



Council Agenda



Date: 15 June 2022
Time: 6:00pm
Venue: Echuca Civic Centre

Photo Left to Right: Cr Adrian Weston, Cr Tony Marwood, Cr Rob Amos, Cr Colleen Gates (Deputy Mayor), Cr Daniel Mackrell, Cr Chrissy Weller (Mayor), Cr Paul Jarman, Cr John Zobec and Cr Leanne Pentreath.

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For a meeting of the eighth Campaspe Shire Council meeting held on Wednesday 15 June 2022, commencing at 6:00 pm at the Council Chambers, Echuca Civic Centre.

Acknowledgement of Country

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples.

We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and their unique role in the life of this region.

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

Meeting Procedures

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

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.

1 Apologies and Requests for Leave of Absences

1.1 Apologies

1.2 Leave of Absence

2 Confirmation of Minutes

RECOMMENDATION

That the following minutes be confirmed:

- Campaspe Council Meeting held on 18 May 2022.
- Unscheduled Campaspe Council Meeting held on 26 May 2022.

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 Declarations of Conflict of Interest

In accordance with Section 130(1)(a) of the *Local Government Act 2020* Councillors are required to disclose any conflict of interest in respect of a matter to be considered at a Council meeting.

5 Responsible Authority Decisions

Responsible Authority – Defined under Section 13 of the *Planning & Environment Act 1987*. Responsible for administering and enforcing the planning scheme and its provisions in relation to use and development.

6 Planning Authority Decisions

Planning Authority – Defined under Section 12 of the *Planning & Environment Act 1987*. Responsible for implementing the objectives of planning in Victoria and reviewing and preparing amendments to a planning scheme.

6.1 Amendment C118 Omnibus

Author	Department	Manager	General Manager
Planner	Planning	Manager Planning & Building	General Manager Development

1. SUMMARY

To provide Council, as the Planning Authority, with an understanding of the submissions raised during the exhibition of Amendment C118 and to provide an overview and recommendations based on the submissions being withdrawn.

2. RECOMMENDATION

It is recommended that Council as the Planning Authority:

1. In accordance with Section 23(1)a of the *Planning and Environment Act 1987* change the amendment as agreed and requested by submissions and proceed without a need for an independent planning panel.
2. Adopt Amendment C118 to the Campaspe Planning Scheme.
3. Submit Amendment C118 to the Minister for Planning for approval in accordance with Section 31 of the *Planning & Environment Act 1987*.

3. PURPOSE

The purpose of the report is to seek approval to submit Amendment C118 to the Minister for Planning for adoption in accordance with section 31 of the *Planning & Environment Act 1987*.

4. DISCUSSION

Documentation approved prior to exhibition

The primary purpose of the amendment (C118) is to review the Campaspe Planning Scheme to accord with the Minister for Planning's *Ministerial Direction on The Form and Content of Planning Schemes*. All Councils in Victoria have been directed to update their planning scheme in accordance with the Direction, through *Amendment VC148*. In September 2018, Council adopted the *Planning Scheme Review Report* in accordance with Section 12B of the *Planning and Environment Act 1987*.

The amendment affects the entire municipality. A summary of the changes proposed, what is to be achieved by each change and the source of the proposed change is provided in the table below:

Change Proposed	Objective	Source
New Policy	Reordering, deletion of repeated policy and new policy from adopted documents	VC148 and Ministerial Direction on Form and Content of Planning Schemes
Rezoning 118-120 Northern Hwy, Echuca	FZ and C2Z to GRZ	Identified in Echuca Housing Strategy 2011
Rezoning 52-86 Northern Highway, Echuca	GRZ to C2Z	Zoning anomaly, identified in Planning Scheme Review Report 2018
Rezoning Cnr McColl and Gillies Roads, Kyabram	FZ to PUZ6	Identified in GV Waste & Resource Recovery Buffer Support Program Report 2019
Rezoning Cnr McColl and Keane Roads, Lockington	FZ to PUZ6	Identified in GV Waste & Resource Recovery Buffer Support Program Report 2019
Rezoning Cnr Ogilvie Avenue and Haverfield Street, Echuca	C2Z to C1Z	Identified in Echuca Commercial Strategy 2017
Rezoning Bridlington Avenue, Echuca	PUZ7 to GRZ	Zoning anomaly
Rezoning Wilkinson Drive, Echuca	GR, PPRZ & SUZ2 to SUZ2	Zoning anomaly
DDO12 – Ogilvie Avenue, Echuca	New overlay	Identified in Echuca Commercial Strategy 2017
DPO11 – 118-120 Northern Hwy, Echuca	New overlay	Ministerial Direction

HO416 – 100 Prairie Park Road, Mitiamo	Correction of mapping anomaly	Identified in Planning Scheme Review Report 2018
Council Plan 2017-2021	Updated Document	Adopted by Council 1 June 2017
Active Transport Strategy 2019	New Document	Adopted by Council 25 June 2019
Echuca Commercial Strategy 2017	New Document	Adopted by Council 16 May 2017
Echuca CBD & Historic Port Precinct Parking Strategy 2019	New Document	Adopted by Council 29 January 2019
Port Precinct Plan 2018	New Document	Endorsed by Council 17 July 2018
Port Precinct Background Report 2018	New Document	Endorsed by Council 17 July 2018

Exhibition process

The Amendment has been exhibited pursuant to Section 19 of the *Planning and Environment Act 1987* and considered Council's own guidelines for the exhibition of planning scheme amendments by:

- Placing notice in the Government Gazette on 2 February 2022
- Sending notice to immediately adjoining and nearby landowners on 2 February 2022
- Notices sent to prescribed Ministers & Authorities on 2 February 2022
- Placing notice in local newspaper, Riverine Herald, Kyabram Free Press, Campaspe News and Bendigo Advertiser.
- Five Community Drop-in Sessions at Rochester Service Centre (21 February 2022), Kyabram Community and Learning Centre (22 February 2022), Echuca Library (23 February and 2 March 2022) and Rushworth Service Centre (24 February).
- Council's website.
- Department of Environment, Land, Water and Planning's website.
- Available at Council's Echuca Head Office.

The exhibition has been carried out correctly. The exhibition period extended over six weeks, from 3 February to 17 March 2022.

Summary of submissions

Council received thirteen (13) submissions to the amendment, twelve (12) prior to the close of the exhibition period and one submission after close of exhibition. Thirteen (13) have been resolved through officers' clarification or based on the agreed changes to the amendment.

The submissions are summarised as follows:

- 4 submissions supported the amendment.
- 4 submissions were withdrawn (2 with changes).
- 3 submissions from referral authorities requested minor changes with no requirement to go to panel.
- 2 submissions provided general comments and no changes required.

A casebook has been attached as part of the report which outlines the submissions, as well as a response and any subsequent correspondence. The casebook also outlines any proposed changes to the amendment as a result of the submissions received.

52-86 Northern Highway Echuca

Following extensive consultation with the submitters, officers have reviewed the rezoning and it has been agreed to reconsider the rezoning of 52-86 Northern Highway Echuca from General Residential Zone to Commercial 2 Zone.

The following has been recommended:

- Retain 78 Northern Highway within the General Residential Zone (as per current rezoning).
- Retain properties located at 80 Northern Highway and 84-86 Northern Highway within the General Residential Zone (as per current zoning).
- Continue with the rezoning of 52-58 and 62-70 Northern Highway from General Residential Zone to Commercial 2 Zone. A letter of support has been received for 62-70 Northern Highway from representatives on behalf of the landowners.

Proposed changes are in amended map 10 (see attachment).

This provides opportunity for expansion of the commercial area along Northern Highway, without impacting on current and future residential development.

Changes to 13.03-1L Floodplain management in Campaspe

These changes were included as part of the recommendations made by the North Central Catchment Management Authority and Goulburn Broken Catchment Management Authority.

The current proposed strategies for 13.01-1L are:

- *Discourage residential development, other than replacement dwellings on flood prone land.*
- *Locate dwellings above the 1% AEP flood level.*
- *Discourage subdivision, other than the realignment of boundaries or lot consolidation on flood prone land.*
- *Locate effluent disposal areas for dwellings on land that is free from flooding.*
- *Discourage uses such as pumping works and sanitary landfill depots on flood prone land.*

Changes to the proposed strategies for 13.01-1L are:

- *Discourage use and development on land within the 1 per cent annual exceedance probability flood extent.*
- *Discourage subdivision, other than realignment or consolidation on land within 1 per cent annual exceedance probability flood extent.*
- *Discourage residential development, other than replacement dwellings on land within 1 per cent annual exceedance probability flood extent.*
- *Encourage flood levels of buildings to be above the 1 per cent annual exceedance probability flood level.*

Schedule to clause 41.01 Environmental Significance Overlay

The amendment proposes to reduce the setback for permit exemptions from 100 to 60 metres from the Murray River or the Crown land boundary. Based on the advice from North Central Catchment Management Authority the setback will remain 100 metres.

Clause 72.08

Based on the advice from North Central Catchment Management Authority include background documents to make reference to the North Central Regional Catchment Strategy 2021-2027.

All references to ARI (Annual Recurrence Interval) should be converted to AEP (Annual Exceedance Probability)

This change was in relation to the submission by the North Central Catchment Management Authority and Goulburn Broken Catchment Management Authority and in accordance with the recommendations of the Victorian Floodplain Management Strategy 2016.

This change will occur in:

Clause 19.03-3L Policy application – all references to ARI changed to AEP.

Schedule to clause 44.04 Land subject to Inundation overlay – all references to ARI changed to AEP.

Change to 12.01-1L Biodiversity

The Amendment proposes to further clarify the areas that require protection of biodiversity. The Rushworth State Forest is part of the largest block of Box- Ironbark habitat left in Victoria. There are numerous threatened species of flora and fauna in this forest, and it supports the most diverse bird communities in the state.

The proposed change in the Clause 12.01-1L in the Planning Scheme as part of amendment C118 included:

- *Protect native vegetation in future industrial and residential areas and integrate it into development. [21.03-2]*
- *Protect and manage the native grasslands of the Patho Plains as identified at Clause 02.04 [Existing SFP]*
- *Protect the Whroo Ironbark State Forest as identified at Clause 02.04 [existing SFP].*
- *Encourage more land set aside for public purposes on public and private land particularly along waterways. [21.03-2 and DELWP]*
- *Avoid the loss of riparian flora and fauna, biodiversity, habitat and wetlands. [21.03-1]*

Rushworth State Forest was incorrectly referred to as Whroo Iron State Forest. The Department of Environment, Land, Water and Planning, Forest Fire and Regions Group have recommended including Rushworth State Forest, Whroo Historic and Cultural Features Reserve, Whroo Nature Conservation Reserve and Redcastle-Greytown State Forest. These changes will be reflected in Clause 12.01-1L as follows.

- *Protect native vegetation in future industrial and residential areas and integrate it into development. [21.03-2]*
- *Protect and manage the native grasslands of the Patho Plains as identified at Clause 02.04 [Existing SFP]*
- *Protect the Rushworth State Forest, Whroo Historic and Cultural Features Reserve, Whroo Nature Conservation Reserve and Redcastle-Greytown State Forest as identified at Clause 02.04 [existing SFP].*
- *Encourage more land set aside for public purposes on public and private land particularly along waterways. [21.03-2 and DELWP]*
- *Avoid the loss of riparian flora and fauna, biodiversity, habitat and wetlands. [21.03-1]*

5. OPTIONS

Section 22 of the *Planning and Environment Act 1987* requires the Council to consider every submission. After considering the submissions, the Council must then decide whether to:

Option 1: Abandon the amendment

This option is not recommended. This amendment seeks to implement changes as part of *Ministerial Direction – The Form and Content of Planning Schemes* and Policy Program to reform Victoria’s planning system and change the Victorian Planning Provisions (VPP) to make planning schemes more efficient, accessible and transparent. Council has invested significant funds and time into the work completed to date and abandonment would result in the Campaspe Planning Scheme not aligning with State policy.

Option 2: Submit the Amendment C118 To the Minister for Planning for approval.

This option is recommended. Since a panel is not required, as all submissions have been resolved, proceeding to the Minister for approval is the next step of the Amendment process.

6. CONSULTATION

The process in relation to consultation (exhibition) is defined and determined by the Department of Environment, Land, Water and Planning and has been met.

7. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

8. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no issues of ongoing financial viability of the Council have been identified within this report.

9. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

10. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

11. RELEVANCE TO COUNCIL PLAN 2021-2025

Flourishing local economy
A resilient longterm economy attractive to local and external investors

Resilient protected and healthy natural environment
Protected natural environment

Well planned places
Quality, attractive recreational spaces
Improved walkability and cyclability within townships

12. ISSUES AND RISK MANAGEMENT

Issues:

Nil

Risk:

Risk management has been considered in the preparation of this report and risks with a high or extreme rating have been identified in this process.

Council have a number of amendments and strategies which are required to be commenced and/or completed. Due to staffing, costs and resources a 'Strategic Project Priority Matrix' has been created. The matrix allows Council to determine its priorities by addressing a number of key questions, recognising the importance to the Shire as a whole and the extent of Council involvement.

The matrix seeks to rate amendments into either one of four categories:

- Extreme (Have to deliver the project, allocate resources)
- High (Need to deliver the project, review resources)
- Moderate (Project to be delivered but based on resources and funding, encourage external consultants to prepare)
- Low (Recognises the project but no further work unless undertaken by the affected parties at their own cost)

When considering Amendment C118 it was recognised that it was of 'Extreme' importance. This rating was based on the requirement of Council to implement the changes required by VC148 and the recommendations of the *Campaspe Planning Scheme Review Report 2018*. Implementation of the changes required by VC148 is required across all Victorian Planning Schemes. The financial cost to Council of not proceeding with Amendment C118 would be significant, and Council would also risk losing control over its local policy content.

13. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

14. 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*.

15. INSTRUMENT OF DELEGATION

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

16. CONCLUSION

Amendment C118 remains an important and large amendment which seeks to review the planning scheme, while introducing some critical changes and policies, consistent with approved documents and strategies. The approval of this amendment will ensure the changes from VC148 are implemented in the Campaspe Planning Scheme and consistent State Policy.

17. ATTACHMENTS

1. Campaspe Amendment C 118 Casebook June 2022 v 2 [6.1.1 - 50 pages]
2. Campaspe C 118 camp 003 zn Map 10 [6.1.2 - 1 page]

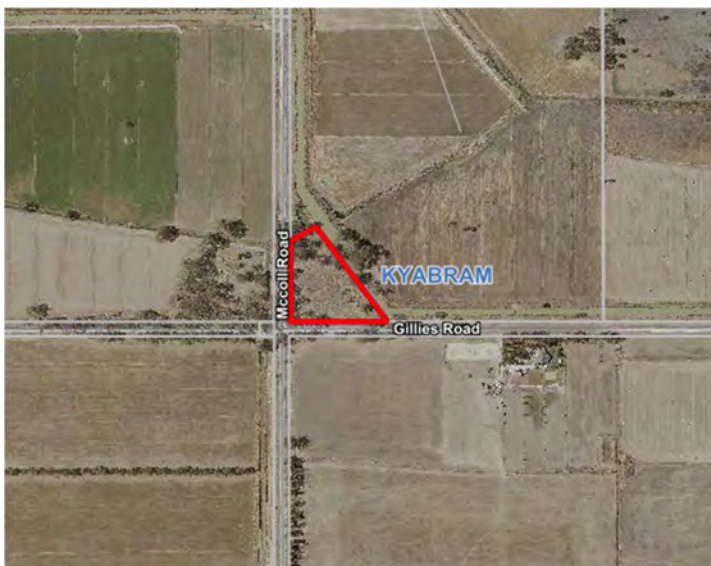


PLANNING SCHEME AMENDMENT C118

OMNIBUS AMENDMENT

CASE BOOK 1

Case Book No.	Submitter	Position/Organisation	Address
1	Goulburn Valley Water (Richard Bell – Acting Manager Technical Customer Services)	Goulburn Valley Water	
2	BW & SK Wearne		
3	Colin and Judy Carrington		
4	Rotary Club of Echuca-Moama Inc – (Neil Sproal Committee Chair)	Rotary Club of Echuca Moama Inc	
5	SPIRE on behalf of the landowner		
6	NCCMA (Nathan Treloar – Acting Manager Floodplain)	North Central Catchment Management Authority	
7	GBCMA (Guy Tierney, Statutory Planning and Floodplain Manager)	Goulburn Broken Catchment Management Authority	
8	Eileen Curtis		
9	EPA (Kristen Argus, Senior Planning Advisor)	EPA Victoria	
10	Department of Environment, Land, Water and Planning (Tim Norden, Program Manager, Planning and Approvals)	Department of Environment, Land, Water and Planning, Loddon Mallee	
11	Department of Transport (Donna Clusker – Transport Planner)	Department of Transport, Loddon Mallee Region	
12	Coliban Water (Leon Stackpole, Manager Regional Liveability)	Coliban Water	
13	CFA (David Allen AFSM)	Country Fire Authority	

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118**SUBMISSION** (1)**Name of Submitter:** Goulburn Valley Water**Address of submitter:** PO Box 185 Shepparton**Land subject to submission:** 1\LP62860, Cnr McColl and Gillies road**Area of land subject to submission:****Summary of Submission**

Goulburn Valley Water has no objection to the amendment, however, provided the following comments:

1. Only one of the land parcels (1\LP62860) proposed for rezoning lies within GVW's control
2. This parcel lies outside of the nearest water and sewer district boundaries of Girgarre and Kyabram.
3. At the time of writing GVW does not have any plans to extend water or sewer services to the identified parcel.
4. The land also lies outside of current GVW WMF buffer zones.

Council Response

The submission is noted.

The land GVW are referring to is Cnr McColl and Gillies Roads, Kyabram, which is the former site of the Girgarre landfill and the proposed changes are from FZ to PUZ6 to align with the former use of the site and to ensure proper management of a landfill site.

Council Recommendation

The submission is noted.

Changes Required to Amendment

No changes required.



Our Ref: FOL/94 - DOC22/11828
 Your Ref: C118

16 February 2022

Andrew Fletcher
 Campaspe Shire Council - Echuca
 PO Box 35
 ECHUCA VIC 3564

Dear Andrew

**AMENDMENT C118
 CAMPASPE SHIRE COUNCIL
 NOTICE OF PREPARATION OF AN AMENDMENT**

I refer to your letter dated 2 February 2022, regarding the proposed planning scheme amendment C118 in accordance with Section 19(1) (c) of the Planning and Environment Act 1987 as a referral authority and / or nearby landowner.

The Planning Scheme Amendment proposes to:

- to make a number of changes to zone and overlay mapping;
- replace the existing Campaspe Planning Scheme with a new format Planning Scheme, at the direction of the Minister for Planning;
- to implement a number of recommendations from documents adopted and endorsed by Council.

The Corporation appreciates the opportunity to comment on this amendment and advises as follows:-

The Corporation has investigated the Planning Scheme amendment forwarded under 19(1)(c) of the Planning and Environment Act, 1987, and does not object to the amendments. However, the following comments are to be considered;

- Only one of the land parcels (1\LP62860) proposed for rezoning lies within GWV's control
- This parcel lies outside of the nearest water and sewer district boundaries of Girgarre and Kyabram.
- At the time of writing GWV does not have any plans to extend water or sewer services to the identified parcel.
- The land also lies outside of current GWV WMF buffer zones.

033-5327 (Agency Mailbox) | 033-5327 (Customer Services) | 033-5327 (24/7) | 033-5327 (24/7) | 033-5327 (24/7)

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If you require any further information regarding this matter please [REDACTED]

Yours sincerely

Richard Bell
 ACTING MANAGER - TECHNICAL CUSTOMER SERVICES

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118**SUBMISSION** (2)**Name of Submitter:** BW & SK Wearne**Address of submitter:** [REDACTED]**Land subject to submission:** 118-120 Northern Hwy, Echuca & 52-86 Northern Hwy Echuca**Area of land subject to submission:****Summary of Submission**

BW & SK Wearne supported the amendment to rezone 118-120 Northern Hwy, Echuca from FZ to GRZ.

BW & SK Wearne opposed the rezoning of 52-86 Northern Hwy, Echuca from GRZ to C2Z for the following reasons:

1. Our unused road would move from residential to commercial and leave us with a strip of commercial sticking out into the residential zone.
2. I want to remain in the residential zone

Withdrawal of the submission 11 March 2022.

Council Response

Officers met with the landowners to explain the purpose of the amendment and the zoning changes. The submission was withdrawn and in response to other submissions it is proposed that strip of land (circled in yellow) will remain GRZ.

Council Recommendation

The submission is noted.

Changes Required to Amendment

No changes required. See below withdrawal.

Planning Amendments C118



To [Redacted] Campaspe Shire Council

I wish to support the proposal to rezone 118 and 120 Northern Hwy from FZ and C2Z to GRZ

I wish to oppose the rezoning of 52 – 86 Northern Hwy from GRZ to C2Z for the following reasons:
Our unused road would move from residential to commercial and leave us with a strip of Commercial sticking out into the residential zone.
I want to remain in the residential zone

Signed

BW & SK Wearne

Amendment C118



To [Redacted] Campaspe Shire Council

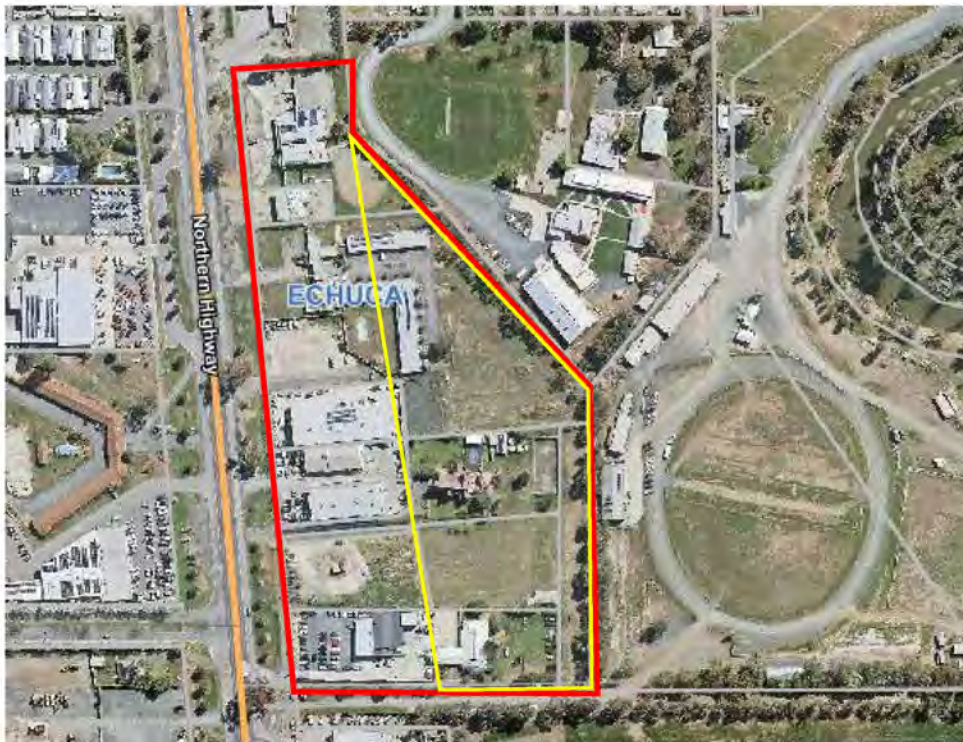
Following an informative meeting with Andrew and Amanda we now wish to withdraw
Our submission on the Rezoning of 52 – 86 Northern Hwy.
Thank you
Brian & Suzanne Wearne

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118

SUBMISSION (3)
Name of Submitter: Colin and Judy Carrington
Address of submitter: [REDACTED]

Land subject to submission: 52-86 Northern Hwy, Echuca

Area of land subject to submission: The red line indicates the area and the yellow line is the rezoning from GRZ to C2Z.

**Summary of Submission**

The original submission opposed the proposed rezoning of land on Map 10 of the amendment at 52-86 Northern Highway, Echuca from General Residential Zone to Commercial 2 Zone.

After meeting with officers, the submission was altered to reflect discussions.

The submission still addresses the proposed rezoning of land on the Northern Highway and includes support the properties of 78, 80 and 84-86 Northern Highway to remain General Residential Zone.

Council Response

Council reviewed the submission, has spoken to the landowners of this submission and has proposed the following:

- Retain 78 Northern Highway within the General Residential Zone (as per current zoning).
- Retain properties located at 80 Northern Highway and 84-86 Northern Highway within the General Residential Zone (as per current zoning).
- Continue with the rezoning of 52-58 and 62-70 Northern Highway from General Residential Zone to Commercial 2 Zone.

This provides opportunity for expansion of the commercial area along Northern Highway, without impacting on current and future residential development.

This is supported by the revised submission.

Council Recommendation

This submission is noted, and the map changed to reflect revised submission.

Changes Required to Amendment

Below are the changes proposed for the rezoning of the land on Northern Highway.

Original mapping



Proposed mapping changes



Original submission – dated 15 March 2022

Campaspe Shire Council
shire@campaspe.vic.gov.au

AMENDMENT C118 – CAMPASPE PLANNING SCHEME
SUBMISSION under Section 21 *Planning and Environment Act 1987*

We hereby lodge the following submission opposing and seeking the deletion of the proposed rezoning of land on Map 10 at 52-86 Northern Highway, Echuca from General Residential Zone to Commercial 2 Zone; and request to be heard before any panel appointed if the amendment is not changed as sought.

SUBMISSION**Change Sought:**

Pursuant to Section 21 of the Planning and Environment Act 1987, the Planning authority is requested to change the amendment by deleting the proposed rezoning of the land on Map 10 at 52-86 Northern Highway, Echuca from General Residential Zone to Commercial 2 Zone.

Grounds for Change:

- 1) The proposed rezoning is inconsistent with the intent of the *Echuca Housing Strategy 2011*.
- 2) The proposed rezoning is contrary to the *Echuca Commercial Strategy (2017)*.
- 3) The proposed rezoning is not consistent with the *Campaspe Council Plan (2017-2021)*; or the *Campaspe Council Plan (2021-2025)*.
- 4) The existing zoning of the land is appropriate and was not identified as anomalous in the *Campaspe Planning Scheme Review Report (2018)*.
- 5) The proposed rezoning is not based on sound town planning principles but is reactionary to commercial land-interests that seek to expand commercial uses onto established residential land.
- 6) The rezoning would be inconsistent with the proposed rezoning of land on Map 10 at 118-120 Northern Highway, Echuca from Farming Zone 1 and Commercial 2 Zone to General Residential Zone as identified in the *Echuca Housing Strategy 2011*; and would prejudice the proper and orderly future use and development of that land for residential purposes.
- 7) The proposed rezoning will adversely affect established and proposed residential uses.
- 8) The proposed rezoning of the land would extend the current minimal interface between the River City Christian College and commercial uses, exacerbating the adverse impact of such uses on the school site.
- 9) There is no strategic support or established need for the expansion of the Commercial 2 Zone in this location.
- 10) The rezoning would not promote the proper and orderly future use and development of the land, and ignores the established, predominant residential use of the land.
- 11) The following further comments are made in relation to specific properties affected by the rezoning:
 - a) 80 Northern Highway which comprises 2 separate parcels created in 2016 by Plan of subdivision PS730472K. The subdivision created separate commercial (Lot 1 - west) and residential (Lot 2 - east) lots, consistent with the planning scheme, with the common boundary coinciding with the C2Z/GRZ zone interface. On the basis of the existing zoning, Lot 2 has recently (2021) been sold as a residential lot. The rezoning would be totally inconsistent with the council's 2016 decision to approve

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the subdivision of the parent parcel to coincide with the C2Z/GRZ zone interface and the creation of a residential lot.

- b) 86 Northern Highway which includes a dwelling situated on the rear, residentially zoned, portion of the land since early 1990's. It has existed for this time without the need for rezoning.
 - c) Strip of land at rear of 78-86 Northern Highway – Wholly zoned residential with no zoning anomaly and is surrounded by residential zones on all sides. Currently vacant but is used by the adjoining Rotary park as an access route. Rezoning it may effectively reduce the size of Rotary Park. This would be detrimental to the public good.
 - d) 52-74 Northern Highway - Currently being used as long-term accommodation housing which is permissible in a residential zone. The property adjoins River City Christian College which is also zoned residential.
 - e) 78 Northern Highway - An existing residential property since 1990 and our family home for over 20 years. To rezone it does not reflect its past or future use. We have obtained professional advice that if the property was rezoned our home would be devalued greatly and could not be sold under residential terms. If our home were to be rezoned to commercial, potential buyers would have to qualify for a commercial loan with higher interest rates and a minimum 30% deposit, that is required to be repaid in 10-20 years, and finally, pay higher council rates for a commercial property.
- 12) We purchased our home in a residential zone; it adjoins parkland with a peaceful ambience. Over time, surrounding land has been purchased by businesses seeking to expand onto residential land. It has caused us great distress to have to defend our home in this manner. We are lifelong residents of Echuca who believe we should not have to carry the burden to support some business interests.

Panel Hearing.

Where the planning scheme is not changed as requested, we require to be heard by any Panel appointed under Part 8 of the Act.

Colin & Judy Carrington



Submission changed. – Tuesday 3 May

Campaspe Shire Council
shire@campaspe.vic.qov.au

AMENDMENT C118 – CAMPASPE PLANNING SCHEME
SUBMISSION under Section 21 *Planning and Environment Act 1987*

We note your email and attached map of 29 April 2022 outlining the following changes to the exhibited Amendment, that are proposed by officers in response to our original submission lodged on 15 March 2022:

- Retain our property located at 78 Northern Highway within the General Residential Zone;
- Retain the properties located at 80 Northern Highway and 84-86 Northern Highway within the General Residential Zone (as per current zoning); and
- Continue with the rezoning of the properties located at 52-58 Northern Highway and 62-70 Northern Highway, from General Residential Zone to Commercial 2 Zone.

On the basis that the exhibited amendment will be changed as outlined in your email and accompanying map, we have altered our original submission as follows:

We maintain our opposition and continue to seek the deletion of the proposed rezoning of land on Map 10 at 78 Northern Highway, 80 Northern Highway and 84-86 Northern Highway, Echuca from General Residential Zone to Commercial 2 Zone; and request to be heard before any panel appointed if the amendment is not changed as now sought.

SUBMISSION

Change Sought:

Pursuant to Section 21 of the Planning and Environment Act 1987, the Planning authority is requested to change the amendment by deleting the proposed rezoning of the land on Map 10 at 78 Northern Highway, 80 Northern Highway and 84-86 Northern Highway from General Residential Zone to Commercial 2 Zone.

Grounds for Change:

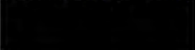
- 1) The proposed rezoning is inconsistent with the intent of the *Echuca Housing Strategy 2011*.
- 2) The proposed rezoning is contrary to the *Echuca Commercial Strategy (2017)*.
- 3) The proposed rezoning is not consistent with the *Campaspe Council Plan (2017-2021)*; or the *Campaspe Council Plan (2021-2025)*.
- 4) The existing zoning of the land is appropriate and was not identified as anomalous in the *Campaspe Planning Scheme Review Report (2018)*.
- 5) The proposed rezoning is not based on sound town planning principles but is reactionary to commercial land-interests that seek to expand commercial uses onto established residential land.
- 6) The rezoning would be inconsistent with the proposed rezoning of land on Map 10 at 118-120 Northern Highway, Echuca from Farming Zone 1 and Commercial 2 Zone to General Residential Zone as identified in the *Echuca Housing Strategy 2011*; and would prejudice the proper and orderly future use and development of that land for residential purposes.
- 7) The proposed rezoning will adversely affect established and proposed residential uses.
- 8) There is no strategic support or established need for the expansion of the Commercial 2 Zone in this location.

- 9) The rezoning would not promote the proper and orderly future use and development of the land, and ignores the established, predominant residential use of the land.
- 10) The following further comments are made in relation to specific properties affected by the rezoning:
- a) 80 Northern Highway which comprises 2 separate parcels created in 2016 by Plan of subdivision PS730472K. The subdivision created separate commercial (Lot 1 - west) and residential (Lot 2 - east) lots, consistent with the planning scheme, with the common boundary coinciding with the C2Z/GRZ zone interface. On the basis of the existing zoning, Lot 2 has recently (2021) been sold as a residential lot. The rezoning would be totally inconsistent with the council's 2016 decision to approve the subdivision of the parent parcel to coincide with the C2Z/GRZ zone interface and the creation of a residential lot.
 - b) 86 Northern Highway which includes a dwelling situated on the rear, residentially zoned, portion of the land since early 1990's. It has existed for this time without the need for rezoning.
 - c) Strip of land at rear of 78-86 Northern Highway – Wholly zoned residential with no zoning anomaly and is surrounded by residential zones on all sides. Currently vacant but is used by the adjoining Rotary park as an access route. Rezoning it may effectively reduce the size of Rotary Park. This would be detrimental to the public good.
 - d) 78 Northern Highway - An existing residential property since 1990 and our family home for over 20 years. To rezone it does not reflect its past or future use. We have obtained professional advice that if the property was rezoned our home would be devalued greatly and could not be sold under residential terms. If our home were to be rezoned to commercial, potential buyers would have to qualify for a commercial loan with higher interest rates and a minimum 30% deposit, that is required to be repaid in 10-20 years, and finally, pay higher council rates for a commercial property.
- 11) We purchased our home in a residential zone; it adjoins parkland with a peaceful ambience. Over time, surrounding land has been purchased by businesses seeking to expand onto residential land. It has caused us great distress to have to defend our home in this manner. We are lifelong residents of Echuca who believe we should not have to carry the burden to support some business interests.

Panel Hearing.

Where the planning scheme is not changed as requested, we require to be heard by any Panel appointed under Part 8 of the Act.

Colin & Judy Carrington



2 May 2022

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118**SUBMISSION** (4)**Name of Submitter:** Rotary Club of Echuca Moama Inc (Neil Sproal - Committee Chair)**Address of submitter:** [REDACTED]**Land subject to submission:** 52-86 Northern Hwy, Echuca**Area of land subject to submission:** The red line indicates the area and the yellow line is the rezoning from GRZ to C2Z.**Summary of Submission**

The submission is in relation to the rezoning of 52-36 Northern Hwy, Echuca from General Residential Zone to Commercial 2 Zone. The submission addresses the following:

- The proposed rezoning would appear to affect established and proposed residential uses, including the properties, 78, 86 and 80 Northern Highway, Echuca.
- The rezoning of the strip of land between the rear of 78 to 86 Northern Highway and the Rotary Park boundary with no clear reasoning as there does not appear to be a zoning anomaly in relation to this area.
- The board requests that Council review this inclusion in the proposal to rezone and consider removing it from the amendment.

Council Response

Council reviewed the submission and has proposed the following:

- Retain 78 Northern Highway within the General Residential Zone

- Retain properties located at 80 Northern Highway and 84-86 Northern Highway within the General Residential Zone (as per current zoning).
- Continue with the rezoning of 52.548 and 62-70 Northern Highway from General Residential Zone to Commercial 2 Zone.

This provides opportunity for expansion of the commercial area along Northern Highway, without impacting on current and future residential development.

This submission has been withdrawn based on the proposed changes outlined by officers to Rotary.

Council Recommendation

The submission is noted.

Changes Required to Amendment

Below are the changes proposed for the rezoning of the land on Northern Highway.

Original mapping



Proposed mapping changes





Rotary Club of Echuca-Moama Inc
 PO Box 199
 Echuca Vic 3564
 ABN 35 548 604 300

Date: 16/3/22

To: Campaspe Council

Reference: Amendment C118

RE: Planning Amendment submission in relation to "Rezoning 52-86 Northern Highway, Echuca"

Dear Campaspe Council,

On behalf of the Rotary Club of Echuca Moama, the owners of Rotary Park, Rose Street Echuca, I wish to lodge a submission in relation to the proposed zoning amendment pertaining to "Rezoning 52-86 Northern Highway, Echuca". As we understand it, the proposal is to rezone this area from GRZ to C2Z.

The Rotary Club Board wishes to bring the following points to the attention of Campaspe Council in relation to the proposed zone change:

1. The proposed rezoning would appear to affect established and proposed residential uses.
 - 78 Northern Highway is an established residential dwelling, adjoining Rotary Park. Its owners appear to be considerably disadvantaged if the proposed rezoning proceeds.
 - 86 Northern Highway is likewise an established and occupied residential dwelling.
 - 80 Northern Highway was subdivided into a residential block in 2015 and sold as a residential block in 2021. To alter its zoning, would appear to be contrary to its proposed use as a residential development.
2. The strip of land between the rear of 78 to 86 Northern Highway and the Rotary Park boundary has been included in the rezoning proposal with no clear reasoning as there does not appear to be a zoning anomaly in relation to this area.
 - The Rotary Board requests that Campaspe Council review this inclusion in the proposal to rezone and consider removing it from the amendment.

Thank you for your consideration of the above matters.

Yours Sincerely,

Neil Spreal
 Rotary Park Committee Chair
 On behalf of Rotary Club of Echuca Moama Board

[REDACTED]
Sent: Tuesday, 17 May 2022 12:50 PM
To: Amanda Ellis [REDACTED]
Subject: RE: C118 Response to your submission

Hello Amanda,

At last night's Echuca Moama Rotary Club Board meeting your revised zone planning (C118) was tabled and discussed. Based on the revised planning amendments, in particular, Retaining the property located at 78 Northern Highway within the General Residential Zone and Retaining properties located at 80 Northern Highway and 84-86 Northern Highway within the General Residential Zone (as per current zoning), the Rotary Board endorsed a motion to withdraw our objection to the planned rezoning.

Kind Regards,

Neil
17/5/22

Neil Sproul
Rotary Park Committee Chair & Rotary Board Member

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118**SUBMISSION** (5)**Name of Submitter:** Spiire on behalf of owners of 62-70 Northern Hwy, Echuca**Address of submitter:** [REDACTED]**Land subject to submission:** 62-70 Northern Hwy, Echuca**Area of land subject to submission:** The red line indicates the area and the yellow line is the rezoning from GRZ to C2Z**Summary of Submission**

The landowner supports the rezoning the rear portion of 62-70 Northern Hwy, Echuca from General Residential Zone to Commercial 2 Zone.

Council Response

The submission is noted.

Council Recommendation

The submission is noted.

Changes Required to Amendment

Below are the changes proposed for the rezoning of the land on Northern Highway. There are no changes to 62-70 Northern Highway, Echuca, which will continue to be rezoned from GRZ to C2Z, as supported by the submission.

Original mapping



Proposed mapping changes





Our Reference 304705
Your Reference Amendment C118

15 March 2022

Mr Andrew Fletcher
Manager Planning
Campaspe Shire Council

shire@campaspe.vic.gov.au

Via Email (original not following in mail)

Dear Andrew,

**Campaspe Planning Scheme Amendment C118
62-70 Northern Highway, Echuca**

As you are aware, Spiire acts on behalf of 62 Northern Highway Pty Ltd, the landowner of 62-70 Northern Highway, Echuca.

Campaspe Planning Scheme Amendment C118 is an omnibus amendment which seeks a variety of changes to the Campaspe Planning Scheme. Amendment C118 is currently on public exhibition.

As part of the amendment, Campaspe Shire Council proposes to rezone the rear portion of 62-70 Northern Highway, Echuca from the General Residential Zone to the Commercial 2 Zone.



On behalf of our client, we confirm support for the proposed rezoning of the land to the Commercial 2 Zone.

We would appreciate if Council would continue to keep us informed on the progress of this amendment.

Should you have any queries please do not hesitate to contact me

Yours sincerely

Casey Collins
Associate Planner

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118

SUBMISSION (6) and (7)
Name of Submitter: North Central Catchment Management Authority & Goulburn Broken Catchment Management Authority
Address of submitter: NCCMA PO Box 18 Huntly VIC 3551
 GBCMA PO Box 1752 Shepparton VIC 3632

Land subject to submission: NA

Area of land subject to submission: NA

Summary of Submission by NCCMA

NCCMA has no objection to the amendment, however, provided the following comments:

1. The strategies listed in proposed clause 13.03-1L should be reviewed and revised in consultation with Goulburn Broken CMA and North Central CMA. Appropriate strategies would include:
 - a) Preserve the natural flood carrying capacity of rivers, streams and floodways.
 - b) Protect property and community infrastructure from flood damage.
 - c) Discourage uses such as sewerage treatment and pumping works, intensive animal industries and sanitary landfill depots on flood prone land.
 - d) Manage risk from flooding by directing development into areas with no flooding or low flood hazard.
 - e) Implement Local Floodplain Development Plans
2. It is noted that much of the content in the current 'Statement of environmental significance' and the 'Objectives' sections for Schedule 1 to the Environmental Significance Overlay is not proposed to be carried over to the amended schedule. Whilst it is acknowledged that there is value in ensuring the information is concise, it is recommended that this be reviewed in consultation with Goulburn Broken CMA and North Central CMA to ensure the importance of the Murray River Corridor is emphasised. Additionally, the amendments proposed to the permit exemptions reduce the required development setback from 100 metres down to 60 metres. North Central CMA strongly recommends the setback requirement of 100 metres be retained in order to achieve the stated overlay objective of protecting the Murray River environs.
3. All references to ARI (Annual Recurrence Interval) should be converted to AEP (Annual Exceedance Probability) in accordance with the recommendations of the Victorian Floodplain Management Strategy 2016.
4. Clause 72.08 Background Documents should make reference to the North Central Regional Catchment Strategy 2021-2027.

Summary of submission by GBCMA

The Goulburn Broken Catchment Management Authority has no objections to the planning scheme amendment. Though have provided the following recommendations for Clause 13.03-1L:

1. Discourage development and subdivision of land, in a floodway.
2. Discourage subdivision, other than realignment or consolidation, in a floodway.
3. Discourage residential development, other than replacement dwellings, in a floodway.
4. Ensure dwellings are located above the one per cent annual exceedance probability flood event.
5. Locate effluent disposal areas for dwellings on land that is free from flooding.

6. Discourage uses such as sewerage treatment and pumping works, intensive animal industries and sanitary landfill depots on flood prone land.

Council Response

Council officers met with both the GBCMA and NCCMA to ensure any changes were consistent across both catchment areas that cover Campaspe Shire.

1. The recommendations sought by GBCMA and NCCMA seek to strengthen and clarify proposed clause 13.03-1L. Council will work with the catchment management authorities to determine the appropriate wording based on their responses.
2. The setback will remain 100 metres rather than be changed to 60 metres to ensure the environment of the Murray River corridor is protected.
3. All references to ARI will be converted to AEP
4. Clause 72.08 will make reference to North Central Regional Catchment Strategy 201-2027

Council Recommendation

The Submission is supported.

Changes Required to Amendment

The changes outlined below in consultation with Council, GBCMA and NCCMA will be reflected in the amendment, as outlined in the council report and below.

