been put to ensure that council, and by default the wider ratepayer base, don't have to cover work they don't benefit from. It also ensures applicants know that a firm payment timeframe is expected before anything happens setting expectations.
 - b. Specifying the requirement to pay for the actual cost of work done is to make clear that it is the true cost of work that is paid for and not an estimated cost. This covers events where the estimated cost is exceeded, ensuring applicants know the cost remains theirs to cover. While also guaranteeing that if the work can be delivered to the required standard for less than the estimate they will receive a refund of the difference.
- 5) The standards required of constructions have been made explicit. Specifically, to the standards found in the Infrastructure Design Manual (IDM) or identified measurements and to Council's sole satisfaction. This is a risk mitigation measure as appropriate standards are necessary to avoid re-work and to ensure that it is the common standards of the whole shire that apply. When looking to have upgrades done applicants see the cost of work as a significant factor. If they consider the cost to be too high they seek changes to the standards and specifications of work. As:
 - a) any upgrade work done by private contribution is then maintained and renewed at Council's sole cost; and:
 - b) once work is done any impacts from the road on flooding, property damage, road safety etc are solely at Council's risk.

Allowing less than appropriate standards in order to appease a comparative few landowners risks ongoing costs and risk for the whole ratepayer base that would not have been allowed otherwise. The IDM is applied across large parts of Victoria and it is a standard that is referred to in Council's planning scheme. Enforcing the common standard council applies to itself, and new developers, mitigates this risk and ensures everyone is treated equitably.

- 6) The policy's relationship to the Local Government Act (LG Act) has been made clearer with the statement that special charge schemes are in accordance with the LG Act part 8. (Page 2 of the policy.)
- 7) The policy includes a stand down period of one year. The aim of that is to allow a reasonable time before revisiting an issue that had been resolved. In the event of shared cost schemes, for example, this would avoid revisiting landowners with surveys on issues they felt had been resolved.

8. Issues and Risk Management

Issues:

Issue 1: Keeping the asset risk to the ratepayers as low as possible

Clear and professional standards for delivery ensure mitigated asset risks (re-work, renewal, maintenance and safety or third party liability causing increased costs to the ratepayers as a whole).

Ultimately it is also not to the applicants benefit to have substandard work delivered as it is they who would most immediately suffer the consequences. (Driving on substandard roads or being flooded.)

Issue 2: Following Councils established priorities for investment

The updated policy is in line with Council' already established guiding principle of prioritising renewal over upgrade and its ambitions to maintain a sustainable asset base. As most upgrade requests come from individual landowners placing the onus of change on the applicant, while maintaining the standard the road and associated infrastructure is delivered to, is reasonable.

Issue 3: Creating a meeting of the minds when entering agreements

Occasionally applicants misunderstand under what terms work is done. Making it clear that work is done solely to specific measurements or IDM standards and to Council satisfaction minimises the risk.

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

9. OptionsOption 1: Adopt the updated policy in its current form

This option is recommended by officers.

This policy is clearer for users and stipulates the requirements for entering a scheme in a much more accessible mode. The policy has also been assessed under the policy framework and has been scheduled for two-yearly review.

Option 2: Keep the policy as it is

This option is not recommended by officers.

The current policy is due for renewal, so it would have to be put in to the new format at least. The updated terms are a result of learning from experience and so to keep the terms as they are would not demonstrate improvement in our process.

Option 3: Amend the policy in some other fashion

This option is not recommended by officers.

The updated terms are a result of learning from experience and so to keep the terms as they are would not demonstrate improvement in our process. Changing the terms risks not getting the most effective policy based on that experience.

10. Strategic Planning Environments

Strong and Engaged Communities:	The changes supports a clearer process in the service delivery for any charge schemes entered into.
Resilient Economy:	No impact
Healthy Environment:	No Impact
Balanced Services and Infrastructure:	Road infrastructure delivered to the right standards are important to maintain a sustainable and effective road network and mitigate risk.
Responsible Management:	Maintaining a sustainable road network is a significant part of this policy. The changes make it clearer for users and stipulates the requirements for entering a scheme in a much more accessible mode.

11. Consultation

Internal Consultation:

- Road Services
- Executive Management Group
- Councillors at 2 April 2019 Council Briefing Session.

7.4. Road Management Plan and Rural Road Review

Author:

Sean Hay, Infrastructure Development Coordinator

Responsible Manager:

Asset Manager

Attachments:

7.4.1. Draft Road Management Plan for public exhibition April 2019

7.4.2. Draft Road Management Plan Appendices

1. Purpose

That Council endorse the review of the Draft Road Management Plan for public exhibition April 2019, including the Council's Register of Public Roads and seek approval to proceed to public exhibition of the proposed draft Road Management Plan for public exhibition April 2019.

2. Recommendation

That Council:

- 1. Endorse the draft Road Management Plan for public exhibition April 2019 (and associated appendices).**
- 2. Publish a Notice of Amendment of the Road Management Plan, in the Government Gazette and local newspapers stating the following as required by Section 55 of the *Road Management Act 2004*.**
 - a. The Road Management Plan is under review, including the Council's Register of Public Roads.**
 - b. That the draft Road Management Plan may be inspected or obtained from Shire of Campaspe Service Centres or downloaded from Council's website.**
- 3. Distribute copies of the draft Road Management Plan (and associated appendices) to all Council Service Centres and make available on Council's website.**

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest regarding this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

Council has an established Road Management Plan (RMP) under the *Road Management Act 2004*. The RMP is a plan that details the inspection regime, defect intervention levels and defect repair response times for all nominated road related assets under Council's management. The RMP insures that the community is informed about how the Council manages its road assets. The RMP is Council's tool in the defence against claims of negligence in relation to their road network.

Council's RMP was first adopted by Council in December 2004 and has been regularly reviewed as listed below:

- September 2007
 - September 2009
 - June 2013
 - June 2017
-

7. Content

The RMP was originally scheduled for review in 2021. However, as the road register requires updating following the second round of the rural road review Council staff have taken the opportunity to undertake the review of the RMP (Version 7) as well in accordance with the Road Management (General) Regulations 2016. The new plan has been amended to align with updated insurer's advice, current policy, operational objectives and available resources.

The draft RMP has the following improvements:

1. The plan has been reformatted and redrafted to be clearer and easier to read. Especially related to road hierarchies and defect response times.
 2. The rewording of defect response descriptions means that more defects will be able to be included within these definitions e.g. "bull dust" and rough areas.
 3. Altered the definition of bridge defects to be more general.
 4. Improved the standard of rutting on sealed and gravel roads from 150mm to 100mm.
 5. Gravel road corrugations added to include within 50m of an intersection.
 6. The Register of Public Roads has been updated to reflect the current state of the road network and incorporate previous Council decisions and growth from subdivisions.
-

8. Issues and Risk Management

Issues:

Issue 1: Insurance

Council's insurers updated Council officers on outcomes of recent proceedings involving RMP's. A review of defects and response times was undertaken to ensure Council could meet its legal obligations under the RMP.

Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
Successful legal action against Council if the RMP is not complied with	Low	Major – If Council do not comply with the requirements of the RMP Council will not receive the protection that the RMP provides which could negatively impact Council's future insurance premiums.	High	Council resolves to support the draft RMP.

9. OptionsOption 1: Adopt the Draft Road Management Plan for Public Exhibition April 2019

This option is recommended by officers.

Adopt the draft RMP for Public Exhibition April 2019. This will also ensure the Council's Register of Public Roads reflects the current network and implements previous Council decisions and the growth resulting from subdivisions.

If supported, a public notice will be published noting the review and seeking approval to proceed to public exhibition in accordance with the Road Management Act 2004.

Option 2: Do not adopt the draft Road Management Plan for Public Exhibition April 2019

This option is not recommended by officers.

Council could refuse to adopt the draft RMP. This recommendation will result in Council leaving itself more open to successful legal proceedings because it is operating to an RMP that is not in line with latest advice and precedent.

10. Strategic Planning Environments

Strong and Engaged Communities: No Impact

Resilient Economy: The adoption of the draft RMP will continue to provide the community with safe transport networks and an agreed plan on the inspection and treatment of defects identified within those transport networks.

The Rural Road Review project strove to deliver a rural road network in a fit-for-purpose condition at a sustainable cost.

Healthy Environment: No Impact

Balanced Services and Infrastructure: The impact of this recommendation supports the implementation of the strategic objective to manage and maintain assets to optimise their lifecycle.

Responsible Management: The draft RMP was reviewed to ensure that Council has the available resources to manage its road network in accordance with the inspection timelines, intervention levels and response times.

11. ConsultationInternal Consultation:

- Assets Manager
- Roads Services
- Works Department.
- Assets Department

External Consultation:

- External advice from Council's insurer was sought throughout the process
 - Rural Roads Review – Community Engagement Plan
 - Councillors at the 9 April 2019 Council Briefing Session.
-

12. Consultation

Following the completion of the public exhibition period and consideration of any submissions received, a further report will be presented to Council that summarises the submissions received and seeks approval for adoption of the amended RMP.

7.5. Loddon Campaspe Regional Economic Growth Strategy

Author:

Jason Russell, Chief Executive Officer

1. Purpose

To seek endorsement of the Loddon Campaspe Regional Economic Growth Strategy.

2. Recommendation

That Council:

1. **Endorse the *Loddon Campaspe Regional Economic Growth Strategy* incorporating the priority areas of:**
 - a) **Strong Food and Regional Manufacturing**
 - b) **Industries of the Future**
 - c) **Tourism and International Economy**
 - d) **Regional Employment and Innovation Corridor**
 - e) **Bendigo the Regional Capital**
 2. **Note that the Strategy has been developed to assist in focussing action and advocacy efforts on activities that will support the Loddon Campaspe's economy.**
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3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest regarding this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

The *Loddon Campaspe Regional Economic Growth Strategy* is the fifth iteration of a regional strategic plan for the Loddon Campaspe/Loddon Mallee Region. The Strategy seeks to set a strategic basis and rationale for priority investment in the region.

The Strategy has been jointly prepared by the Loddon Mallee Regional Development Australia (RDA) Committee and the Loddon Campaspe Regional Partnership. It is one of two Regional Economic Growth Strategies (Mallee and Loddon Campaspe) covering the Loddon Mallee region.

The Loddon Campaspe Regional Partnership is one of nine Partnerships across the state, established by the Victorian Government, recognising that local communities are in the best position to understand the challenges and opportunities faced by their region.

The Loddon Campaspe region in central Victoria covers an area with a diverse population and a buoyant economy based on agriculture, retail, health, property and manufacturing.

Bendigo lies at the heart of the region and is one of Victoria's largest and fastest growing regional cities. Bendigo provides a prosperous and vibrant hub of cultural and economic activity that supports growth an investment across the region. Many migrant and refugee communities have settled nearby.

The Loddon Campaspe region incorporates six municipalities (Campaspe Shire, Central Goldfields Shire, City of Greater Bendigo, Loddon Shire, Macedon Ranges Shire, Mount Alexander Shire). Together the municipalities produce a Gross Regional Product of \$10.3 billion; have a population of in excess of 228,400; with more than 9% of people living across the region born overseas.

The Strategy seeks to focus actions towards those activities that will provide the greatest benefit to the region's economy. The document will also assist in providing a platform for coordinated regional advocacy. In particular when it comes to where investment should be directed within the region. The Strategy will also be used by the Loddon Mallee RDA and Regional Partnership Committees to focus their efforts.

The Strategy is a successor to the Loddon Mallee Regional Strategic Plan 2015-18 that was prepared by the Loddon Mallee RDA. In comparison to its predecessor, the Regional Economic Growth Strategy has a tighter economic focus.

This new Strategy has been prepared using inputs from several workshops held across the region and the two Regional Partnership Assemblies held in 2018 as well as being underpinned by a strong technical report examining the region's economic and growth potential.

The Strategy is owned by the region and is being endorsed by all regional Partnership Councils as well as other core economic focused regional bodies.

The Regional Economic Growth Strategy has a 10-year planning horizon. Once the Strategy is endorsed, work will commence on an implementation plan and production of an Investment Prospectus that will highlight those shovel-ready investments that need to be made to realise the Strategies vision.

7. Issues and Risk Management

Issues:

Issue 1: The *Loddon Campaspe Regional Economic Growth Strategy* not endorsed by all Loddon Campaspe Partner Councils.

The Strategy has been developed collaboratively and seeks to identify the regions priorities for future investment. Should all Loddon Campaspe Councils not endorse the Strategy investment in the region and longer term confidence in the regional will suffer due to the lack of an endorsed vision.

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

8. Options

Option 1: Endorse the *Loddon Campaspe Regional Economic Growth Strategy*

This option is recommended by officers.

The Strategy has been developed collaboratively and seeks to identify the regions priorities for future investment over a 10-year planning horizon. The Strategy will focus actions towards those activities that will

provide the greatest benefit to the region's economy. As well as assist in providing a platform for coordinated regional advocacy. In particular when it comes to where investment should be directed within the region. The Strategy will also be used by the Loddon Mallee RDA and Regional Partnership Committees to focus their efforts.

Option 2: Not endorse the *Loddon Campaspe Regional Economic Growth Strategy*

This option is not recommended by officers.

Without a Strategy the region and longer term confidence in the regional will suffer.

9. Strategic Planning Environments

Strong and Engaged Communities:	The Strategy supports implementation of strategy 1 by
Resilient Economy:	The Strategy supports implementation of the Strategic Objective by identifying the key priority areas of: <ol style="list-style-type: none"> i. Strong Food and Regional Manufacturing ii. Industries of the Future iii. Tourism and International Economy iv. Regional Employment and Innovation Corridor <p>These priority areas will seek to build employment and investment opportunities.</p>
Healthy Environment:	No impact
Balanced Services and Infrastructure:	No impact
Responsible Management:	The Strategy assists Council implementing strategy 2 and 3 by identifying regional priority areas for advocacy.