Changes to the proposed strategies for 13.01-1L are:

- *Discourage use and development on land within the 1 per cent annual exceedance probability flood extent.*
 - *Discourage subdivision, other than realignment or consolidation on land within 1 per cent annual exceedance probability flood extent.*
 - *Discourage residential development, other than replacement dwellings on land within 1 per cent annual exceedance probability flood extent.*
 - *Encourage flood levels of buildings to be above the 1 per cent annual exceedance probability flood level.*
- Schedule to Clause 41.01 Environmental Significance Overlay

The amendment proposes to reduce the setback for permit exemptions from 100 to 60 metres from the Murray River or the Crown land boundary. Based on the advice from North Central Catchment Management Authority and Goulburn Broken Catchment Management Authority the setback will remain 100 metres.

- Clause 72.08

Background documents to make reference to the North Central Regional Catchment Strategy 2021-2027.

- All references to ARI (Annual Recurrence Interval) should be converted to AEP (Annual Exceedance Probability)

This change was in relation to the submission by the North Central Catchment Management Authority and Goulburn Broken Catchment Management Authority and in accordance with the recommendations of the Victorian Floodplain Management Strategy 2016.

This change will occur in:

Clause 19.03-3L Policy application – all references to ARI changed to AEP.

Schedule to clause 44.04 Land subject to inundation overlay – all references to ARI changed to AEP.

Page 22 of 50



NCCMA Ref: NCCMA-F-2022-00190
 Other Ref: Amendment C118
 Date: 16 March 2022

Andrew Fletcher
 Planning and Building Manager
 Campaspe Shire Council
 Po Box 35,
 Echuca Vic 3564

Dear Andrew

Planning Scheme Amendment No: C118
Description: To make a number of changes to zone and overlay mapping, replace the existing Campaspe Planning Scheme with a new format Planning Scheme at the direction of the Minister for Planning, and to implement a number of recommendations from documents adopted and endorsed by Council.

Thank you for your referral under Section 19 of the *Planning and Environment Act, 1987* dated 08 February 2022, and received by North Central Catchment Management Authority (CMA) on 08 February 2022, regarding the above matter.

North Central CMA is generally supportive of the proposed planning scheme amendment, however recommends the following comments be given further consideration:

1. The strategies listed in proposed clause 13.03-1L should be reviewed and revised in consultation with Goulburn Broken CMA and North Central CMA. Appropriate strategies would include:
 - a. Preserve the natural flood carrying capacity of rivers, streams and floodways.
 - b. Protect property and community infrastructure from flood damage.
 - c. Discourage uses such as sewerage treatment and pumping works, intensive animal industries and sanitary landfill depots on flood prone land.
 - d. Manage risk from flooding by directing development into areas with no flooding or low flood hazard.
 - e. Implement Local Floodplain Development Plans
2. It is noted that much of the content in the current 'Statement of environmental significance' and the 'Objectives' sections for Schedule 1 to the Environmental Significance Overlay is not proposed to be carried over to the amended schedule. Whilst it is acknowledged that there is value in ensuring the information is concise, it is recommended that this be reviewed in consultation with Goulburn Broken CMA and North Central CMA to ensure the importance of the Murray River Corridor is emphasised. Additionally, the amendments proposed to the permit exemptions reduce the required development setback from 100 metres down to 60

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metres. North Central CMA strongly recommends the setback requirement of 100 metres be retained in order to achieve the stated overlay objective of protecting the Murray River environs.

3. All references to ARI (Annual Recurrence Interval) should be converted to AEP (Annual Exceedance Probability) in accordance with the recommendations of the Victorian Floodplain Management Strategy 2016.
4. Clause 72.08 Background Documents should make reference to the *North Central Regional Catchment Strategy 2021-2027*.

Furthermore, North Central CMA advises that the Echuca Moama Torrumbarry Flood Study is currently underway and information from this study will inform a future planning scheme amendment in relation to flooding for affected areas within the municipality. It is anticipated that at the completion of this study North Central CMA will seek to review and inform Campaspe Shire Council of any required changes to the planning scheme.

Should you have any queries, please do not hesitate to contact me on (03) 5440 1896. To assist the CMA in handling any enquiries and the supply of further information, please ensure you quote NCCMA-F-2022-00190 in your correspondence.

Yours sincerely

A handwritten signature in cursive script that reads "Nathan Treloar".

Nathan Treloar
Acting Manager Floodplain



GBCMA Ref: GBCMA-F-2022-00159
 Contact Officer: Guy Tierney
 Council No: Amendment C118

Date: 10 March 2022

Mr Andrew Fletcher
 Manager Planning & Building
 Campaspe Shire Council
 PO Box 35
 Echuca Vic 3564

Dear Mr Fletcher

**Proposed Campaspe Planning Scheme Omnibus Amendment C118
 Mr Andrew Fletcher**

Thank you for providing notice dated 2 February 2022, under Section 19 of the *Planning and Environment Act, 1987*, received by the Goulburn Broken CMA on 11 February 2022, regarding the above matter.

The Goulburn Broken CMA has no objections to the abovementioned planning scheme amendment.

In relation to investigation areas identified for Kyabram, I refer to the recently adopted Kyabram Flood Study Report (Water Modelling Solutions, 2021). As part of the deliverables, flood mapping should be considered in such investigations.

If you have any queries, please contact Guy Tierney on (03) 5822 7700. To assist in handling any enquiries please quote GBCMA-F-2022-00159 in your correspondence. Please note that all electronic correspondence should be directed to planning@gbcma.vic.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Guy Tierney'.

Guy Tierney
**Statutory Planning and
 Floodplain Manager**

www.gbcma.vic.gov.au

SHEPPARTON
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VIA
 5/10 High Street
 Box 911
 Tel: (03) 5792 4300

Our Ref: GBCMA-F-2022-00159

Dear Andrew

Sarah (North Central CMA) spoke to me about Clause 13.03 as attached (part of Amendment C118).

When I saw 13.03-015 (State), I looked no further and moved on never realising that a Local section was included 13.03.01L (now noting this is item 20 in the instruction sheet).

The Strategies section is strict as it includes the entire all floodplain areas ("on flood prone land"), i.e., FO and LSIO areas.

The past strategies discouraged development and subdivisions in floodway land etc.

The Goulburn Broken CMA recommends that these be amended to read:

Strategies

- Discourage development and subdivision of land, in a floodway.
- Discourage subdivision, other than realignment or consolidation, in a floodway.
- Discourage residential development, other than replacement dwellings, in a floodway.
- Ensure dwellings are located above the one per cent annual exceedance probability flood event.
- Locate effluent disposal areas for dwellings on land that is free from flooding.
- Discourage uses such as sewerage treatment and pumping works, intensive animal industries and sanitary landfill depots on flood prone land.

We can discuss with you and NCCMA later to refine.

Sincerely



Guy Tierney
Statutory Planning and
Floodplain Manager

Workdays: Monday to Friday

From: Am [Redacted]
Sent: Thurs [Redacted]
To: Guy Tierney [Redacted]
Subject: Campaspe Response C118 - Catchment Submissions

Nathan, Guy and Sarah,

Following our meeting Campaspe Proposes the following wording for Clause 13.03-1L (Strategies) as agreed to address GBCMA submission and point 1 of NCCMA submission:

- Discourage use and development on land within the 1 per cent annual exceedance probability flood extent.
- ▲ Discourage subdivision, other than realignment or consolidation on land within 1 per cent annual exceedance probability flood extent.
- ▲ Discourage residential development, other than replacement dwellings on land within 1 per cent annual exceedance probability flood extent.
- Encourage floor levels of buildings to be above the 1 per cent annual exceedance probability flood level.

To address NCCMA point 2:
Council agrees to maintain existing setback of 100metres

To address NCCMA point 3 – Noted

To address NCCMA point 4 – Noted.

Campaspe trusts this information meets your submission and requests a revised written response withdrawing your submission based on the above inclusions. Based on timeframes, a response would be greatly appreciated prior to end of next week.

Regards,



From: Nathan Treloar <nathan.treloar@ncma.vic.gov.au>
Sent: Tuesday, 12 April 2022 9:03 AM



Subject: RE: Revised Campaspe Response C118 - Catchment Submissions

Hi Amanda,

I can confirm that North Central CMA is satisfied that the below agreed inclusions address the CMA's previous submission and therefore withdraws its submission (NCCMA-F-2022-00190).

Regards,

Nathan Treloar
Project Manager Waterways and Floodplain



From: Guy [Redacted]
Sent: Friday, 8 April 2022 3:13 PM
To: Ar [Redacted]
Cc: Ar [Redacted]
<Sara [Redacted]>
Subject: FW: Revised Campaspe Response C118 - Catchment Submissions

OFFICIAL

Dear Amanda,

The Goulburn Broken CMA is pleased that this matter was discussed by all parties.

The Goulburn Broken CMA supports the revisions as outlined below and withdraws its earlier submission by email.

Sincerely



Guy Tierney
Statutory Planning and
Floodplain Manager



I acknowledge the Traditional Owners of the land on which we work.
I pay my respects to their Elders; past, present and emerging and our Indigenous staff.



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SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118**SUBMISSION** (8)**Name of Submitter:** Eileen Curtis**Address of submitter:** [REDACTED]**Land subject to submission:** 341 Channel Inlet Road, Waranga Shores 3612**Area of land subject to submission:****Summary of Submission**

The submission seeks to make changes to the Rural Living Zone, specifically:

- Change to the schedules within the Rural Living Zone to allow for smaller minimum subdivision area of 8 hectares in Waranga Shores

Submission withdrawn 9 June 2022.

Council Response

The Rural Living Zone has not been reviewed or has been part of the scope of this amendment. Therefore, the submission is not relevant to the C118 amendment.

Council Recommendation

The submission is noted.

Changes Required to Amendment

No changes required. See withdrawal below.

Planning Manager
Campaspe Shire

22nd March 2022



RE: Planning amendment Scheme C118 - Rural Living Zone 1 on the Waranga Basin shores

I am writing to council to submit an objection to the Planning amendment Scheme C118.

Unfortunately I was not aware of this amendment until today and understand that my submission is late however request it be included for review.

I object to the submission as I note there has been no change to the Rural Living Zone 1 schedule 1 Minimum subdivision area of 8 ha or to have a change to Schedule 2 to include Waranga Basin shores with flexibility for smaller lot sizes to areas with water frontage.

I wrote to council in June 2021 to request review of the minimum subdivision for the Waranga shores area. In my letter which I have attached in support of my objection, I outlined the reasons and benefits for requesting the change. However there has been no consideration to include this within this current amendment scheme and I was not provided any information by council prior to this amendment being submitted.

Hence my objection to this Planning scheme amendment and my request that it includes a change to the Rural Living Zone 1 schedule.

Yours faithfully,

A handwritten signature in black ink, appearing to be 'Eileen Curtis'.

Eileen Curtis
CC: Adrian Weston – Councillor – Waranga Ward

Planning Manager
Campaspe Shire

6th June 2021



RE: Planning amendment to 341 Channel Inlet Rd - Rural Living Zone 1 on the Waranga Basin shores

I am writing to council to consider a sub-division for my property which is currently zoned Rural Living Zone 1 and on the edge of the Waranga Basin.

I have held the property for over 20 years. I love where I live, but the size of my property I am finding is too much to maintain. I own just under 35 acres on the edge of the Murchison side of the basin.

I wish to continue to live here but would like to sub-divide the property and build a smaller house as all of my children have now left home and therefore I do not need a large home. Unfortunately, despite the size of my land I have been advised that the minimum sub-division lot size is 20 acres for this zoning, therefore I am unable to sub-divide.

Apparently the RLZ minimum land sizes used to be much smaller, hence why we have many properties around the basin and on my road that are 2ha to 4ha in size. It seems our street is zoned RLZ1 therefore minimum is 8ha per Schedule 1, however there is a Second schedule that lists areas that allow for smaller sized properties. None of these are in the Waranga Ward and all seem to be focused around Echuca. If we had more opportunity to provide lifestyle properties with water views, we would add value to Waranga Ward area and the local townships that provide services to this area.

I have reviewed your Rural Living Strategy which is now 5 years old and wish council to consider whether the categories as identified in the strategy require updating considering the changed landscapes we are living in and property in our rural areas booming. The area directly around the basin has been included in the "Rushworth" category however the demographic is very different. We are better aligned with areas that boarder the Murray in Echuca, and yet the 8ha minimum lot size has not changed for our area, but RLZ zones close to Echuca have.

In this strategy it states on page 41 point 6 "The need for a minimum lot size for RLZ land was identified, with approximately 8ha considered to be the "tipping point" to indicate whether or not land owners actively use their land for some form of agricultural production". In my street, majority of residents have come from Melbourne and are professionals. None of them are using the land for agricultural production and have no plans to do so 8ha is much too large a size to maintain for lifestyle and agricultural endeavours would not suit this area due to our soil types, our increasing hot climates and limited access to water.

To have opportunity for more lifestyle properties to become available would enable more professionals to move/retire to this area which in current economic climate will bring much needed income to the Waranga Ward and will also contribute to the funding of services for this area.

I wish to know how I can apply to have the current RLZ1 zone for my property amended to allow for sub-division into 3 lots which would still be at a min 4ha per lot. Do I need to get a re-zoning to RLZ2 and be added to the list of areas in Schedule 2? Please advise.

Yours faithfully,

Eileen Curtis
CC: Adrian Weston – Councillor – Waranga Ward

From: [Redacted]
Sent: [Redacted]
To: Amanda [Redacted]
Cc: [Redacted]
Subject: Re: C118 Planning Scheme Amendment Submission Response

Hi Amanda,
Apologies for delay in responding.
I have been unwell.

My understanding is that this amendment was to review any anomalies within the planning schemes. I still feel there is anomaly within the RLZ zone as the planning scheme states that the minimum subdivision lots sizes are 2 hectares unless the schedule states differently. The schedule states 8 hectares, unless the location is listed in Schedule 2. There are many locations within RLZ zone around the basin that are less than 8 hectares however are not listed within Schedule 2, therefore this is an anomaly that needs to be rectified.

Re the Supply and Demand evaluation, you state this is for the 7 townships. Waranga Shores gets included with Rushworth, however we offer a very different proposition to Rural living vs the Rushworth rural living areas which are predominantly covered by bushfire overlay, which doesn't get taken into account at all when these studies are done. When speaking on the phone I was advised by Andrew that Rushworth currently has 70% RLZ therefore felt there was sufficient supply, this sounds like there will be no consideration of the demand in the Waranga Shores area separately, nor does the study consider what is actually available currently in the area for purchase (which is nil) nor does it look at where the availability of the zoning lies within the shire. Eg RLZ in a bushfire area is very different to an RLZ zone next to Waranga lake or Murray River.

I am concerned the council is very focused on Echuca area and the Waranga Ward does not get considered as an area that is key to rural lifestyle similar to what is available in Echuca and the demand for water edge lots that are in the 5 to 10 acre size. Currently the zoning provided by council does not provide any opportunity for rural living in this size at all and yet these are the lot sizes that are most popular especially around the water areas. The only way this can currently be achieved is by using farming zoned land that is subdivided and through "averaging" gets smaller

lot sizes. This is not in line with State or the Shire's strategy whereby agricultural areas are turned into rural living areas. This in itself is an anomaly.

I would therefore like to keep my submission in for consideration and further discussion.

Regards

Eileen

On 1 Apr 2022, at 5:07 pm, Amanda Ellis [Redacted] wrote:

Eileen,

As discussed, Council Planning Department are currently reviewing the supply and demand for rural and residential land within the Shire's 9 townships. Once the review is complete, Council will be briefed and Councillors will make the decision on how to proceed.

Based on Councillors determining to move forward, the Planning Department would prepare a strategy which would be available to the public at the appropriate time to review and comment. If the strategy has merit, Council would then determine if this proceeds to a planning scheme amendment.

The current planning scheme amendment which has been exhibited (C118) is not proposing changes to the Rural Living Zone and has not reviewed the zone in any capacity. Council cannot make changes to the RLZ, without the strategic support (as outlined above).

As discussed, can you please advise on the status of your submission to Planning Scheme Amendment C118?

Regards,



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From: Andrew Fletcher
Sent: Wednesday, 8 June 2022
To: Eileen
Cc: Amanda
Subject: C118 Planning Scheme Amendment Submission Response

Eileen,

I am aware that we have had a previous discussion and that Amanda Ellis, Senior Planner has sent an email (see below).

Based on a conversation I thought I would send a further email to confirm Councils position and outline what is occurring.

At present we have 1 submission which we cannot yet resolve, which would require an independent Panel Hearing.

From a review, the submission you have raised is not directly related to the current amendment, however Council is committed to preparing a supply and demand assessment and undertaking further strategic work in relation to residential opportunities within each one of the 9 identified townships within Campaspe.

An initial review of rural and residential land within the 9 townships of Campaspe suggests that the Shire has a large supply of land currently zoned for rural living, however, preliminary analysis suggests much of this land may not be suitable for development in terms of bushfire, connectivity, infrastructure, vegetation and cultural heritage. These large portions of undeveloped land potentially skew the figures in relation to the existing supply available within the Shire.

I can give an undertaking that Council officers will further explore whether the rural living zoned (RLZ) land in the southern portion of the Shire is practical for subdivision (a change to the schedule to the zone) and explore the concept of back zoning land that may not be suitable for subdivision/development, which could provide the ability for increased lots in appropriate areas.

Please note that Council as the Planning Authority cannot make changes to the RLZ, without the strategic support (as outlined above) and this review is required. The strategic work which is currently occurring is needed to underpin any future amendments for consideration by the Council and the Minister for Planning.

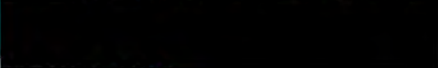
Based on this information, we would be pleased if you could reconsider your submission in relation to C118 and kindly request you revise the status of your submission. Due to the matter being reported to a Council Meeting this month, we would require a response by 10am Friday 10 June 2022. If you want to discuss this further then please do not hesitate to contact me on the details below.

Regards,



Andrew Fletcher | Manager Planning & Building

Campaspe Shire Council | PO Box 25, Echuca VIC 3601



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Please consider the environment before printing this e-mail.

From: [Redacted]
Sent: [Redacted]
To: [Redacted]
Cc: [Redacted]
Subject: RE: C118 Planning Scheme Amendment Submission Response

OFFICIAL

Hi Andrew,

I appreciate that the cost of taking my 1 submission to the panel is not reasonable.....I would not want to incur that cost on the ratepayers. Hence I withdraw my submission in relation to C118.

However, can you please provide some indication of timing for the supply and demand review or any other applicable strategic reviews (ie when budgeted/planned in this or next fiscal year) and also provide details on the process for community engagement and feedback so that I can make sure I do not miss out on this opportunity.

Regards
Eileen Curtis

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118**SUBMISSION** (9)**Name of Submitter:** EPA Victoria (Kristen Angus, Senior Planning Advisor)**Address of submitter:** 181 William Street, Melbourne VIC 3000**Land subject to submission:** NA**Area of land subject to submission:** NA**Summary of Submission**

The submission neither objects or supports the amendment but makes suggestions on reviewing policy and ensuring the EPA are consulted in the Planning Scheme amendment process

In relation to the proposed changes the EPA has addressed the following:

- Reference to Ministerial Direction 19 and the EPAs consideration and advice on relevant planning matters. EPA stated concern that Council did not seek advice from the EPA on the planning scheme amendment before exhibition.
- Reference to Environment Protection Act 2017 and the General Environmental Duty (GED) and understanding the effect planning decisions may have on the ability, of those with a duty, to meet obligations under the Act.
- Reference to Planning Scheme Amendment VC203 and to ensure Council reviews the local provisions to ensure they are consistent with the amendments made to the VPPS in amendment VC203.
- Referenced Planning Practice Note 30 - Potentially contaminated land.
- Referenced Encroachment, Land use compatibility & separation distances.
- Referenced urban stormwater management guidance.
- 1459 Keane Road, Lockington & 642 McColl Road, Kyabram

The Amendment proposes to rezone the two sites from Farming Zone -Schedule 1 (FZ1) to Public Use Zone 6 (Local Government). Council should ensure that appropriate distances and thresholds are met should these parcels of land are reinstated for waste disposal in the future.

- 118-120 Northern Hwy, Echuca

The amendment seeks to rezone land at 118-120 Northern Highway from FZ1 and Commercial Zone – Schedule 2 to General Residential Zone – Schedule 1. The EPA noted the importance of ensuring that the environmental conditions of the land proposed to be used for a sensitive use are, or will be, suitable for that use, in accordance with *Ministerial Direction 1*.

Council Response

This submission is noted.

Council officers spoke with the EPA to address their concerns. The EPA have no desire to proceed to Panel and only wanted to address areas relevant to the EPA and how Council and the EPA can work together in planning matters.

The Amendment process was approved by the DEWLP and the Minister and there was no concern on the advice and expertise that Council had utilised as part of the amendment process. The submission has not asked for any changes to the amendment. Therefore, there is no need to make any changes based on the submission from the EPA.

Council Recommendation

The submission is noted.

Changes Required to Amendment

No changes required.

16 March 2022

Campaspe Shire Council
 Echuca Civic Centre
 2 Heygarth Street
 Echuca VIC 3564



Our Ref: REQ001723

RE: CAMPASPE PLANNING SCHEME OMNIBUS AMENDMENT C118

The Environment Protection Authority (EPA) provide the following submission to Campaspe Planning Scheme Omnibus Amendment C118 (the Amendment), which is currently on exhibition.

Ministerial Direction 19

Ministerial Direction 19 (MD 19) requires planning authorities to seek early advice from EPA when undertaking strategic planning processes and preparing planning scheme amendments that may significantly impact Victoria's environment, amenity and/or human health due to pollution and waste.

EPA's consideration and advice on relevant planning matters is intended to support decisions made by planning authorities in the early stages of the planning process.

EPA note that the Explanatory Report states:

"It is considered that the amendment is broadly consistent with Ministerial Direction No. 19 – Ministerial Direction on the Preparation and Content of Amendments that may Significantly Impact the Environment, Amenity and Human Health. Specifically, the planning authority is satisfied that the land to be rezoned from Farming Zone Schedule 1 and Commercial 2 Zone to General Residential Zone at 118-120 Northern Highway, Echuca is not potentially contaminated, based on the Preliminary Environmental Site Assessment (March 2021) prepared for this land".

The above statement appears to misinterpret the requirements of MD19. Importantly, Clause 4 of MD 19 requires that in reviewing a planning scheme or preparing a planning scheme amendment, a planning authority must:

- Seek the written views of the EPA about the potential impacts of the proposed review or amendment and any strategies, policies, plans or reviews forming the strategic basis for the review or amendment, including precinct structure plans, on the environment, amenity and human health.
- For a planning scheme amendment, include in the explanatory report a statement of how the proposed amendment addresses the views of the EPA.

EPA's written views had not been sought in accordance with MD19, and EPA has not provided advice on this planning scheme amendment prior to this response. As such, the above

Environment Protection Authority Victoria
 181 William St, Melbourne VIC 3000 DX210492
 1300 372 842 (1300 EPA VIC) www.epa.vic.gov.au



requirements have not been met. EPA now provides the following submission on the exhibited Amendment, on matters that relate to environmental, human health and amenity risks.

Our Understanding of the Proposal

EPA understands the Amendment proposes a number of changes. These include the replacement of the Municipal Strategic Statement (MSS) at Clause 21 and Local Planning Policies at Clause 22 of the Campaspe Planning Scheme with a Municipal Planning Strategy (MPS), local policies integrated within the Planning Policy Framework (PPF) and local schedules to zones, overlays and operational provisions consistent with the Victoria Provisions (VPPs) as a result of Amendment VC148, and the Ministerial Direction – *The Form and Content of Planning Schemes*.

Environment Protection Act 2017 and the General Environmental Duty (GED)

The *Environment Protection Act 2017* (EP Act 2017) commenced on 1 July 2021. The new legislation changed Victoria's focus for environment protection and human health to a prevention-based approach, underpinned by the general environmental duty (GED).

The GED applies to all Victorians and is an ongoing obligation separate to any other permission. Under the GED, a person who is engaging in an activity that may give rise to risks of harm to human health or the environment from pollution or waste must minimise those risks so far as reasonably practicable. EPA has published guidance on what constitutes reasonably practicable minimisation of risks of harm (see EPA Publication 1856).

The updated environmental protection framework supports industry, government, and the community to minimise the risks of harm to human health and the environment from pollution and waste.

Whilst the process of making a strategic planning decision is not subject to the GED, planning and responsible authorities should understand the effect planning decisions may have on the ability of those with a duty to meet obligations under the EP act 2017.

Planning Scheme Amendment VC203

Planning Scheme Amendment (PSA) VC203 (gazetted on 1 July 2021) updated the VPPs to integrate the planning system with the new environment protection framework.

These changes updated the VPPs to align with the *Environment Protection Act 2017* (EP Act 2017) and associated subordinate legislation to enable greater prevention and mitigation of risks to human health and the environment.

PSA VC203 also made a number of other changes, which included:

- replace references to State Environment Protection Policies (SEPPs), that will cease to exist from 1 July 2021, with references to new subordinate instruments;
- update references to EPA licences and Works Approvals to reflect the EPA permissioning framework under the new EP Act;
- update references to EPA publications, including Best Practice Environmental Management Guidelines, and
- reflect the importance of consideration of 'environment, amenity and human health' consistent with MD19.



EPA encourages Council to review the local provisions to ensure they are consistent with the amendments made to the VPPs in VC203.

Potentially Contaminated Land

The updated framework for the management of potentially contaminated land was also introduced under PSA VC203, including the updated Environmental Audit Overlay (EAO). Planning Practice Note 30 – *Potentially Contaminated Land* (DELWP, 2021) (PPN30) was also updated to include specific guidance to responsible and planning authorities for managing potentially contaminated land through the Victorian planning system.

Encroachment, Land Use Compatibility & Separation Distances

The purpose of separation distances is to protect sensitive land uses from adverse amenity and health impacts from air emissions such as odour, dust, and noise. They also protect industry and farming from encroachment where the impacts from activities such as industrial facilities or intensive animal industries on nearby sensitive uses can constrain the full operation and sometimes ongoing viability of those industries.

EPA's *Recommended Separation Distances for Industrial Residual Air Emissions* (EPA Publication 1518, March 2013) includes recommended separation distances for specified industry types. These apply to off-site odour and dust emissions that have the potential to impacts on human health and wellbeing. The separation distances do not consider noise, vibration, ambient and hazardous air pollutants.

EPA highlights the following policy in the local planning policy, relevant to encroachment, land use compatibility and separation distances:

- 13.07-1L - *Land use conflicts in Campaspe*
- 13.07- 1L - *Land use conflicts in South East Echuca*

EPA Publication 1518 introduces the 'agent of change' principle. Whether it is Council, a private developer, or industry themselves, it is the responsibility of the proponent, i.e., the 'agent of change' to demonstrate to the planning authority and EPA that a variation to the separation distance is appropriate. When seeking to provide that recommended separation distance should be varied, the 'agent of change' must consider the principles contained in Publication 1518 Recommended separation distances for industrial residual air emissions.

EPA recommends the above policies could be further strengthened by including the 'agent of change' principle, to acknowledge the issue of encroachment and to provide a clear position that it is the proponent's responsibility to provide the required evidence when seeking to vary a recommended separation distance.

Stormwater

Contaminated water is of particular concern when it leaves the boundary of a site due to its high mobility in the environment, potentially entering stormwater systems. Stormwater drains are directly linked to waterways and contaminated water can cause major environmental risks when not managed appropriately.

EPA has recently released EPA Publication 1739.1: Urban stormwater management guidance which aims to help improve the management of urban stormwater in Victoria by recognising current science and the risk of harm from urban stormwater flows. Based on the above discussion, Council may wish to consider this guideline within any relevant local planning policies.

1459 Keane Road, Lockington & 642 McColl Road, Kyabram

The Amendment proposes to rezone the two sites from Farming Zone – Schedule 1 (FZ1) to Public Use Zone 6 (Local Government) as identified by the Goulburn Valley Waste and Resource Recovery Group. Waste and resource recovery facilities have the potential to generate off-site amenity impacts including noise, dust and odour. For this reason, these facilities have recommended separation distances and threshold distances established in EPA Publication 1518 and Clause 53.10 of the VPPs. Council should ensure that these distances have been met, should these parcels of land be proposed to be used for the purposes of waste and resource recovery facilities in future.

118-120 Northern Highway, Echuca

EPA notes that the Amendment seeks to rezone land at 118-120 Northern Highway, Echuca from FZ1 and Commercial Zone – Schedule 2 to General Residential Zone – Schedule 1. The Explanatory Report states that the site *"is not potentially contaminated, based on the Preliminary Environmental Site Assessment (March 2021)"*. Given this assessment was not included in the 'Background Document Exhibition Gazetted', EPA is unable to advise and written views on this matter.

However, we take this opportunity to remind Council of the requirements of Ministerial Direction 1 – *Potentially Contaminated Land* (MD1) and PPN30 in considering land to be used for future sensitive uses. It is important that Council is aware of its obligations to satisfy itself that the environmental conditions of land proposed to be used for a sensitive use are, or will be, suitable for that use, in accordance with MD1.

Specifically, MD1 requires that the planning authority:

"5. In preparing an amendment which allows (whether or not subject to the grant of a permit) land to be used for a sensitive use, children's playground or secondary school a planning authority must:

- a) satisfy itself whether or not the land, or parts of the land, are potentially contaminated;*
- b) where it has determined that the land is not potentially contaminated, state the determination in the amendment Explanatory Report; and*
- c) where it has determined the land, or parts of the land, are potentially contaminated, must state the determination in the amendment Explanatory Report and satisfy itself that the environmental conditions of that land are or will be suitable for that use".*

PPN30 identifies that consideration should be given to the potential for specific contaminating activities occurring over time for agricultural land, including commercial use of pesticides (including herbicides, fungicides etc), biosolids application to land and farm waste disposal. Furthermore, PPN30 identifies these activities to have a 'medium' potential for contamination.

For sites which have a 'medium' potential for contamination and the proposed zoning of the land allows sensitive uses to be established, PPN30 now recommends a Preliminary Risk Screen Assessment to determine the need for an audit, or the audit option applies.

Closing

EPA has highlighted some of the higher-level issues within the municipality, which Council may wish to consider in the review of its planning scheme. In addition, Council should consider further, the site-specific advice provided, and also include a statement addressing MD1

If you need additional information or would like to discuss this matter further, please contact Nicholas Kennedy, Planning Advisor on 1300 EPA VIC (1300 372 842).



Kristen Argus
Senior Planning Advisor
Development Advisory
EPA Victoria



From: Nick Kennedy [mailto:nick.kennedy@shire.vic.gov.au]
 Sent: Friday, 10 June 2022 10:05 AM
 To: Amanda [mailto:amanda@shire.vic.gov.au]
 Cc: Kristina [mailto:kristina@shire.vic.gov.au]
 Subject: RE: Campaspe Response to Submission from EPA C118

Good afternoon Amanda,

Thank you for your e-mail

Council Comment	EPA Response
C118 letter of approval was issued to Campaspe Shire in early 2020, prior to VC203 and since the letter was issued Council have worked toward specific points raised by DELWP which did not include VC203.	Noted
Encroachment, Land Use Compatibility and Separation Distances – Noted. Does EPA have suggested wording for this is point?	EPA does not have suggested text and provides this advice for Council's consideration should they choose to include these principles in their local planning provisions.

Stormwater. Noted.	No response required.
McColl Road & Keane Road – PUZ6 formalises previous uses of the land.	Noted.
118-120 Northern Hwy, Echuca – Preliminary Environmental Site Assessment is attached.	<p>I have not undertaken a technical review of the Preliminary Site Investigation, however note that none of the historical land uses identified would classify the land as being 'potentially contaminated land'. EPA reminds Council of the updated Ministerial Direction 1 introduced on 27 August 2021 which requires the following of planning authorities:</p> <p>b) where it has determined that the land is not potentially contaminated, state the determination in the amendment Explanatory Report</p> <p>I note that Planning Practice Note 30 (DELWP, 2021) states "if a planning or responsible authority needs assistance in reviewing a PSI... the advice of a suitably qualified professional may be sought".</p>

Based on the above, I would not consider any items raised in EPA's submission to be outstanding. EPA does not intend to be heard should this matter be heard before a Planning Panel or Standing Advisory Committee.

Many thanks,

Nick Kennedy
 Planning Advisor
 Please note I work Monday - Friday Full Time



From: [Redacted]
Sent: Tue [Redacted]
To: Kriste [Redacted]
Cc: Nick [Redacted]
Subject: Campaspe Response to Submission from EPA C118

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Nick,

In response to your submission to Campaspe Planning Scheme Omnibus Amendment C118 dated 16 March 2022 and following our conversation on 28 March 2022, Council acknowledges your submission and advises the following.

- C118 letter of approval was issued to Campaspe Shire in early 2020, prior to VC203 and since the letter was issued Council have worked toward specific points raised by DELWP which did not include VC203.
- Encroachment, Land Use Compatibility and Separation Distances – Noted. Does EPA have suggested wording for this is point?
- Stormwater. Noted.
- McColl Road & Keane Road – PUZ6 formalises previous uses of the land.
- 118-120 Northern Hwy, Echuca – Preliminary Environmental Site Assessment is attached.

C118 has minimal submissions and Council would like to work towards resolving the matters without the need to go to panel.

As discussed, can EPA please revise on the status of your submission by the end of the week?



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SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118

SUBMISSION (10)
Name of Submitter: Department of Environment, Land, Water and Planning (Tim Norden, Program Manager, Planning and Approvals)
Address of submitter: 7 Taylor Street, Epsom Victoria 3551
Land subject to submission: NA
Area of land subject to submission:

**Summary of Submission**

In the new proposed 12.01-1L provision the Rushworth State Forest is incorrectly referred to Whroo Iron State Forest.

Council Recommendation

The submission is noted.

Changes Required to Amendment

Change "Whroo Ironbark State Forest" to Rushworth State Forest, Whroo Historic and Cultural Features Reserve, Whroo Nature Conservation and Redcastle-Greytown State Forest. These changes will be reflected in Clause 12.01-1L as follows.

- *Protect native vegetation in future industrial and residential areas and integrate it into development. [21.03-2]*
- *Protect and manage the native grasslands of the Patho Plains as identified at Clause 02.04 [Existing SFP]*
- *Protect the Rushworth State Forest, Whroo Historic and Cultural Features Reserve, Whroo Nature Conservation Reserve and Redcastle-Greytown State Forest as identified at Clause 02.04 [existing SFP].*
- *Encourage more land set aside for public purposes on public and private land particularly along waterways. [21.03-2 and DELWP]*
- *Avoid the loss of riparian flora and fauna, biodiversity, habitat and wetlands. [21.03-1]*



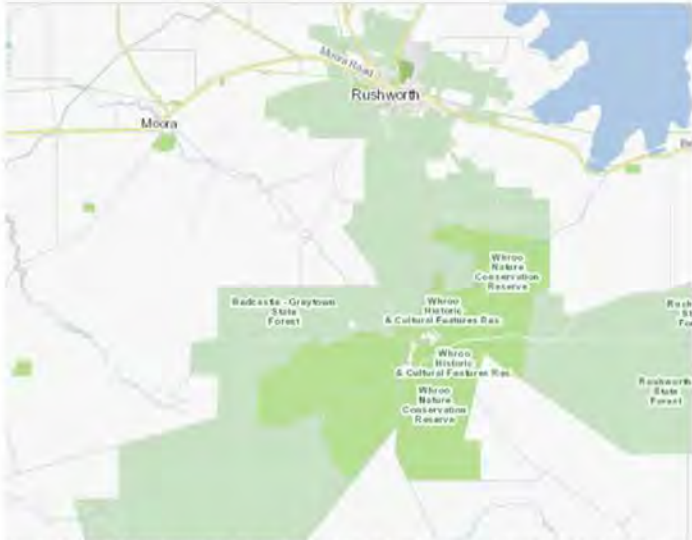
Subject: OFFICIAL: C118 - Small issue.

Hi Andrew,

We have been reviewing the currently exhibited C118 as a proscribed minister; and have picked up a small issue.

In the new proposed 12.01-1L provision, there is an aspirational statement about 'Protect the Whroo Ironbark State Forest'; I really do not want to be the courier of bad news but there is no such place as the Whroo Ironbark State Forest. So this statement is seeking to protect something that cannot be protected as it does not exist in the first instance to warrant protection.

<p>12.01-1L <small>Proposed Clause</small></p>	<p>Biodiversity Strategies Protect native vegetation in future industrial and residential areas and integrate it into development. Protect the native grasslands of the Potho Plains as identified in the Canopus Framework Plan at Clause 02.04. Protect the Whroo Ironbark State Forest as identified at Clause 02.04. Encourage more land set aside for public purposes on public and private land particularly along waterways. Avoid the loss of riparian flora and fauna, biodiversity, habitat and wetlands.</p>
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Present in the area around Whroo is the Whroo Nature Conservation Reserve, the Whroo Historic and Cultural Features Reserve, the Rushworth State Forest (and some mapping shows the Redcastle-Greytown State Forest, but our forest management unit has advised that this is currently being considered for re-gazettal with the parcels to form part of the existing Rushworth State Forest.

We will be making a submission to the amendment to highlight these issues, but wanted to flag it with you early so it does not come as a surprise.

Happy to discuss further.

Planning Group Colleagues; for your information.

Kind Regards,

TN

Tim Norden (MPP)
Program Manager | Planning and Approvals | Loddon Mallee

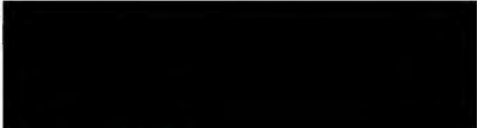





OFFICIAL

From: [Redacted]
Sent: [Redacted]
To: Tim [Redacted]
Subject: [Redacted]

Tim,

I believe the concern raised by you initially was the naming, are you happy for us to amend our wording to include Rushworth State Forest, Whroo Historic and Cultural Features Reserve, Whroo Nature Conservation Reserve and the Redcastle-Greytown State Forest?



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Please do not click on unknown links within this email.

From: Tim F Norden [Redacted]
Sent: Monday, 16 May 2022 2:43 PM
To: Amanda Ellis; Kirsty Beattie
Subject: RE: OFFICIAL: C118 - Small issue.

Hi Amanda,

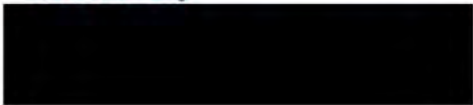
As per your request, yes we support the change in wording.

The additional information provided below is simply to provide some additional context.

Kind Regards,

TN

Tim Norden (MBA)
Program Manager | Planning and Approvals | Loddon Mallee
North Hub (Loddon Mallee and Hume Regions) | Forest, Fire and Regions Group | Department of Environment, Land,
Water and Planning



SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118

SUBMISSION (11)

Name of Submitter: Department of Transport (Donna Clusker, Transport Planner)

Address of submitter: 53-61 Lansell Street, Bendigo VIC 3550

Land subject to submission: NA

Area of land subject to submission: NA

Summary of Submission

Department of Transport, Loddon Mallee Region are supportive of the proposed changes in relation to the increased policy to promote active and sustainable transport and have collaborated with Council on the now incorporated key background documents; Active Transport Strategy, Echuca Station Precinct Master Plan, Echuca CBD, Historic Port Parking Strategy, amongst others.

There are no suggested changes to the amendment.

Council Response

The submission is noted.

Council Recommendation

The submission is noted.

Changes Required to Amendment

No changes required.



Department of Transport

Loddon Mallee Region
53-61 Lansell Street
BENDIGO VIC 3550
www.transport.vic.gov.au

Andrew Fletcher
Manager Planning & Building
Campaspe Shire Council
2 Heygarth Street
ECHUCA VIC 3564

Dear Andrew

CAMPASPE PLANNING SCHEME OMNIBUS AMENDMENT C118camp

Thank you for the opportunity to provide comment on the implemented changes recommended by the review of the Campaspe Shire Planning Scheme. These comments incorporate comments from the Department of Transport (DoT) whole portfolio.

The DoT notes that this amendment replaces the Municipal Strategic Statement (MSS) with a Municipal Planning Strategy (MPS) and inserts new and revised local policy content into the Planning Policy Framework (PPF).

We are supportive of increased policy to promote active and sustainable personal transport and have contributed to and collaborated in the development of the, now incorporated key background documents; Active Transport Strategy, Echuca Station Precinct Master Plan, Echuca CBD, Historic Park Parking Strategy, amongst others.

Following review of the amendment material, we have no suggested changes to the documentation. The department welcomes continued engagement to ensure good transport options and connections for Campaspe Shire residents.

If you require any further information, please contact Donna Clusker on [REDACTED]

[REDACTED]
Yours sincerely

A handwritten signature in black ink, appearing to be 'Donna Clusker'.

Donna Clusker
Transport Planner

16/03/2022

SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118**SUBMISSION** (12)**Name of Submitter:** Coliban Water (Leon Stackpole – Manager Regional Liveability)**Address of submitter:** PO Box 2770 Bendigo DC VIC 3554**Land subject to submission:** NA**Area of land subject to submission:****Summary of Submission**

Coliban Water support the rezoning of Wilkinson Drive Echuca from GRZ, PPRZ and SUZ2 to SUV2. The proposed zoning is appropriate for the use of the land for water storage.

There are no other comments in relation to the other proposed changes in the amendment.

Council Response

To note submission.

Council Recommendation

The submission is noted.

Changes Required to Amendment

No changes required.



17 March 2022

Andrew Fletcher
Manager Planning and Building
Campaspe Shire Council
PO Box 35
ECHUCA VIC 3564

By email to shire@campaspe.vic.gov.au

Dear Andrew

Campaspe Shire Council Planning Scheme Amendment C118

Thank you for the opportunity to provide comments on Campaspe Shire Council's Planning Scheme Amendment C118.

Rezoning Wilkinson Drive, Echuca – GRZ to SUV2

We support this rezoning from GRZ to SUV2 for Coliban Water's land. The proposed zoning is appropriate for the use of the land for water storage.

Other Proposed Changes

We have no comments in relation to the other proposed changes in the amendment.

Thank you for the opportunity to provide a submission. Please contact me at [REDACTED] if you have any questions.

Yours faithfully

A handwritten signature in black ink, appearing to read "Leon Stackpole".

Leon Stackpole
Manager Regional Liveability

37-45 Bridge Street | PO Box 2770 | TEL : 1300 363 200 | WEB : www.coliban.com.au
Bendigo Victoria 3550 | BENDIGO DC VIC 3554 | FAX : 03 5434 1341 | ARI : 96 549 082 360



SHIRE OF CAMPASPE PLANNING SCHEME AMENDMENT C118

SUBMISSION (13)

Name of Submitter: Country Fire Authority

Address of submitter: 8 Lakeside Drive Burwood East Vic 3151

Land subject to submission: NA

Area of land subject to submission: NA

Summary of Submission

The CFA have provided a letter of support and have commented on the role of the CFA as a relevant referral authority.

There are no suggested changes.

Council Response

To note submission.

Council Recommendation

The submission is noted.

Changes Required to Amendment

No changes required.



Our patron, Her Excellency the Honourable Linda Dessau AC, Governor of Victoria

CFA Fire Prevention and Preparedness
8 Lakeside Drive Burwood East Vic 3151
Email: fire.safety.referrals@cfa.vic.gov.au

CFA Ref: 20000-75608-116940
Telephone: 8748 1412
Council Ref: AMENDMENT C118CAMP

10/5/2022

Planning Department
Campaspe Shire Council
PO Box 35
ECHUCA VIC 3564

Dear Planning Department,

SUBMISSION TO PLANNING SCHEME AMENDMENT

Proposal: AMENDMENT C118CAMP
Location: Various Addresses Echuca

Thank you for providing CFA notice of Amendment C118 in accordance with section 19 of the *Planning and Environment Act 1987*.

The Amendment not only relates to the current design and character, but also scopes the potential for the City of Echuca into the future. CFA is proud to be part of this wonderful City and looks forward to working with Council on all future growth strategies.

Obviously, CFA focus is for the "protection of life and property" from the dangers of fire. This must always be a focus in all decision-making processes, so that the decisions made today provide a fire safe legacy for the future.

This can be achieved by well-designed future settlement planning and sustainable infrastructure.

Road networks must be well designed, wide enough to always ensure easy quick access for large emergency response vehicles.

Reticulated Water supply must be reliable and have adequate *Pressure and Flow* to meet the needs of all users – including the fire service.

Building designs modification must continue to provide the history and culture of the precinct but also ensure safety and welfare of the visitors by compliance with National Building Code requirements.

CFA welcomes the opportunity to work with the Municipality on the future planning and vision for Echuca.

We are a Relevant Referral Authority under the Planning and Environment Act which will provide fire safety comments for all future proposals.

CFA will also provide Chief Officers comments for any dispensations under the Building Regulations.

Our patron, Her Excellency the Honourable Linda Dessau AC, Governor of Victoria

CFA Fire Prevention and Preparedness
8 Lakeside Drive Burwood East Vic 3151
Email: fire.safety.referrals@cfa.vic.gov.au

Above all we are always available to provide fire safety advice to both the Municipality and the community.

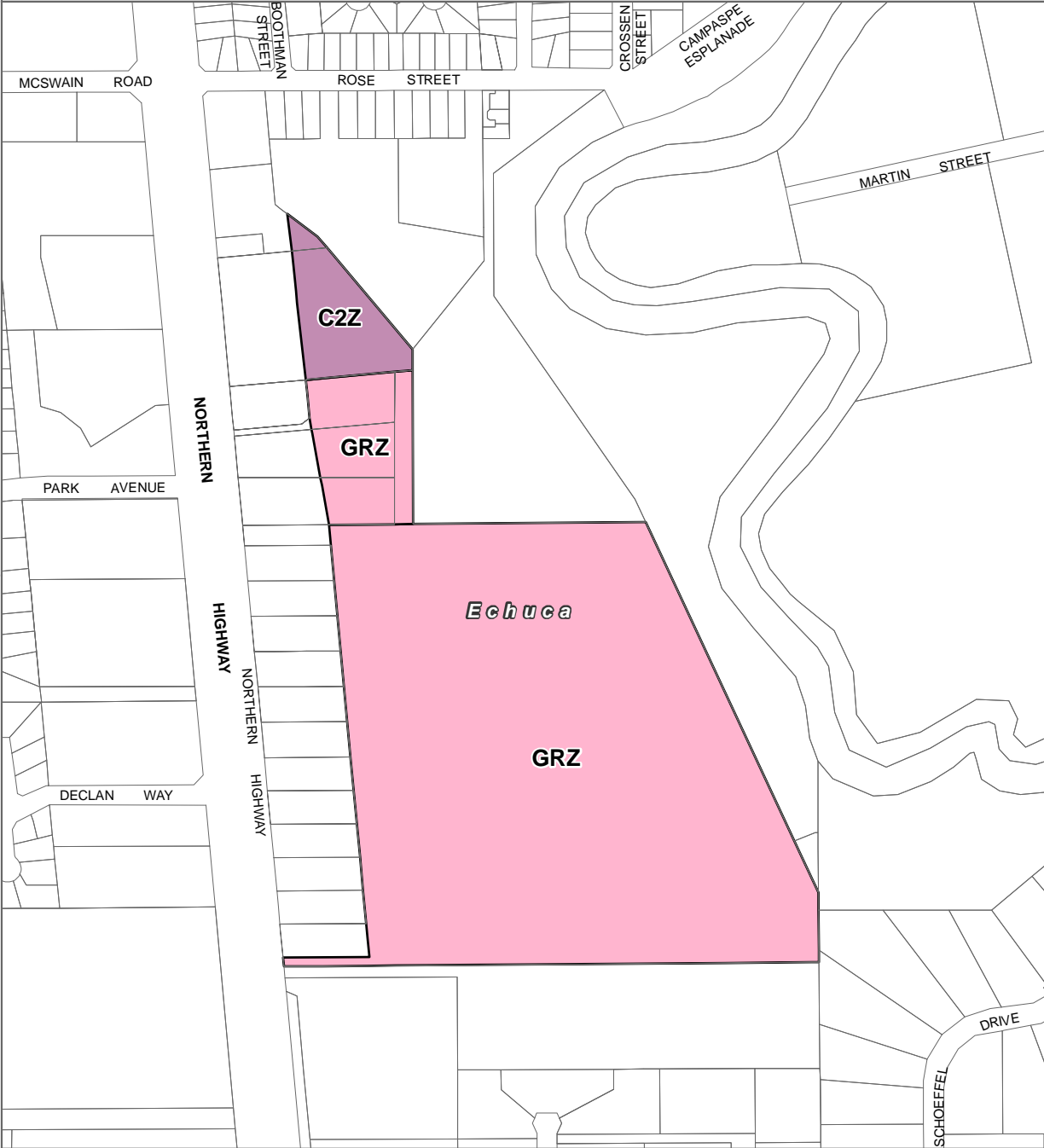
We look forward to working with the Shire of Campaspe on this future direction for Echuca.

If you wish to discuss this matter in more detail, please do not hesitate to contact me on

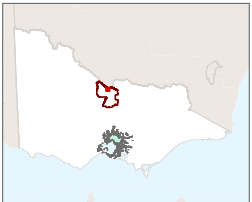
Yours sincerely,

David Allen AFSM
Manager Community Safety
CFA Fire Prevention and Preparedness

CAMPASPE PLANNING SCHEME - LOCAL PROVISION AMENDMENT C118camp



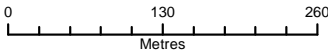
- LEGEND**
- C2Z - Commercial 2 Zone
 - GRZ - General Residential Zone
 - Local Government Area



Part of Planning Scheme Map 10

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Planning Group
Print Date: 4/13/2022
Amendment Version: 10



Environment,
Land, Water
and Planning

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7 Question Time

Question time will be available at every Ordinary Meeting to enable members of the public to address questions to Council. Questions must be received in writing, on the prescribed form from Council's website, by the Chief Executive Officer or other person authorised for this purpose by the Chief Executive Officer, no later than 12:00pm (noon) on the day of the Ordinary Meeting.

8 Acknowledgements / Councillor Reports

At each Ordinary Meeting, Councillors will have the opportunity to acknowledge significant community members and events. These may relate to notable achievements by community members and groups, and the offering of condolences to a person who has distinguished service in the local area.

The duration of any report from a Councillor will be limited to two (2) minutes.

Any acknowledgment intended to be raised by a Councillor at an Ordinary meeting must be notified to the Chief Executive Officer at least three (3) hours before the commencement of the meeting.

9 Council Decisions

9.1 Adoption of Asset Management Plan

Author	Department	Manager	General Manager
Manager Assets Green Strategy (Consultant)	Infrastructure	Manager Assets	General Manager Infrastructure

1. SUMMARY

To meet the obligation of the Local Government Act 2020, Council must adopt an Asset Plan by 30 June 2022. This report provides an update on the consultation of the endorsed Draft Asset Management Plans 2022-2032 that went on display.

2. RECOMMENDATION

It is recommended that Council adopts the Asset Management Plans 2022-2032 including the Asset Plan, Strategic Asset Management Plan and Asset Management Plans.

3. PURPOSE

The Campaspe Shire Council is the custodian of an extensive range of community assets. These assets provide the infrastructure that allows the delivery of a variety of services to the community. Council must ensure that its assets supporting these services are managed in a sustainable manner over the long term. The standard to which they are maintained and the extent to which they are grown and improved are a key consideration in setting and delivering on the Council Community Vision and Council Plan.

On the 20 April 2022 Council endorsed the Draft Asset Plan 2022-/2032 for consultation purposes. The Chief Executive Officer was authorised to give notice of the preparation of the Draft Asset Plan, inviting feedback on the Draft Asset Plan in accordance with Council's Community Engagement Policy until 5pm on Friday 20 May 2022.

4. DISCUSSION

The 10-year outlook provides a strategic and financial view of how Council proposes to manage the portfolio of assets of which it has ownership and/or control, the suite of three drafted documents include:

1. The Asset Plan
2. The Strategic Asset Management Plan
3. Asset Management Plans.

This suite of documents has been prepared to achieve the following outcomes from asset management:

- **Fit-for-purpose:** assets will deliver agreed levels of service to the organisation and community in terms of function (including safety and accessibility), condition, and capacity.
- **Community wellbeing:** Council will innovatively use its asset base to provide services that support the social, cultural, and economic wellbeing of the community.
- **Environmental sustainability:** assets are planned and developed to incorporate climate resiliency and mitigate our environmental impact.
- **Financial sustainability:** asset management decisions and practices ensure the council has the funds to look after, improve and grow its assets for current and future generations.
- **Consistency:** asset management practices are consistent and in accordance with relevant Standards, State Government Policy and Regulations, regarding useful lives, unit rates, capitalisation, valuation, and rationalisation.
- **Advanced practice:** demonstrate advanced asset management practice including the use of smart technology to optimise decisions and performance.

The Strategic Asset Management Plan (SAMP) provides the technical information that informs the Asset Plan and Asset Management Plans (AMP) addressing all aspects of asset management including maintenance, renewal, acquisition, expansion, disposal or decommissioning of all classes of Council assets. It is based on and is aligned with the Financial Plan, Annual Budget, and corporate projections.

The Asset Plan is also based on and aligns with the Financial Plan, Annual Budget, and corporate projections. It includes the holistic view of the 10-year plan combining all asset classes and then a separate 10-year plan for each of asset classes is available in the respective AMPs.

Comments received through the consultation purposes have been considered with minor changes made. The 10-year plans now align with the Draft Budget 2022/23.

5. OPTIONS

Option 1: Adopt the Asset Management Plan 2022-2032

Summary of option

The document titled “Asset Management Plans 2022-2032” provides a 10-year outlook provides a strategic and financial view of how Council proposes to manage the portfolio of assets of which is has ownership and/or control. It contains a suite of three drafted documents including:

1. The Asset Plan
2. The Strategic Asset Management Plan
3. Asset Management Plans.

Adoption of the “Asset Management Plans 2022-2032” meets the obligation of the Local Government Act 2020 Council must adopt an Asset Plan by 30 June 2022.

This option is recommended.

Option 2: Not endorse the Draft Asset Plan

Summary of option

To meet the obligation of the Local Government Act 2020 Council must adopt an Asset Plan by 30 June 2022.

This option is not recommended by officers.

6. CONSULTATION

Internal consultation:

- Strategic Asset Management Unit
- Asset Management Steering Committee
- Manager Assets
- Acting General Manager Infrastructure
- Executive Management Group

External consultation:

- On 20 April 2022 Council endorsed the Draft Asset Plan 2022-/2032 for consultation purposes in accordance with Council's Community Engagement Policy. The consultation closed at 5pm on Friday 20 May 2022. Feedback on the Draft Asset Management Plans 2022-2032 was considered and incorporated.

Councillors:

- 02 March 2022 Council Briefing Session
- 09 March 2022 Council Briefing Session
- 06 April 2022 Council Briefing Session
- 20 April 2022 Council meeting
- 01 June 2022 Council Briefing Session

7. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and the following Council Policy and/or relevant law are impacted by this report: Policy 91 – Sustainable Asset Management, Policy 118 – Asset Rationalisation, Policy 136 – Asset Valuation, Policy 144 – Asset Capitalisation and Policy 182 Disposal of Council Property.

8. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and economic sustainability issues for the municipality have been identified within this report: Pursuing sustainability, providing for present needs while sustaining resources for future generations.

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and issues of ongoing financial viability of the Council have been identified within this report: The Asset Plan with a 10-year outlook provides a strategic and financial view of how Council proposes to manage the portfolio of assets that are owned and controlled by Council.

9. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

10. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

11. RELEVANCE TO COUNCIL PLAN 2021-2025

Resilient protected and healthy natural environment
Well managed resources for a sustainable future

Well planned places
Attractive and useable sites of importance
Land and underlying infrastructure suitable for growing populations
Quality, attractive recreational spaces
Improved walkability and cyclability within townships
Ability to travel safely and easily by road and rail

12. ISSUES AND RISK MANAGEMENT

Issues:

Issue 1: Fit-For-Purpose

Asset life cycle management is the process by which assets are optimised through monitoring of their performance, utilisation and costs incurred by Council throughout its life cycle. The measure of sustainable asset management needs to go beyond asset condition. Are Council assets fit for purpose and meet the needs of the service that is dependent upon the asset? Service Managers have advised this work needs to be done.

Useful lives should be assessed and revised at the time of a condition assessment and revaluation. The condition assessment combined with an updated remaining useful life and revised useful life assists with determining an anticipated renewal date of an asset. This will have an impact on depreciation which will better reflect the ongoing asset demand improving Councils ability to create and deliver a more realistic capital program.

Council assets are currently being managed well when using asset condition as measure for renewal backlog. There are few assets requiring immediate renewal. Scenario testing to smooth the 10-year plan can help deliver the program over a longer period of time to help match the organisations ability to deliver.

Asset class "Sealed Roads" has an extreme burst of activity in years 2023/24 and 2024/25, and lulls for the remainder of the program. The issue with this burst model is a sustainable delivery model. This has been experienced in previous years with carryovers. It is difficult to deliver many projects in a compressed timeline followed by a prolonged period of relative inactivity. There is project fulfillment risk in the current 10-year plan. Even if spend is consistent across the years of the program, the absolute number of projects small or otherwise is a factor.

There is a project delivery risk with the reliance of grants. Further on delivery risk, it is clear in the data the amount of capital works delivery that seems achievable is between \$18--22M. The 10-year program continues with a high level of projected expenditure, if this trend is to continue there is a high likelihood that the amount of the capital program that is not achieved will be to the value that exceeds \$22M.

Service reviews, level of service and fit for purpose reviews, condition assessment, ability to deliver and budget constraints should be considered along when smoothing the program. It is suggested this be done over for the 2023/24 budget cycle. It involves a number of steps being:

- Place based planning inputs to be considered
- Fit for purpose review with Service Managers
- Maintenance review and implication on capital program
- Scenario testing of place based planning and maintenance review.

The asset management improvement plan outlines the key activities to improve overall asset management and integrated strategic planning and reporting frameworks. The improvement plan is intended to be a living document that should be frequently updated to reflect maturity and demand.

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.

13. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

14. 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*.

15. INSTRUMENT OF DELEGATION

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

16. CONCLUSION

To meet the obligation of the Local Government Act 2020 Council must adopt an Asset Plan by 30 June 2022. To address this requirement, it is recommended that Council adopts the suite of documents titled "Asset Management Plans 2022-2032".

17. ATTACHMENTS

1. Asset Management Plans 2022-2032 V 1.0.0 [9.1.1 - 174 pages]



Asset Management Plans 2022-2032

Asset Plan
Strategic Asset Management Plan
Asset Management Plans



1 ACKNOWLEDGEMENT OF COUNTRY

1 Acknowledgement of Country

The municipal area of Campaspe lies within the traditional lands of the Yorta Yorta, Dja Dja Wurrung and Taungurung peoples.

Council acknowledges their unique cultural heritage, and pays our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and unique role in the life of this region.

Jun 2022. Version 1.0.0

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2 Definitions

Asset A resource owned or controlled by Council from which future economic, social and environmental benefits or service potential are expected to flow to the municipality or the community.

Asset Class A group of assets that are similar in nature or function.

Asset Condition Assessment The process of inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for some remedial action.

Asset Expansion Expenditure Is a transaction that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.

Asset Hierarchy A framework for segmenting and asset base into appropriate classifications. The asset hierarchy can be based on asset function; asset type or a combination of the two.

Asset Life Cycle The time interval that commences with the identification of the need for an asset and terminates with the decommissioning of the asset or any liabilities thereafter.

Asset Management The combination of management, financial, economic, engineering and other practices applied to assets with the objective of providing the required level of service in the most cost-effective manner.

Asset Management Strategy A strategy for asset management to ensure that the desired levels of service and other operational objectives are achieved at optimum cost.

Asset New Expenditure Is a transaction that creates a new asset that provides a service that does not currently exist.

Asset Plan A plan developed for the management of assets that combines multi-disciplinary management techniques (including technical and financial) over the life cycle in the most cost-effective manner to provide a level of service.

Asset Renewal Expenditure Is a transaction on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

Asset Type A defined level within the asset hierarchy framework.

Asset Upgrade Expenditure Is a transaction that either enhances an existing asset to provide a higher level of service; or increases the life of the asset beyond its original life.

Average Annual Asset Consumption The amount of an organisation's asset base consumed during a reporting period (generally a year).

Brownfield Is the term given to a site identified for potential development that has had previous development on it.

 2 DEFINITIONS

Capitalisation The recording of expenditure as an asset means that it is recorded in the Council's balance sheet and the details are entered into the corporate asset register. Such expenditure on assets is referred to as capital expenditure. Capital expenditure is classified as renewal, upgrade, expansion or new.

Control of an Asset The capacity of an entity to benefit from the asset in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Council Plan A legislative requirement where each local government must develop a four-year strategic plan. The Council Plan is a key component in the corporate planning framework. It provides guidance and direction to the organisation by setting organisational goals, outcomes, strategies, actions, resource requirements, and performance measures for each four-year term of Council.

Cost The amount paid, or the fair value of any other consideration given to acquire an asset at the time of its original acquisition or construction. Where an asset is acquired at no cost, or for a nominal cost (as the case with developer and other contributed assets), the cost is its fair value as at the date of acquisition.

Depreciable Amount The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciation The systematic allocation of the depreciable amount of an asset over its useful life.

Fair Value The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Financially Sustainable That sufficient funds are available in each year of Council's long-term financial planning period to meet all resource and financial obligations, such that Council's endorsed service level and infrastructure standard can be maintained.

Fixed Asset Also referred to as Infrastructure. An asset that is fixed in place and cannot be easily moved from its constructed location. Infrastructure includes buildings, sports fields and courts, playgrounds or other facilities. These assets support the provision of services. Infrastructure also refers to a network of reticulated services such as roads, footpaths or drainage, etc.

Greenfield Is the term given to an undeveloped tract of land that is a potential site for development.

Impairment The amount by which the carrying amount of an asset exceeds its recoverable amount.

Intangible Asset A non-physical asset. An identifiable non-monetary asset without physical substance. This could include trademarks, copyrights, and water rights.

Level of Service The defined service quality for a particular service or activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, satisfaction and cost.

2 DEFINITIONS

Life Cycle Cost The total cost of an asset throughout its life including planning design, construction, acquisition, operation, maintenance, rehabilitation, and disposals costs.

Long Term Financial Plan Is the primary financial document linking Strategic Plans and informed by the Asset Plans expressing activities over at least 10 years providing guidance to formulate a financially sustainable business and budget.

Modern equivalent This is an asset renewal where which is not like for like, rather it brings the asset up to a current standard ensuring the asset is fit-for-purpose.

Mobile Asset An asset that is not fixed in place or can be easily moved. This would include plant and equipment, office furniture, computers and fleet.

NAMAF National Asset Management Assessment Framework

New Asset Refers to an asset that has been created, produced or introduced for the first time, not existing before.

Non-Current Asset Any capitalised asset which is not expected to be fully consumed, realised, sold or otherwise disposed of within one financial year.

Plant and Equipment Tangible items that are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and are expected to be used during more than one accounting period.

Remaining Useful Life The time remaining until an asset ceases to provide the required service level or economic usefulness.

Revaluation The act of reassessment of values, condition, remaining life and impairment of non-current assets at a particular date.

Service Level (SL) Is a commitment of Council's maintenance service providers and the asset owners often the Service Managers.

Service Manager The manager in Council that leads the provision of services for an activity or service.

Shared Assets Are generally assets that cross Council boundaries (such as bridges) and therefore are part owned by each party under agreement.

Useful Life This is either a period over which an asset is expected to be available for use by an entity; or the number of production or similar units expected to be obtained from the asset by an entity.

3 The Asset Plan

Under the Local Government Act 2020 Council must adopt an Asset Plan by 30 June 2022. This Asset Plan has been prepared using best practice Asset Management principles with a 10 year outlook. It provides a strategic and financial view of how Campaspe Shire Council (CSC) proposes to manage its portfolio of owned and controlled assets.

To address the requirements of the Local Government Act 2020 Council has prepared a document titled the "Asset Management Plans 2022-2032". It is a suite of three documents, being:

1. The Asset Plan
2. The Strategic Asset Management Plan
3. Asset Management Plans

The Asset Plan is the community facing document that shows how Council's assets will be managed and maintained, while meeting the community's needs and interests. The Asset Plan is informed by the next two more technical sections: the Strategic Asset Management Plan (SAMP) and the Asset Management Plans (AMPs).

The Asset Plan addresses all aspects of asset management including maintenance, renewal, acquisition, expansion, disposal or decommissioning of all classes of community assets under the control of Council. It is based on and is connected to the Financial Plan, Annual Budget and corporate projections.

Campaspe Shire Council is the custodian of an extensive range of community assets. These assets provide the infrastructure that allows for the delivery of a variety of services to the community. Council must ensure that the \$881M worth of assets supporting these services are managed in a sustainable manner over the long term.

Over the next ten (10) years Council anticipates spending a total of \$291M for renewing, improving, disposing and increasing our assets. Of that 10 year plan a large proportion of that total has been allocated for renewing Council's assets, the total renewal projection is \$218M. Council has also allocated \$27M over the same period to operate and maintain assets. With a combined anticipated expenditure of \$319M over the next 10 years.

On average Council's annual expenditure on infrastructure assets is estimated to be \$32M. This investment is made so that Council's assets remain fit-for-purpose, are safe, and support the delivery of services to our community.

Assets included in this plan that are owned and managed by Council are listed below:

- Bridges
- Buildings
- Footpaths
- Kerb and Channel
- Land
- Marine Vessels
- Plant and Equipment
- Recreation and Open Space
- Roads
- Stormwater and Flood Control
- Swimming Pools
- Waste.

The standard to which they are maintained and the extent to which they are grown and improved are a key consideration in setting and delivering on the Council Community Vision and Council Plan. The Asset Plan should transparently and clearly set direction and priorities that support the efficient and responsible management of Council's assets to provide services for the community.

3.1 Campaspe Tomorrow - Community Vision

Council's integrated approach to asset management allows for alignment with Campaspe Tomorrow the Community Vision and Council's Financial Plan.

Council's Community Vision Statement is:

Our places are vibrant and sustainable, our people are strong and supportive.

We are custodians and stewards, responsible for passing on a shire that meets the needs of generations beyond our own. Therefore, our work to create the Campaspe of the future is guided by the following principles:

Inclusion Everybody is included and has something to contribute to the community. Nobody is left behind. Everybody should have an equal chance in life.

Respect Respectful relationships are the norm between individuals and within communities. We respect the diversity in our community, and in particular, we respect the contribution of our older residents, our young people, and those with Aboriginal cultural heritage.

Sustainability This is at the heart of everything we do. Sustainability is a key factor in planning for future land use, advocating for additional educational facilities, approving a development, or making decisions around how we use our infrastructure.

Council's Asset Management strategic statements are written below, these statements help guide the strategic alignment and integrated reporting required for best practice asset management.

3.2 Strategy Statement

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. When considering the social, environmental, financial and organisational impacts of any decision, the impact on Council's services and the assets that support them must be included.

In pursuit of Infrastructure Asset Management best practice, the following key principles will apply:

- Service delivery needs form the basis of asset management
- Integrating asset management with corporate, financial, business and budgetary planning
- Informed decision-making, incorporating a life-cycle approach to asset management
- Pursuing sustainability, providing for present needs while sustaining resources for future generations.

3.3 Asset Management Outcomes

The Asset Plan along with the Strategic Asset Management Plan has been drafted to achieve the following asset management outcomes:

- **Fit-for-purpose:** assets will deliver agreed levels of service to the organisation and community in terms of function (including safety and accessibility), condition, and capacity.
- **Community wellbeing:** Council will innovatively use its asset base to provide services that support the social, cultural and economic wellbeing of the community.
- **Environmental sustainability:** assets are planned and developed to incorporate climate resiliency and mitigate our environmental impact.
- **Financial sustainability:** asset management decisions and practices ensure the council has the funds to look after, improve and grow its assets for current and future generations.
- **Consistency:** asset management practices are consistent and in accordance with relevant Standards, State Government Policy and Regulations, regarding useful lives, unit rates, capitalisation, valuation and rationalisation.
- **Advanced practice:** demonstrate advanced asset management practice including the use of smart technology to optimise decisions and performance.

3.4 Asset Value

Council manages an asset portfolio with a value of \$881M. These assets are critical for the delivery of Council services and for Council to perform its daily functions and obligations. A summary of each asset class is shown in the following table.

Table 1: Asset Class Value

Asset Class	Current Replacement Cost	Written Down Value	Annual Depreciation
Bridges	\$45.78M	\$25.61M	\$0.51M
Buildings	\$188.54M	\$111.32M	\$2.83M
Footpaths	\$30.13M	\$17.48M	\$0.61M
Kerb and Channel	\$33.22M	\$19.43M	\$0.66M
Land	\$127.84M	\$127.82M	\$0.02M
Marine Vessels	\$3.03M	\$2.63M	\$0.04M
Plant and Equipment	\$25.24M	\$11.86M	\$3.03M
Recreation and Open Space	\$23.47M	\$16.93M	\$1.26M
Roads	\$314.69M	\$231.62M	\$7.16M
Stormwater and Flood Control	\$77.55M	\$50.14M	\$0.98M
Swimming Pools	\$11.40M	\$6.61M	\$0.25M
Total	\$880.90M	\$621.46M	\$17.34M

The asset classes with the highest values are Roads, Buildings and Land. Land is a non-depreciable asset and is therefore not managed in the same way as infrastructure assets that are depreciable. Roads and Buildings need to be carefully managed as they potentially have a high renewal burden and project planning can be complex and timely.

3.5 Asset Inventory

The asset types and their quantities identified within each of the Asset Classes is outlined below. The Asset Classes articulated are reported in further detail in the Asset Management Plans at the end of the document.

Table 2: Asset Quantities

Asset Class	Asset Type	Dimension	Unit
Bridges	Bridges	10204.77	sqm
Bridges	Marine Structures	6.00	each
Buildings	Buildings	534.00	each
Footpaths	Footpaths	401100.09	sqm
Kerb and Channel	Kerb and Channel	355832.47	m

Table 2: Asset Quantities (continued)

Asset Class	Asset Type	Dimension	Unit
Land	Land	109264.00	each
Land	Land Improvements	26.00	each
Marine Vessels	Marine Vessels	13.00	each
Plant and Equipment	Office Equipment	248.00	each
Plant and Equipment	Plant	159.00	each
Recreation and Open Space	Artworks	9.00	each
Recreation and Open Space	Barbecues	24.00	each
Recreation and Open Space	Exercise Equipment	8.00	each
Recreation and Open Space	Fences	145805.30	m
Recreation and Open Space	Irrigation	149.00	each
Recreation and Open Space	Playground Equipment	164.00	each
Recreation and Open Space	Seats	1.00	each
Recreation and Open Space	Sports Courts	131.00	each
Recreation and Open Space	Sports Infrastructure	24.00	each
Recreation and Open Space	Sports Lighting	155.00	each
Roads	Bus Shelters	2.00	each
Roads	Car Parks	12657.00	sqm
Roads	Culverts	4724.88	m
Roads	Disposed Roads	81952.26	sqm
Roads	Guard Rail	268.00	each m
Roads	Parking Meters	82.00	each m
Roads	Rail	2.00	each m
Roads	Roads	15418718.23	sqm
Roads	Signs	95.00	each
Stormwater and Flood Control	Basins	93.00	each
Stormwater and Flood Control	Gross Pollutant Traps	24.00	each
Stormwater and Flood Control	Levee Banks	15.00	each
Stormwater and Flood Control	Pump Wells	37.00	each
Stormwater and Flood Control	Retaining Walls	8230.50	sqm
Stormwater and Flood Control	Stormwater Pipes	223078.42	m
Stormwater and Flood Control	Stormwater Pits	5727.00	each
Stormwater and Flood Control	Subsoil Drainage	334.00	m
Swimming Pools	Filter Cells	13.00	each
Swimming Pools	Mechanical Plant	94.00	each
Swimming Pools	Pool Shells	4857.28	sqm
Swimming Pools	Pool Surrounds	7.00	each

Table 2: Asset Quantities (continued)

Asset Class	Asset Type	Dimension	Unit
Swimming Pools	Pumps	40.00	each
Swimming Pools	Treatment Plants	17.00	each
Swimming Pools	Water Reticulation	22.00	each
Swimming Pools	Water Tanks	1.00	each

3.6 State of the Assets

Assessing the current state of Council assets helps in determining the prioritisation and planning for the maintenance, management, and renewal of Council's assets. The majority of Council's asset base is in either New, Good or Fair Condition. There is a small proportion of Council's assets that have failed or are in poor condition indicating that Council has been managing their assets well and they are in a good financial position with very little renewal backlog or demand. The outcome of the assessment for each asset class is shown in the following table.

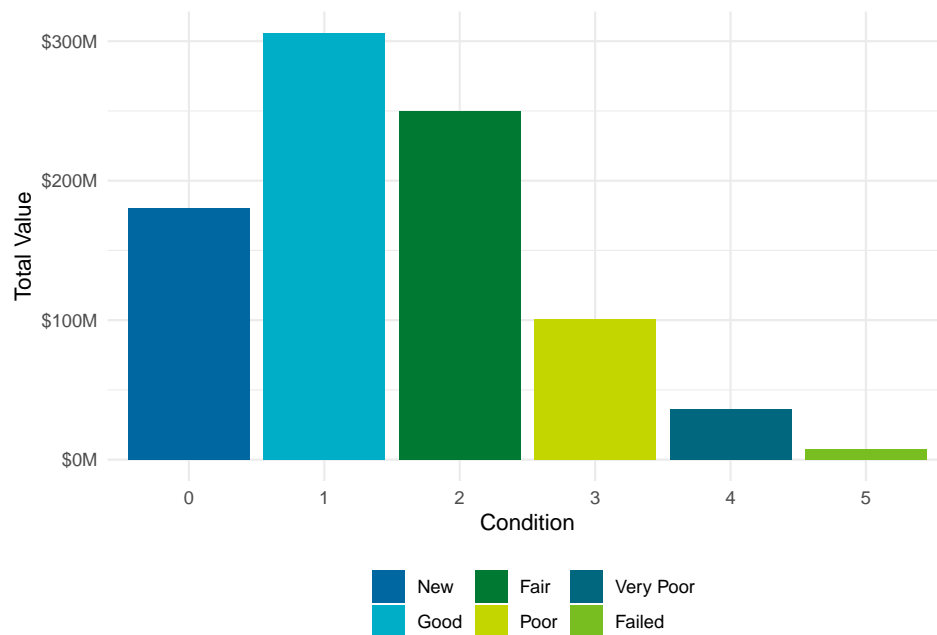


Figure 1: Value of Asset Condition

3.7 The 10 Year Plan

The 10 Year Plan is an important element of the Asset Plan as this is where the alignment between financial and asset reporting occurs. The 10 Year Plan identifies funding that is required for:

- Ongoing renewal programs
- Assets that require upgrades or modern equivalent renewal so they are fit-for-purpose and meet the needs of the community
- Projects that are of community importance
- Maintenance and operating to ensure assets are functional
- Matching external funding opportunities to assist in service delivery.

The graph below is the 10 Year Capital Plan depicted by work type.

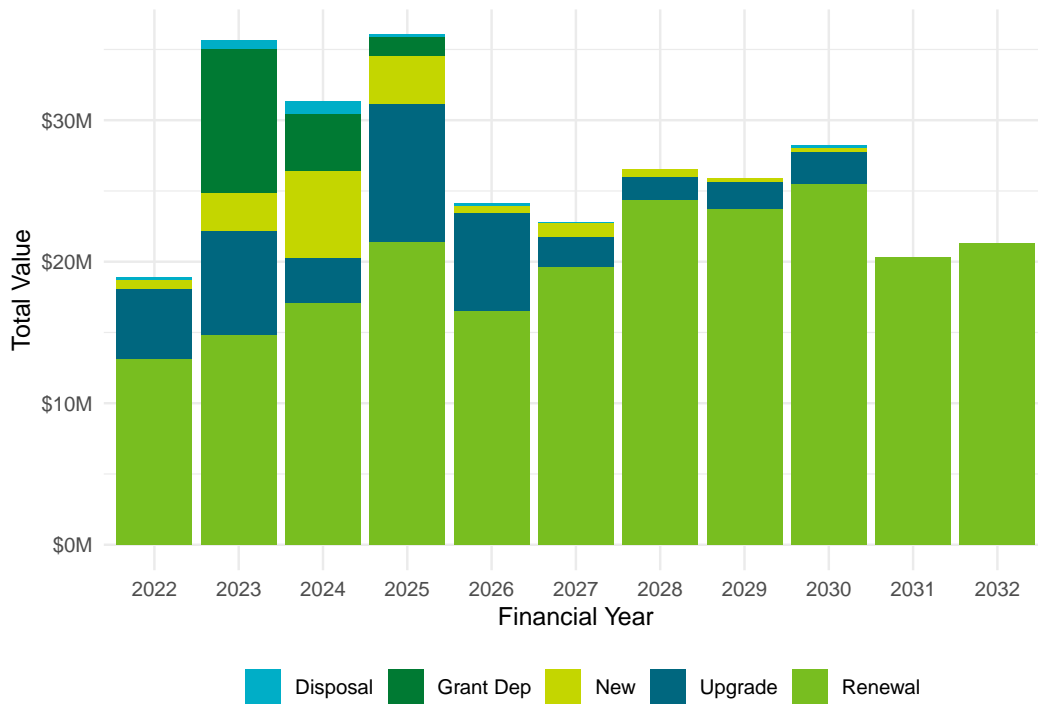


Figure 2: The 10 Year plan by Activity Type

Renewals are the largest portion of the annual allocation for expenditure in the 10 year plan representing \$218M of a total of \$291M over 10 years.

The graph below is the 10 Year Capital Plan depicted by asset class.

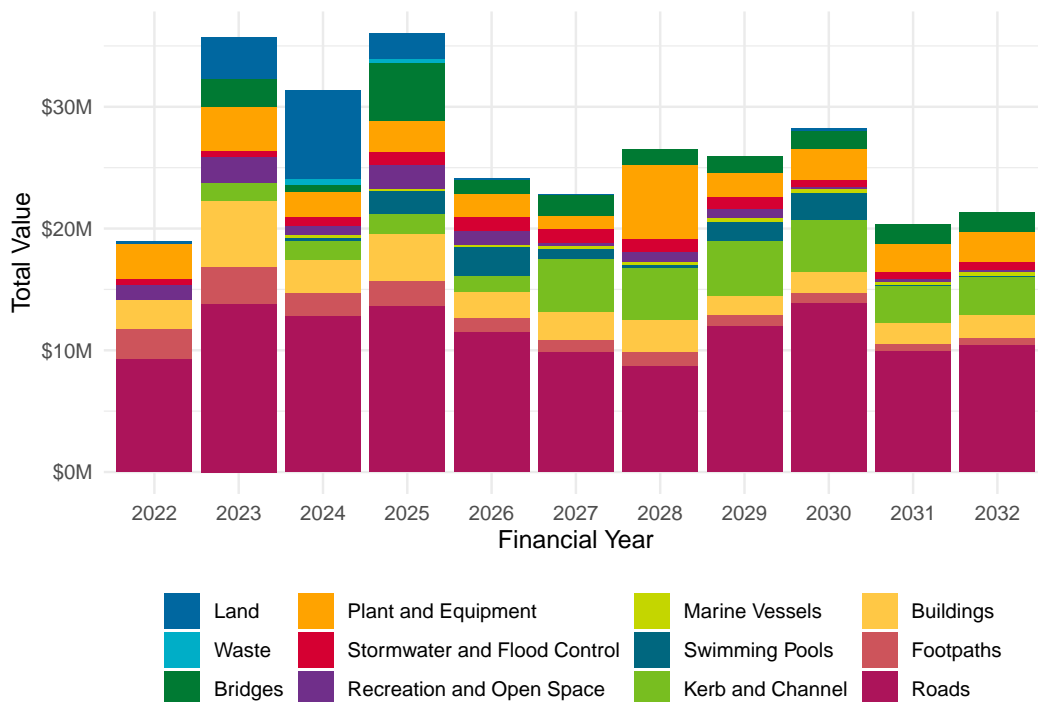


Figure 3: The 10 Year capital and disposal plan by Asset Class

As can be seen Roads make up for the largest portion of the 10 year plan expenditure, this is to be expected due to the large value of the asset class. However given the value of buildings and the complexity in how they are constructed, utilised and the standards that govern services. Council could consider increasing the building allocation over the medium to long term.

Through the Place Based Planning there is undoubtedly going to be changes made to the 10 year plan. Council needs to ensure that the 10 year plan is managed and modified to reflect the needs of the community within the constraints and demands that are placed on Council.

3.8 Managing Changes and Demands - The Key Issues

The main issues identified through the Asset Plan development are articulated below in the following sections.

3.8.1 Capital Works

Campaspe Shire Council assets have been managed well in the past and as a result the asset base is in relatively good condition. There is little to no renewal backlog. Of the assets that are in condition 4 and 5 a large proportion of those are stormwater assets that are assessed based on age. The remaining assets identified to be in poor or failed condition should be prioritised in the 10 year plan.

The resources available for capital expenditure is more than adequate for the demands that have been presented. Council's focus now needs to shift from predominantly condition based renewals to a modern equivalent renewal model that also incorporates service needs. This will ensure that assets are fit-for-purpose.

In more recent times there has been increased pressure on resourcing project management. This is having an impact on Council's ability to deliver the adopted capital works program, creating a backlog that is then carried forward into the following financial year. With limited renewal backlog there is an opportunity to gauge what the organisation can deliver with regards to the capital works program and cap the limit so that the program is more realistic and achievable. This also allows Council to focus on the consultation and design phases of more complex projects such as buildings. Council buildings cater for a large range of services that have their own standards and guidelines, which often requires lengthy periods of time for consultation and approval.

3.8.2 Maintenance Works and Programming

There is limited visibility of where and what maintenance activities are occurring on most of Council's assets and how that information is translated to the finance system. Some of Council's assets and the activities that occur on the assets need to be more transparently reported through to the finance system and the LTFP.

There is an opportunity to increase maintenance expenditure in the service areas where there have been large numbers of customer complaints. A quicker response time may alleviate some of the community concerns that arise as well as ensuring that assets are functioning to the required level of service.

There are draft or outdated service levels that exist for Parks and Gardens, Roads and Building Maintenance. These need to be developed to align with Council work practices and outcomes measured. It would be efficient if the Road Management Plan was also reviewed alongside the service levels so that the crews can have a more coordinated approach to road maintenance rather than responding to RMP and CRM requests separately. The service levels form the technical levels of service of the Asset Plan.

3.8.3 Condition Assessment and Revaluation

The Condition Assessment and Revaluation of assets is to assist Council in understanding the performance and expected life of an asset. CSC has a program of condition assessments and valuations that is being well managed. The condition assessment data is useful for updating the remaining useful life and setting a renewal date.

The existing data shows little renewal backlog which suggests that the useful lives could be modified at revaluation of an asset class. Once the remaining useful life of each asset is revised then the useful life of the asset class can be calculated and revised.

Adjusting the useful life of an asset will more accurately reflect the anticipated renewal date and the depreciation expense.

3.8.4 The 10 Year Plan

As an outward facing community plan it is important that the Asset Plan is transparent and repeatable with the ability for it to be constantly managed and kept up to date to reflect ongoing organisational changes and demands. The 10 Year Plan is output that reflects the ongoing maintenance and capital requirements of Council. It is articulated through program and project activities across all of Council's service delivery areas and asset classes. It is important that the Strategic Asset Management Unit and Project Management Unit continually manage and refine the 10 year plan ensuring it is kept in alignment with the LTFP.

Service Managers need to feed the plan with ongoing maintenance capital and disposal requirements. These requirements are balanced across the organisation and need to be validated through a process of prioritisation and adoption. When prioritising projects and funding there needs to be consideration of the ongoing environmental, social, and financial implications of these considerations and choices as well as alignment with Council's community vision.

3.8.5 Service Levels

Technical levels of service need to be revised and developed for all asset classes. There is currently a working draft service level for internal review, this needs to be aligned with the RMP for road maintenance efficiency and reporting.

A draft is being developed for Parks Maintenance, this needs to be circulated and developed in consultation with SAM and Finance Units to ensure there will be reporting outcomes that can be measured and articulated. There needs to be an agreement drafted for Buildings for all service managers to have input and agreement.

Buildings are complex there will need to be flexibility and time allocated for setting maintenance and renewal targets as well as trying to seek approvals and agreement on any capital project planning.

4 Strategic Asset Management Plan

4.1 Introduction

Campaspe Shire is located 180 km directly north of Melbourne on the Campaspe, Murray and Goulburn Rivers in central Victoria. It covers an area of 4,519 square kilometres and is a popular tourist and retirement destination.



Figure 4: Campaspe Shire Council Map.

The main industries include dairying; tourism; food processing; cereal cropping; tomatoes; sheep/wool; aquaculture; floriculture; vegetables; feed lotting; viticulture; beef cattle and rice.

Campaspe is part of the Large Shire Council grouping, with a population of 33,698 and a projected population of 38,786 in 2031. The Shire consists of many towns and villages with Echuca and Kyabram being the major population centres with Rochester, Tongala and Rushworth all having populations that exceed 1000 people.

The shire has a low population density which results in the need for an extensive network of assets that are managed by Council on behalf of the community.

Under the Local Government Act 2020 Council must adopt an Asset Plan by 30 June 2022. This Asset Plan has been prepared using best practice Asset Management principles with a 10 year outlook. It provides a strategic and financial view of how Campaspe Shire Council (CSC) proposes to manage its portfolio of owned and controlled assets.

To address the requirements of the Local Government Act 2020 Council has prepared a document title the "Asset Management Plans 2022-2032". It is a suite of three documents being:

1. The Asset Plan
2. The Strategic Asset Management Plan
3. Asset Management Plans

The Strategic Asset Management Plan (SAMP) provides the technical information that informs the Asset Plan and Asset Management Plans (AMP) addressing all aspects of asset management including maintenance, renewal, acquisition, expansion, disposal or decommissioning of all classes of community assets under the control of Council. It is based on and is connected to the Financial Plan, Annual Budget and corporate projections.