10. Consultation

Regional Development Victoria Regional Director – Loddon Mallee, Rachel Lee and Dr Kate Burke Regional Partnerships community representative member presented the Strategy and priority areas to Councillors at the 2 April Council Briefing Session.

7.6. Echuca Holiday Park Master Plan

Author:

Janine Caiolfa, Commercial Operations Manager

Attachments:

- 7.6.1 Echuca Holiday Park Master Plan public document
- 7.6.2 Five Year Implementation Program for Capital Works
- 7.6.3 Confidential attachment

This attachment has been prepared for consideration by Council in a meeting closed to the public, in accordance with the following section within the Local Government Act 1989.

89(2) A Council or special committee may resolve that the meeting be closed to members of the public if the meeting is discussing any of the following:

- (d) Contractual matters

1. Purpose

To seek endorsement of the Echuca Holiday Park Master Plan.

2. Recommendation

That Council:

- 1. Adopt the Echuca Holiday Park Master Plan prepared by Sustainable Park Solutions.**
- 2. Commit to the Five Year Implementation Program for Capital Works.**

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest regarding this matter

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

The Echuca Holiday Park (EHP) is a commercial business owned by Council and operated on Crown Land for which Council is the land manager. EHP is operated under a Management model with Australian Tourist Park Management (ATPM), the current contract provider. The contract terms between Council and ATPM see the

Contractor funding the majority of day to day expenses including staffing. Council receives revenue directly and pays commission to ATPM based on bookings. Council is responsible for Capital works projects, renewal and major maintenance.

In July 2018, Council released a Request for Quotation for Consultancy for the Echuca Holiday Park Master Plan. In August, a Consultancy firm, "Sustainable Park Solutions", was appointed and the project for the Master Plan commenced.

The project objectives for the Master Plan included:

- Identify opportunities which support new and evolving accommodation trends, changing user requirements, environmental initiatives and long term commercial sustainability.
- Identify short, medium and long term infrastructure opportunities which support and encourage an improved customer experience, increases site efficiency and maximises yields.
- Identify opportunities for managed pedestrian and vehicle access and movement in and throughout the site and to the adjoining natural environment and tourism precinct to maximise the visitor experience.

The project aim and inclusions are:

- Prepare a Master Plan with a focus on a 10 year period incorporating a staged capital works program. The staged program will commence with the endorsement and delivery of years 1 through to five. The Master Plan will include financial assumptions and one that defines trends in the industry. The plan will provide opportunity for growth, increased revenue and improve its tourism rating.
- Present a Master Plan incorporating individual/precinct concept plans and provide indicative costs to deliver the capital works program.
- Provide an indicative financial plan to support the injection of funds into the proposed capital works program.

7. Content

Master Plan

The Master Plan for the Echuca Holiday Park provides staged investment and clear direction for the development of the park. The completed plan proposes a number of experiences for the Echuca Holiday Park:

- A destination/resort style park catering for multiple target markets.
- A park that contains modern guest amenities and a range of resort style facilities aimed at delivering quality guest experiences.
- Enhanced recreational facilities to allow the park to attract target markets in the low and midseason periods of the year.
- Provides a focus on Council Officers encouraging the Contractors (ATPM) and the Park Managers to offer improved guest experiences i.e. improved Wi-Fi, coffee cart, tourist attraction options.

Sustainable Park Solutions have undertaken market analysis of the caravan and camping industry in Australia and have acknowledged recent trends and data that demonstrate the continuing growth of the industry. Identified through various tourism strategies, the destination management plan, customer profiles and surveys support the recommendations proposed by Sustainable Park Solutions for the future planning at the Echuca Holiday Park.

The key recommendations include:

- A park entry statement which will include landscaping at the front of the Holiday Park along Crofton Street including a new timber fence.
- Landscape plan for the park with a focus on tourist site restoration.

- Recreation precinct redevelopment including mini golf course, jumping pillow, new playground, BBQ shelters, seating and pathways.
- New western amenities facility.
- New cabins, both 2 bedroom and 3 bedroom, allowing for disabled access.
- Ensuite sites.
- Safari tents.
- Bunkhouse accommodation.
- Bike storage shed and bike service station.
- New pedestrian pathways and crossings.

Trends for Caravans and Campgrounds

Growth in the caravan and camping industry Australia wide remains strong. Industry turnover for the last 17 years has gone from less than \$550 million to just under \$1.5 billion. This equates to a growth rate of approximately 6% per annum. Park improvement and development is high on the list of priorities. The consumer expectations of caravan parks have increased significantly as have the markets that are attracted to caravan parks.

Key recommendations of the Master Plan have focussed on areas that will increase current market patronage and provide for new markets for the mid and low periods. Providing new forms of quality accommodation such as bunkhouses, safari tents, new cabins and ensuites will support attracting new markets. New recreational facilities will support current markets and new markets with a view that current markets may choose to travel outside of High season.

Echuca/Moama visitor nights to the region continue to grow year on year. Continued growth in commercial caravan and camping visitor nights to the region highlights opportunity for the Echuca Holiday Park to continue to attract more visitors. Further investment in suitable accommodation and experiences will enable the park to attract other markets.

Echuca Holiday Park Capital Works Program

One of the aims of the project was to complete a 10 year capital works program and a supporting 10 year financial plan. This has been completed and the focus for Officers is to implement the first five years of the program.

The Five Year Implementation Program for Capital Works is as per attachment 7.6.2. The proposed works are to commence 2019 to 2024.

The Capital Works Program includes a range of infrastructure investment including park entry, communal facilities, sites and accommodation and recreational facilities. The investment is designed to have a big impact on the look and functionality of the park immediately and to maximise financial returns.

Total spend of \$3,365,000 is recommended over 10 years. \$1,235,000 of this is non income producing infrastructure and park improvements.

\$2,130,000 is for new income producing accommodation and upgrades to existing (income producing) accommodation.

The 10 year program will be funded primarily from the Commercial Investment – Echuca Holiday Park Reserve however for the full program to be delivered this will require additional sources of funding to be secured through borrowings or additional allocation from the reserve.

For the first five years 2019/20 to 2023/24, the Capital Works Program recommends an estimated spend of \$2,703,875. Campaspe Shire Council's proposed budget for 2019/20 includes the first project from the Master Plan for the Echuca Holiday Park - Front entrance and landscape upgrade \$454,500 (excluding contingency).

This project will be funded from the Commercial Investment – Echuca Holiday Park Reserve and will also be supported by a financial contribution by the Park Management contractors.

A high level analysis of return on investment rates and internal rate of return figures indicate positive returns and increased cash flow and support investment for the 10 year development.

Community/Stakeholder Engagement Key Themes

The Master Plan has been developed in consultation with many stakeholders including a Councillor site visit to the Echuca Holiday Park, engagement with park patrons and various departments.