4.1.1 Asset Management

Asset management refers to the life cycle management of physical assets to achieve agreed functional service levels. This involves balancing risk, cost, opportunities, and performance to realise the value of an asset fully and effectively over its entire lifespan. Effective asset management aligns strategic goals and objectives with infrastructure and service delivery, giving consideration to what services people need and how the assets required for the services are managed to last and perform in the most economically sustainable way.

Effective asset management planning ensures that assets are managed and maintained in an efficient manner enabling affordable services to be provided for the community. Asset management planning and financial planning have an interdependent and reciprocal relationship. The Financial Plan and the Asset Plan are prepared and balanced together.

A core part of this SAMP is ensuring that the service levels for each asset class are clearly defined as well as the necessary investments required to achieve them. The SAMP defines the connection between the Financial Plan and underlying budgets and projections to the Asset Plan.

The SAMP supports the Asset Plan and the provision of a 10 year projection that is aligned and integrated with the Financial Plan taking into consideration the actions of the Council Plan to achieve the Community Vision. The following strategic planning principles have been used in the development of Council's Asset Management Framework:

- An integrated approach to planning, monitoring and performance reporting
- The Community Vision is addressed by managing Council's assets in a way that meets the aspirations and actions of the Council Plan, which are formulated in the context of the Community Vision
- Address the risks to allow for the effective implementation of the Asset Plan, SAMP and AMPs
- Employing a strategic approach to asset planning that is influenced by service levels, the financial position, and impacts on the organisation and community.

The aim of this strategic approach is to ensure:

- support of the achievement of our Community Vision 2021-2031
- that the needs and expectations of the Campaspe Shire community are met
- our long-term financial sustainability
- intergenerational equity
- delivery of appropriate, targeted, effective and efficient services.

In turn, Council can:

- continue funding to ensure infrastructure is replaced and maintained when required
- commit to major projects
- continue to fund the full life-cycle costs of any new or enhanced services, or construction of new assets through savings, rate increases or grant funding
- maintain existing services at agreed functional performance standards.

Life cycle management, demand management, environmental impacts along with social impacts are all considerations for the SAMP, Asset Plan, AMPs and the 10 year plan.

4.1.2 Why is Asset Management Important?

The Campaspe Shire Council is the custodian of an extensive range of community assets. These assets provide the infrastructure that allows the delivery of a variety of services to the community. Council must ensure that the \$881M of its assets supporting these services are managed in a sustainable manner over the long term.

These assets comprise of the following classes:

- Bridges
- Buildings
- Footpaths
- Kerb and Channel
- Land

- Marine Vessels
- Plant and Equipment
- Recreation and Open Space
- Roads
- Stormwater and Flood Control
- Swimming Pools
- Waste.

The standard to which they are maintained and the extent to which they are grown and improved upon is a key consideration in setting and delivering on our Community Vision and Council Plan.

4.1.3 What is Asset Management?

People have been caring for assets since mankind first invented tools. Over the years we have derived entire disciplines to help define the best ways to care for those assets through their lives and as such we have been managing Assets. With the advent of a formal discipline of Asset Management there has been a development of structured approaches to assure stakeholders that those core activities are focused on deriving value and not just promoting 'gold-plated' core arrangements.

Often the terms "Asset Management" and "Managing Assets" are interchanged. It is important to understand they are not alternatives.

Managing Assets or what to do to assets, can be done with or without a structured approach or strategy. An organisation gains more value from Managing Assets within a context of organisational purpose and strategy that steers this activity. It then becomes Asset Management.

Asset Management has a broader focus than Managing Assets, encompassing many organisational levels and applying to all departments. The terms and concepts are explained in ISO 55000 'Asset Management', which shows how the application of broader Asset Management approaches can help you extract most value for stakeholders. It refers to the life cycle management of physical assets to achieve agreed functional service levels. This involves balancing risk, cost, opportunities, and performance to realise the value of an asset fully and effectively over its entire lifespan.

Effective asset management aligns strategic goals and objectives with infrastructure and service delivery, giving consideration to what services people need and how the assets required for the services are managed to last and perform in the most economically sustainable way.

It is a process that must be monitored.

4.2 Strategy Statement

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. When considering the social, environmental, financial and organisational impacts of any decision, the impact on Council's services and the assets that support them must be included.

In pursuit of Infrastructure Asset Management best practice, the following key principles will apply:

- Service delivery needs form the basis of asset management
- Integrating asset management with corporate, financial, business and budgetary planning
- Informed decision-making, incorporating a life-cycle approach to asset management
- Pursuing sustainability, providing for present needs while sustaining resources for future generations.

4.3 Scope

The Scope of the Strategic Asset Management Plan encompasses a broad range of Council services and functions including, the Asset Management Framework which comprises of Council's organisational structure, policies, systems, processes and various documents with oversight and promotion of best practice provided by the Asset Management Steering Committee (AMSC).

Asset Management therefore applies to all Councillors, Council officers and other persons involved in the management and planning of any asset owned or managed by Council.

4.4 Outcomes

The SAMP has been drafted to achieve the following asset management outcomes:

- **Fit-for-purpose:** assets will deliver agreed levels of service to the organisation and community in terms of function (including safety and accessibility), condition, and capacity.
- **Community wellbeing:** Council will innovatively use its asset base to provide services that support the social, cultural and economic wellbeing of the community.
- **Environmental sustainability:** assets are planned and developed to incorporate climate resiliency and mitigate our environmental impact.
- **Financial sustainability:** asset management decisions and practices ensure the council has the funds to look after, improve and grow its assets for current and future generations.
- **Consistency:** asset management practices are consistent and in accordance with relevant Standards, State Government Policy and Regulations, regarding useful lives, unit rates, capitalisation, valuation and rationalisation.
- **Advanced practice:** demonstrate advanced asset management practice including the use of smart technology to optimise decisions and performance.

4.5 Principles

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. It is a key element of Council's strategic integrated planning and reporting. Council will ensure that when considering the social, environmental, financial and organisational impacts of any decision they will also properly consider the impact on Council's services and the assets that support them.

It is not in the community's interests for asset-based decisions to be made that are limiting or eliminate Council's ability to maintain its operations. As a result careful consideration needs to be given when making decisions around the long term management of infrastructure assets.

The following principles have been adopted in Council's Asset Management Policy:

- Integrate asset management and financial planning, recognising that this is an essential part of infrastructure management and good governance.
- Review and adopt a 10 year program of works including capital renewal or replacement, disposal, acquisition, condition assessments, operations and maintenance, identifying anticipated funding type.
- Develop and substantiate a process for prioritising work identified in the 10 year plan.
- Create and maintain an Asset Plan for all of Council's assets including input from service plans, service levels and strategic objectives.
- Deliver financially sustainable services by evaluating, prioritising and forecasting asset expenditure over a 10 year period.
- Continue to invest in the advancement of Asset Management maturity including alignment and integration of corporate and community input.
- Council's Asset Management will be in line with industry best practice, such as International Infrastructure Management Manual (IIMM), ISO 55000 and accounting standards.
- Monitor, review and revise asset data including useful lives, remaining useful lives, greenfield and brownfield unit rates, asset performance, maintenance and renewal activities.
- Componentise assets to reflect how activities are undertaken on assets and how they are managed by Council services.
- Assess whether existing assets meet the needs of services and the community then determine whether an asset should be disposed, renewed or replaced when nearing the end of its useful life.
- Develop an Asset Management Model that allows for real time reporting through the development of cyclic and ongoing processes.

4.6 Framework

The State Government Integrated Strategic Planning and Reporting Framework shown below ensures that a systematic approach to asset management delivers effective and efficient outcomes that meet both our corporate and asset management objectives.

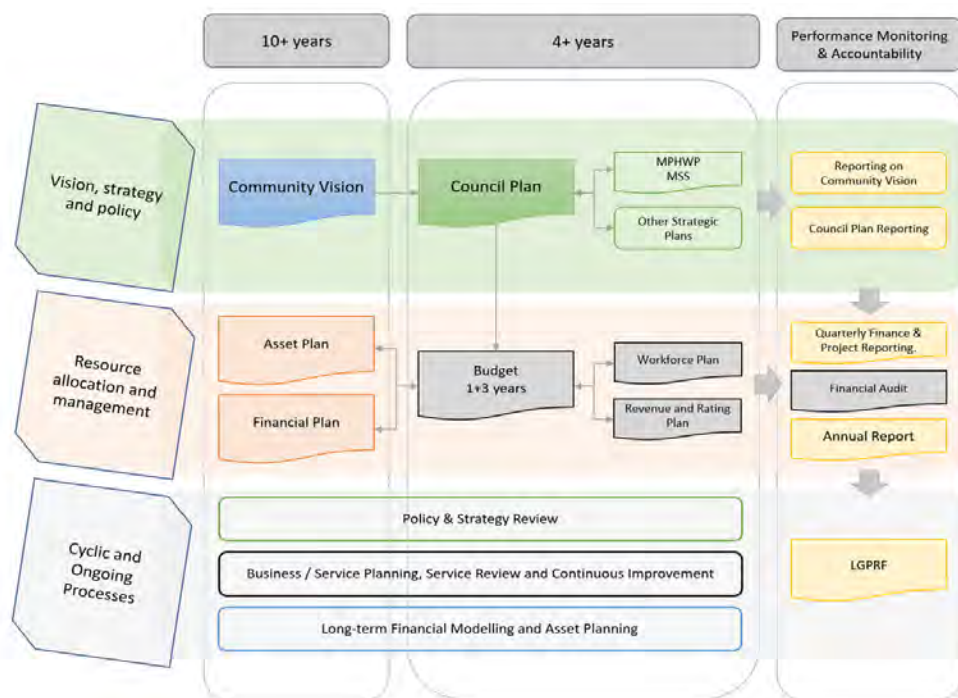


Figure 5: Integrated Strategic Planning and Reporting Framework.

The SAMP defines and documents the framework for the implementation of Council's Asset Management Policy. The framework will guide the planning, construction, maintenance and operation of the infrastructure essential for providing services to the community of the Campaspe Shire.

The asset management framework allows Council to provide and manage assets and services that are:

- of an agreed quality
- financially sustainable
- available for present and future generations
- at the lowest life cycle cost.

4.6 Framework

4 STRATEGIC ASSET MANAGEMENT PLAN

It is important that any documented asset management planning reflects the most recent asset data and forecasts available. Conducting an annual review and half yearly reporting of the Asset Plan will ensure that the underlying parameters and assumptions are reasonable, given the current state of the assets, asset condition, and community expectations.

The Asset Management Framework currently operated by Council is illustrated in the following diagram.

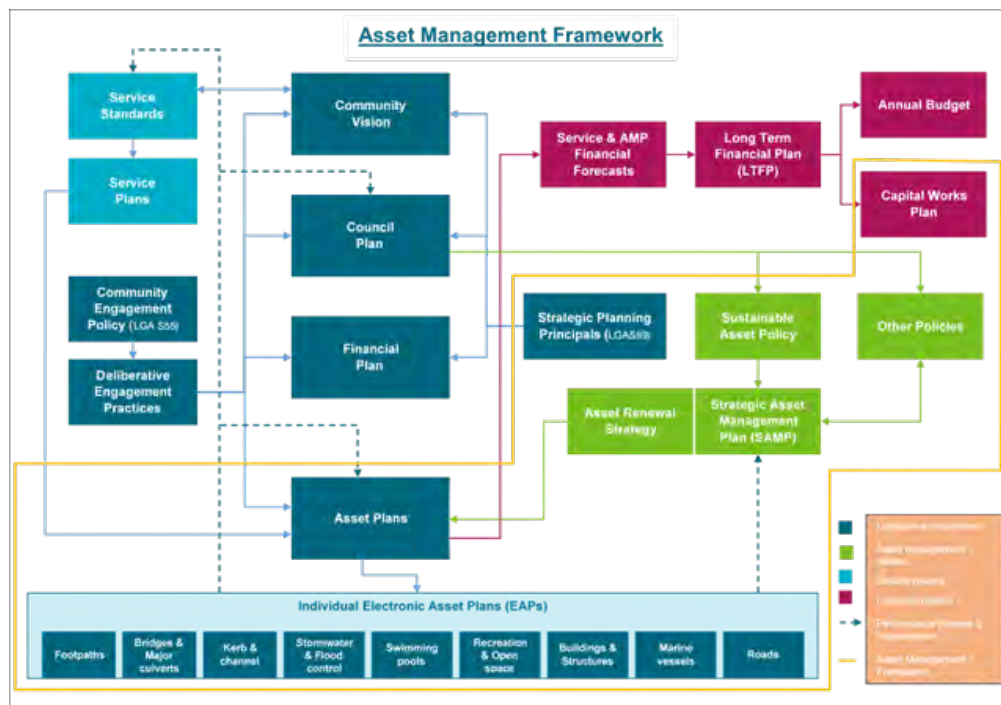


Figure 6: Asset Management Framework.

This Asset Management Framework will need to be modified to reflect the Local Government Act 2020 and changes resulting from the adoption of the SAMP and Asset Plan. A modified Asset Management Framework will continue to provide for the legislative and organisational requirements; including the relationship between the organisational objectives for asset management (as stated in the Council Plan), the input of the community and councilors, the Asset Plan and other supporting policies will impact the Long-Term Financial Plan (LTFP) and Capital Works program.

The Framework highlights how ongoing monitoring and periodic reviews of the infrastructure asset classes through the AMPs provides feedback to the guiding strategic documents, those being the Community Vision, Council Plan, SAMP and the Asset Plan.

4.7 Stakeholders

As Asset Management is more than just fixing roads and playgrounds there are many stakeholders that have varying roles and responsibilities within the asset management framework. Asset Management is a function that draws in many participants within the organisation from outdoor staff, finance to human resources, as well as outside of Council from ratepayers and committees to government departments.

The roles and responsibilities of the identified stakeholders are listed below.

4.7.1 Internal Stakeholder Roles and Responsibilities

Asset Management involves all areas of council including those that plan services, provide services, manage assets and manage financial functions. The following key roles, positions and groups have defined Asset Management and related financial planning functions as follows:

Council

Council will act as stewards and custodians for all assets and:

- Set the corporate direction for Asset Management through the adoption of the SAMP and Asset Plan and monitor the outcomes
- Monitor Council's asset management competency as measured by the National Asset Management Assessment Framework (NAMAF)
- Adopt the Financial Plan, the Community Vision, Council Plan and Annual Budget under the provisions of the Local Government Act 2020, which require councils to take an integrated approach to strategic planning and reporting
- Ensure appropriate resources and funding for asset management activities are made available.

Asset Management Steering Committee

The Asset Management Steering Committee (AMSC) is responsible for overseeing and promoting best practice Asset Management throughout Council. The AMSC monitors and guides the development and implementation of the SAMP, Asset Plan and other related plans, policies and procedures. This oversight ensures Council meets the asset management requirements under the Local Government Act 2020 and is reflected by the representation of its members.

Members of the AMSC include:

- General Manager Infrastructure
- General Manager Corporate
- Strategic Asset Coordinator
- Manager Assets
- Works Manager
- Manager Finance
- Manager Recreation
- Property Manager
- Business Integration Manager.

Members will have either daily interaction with assets or are delivering services from assets. The role of the AMSC is to guide the delivery of asset management services including:

- The Asset Plan
- The SAMP and AMPs
- The 10 year plan of proposed works and activities
- Asset management improvement and development
- Asset management modeling, benchmarking and reporting
- Other matters relating to Council's assets
- Organisational Communication - Asset Management Commitment.

The intended outcomes of the AMSC are to:

- Improve organisational support and awareness of asset management
- Coordinate a holistic approach to asset management (financial, strategic, regulatory, whole-of-life, environmental/sustainability, technology and processes)
- Define and implement list of agreed priorities and specific actions to be achieved
- Information sharing and encourage consistency to approach
- Lift accountability for achieving Asset Management objectives
- Demonstrate organisational commitment to Asset Management
- Continuous support for ongoing Asset data collection, usage and storage through asset condition assessments, asset management systems and handover procedures.

Optional Attendees are:

- Technical Officer
- Project Management Coordinator
- Capital Works Coordinator.

The CEO has a standing invitation and the committee has discretion to request and appoint other members as required.

Executive Management Group

The Executive Management Group (EMG) will:

- provide support to the Asset Management Steering Committee
- oversee the SAMP and Asset Plan development for Council adoption
- implement the SAMP and Asset Plan with agreed resources
- report Asset Management performance to Council
- ensure that the integrated planning and reporting framework is enacted throughout Council
- promote and raise awareness of asset management to the Council, staff and community.

General Manager Infrastructure

The General Manager Infrastructure will provide leadership and direction to support the:

- implementation of the SAMP, Asset Plan and AMPs
- implementation of capital works programs in accordance with the Asset Plan, the Financial Plan and the Annual Budget
- reporting to Council, Audit Committee and Chief Executive Officer with respect to ongoing asset management performance
- recruitment and resourcing of the Infrastructure Services Department
- review the alignment between the Financial Plan and the Asset Plan.

General Manager Corporate and Finance Manager

The General Manager Corporate and the Manager Finance will provide leadership and direction to:

- Work with the Strategic Asset Management Unit to align the asset management and financial management practices within Council
- Support the development and implementation of the Asset Management Policy, SAMP and Asset Plan
- Provide guidance and advice to the Strategic Asset Management Unit where asset management and financial management requirements overlap
- Coordination of financial valuation process including determination and approval of Greenfield unit rates
- Reporting fair value in the financial statements in line with accounting standards (including any impairment)
- Assessment of asset impairments in conjunction with the Strategic Asset Coordinator
- Keeping the Asset Management System up to date through processing of all asset additions, renewals and disposals including all data related to the financial control of assets
- Processing annual revaluations for financial reporting purposes including implementing changes to asset remaining useful lives, depreciation method and impairments
- Ensure the coordination and management of insurance valuations.

Managers and Staff

Managers and staff will:

- assist in the development of the SAMP, Asset Plan and AMPs for individual asset classes
- assist in the implementation of the SAMP, Asset Plan and AMPs
- implement maintenance programs and capital works programs in accordance with the SAMP, Asset Plan and AMPs
- manage assets and services to agreed levels of service, risk and cost standards in consideration of long-term sustainability.

Strategic Asset Management Unit

The Strategic Asset Management Unit will:

- Develop, coordinate, advise, facilitate and review the Asset Management Planning, processes, reporting and workflows
- Report the status, progress and resource requirements of implementing the SAMP, Asset Plan and AMPs to the Executive who in turn will report progress to the Council
- Advocate, encourage and guide the development of processes and procedures that allow for sustainable asset management
- Advocate, encourage and guide the development of procedures that ensure the asset register is maintained and updated and provide required reports to Council to meet their statutory and legal responsibilities
- Advocate a common and consistent approach to Asset Management across Council.

Strategic Asset Coordinator

The Strategic Asset Coordinator will:

- Coordination of renewal valuation process including determination and approval of Brownfield unit rates
- Approval and verification of condition assessments and review of asset lives
- Assessment of asset impairments in conjunction with the Manager Finance and Technical Officer
- Coordination of condition assessments and data collection
- Keeping the Asset Management System up to date (including asset condition, asset characteristics and other related (non-financial valuation) data)
- Undertaking annual asset review, documenting findings and providing information to finance department
- Collecting data through the asset handover process on Brownfield rates and reviewing / updating Brownfield unit rates annually
- Collecting data and reviewing / updating Greenfield unit rates annually.

Audit Committee

The Audit Committee will consider audit reports relating to asset management and make recommendations to Council as appropriate.

4.7.2 External Stakeholders

The key external stakeholders of Council are:

- Residents
- Ratepayers
- Businesses
- Advisory Groups
- Visitors
- Tourists
- Users of Council services
- State and Federal government agencies such as DoT, VicRoads, Grants Commission, EPA, Workcover, LGV
- External Valuers.

Other stakeholders with a vested interest in the performance of Council are:

- Utility providers
- Developers
- Community Groups / Volunteers
- Contractors / Suppliers
- Insurers.

Where appropriate, stakeholders will be invited to:

- Participate in community surveys
- Participate in Council facilitated workshops
- Participate in Place Based Plans and Township Facility reviews
- Provide comments on key documents, plans and strategies
- Provide service delivery feedback.

4.8 Asset Management Systems and Planning 4 STRATEGIC ASSET MANAGEMENT PLAN

4.7.3 Review

A major review of the Asset Plan is required under the Local Government Act 2020 through a process of 'deliberative community engagement' following a general election.

An outcome of the deliberative community engagement will allow Council to understand what the community wants for its many services, and from this understanding determine appropriate Levels of Service for these services. As Council's assets are held only to provide a service to the community, the next scheduled update of the SAMP, Asset Plan, and the associated Sustainable Asset Management Policy, will be updated within 6-months following the adoption of the new Council Plan.

Subsequent updates of the Asset Plan will occur every 4-years, allowing Council to re-engage with the community and develop a new Council Plan, Financial Plan and Asset Plan. The engagement of the community will allow Council to refine and ensure the interrelationship that exists within the Integrated Strategic Planning and Reporting Framework.

4.8 Asset Management Systems and Planning

Council utilises a variety of information systems to store and manage data. At the time of preparing this SAMP there was two major organisation wide asset management systems with limited linkages and alignment between the financial management, asset management and project management. Current systems which have a key role in the management of assets are detailed below.

Table 3: AM Information Systems

System	Use	Notes and issues
Technology One (TechOne)	Corporate financial system	System implemented 2015/16, used extensively.
TechOne Asset Management	Operational works activities and Asset Management database	Corporate system implemented 2015/16. The support system for Strategic Asset Management (including Renewal Demand Assessment and Works Programming) is Assetic
TechOne Enterprise Content Management	Correspondence and document management system, Customer service system	ECM implemented and operational
MapInfo	Graphical information system (GIS)	Pitney Bowes MapInfo is corporate GIS suite. MapInfo Pro used for data creation by power users.
IntraMaps	Graphical information system (GIS)	IntraMaps is being introduced as the main user interface for spatial information

4.8 Asset Management Systems and Planning 4 STRATEGIC ASSET MANAGEMENT PLAN

Table 3: AM Information Systems (continued)

System	Use	Notes and issues
Bridge Inspection Database	This system includes photos, basic asset dimensions and asset condition data for Campaspe's bridges.	Vicroads Tool provided to Campaspe Shire Council as an outcome of a contracted Bridge Inspection programme. Electronic datasets exist for 2006/2007 and 2009/2010 survey No ongoing licensing cost.
Buildings Database	This tool links building photos, condition and valuation estimate data to a GIS layer. Allows for maintenance comments to be recorded. No longer used other than as data storage and historical reference.	MS Access database provided by CT Management as part of the 2008/09 Building Condition Survey. No ongoing licensing cost.
Assetic – My Predictor	Asset Renewal Gap Modelling and MAV reporting	My Predictor also has the capability to assess renewal based on additional factors other than Condition. This includes Capacity and Functionality which will be valuable once service planning matures and the relevant information becomes available.
Camms	Project Management software used to store capital project information and monitor progress during implementation.	Introduced for Project management reporting.
Rawlinsons Construction Handbook	Used as a benchmarking tool for Greenfield and brownfield unit rates for valuation and renewal modelling. Also used as a reference by Project Management team	Rates change each year. Book usually released in February.
Civil Engineering Portal (CEP)	Integrated view of asset, project and maintenance management data and the 10 year plan.	Developed in 2021 for Project and asset management oversight

4.8 Asset Management Systems and Planning 4 STRATEGIC ASSET MANAGEMENT PLAN

4.8.1 The Model

The Asset Plan and AMPs are based on and connected to the Long Term Financial Plan, Annual Budget and the 10 year projections. This was achieved with an asset management model which is integral in the management and monitoring of assets.

A model is the collection and linking of information around a theme. By placing information in context, it becomes more meaningful. The Asset Management Model is the Asset Management Framework for Council and allows Council to:

- Document asset attributes, conditions and values
- Create and dispose of assets
- Assign works via the works requests system and record the expenditure
- Fulfill the requirement to report regularly to the community and other government authorities about Council's asset management programs and asset information
- Calculate end of financial year valuations
- Record and measure performance, utilisation, activities and requests relating to assets and service provision.
- Continuously develop and improve the asset management process, knowledge and support
- Measure the performance and maturity of assets and asset management across Council.

The model becomes the source of all reporting.

4.9 Maturity Assessment

The Maturity Assessment uses a series of questions that have been developed around asset and financial management maturity competencies, linked to the key elements of the national sustainability framework. The questionnaire highlights areas where Council has made achievements as well as what needs to be done to achieve 'core' and then 'advanced' maturity regarding asset management.

There are 11 elements of asset and financial management based on the national frameworks. Each element has questions from which the results of the assessment are displayed in the graph below.

Table 4: NAMA F Competency Scores

Element	Score
Strategic Longer Term Plan	100
Annual Budget	100
Annual Report	100
Asset Management Policy	100
Asset Management Strategy	100
Asset Management Plans	80
Governance and Management	88
Levels of Service	63
Data and Systems	90
Skills and Processes	81
Evaluation	72
Total	974

The total NAMA F score is 974 which was 923 in the previous assessment. There has been a vast improvement in asset management processes through the development of Council's SAMP, Asset Plan and the AMPs. This suite of Asset Management Planning Documents will significantly improve Council's performance with regard to their integration of asset data and system alignment for the purpose of integrated reporting.

More information regarding Council's asset management maturity and the actions required to become a more mature organisation are contained within the Asset Management Maturity Assessment.

4.10 Linkages and Alignment

The alignment between Council's strategic goals and asset management outcomes is important to the success of Council's ability to provide services that meet the needs of the community.

4.10.1 Campaspe Tomorrow - Community Vision

Council's integrated approach to asset management allows for alignment with Campaspe Tomorrow the Community Vision and Council's Financial Plan.

Council's Community Vision Statement is:

Our places are vibrant and sustainable, our people are strong and supportive.

We are custodians and stewards, responsible for passing on a shire that meets the needs of generations beyond our own. Therefore, our work to create the Campaspe of the future is guided by the following principles:

Inclusion Everybody is included and has something to contribute to the community. Nobody is left behind. Everybody should have an equal chance in life.

Respect Respectful relationships are the norm between individuals and within communities. We respect the diversity in our community, and in particular, we respect the contribution of our older residents, our young people, and those with Aboriginal cultural heritage.

Sustainability This is at the heart of everything we do. Sustainability is a key factor in planning for future land use, advocating for additional educational facilities, approving a development, or making decisions around how we use our infrastructure.

Statements that relate to managing asset on behalf of the Campaspe Community are written below. These statements help guide the asset management strategies articulated above.

4.10.2 Community Aspirations

Council has six community aspirations along with their statements that relate to Asset Management they are outlined below:

A place where we belong

- Physical activity - Providing more opportunities for residents to be active through widely known and available sporting and fitness programs delivered through schools and sporting clubs, and improving availability of outdoor exercise equipment and connected walking tracks and bike paths.

Towns and land that we love

- Greening - Ensuring we have the right amount of green space across the shire by planting community gardens and drought resistant plants and advocating for an increased amount and quality of land to be put aside for public use, such as state forest and national parks.

- Local facilities - Providing well-maintained facilities such as local halls, public toilets, recreational facilities and public spaces that are accessible to all, readily available, and provide a high standard of amenity.
- Township character - Beautifying our streetscapes and improving signage. We will ensure that Aboriginal culture, history and heritage are visible throughout the shire.
- Infrastructure - Working to ensure critical infrastructure such as buildings, water infrastructure, drainage and internet services are fit-for-purpose and can support growing numbers of residents, businesses and visitors.
- Roads - Working to ensure that roads are high quality, well-maintained, connected and safe, especially those with high-use for commercial, farming, touristic and general resident use.
- Footpaths - Increasing the availability of safe, accessible, connected and well maintained footpaths.

Activity for All

- Open spaces - Ensuring that recreation reserves, parks and dog parks are readily available, well maintained and accessible for all.
- Playgrounds - Building well designed and maintained playgrounds that facilitate safe, creative play for children of all abilities and are places for families to socialise.
- Fishing - Recognising the popularity of recreational fishing by improving access to rivers and lakes.
- Sporting facilities - Upgrading sports facilities so they meet changing demands in terms of safety and amenity (such as changing facilities, playing surfaces and lighting).
- Trails and bike paths - Increasing the availability and awareness of connected, well maintained trails and bike paths and their amenity (such as drinking fountains and bike racks) for users.

Opportunity for all

- Strengthening our local workforce - Promoting Campaspe as a place to live and work, developing housing stock, services and facilities that are attractive to, and can meet the needs of those who are looking to relocate to our shire for work.

An environment for all, now and always

- Environmental protection - Ensuring that sustainable practices underpin development of our built environment and our lifestyles and working to reduce the environmental impact of tourism and incorporate Aboriginal land management techniques into our environmental management practices.

Engaged and participative people

- Two-way engagement - Ensuring that everyone has a voice, and that those who would not normally engage with Council (such as young people and those from small communities) are encouraged to contribute to consultation processes. Conversely, Council ensures that the scope of Council's role, and Council's decisions and rationale for these are widely communicated to residents. Provision of more information to assist decision making by residents is also critical.

4.10.3 Council Plan

To demonstrate our commitment to achieving the Community Vision, Council's five Headline areas of focus are the following:

- We will build a solid plan to develop our local economy, including attracting long-term investment
- We are taking action to make sure our critical places are fit-for-future use and meet community and visitor expectations
- We will work with each of our communities to determine what they want, and how Council's investment in their locality can best be allocated
- We will advocate, with partners, for essential underpinnings for our long-term future
- We will partner with service providers to get what is needed in their local areas.

Strategies that relate to assets from the Council Plan are described.

Flourishing local economy

- Attract funding for local infrastructure improvements, particularly long-term investments in the Shire's economic productivity.

Resilient protected healthy natural environment

- Review water use within Council control, especially options for recreational land to be irrigated by raw water
- Reduce Council emissions through renewable energy and electricity consumption reduction
- Carry out land management practices on Council controlled lands that incorporate appropriate biodiversity conservation measures
- Manage roadside weeds, pest and animals.

Well planned places

- Progress critical development of sites of importance in Echuca
- Review Council land holdings and identify those suitable for transfer to community control or divestment
- Consult with community review and build, upgrade or remove selectively
 - Drains and stormwater
 - Parks and playgrounds
 - Footpaths to enhance walkability within townships
 - Bike paths and trails to enhance fitness and recreation opportunities
 - Roads and bridges.

Growing quality of life

- Work with communities to envision how Council assets can best be applied to community aspirations, for sports facilities, halls and other community infrastructure.

4.10.4 Services and Asset Management

There are many Service areas within Council and their roles and responsibilities vary greatly. These services have dependencies and assets. The way these assets perform and are managed has an impact of Council's ability to provide services that meet the needs of the community.

The following table documents the service area, purpose and activity.

Table 5: Services

Service Area	Purpose	Activities
Commercial Businesses	To contribute to a strong, diverse and innovative local economy.	Boat Management and Maintenance, Caravan Park Operations, Discovery Centre Operations, Echuca and District Livestock Exchange, Echuca Paddle Steamers, Aerodrome, Quarry
Community Development	To contribute to community capacity building.	Access and Equity, Civic & Community Events, Community Grants, Community Programs, Community Strengthening, Place Based Planning, Project Assessment, Youth Engagement, Recreation Development and Support
Active Recreation	To provide spaces and facilities to support formalised active recreation and sport that support community, social and health benefits.	Indoor Sports Facility Programing, Sports Facility Management, Supporting Committees of Management

Table 5: Services (continued)

Service Area	Purpose	Activities
Aquatics	To provide facilities that support swimming and water play.	Facility Management, Program Delivery Aquatic, Program Delivery Complementary
Strategic Planning Recreation	To strategically plan for recreation, sporting, open space and community facilities.	Strategic Sport, Recreation, Open Space and Growth Planning
Passive Recreation	To provide open spaces and public environments that support and encourage passive recreation by residents and visitors to improve health and wellbeing.	Open Space Management
Waste Collection and Management	To provide services for the removal of waste and the collection of recycling.	Kerbside Waste, Recycling and Organics, Litter Collection, Resource Recovery Centre Management, Street Litter Bin Collection and Management, Organics, Waste Education
Information Communication Technology	To facilitate the effective delivery of Council services and enhance community interaction with Council.	Operations Management, Business Application Support
Childrens Services	To provide Campaspe families with access to a range of services that provide the conditions for optimal growth and development of children in partnership with families.	Maternal and Child Health, Centre Based Care, Kindergarten Asset Management, Localised Planning and Co-ordination, Supported Play Groups
Library	To provide spaces, activities and items that support universal access to information and knowledge.	Collection Management, Library Management, Outreach Service, Program Delivery, Volunteer Management
Property Management	To plan for, effectively manage and maximise the use of land and buildings to support the ongoing delivery of Council's services.	Building Maintenance, Land Sales and Acquisitions, Lease Management, Property Legal Advice
Project Management	To ensure the efficient, timely and cost effective delivery of Council's capital works projects.	Program Management, Project Management

Table 5: Services (continued)

Service Area	Purpose	Activities
Parks & Gardens Maintenance	To provide safe and attractive public spaces that contribute to improved amenity and support a range of recreation opportunities.	Powerline Tree Maintenance, Council Managed Recreation Reserves Maintenance, Crown Land Tree Maintenance, Gardening Maintenance, Grounds Maintenance, Playground Maintenance, Public Facilities Cleaning, Street Tree Maintenance
Road Services	To ensure the operational and statutory functions of road and drainage infrastructure are in compliance with legislative responsibilities.	Drainage Maintenance, Road Maintenance, Works, Construction
Engineering	To ensure councils infrastructure is designed and managed to provide fit-for-purpose network for the community.	Design Engineering, Development Engineering, Engineering Investigations
Strategic Asset Management	To provide strategic direction on the management of Councils assets to support the ongoing delivery of Councils services.	Asset Data Assessment, Capital Program Development
Plant and Fleet Management	To plan for and effectively manage Council's plant and fleet, to support the ongoing delivery of Council's services.	Plant and Fleet Assessment, Plant and Fleet Program Development
Finance	To ensure Council's revenue and expenditure is managed and controlled in a responsible manner to support the delivery of Council services and enable Council to plan for its long term financial sustainability.	Finance Support and Reporting, Procurement, Rates Revenue Management
Waste Collection & Management	To provide services for the removal of waste and the collection of recycling.	Kerbside Waste, Recycling and Organics, Litter Collection, Resource Recovery Centre Management, Street Litter Bin Collection and Management, Organics, Waste Education.

4.11 Managing Changes and Demands

Utilisation of assets can become inconsistent or unpredictable if they do not address changing demographics and trends. A flexible and agile framework that allows for changes based on demands and influences is required.

Change and demand management is applied within asset management planning to ensure that Council services can continue to be delivered effectively when demands are placing increasing pressures on the limited resources available to Council. This requires Council to manage the balance between maintaining existing services at agreed functional performance standards and whole of life costs, while ensuring the economic, financial and human resources required for effective service delivery can be met.

The following principles regarding demand management are applied when setting priorities for Council's works programs:

- Identifying community expectations, needs and priorities
- Identifying strategies to articulate Council's capacity to meet demand and the consequences of any actions
- Applying strategies to manage the provision of resources to meet demands over time
- Using available resources effectively and efficiently.

By managing demand Council can prioritise and manage resources and workloads. This creates confidence and transparency in decisions relating to:

- Procurement or acquisition of new assets
- Refurbishment or renewal of existing assets
- Maintenance of existing assets, or
- Disposal and rationalisation of existing assets.

Elements of demand management and priority setting include:

- Identifying, defining and measuring current and future service demand
- Measuring current and future service capacity
- Measuring the gap between projected demand and capacity
- Identifying strategies to influence demand
- Performing a risk analysis
- Monitor and review processes and the impacts on service demand and asset performance
- Applying the most efficient and effective management strategies.

Identified key demands and changes that will effect how Council manages its infrastructure assets over the short to medium term are outlined.

4.11.1 Condition Assessment and Valuation

There is an ongoing program for condition assessments and valuation. The information that Council receives with regard to any particular asset class will change the existing asset information.

At the time of this plan development the following condition assessment results were expected:

- Buildings, Road along with Kerb and Channel results in June 2022
- Half of the total Bridge assets getting assessed this year with results in July 2022.

4.11.2 Risk and Safety

There are many risks associated with providing services and managing assets on behalf of the community. A list of major risks has been identified below:

- Accelerated deterioration of an ageing asset base
- A decrease in the existing level of service and corresponding economic, social and environmental impacts
- Community expectation of higher levels of service within available funding constraints
- Organisational procedural maturity
- Increased reputational, financial, environmental and public safety risks through deferred maintenance and renewal activities
- Constrained economic growth as population and demand for services grow.

Council will endeavour to manage these risks within available funding by:

- Constant monitoring, review and refinement of existing processes
- Constant review of useful lives, remaining useful lives and unit rates of assets ensuring they accurately reflect asset performance and consumption
- Effectively managing the existing asset base by focusing on modern equivalent renewals and limiting upgrades and expansion unless necessary
- Monitor and review community and technical levels of service to ensure appropriate delivery within funding constraints.

Risk Management Policy Statement

Council recognises risk management is an integral part of sound management practice and an essential element of good corporate governance, as it improves decision-making and enhances outcomes and accountability. Council will make informed decisions on activities that it undertakes by appropriately considering risk and will work in cooperation and consultation with employees (and others involved with our activities and facilities) to ensure the achievement of the Council objectives.

Council's approach to risk appetite is to minimise its exposure to reputational, compliance and financial risk, while accepting and encouraging an increased level of risk in pursuit of key strategic objectives. Risk appetite varies according to the activity undertaken.

Acceptance of risk is subject to ensuring potential benefits and risks are fully understood before initiatives are authorised, and that effective measures to mitigate risks are established. Council's role as a Local Government body leads to a preference for balanced risk, where the risk appetite is not greater than moderate unless the risk has demonstrated benefit to Council in the pursuit of its strategic objectives.

4.11.3 Growth

The graph below demonstrates the historic growth of Council's assets. The asset base has increased due to both development contribution and constructed assets under Council's direction.

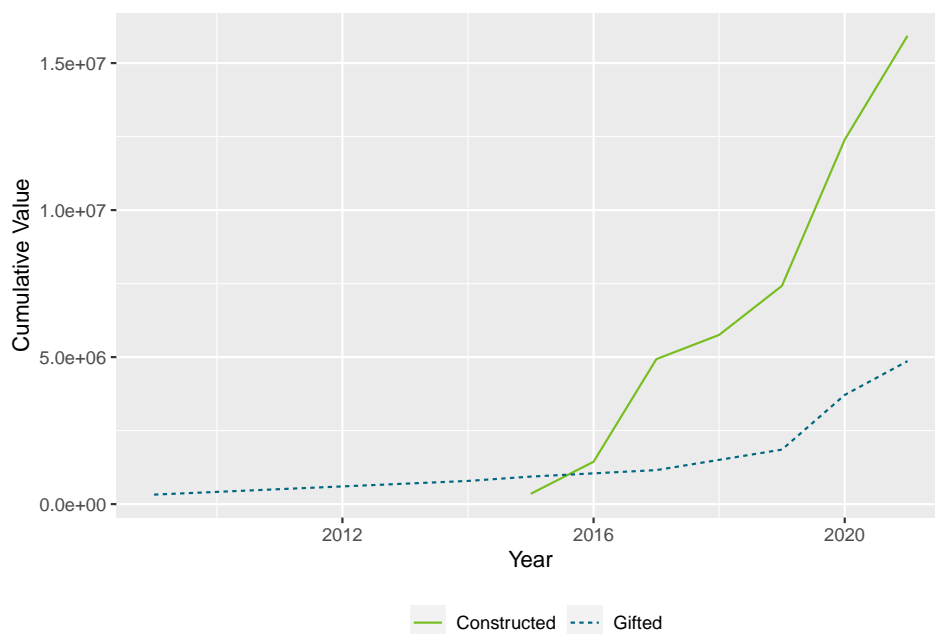


Figure 7: Asset Growth

There is a projected population growth for the Shire of 10% over the next 15 years. The majority of the increase will be in urban areas. This will place additional demands on some of Council's infrastructure, most especially footpaths, cycleways, car parking and recreational areas.

The present position and projection for demand drivers due to population growth that may impact future service delivery can be found in the following link: <https://forecast.id.com.au/campaspe>

4.11.4 Place Based Plans

Over the next 12 to 15 months Council will be facilitating Place Based Plans and Township Facility reviews for all communities across the Shire regarding community and infrastructure planning. This will be an opportunity for the Community to partner with Council in determining asset priorities.

The outcomes of the plans will have a significant impact on the projects identified currently within the 10 Year Plan. There will be a requirement for all actions resulting from the Place Based planning process to be entered into the 10 Year Plan with estimated costs, time of delivery and funding source.

4.11.5 Standards and Compliance

There are industry standards and best practice compliance obligations across all service areas of Council. Infrastructure has to be built so it can last to an expected standard for an expected period of time. Assets have to be safe and fit-for-purpose ensuring that the user is not left with a negative experience when embarking on their daily activities.

There are many service areas of Council that are dependent on assets being in good condition and fit-for-purpose. An asset that is not for for purpose results in services operating at levels that are non compliant and sub standard.

There are buildings that are in relatively good condition however do not meet the minimum requirements for some of the services that are operating from these buildings. This fit-for-purpose issue requires decisions around their service provision and from where these services are best to operate.

4.11.6 Environmental Impacts

Severe weather events are having an impact on Council's ability to manage and maintain its infrastructure assets in a 'business as normal' way. The changes in weather patterns is resulting in Council teams and resources being pulled away from their normal duties to repair and maintain storm damaged assets as well as for administrative and reporting duties with external government departments.

This is having an additional impact on Council in an environment where there are already limited resources available. A more integrated approach to disaster recovery needs to be implemented across Council work practices. This should reduce the ongoing impacts of disaster recovery as well as alleviate some of the reporting burdens on Council staff.

The development of the 10 year plan takes into consideration areas of Council's infrastructure network that are subject to ongoing damage from storms and look at renewal options that reduce the potential impacts of such events.

The 10 year plan will also prioritise and advocate for projects that can demonstrate positive impacts and outcomes for the environment. Strategies will include being able to demonstrate:

- a reduction in energy and water usage over the life of an asset
- a reduction in emissions over the life of an asset
- lower maintenance costs and intervention over the life of an asset.

4.11.7 Social Impacts

The demand for an increase in service and asset provision will increase proportionally with population growth and demographic changes. This has also been articulated through the Council Plan where the community would like to see a coherent network of assets that provide fit-for-purpose services across Council to the community.

Demand for services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet and manage the ongoing demand. Demand management practices include non-asset solutions, insuring against risks and managing failures.

With changes in demographics, an aging population and the improvement in technology the demand on Council's infrastructure is forever evolving. It is important that Council is abreast of what the community needs are with regard to accessing and utilising Council and community infrastructure. Accessibility and inclusion have been identified as priorities for the community and are essential for community health and wellbeing.

4.11.8 Community Satisfaction Survey

Local Government Victoria undertakes an annual Council Community Satisfaction Survey, the statewide telephone survey collects direct feedback from the community about Councils in five key performance areas:

- Council's overall performance
- community consultation and engagement
- advocacy – lobbying on behalf of the community
- customer service
- overall Council direction.

The results of the survey reflect the needs of the community and are used to shape future planning towards short and long term targets.

Council has an overall index score of 55/100 which is below the the statewide average of 61 and the Large Rural Council group which had an average index score of 58. Perceptions of Council's overall performance has improved significantly from last year, up six index points, returning to robust levels not seen since 2015. This positive result is buoyed by resoundingly strong performance in waste management, and significant improvement in ratings of decisions made in the interest of the community.

Performance on sealed local roads decreased by two points in the last year to an index score of 47, representing a decline from the steady improvement seen since 2017. There has been no significant difference in performance ratings across demographic and geographic cohorts, compared to Council's average. Performance has declined among residents of Echuca and surrounds, and those aged 18 to 34 years, reversing much of the significant improvement seen among these groups in 2020. Council is rated significantly lower than the Statewide and Large Rural group average for sealed local roads.

A third of residents (33%) rate the value for money they receive from Council in infrastructure and services provided to their community as 'very good' or 'good'.

Sealed local roads is an area identified for focus as they are consistently the lowest performing area. While not a significant decrease, improvements made in this area since 2017 have slipped, suggesting Council should continue a focus in this area.

Consultation and engagement is another area where attention could be focused with a performance significantly lower than the group average, and among the lowest level recorded by Council.

4.12 Asset Inventory

Below is a table that shows the asset inventory for each of the Asset Classes and the Asset Types.

Table 6: Asset Quantities

Asset Class	Asset Type	Dimension	Unit
Bridges	Bridges	10204.77	sqm
Bridges	Marine Structures	6.00	each
Buildings	Buildings	534.00	each
Footpaths	Footpaths	401100.09	sqm
Kerb and Channel	Kerb and Channel	355832.47	m
Land	Land	109264.00	each
Land	Land Improvements	26.00	each
Marine Vessels	Marine Vessels	13.00	each
Plant and Equipment	Office Equipment	248.00	each
Plant and Equipment	Plant	159.00	each
Recreation and Open Space	Artworks	9.00	each
Recreation and Open Space	Barbecues	24.00	each
Recreation and Open Space	Exercise Equipment	8.00	each
Recreation and Open Space	Fences	145805.30	m
Recreation and Open Space	Irrigation	149.00	each
Recreation and Open Space	Playground	164.00	each
	Equipment		
Recreation and Open Space	Seats	1.00	each
Recreation and Open Space	Sports Courts	131.00	each
Recreation and Open Space	Sports	24.00	each
	Infrastructure		
Recreation and Open Space	Sports Lighting	155.00	each
Roads	Bus Shelters	2.00	each
Roads	Car Parks	12657.00	sqm
Roads	Culverts	4724.88	m
Roads	Disposed Roads	81952.26	sqm
Roads	Guard Rail	268.00	each m
Roads	Parking Meters	82.00	each m
Roads	Rail	2.00	each m
Roads	Roads	15418718.23	sqm
Roads	Signs	95.00	each
Stormwater and Flood Control	Basins	93.00	each
Stormwater and Flood Control	Gross Pollutant	24.00	each
	Traps		
Stormwater and Flood Control	Levee Banks	15.00	each

Table 6: Asset Quantities (*continued*)

Asset Class	Asset Type	Dimension	Unit
Stormwater and Flood Control	Pump Wells	37.00	each
Stormwater and Flood Control	Retaining Walls	8230.50	sqm
Stormwater and Flood Control	Stormwater Pipes	223078.42	m
Stormwater and Flood Control	Stormwater Pits	5727.00	each
Stormwater and Flood Control	Subsoil Drainage	334.00	m
Swimming Pools	Filter Cells	13.00	each
Swimming Pools	Mechanical Plant	94.00	each
Swimming Pools	Pool Shells	4857.28	sqm
Swimming Pools	Pool Surrounds	7.00	each
Swimming Pools	Pumps	40.00	each
Swimming Pools	Treatment Plants	17.00	each
Swimming Pools	Water Reticulation	22.00	each
Swimming Pools	Water Tanks	1.00	each

4.12.1 Asset Value

The following graph is a depiction of the asset types held in Council's asset register and their current replacement value.

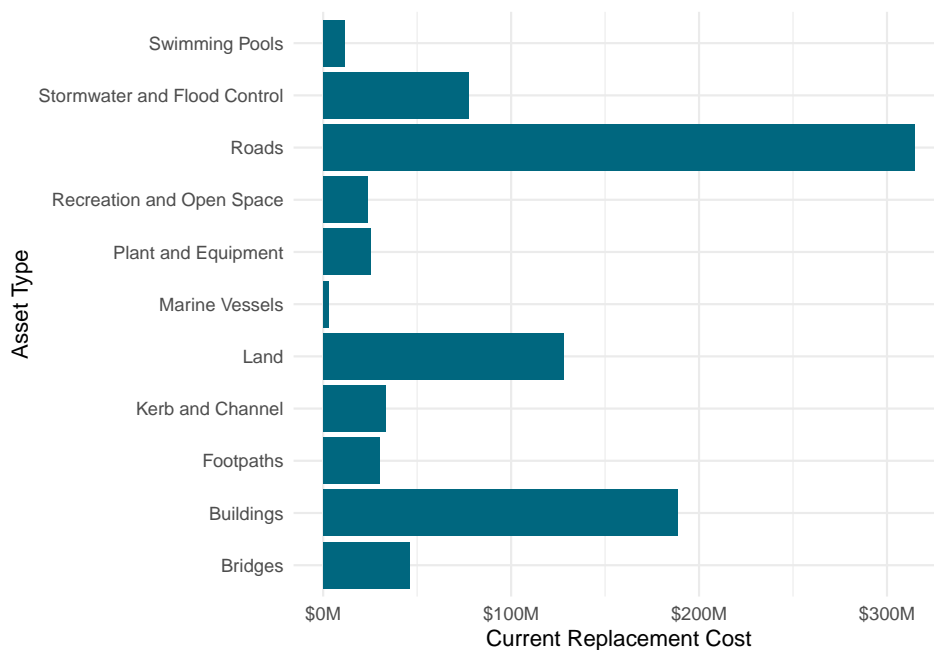


Figure 8: Asset Type by Value

The current replacement value of Council's assets is \$881M.

Table 7: Asset Class Value

Asset Class	Current Replacement Cost	Written Down Value	Annual Depreciation
Bridges	\$45.78M	\$25.61M	\$0.51M
Buildings	\$188.54M	\$111.32M	\$2.83M
Footpaths	\$30.13M	\$17.48M	\$0.61M
Kerb and Channel	\$33.22M	\$19.43M	\$0.66M
Land	\$127.84M	\$127.82M	\$0.02M
Marine Vessels	\$3.03M	\$2.63M	\$0.04M
Plant and Equipment	\$25.24M	\$11.86M	\$3.03M
Recreation and Open Space	\$23.47M	\$16.93M	\$1.26M
Roads	\$314.69M	\$231.62M	\$7.16M
Stormwater and Flood Control	\$77.55M	\$50.14M	\$0.98M
Swimming Pools	\$11.40M	\$6.61M	\$0.25M

4.12 Asset Inventory

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Total	\$880.90M	\$621.46M	\$17.34M
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4.12.2 Asset Condition

The asset condition is an indication of where an asset exists within its useful life. An asset is depreciated because it has a useful life and will likely require renewing at some point during the life cycle of the asset.

The depreciation expense gives an indicative cost of how much the asset has cost to provide services and also allows for the future cost of renewal to be accounted for. Assets that are nearing the end of their useful life or that have been identified for renewal based on age should be inspected and validated before being placed on a renewal program.

Rating System

Council uses a 0 to 5 condition rating system. An asset in condition 0 is new, while an asset in condition 5 is at end of life.

Council generally will not run assets down to failure or condition 5, this usually results in maintenance costs and risks to the public to become unacceptably high. Assets are targeted for renewal once they reach condition 4 so that proposed works and projects can be adequately optimised and planned.

Condition 0 - New

Asset with a condition of 0 are new and have not had enough use or wear and tear to have an impact on the condition or performance of the asset.

Condition 1 - Good

Assets in good condition are near new and have not deteriorated to a point where they are requiring any form of maintenance. These assets are low cost to Council, and meet agreed service levels. Most of the costs incurred during this time are operational to keep the asset functioning.

Condition 2 - Fair

Assets in fair condition start to show signs of wear and tear and are nearing the middle of their useful life. They may need additional monitoring to identify any need for maintenance, such as potholes or minor part replacements. Assets in this category start to incur some maintenance costs to be kept in service.

Condition 3 - Poor

Assets in poor condition start to show signs of regular wear and tear and are somewhere in the middle of their useful life. They need to be monitored to identify ongoing need for maintenance and proposed renewal year. Assets in this category start to incur regular maintenance costs to be kept in service and are placed on a renewal program.

Condition 4 - Very Poor

These are assets that are nearing the end of their useful lives, are closely being monitored for maintenance, and are placed on a capital program and a treatment considered. Assets in very poor condition start to use more resources to remain functional, there are additional concerns regarding community safety. This is when decision making regarding levels of service and future service requirements are important.

Condition 5 - Failed

These assets have reached the end of their useful life, they are often non-critical or have been made redundant as Council has chosen not to renew and may choose for the asset to be removed from service until being fully decommissioned or rehabilitated.

The graph below indicates the asset classes as reported in the AMPs, their value and condition.

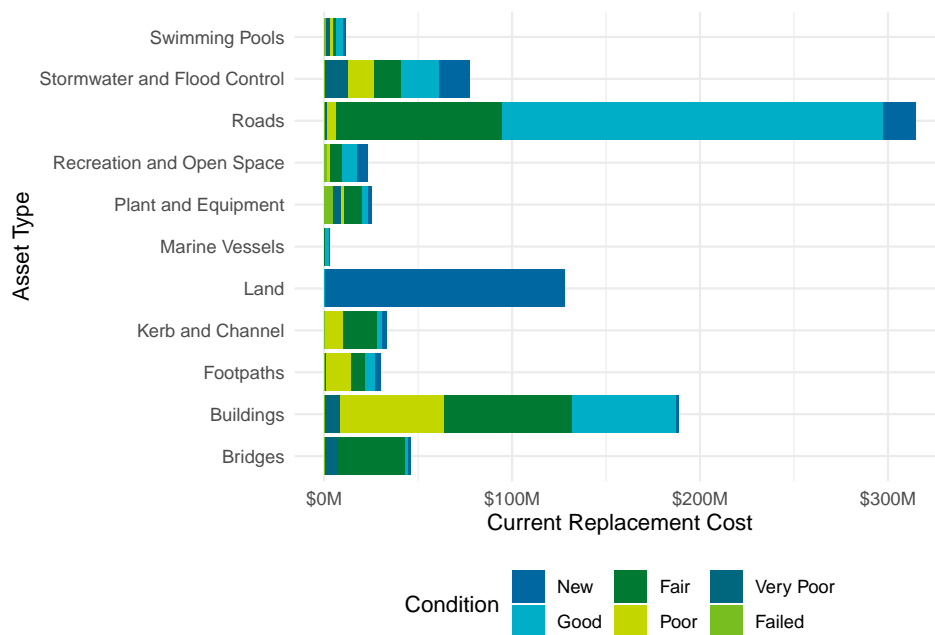


Figure 9: Asset Class Value by Condition

The graph below shows the value of the assets that are in condition 4 and 5. This is the value of the assets that have met intervention or are beyond intervention and have reached the end of their useful life. These assets are usually inspected and assessed for renewal and inclusion in the 10 year plan.

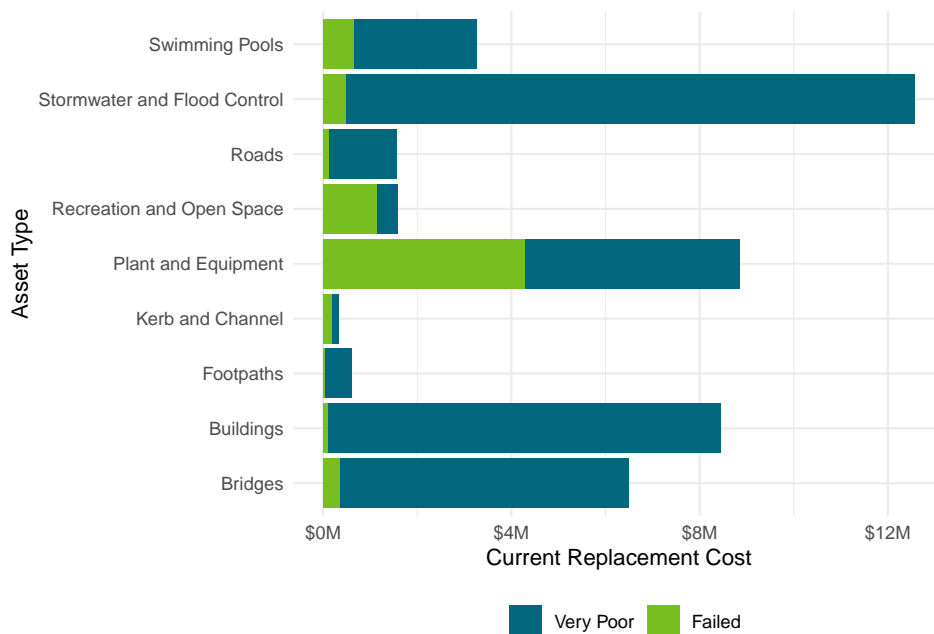


Figure 10: Asset Condition 4 and 5 by Value

The total value of assets in condition 4 is \$32,225,841 and 5 is \$5,9881,77. These are the assets should be identified for an activity in the 10 year plan. They would normally be identified for renewal, disposal or upgraded depending on the service need. However the remaining useful life may also be reviewed and the condition updated on further review.

Many of the assets identified in Condition 4 or 5 are stormwater assets. These assets are generally underground and condition is determined by age, however the assets may not be declining at the predicted rate and the asset lives would therefor need revising and the remaining useful life updated.

Plant and Equipment assets also have a lot in poor condition, this is because these assets are short-life assets that are replaced frequently, resulting in assets consistently being in condition 4 and 5.

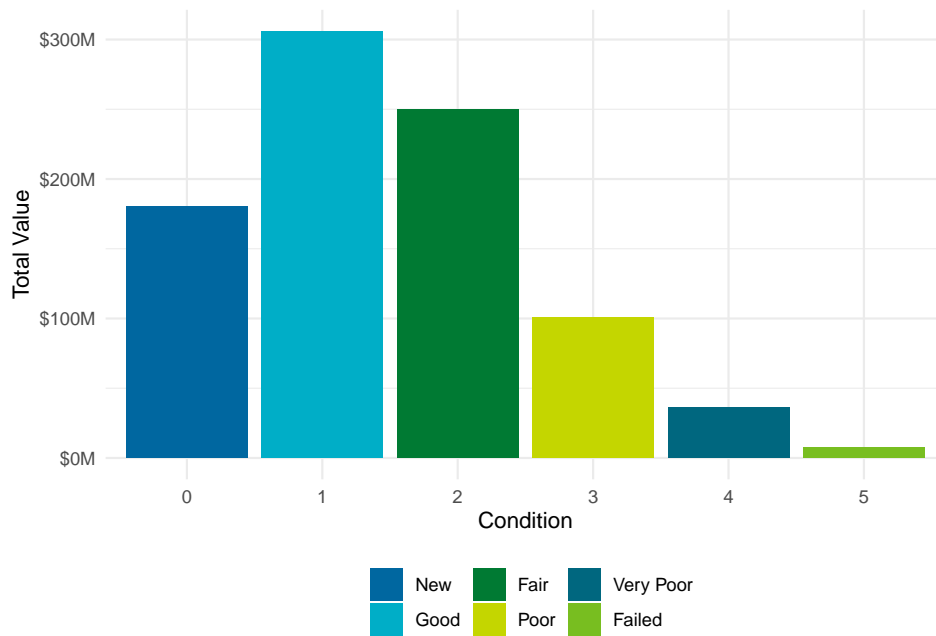


Figure 11: Value of Asset Condition

As can be seen in the graph above, the majority of Council's asset value sit within conditions 1 and 2, with a large proportion also in condition 3. This indicates that Council's assets are in relatively good condition and there is limited renewal backlog or demand in the near future.

4.12.3 10 Year Plan

The 10 year plan is a critical element of the Council's asset management planning. This is where the alignment and reciprocal relationship between the Long Term Financial Plan is best demonstrated. The 10 year plan articulates the financial requirements of all asset related activities throughout Council and requires collaboration and integration of all areas within Council. The following positions have been identified as key to the formulation of the 10 Year Plan.

10 Year Plan Roles and Responsibilities

Following roles and responsibilities are proposed to prepare 10 year plan:

- Strategic Asset Coordinator will supply data with oversight on all 10 year planning elements
- Capital Works Coordinator will hold carriage of the management of the 10 Year Capital Plan
- Infrastructure Development Coordinator will hold carriage of the management of the 10 Year Maintenance Plan
- Property Manager will hold carriage of the management 10 Year Divestment Plan.

These individuals should provide:

- Key verification processes to occur to ensure data is accurate and inputs are reasonable
- Responsibility for documenting processes and procedures to prepare 10 Year Plans.

Long term financial planning is undertaken by the Finance Team. There are 2 levels of review of the Financial Plan the review process will be undertaken by:

- Level 1. Manager Assets, Manager Projects and Facilities and Manager Finance
- Level 2. General Manager Infrastructure and General Manager Corporate.

4.12.4 Work Types

There are various forms of works or treatments available for Council's to consider when deciding how best to keep an asset in service. These can be broken into two broad terms capital and maintenance works outlined below.

Capital Works

The following work types are identified within the 10 year capital works plan.

Renewal

Renewal priorities in the 10 year plan are the result of data analysis of the following inputs:

- Condition assessment
- Risk and safety assessment
- Recurring maintenance activity
- Modern equivalent renewal.

The timely renewal of assets drives down operating and maintenance costs and reduces the financial burden for future generations. Renewal also reduces risk to the community and Council. Asset renewal is a key component of long term service delivery and financial sustainability.

Upgrade

Upgrades can be the preferred type of work and are sometimes prioritised over renewals when the current asset composition is no longer fit-for-purpose. This could be due to a shift in population, demographics, utilisation or other identified demands.

Upgrades can drive up operating and maintenance costs, however, when paired with the renewal of an older asset the net result can be neutral. A dramatic increase in the level of service being provided is obtained with a relatively neutral impact on operating and maintenance costs.

New - Acquisition and Expansion

Council usually acquires assets because of development, these are referred to as gifted assets. On occasion a shortfall in service may be identified which triggers the need to acquire either land or assets to fill that void. This usually occurs if a modern equivalent renewal or asset upgrade cannot meet the service demand.

Acquisition and Expansion both result in increases to the operating and maintenance costs incurred by future generations. Operation and maintenance cost increase are locked in at the time of acquisition. Allowances should be made for the impact that new assets have on the operating budget.

Disposal and Decommissioning

Assets can be decommissioned or disposed when they are:

- no longer fit-for-purpose
- made redundant, or
- no longer comply with statutory requirements, standards and regulations.

Assets are often disposed of when replaced by a like type asset. Asset disposals should always be considered alongside acquisition and expansion so that the financial burden placed onto future generation is minimised.

Asset disposal is a key component of a risk management approach to asset management. Leaving end of life assets in the public realm places the community and Council at significant risk.

A nominal value of \$50,000 has been used for each disposal.

The 10 Year Capital Plan is depicted by work type.

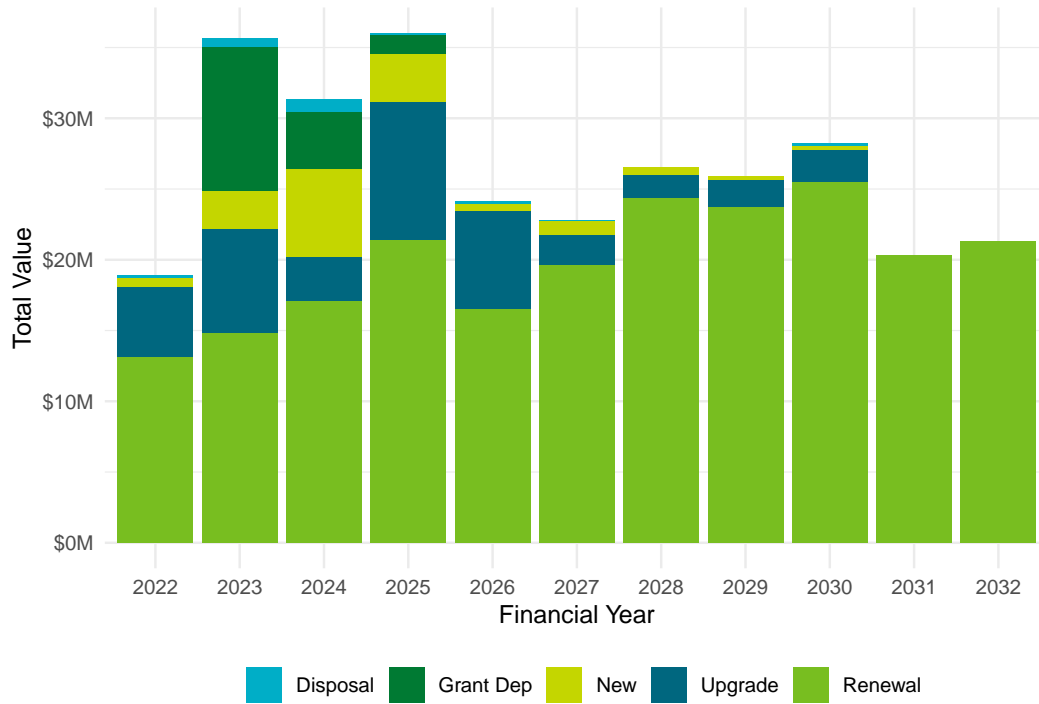


Figure 12: The 10 Year plan by Activity Type

The 10 Year Capital Plan is depicted by asset class.

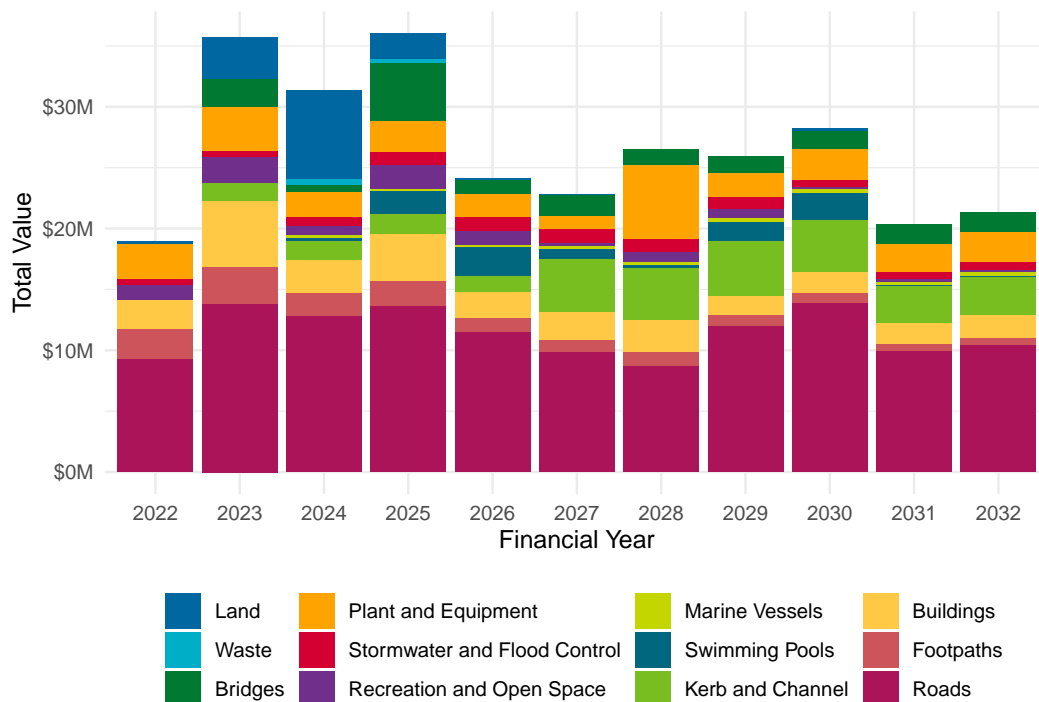


Figure 13: The 10 Year Plan by Asset Class

Over the next ten (10) years Council anticipates spending a total of \$291M for renewing, improving, disposing and increasing our assets. Of that 10 year plan a large proportion of that total has been allocated for renewing Council’s assets, the total renewal projection is \$218M.

Maintenance Works

Maintenance is defined as work on existing assets undertaken with the intention of:

- re-instating the physical condition to a specified standard
- preventing further deterioration
- restoring correct operation
- replacing minor components
- temporary repairs
- mitigation of issues arising from emergencies.

Below is the 10 Year Maintenance projections of materials and services. Strategic alignment of financial maintenance data and how it is captured needs maturing. There is limited information available regarding the relationship between how operating budget is being spent on asset classes and how that is then projected.

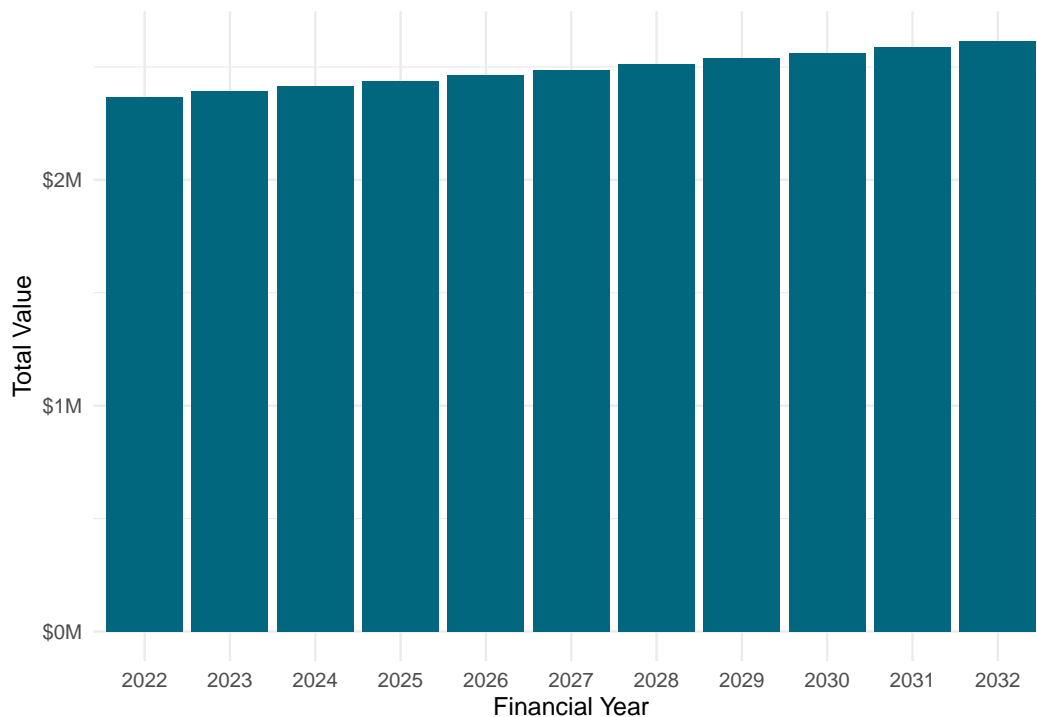


Figure 14: The 10 Year maintenance plan by financial year

Council has allocated \$27M for the next 10 years to operate and maintain assets.

With a combined anticipated expenditure for capital and maintenance of \$319M.

There is limited visibility of where and what maintenance activities are occurring on most of Council's assets and how that information is translated to the finance system. Some of Council's assets and the activities that occur on the assets need to be more transparently reported through to the finance system and the LTFP.

There is an opportunity to increase maintenance expenditure in the service areas where there have been large numbers of customer complaints. A quicker response time may alleviate some of the community concerns that arise as well as ensuring that assets are functioning to the required level of service.

There are draft or outdated service levels that exist for Parks and Gardens, Roads and Building Maintenance. These need to be developed to align with Council work practices and outcomes measured. It would be efficient if the Road Management Plan was also reviewed alongside the service levels so that the crews can have a more coordinated approach to road maintenance rather than responding to RMP and CRM requests separately.

Life Cycle Management

A key element of functional asset management is the understanding of an asset's life cycle. For the majority of Council's assets an asset's life cycle begins from the time when Council acquires any asset and ends when the same asset is disposed of. The life cycle of an asset includes the depreciation expenses, its maintenance and repair, and the renewals and upgrades performed on the asset.

There is a requirement for Council to account for the value of its assets throughout the life cycle of the asset. An asset's value is determined based on its useful life, the unit rate for asset replacement and asset performance which is measured by Condition.

Asset life cycle management is the process by which assets are optimised through monitoring of their performance, utilisation and costs incurred by Council throughout its life cycle.

Council's assets are currently being managed well when using asset condition as a measure for renewal backlog. There is currently little asset value requiring immediate renewal. However the measure of sustainable asset management needs to go beyond asset condition.

Council needs to determine whether their assets are fit-for-purpose and meet the needs of the service that is dependent upon the asset. Assets that are no longer deemed fit-for-purpose will require a modern equivalent renewal. A modern equivalent renewal looks beyond condition as a measure and will consider service industry standards and compliance and community need, giving a more holistic approach to the future management of a specific asset.

Useful lives should be assessed and revised at the time of a condition assessment and revaluation. The condition assessment combined with the current useful life assists with determining an anticipated renewal date of an asset. The proposed renewal date can also inform a revised useful life. The asset condition is indicating that many of the useful lives are falling

short of the actual life of the asset.

As Council's assets are currently being managed well there is opportunity for the 10 year renewal program to be adjusted for the asset classes where their useful lives are falling short of the actual life of the asset.

5 Asset Management Plans

Under the Local Government Act 2020 Council must adopt an Asset Plan by 30 June 2022. This Asset Plan has been prepared using best practice Asset Management principles with a 10 year outlook. It provides a strategic and financial view of how Campaspe Shire Council (CSC) proposes to manage its portfolio of owned and controlled assets.

To address the requirements of the Local Government Act 2020 Council has prepared a document title the “Asset Management Plans 2022-2032”. It is a suite of three documents being:

1. The Asset Plan
2. The Strategic Asset Management Plan
3. Asset Management Plans

The Asset Management Plans (AMPs) provides the technical information on each asset classes that informs the Asset Plan and addresses all aspects of asset management including maintenance, renewal, acquisition, expansion, disposal or decommissioning of all classes of community assets under the control of Council. It is based on and is connected to the Financial Plan, Annual Budget and corporate projections.

The Asset Classes have been reported individually below, they include:

- Bridges
- Buildings
- Footpaths
- Marine Vessels
- Recreation and Open Space
- Roads
- Kerb and Channel
- Stormwater and Flood Control
- Swimming Pools
- Land
- Waste
- Plant and Equipment.

5 ASSET MANAGEMENT PLANS

The Asset Management Plans include the following information:

- Objective
- Council Plan Alignment
- State of the Assets
- Service Areas
 - Community Levels of Service
 - Technical Levels of Service
 - Service Outputs
 - Service Output Measures
 - Service Outcomes
 - Service Outcome Measures
 - Potential Issues or Concerns
- The 10 Year Plan
- Conclusions and Comments
- Asset Inventory.

6 Bridges AMP

6.1 Objective

The asset management objective for Bridges is:

To provide a transport network that is fit-for-purpose, connected, safe, reliable and available for all users.

6.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Responsible Management by delivering Bridges at the best price and quality.
- Balanced Service and Infrastructure by ensuring the best quality infrastructure design is prepared for capital projects minimising ongoing costs.
- Balanced Services and Infrastructure by renewing bridges to meet identified service levels and ensuring asset lifecycles are optimised.
- Responsible Management by applying robust asset, project and financial management governance.
- Balanced Services and Infrastructure by planning and delivering bridges to meet community needs.

6.3 State of the Assets

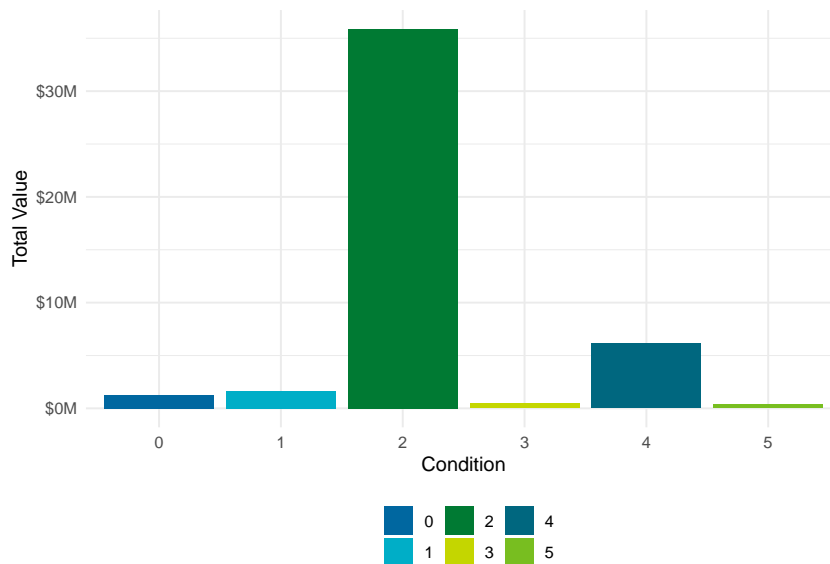


Figure 15: Asset Condition By Value

6.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Bridges are:

- Road Services
- Strategic Asset Management
- Project Management
- Finance
- Engineering

Community Levels of Service

- Capital works will be to a standard which delivers safe and resilient infrastructure and meets industry standards.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Capital works will be to a standard which delivers safe and resilient infrastructure and meets industry standards.

Service Outputs

- Engineering designs for internal construction works.
- Engineering Development plans reviewed for compliance.
- Road Management Plan.

Service Output Measures

- All engineering designs maximise the life of the assets.
- Designs are not the cause of projects being delivered outside of planned timeframes.

Service Outcomes

- Build community confidence in the road network.
- Managed legal and statutory risk within the road and drainage network.

Service Outcome Measures

- All of the districts Bridges will be trafficable 97% of the year.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Bridges to assist with future asset management planning and decision making.

- There are some bridges that are presenting as poor condition that have been programmed for works in the 10 year plan.
- Bridges take time to design and are expensive to construct, there needs to be adequate lead time prior to proposed construction year.
- Funding schemes change with the governments so having a guaranteed, reliable and certain longer term funding source isn't possible. Long term planning for external assistance is therefore equally difficult (Bridge Renewal Program, Local Road to Market as examples).

6.5 The 10 Year Plan

There are 34 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 8: Asset Plan :Bridges

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Boat Ramp Redevelopment Stages 2 and 3	Grant Dep	\$826	0	0	0	0	0	0	0	0	0	\$826
Echuca Wharf Access (Building Better Regions Application)	Grant Dep	\$959	0	0	0	0	0	0	0	0	0	\$959
Murray River Mooring Points	Grant Dep	0	\$50	\$500	0	0	0	0	0	0	0	\$550
Murray River Public Mooring Pontoon	Grant Dep	0	\$15	\$400	0	0	0	0	0	0	0	\$415
Gunbower Thompsons Bridge Renewal (Construction)	Renewal	\$500	0	0	0	0	0	0	0	0	0	\$500
Stanhope Two Tree Road Floodway Bridge Renewal (Design)	Renewal	\$26	0	0	0	0	0	0	0	0	0	\$26
Colbinabbin Egans Bridge Renewal	Renewal	0	\$25	\$165	0	0	0	0	0	0	0	\$190
Colbinabbin Geigans Bridge Railings/ Barrier Renewal, Bridge Deck/Slab	Renewal	0	\$33	\$319	0	0	0	0	0	0	0	\$352
Gunbower Taylors Creek Bridge Renewal	Renewal	0	\$36	\$2,080	0	0	0	0	0	0	0	\$2,116

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6.5 The 10 Year Plan

6 BRIDGES AMP

Table 8: Asset Plan :Bridges (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Muskerry Russells Bridge and Culvert Renewal	Renewal	0	\$40	\$425	0	0	0	0	0	0	0	\$465
Shire Bridge Abutments Renewal Program	Renewal	0	\$20	\$196	0	0	0	0	0	0	0	\$216
Shire Bridge Barrier Renewal Program (Design and Construct)	Renewal	0	\$440	\$440	\$440	\$440	0	0	0	0	0	\$1,760
Bridges and Major Culverts Projected spend	Renewal	0	0	\$220	\$220	\$1,238	\$1,312	\$1,391	\$1,474	\$1,563	\$1,641	\$9,059
Gunbower Ormadys Bridge Renewal	Renewal	0	0	\$40	\$144	0	0	0	0	0	0	\$184
Kanyapella Watson Road Bridge Barrier and Deck Renewal	Renewal	0	0	\$40	\$300	0	0	0	0	0	0	\$340
Total	-	\$2,311	\$659	\$4,825	\$1,104	\$1,678	\$1,312	\$1,391	\$1,474	\$1,563	\$1,641	\$17,958

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6.5 The 10 Year Plan

6 BRIDGES AMP

6.6 Conclusions and Comments

The key conclusions identified for Bridges are outlined below:

- Bridges and structures are generally in good condition, with no identified medium to long term renewal backlog.
- Council needs to ensure there is enough funds available for maintenance of the footbridges and boardwalks to ensure the footpath network remains connected.

6.7 Asset Inventory

Table 9: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Bridges	Bridges	\$34.19M	\$17.47M	\$0.35M	10204.77	sqm
Bridges	Marine Structures	\$11.59M	\$8.13M	\$0.15M	6.00	each

7 Buildings AMP

7.1 Objective

The asset management objective for Buildings is:

Providing well maintained facilities and public spaces that are accessible to all, readily available, and provide a high standard of amenity.

7.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Balanced Service and Infrastructure by planning for, monitoring and evaluating services and infrastructure requirements.
- Balanced Service and Infrastructure by reviewing property stock holdings, identifying surplus land and buildings for disposal, conduct programmed maintenance of buildings, cost reducing operational running costs through sustainable initiatives and undertaking strategic acquisitions.
- Responsible Management by enhancing our delivery with inventory and plans, benchmark service delivery, service level, cost and performance. Strengthening relationships and partnerships with tenants through commercial and community leases.

7.3 State of the Assets

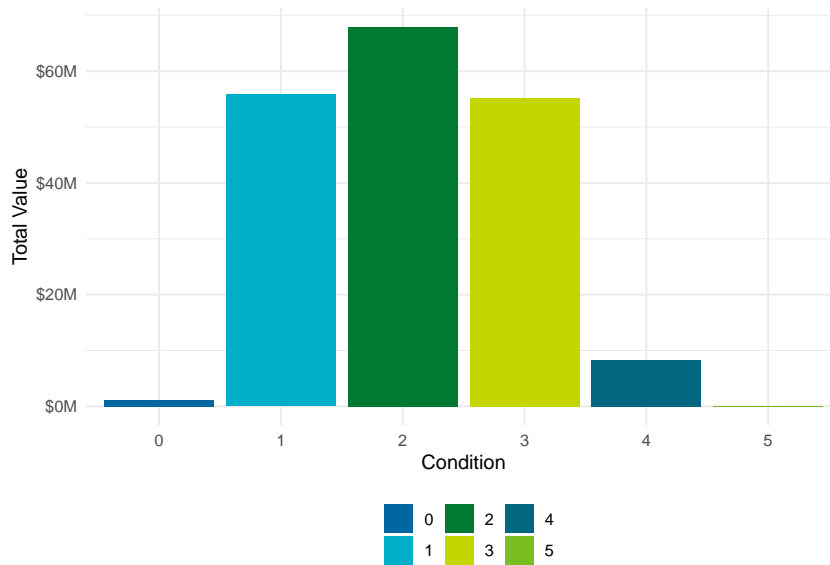


Figure 16: Asset Condition By Value

7.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Buildings are:

- Libraries
- Children's Services
- Property Management
- Aquatics
- Commercial Businesses
- Finance
- Active Recreation
- Strategic Asset Management

Community Levels of Service

- Buildings are used for Council services and commercial and community leases.
- Buildings are fit for their current purpose and use.
- Defects found under the inspection regime or reported by tenants and the community will be managed within the Building Maintenance program.
- Preventative maintenance is carried out within buildings as per the frequencies defined in the appropriate Australian Standards and in accordance with the Essential Services Act.
- Proactive annual inspections of Council facilities conducted to document condition reports and gather data for ongoing maintenance and repair programs.
- Optimal use of land and buildings is achieved through use of lease and licence agreements.
- Regular landlord inspections of leased properties conducted.
- Land and buildings disposed of provides a suitable return to Council.
- Library branches in Echuca, Kyabram, Rochester, Rushworth and Tongala provide accessible spaces for individual passive activity, and social connection / group activities. All branches offer free computer and Wi-Fi internet access, printing, scanning and photocopying.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Buildings are used for Council services and commercial and community leases.
- Buildings are fit for their current purpose and use.
- Defects found under the inspection regime or reported by tenants and the community will be managed within the Building Maintenance program.
- Preventative maintenance is carried out within buildings as per the frequencies defined in the appropriate Australian Standards and in accordance with the Essential Services Act.
- Proactive annual inspections of Council facilities conducted to document condition reports and gather data for ongoing maintenance and repair programs.
- Optimal use of land and buildings is achieved through use of lease and licence agreements.
- Regular landlord inspections of leased properties conducted.
- Land and buildings disposed of provides a suitable return to Council.
- Library branches in Echuca, Kyabram, Rochester, Rushworth and Tongala provide accessible spaces for individual passive activity, and social connection / group activities. All

branches offer free computer and Wi-Fi internet access, printing, scanning and photocopying.

Service Outputs

- Legal documents and contracts prepared and signed.
- Building Maintenance Requests responded to with an appropriate solution and in a timely manner.
- Council buildings have current lease and licence agreements with existing tenants and regular reviews in accordance with the agreement.
- Access to spaces for people of ages and abilities to engage in passive, individual activity, and social connection.
- Operating a caravan park facility of 34 Cabins.

Service Output Measures

- No high or medium risks identified through insurance and property external audits.
- 95% of all commercial properties are tenanted and have a signed lease in place.
- 85% maintenance requests responded to within defined service levels.
- Campaspe Regional Library branch is open 7 days per week. Bookings for venue hire out of hours is available.
- Annual average occupancy rate of caravan park across all accommodation types of greater than 50%.
- 100% of available caravan park accommodation facilities will be available to the public for hire.

Service Outcomes

- Responsible management of Council buildings.
- Council services using council buildings can be delivered safely, efficiently and effectively in a timely manner.
- Vibrant and active spaces that connect people and support access to knowledge, information and improved literacy outcomes.