Key themes and feedback from this consultation include:

- Excitement around future direction of the park
- Great to see reinvestment into the park including development of new accommodation options
- Bunkhouse style accommodation a new target market for the park
- Replacement of cabins is fantastic
- Recreational facility upgrade and accommodation options consistent with emerging markets
- Upgrade to the entrance of the park provides a wow factor and warm welcome to the park
- Important to all park patrons that there is a focus on the parks grounds ensuring landscaping and site restoration is a high priority

8. Issues and Risk Management

Issues:

Issue 1:

The construction and route for the new Echuca Moama bridge crossing and the amenity impacts it will have on the park and its patrons is not fully known at this stage. Council Officers are working with Major Road Project Victoria to minimise impacts on the park and patrons.

Issue 2:

The recreation precinct development includes the removal of the park's tennis court. Whilst an arrangement is being sought between the neighbouring tennis club and the Park Managers, a number of annual site holders have expressed disappointment that the tennis court will be removed and not replaced.

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

9. Options

Option 1: Adopt the Echuca Holiday Park Master Plan prepared by Sustainable Park Solutions and commit to a Five Year Implementation Program for Capital Works as presented

This option is recommended by officers.

Adopting the Echuca Holiday Park Master Plan will provide Council and stakeholders a clear strategic vision for the Echuca Holiday Park and will enable direction and programming for the parks capital works program.

Option 2: Not Adopt the Echuca Holiday Park Master Plan prepared by Sustainable Park Solutions

This option is not recommended by officers.

Without a plan, Council will have no strategic direction for the development of the park. This will increase the risk that the parks amenities and facilities will not be renewed and or upgraded and therefore the parks profile and appeal could be compromised reducing annual profit and the tourist appeal of the town.

10. Strategic Planning Environments

Strong and Engaged Communities:	No impact
Resilient Economy:	The Master Plan supports Strategy 3 of the Council Plan - Support and develop Campaspe's tourism opportunities. The development of the recreational precinct and improved facilities at the park will encourage new and repeat visitation to the Echuca Holiday Park.
Healthy Environment:	No impact
Balanced Services and Infrastructure:	The Master Plan supports Strategy 1 of the Council Plan - Manage and maintain assets to optimise their lifecycle considering social, economic and environmental sustainability. The plan will allow Council to manage, maintain and upgrade the parks facilities in conjunction with the above strategy principles.
Responsible Management:	The Master Plan has been developed in line with Strategy 1 of the Council Plan - Consult and engage with all sectors of the community to determine their priorities and support council decision making. The Master Plan from inception to completion has consulted and engaged with all interested and associated parties.

11. Consultation

Internal Consultation:

- General Manager Corporate Services
- Investment Attraction Officer
- Community Engagement Manager
- Recreation Planner
- Planning and Building Manager

External Consultation:

- Echuca Holiday Park, annual site holders, tourists and permanent residents
- NRMA/ATPM – CEO and National Operations Manager
- NRMA Park Managers
- Echuca Moama Tourism
- Murray Regional Tourism
- North Central Catchment Management Authority
- Department of Environment, Land, Water and Planning

Councillors at the:

- 18 September 2018 Council Briefing Session
 - 27 November 2018 Council Briefing Session
 - 9 April 2019 Council Briefing Session
-

12. Officer Comment

Officers have spent a significant amount of time to ensure the delivery of a comprehensive Master Plan for the Echuca Holiday Park. Whilst several capital works projects have been delivered at the Echuca Holiday Park during the last 10 years, there is still a lot of investment required.

The Master Plan and program of works provide Officers the direction to continue to ensure the parks facilities are of high standard and occupancy and profitability remain into the future.

7.7. Future of Aquatic Services

Author:

Kerrie Hawkes, Acting Recreation Manager

Attachments:

7.7.1. Future of Councils Aquatic Facilities Discussion Paper, 2016

7.7.2. Council Minutes, 16 August 2016, Item 6.2: Campaspe Aquatic Service Review

7.7.3. Council Minutes, 19 April 2016, Item 6.9: Aquatic Services Review Discussion Paper

1. Purpose

This report seeks to advise Council on the progress made in implementing its decision regarding the future of its Aquatic services and to provide recommendations on the way forward.

2. Recommendation

That Council:

- 1. Note the need for an Aquatics and Leisure Strategy to establish a service vision, objectives and desired outcomes. The strategy would provide the framework for the future provision of Aquatic and Leisure Services inclusive of service models, programs and infrastructure.**
 - 2. Note the urgency to begin the planning for new facilities in Kyabram and Rochester due to the age and condition of these facilities.**
 - 3. Note that funding for the Strategy and business cases for Rochester and Kyabram Aquatic facilities has been referred to the 2019/20 Budget process for consideration and that these two facilities have priority due to their location/service catchment and condition.**
 - 4. Extend the time frame until the end of 2021 for determination on the future of Colbinabbin, Lockington, Stanhope and Tongala pools to enable the consideration of recommendations from the yet to be developed Aquatic and Leisure Strategy and Community Place based plans.**
 - 5. Note the Council will only provide essential operational requirements and maintenance works at Colbinabbin, Lockington, Stanhope and Tongala until their future is determined.**
-

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest regarding this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

In August 2016 after a three year process of data collection and community engagement Council established its position in relation to Aquatic Services through undertaking a detailed Review, the findings of which are published in an associated Discussion Paper.

The review of Aquatic services was driven by a number of challenges to the long term sustainability of the service and the facilities.

Age, Condition and Number of Facilities

The most significant challenge is the age of outdoor pool facilities. The current facilities average age is over 50 years, and ranges from 18 to 85 years. As a consequence a majority of the facilities are in very poor condition, and reaching the end of their serviceable lives. General condition assessments were carried out for each pool. This activity clearly indicated that significant and expensive works are required to maintain all existing facilities in serviceable condition.

Increasing Operational Costs

The main costs associated with running pools include staff, power, water, chemicals, asset maintenance, cleaning, administration and supervision. In past years these costs have risen significantly above CPI. There have been increases to entry fees over recent years, but these provide only minor offset against rising costs.

Adding to the net cost of operating pools, there is a nationwide decline in the use of small, cold-water seasonal swimming pools. Despite small recent increases in attendances over the past few years Campaspe is no exception and has experienced significant declines in attendance at most outdoor pools over the past decade.

Changing Population and Community Expectations

The Australian and Campaspe population is ageing. The use of cold-water outdoor pools significantly decreases with age, as water temperatures and access become relevant. Corresponding with an ageing population, is also a decrease in younger age groups in many Campaspe towns. These younger groups have been typically the highest users of outdoor swimming pools, however they represent a much lower proportion of the population and will continue to decline further as the overall population changes.

Community Place Based Planning and Prior Council Decisions

The previous Council Decision from August 2016 (see attachment 7.7.2) required the preparation of Community Place Based Plans for Colbinabbin, Stanhope, Lockington and Tongala to be completed by August 2019 with the aquatic facilities to be maintained until this point in time.