Service Outcome Measures

- Providing fit-for-purpose buildings and maintaining the condition level of properties to an acceptable standard.
- Council services are not adversely impacted ensuring all buildings are available for intended uninterrupted use.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Buildings to assist with future asset management planning and decision making.

- Ageing infrastructure leading to increased maintenance and renewal.
- A move towards colocation away from Council owned buildings for integrated early years facilities.
- There is constraints on sites resulting in an inability to expand to meet demand as existing infrastructure is not fit-for purpose.
- Maintenance funding for the proactive maintenance of buildings is requiring further development to understand budget requirements and impact on long term financial plan.
- There is limited ability to respond to building works or refurbishments identified by building inspections and condition assessments.
- Buildings are complex assets that require consultation and design prior to any construction works. Works identified for inclusion in Capital Works Program can be delayed creating frustration from occupiers and service managers.
- Council has a program for DDA compliance works that need to be progressed to improve accessibility to Council buildings. As requirements for services change the ability to provide fit-for-purpose properties in accordance with DDA compliance and building regulations will impact on the ability to progress the DDA compliance program.
- Limited number of staff in Property Management Service to deliver the services to the full potential and expected standards of internal customers and the community, including the delivery of proactive cyclic maintenance and annual building inspections of all Council properties.
- Review of security systems and upgrade to property security is required to ensure the appropriate management of access to buildings.
- Maintenance funding for the proactive maintenance of buildings is requiring further development to understand budget requirements and impact on long term financial plan.
- The ability to conduct inspections and have identified defects moved to maintenance requests would improve the efficiency of service delivery.

7.5 The 10 Year Plan

There are 111 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 10: Asset Plan :Buildings

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Kyabram Recreation Reserve Wilf Cox Pavilion Upgrade	Grant Dep	\$1,000	0	0	0	0	0	0	0	0	0	\$1,000
Echuca Canoe Club Storage Facility	New	\$50	0	0	0	0	0	0	0	0	0	\$50
Shire Resource Recovery Centre Fire Hydrant Installations (Echuca, Rochester and Mt Scobie)	New	\$150	0	0	0	0	0	0	0	0	0	\$150
Shire Resource Recovery Centre Skip Leachate Prevention Program Design	New	\$25	0	0	0	0	0	0	0	0	0	\$25
Campaspe Animal Shelter Cat Facility	New	0	\$525	0	0	0	0	0	0	0	0	\$525
Echuca Victoria Park Clubroom DESIGN	New	0	\$100	0	0	0	0	0	0	0	0	\$100
Echuca West, Integrated Early Years Hub Stage 1 DESIGN	New	0	\$90	0	0	0	0	0	0	0	0	\$90

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7.5 The 10 Year Plan

7 BUILDINGS AMP

Table 10: Asset Plan :Buildings (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Campaspe Animal Shelter Dog Area Renewal and Cat Area Design	Renewal	\$409	0	0	0	0	0	0	0	0	0	\$409
Echuca Aquatic Reserve Public Toilet Renewal	Renewal	\$40	0	0	0	0	0	0	0	0	0	\$40
Echuca & District Livestock Exchange (Saleyards) Column Rectification Stage 3	Renewal	\$150	0	0	0	0	0	0	0	0	0	\$150
Echuca Band Room High St Kitchen Renewal	Renewal	0	\$80	0	0	0	0	0	0	0	0	\$80
Echuca Caravan Park Cabin Kitchen and Bathroom Renewals	Renewal	0	\$257	\$31	\$31	\$31	\$31	0	0	0	0	\$381
Echuca Caravan Park West Amenities Block Renewal	Renewal	0	\$88	0	0	0	0	0	0	0	0	\$88
Echuca Former Brothel Renewal	Renewal	0	\$20	\$664	0	0	0	0	0	0	0	\$684
Echuca Hare St Alton Gallery Kitchen Replacement	Renewal	0	\$20	0	0	0	0	0	0	0	0	\$20
Echuca Permewan Wright - Port (Star Hotel)	Renewal	0	\$20	\$550	0	0	0	0	0	0	0	\$570

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7.5 The 10 Year Plan

7 BUILDINGS AMP

Table 10: Asset Plan :Buildings (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Port of Echuca Star Bar Toilets - Port	Renewal	0	\$200	0	0	0	0	0	0	0	0	\$200
Echuca Senior Citizens Club Rooms Toilets	Renewal	0	\$20	\$100	0	0	0	0	0	0	0	\$120
Girgarre Rec Res - Maurice Varcoe Pavillion Roof Downpipes	Renewal	0	\$15	\$67	0	0	0	0	0	0	0	\$82
Kyabram Pool Changing Room, Office and Kiosk Renewals	Renewal	0	\$16	\$150	0	0	0	0	0	0	0	\$166
Kyabram Rec Reserve Wilf Cox Pavillion Kitchen and Toilet Renewals	Renewal	0	\$15	\$150	0	0	0	0	0	0	0	\$165
Lockington Community Centre Toilet Renewal	Renewal	0	\$30	0	0	0	0	0	0	0	0	\$30
Rec Res Tongala - Public Toilets Flooring Renewal	Renewal	0	\$15	0	0	0	0	0	0	0	0	\$15
Rochester Child Care Centre Flooring Renewal	Renewal	0	\$13	0	0	0	0	0	0	0	0	\$13
Rochester Senior Citizens Ceiling and Roof Renewal	Renewal	0	\$44	0	0	0	0	0	0	0	0	\$44
Rochester Shire Hall Roof Renewal	Renewal	0	\$33	0	0	0	0	0	0	0	0	\$33

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7.5 The 10 Year Plan

7 BUILDINGS AMP

Table 10: Asset Plan :Buildings (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Rushworth Railway Reserve Goods Shed Roof Renewal	Renewal	0	\$21	0	0	0	0	0	0	0	0	\$21
Echuca Caravan Park Ablutions Block	Renewal	0	0	\$50	0	0	0	0	0	0	0	\$50
Echuca Freemans Building Renewal	Renewal	0	0	\$100	0	0	0	0	0	0	0	\$100
Echuca Freemans Flat (Murray Hotel)	Renewal	0	0	\$100	0	0	0	0	0	0	0	\$100
Echuca Murray Hotel	Renewal	0	0	\$20	\$1,136	0	0	0	0	0	0	\$1,156
Echuca Vic Park Toilet Renewals (Grandstand and Toilet Block)	Renewal	0	0	\$77	0	0	0	0	0	0	0	\$77
John Pilley Reserve Toilet Block Roof Renewal	Renewal	0	0	\$20	0	0	0	0	0	0	0	\$20
Koyuga Rec Reserve Tennis/ Cricket Pavillion Kitchen Renewal	Renewal	0	0	\$20	0	0	0	0	0	0	0	\$20
Lockington Pool Pergola Renewal	Renewal	0	0	\$20	0	0	0	0	0	0	0	\$20
Rochester Bull Ring Roof Renewal	Renewal	0	0	\$40	0	0	0	0	0	0	0	\$40

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7.5 The 10 Year Plan

7 BUILDINGS AMP

Table 10: Asset Plan :Buildings (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Rochester Swimming Pool Change Room/Kiosk Renewal	Renewal	0	0	\$20	0	0	0	0	0	0	0	\$20
Rochester Swimming Pool Kiosk and Clubroom Pergola Renewals	Renewal	0	0	\$29	0	0	0	0	0	0	0	\$29
Rushworth Swimming Pool - Pool & Kiosk Pergola Renewal	Renewal	0	0	\$20	0	0	0	0	0	0	0	\$20
Shire Shade Sail Renewal	Renewal	0	0	\$40	0	\$40	0	\$40	0	0	0	\$120
Stanhope Senior Citizens Kitchen Renewal	Renewal	0	0	\$22	0	0	0	0	0	0	0	\$22
Buildings & Structures Projected Spend	Renewal	0	0	0	\$150	\$1,400	\$1,484	\$1,573	\$1,667	\$1,767	\$1,856	\$9,897
Echuca Tourist Information Centre Ceiling Replacement	Renewal	0	0	0	\$20	0	0	0	0	0	0	\$20
Girgarre Memorial Hall Supper Room Roof Renewal	Renewal	0	0	0	\$31	0	0	0	0	0	0	\$31
Gunbower Aquatic Reserve Toilet Block Flooring	Renewal	0	0	0	\$20	0	0	0	0	0	0	\$20

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7.5 The 10 Year Plan

7 BUILDINGS AMP

Table 10: Asset Plan :Buildings (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Kyabram Pre School & M C H Centre Renewals (Various)	Renewal	0	0	0	\$42	0	0	0	0	0	0	\$42
Kyabram Senior Citizens Club Rooms Kitchen Renewal	Renewal	0	0	0	\$35	0	0	0	0	0	0	\$35
Tongala Pool Office and Change Room Renewals	Renewal	0	0	0	\$80	0	0	0	0	0	0	\$80
Tongala Recreation Reserve Tennis Club Room Flooring Renewal	Renewal	0	0	0	\$26	0	0	0	0	0	0	\$26
Echuca Caravan Park Residence Office Fitout	Renewal	0	0	0	0	\$15	0	0	0	0	0	\$15
Ky Valley Hall Bathroom Renewal	Renewal	0	0	0	0	\$35	0	0	0	0	0	\$35
Tongala Depot Roof Renewal	Renewal	0	0	0	0	0	0	\$20	0	0	0	\$20
Echuca Holiday Park Master Plan Implementation - Playground Upgrade, Accessible Cabins, Splash Pad and Golf Course	Upgrade	\$1,600	0	0	0	0	0	0	0	0	0	\$1,600

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7.5 The 10 Year Plan

7 BUILDINGS AMP

Table 10: Asset Plan :Buildings (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Victoria Park Changerooms Construction	Upgrade	\$200	0	0	0	0	0	0	0	0	0	\$200
Rushworth Service Centre Upgrade (Construction)	Upgrade	\$849	0	0	0	0	0	0	0	0	0	\$849
Shire Resource Recovery Centre Skip Loading Bay Upgrades (Colbinabbin, Toolleen, Lockington)	Upgrade	\$175	0	0	0	0	0	0	0	0	0	\$175
Shire Security Review Implementation	Upgrade	\$200	0	0	0	0	0	0	0	0	0	\$200
Shire Wide Solar Program - Community Buildings	Upgrade	\$450	0	0	0	0	0	0	0	0	0	\$450
Shire DDA Works	Upgrade	\$100	\$130	0	0	0	0	0	0	0	0	\$230
Echuca Council Offices Upgrade	Upgrade	0	\$100	\$1,000	0	0	0	0	0	0	0	\$1,100
Echuca Holiday Park Master Plan Implementation - Future years	Upgrade	0	\$500	0	0	0	0	0	0	0	0	\$500
Echuca Saleyards - Holding yards, bull yards and race	Upgrade	0	\$250	0	0	0	0	0	0	0	0	\$250

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7.5 The 10 Year Plan

7 BUILDINGS AMP

Table 10: Asset Plan :Buildings (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Saleyards Bugle Laneway Fencing	Upgrade	0	\$55	0	0	0	0	0	0	0	0	\$55
Lockington Recreation Reserve Pavilion Upgrade	Upgrade	0	\$60	\$500	0	0	0	0	0	0	0	\$560
Tongala Recreation Reserve Facilities Upgrade	Upgrade	0	0	\$60	\$500	0	0	0	0	0	0	\$560
Kyabram Jack Stone Grandstand Upgrade	Upgrade	0	0	0	\$80	\$818	0	0	0	0	0	\$898
Echuca South Recreation Reserve Facilities Reconstruction	Upgrade	0	0	0	0	0	\$1,072	0	0	0	0	\$1,072
Total	-	\$5,398	\$2,717	\$3,850	\$2,151	\$2,339	\$2,587	\$1,633	\$1,667	\$1,767	\$1,856	\$25,965

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7.5 The 10 Year Plan

7 BUILDINGS AMP

7.6 Conclusions and Comments

The key conclusions identified for Buildings are outlined below:

- Council's Buildings are utilised by many service areas placing a lot of pressure on the buildings maintenance team to keep all buildings and facilities functional and operational.
- Consideration should be given to service provider requirements when managing the building renewals and capital program, this will ensure buildings are fit-for-purpose.
- There will need to be adequate lead time prior to a building renewal for consultation, design and approvals ensuring all buildings are fit-for-purpose and meet service needs.

7.7 Asset Inventory

Table 11: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Buildings	Buildings	\$188.54M	\$111.32M	\$2.83M	534	each

8 Footpaths AMP

8.1 Objective

The asset management objective for Footpaths is:

Increasing the availability of safe, accessible, connected and well maintained footpaths.

8.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Responsible Management by delivering footpaths at the best price and quality.
- Balanced Services and Infrastructure by planning and delivering footpaths to meet community needs.

8.3 State of the Assets

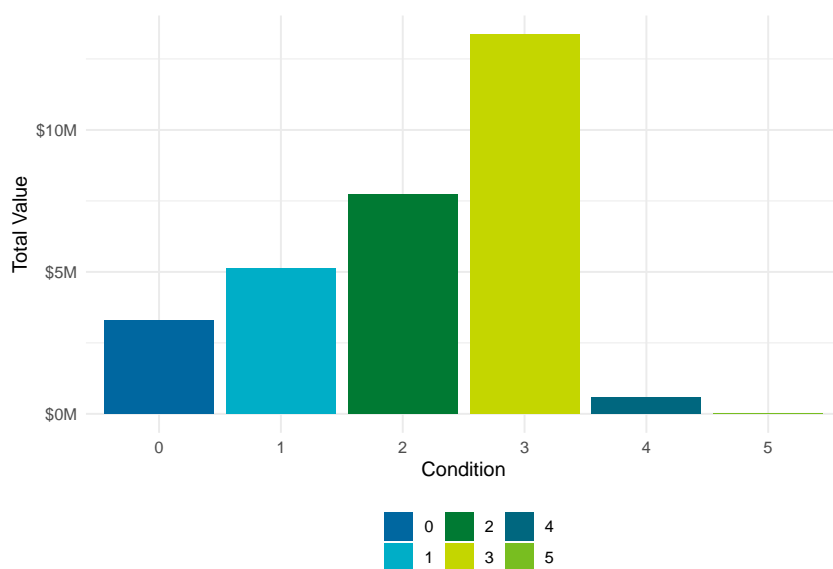


Figure 17: Asset Condition By Value

8.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Footpaths are:

- Engineering
- Road Services
- Strategic Asset Management
- Project Management
- Road Maintenance

Community Levels of Service

- All works will be delivered to the timeframes in the Road Management Plan.
- All works on the footpath network will return the asset to a serviceable condition.
- Responses to customer calls will be completed to the timeframe in Council's Customer First Policy.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- All works will be delivered to the timeframes in the Road Management Plan.
- All works on the footpath network will return the asset to a serviceable condition.
- Responses to customer calls will be completed to the timeframe in Council's Customer First Policy.

Service Outputs

- Engineering designs for internal construction works.
- Road Management Plan.

Service Output Measures

- All engineering designs maximise the life of the assets.
- Road Management Act inspections are to the required timeframes 100% of the time.
- Designs are not the cause of projects being delivered outside of planned timeframes.

Service Outcomes

- Managed legal and statutory risk within the footpath network.
- The network allows users to go where they want to.

Service Outcome Measures

- All of the districts footpaths will be trafficable 97% of the year.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Footpaths to assist with future asset management planning and decision making.

- Lack of funding for new or improved shared pathways throughout the Shire to improve connectivity.
- There is a DDA program for pram ramps that should to be integrated with a more holistic footpath improvement program for access and inclusion.

8.5 The 10 Year Plan

There are 34 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 12: Asset Plan :Footpaths

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Rushworth Murchison (Waranga) Trail	New	\$2,246	0	0	0	0	0	0	0	0	0	\$2,246
Shire Footpath New and Upgrade Program 22/23	New	\$280	\$300	\$300	\$300	\$300	\$300	\$300	\$300	0	0	\$2,380
Echuca Anstruther Street Footpath (Aldi)	New	0	\$200	0	0	0	0	0	0	0	0	\$200
Echuca Shared Pathway - Wetdock to Wharf	New	0	\$50	\$1,000	0	0	0	0	0	0	0	\$1,050
Echuca Simmie Street Footpath Missing Link	New	0	\$100	0	0	0	0	0	0	0	0	\$100
Shire Cycling Paths and Footpaths Program	New	0	\$624	\$43	\$250	\$101	\$267	\$24	0	0	0	\$1,309
Shire Footpath Renewal Program	Renewal	\$500	\$578	\$578	\$578	\$578	\$578	\$578	\$578	\$578	\$607	\$5,731
Kyabram Lake Road Cycle Lane	Upgrade	0	0	\$134	0	0	0	0	0	0	0	\$134
Total	-	\$3,026	\$1,852	\$2,055	\$1,128	\$979	\$1,145	\$902	\$878	\$578	\$607	\$13,150

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8.5 The 10 Year Plan

8 FOOTPATHS AMP

8.6 Conclusions and Comments

The key conclusions identified for Footpaths are outlined below:

- There is a large demand for the shared network to be expanded.
- The existing infrastructure is in good condition leaving scope for new assets as identified in strategic plans for connectivity and accessibility.

8.7 Asset Inventory

Table 13: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Footpaths	Footpaths	\$30.13M	\$17.48M	\$0.61M	401100.1	sqm

9 Marine Vessels AMP

9.1 Objective

The asset management objective for Marine Vessels is:

To ensure the marine vessels are available for people to experience and enjoy.

9.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Balanced Services and Infrastructure by optimising the lifecycle cost of marine assets whilst maintaining their heritage value.
- Balanced Service and Infrastructure by planning for, monitoring and evaluating services and infrastructure requirements.

9.3 State of the Assets

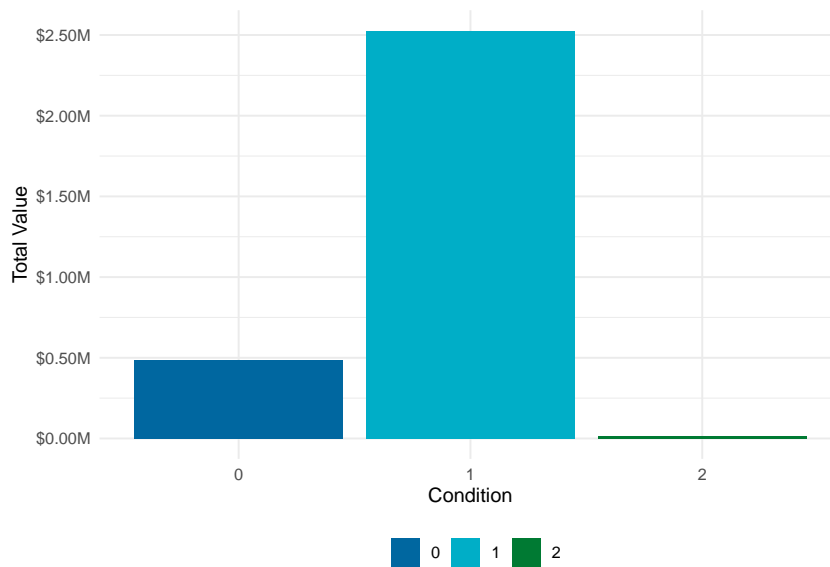


Figure 18: Asset Condition By Value

9.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Marine Vessels are:

- Commercial Businesses
- Finance
- Strategic Asset Management

Community Levels of Service

- Maintain the fleet of commercial paddle steamers and associated vessels.
- Ensure that one commercial vessel remains operational at all times.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Maintain the fleet of commercial paddle steamers and associated vessels.
- Ensure that one commercial vessel remains operational at all times.

Service Outputs

- Maintain the fleet of commercial paddle steamers and associated vessels.

Service Output Measures

- One commercial paddle steamer vessel is operational at all times.

Service Outcomes

- A strong, diverse and innovative local economy.

Service Outcome Measures

- Increased economic growth, activity and investment.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Marine Vessels to assist with future asset management planning and decision making.

- High dependence on infrastructure that is not controlled by Council (slip) to ensure that the paddle steamer boats maintain certificate of survey.

- Ability to attract and retain suitably qualified and experienced staff for specialised positions in particular, ship engineers and shipwrights to maintain plant and equipment.
- Ongoing build-up of silt at the Echuca Wharf restricting paddle steamer vessels from accessing the facility for embarking and disembarking of passengers.

9.5 The 10 Year Plan

There are 10 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 14: Asset Plan :Marine Vessels

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Marine Vessels (based on one vessel per year)	Renewal	0	\$191	\$202	\$214	\$227	\$241	\$255	\$271	\$287	\$301	\$2,189
Total	-	\$0	\$191	\$202	\$214	\$227	\$241	\$255	\$271	\$287	\$301	\$2,189

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9.5 The 10 Year Plan

9 MARINE VESSELS AMP

9.6 Conclusions and Comments

The key conclusions identified for Marine Vessels are outlined below:

- Marine vessel management is about to change with the Campaspe Port Enterprise Agreement.

9.7 Asset Inventory

Table 15: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Marine Vessels	Marine Vessels	\$3.03M	\$2.63M	\$0.04M	13	each

10 Recreation and Open Space AMP

10.1 Objective

The asset management objective for Recreation and Open Space is:

Enhance Council's public recreation and open spaces by providing our community with the opportunity for improved health and wellbeing as well as feeling included and connected.

10.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Strong and Engaged Communities by delivering services and programs that improve health and wellbeing of our communities. This includes fostering community partnerships, best practice service delivery and engaged residents.
- Balanced Service and Infrastructure by implementing an asset management based capital works program that meets current and future sport and recreation need.
- Responsible Management by remaining within budget at agreed service levels. The development of multiuse facilities that are utilised at capacity and maintained at the appropriate industry standard.
- Strong and Engaged Communities by supporting residents and groups to actively participate in their community through artistic, cultural, sporting and leisure activities.
- Strong and Engaged Communities by delivering projects with environmental benefits and working with the community to protect and enhance native flora and fauna.
- Strong and Engaged Communities by maintaining open spaces for use and enjoyment, thereby promoting and supporting improved physical and mental health and wellbeing for all community members. As well working with sporting clubs and committees to provide safe and compliant surfaces for competitive sport.
- Healthy Environment by the use of appropriate tree and plant species and alternative landscaping methods that reduce the need for water, reduce the need for chemical and that improve plant health and removing of weeds and pests in urban public parks and gardens.
- Resilient Economy by providing safe and attractive gardens and green spaces for events, public gatherings and the use of tourists/visitors.
- Strong and Engaged Communities by planning for and providing spaces to respond to community needs.
- Healthy Environment by identifying important public spaces and implementing water-sensitive urban design through water harvesting and water re-use opportunities.

- Strong and Engaged Communities by engaging with communities and creating partnerships to investigate and implement innovative and best practice open spaces and recreation facilities. These create active, healthy and vibrant communities that are engaged and participate in sporting and leisure opportunities.
- Balanced Service and Infrastructure by planning for facilities and services that meet community needs. Maximising social, economic and environmental sustainability through innovation and inventiveness to optimise access and usage of facilities and assets in keeping with changing community needs and expectations.

10.3 State of the Assets

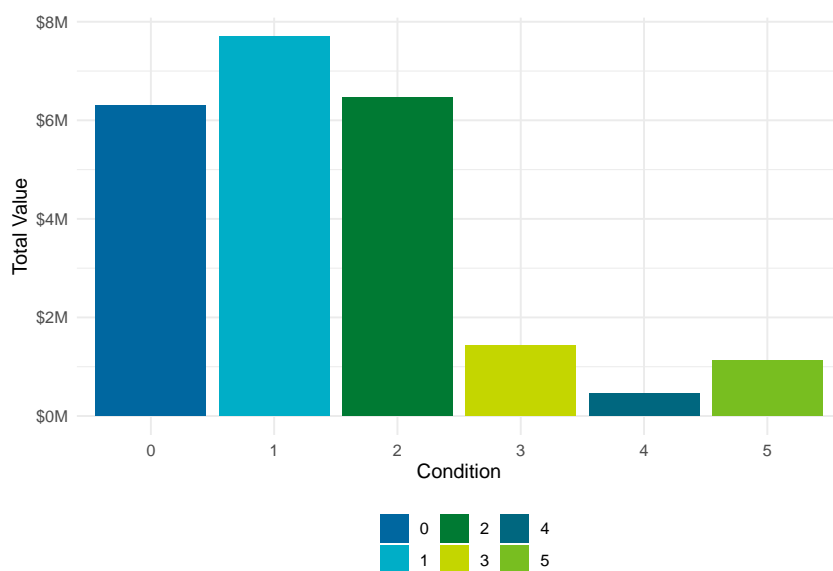


Figure 19: Asset Condition By Value

10.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Recreation and Open Space are:

- Active Recreation
- Strategic Recreation Planning

- Passive Recreation
- Community Development
- Parks and Gardens Maintenance
- Finance
- Strategic Asset Management

Community Levels of Service

- Undertake community and stakeholder engagement elements of Recreation Planning projects to determine needs and requirements for facilities and services.
- Provide guidance and support for the development of plans and expertise in planning and development for community groups.
- Develop plans that identify and consolidate community aspirations for facilities, services and spaces that form an integral component of their life based on research and data.
- Provision and management of formalised parks and open spaces across the Shire.
- Provision and management of P1 Urban Parks these are High Profile: strategic location, tourists and local residents.
- Provision and management of P2 Urban Parks these are Medium Profile: strategic location, local residents.
- Provision and management of P3 Urban Parks these are Low Profile: residential location, local residents.
- Provision and management of P4 Urban Bushland areas these are Semi developed, local residents.
- Provision and management of P5 Urban Bushland area these are Undeveloped, local residents.
- Provision and management of BBQs located in various parks and open spaces throughout the Shire.
- Provision and management of playgrounds located in various open spaces throughout the Shire.
- Provision and management of shared pathways.
- Provision and management of fitness equipment.
- Maintenance of parks, open spaces and public amenities.
- Preparation and restoration of public areas prior to and following public events.
- Conducting playground maintenance and inspections to comply with Australian Standards.

- Delivering the annual electric powerline tree clearance program of works.
- Undertaking tree inspections and maintenance of trees in urban areas.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Undertake community and stakeholder engagement elements of Recreation Planning projects to determine needs and requirements for facilities and services.
- Provide guidance and support for the development of plans and expertise in planning and development for community groups.
- Develop plans that identify and consolidate community aspirations for facilities, services and spaces that form an integral component of their life based on research and data.
- Provision and management of formalised parks and open spaces across the Shire.
- Provision and management of P1 Urban Parks these are High Profile: strategic location, tourists and local residents.
- Provision and management of P2 Urban Parks these are Medium Profile: strategic location, local residents.
- Provision and management of P3 Urban Parks these are Low Profile: residential location, local residents.
- Provision and management of P4 Urban Bushland areas these are Semi developed, local residents.
- Provision and management of P5 Urban Bushland area these are Undeveloped, local residents.
- Provision and management of BBQs located in various parks and open spaces throughout the Shire.
- Provision and management of playgrounds located in various open spaces throughout the Shire.
- Provision and management of shared pathways.
- Provision and management of fitness equipment.
- Maintenance of parks, open spaces and public amenities.
- Preparation and restoration of public areas prior to and following public events.
- Conducting playground maintenance and inspections to comply with Australian Standards.

- Delivering the annual electric powerline tree clearance program of works.
- Undertaking tree inspections and maintenance of trees in urban areas.

Service Outputs

- Development of defined strategies, provision and distribution plans, site specific infrastructure and service plans and policies for recreation service areas and infrastructure.
- Subject matter expertise and research in Open Space, Recreation and Strategic Planning.
- Implementation of the Campaspe Open Space Strategy through convening the Integrated Open Space Management Group.
- Coordination of six IOSMG meetings per annum as per the IOSMG Terms of Reference.
- Provision of a variety of community open spaces that facilitate passive recreation for community health and wellbeing.
- Indoor Sports Facility Programming the Provision of both formal and informal activities to contribute to community health and wellbeing.
- Sports Facility Management the Assets maintained at the appropriate service levels as defined by asset management plans and sporting association guidelines.
- Provision of governance support for Committees of Management.
- Safe attractive well-maintained parks and gardens.
- Provision of facilities such as BBQ and toilets that are well maintained and support the use of the associated Parks and gardens.
- Maintenance of the sports surfaces in line with the sports codes of practice.
- Maintenance of trees in public areas for the safety of the community and health of the tree.
- Ensure trees are pruned appropriately to ensure electrical lines are clear.
- Provision of event specific assistance in relation to signage setup, traffic control and additional park/garden maintenance.

Service Output Measures

- Annual review and progress report upon adopted strategies, provision and distribution plans, site specific infrastructure and service plans and policies for Recreation service areas.
- Adopted Plans, Strategies and Open Space and Recreation Strategic Principles are considered and implemented in relevant Council decisions and projects.
- Annual site observation and evaluation of priority spaces across the Shire.
- Indoor sports facility programming increase activities at Tongala from 1 regular activity to 3, Kyabram from 9 regular activities to 10, Echuca from 7 regular activities to 9.

- Sports facilities increase usage at Victoria Park, Echuca South, Kyabram Recreation reserves by 2.5% based on hours of operation.
- 90% of Gardens are maintained in line with the service level agreement.
- 90% of facilities are maintained in line with the service level agreement.
- Provision of recreation reserves playing surfaces for organised sport in line with sporting code guidelines.
- 100% of reported issues regarding tree safety are responded to.
- 80% of Council's owned tree assets are maintained annually.
- 100% of trees pruned in line with the Electrical Line Clearance Plan requirements.
- 100% of open spaces booked for events are well presented, safe, and ready for event use.

Service Outcomes

- An informed position for the management, maintenance and development of recreation infrastructure and services.
- Coordinated, defensible and sound decision making around open space and recreation infrastructure and services that accords with industry best practice.
- Increased alignment of recreation infrastructure and open spaces with the needs of the community, increasing utilisation and health and wellbeing within our communities.
- The provision of open spaces and public environments that support and encourage passive recreation by residents and visitors to enable improved health and wellbeing.
- Committees of management deliver one information session per annum with 50% of committees attending.
- Spaces and facilities to support formalised active recreation and sport that support community, social and health benefits.
- Parks, gardens, open space and playing surfaces for the enjoyment of the community and visitors that are safe, aesthetically pleasing and fit-for-purpose.

Service Outcome Measures

- Modern recreation services and infrastructure throughout our communities that meet the needs of the community.
- Increased participation in physical activity by Campaspe residents (Active Living Census, National Census and VicHealth Indicators Surveys).
- Improved health and wellbeing indicators among residents (VicHealth Indicators Surveys).

- Improved health and wellbeing through the opportunities encouraged through passive recreation.
- More active communities that have improved health and wellbeing.
- Contribution towards improved mental and physical health of our community.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Recreation and Open Space to assist with future asset management planning and decision making.

- Future funding for programming that is inclusive, evaluated and modified to meet diverse community needs.
- Costs of service provision to Council will continue to increase if industry standards are to be maintained. The current cost recovery model (fees and charges) will not recoup the funds required to maintain the service at the appropriate industry standard without significant increases in costs to community and user groups.
- Ageing infrastructure is leading to increased maintenance issues and inability to meet compliance and unisex requirements.
- Increasing eligibility criteria for state and federal government grants will restrict funding opportunities available for renewal or new infrastructure.
- Changing demographics (ageing population) across many communities in the Shire is resulting in reduced usage of facilities and committee capacity. However community expectations remain that service levels will remain the same and Council will subsidise the cost of the service or take over management.
- Changes to industry standards will result in a need to review service levels delivered by Council.
- Historically clubs have had individual 'home' grounds. Sporting trends are broadening resulting in the need for multi-purpose facilities. Resistance to change and sharing facilities has the potential to become contentious.
- Resources and time required to return facilities back to community ownership.
- Understanding of communities regarding underutilised and over provision of infrastructure.
- Service Availability as tree planting based on seasonal conditions, autumn to spring.
- Increasing standards and customer expectations for sporting reserves and playgrounds.
- Increased use of ovals leading to overuse and a limited ability to carry out maintenance works when ovals are not in use.
- Increasing expectations of users for higher levels of service in urban parks.

- Cost of utilities for provision of service.
- Cost of specialised plant required to meet service standards (AFL & Cricket) e.g. reel mowers.
- Increasing focus by community on weed management programs.
- Developing and implementing standardised lists for tree planting programs.
- Developing and implementing pruning programs that align with events in open spaces for risk management outcomes.
- Ageing infrastructure impacts on the ability to provide aesthetically pleasing facilities for the public and increased maintenance costs.
- Community expects modern, safe and well-maintained facilities, not always possible given our ageing infrastructure.
- Insufficient resources workforce/plant allocated to deliver to the agreed service level agreement. Mostly due to new areas/subdivisions coming into program without increased resources. This has an impact on other areas with those outlying parks in local neighbourhoods the most likely to be impacted by reduced services.
- Increased demand from users and participation rate regarding structured sport and fitness and wellbeing programs.
- Excessive provision of pocket parks throughout the Shire. Too many small parks that do not meet the needs of the communities they are supposed to service.
- Infrastructure that does not encourage connectivity within communities or encourages/ allows for participation of various abilities.
- Understand the full impact of ongoing costs associated with reaching end of life, increasing maintenance costs and prioritisation of renewal or new project in the 10 year capital works program.
- Increased service level expectations for the provision of equipment and infrastructure that exceeds space classification.
- Ability to be 'current' and provide spaces that meet identified service level and needs of the community.
- Lack of confirmed service level agreements in place could result in unmet expectations.
- Expectations of recreation and open space are increasing beyond the current infrastructure and service capacity to deliver. The rate capped environment and reducing funding opportunities indicates that service provision will need to be carefully considered. Asset rationalisation and changes to maintenance service levels will become necessary in some circumstances.

- Understanding of the full cost of an adopted strategy and Council's capacity to fund projects through to completion in an environment with increasing community demand for infrastructure that exceeds grant funding availability.
- Ability to attract suitably qualified and experienced staff in all elements of Strategic Sport, Recreation, Open Space and Growth Planning.
- Development of future plans and strategies need to take into consideration elements such as drought conditions, increasing energy costs and temperatures. If not considered these changing environmental factors will impact the ability to provide and maintain spaces that meet community sport, recreation, health and wellbeing needs.
- Requirement for a recreation sports facility strategy that documents Council support or position in relation to investment and/ or divestment of sporting facilities inclusive of stadiums and recreation reserves.

10.5 The 10 Year Plan

There are 49 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 16: Asset Plan :Recreation and Open Space

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Apex Park BBQ Shelter Renewal	Renewal	\$40	0	0	0	0	0	0	0	0	0	\$40
Kyabram Northern Oval Amenities Renewal	Renewal	\$60	0	0	0	0	0	0	0	0	0	\$60
Kyabram Recreation Reserve Old Toilet Block Demolition	Renewal	\$15	0	0	0	0	0	0	0	0	0	\$15
Shire Parks and Playgrounds Irrigation Renewal	Renewal	\$100	\$112	\$119	\$126	\$134	\$142	\$150	\$159	\$169	\$177	\$1,388
Shire Open Space Equipment Renewal	Renewal	0	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$52	\$452
Kyabram Recreation Reserve - Drainage and Playing Surface	Renewal	0	0	\$44	\$363	0	0	0	0	0	0	\$407
Kyabram Recreation Reserve - Scoreboard	Renewal	0	0	\$42	0	0	0	0	0	0	0	\$42
Echuca South Recreation Reserve - Surface Renewal	Renewal	0	0	0	0	\$60	\$700	\$553	0	0	0	\$1,313

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10.5 The 10 Year Plan

10 RECREATION AND OPEN SPACE AMP

Table 16: Asset Plan :Recreation and Open Space (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Rochester Racecourse Recreation Reserve Shade Sail	Renewal	0	0	0	0	0	0	0	\$25	0	0	\$25
Echuca Boat Ramp Redevelopment Stage 1	Upgrade	\$391	0	0	0	0	0	0	0	0	0	\$391
Echuca South Netball Complex Upgrade (Design)	Upgrade	\$50	0	0	0	0	0	0	0	0	0	\$50
Kyabram Recreation Reserve - Netball Court and Lighting Upgrade	Upgrade	\$750	0	0	0	0	0	0	0	0	0	\$750
Lockington Recreation Reserve Multipurpose Courts Upgrade (Construction)	Upgrade	\$600	0	0	0	0	0	0	0	0	0	\$600
Shire Resource Recovery Centre Safety Gate Upgrades	Upgrade	\$100	0	0	0	0	0	0	0	0	0	\$100
Echuca Victoria Park Playing Field Drainage and Irrigation	Upgrade	0	\$66	\$1,018	0	0	0	0	0	0	0	\$1,084
Kyabram Recreation Reserve Amenity Upgrade	Upgrade	0	\$56	0	0	0	0	0	0	0	0	\$56
Shire Netball Court Program	Upgrade	0	\$500	\$500	\$500	0	0	0	0	0	0	\$1,500

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10.5 The 10 Year Plan

10 RECREATION AND OPEN SPACE AMP

Table 16: Asset Plan :Recreation and Open Space (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Marungal Bend Park Upgrade	Upgrade	0	0	\$150	0	0	0	0	0	0	0	\$150
Echuca South Recreation Reserve Facilities Upgrade	Upgrade	0	0	0	\$80	0	0	0	0	0	0	\$80
Tongala Wayside Stop Redevelopment	Upgrade	0	0	0	\$45	0	0	0	0	0	0	\$45
Total	-	\$2,106	\$784	\$1,923	\$1,164	\$244	\$892	\$753	\$234	\$219	\$229	\$8,548

10.5 The 10 Year Plan

10 RECREATION AND OPEN SPACE AMP

10.6 Conclusions and Comments

The key conclusions identified for Recreation and Open Space are outlined below:

- Recreation and Open Space have a lot of small assets that have short useful lives. These assets need to be well funded for renewals including modern equivalent as part of any capital project to ensure assets are fit-for-purpose and inclusive.
- Condition assessment information indicates that assets are in good condition resulting there being no renewal backlog.
- Asset renewals and upgrades need adequate lead time to ensure stakeholders are consulted and assets and facility requirements are recorded and coordinated ensuring assets are fit-for-purpose and inclusive.

10.7 Asset Inventory

Table 17: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Recreation and Open Space	Artworks	\$1.42M	\$1.42M	\$0M	9.0	each
Recreation and Open Space	Barbecues	\$0.27M	\$0.11M	\$0.02M	24.0	each
Recreation and Open Space	Exercise Equipment	\$0.06M	\$0.03M	\$0.00M	8.0	each
Recreation and Open Space	Fences	\$5.13M	\$4.14M	\$0.27M	145805.3	m
Recreation and Open Space	Irrigation	\$3.55M	\$2.02M	\$0.14M	149.0	each
Recreation and Open Space	Playground Equipment	\$2.43M	\$1.38M	\$0.17M	164.0	each
Recreation and Open Space	Seats	\$0.01M	\$0.00M	\$0.00M	1.0	each
Recreation and Open Space	Sports Courts	\$5.45M	\$4.17M	\$0.44M	131.0	each

Table 17: Asset Quantities (continued)

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Recreation and Open Space	Sports Infrastructure	\$0.40M	\$0.36M	\$0.02M	24.0	each
Recreation and Open Space	Sports Lighting	\$4.73M	\$3.29M	\$0.19M	155.0	each

11 Roads AMP

11.1 Objective

The asset management objective for Roads is:

Working to ensure that the transport network is high quality, fit-for-purpose, well-maintained, connected and safe, especially those with high-use for commercial, farming, touristic and general resident use.

11.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Responsible Management by delivering roads at the best price and quality.
- Balanced Service and Infrastructure by ensuring the best quality infrastructure is prepared for capital projects minimising ongoing costs.
- Balanced Service and Infrastructure by renewing roads to meet identified community need and ensuring asset lifecycle costs are optimised.
- Responsible Management by applying robust asset, project and financial management governance.
- Balanced Services and Infrastructure by planning and delivering roads to meet community needs.

11.3 State of the Assets

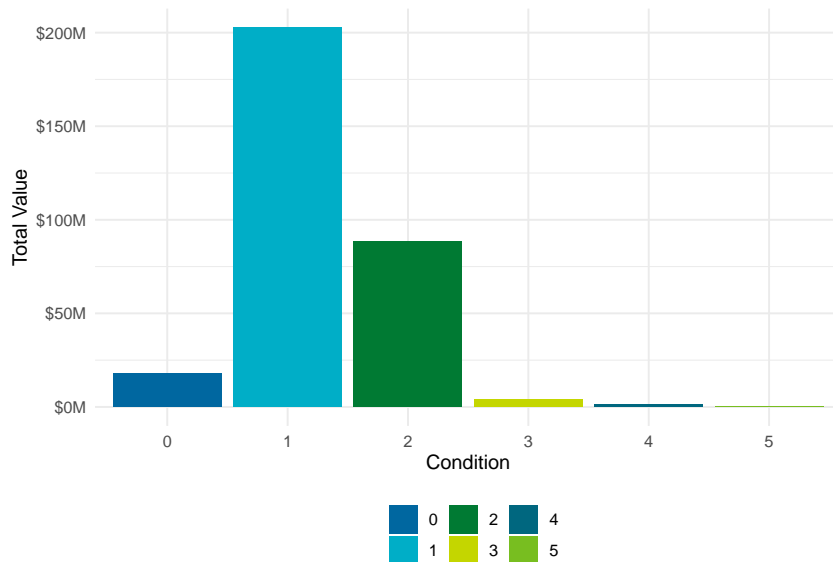


Figure 20: Asset Condition By Value

11.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Roads are:

- Road Services
- Road Maintenance
- Strategic Asset Management
- Finance
- Engineering

Community Levels of Service

- Capital works will be to a standard which delivers safe and resilient infrastructure and meets industry standards.
- The community will experience a responsive and reasonable service that meets the required statutory requirements.

- All RMP inspections will meet the timeframes stated in the plan.
- Defects found under the inspection RMP will be managed within the stated timeframes 100% of the time unless there is a flood or similar emergency event where the Council suspends the plan.
- All works on the road network will return the asset to serviceable condition.
- All works will be delivered to the timeframes in the Road Management Plan.
- Responses to customer calls will be completed to the timeframe in Council's Customer First Policy.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Capital works will be to a standard which delivers safe and resilient infrastructure and meets industry standards.
- The community will experience a responsive and reasonable service that meets the required statutory requirements.
- All RMP inspections will meet the timeframes stated in the plan.
- Defects found under the inspection RMP will be managed within the stated timeframes 100% of the time unless there is a flood or similar emergency event where the Council suspends the plan.
- All works on the road network will return the asset to serviceable condition.
- All works will be delivered to the timeframes in the Road Management Plan.
- Responses to customer calls will be completed to the timeframe in Council's Customer First Policy.

Service Outputs

- Engineering designs for internal construction works.
- Road Management Plan (RMP).
- Road base material of suitable quality is available to meet Council's road construction requirements.
- Provision of a CASA compliant aerodrome facility.

Service Output Measures

- All engineering designs maximise the life of the assets.

- Designs are not the cause of projects being delivered outside of planned timeframes.
- Road Management Act inspections are to the required timeframes 100% of the time.
- RMP is reviewed to the statutory timeframe.
- 100% of road base material is sourced from Council quarries.
- Aerodrome is available 350 days of the years.

Service Outcomes

- Support the sustainable development of the Shire.
- Managed legal and statutory risk within the road network.
- Build community confidence in the road network.
- Ensure the network allows users to go where they want to.

Service Outcome Measures

- LGPRF indicators for road satisfaction.
- Community satisfaction survey results remain the same or improve.
- No claims against council are successful under either the Road Management Act or Water Act.
- All of the districts sealed and gravel roads will be trafficable 99% of the year.
- All of the districts earth roads will be trafficable 97% of the year.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Roads to assist with future asset management planning and decision making.

- Keeping up with the changes to practices will likely incur a cost burden.
- Ability to attract and retain suitably qualified and experienced staff is challenging in these areas. The market for engineers is especially hot and expected to remain that way for up to 10 years according to external advice.
- Roadside weeds and pests program, funding only guaranteed by Local Government Victoria for 2019/20. If funding is no longer available through the state government then Council will need to consider how it will fund programs in order to meet it legislated requirements.
- Staffing turnover adds pressure to the continuity of project information along with delays in project delivery through the recruitment process.

- Ability to attract and retain suitably qualified and experienced staff increasing work load for the number of projects and programs to be delivered with the existing project managers.
- Designs not complete within required time frames adds project risk with the scope variations during delivery resulting in increased project costs.
- Maintenance programming needs to go from primarily reactive to primarily proactive to improve service but legislation makes this a challenge.
- The workforce in road maintenance specialities is ageing so succession planning is an important process.
- Road use across the shire has changed and will continue to evolve. Council can't easily afford to upgrade where use is infrequent or rotational and is not always aware which roads will be hit in a coming year. Improving intelligence on road use and improving assets where it is able and reasonable to do so will be an ongoing activity.
- The ability to provide adequate roads is also impacted by other authority assets. Water and irrigation authorities affect how and if Council can provide roads and road works. As these authorities are outside the control of Council a wider collaborative approach needs to be developed, or alternative solutions found, to minimise risk to services.
- Funding sources are not keeping up with the increase in costs to provide the service.
- Funding schemes change with the governments so having a guaranteed, reliable and certain longer term funding source isn't possible. Long term planning for external assistance is therefore equally difficult.
- Opportunities to use internet of things as an asset information resource should be investigated to potentially lower cost or improve the currency of information. For example as live traffic counts for pedestrian or road traffic.

11.5 The 10 Year Plan

There are 125 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 18: Asset Plan :Roads

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Aerodrome Upgrade (Construction)	Grant Dep	\$4,600	0	0	0	0	0	0	0	0	0	\$4,600
Echuca Campaspe Esplanade Car Park	Grant Dep	0	\$50	\$465	0	0	0	0	0	0	0	\$515
Toolleen, Axedale-Toolleen Road Widening	Grant Dep	0	\$1,700	0	0	0	0	0	0	0	0	\$1,700
Scenic Trail Signage	New	0	0	\$25	0	0	0	0	0	0	0	\$25
Echuca - Onstreet / off street parking meters	New	0	0	0	0	\$550	0	0	0	0	0	\$550
Echuca Nish Street Urban Road Rehabilitation (Construction)	Renewal	\$362	0	0	0	0	0	0	0	0	0	\$362
Echuca Service Street Urban Road Rehabilitation (Construction)	Renewal	\$293	0	0	0	0	0	0	0	0	0	\$293
Girgarre Mason Road Rehabilitation (Construction)	Renewal	\$932	0	0	0	0	0	0	0	0	0	\$932

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11.5 The 10 Year Plan

11 ROADS AMP

Table 18: Asset Plan :Roads (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Rochester McColl Road Rehabilitation (Construction)	Renewal	\$573	0	0	0	0	0	0	0	0	0	\$573
Rushworth Lions Park Internal Road Rehabilitation (Construction)	Renewal	\$142	0	0	0	0	0	0	0	0	0	\$142
Shire Road Re-sheeting Program	Renewal	\$2,492	\$3,154	\$3,154	\$3,154	\$3,154	\$3,154	\$3,154	\$3,154	\$3,154	\$3,312	\$31,036
Shire Sealed Road Resurfacing Program	Renewal	\$1,350	\$1,762	\$1,762	\$1,762	\$1,762	\$1,762	\$1,762	\$1,762	\$1,762	\$1,850	\$17,296
Shire Sealed Road Unsealed Shoulder Re-sheeting Program	Renewal	\$1,000	\$2,700	\$3,000	\$2,500	\$3,200	\$2,200	\$2,600	\$1,900	\$2,000	\$2,100	\$23,200
Shire Road Rehabilitation Design for 23/24 Construction	Renewal	\$200	0	0	0	0	0	0	0	0	0	\$200
Buramboot Trewin Road (0.86Km East Of Branson Rd To Heathcote-Rochester Rd)	Renewal	0	\$59	0	0	0	0	0	0	0	0	\$59
Burnewang Trewin Road (1.25Km East Of Mckenzie Rd)	Renewal	0	\$31	0	0	0	0	0	0	0	0	\$31
Colbinabbin Andrews Road Rehabilitation	Renewal	0	\$400	0	0	0	0	0	0	0	0	\$400

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11.5 The 10 Year Plan

11 ROADS AMP

Table 18: Asset Plan :Roads (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Colbinabbin Cornella Church Road (Starts at Plain Rd)	Renewal	0	\$15	\$100	0	0	0	0	0	0	0	\$115
Colbinabbin Johnson Street (Mitchell Street to Meade Lane)	Renewal	0	\$25	0	0	0	0	0	0	0	0	\$25
Colbinabbin Weppner Road (Depot Rd To North)	Renewal	0	\$15	\$31	0	0	0	0	0	0	0	\$46
Echuca Alice Street (Henry to Crofton)	Renewal	0	\$15	\$31	0	0	0	0	0	0	0	\$46
Echuca Carpark (Stadium End Of College Lane, College Drive)	Renewal	0	\$15	\$200	0	0	0	0	0	0	0	\$215
Echuca Hare Street (Eyre St to Mckinlay St)	Renewal	0	\$15	\$210	0	0	0	0	0	0	0	\$225
Echuca Hare Street (Pakenham and Hare Roundabout)	Renewal	0	\$15	\$31	0	0	0	0	0	0	0	\$46
Echuca Sutton Street (Leichardt St to Eyre St)	Renewal	0	\$15	\$210	0	0	0	0	0	0	0	\$225
Echuca Wave Court (Start of Court to Alfred St)	Renewal	0	\$34	0	0	0	0	0	0	0	0	\$34

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11.5 The 10 Year Plan

11 ROADS AMP

Table 18: Asset Plan :Roads (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Gunbower Gunbower Island Road (Nth To 260M Sth Of Island School Rd)	Renewal	0	\$79	0	0	0	0	0	0	0	0	\$79
Kyabram Willow Court Road Rehabilitation	Renewal	0	\$100	0	0	0	0	0	0	0	0	\$100
Moora High Street (Bendigo Murchison Rd to Heathcote- Moore Rd)	Renewal	0	\$15	\$31	0	0	0	0	0	0	0	\$46
Rochester Morton Road (1.48Km Past Foster Rd To Makepeace Lane)	Renewal	0	\$67	0	0	0	0	0	0	0	0	\$67
Rochester Murdoch Road (0.9Km Nth Of Webb Rd To Nth Unused Rd)	Renewal	0	\$38	0	0	0	0	0	0	0	0	\$38
Runnymede Colbinabbin- Elmore Road (2.19Km East Of Nth Hwy To 110M East of McNamara Road)	Renewal	0	\$63	0	0	0	0	0	0	0	0	\$63
Rushworth High Street Stage 2	Renewal	0	\$1,000	0	0	0	0	0	0	0	0	\$1,000
Rushworth Old Corop Road (0.88 Km East Of Geodetic Rd Nth to Geodetic Rd Nth)	Renewal	0	\$120	0	0	0	0	0	0	0	0	\$120

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11.5 The 10 Year Plan

11 ROADS AMP

Table 18: Asset Plan :Roads (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Rushworth Parker Street (Esmonde St to High St)	Renewal	0	\$72	0	0	0	0	0	0	0	0	\$72
Stanhope Birdwood Avenue (Monash to Police Station Bend)	Renewal	0	\$15	\$200	0	0	0	0	0	0	0	\$215
Stanhope Middle Road (Baldwin Rd to Nth)	Renewal	0	\$15	\$31	0	0	0	0	0	0	0	\$46
Stanhope Morrissey Road (840M East Of Henderson Rd to Stokes Road)	Renewal	0	\$44	0	0	0	0	0	0	0	0	\$44
Tongala Carpark, Mangan St Tongala (Behind lga)	Renewal	0	\$15	\$210	0	0	0	0	0	0	0	\$225
Toolleen Barnadown- Myola Road (Houlden Intersection To Northern Hwy)	Renewal	0	\$83	0	0	0	0	0	0	0	0	\$83
Wanalta Bendigo- Murchison Road (Service Road to Old Road At Wanalta)	Renewal	0	\$15	\$31	0	0	0	0	0	0	0	\$46

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11.5 The 10 Year Plan

11 ROADS AMP

Table 18: Asset Plan :Roads (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Wanalta Groves Weir Road (Bell Sth Of Cornella Church Rd To Nth & End Bakers Bridge Rd)	Renewal	0	\$100	0	0	0	0	0	0	0	0	\$100
Waranga Finnighans Court (Harriman Point Rd To End)	Renewal	0	\$36	0	0	0	0	0	0	0	0	\$36
Wharparilla Sarandu Park Road (1.32Km West Of Point Rd to Point Rd)	Renewal	0	\$75	0	0	0	0	0	0	0	0	\$75
Colbinabbin Egans Bridge Road	Renewal	0	0	\$20	\$200	0	0	0	0	0	0	\$220
Road pavements - projected spend	Renewal	0	0	0	\$850	\$1,200	\$1,550	\$4,400	\$7,000	\$3,000	\$3,150	\$21,150
Shire Wide Additional Resheeting	Upgrade	\$1,800	0	0	0	0	0	0	0	0	0	\$1,800
Torrumbarry Torrumbarry Weir Road Road Safety Upgrade (Re-Design)	Upgrade	\$50	\$450	0	0	0	0	0	0	0	0	\$500
Draft Murray Esplanade Concept Plan and Social Seating Plan	Upgrade	0	\$130	0	0	0	0	0	0	0	0	\$130
Echuca High Street Upgrade - Radcliff Street to Warren Street (Design)	Upgrade	0	\$50	0	0	0	0	0	0	0	0	\$50

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11.5 The 10 Year Plan

11 ROADS AMP

Table 18: Asset Plan :Roads (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Northern Highway Service Roads	Upgrade	0	\$50	\$2,970	\$3,000	0	0	0	0	0	0	\$6,020
Echuca Scenic Drive Upgrade	Upgrade	0	\$55	\$900	0	0	0	0	0	0	0	\$955
Nine Mile and Paramatta Gully Road Intersection Safety Upgrade	Upgrade	0	\$120	0	0	0	0	0	0	0	0	\$120
Bonn Aysons Reserve Car Park Upgrade	Upgrade	0	0	0	0	0	\$20	0	0	0	0	\$20
Total	-	\$13,794	\$12,827	\$13,612	\$11,466	\$9,866	\$8,686	\$11,916	\$13,816	\$9,916	\$10,412	\$116,311

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11.5 The 10 Year Plan

11 ROADS AMP

11.6 Conclusions and Comments

The key conclusions identified for Roads are outlined below:

- Council's understanding of the sealed local road network, gained through customer service requests and the ongoing inspection program, both indicate the network is generally in good condition.
- Road condition information indicates that roads are in good condition with no renewal backlog.
- Further development of an aligned road capital works program, incorporating pavement, seal, kerb and channel and footpaths is required for the refinement of the 10 year plan to maximise efficiencies.

11.7 Asset Inventory

Table 19: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Roads	Bus Shelters	\$0.01M	\$0.01M	\$0.00M	2.00	each
Roads	Car Parks	\$0.27M	\$0.25M	\$0.01M	12657.00	sqm
Roads	Culverts	\$1.79M	\$1.39M	\$0.02M	4724.88	m
Roads	Disposed Roads	\$0.79M	\$0.49M	\$0.05M	81952.26	sqm
Roads	Guard Rail	\$0.05M	\$0.04M	\$0.00M	268.00	each m
Roads	Parking Meters	\$1.02M	\$0.74M	\$0.05M	82.00	each m
Roads	Rail	\$0.12M	\$0.10M	\$0.00M	2.00	each m
Roads	Roads	\$309.92M	\$228.09M	\$6.99M	15418718.23	sqm
Roads	Signs	\$0.73M	\$0.52M	\$0.03M	95.00	each

12 Kerb and Channel AMP

12.1 Objective

The asset management objective for Kerb and Channel is:

To protect the community from flooding and improve the quality of stormwater runoff discharged to natural water courses.

12.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Responsible Management by delivering kerb and channel at the best price and quality.
- Balanced Services and Infrastructure by planning and delivering kerb and channel to meet community needs.

12.3 State of the Assets

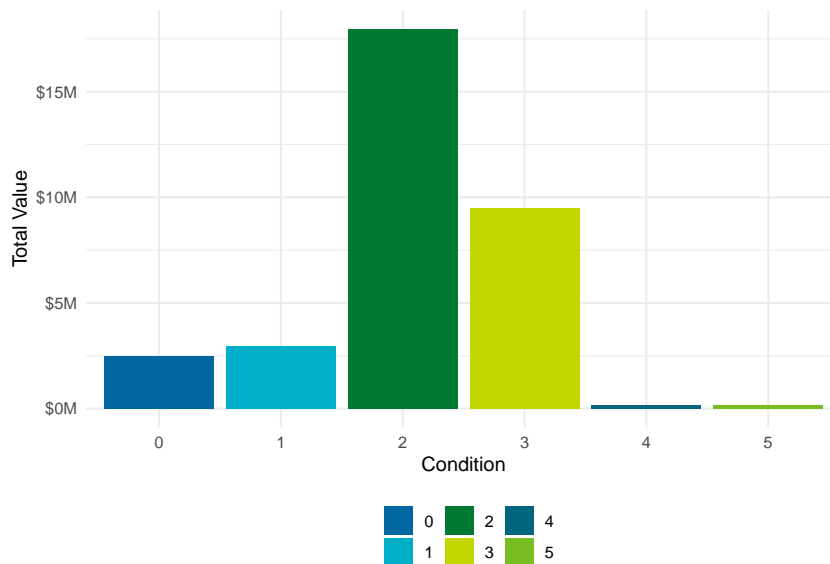


Figure 21: Asset Condition By Value

12.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Kerb and Channel are:

- Engineering
- Road Services
- Road Maintenance
- Strategic Asset Management
- Finance

Community Levels of Service

- All works will be delivered to the timeframes in the Road Management Plan.
- All works on the road network will return the asset to serviceable condition.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- All works will be delivered to the timeframes in the Road Management Plan.
- All works on the road network will return the asset to serviceable condition.

Service Outputs

- Engineering designs for internal construction works.
- Road Management Plan.

Service Output Measures

- All engineering designs maximise the life of the assets.
- Road Management Act inspections are to the required timeframes 100% of the time.

Service Outcomes

- Managed legal and statutory risk within the road and drainage network.

Service Outcome Measures

- All of the districts sealed roads will be trafficable 99% of the year.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Kerb and Channel to assist with future asset management planning and decision making.

- There are many earth kerb that are to be converted to concrete kerb and channel through a modern equivalent renewal or upgrade program.
- Climate change will have an impact on roads and drainage. Longer dry spells followed by significant rain will lead to changing design and construction practices that need to be considered and delivered.

12.5 The 10 Year Plan

There are 55 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 20: Asset Plan :Kerb and Channel

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Kerb & Channel Program 22/23	Renewal	\$1,500	0	0	0	0	0	0	0	0	0	\$1,500
Echuca Anstruther St (0.09Km East Of Lord Ct)	Renewal	0	\$34	0	0	0	0	0	0	0	0	\$34
Echuca Boothman Street (Rose St to Dobinson St)	Renewal	0	\$63	0	0	0	0	0	0	0	0	\$63
Echuca Bowen St (Leichardt St to Eyre St)	Renewal	0	\$108	0	0	0	0	0	0	0	0	\$108
Echuca Cornelia Creek Road (South of McMillan Rd)	Renewal	0	\$35	0	0	0	0	0	0	0	0	\$35
Echuca Francis Street (McKinlay St to Tyler St and Eyre to McKinlay)	Renewal	0	\$192	0	0	0	0	0	0	0	0	\$192
Echuca Goulburn Rd (Bowen St to McIntosh St)	Renewal	0	\$82	0	0	0	0	0	0	0	0	\$82
Echuca Haverfield Street (Civic Av to Poplar)	Renewal	0	\$47	0	0	0	0	0	0	0	0	\$47
Echuca High St (Tangey Ln to Rutley Cr)	Renewal	0	\$34	0	0	0	0	0	0	0	0	\$34

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12.5 The 10 Year Plan

12 KERB AND CHANNEL AMP

Table 20: Asset Plan :Kerb and Channel (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Hopwood Street (Tyler St to McKinlay St)	Renewal	0	\$144	0	0	0	0	0	0	0	0	\$144
Echuca Hovell Street (Leichardt St to Eyre St)	Renewal	0	\$116	0	0	0	0	0	0	0	0	\$116
Echuca Hovell Street (Pakenham to Darling) and Darling Street (Hovell to Hume)	Renewal	0	\$179	0	0	0	0	0	0	0	0	\$179
Echuca Mckenzie Street (Randell Ct to Ogilvie Ave)	Renewal	0	\$40	0	0	0	0	0	0	0	0	\$40
Echuca Mckinlay Street (Hopwood to High St)	Renewal	0	\$127	0	0	0	0	0	0	0	0	\$127
Echuca Mckinlay Street (Mitchell St to Sutton)	Renewal	0	\$120	0	0	0	0	0	0	0	0	\$120
Echuca Stawell Street (Court End to Leihardt St)	Renewal	0	\$106	0	0	0	0	0	0	0	0	\$106
Girgarre Winter Rd (Morgan Cres to Church St)	Renewal	0	\$58	0	0	0	0	0	0	0	0	\$58

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12.5 The 10 Year Plan

12 KERB AND CHANNEL AMP

Table 20: Asset Plan :Kerb and Channel (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Kyabram Jacaranda Avenue (Allan to Oak Dene) and Allan St (Saunders to Jacaranda)	Renewal	0	\$102	0	0	0	0	0	0	0	0	\$102
Echuca Barry Street (Darling St to Mckinlay St)	Renewal	0	0	\$117	0	0	0	0	0	0	0	\$117
Echuca Collier Street (Murray St to River St)	Renewal	0	0	\$52	0	0	0	0	0	0	0	\$52
Echuca Collier Street (Yarra St to Landsborough)	Renewal	0	0	\$38	0	0	0	0	0	0	0	\$38
Echuca Crofton St	Renewal	0	0	\$273	0	0	0	0	0	0	0	\$273
Echuca Eyre Street (Mitchell St to Sutton St)	Renewal	0	0	\$63	0	0	0	0	0	0	0	\$63
Echuca Francis Street (Service St to Ogilvie Ave)	Renewal	0	0	\$71	0	0	0	0	0	0	0	\$71
Echuca Haverfield Street (Mckinlay St to Tyler)	Renewal	0	0	\$70	0	0	0	0	0	0	0	\$70
Echuca Hopwood Place (Service St to Ogilvie Ave)	Renewal	0	0	\$59	0	0	0	0	0	0	0	\$59
Echuca Hopwood Street (Eyre St to Mckinlay St, East and West)	Renewal	0	0	\$237	0	0	0	0	0	0	0	\$237

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12.5 The 10 Year Plan

12 KERB AND CHANNEL AMP

Table 20: Asset Plan :Kerb and Channel (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Landsborough St (Anstruther St to Pakenham St)	Renewal	0	0	\$84	0	0	0	0	0	0	0	\$84
Echuca Moore Street (Bowen St to Ostram Crt)	Renewal	0	0	\$39	0	0	0	0	0	0	0	\$39
Echuca Nile Court (Maggie Ct to End of Court)	Renewal	0	0	\$41	0	0	0	0	0	0	0	\$41
Echuca Service Street (End of St to Bowen St)	Renewal	0	0	\$56	0	0	0	0	0	0	0	\$56
Echuca Stawell St (Leichardt St to Eyre St)	Renewal	0	0	\$119	0	0	0	0	0	0	0	\$119
Echuca Watson Street (north of Law Court Place)	Renewal	0	0	\$79	0	0	0	0	0	0	0	\$79
Kyabram James Street (Albion St to Rodney St)	Renewal	0	0	\$70	0	0	0	0	0	0	0	\$70
Tongala Eddie Hann Drive (Finlay Rd to 160M North, West and East Side)	Renewal	0	0	\$178	0	0	0	0	0	0	0	\$178
Tongala Mangan St (in front of St Patricks School)	Renewal	0	0	\$46	0	0	0	0	0	0	0	\$46
Echuca High St (Rutley Cr to Simmie St)	Renewal	0	0	0	\$124	0	0	0	0	0	0	\$124

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12.5 The 10 Year Plan

12 KERB AND CHANNEL AMP

Table 20: Asset Plan :Kerb and Channel (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Landsborough Street (0.09Km East Of Lord Crt)	Renewal	0	0	0	\$117	0	0	0	0	0	0	\$117
Echuca Mckenzie Street (Hicks Cr to Cadell Ct)	Renewal	0	0	0	\$45	0	0	0	0	0	0	\$45
Kyabram Fenaughty St (Lake Rd to Union St)	Renewal	0	0	0	\$66	0	0	0	0	0	0	\$66
Kyabram Fischer Street (Lancaster St to Tweddle St)	Renewal	0	0	0	\$91	0	0	0	0	0	0	\$91
Kyabram Racecourse Road : Andrews Rd to End	Renewal	0	0	0	\$72	0	0	0	0	0	0	\$72
Kyabram Turnbull, Tulloh and Saunders	Renewal	0	0	0	\$233	0	0	0	0	0	0	\$233
Rochester Mackay Street (22-24 Mackay Street)	Renewal	0	0	0	\$38	0	0	0	0	0	0	\$38
Rushworth Murchison Rd (Perry to High Street)	Renewal	0	0	0	\$352	0	0	0	0	0	0	\$352
Rushworth Parker St (Esmonde St to Phillips St)	Renewal	0	0	0	\$72	0	0	0	0	0	0	\$72
Rushworth Simpson Street (Moora Rd to Heily St)	Renewal	0	0	0	\$63	0	0	0	0	0	0	\$63

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12.5 The 10 Year Plan

12 KERB AND CHANNEL AMP

Table 20: Asset Plan :Kerb and Channel (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Stanhope Ross Ct (Girgarre Rushworth Rd to End of Crt)	Renewal	0	0	0	\$52	0	0	0	0	0	0	\$52
Tongala Lambert Street (Morris Crt to Hobbs Crt)	Renewal	0	0	0	\$64	0	0	0	0	0	0	\$64
Shire Kerb and Channel Renewal Program from 26/27	Renewal	0	0	0	0	\$4,300	\$4,300	\$4,500	\$4,300	\$3,000	\$3,150	\$23,550
Total	-	\$1,500	\$1,587	\$1,692	\$1,389	\$4,300	\$4,300	\$4,500	\$4,300	\$3,000	\$3,150	\$29,718

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12.5 The 10 Year Plan

12 KERB AND CHANNEL AMP

12.6 Conclusions and Comments

The key conclusions identified for Kerb and Channel are outlined below:

- Kerb and channel assets are in excellent condition requiring very little renewal.
- There is a need to review the useful life of Kerb and Channel as the network condition is indicating that the asset lives should be increased.
- Review of the longer term allocation to the Kerb and Channel renewal program is required, there is a large increase in funding within the 10 year plan that does not align with the asset class condition information.

12.7 Asset Inventory

Table 21: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Kerb and Channel	Kerb and Channel	\$33.22M	\$19.43M	\$0.66M	355832.5	m

13 Plant and Equipment AMP

13.1 Objective

The asset management objective for Plant and Equipment is:

To ensure Council can provide a service to the community through the provision and support of staff with current technologies and services.

To allow Council staff to perform their duties whilst managing the plant and fleet portfolio in the most financially sustainable manner.

13.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Strong and Engaged Communities by providing tools and technology to enhance the services, engagement, interaction and communication between council and our community.
- Balanced Service and Infrastructure by identifying and implementing innovative ICT tools for improved service delivery.
- Responsible Management by protecting our customers data, supporting ongoing service delivery and fostering a customer centred approach to ICT solutions.
- Balanced Service and Infrastructure by conducting thorough research, analysis and market testing for the most effective and sustainable plant / fleet assets which achieve Councils service delivery commitments.
- Responsible Management by proactively planning and delivering a fleet which is financially reasonable, safe, compliant and effective.

13.3 State of the Assets

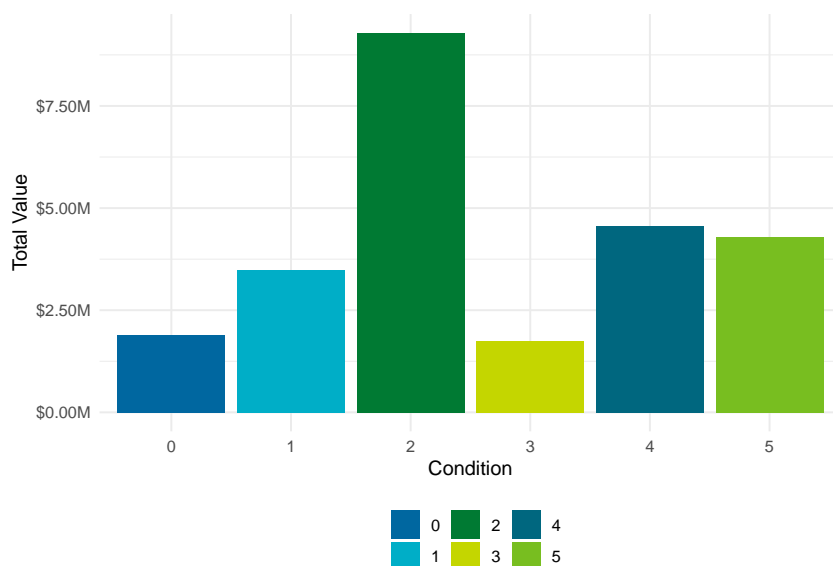


Figure 22: Asset Condition By Value

13.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Plant and Equipment are:

- Information Communication Technology
- Information (Records) Management
- Plant and Fleet Management

Community Levels of Service

- Provide ongoing ICT infrastructure (hardware and software), communications connectivity (mobile, data, internet and fixed voice) and operational management (hardware and selected software).
- Provide ICT systems support through a service desk model (electronic ticketing, phone support, remote support).

- Provide support both for selecting new systems and innovative technologies and for operation and administration of current solutions.
- Provide business process analysis and reengineering support services.
- Provide data storage and data analysis services.
- Provision of a secure IT environment to protect data access and integrity.
- Provide a business continuity solution for ICT systems.
- The organisation is given plant and fleet that is appropriate for the services it supports.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Provide ongoing ICT infrastructure (hardware and software), communications connectivity (mobile, data, internet and fixed voice) and operational management (hardware and selected software).
- Provide ICT systems support through a service desk model (electronic ticketing, phone support, remote support).
- Provide support both for selecting new systems and innovative technologies and for operation and administration of current solutions.
- Provide business process analysis and reengineering support services.
- Provide data storage and data analysis services.
- Provision of a secure IT environment to protect data access and integrity.
- Provide a business continuity solution for ICT systems.
- The organisation is given plant and fleet that is appropriate for the services it supports.

Service Outputs

- Research and identification of best fit ICT solutions.
- Development and implementation of selected ICT solutions.
- Ongoing management of appropriate and cost-effective ICT solutions to support and enhance council service delivery.
- Response to Helpdesk enquiries.
- Service Availability.
- Procurement of new plant and fleet.

Service Output Measures

- Staff required to attend minimum one upskilling vendor/multi-vendor research event per year.
- Selected ICT solutions are implemented on time and on budget and deliver the intended outcome.
- Potential for annual IT service survey.
- 95% agreed targets of incident response times are achieved.
- 99.5% availability of business supported servers within our control between 8:15am - 5:00pm (e.g. Excludes power outages, external services outages).
- No more than 8 hours of unplanned outages to key business supported corporate systems per year.
- Deliver the plant replacement program within time and budget.
- Plant utilisation is at a sustainable level and the plant replacement program demonstrates good value.

Service Outcomes

- Provision of situation appropriate ICT makes it easier to do business with council and enables a productive and engaged organisation to deliver outcomes to meet community needs.
- Positive change in the internal satisfaction with ICT services.
- Services are able to be delivered successfully.

Service Outcome Measures

- Improved public perception of council service delivery.
- Services are delivered to the required level.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Plant and Equipment to assist with future asset management planning and decision making.

- Access to information and services is required around the clock.
- Data needs to managed according to data categories and access managed based on data confidentiality.
- Growing demand for mobile and field-based access to data.

- Consolidation required for disparate storage systems for corporate data (network drives, ECM, SharePoint).
- Costs of data storage, access to data (and non-access) should be considered.
- Implementation of Digitisation Plan will increase expectation of users to find digital documents easily.
- Leasing or purchase of newer equipment likely to be required in short term.
- Responsible for costs of telephony and printing/copying without having direct control over usage.
- Responsible for costs of software for individual service areas.
- Change to user-based subscription licensing model for key industry suppliers potentially increases cost to council.
- Changing models of working impacting how we select, fund and allocate hardware.
- Privacy and Security laws developing and compliance difficult with legacy systems.
- A key requirement of the service is the need to protect data and information.
- Issue with infrastructure remaining current in terms of security and capability.
- Differing telecommunications technology to remote sites creates issues managing Quality of Service across networks.
- Limitation with internet connectivity for cloud activities due to significant cost for higher bandwidth services.
- Investment into new connectivity infrastructure by state and Federal Governments causing change and disruption to current infrastructure (NBN, 5G).
- Data storage demands are growing significantly driven mainly by records digitisation, photo and video image growth.
- Consideration of Software-as-a-Service approach as preference for new software.
- Consideration of cloud backup and recovery underway.
- Technology continues to evolve at pace making it difficult for staff to keep up.
- Incomplete coverage across municipality for upload/download of works.
- To manage asset information appropriately it's necessary to keep up with improving IT systems that will allow the best use of live intelligence on asset use, condition and degradation.
- Updates to GIS and Asset technology will be an ongoing evolution and keeping pace will be an ongoing cost.

- Council must remain agile and prepared for changes in road maintenance practices and seek to maximise fleet utilisation as a whole.
- Continuing the push for rationalisation of assets and create shared / pooled assets.
- An ongoing review of opportunities to utilise emerging technologies and operating systems to cut cost or risk (For example driverless or solely electric vehicles).
- Plant and fleet assets are increasingly incorporating and integrating further IT into the operating systems Council will need to merge and continue to transition with the best practice standards to remain safe, compliant and sustainable (Utilisation reporting, GPS, tip alarms etc).

13.5 The 10 Year Plan

There are 28 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 22: Asset Plan :Plant and Equipment

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Disaster Recovery System Renewal	Renewal	\$71	0	0	0	0	0	0	0	0	0	\$71
Plant Replacement Program	Renewal	\$3,471	\$1,815	\$2,372	\$1,780	\$809	\$1,103	\$1,914	\$2,238	\$2,373	\$2,491	\$20,366
Shire Retirement of Disused Radio Towers	Renewal	\$10	0	0	0	0	0	0	0	0	0	\$10
Shire Pool Dosing Plant Equipment Renewals	Renewal	\$80	0	0	0	0	0	0	0	0	0	\$80
Port of Echuca and EPS Point of Sale and ticketing system replacement	Renewal	0	\$200	0	0	0	0	0	\$200	0	0	\$400
A0 Printer/ Scanner replacement	Renewal	0	0	\$15	0	0	0	0	\$15	0	0	\$30
Branch switching and WiFi equipment replacement	Renewal	0	0	\$105	0	0	0	0	\$105	0	0	\$210
Contact Centre and Telephony	Renewal	0	0	0	\$100	0	0	0	0	0	0	\$100
Kiosk and branch office virtual meeting room replacement	Renewal	0	0	0	\$50	0	0	0	0	0	0	\$50

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13.5 The 10 Year Plan

13 PLANT AND EQUIPMENT AMP

Table 22: Asset Plan :Plant and Equipment (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Quarry software replacement	Renewal	0	0	0	0	\$250	0	0	0	0	0	\$250
Financial, Property, Document Management and Payroll system replacement	Renewal	0	0	0	0	0	\$5,000	0	0	0	0	\$5,000
Security System	Renewal	0	0	0	0	0	0	\$50	0	0	0	\$50
Total	-	\$3,632	\$2,015	\$2,492	\$1,930	\$1,059	\$6,103	\$1,964	\$2,558	\$2,373	\$2,491	\$26,617

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13.5 The 10 Year Plan

13 PLANT AND EQUIPMENT AMP

13.6 Conclusions and Comments

The key conclusions identified for Plant and Equipment are outlined below:

- ICT are an internal and external service provider it is imperative that they are a well functioning section of Council enabling the organisation to be innovative and accessible.
- Plant and Fleet have a high turnover with large expense there is a healthy reserve allowing for sustainable management of the service.
- Utilisation denotes value and poor utilisation means that public funds are not being used to the best advantage.

13.7 Asset Inventory

Table 23: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Plant and Equipment	Office Equipment	\$13.26M	\$6.54M	\$1.44M	248	each
Plant and Equipment	Plant	\$11.98M	\$5.32M	\$1.59M	159	each

14 Stormwater and Flood Control AMP

14.1 Objective

The asset management objective for Stormwater and Flood Control is:

To protect the community from flooding and improve the quality of stormwater runoff discharged to natural water courses.

14.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Responsible Management by delivering drainage and flood prevention infrastructure at the best price and quality.
- Balanced Service and Infrastructure by renewing drainage and flood prevention infrastructure to meet identified community need ensuring asset lifecycles are optimised.

14.3 State of the Assets

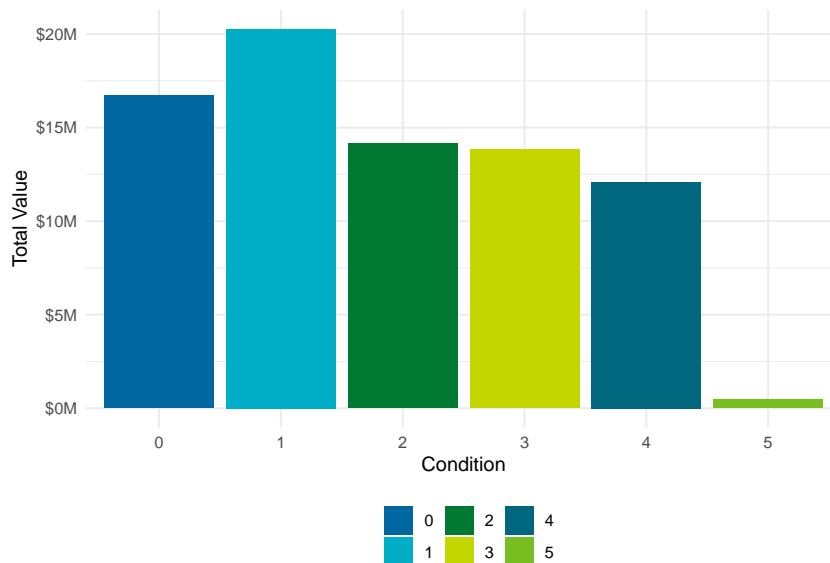


Figure 23: Asset Condition By Value

14.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Stormwater and Flood Control are:

- Engineering
- Road Services
- Strategic Asset Management
- Project Management
- Finance

Community Levels of Service

- Council will meet the levels of service in its Drainage Policy 99% of the time.
- All works on the drainage network will return the asset to serviceable condition.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Council will meet the levels of service in its Drainage Policy 99% of the time.
- All works on the drainage network will return the asset to serviceable condition.

Service Outputs

- Engineering designs for internal construction works.

Service Output Measures

- All engineering designs maximise the life of the assets.
- Designs are not the cause of projects being delivered outside of planned timeframes.

Service Outcomes

- Managed legal and statutory risk within the drainage network.

Service Outcome Measures

- No claims against council are successful under either the Road Management Act or Water Act.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Stormwater and Flood Control to assist with future asset management planning and decision making.

- The Shire is quite flat and requires drainage water to be pumped, the pumps are an essential part of Council's infrastructure and require ongoing maintenance and inspection..
- Climate change will have an impact on roads and drainage. Longer dry spells followed by significant rain will lead to changing design and construction practices that need to be considered and delivered.

14.5 The 10 Year Plan

There are 42 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 24: Asset Plan :Stormwater and Flood Control

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Echuca Simmie Street Table Drain New	New	0	\$50	0	0	0	0	0	0	0	0	\$50
Colbinabbin Gamble Court Pump Well Renewal	Renewal	\$125	0	0	0	0	0	0	0	0	0	\$125
Echuca Mount Terrick Road Pump Well Renewal	Renewal	\$150	0	0	0	0	0	0	0	0	0	\$150
Shire Rural Culvert Renewal Program	Renewal	\$220	\$400	\$400	\$400	\$400	\$250	\$250	\$250	\$250	\$262	\$3,082
Echuca Murray Esplanade Walk Retaining Wall Design	Renewal	0	\$50	0	0	0	0	0	0	0	0	\$50
Shire Open Drain Renewal	Renewal	0	\$106	\$112	\$119	\$126	\$134	\$142	\$150	\$159	\$167	\$1,215
Shire Pits and Pipes Renewal Program	Renewal	0	\$100	\$106	\$112	\$119	\$126	\$134	\$142	\$150	\$158	\$1,147
Kyabram Flood Study Mitigation Program	Upgrade	0	\$50	\$500	\$500	\$500	\$500	\$500	0	0	0	\$2,550
Total	-	\$495	\$756	\$1,118	\$1,131	\$1,145	\$1,010	\$1,026	\$542	\$559	\$587	\$8,369

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14.5 The 10 Year Plan

14 STORMWATER AND FLOOD CONTROL AMP

14.6 Conclusions and Comments

The key conclusions identified for Stormwater and Flood Control are outlined below:

- Assets are mostly underground and an age based methodology is used for condition, a random sampling of the network would be recommended to gain further understanding of the network condition.
- A flood prevention program should be incorporated into any renewal and upgrade programs for drainage infrastructure.

14.7 Asset Inventory

Table 25: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Stormwater and Flood Control	Basins	\$3.42M	\$2.72M	\$0.04M	93.0	each
Stormwater and Flood Control	Gross Pollutant Traps	\$0.79M	\$0.66M	\$0.01M	24.0	each
Stormwater and Flood Control	Levee Banks	\$1.66M	\$0.88M	\$0.02M	15.0	each
Stormwater and Flood Control	Pump Wells	\$3.05M	\$2.34M	\$0.04M	37.0	each
Stormwater and Flood Control	Retaining Walls	\$9.22M	\$7.63M	\$0.13M	8230.5	sqm
Stormwater and Flood Control	Stormwater Pipes	\$43.32M	\$25.91M	\$0.54M	223078.4	m
Stormwater and Flood Control	Stormwater Pits	\$15.86M	\$9.74M	\$0.20M	5727.0	each
Stormwater and Flood Control	Subsoil Drainage	\$0.24M	\$0.24M	\$0.00M	334.0	m

15 Swimming Pools AMP

15.1 Objective

The asset management objective for Swimming Pools is:

To ensure swimming facilities are fit-for-purpose and maintained at that level.

15.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Strong and Engaged Communities by participation in planning and management; providing aquatic and Leisure services to best meet the needs of the community through; health and wellness programs, education, facility provision with community health, safety and social outcomes.
- Balanced Service and Infrastructure by continually assessing service offerings, contributing to long term strategic direction around future facility provision and ensuring an environment that is safe to congregate and access total immersion.
- Responsible Management through planning activities including industry benchmarking and community needs analysis with continual performance and financial monitoring and reporting.

15.3 State of the Assets

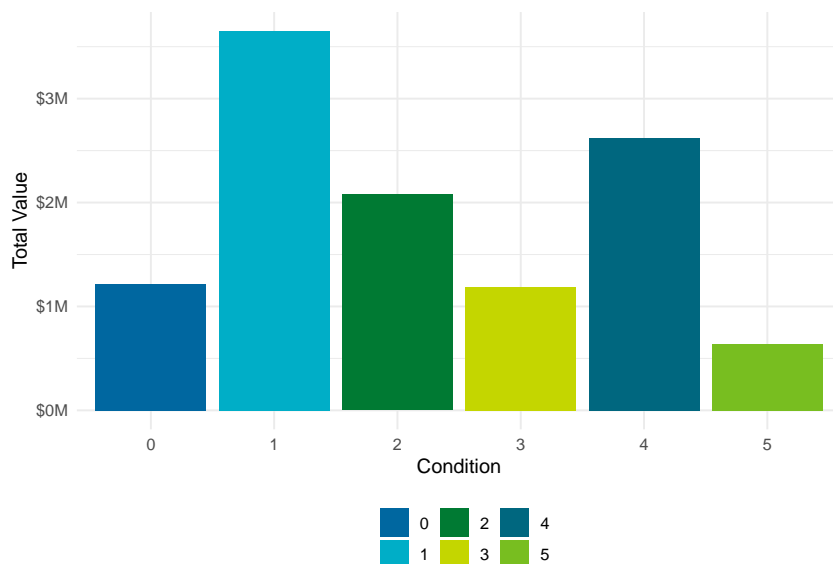


Figure 24: Asset Condition By Value

15.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Swimming Pools are:

- Aquatics
- Finance
- Strategic Asset Management

Community Levels of Service

- The provision of facilities available for hire and public use under the service level hierarchy.
- Operate, manage and maintain one Regional facility in Echuca.
- Operate, manage and maintain two District facilities, one in Rochester and one in Kyabram.
- Operate, manage and maintain five Local facilities, one in each of the following locations: Colbinabbin, Lockington, Rushworth, Stanhope and Tongala.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- The provision of facilities available for hire and public use under the service level hierarchy.
- Operate, manage and maintain one Regional facility in Echuca.
- Operate, manage and maintain two District facilities, one in Rochester and one in Kyabram.
- Operate, manage and maintain five Local facilities, one in each of the following locations: Colbinabbin, Lockington, Rushworth, Stanhope and Tongala.

Service Outputs

- Learn to swim classes are provided at both indoor and outdoor facilities for all ages and abilities.
- Group Fitness classes are conducted at EWMAC.
- Gym style fitness instruction and use of gym equipment is provided to EWMAC Gym members.
- School swimming programs are available for all education facilities within the Municipality.