7. Content

A number of challenges have emerged since the establishment of Councils position that have impacted the ability of the organisation to implement the adopted position.

Community Placed Based Plans

The Local Government sector has been on a steep learning curve regards asset and service planning. It is expected in years to come that without comprehensive service planning Councils will be unable to make application to vary the rate cap and potentially ruled ineligible for grants. Initial expectations regarding the level of complexity and the amount of data collection and verification required to develop these plans were ambitious.

It has also become increasingly clear that service planning is fundamental to long term financial planning and sustainability. Service planning documents the service level, the service costs and the assets required to support the service both now and into the future. Significant progress has been made regarding asset management and service planning however the work will not be complete for some time to come and industry understanding of what best practice looks like is still evolving.

The development of service plans requires consultation with communities to determine the service types, setting of service level and the financial impacts of these choices. Without a comprehensive service and asset plans, comprehensive Place Based Planning for activation, services and infrastructure cannot be effectively conducted. It is recommended that it would be prudent to wait until the organisation has completed appropriate asset management and service planning work prior to the development of comprehensive Place Based Plans for infrastructure and services in Lockington, Stanhope, Colbinabbin and Tongala.

Aquatic and Leisure Services Strategy

While Council has done a vast amount of research and data collection regards the current aquatics service, its infrastructure and costs, there is currently no high level position on the reasons behind why Council should be involved in such a service i.e. Does Council deliver this service for health and wellbeing outcomes or does it seek to support an elite swimming program aimed at delivering Olympic success etc.

The delay in being able to begin Place Based Planning can be used to develop an Aquatics and Leisure Services Strategy. The strategy would take the Aquatic Service Review Discussion Paper and work with the community to develop an overarching future vision for the service provision across the Shire, inclusive of infrastructure requirements and programs/service levels.

The availability of an Aquatic and Leisure Services strategy will provide the framework in which communities that are developing a placed based plan can consider their options in relation to Aquatics and Leisure services and facilities.

Business Planning for Kyabram and Rochester

These facilities are at a condition that requires renewal in the near future. All require increasingly costly maintenance to remain open and both the Rochester and Kyabram pools leak extensively. The replacement of facilities of this nature require extensive planning. The community engagement required to determine the future service provision for Kyabram, and Rochester is a resource intensive activity however could be conducted simultaneously with the development of a Strategy.

The level of community engagement and research is well in excess of what can be facilitated by the Recreation team as part of their regular activities. Appropriate resources must be available to facilitate quality community engagement and to develop detailed plans for these long lived, high cost facilities that are of such community interest. Officers recommend that Business Cases for Rochester and Kyabram be developed at the same time as an aquatics and leisure services strategy is developed.

These two facilities, along with Rushworth and EWMAC, form part of any future service envisioned in the Discussion Paper as the municipalities Regional and District Facilities and were identified in the August 2016 Council Decision (See attachments 7.7.1 and 7.7.2). Please see Figure 1 below for a demonstration of aquatic locations and catchments of these four facilities.

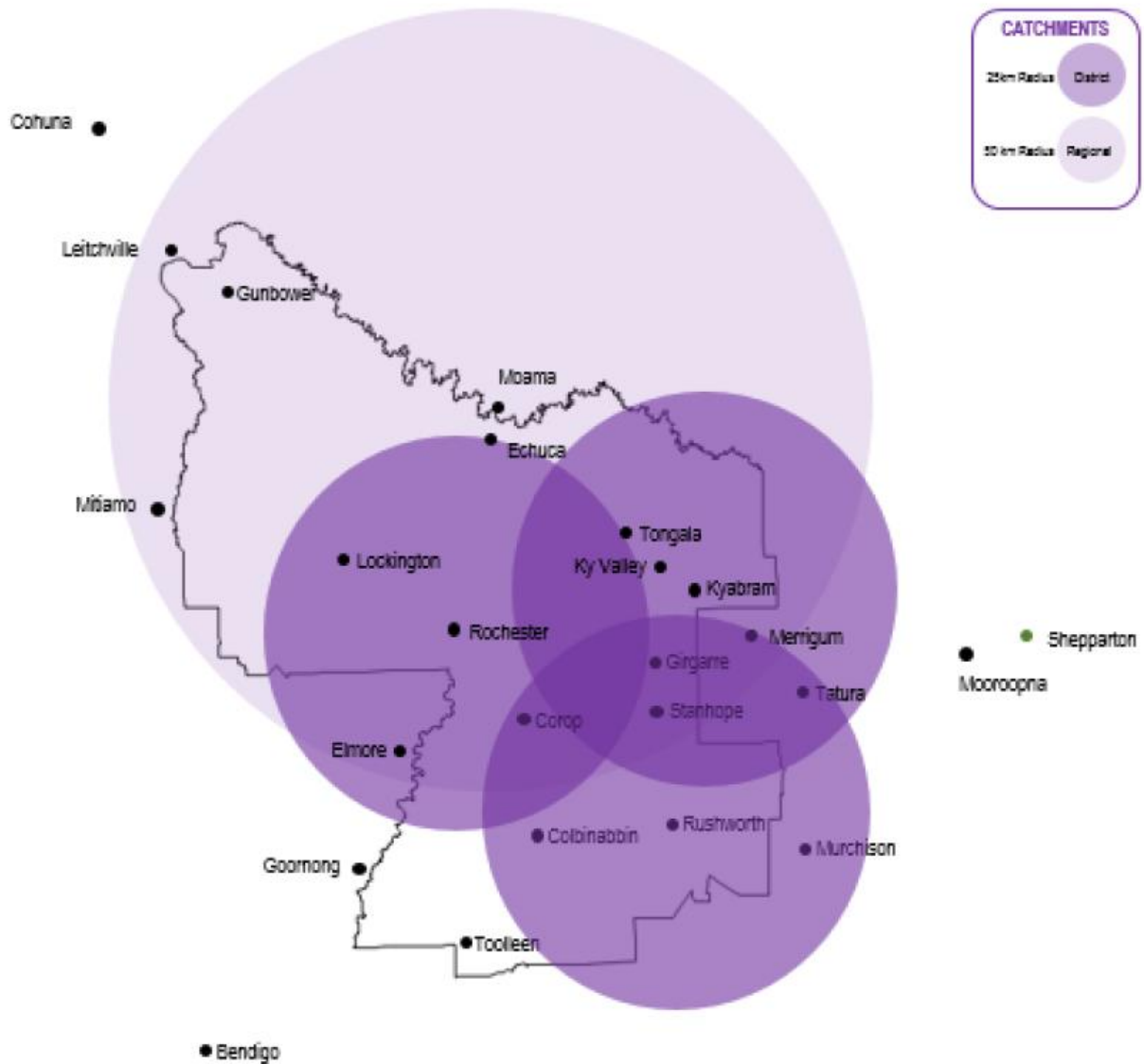


Figure 1: A map showing the location and catchments of District and Regional Facilities as identified by the 2016 Aquatic Services Discussion Paper

8. Issues and Risk Management

Issues:

Councils aging aquatic facilities require increasing levels of maintenance and there is no guarantee that a catastrophic failure of the asset will not occur resulting in having to close the facility. It is also important to recognise that the cost involved in developing four new facilities will be significant. Understanding the quantum of this is essential for the development of long term financial planning and to facilitate the overall balancing of the cost of these new facilities with Councils total services and assets. To meet the new timeline for Community place based planning it will be important to have the Aquatics and Leisure Services Strategy available so that the context for the Community engagement and business case development can be completed in an efficient and timely manner.

Issue 1: Age and condition of aquatic facilities

Council's aquatic facilities are of variable age and quality, varying between those built in the 1950's through to the 1990's. The aging of these facilities results in increasing levels of maintenance and investment with an

increasing likelihood of catastrophic failure and the subsequent closure of the facility. This is an important consideration in relation to any matter than may delay the modernisation of Campaspe's aquatic services.

Issue 2: Potential cost of any solutions and the sustainability of any offering

The cost in developing and operating any new facilities will be significant. Developing a solid understanding of the quantum involved is essential to the development of long term financial plans and accommodating these within Council's long term vision. This requires a solid strategic grounding to ensure that any facilities developed will accord with the future needs of the community and are supported by both Council and State policy to increase the likelihood of success when seeking funds from external sources.

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process. However it is important to recognise that Councils aging aquatic facilities require increasing levels of maintenance and there is no guarantee that a catastrophic failure of the asset that results in having to shut the facility will not occur. It is also important to recognise that the cost involved in developing four new facilities will be significant. Understanding the quantum of this is essential for the development of long term financial planning and to facilitate the overall balancing of the cost of these new facilities with Councils total services and assets.

Risk	Likelihood	Consequence	Rating	Mitigation action
Pools close due to inability to fund emergency maintenance works	Possible	Moderate	Moderate	Council to keep the community informed should a major breakdown occur and not be feasible for repair Provision of free access to other Council aquatic facilities and shuttle bus for transport on weekends up to a value of \$10,000
Failure to develop costed designs for inclusion in the long term financial plan	Possible	Moderate	Moderate	Council funds community engagement and design of facilities in the 2019/20 budget

9. Options

Option 1: Council adopts the recommendation provided.

This includes:

- Identifying the need for further planning in this space including the development of a holistic Aquatics and Leisure Services Strategy and site specific planning for new facilities in Kyabram and Rochester;
- Extending the timeframe until 2021 for determining the future of the Colbinabbin, Lockington, Tongala and Stanhope facilities to allow the yet to be developed Aquatics and Leisure Strategy and Community Place Based Plans to be considered in the deliberations;
- To note that only essential operational and maintenance works will be undertaken at Colbinabbin, Lockington, Stanhope and Tongala Pools until the future service has been determined.

This option is recommended by officers.

Option 2:

Maintain the current position adopted in August 2016

This option is not recommended by officers. Local governments across Victoria continue to grapple with Service and Asset Planning. While Council has progressed significantly there is still much work to be done prior to being ready to provide this essential information. Placed Based Planning has the potential to engage Communities in the decision making process and increase ownership of the outcomes. However, without the necessary data, there is the potential that Communities will become frustrated and disengaged.

10. Strategic Planning Environments

Strong and Engaged Communities:	The development of the existing Aquatics position has involved significant community consultation. This will continue under Placed Based Planning and in the development of plans of new aquatic facilities with focus on increasing participation and engagement within the community.
Resilient Economy:	No impact
Healthy Environment:	No Impact
Balanced Services and Infrastructure:	The development of a considered Aquatics and Leisure Strategy will ensure that any future service provision: meets community needs; is economically, socially and environmentally sustainable; and maximises access and usage. The work, when considered in conjunction with the existing Discussion Paper and the Community Place Based Plans will allow Council to relinquish assets that no longer meet community need.
Responsible Management:	The affirmation of Councils current Aquatic Service position and the endorsement of planning activities for new aquatic facilities enables the organisation to plan for its future financial sustainability

11. Consultation

Consultation was undertaken with the Recreation Team, General Manager for Community and Regulatory Services, the Strategy Manager and Executive Management Team. Council has also received a number of presentations on the matter at briefing sessions.

These Briefing Sessions occurred on:

- 22 May 2018
- 9 October 2018
- 20 November 2018

8. Council Information

8.1. Open Assembly of Councillors Records

Author:

Sharolyn Taylor, Council Support Officer

Responsible Manager:

Governance Manager

1. Purpose

To present to Council the open records for the Assemblies of Councillors held in the month of March 2019.

2. Recommendation

That Council note the open records of Assemblies of Councillors as outlined in this report.

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest in regards to this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

The *Local Government Act 1989* provides a definition of an assembly of Councillors where conflicts of interest must be disclosed.

A meeting will be an assembly of Councillors if it considers matters that are likely to be the subject of a Council decision, or, the exercise of a Council delegation and the meeting is:

1. An advisory committee of the Council that includes at least one Councillor; or
2. A planned or scheduled meeting that includes at least half the Councillors (5) and one member of Council staff.

The requirement for reporting provides increased transparency and the opportunity for Councillors to check the record, particularly the declaration of conflict of interest.

7. Content

The following Assemblies of Councillors were held in the month of March 2019:

Meeting Information		
Meeting Name/Type	Campaspe Briefing Session	
Meeting Date	5 March 2019	
Start time:	9:06am	Finish time: 3:45pm
Matters Discussed	<ol style="list-style-type: none"> 1. Welcome, present and apologies 2. Delegation – Tianchen Environmental Protection 3. Declaration of Interests 4. 2019/20 Budget Session No. 1 5. Echuca Events Precinct Design Project 6. Victoria Park Master Plan Update No. 3 7. Port of Echuca Property Discussion No. 5 8. General Business <ol style="list-style-type: none"> 8.1 Echuca South East Rural Living Precinct PLN22 9. Meeting Close 	
Attendees		
Councillors	Adrian Weston (Mayor), Daniel Mackrell (9:56am – 3:45pm), Kristen Munro (9:48am – 3:45pm), Vicki Neele (9:40am - 3:45pm), Neil Pankhurst (9:19am - 3:45pm), Leanne Pentreath (9:23am - 3:45pm), Leigh Wilson, John Zobec (10:25am - 3:45pm)	
Staff	Jason Russell, Fleur Cousins (9:18am - 3:45pm), Keith Oberin (9:06am – 12:45pm), Paul McKenzie, Richard Conway (9:23am - 3:45pm) Sharolyn Taylor	
Apologies		
Councillors	Cr Annie Vickers	
Conflict of Interest disclosures		
Matter No.	Councillor/officer making disclosure	Left meeting: Yes/No
4 – Echuca Paddlesteamers	Cr Munro	Yes
6	Cr Mackrell	Yes
7	Cr Munro	Yes
7 – Commercial Leasing	Cr Mackrell	Yes

Meeting Information		
Meeting Name/Type	Campaspe Briefing Session	
Meeting Date	12 March 2019	
Start time:	9:33am	Finish time: 4:34pm
Matters Discussed	<ol style="list-style-type: none"> 1. Welcome, present and apologies 2. Declaration of Interests 3. Future Meetings 4. 2019/20 Budget Session No. 2 5. Aged Care Services Update 6. Echuca West Precinct Plan Update No. 4 7. Echuca Moama Arts Precinct Update No. 4 8. Delegation – Campaspe Connect One Year Later 9. Delegation – Echuca Moama Tourism 10. Campaspe e-Services Demonstration 11. Meeting close 	
Attendees		
Councillors	Adrian Weston (Mayor), Daniel Mackrell, Vicki Neele, Neil Pankhurst, Leanne Pentreath, Annie Vickers (9:36am – 4:34pm), Leigh Wilson, John Zobec (10:19am – 4:34pm)	
Staff	Jason Russell, Fleur Cousins, Keith Oberin (9:54am – 4:34pm), Paul McKenzie (9:33am – 4:21pm), Richard Conway, Sharolyn Taylor, Ailsa Box (9:33am – 12:35pm), Stephen Cook (9:33am – 12:35pm)	
Apologies		
Councillors	Cr Munro	
Conflict of Interest disclosures		
Matter No.	Councillor/officer making disclosure	Left meeting: Yes/No
Nil		

Meeting Information		
Meeting Name/Type	Campaspe Briefing Session	
Meeting Date	13 March 2019	
Start time:	9:39am	Finish time: 12:55pm
Matters Discussed	<ol style="list-style-type: none"> 1. Welcome, present and apologies 2. Declaration of Interests 3. 2019/20 Budget Session No. 3 4. Meeting close 	
Attendees		
Councillors	Adrian Weston (Mayor), Daniel Mackrell, Vicki Neele, Neil Pankhurst, Leanne Pentreath, Annie Vickers, Leigh Wilson (11:15am – 12:55pm), John Zobec	
Staff	Jason Russell, Fleur Cousins, Keith Oberin, Paul McKenzie, Richard Conway, Sharolyn Taylor, Ailsa Box, Stephen Cook, Sarah Butterworth, Kate Lemon	
Apologies		
Councillors	Cr Kristen Munro	
Conflict of Interest disclosures		
Matter No.	Councillor/officer making disclosure	Left meeting: Yes/No
3 – Budget Session No. 3 Glanville Road Upgrade Design	Cr Pankhurst	Yes

Meeting Information		
Meeting Name/Type	Audit and Risk Committee	
Meeting Date	30 January 2019	
Start time:	12:30pm	Finish time: 1:25pm
Matters Discussed	<ol style="list-style-type: none"> 1. Present and apologies 2. Declaration of Interests 3. Charter of Human Rights 4. Adoption of Previous Minutes 5. Summary of Actions from Audit and Risk Committee 6. Investment Portfolio Review 7. Quarterly Financial Report 8. Budget Preparation and Parameters 9. Updated Policies Relating to the Committee 10. ICT Security Penetration Testing Overview and Outcomes 11. Compliance of Essential Services Legislation 12. Committee Charter 13. Update of Outstanding Audit Actions Register 14. Audit and Risk Committee Work Plan 15. Internal Audit Program Status Update 16. Audit and Risk Committee Quarterly Update 17. Administration 	
Attendees		
Councillors	Cr Neil Pankhurst	
Staff	Jason Russell (CEO), Fleur Cousins (General Manager Corporate Services), Ailsa Box (Finance Manager), Sharolyn Taylor (Council Support Officer), Richard Conway (Acting GM Infrastructure Services) (12:19pm - 12:34pm), Matthew McPherson (ICT Manager) (12:29pm - 12:54pm)	
Apologies		
Councillors	Cr Leanne Pentreath	
Members	Linda MacRae	
Conflict of Interest disclosures		
Matter No.	Councillor/officer making disclosure	Left meeting: Yes/No
Nil		

8. Issues and Risk Management

Nil.

9. Strategic Planning Environments

Strong and Engaged Communities: No impact

Resilient Economy: No impact

Healthy Environment: No impact

Balanced Services and Infrastructure: No impact

Responsible Management: No impact

10. Consultation

Nil.

8.2. Letters of Appreciation

The following have been received:

- Echuca Historical Society Inc – thank you for providing funding through the Responsive Grants Program towards the relocation of the bow section of PS Murrumbidgee. Volunteers will be called for shortly to start removing the silt build up by 6 May.
- Echuca Aero Club Inc – congratulations to the council and staff on the excellent job being done at the airfield to bring it up to a reasonable standard.

Special congratulations to Tony Banks, Plant/Fleet Coordinator for his diligence in preparing the airfield. The relationship between the Aero Club and the Airfield Manager has never been better and look forward to continuing the great relationship into the future.

- David Baker, Echuca – thank you for the prompt repair of the raised sections of the Campaspe River Walking Track to make it safe again.
- David Frazer, Westbound – thank you to the Campaspe Shire Council for their support of the 2019 Riverboats Music Festival. Over 750 attendees to the festival were surveyed, and the results were very positive.

On a personal level, sincere thank you to Belinda Owen, Bob Barrass and the Parks & Gardens team for their work in the lead up to Riverboats 2019. Major events such as Riverboats rely heavily on the support of local government, and the strong working relationship Westbound has with Campaspe Shire is greatly appreciated.

- Jenny Bennett, Echuca – thank you for the recent work undertaken along Anderson Road, Echuca.
- Anne Meade – extending compliments to Neville Green, Home Maintenance Foreman for mowing of lawns etc. Neville did a lovely job in a courteous and friendly manner. Job well done Neville.

Recommendation

That Council the note letters of thanks and appreciation as listed.

8.3. Responsive Grants Program

Author:

Bobbi Aitken, Civic Events & Grants Officer

Responsible Manager:

Economic & Community Development General Manager

1. Purpose

To note Responsive Grants Program applications received and approved in line with grant guidelines and criteria.

2. Recommendation**That Council:**

1. **Note the following grants have been approved in accordance with Responsive Grants Program guidelines and criteria and applicants advised in writing:**
 - **Rotary Club of Kyabram Inc – to assist with costs associated with the Kyabram Open Gardens – Autumn event to be held 4-5 May, \$1,000**
 - **Rochester RSL Sub Branch – towards the cost to refurbish the Lockington Memorial for the 2019 ANZAC Day service, \$300**
 - **Rochester Community House Inc – towards the cost of storage for non-perishable food and promotion of the Rochester Food Share Program, \$848**
 - **RDA Echuca - to assist with the cost of fodder for the riding camp to be held on 27 April, \$1,000**
 - **Talbot Varcoe – to assist with travel costs and expenses associated with competing at the 2019 Track & Field Athletics tour in Canada from 26 June – 14 July 2019, \$300**
 2. **Note the following grants have not been approved in accordance with Responsive Grants Program guidelines and criteria and applicants advised in writing:**
 - **Kyabram P-12 Chaplaincy Support Group – to assist with costs associated with hosting the Victoria Welsh Choir Concert on 7 April**
-

3. Conflict of Interest

In accordance with Section 80B of the *Local Government Act 1989*, the officer preparing this report declares no conflict of interest in regards to this matter.

4. Charter of Human Rights

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

5. Instrument of Delegation

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer in so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

6. Background

The Responsive Grants Program provides funding for community initiatives and has guidelines for applications submitted to council.

This month, the following applications have been received:

Organisation	Amount	Amount Recommended	Purpose	Comment
Kyabram P-12 Chaplaincy Support Group	\$1,000	\$0	To assist with costs associated with hosting a Victoria Welsh Choir fundraising concert	Not approved by CEO – does not meet assessment criteria
Rotary Club of Kyabram Inc	\$1,000	\$1,000	To assist with costs associated with Kyabram Open Gardens – Autumn event to be held from 4 – 5 May	Approved by CEO – meets assessment criteria
Rochester RSL Sub Branch	\$300	\$300	Towards the cost to refurbish the Lockington Memorial for the 2019 ANZAC Day service	Approved by CEO – meets assessment criteria
Rochester Community House Inc	\$848	\$848	Towards the cost of storage for non-perishable food and promotion of the Rochester Food Share Program	Approved by CEO – meets assessment criteria
RDA Echuca	\$1,000	\$1,000	To assist with the cost of fodder for the riding camp to be held on 27 April 2019	Approved by CEO – meets assessment criteria
Talbot Varcoe	\$300	\$300	To assist with travel costs and expenses associated with competing at the 2019 Track & Field Athletics tour in Canada from 26 June – 14 July	Approved by Acting CEO – meets assessment criteria

Fund Balance Prior to application approval:	\$29,862
Funding approved:	\$3,448
Fund Balance: (16 April 2019)	\$26,414

7. Issues and Risk Management

Issues:

Nil

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

8. Strategic Planning Environments

Strong and Engaged Communities:	This funding source provides support to Responsive Grants Program requests for community initiatives.
Resilient Economy:	No impact
Healthy Environment:	No impact
Balanced Services and Infrastructure:	No impact
Responsible Management:	This annual budget allocates funding for Responsive Grants Program requests for community initiatives.

9. Consultation

Nil

9. Councillor Reports

Cr Adrian Weston	
4 April 2019	Planning Consultation Meeting - PLN004/2019
5 April 2019	NDIS Information Session with Hon Damian Drum MP

Cr Daniel Mackrell	
22 March 2019	Community morning tea to launch the Gunbower Mobile Black Spot site built by Telstra
23 March 2019	EMAI Nature Embraced Exhibition Opening
3 April 2019	New Residents Night

Cr Kristen Munro	
23 March 2019	EMAI Nature Embraced Exhibition Opening
1 April 2019	Planning Consultation Meeting - PLN023/2019 - 73 Hare Street Echuca
1 April 2019	CCLLEN Annual General Meeting
3 April 2019	New Residents Night

Cr Vicki Neele	
20 March 2019	Echuca Legacy Group Changeover Luncheon
27 March 2019	Echuca Train Line Services Ministerial Meeting
28 March 2019	Minister D'Ambrosio Meeting
4 April 2019	Planning Consultation Meeting - PLN004/2019
8 April 2019	Stanhope Health Announcement
8 April 2019	Kyabram District Health Service Announcement

Cr Neil Pankhurst	
24 March 2019	Kyabram Baptist Church Induction Service for Pastor David Adamson
3 April 2019	Tongala Pick My Project
3 April 2019	Echuca Moama Torrumbarry Flood Study - Project Reference Committee Meeting
4 April 2019	Planning Consultation Meeting - PLN004/2019
8 April 2019	Kyabram District Health Service Announcement
11 April 2019	Sustainable Economic Growth for Regional Australia Launch

Cr Leanne Pentreath	
22 March 2019	CVAF AgDiversity Conference
23 March 2019	The Black Swan Gunbower to Cohuna Paddle
24 March 2019	Healthy Living & Lifestyle
29 March 2019	Rural Aussies for Refugees Multi Culture Feast
1 April 2019	EMFM Radio

Cr Annie Vickers	
22 March 2019	St Joseph's College Foundation Day
27 March 2019	Dja Dja Wurrung Natural Resource Management Annual Forum 2019
3 April 2019	New Residents Night
3 April 2019	Echuca Moama Torrumbarry Flood Study - Project Reference Committee Meeting
3 April 2019	RBAG Meeting
5 April 2019	Parkinson's Community Seminar

Cr Leigh Wilson	
4 April 2019	Planning Consultation Meeting - PLN004/2019
5 April 2019	GVWRRG Board meeting
8 April 2019	Rochester Community Economic development Plan - Governance Committee

Cr John Zobec	
4 April 2019	Planning Consultation Meeting - PLN004/2019
9 April 2019	ACM Girgarre Official Opening

Recommendation

That the Councillor reports be noted.

10. Chief Executive Officer's Report

Activities and meetings attended since previous Council meeting:

- Special Council Meeting
- Media Briefing to discuss the draft budget
- Annual Leave
- Environment Protection Authority Executive Meeting
- Murray Ricer Group of Councils CEO Meeting
- Regional Director DELWP
- Loddon Campaspe Councils Meeting
- Final day 12 April 2019

Recommendation

That the Chief Executive Officer's report be noted.

11. Petitions/Letters

12. Notices of Motion

Nil

13. Urgent Business

Nil

14. Question Time

15. Closed Session of the Meeting to the Public

Recommendation

That pursuant to the provisions of the Local Government Act 1989, the meeting will now be closed to members of the public to enable the meeting to discuss matters in items 16, 17, 18 and 19 which the Council may, pursuant to the provisions of Section 89(2) of the Local Government Act 1989 (the Act) resolve to be considered in Closed Session, being a matter contemplated by Section 89(2) of the Act, as follows:

- (a) personnel matters;
- (b) the personal hardship of any resident or ratepayer;
- (c) industrial matters;
- (d) contractual matters;
- (e) proposed developments;
- (f) legal advice;
- (g) matters affecting the security of Council property;
- (h) any other matter which the Council or special committee considers would prejudice the Council or any person;
- (i) a resolution to close the meeting to members of the public.

16. Confirmation of Confidential Minutes and Attachments

89(2)(h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person

17. Confidential Council Information

17.1. Confidential Communication Reports

89(2)(e) Proposed Developments

18. Confidential Business

18.1 89(2)(e) Proposed Developments

19. Confidential Council Meeting Close

89(2)(h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person

20. Items Determined to be no Longer Confidential

21. Open Meeting to the Public

Recommendation

That Council resolves to open the meeting to the public at

22. Close Meeting

Paul McKenzie

Acting Chief Executive Officer