Service Output Measures

- 100% of all LTS classes are at 80% capacity.
- 85% retention of memberships.
- 15% annual growth of memberships.
- 90% of the school term filled with swimming programs.

Service Outcomes

- Increased community safety around water along with improved health and wellbeing.

Service Outcome Measures

- Contribute to reducing instances of drowning of Campaspe residents.
- Contribute to achieving the health and wellbeing priorities of Healthier Campaspe.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Swimming Pools to assist with future asset management planning and decision making.

- Ability to meet increased customer expectations that the district and local outdoor pools will provide the same level of service as the regional facility.
- Future planning to address the service model and level to be defined in the strategy that is currently under development. Co-location of pools with other facilities may contribute to increased usage and collaboration of management responsibilities.
- Proposed participation growth is limited by the size of the current facilities. The increasing costs of service provision aligning with industry standards will widen in comparison to the fees recouped through fees and charges.
- Changes to pool operations, fluctuating hours and the qualifications required will impact our ability to secure suitably qualified and experienced staff for the duration of the outdoor pool season.
- The ability to meet the industry compliance requirements across all facilities within defined timeframes and additional operational costs may result in unplanned interruptions or closure of services.
- Ability to fund renewal and maintenance costs project in the 10 year capital plan is impacted by limited funding opportunities, rates capping and ability to offset expenses through income generated by user fees.
- Aged infrastructure and equipment will result in increased operational costs due to break downs, loss of water through leaking and increased maintenance requirements.
- Increasing private pool construction will have a negative impact on attendance at Council facilities, particularly for leisure swimming.

15.5 The 10 Year Plan

There are 17 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 26: Asset Plan :Swimming Pools

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Swimming Pool Maintenance and Paint Program	Renewal	0	\$150	\$50	\$50	\$50	\$250	\$220	\$50	\$60	\$63	\$943
Kyabram Swimming Pool Reconstruction	Upgrade	0	\$88	\$1,783	\$1,783	0	0	0	0	0	0	\$3,654
Stanhope Swimming Pool Reconstruction	Upgrade	0	0	0	\$450	\$805	0	0	0	0	0	\$1,255
Rochester Swimming Pool Reconstruction	Upgrade	0	0	0	0	0	0	\$1,375	\$2,207	0	0	\$3,582
Total	-	\$0	\$238	\$1,833	\$2,283	\$855	\$250	\$1,595	\$2,257	\$60	\$63	\$9,434

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15.5 The 10 Year Plan

15 SWIMMING POOLS AMP

15.6 Conclusions and Comments

The key conclusions identified for Swimming Pools are outlined below:

- Attendance has increased at the indoor facility with the growth of the learn to swim and aqua group fitness programs.
- Condition assessment information indicates that the swimming pools are in good condition with no renewal backlog.
- There is a willingness in the community to change the swimming pool facilities. All identified works in the 10 year plan needs to be articulated clearly with the longer term intent of the facility.

15.7 Asset Inventory

Table 27: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Swimming Pools	Filter Cells	\$0.85M	\$0.52M	\$0.03M	13.00	each
Swimming Pools	Mechanical Plant	\$0.95M	\$0.47M	\$0.04M	94.00	each
Swimming Pools	Pool Shells	\$6.76M	\$3.65M	\$0.08M	4857.28	sqm
Swimming Pools	Pool Surrounds	\$0.11M	\$0.10M	\$0.00M	7.00	each
Swimming Pools	Pumps	\$1.80M	\$1.19M	\$0.05M	40.00	each
Swimming Pools	Treatment Plants	\$0.23M	\$0.19M	\$0.01M	17.00	each
Swimming Pools	Water Reticulation	\$0.69M	\$0.48M	\$0.03M	22.00	each
Swimming Pools	Water Tanks	\$0.02M	\$0.01M	\$0.00M	1.00	each

16 Land AMP

16.1 Objective

The asset management objective for Land is:

To manage Council's land and commercial infrastructure in the most sustainable way for future generations.

16.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- **Balanced Service and Infrastructure** by reviewing property stock holdings, identifying surplus land and buildings for disposal, conduct programmed maintenance of buildings, cost reducing operational running costs through sustainable initiatives and undertaking strategic acquisitions.
- **Responsible Management** by enhancing our delivery with inventory and plans, benchmark service delivery, service level, cost and performance. Strengthening relationships and partnerships with tenants through commercial and community leases.

16.3 State of the Assets

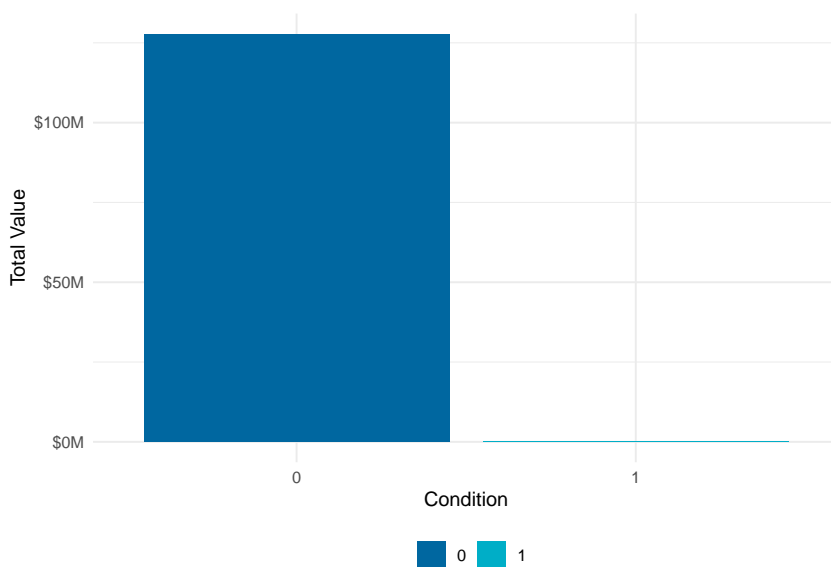


Figure 25: Asset Condition By Value

16.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Land are:

- Property Management
- Commercial Businesses

Community Levels of Service

- Optimal use of land and buildings is achieved through use of lease and licence agreements.
- Land disposed of provides a suitable return to Council.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Optimal use of land and buildings is achieved through use of lease and licence agreements.

- Land disposed of provides a suitable return to Council.

Service Outputs

- Legal docs/ contracts prepared and signed.

Service Output Measures

- No high or medium risks identified through insurance and property external audits.

Service Outcomes

- Responsible Public Land Management.
- Council services using council land be delivered safely, efficiently and effectively in a timely manner.

Service Outcome Measures

- Providing and maintaining the condition of properties in the longer term.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Land to assist with future asset management planning and decision making.

- Limited number of staff in Property Management Service to deliver the services to the full potential and expected standards of internal customers and the community, including the delivery of proactive cyclic maintenance and annual building inspections of all Council properties.
- Increased legal and valuation spend on additional surplus land sales when sold for a peppercorn amount to community groups or authorities.

16.5 The 10 Year Plan

There are 56 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 28: Asset Plan :Land

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
9 King St Rochester	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Crow Crescent Kyabram	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Echuca Federal Band Room	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Echuca Wave Crt	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Fox Island Rd, Gunbower	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Hotham St Rochester	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Kyabram 3/4 Glass Crt	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Kyabram Plaza Theatre	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Kyabram Prunus Crt	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Kyabram 16 Fredrick St	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Kyabram 3 Poplar St	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Mellis Street Kyabram	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Rushworth Mechanics Institute	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Tongala Scout/ Guide Hall	Disposal	\$50	0	0	0	0	0	0	0	0	0	\$50
Bridge St Rochester	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Colbinabbin Hall	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50

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16.5 The 10 Year Plan

16 LAND AMP

Table 28: Asset Plan :Land (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Cooma Rd Kyabram	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Dawes Rd Kyabram	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Girgarre Hall	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Graham/ Watson Rd Tongala	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Gunbower Kindergarten	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Hamblin Rd Toolleen	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Koch Rd Colbinabbin	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Kyabram Scout Hall	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Kyvalley Hall	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Laurie's Bridge/ Lambden Rd Rushworth	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Lockington Hall	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
McKenzie/ Thornton Rd Koyuga	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Nanneella Hall	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Rupert St Lockington	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Rushworth Senior Citizens	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Tongala Community Cottage	Disposal	0	\$50	0	0	0	0	0	0	0	0	\$50
Colbinabbin Works Depot	Disposal	0	0	\$50	0	0	0	0	0	0	0	\$50
Stanhope Kindergarten	Disposal	0	0	\$50	0	0	0	0	0	0	0	\$50
Strathallan Hall	Disposal	0	0	\$50	0	0	0	0	0	0	0	\$50
Fenaughty St Kindergarten	Disposal	0	0	0	\$50	0	0	0	0	0	0	\$50

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16.5 The 10 Year Plan

16 LAND AMP

Table 28: Asset Plan :Land (continued)

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Kyabram Town Hall	Disposal	0	0	0	\$50	0	0	0	0	0	0	\$50
Lockington Kindergarten	Disposal	0	0	0	\$50	0	0	0	0	0	0	\$50
Tongala Hall & Community House	Disposal	0	0	0	\$50	0	0	0	0	0	0	\$50
Echuca Central Kinder	Disposal	0	0	0	0	\$50	0	0	0	0	0	\$50
Echuca Senior Citizens	Disposal	0	0	0	0	\$50	0	0	0	0	0	\$50
Brose Rec Reserve	Disposal	0	0	0	0	0	0	0	\$50	0	0	\$50
Tongala Tennis Club	Disposal	0	0	0	0	0	0	0	\$50	0	0	\$50
Rochester Senior Citizens	Disposal	0	0	0	0	0	0	0	\$50	0	0	\$50
Rushworth Kindergarten	Disposal	0	0	0	0	0	0	0	\$50	0	0	\$50
Stanhope Senior Citizens	Disposal	0	0	0	0	0	0	0	\$50	0	0	\$50
Echuca Aquatic Reserve/ Onion Patch Upgrade Stage 2 Construction	Grant Dep	\$2,722	\$2,200	0	0	0	0	0	0	0	0	\$4,922
Echuca Industrial Estate	New	0	\$4,000	0	0	0	0	0	0	0	0	\$4,000
Rochester Industrial Estate Design	New	0	\$150	\$2,000	0	0	0	0	0	0	0	\$2,150
Total	-	\$3,422	\$7,250	\$2,150	\$200	\$100	\$0	\$0	\$250	\$0	\$0	\$13,372

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16.5 The 10 Year Plan

16 LAND AMP

16.6 Conclusions and Comments

The key conclusions identified for Land are outlined below:

- Land is a high value asset requiring a thorough process of analysis prior to any disposals or acquisitions ensuring intergenerational equity.

16.7 Asset Inventory

Table 29: Asset Quantities

Asset Class	Asset Type	CRC	WDV	Ann Dep	Dimension	Unit
Land	Land	\$127.32M	\$127.32M	\$0.01M	109264	each
Land	Land Im-provements	\$0.53M	\$0.50M	\$0.01M	26	each

17 Waste AMP

17.1 Objective

The asset management objective for Waste is:

To maximise resource value, while reducing environmental impact so that both our economy and our environment can thrive.

17.2 Council Plan Alignment

Council seeks to achieve the following with regard to alignment with the Council Plan:

- Healthy Environment by delivering residual waste, recycling and organic collection services for the appropriate collection, sorting of recyclables and disposal of waste that minimise negative environmental impacts.

17.3 State of the Assets

There are no assets for this Service. This service operates using operating expenses. Assets required for this service are accounted for in other specified asset classes.

17.4 Service Areas

There are many service areas that are involved in the decision making of various asset classes across Council. The primary Service Areas that drive the decisions and manage the outcomes of Waste are:

- Waste Collection and Management
- Strategic Asset Management
- Finance

Community Levels of Service

- Provision of transfer stations in eight strategic locations to supplement the kerbside service and to provide a waste disposal and recycling service to rural community members that do not receive a kerbside service.
- Street Litter Bin collection.

Technical Levels of Service

The technical levels of service that have been identified by service areas within Council are outlined below. There is more detailed service level information available in other Council documents:

- Provision of transfer stations in eight strategic locations to supplement the kerbside service and to provide a waste disposal and recycling service to rural community members that do not receive a kerbside service.
- Street Litter Bin collection.

Service Outputs

- Street Litter Bin Collection and Management.
- Transfer Station Management.

Service Output Measures

- 100% of street litter bins are collected in accordance with the contract weekly.
- Transfer stations are open during operating hours and functioning according to the contract operating 100% of the time.

Service Outcomes

- The environment and the community is protected as far as possible from the impacts of waste derived as a result of human activities and Council complies with its legislative obligations.

Service Outcome Measures

- Number of EPA compliance notifications.

Potential Issues or Concerns

The following issues and concerns have been identified by Service Managers relating to the services they provide. These areas concern have been aligned to Waste to assist with future asset management planning and decision making.

- Changing legislation is impacting on resourcing and infrastructure requirements (ultimately the cost of the service).
- Improvements in IT to manage material flows and improve reporting at Transfer Stations will be required in the short term.
- The community are becoming better educated and more aware and concerned about the environmental impacts of their lifestyle choices, this will influence the service types and frequencies required.
- The waste and resource recovery sector is in a period of significant change as governments and the community change their expectations of materials management. There are low levels of understanding at State level around the impact of changes and the differences between rural and metropolitan councils.

- The mandated use of recycled products as part of Government Policy will drive product and business opportunities.
- Recycling hub potential.

17.5 The 10 Year Plan

There are 9 activities in the Capital Program.

All figures displayed are '000s. For example \$3,000 represents \$3M and \$39 represents \$39,000 in the following table.

Table 30: Asset Plan :Waste

Project Name	Work Type	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total
Closed Landfill Caps & Integrity - Maintenance Works	Upgrade	0	\$100	\$0	0	0	0	0	0	0	0	\$100
Hardstand maintenance (EEC and Mt Scobie)	Upgrade	0	\$150	\$0	0	0	0	0	0	0	0	\$150
Renewal / replacement of bin fleet or RFID retro-fit	Upgrade	0	\$150	\$150	0	0	0	0	0	0	0	\$300
Unlicensed Landfill Remediation Works	Upgrade	0	\$50	\$125	0	0	0	0	0	0	0	\$175
Investigate options to prevent ingress of water into waste skips	Upgrade	0	0	\$0	0	0	0	0	0	0	0	\$0
Total	-	\$0	\$450	\$275	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$725

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17.5 The 10 Year Plan

17 WASTE AMP

17.6 Conclusions and Comments

The key conclusions identified for Waste are outlined below:

- Waste Management is a stand alone self funded service, the management of Waste infrastructure can be managed through the waste fund.

17.7 Asset Inventory

There is no asset inventory for this Service, assets that this service relies on are accounted for in another specified asset class.

18 Appendix

18.1 Asset Management Timeline

The timeline is a depiction of the tasks that are required to be undertaken within an annual cycle at Council. The dates aren't an accurate reflection however they generally occur at the stated time of year and within the sequence articulated. Beyond the annual cycle Council also has a 4 yearly cycle as part of the ISPR framework where there is a requirement under the LG Act to formally review the Asset Plan and the Financial Plan within 12 months of a general Council election.

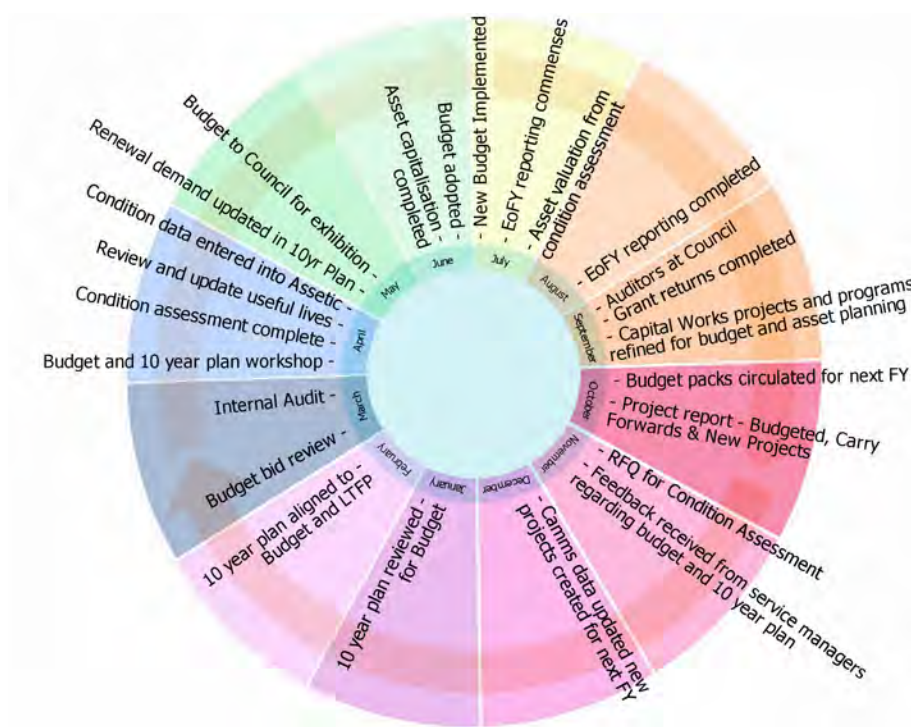


Figure 26: Asset Management Annual Timeline

Table 31: Asset Management Annual Timeline

Month	Activities
July	New Budget implemented
July	EoFY reporting commences
July	Asset valuation from condition assessment
August	EoFY reporting completed
September	Auditors at Council
September	Grant returns completed
September	Capital works projects and programs refines for budget and asset planning
October	Budget packs circulated for next FY
October	Project report- Budgeted, Carry Forwards and New Projects
November	RFQ for Condition Assessment
November	Feedback received from service managers regarding budget and 10 year plan
December	Camms data updated new projects created for next FY
January	10 year plan reviewed for Budget
February	10 year plan aligned to Budget and LTFP
March	Budget bid review
March	Internal audit
April	Budget and 10 year plan workshop
April	Condition assessment complete
April	Review and update useful lives
April	Condition data entered into Assetic
May	Renewal demand updated in 10 year plan
May	Budget to Council for exhibition
June	Asset capitalisation completed
June	Budget adopted
Ongoing	Capital project monthly reports
Ongoing	Asset Transfer Files filled at project completion
Ongoing	Asset and Capital Works Mapping

18.2 Asset Management Improvement Plan

The asset management improvement plan outlines the key activities required by Council to improve their overall asset management and integrated strategic planning and reporting frameworks. The improvement plan is intended to be a living document that is frequently updated to reflect Council's changes in maturity and demand. The key to successful asset management planning and reporting in Council is through collaboratively working across teams. There are some dependencies within the improvement plan between finance, assets and capital works. Each item within the improvement plan can be pursued either in parallel or isolation if essential as long as there is a firm understanding of the alignment that has occurred to produce this suite of Asset Plans.

Table 32: Asset Management Improvement Plan

Topic	Action	Responsibility	Due Date	Status
10 Year Plan	Include a Project Mandate in the 10 year plan to articulate why a project is prioritised	Capital Works Coordinator	September 2022	not started
10 Year Plan	Project Prioritisation Process Development - including actions from strategies and plans	Capital Works Coordinator	December 2022	not started
10 Year Plan	Develop and implement a process for updating the renewal demand from condition assessment	Strategic Assets Coordinator	December 2022	not started
10 Year Plan	Review maintenance plan and how it can capture all costs across the organisation and align to assets	Manager Assets / Manager Finance	June 2023	not started
10 Year Plan	Align Asset Plan, LTFP and Service Plans as part of ISPR Framework	Strategic Assets Coordinator	June 2025	commenced
Buildings	Develop a process (with Mt Alexander Shire Council) for evaluating buildings for renewal including compliance, condition, fit for purpose	Strategic Assets Coordinator	December 2024	not started

Data and Systems	Continually review and update asset data and 10 year plan (minimum annually)	Strategic Assets Coordinator	ongoing	commenced
Data and Systems	Strategic alignment of financial maintenance data and how it is captured	Manager Finance	June 2023	not started
Governance	Ensure all positions descriptions related to asset management are current and relevant to asset management duties	General Manager Infrastructure	ongoing	commenced
Mapping the Capital Program	Continue to Map the Capital Program to identify assets that will be impacted by proposed works	GIS Officer	ongoing	commenced
Risk	Develop a process for keeping Council's infrastructure Risk register current	Strategic Assets Coordinator	June 2023	commenced
RMP and SL	Align activities between the RMP and the Service Levels to optimise workflow and drive efficiencies	Infrastructure Development Coordinator	December 2023	not started
Road Register	Align and integrate the public road register with asset register for automated reporting	Strategic Assets Coordinator	June 2023	not started
Service Plans	Review and Implement a process for updating the Service Plans, to align with review of the Asset Plan	Manager Assets	June 2023	commenced
Skills and Processes	Through performance review process identify skills and professional development required for asset management	General Manager Infrastructure	ongoing	commenced
SL Parks and Recreation	Complete the parks and gardens Service Levels	Manager Works	December 2022	commenced

18.2 *Asset Management Improvement Plan*

18 APPENDIX

SL Roads	Complete the review of the Roads Service Levels and adopt	Manager Assets	December 2022	commenced
Useful Lives	Review useful lives as part of condition assessment and revaluation process	Strategic Assets Coordinator	ongoing	commenced

18.3 Related Legislations, Strategies, Plans, Policies**Legislation**

- Building Act
- Electrical Safety Act
- Electronic Transactions (Vic) Act 2000
- Environment Protection Act
- Local Government Act 2020
- National Construction Code
- Planning and Environment Act 1987
- Privacy Act 1988
- Public Health and Wellbeing Act
- Road Management Act
- Water Act

Planning Documents

- Access and Inclusion Strategy (2020 - 2026)
- Active Transport Strategy (2019)
- Aquatic Services Review Discussion Paper
- Building the Case for Waste – Resource Recovery and Waste Management Strategy 2018-23
- Business Continuity Plan
- Campaspe Open Space Strategy
- Campaspe Planning Scheme – As under the Planning and Environment Act 1987
- Campaspe Shire Aquatic Facilities Needs Analysis
- Campaspe Strategic Planning – A Model Framework
- Community Place Based Plans
- Echuca Aerodrome Masterplan 2009 (revision underway)
- Echuca and District Livestock Exchange Business Analysis 2015
- Echuca and District Livestock Exchange Environmental Improvement Plan March 2008
- Echuca Holiday Park Master Plan April 2019
- Echuca Saleyards, Pound and Environment Centre Environmental Management Plan September 2009
- Echuca Victoria Park Scenic Drive Master Plan
- Economic Development Strategy 2014-2019
- Electric Line Clearance Management Plan
- Environment Strategy (2018 - 2022)
- Event Strategy 2019-2024
- Food and Garden Waste Program
- Information and Communication Technology Strategy 2017-2021
- Infrastructure Design Manual
- Infrastructure Risk Management Plan

- Kyabram Northern Oval Recreation Reserve Master Plan 2013
- Kyabram Recreation Reserve Infrastructure Plan 2015
- Occupational Health and Safety Management Plan
- Playground Strategy
- Port Operation Model 2016
- Port Precinct Plan 2018
- Port Precinct Strategy
- Recreation Reserves Analysis 2007
- Register of Public Roads
- Responsibility Matrix
- Risk Management Plan
- Risk Management Procedure
- Risk Management Strategy
- Road Management Plan
- Sporting Codes of Practice/Guidelines – Netball, Cricket, AFL, etc.
- Strategic Statement on Digital Aspirations 2017-2020
- Stormwater Management Plan
- Victoria Park Masterplan
- Walking and Cycling - Getting to School (2019)

Policies

- Annual Caravan Site Occupancy
- Asset Capitalisation
- Asset Valuation
- Assistance for Business
- Commercial Leasing
- Contribution to Recreation Reserves Maintenance
- Developer Contributions to Works
- Direction Signs – Community and Tourist Facilities
- Discontinuance of Roads
- Drainage
- Filming Activities
- Garbage and recycling services to rural areas
- ICT Equipment
- Industrial Land
- Information and Communication Technology
- Insurance
- Leases for Local Community Organisations and Artisans
- National Competition – Competitive Neutrality
- New or replacement street trees
- Markets
- Play Spaces Development

-
- Port of Echuca Collections Management
 - Privacy and Data Protection
 - Private Water Assets in Road Reserves
 - Procurement
 - Public Open Space Provision
 - Public Spaces Trading
 - Recreation Fees and Charges
 - Removal of street trees
 - Requests for upgrades to the Road Network
 - Risk Management
 - Street Decorations
 - Street Public Lighting
 - Sustainable Asset Management
 - Temporary Road and Street Closure
 - Volunteers

18.4 Technical Notes**18.4.1 Technical Note 01: Calculation of Total Asset Value**

A data snapshot was made in in January 2022 which consolidated the capital value register. This snapshot forms the basis of the Asset Management Plan and is the combination of:

- a database extract from TechnologyOne (Plant and Fleet Information)
- a database extract from the Assetic Asset System (All other asset data)

One of the changes made in the data maturity was the result of Land being added to the CVR. It was initially excluded on the grounds of it being a non depreciable asset. However, land was then included in the CVR as it is an Asset Class reported in the 10 Year Plan. For the purpose of alignment and consistency of reporting the Land Asset Class it has been carried through the suite of Plans.

18.4.2 Technical Note 02: Plant and Equipment explanation

The plant and equipment condition is based on useful life. The Useful Lives of most of the assets within this class are very short. Depending on the acquisition and planned disposal dates, assets may be nearing the end of their useful lives or beyond, but have not necessarily failed. This will show as assets being in poor or failed condition. These assets are generally managed without considering Useful Life, but rather on performance and service requirements. The Condition informs the long term financial requirements to manage the asset class.

Campaspe Shire Council

Corner Hare and Heygarth Streets, Echuca

Hours: 8.30am to 5.00pm
Monday to Friday

Postal: PO Box , Echuca VIC 3564

Telephone: 03 5481 2200
1300 666 535

Email: shire@campaspe.vic.gov.au
Website: www.campaspe.vic.gov.au

Customer Service Centres

Kyabram, 19 Lake Road
Rochester, 43 - 45 Mackay Street
Rushworth, 33 High Street
Tongala, 37 Mangan Street

9.2 Council Plan Actions Year 2

Author	Department	Manager	General Manager
Manager Communications	Customer Service	Manager Communications	General Manager Corporate

1. SUMMARY

The Council Plan 2021-25 sets the strategic direction for the four-year term of Council. This Action Plan details the Year Two Actions, being actions to be completed across the 2022-23 financial year to support the achievement of the Strategic Objectives of the Council Plan.

2. RECOMMENDATION

It is recommended that Council approve the Year Two Action Plan to be delivered as part of the Council Plan 2021-25.

3. PURPOSE

Council adopted its four-year Council Plan 2021-25 in October 2021. The document sets out the commitment to the community, outlines what will be delivered, how it will be delivered, and how progress will be measured. The Council Plan included Year One Actions, that is, actions to be completed across the first year of the document.

A Year Two Action Plan has now been developed and is presented to Council.

4. DISCUSSION

Year Two Actions have been developed and are now presented in the attachment. The actions align to one of the four priority areas of the Council Plan:

- Flourishing local economy
- Resilient protected and healthy natural environment
- Well planned places
- Growing quality of life

While many actions connect with more than one priority area, or strategic objective, they are listed in the area most relevant.

Year Two Actions will be progressed across the 2022-23 financial year and their progress will be reported to Council quarterly. Each action includes a measure which details what Council and the community expects to see delivered by 30 June 2023.

5. OPTIONS

Option 1: Council note the Year Two Action Plan

This report seeks to provide Council and the community with a Year Two Action Plan, to outline what is planned across the 2022-23 year to support the delivery of the Council Plan.

This option is recommended.

Option 2: Council does not note the Year Two Action Plan

This option is not recommended.

6. CONSULTATION

Internal consultation:

- General Managers and Department Managers from across the organisation have been consulted and provided input into the development of the year two actions.

External consultation:

- External consultation was completed as part of developing the Council Plan 2021-25. External consultation is not required as part of developing the actions.

Councillors:

- 4 May 2022 – Council Briefing Session
- 1 June 2022 - Council Briefing Session

7. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

8. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no issues of ongoing financial viability of the Council have been identified within this report.

9. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

10. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

11. RELEVANCE TO COUNCIL PLAN 2021-2025

This report recommends Council approve the Year Two Action Plan that supports the progression and achievement of the strategic objectives of the Council Plan 2021-2025.

12. ISSUES AND RISK MANAGEMENT

Issues:

No issues.

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.

13. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

14. 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*.

15. INSTRUMENT OF DELEGATION

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

16. CONCLUSION

This report presents the Year Two Action Plan developed to support the progression and achievement of the Council Plan 2021-25 and recommends Council approve the appended Action Plan.

17. ATTACHMENTS

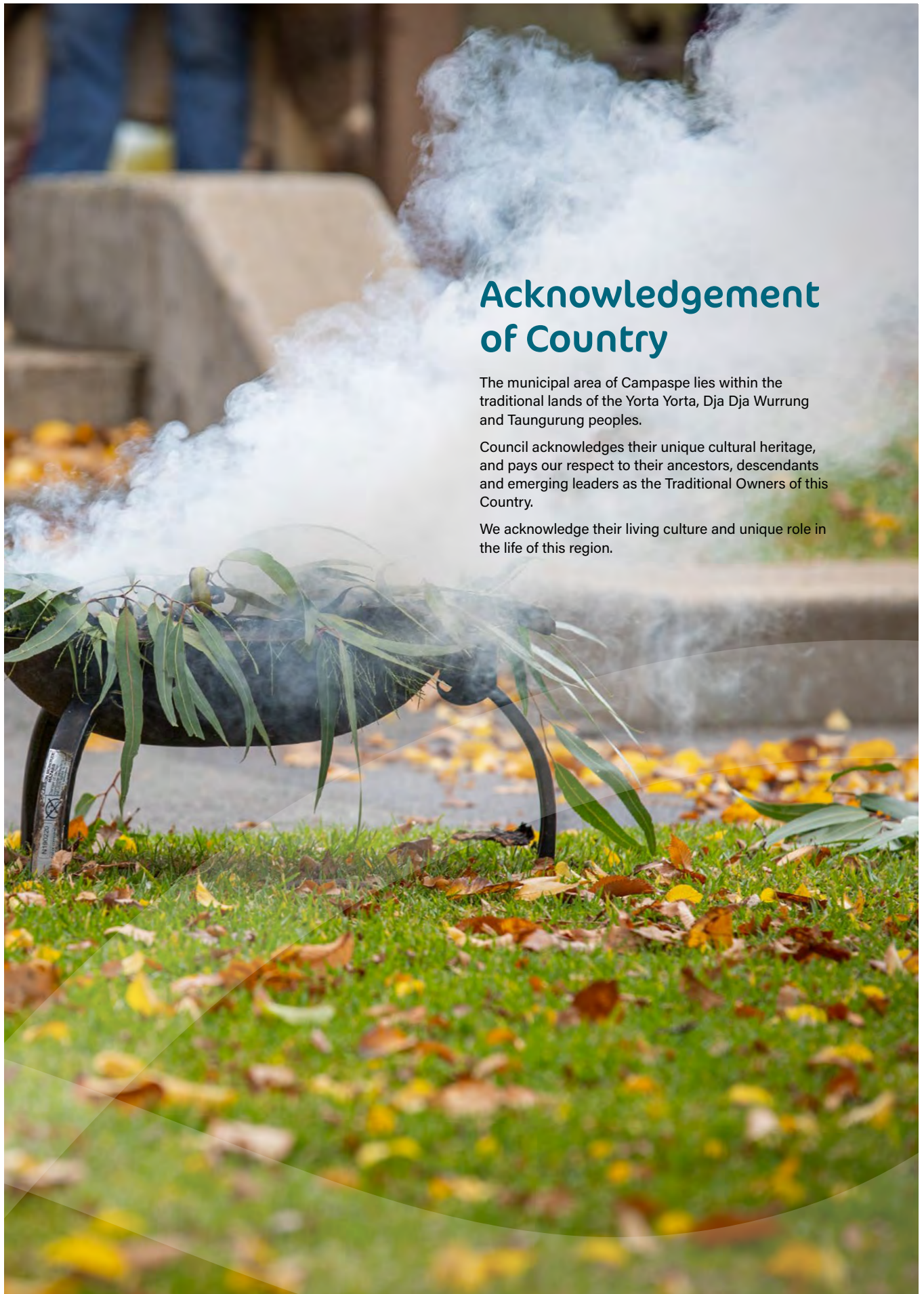
1. Council Plan Action Plan - Year 2 [9.2.1 - 11 pages]



2021 - 2025
**Council
Plan**

**Year 2
Action
Plan**





Acknowledgement of Country

The municipal area of Campaspe lies within the traditional lands of the Yorta Yorta, Dja Dja Wurrung and Taungurung peoples.

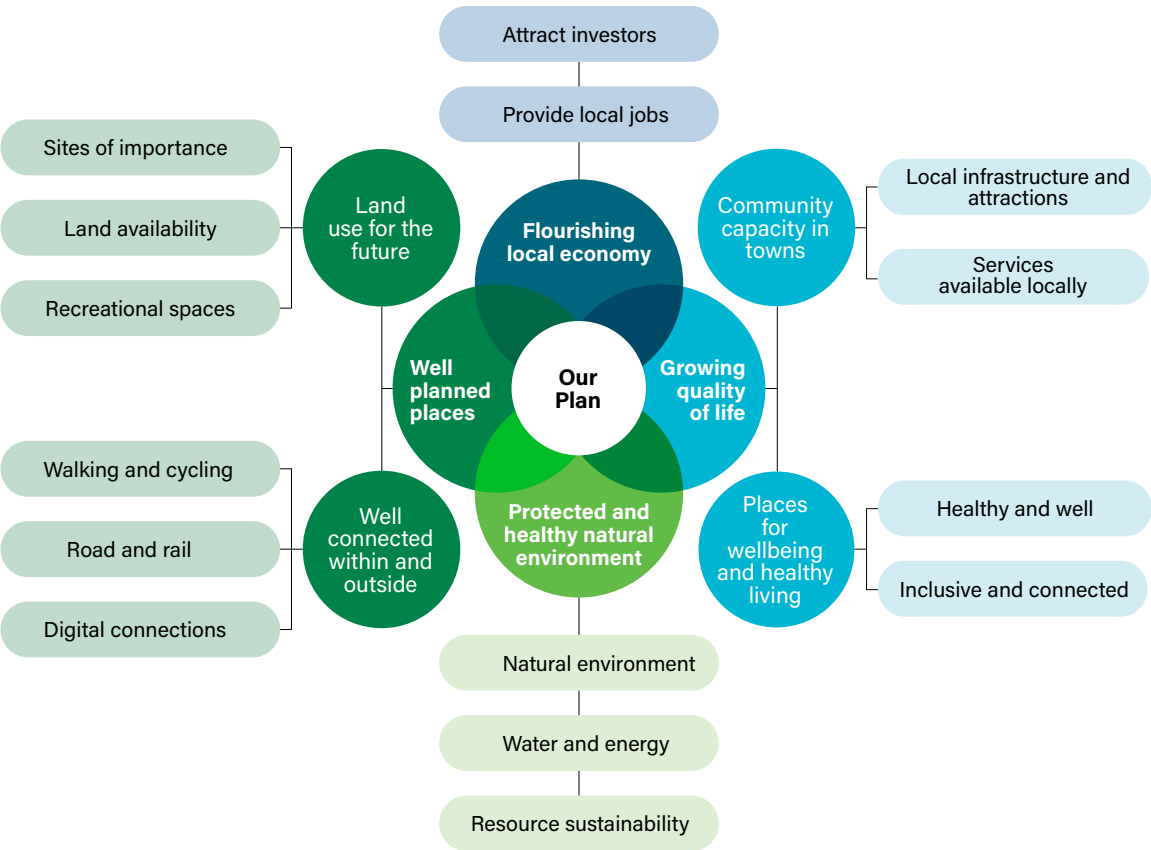
Council acknowledges their unique cultural heritage, and pays our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and unique role in the life of this region.

Our Vision

Our places are **vibrant** and **sustainable**,
our people are **strong** and **supportive**.

Our Plan



The Council Plan 2021 – 2025 sets out the strategic direction for the four year term of Council, and this action plan details the Year Two Actions. This is where the community can see what we are focusing on completing this year and how we will measure performance. The actions will be reviewed quarterly, with a report presented through a Council meeting providing an update.

Council Plan Actions Year 2

Flourishing Local Economy

Strategic Objectives	Action	Measure
A resilient long-term economy attractive to local and external investors	We will complete the Economic Development Consultancy and implement an action plan.	Consultancy completed and action plan in place with timelines identified.
	We will develop a Tourism and Events Place Based Plan in partnership with Murray River Council. This includes a review of service level agreements associated with tourism destination marketing and visitor information services.	Tourism and Events Place Based Plan completed. Service level agreements in place and endorsed by Council.
	We will review Council's role in delivering industrial land and provide Council with strategic options to support economic growth.	Review of Council's role in the supply of industrial land completed, with a report outlining strategic options to support economic growth endorsed by Council.
	We will implement the Commercial Strategy to encourage commercial development.	Commercial Strategy incorporated into the Campaspe Planning Scheme.
Stimulated economic activity that provides local jobs	We will implement the Echuca West Precinct Structure Plan to encourage development of additional residential housing in Echuca.	Process subdivision applications received.
	We will engage with local and state stakeholders to identify and respond to the need for freight routes.	A strategic working party is in place, including State and Federal Government representatives and freight industry leaders, and an issues paper and action plan completed.
	We will embed the business concierge approach to encourage and support new business.	Business concierge model in place with an annual training provided for businesses in partnership with Small Business Victoria.
	We will engage in the development of local career pathways, including vocational training pathways, in partnership with peak bodies.	Two industry information sessions held, showcasing career opportunities to local students.
	We will implement the Goulburn Valley Designated Area Migration Agreement (GV DAMA) with Greater Shepparton City Council and Moira Shire Council.	GV DAMA in place and 64 employment placements achieved.
	We will hold four major employer forums in various locations across the shire to improve communication between Council and employers.	Four forums held, with 100 participants per forum.
	We will support traineeships, cadetships, apprenticeships and student placements as a pathway to join Council.	A minimum of five placements in place across Council.
	We will establish a program to fund lifeguard training and promote this pathway.	A targeted employment program completed and a minimum of 10 additional lifeguards employed.

Resilient Protected and Healthy Natural Environment

Strategic Objectives	Action	Measure
Well managed resources for a sustainable future	We will develop and implement a compliance program to address kerbside bin contamination.	Compliance program in place to address the top five contamination issues.
	We will continue to increase the number of food and garden organics kerbside bin services.	An additional 500 kerbside green bins in place.
	We will complete three actions from the WickED Program.	Three actions completed.
	We will complete investigations and develop an action plan to manage the contaminated land at the Toolleen, Colbinabbin, Tennyson and Girgarre former landfill sites.	Investigations completed and action plan adopted by Council.
	We will conduct a review of our fleet to align with business requirements.	Report completed and presented to the Executive Management Group for a decision.
	We will investigate using recycled materials in Council projects.	Discussion paper completed and presented to the Executive Management Group for a decision.
	We will develop an Environmentally Sustainable Design Guideline to be applied to Council projects.	Guideline developed and approved by the Executive Management Group.
Sustainable water and energy use	We will investigate the inclusion of 'green' fleet options into Council's fleet.	Options paper completed and presented to the Executive Management Group for a decision.
	We will continue to consider rainwater collection, reuse and grey water harvesting, consistent with State policy in planning applications.	Rainfall collection, reuse and grey water harvesting, is considered in all development applications.
	We will identify and pursue advocacy and funding opportunities for on farm efficiencies in irrigation practice and modernisation.	Advocacy and funding opportunities identified and actioned, with advocacy summary sheets distributed to decision makers, lobbying for support to improve irrigation.
	We will deliver a solar program for Council owned community buildings across multiple locations funded through the Local Roads and Community Infrastructure Program.	Solar program completed and funds expended.
	We will review the Domestic Wastewater Management Plan in line with EPA Act changes.	Review completed with changes approved and implemented.
	We will work with our partners in Coliban Water, DELWP, and Yorta Yorta to complete a waste water recycling feasibility report for Echuca West.	Report completed and presented to the Executive Management Group.
	We will complete the Integrated Water Management project at the Aquatic Reserve.	Aquatic Reserve water quality project completed.
	We will conduct assessments for the supply of raw water or stormwater to Echuca East and Echuca South Recreation Reserves and, if appropriate, complete designs.	Assessments completed and presented to the Executive Management Group and Council for a decision.

Resilient Protected and Healthy Natural Environment (cont.)

Strategic Objectives	Action	Measure
Protected natural environment	We will implement the Victorian Auditor General's Office recommendations on offsetting native vegetation loss on private land.	Internal processes updated with reporting through the Planning Permit Activity Reporting System in place and 90 per cent of recommendations implemented.
	We will deliver actions in the Roadside Weeds and Pest Control Plan in line with funding received.	100 per cent of the state funding expended.
	We will implement all actions in the Environment Strategy.	All 40 actions implemented.
	We will engage Yorta Yorta to develop a fire and weed management program at Victoria Park and Scenic Trail in Echuca.	Program developed with implementation plan in place to deliver actions.
	We will open up the Rural Tree Scheme to support rural landholders to increase biodiversity and spend the allocated budget on purchasing plants.	Scheme completed and budget fully expended.
	We will participate in the Goulburn Murray Valley Regional Fruit Fly Program.	Attend 80 per cent of meetings.



Well Planned Places

Strategic Objectives	Action	Measure
Attractive and useable sites of importance	We will finalise the Echuca Aquatic Reserve designs and pursue funding opportunities.	Designs endorsed by Council and funding opportunities identified and applied to.
	We will finalise a review of the Victoria Park Master Plan in Echuca, design a multi-purpose facility and pursue funding opportunities.	Designs and project cost endorsed by Council, with a Council commitment made to part funding the project, and external funding opportunities identified and applied to.
	We will prepare a design for the shared user path between Victoria Park and River Boat Dock in Echuca.	Design completed and costed.
	We will construct Stage 2 and commit to funding for Stage 3 of the Echuca East Recreation Reserve project.	Stage 2 completed and funding for Stage 3 allocated.
	We will support the outcomes of the Place Based Plans and Township Facility Plans to ensure local aspirations are progressed in partnership with Council.	Local aspirations of townships identified and projects identified for progression.
	We will transition the management of the Port of Echuca to the Campaspe Port Enterprise (CPE).	CPE operational with their Strategic Plan and Budget endorsed by Council.
	We will pursue advocacy and funding opportunities for the redevelopment of the Echuca Aerodrome.	Advocacy and funding opportunities identified and actioned, with advocacy summary sheets distributed to decision makers.
	We will complete upgrades at the Echuca Holiday Park.	Two upgrade projects completed and one upgrade project started.
	We will upgrade public seating and landscaping, and install lighting in the Port of Echuca.	Projects completed.
	We will refurbish the log slip and upgrade exhibits at the Port of Echuca Discovery Centre.	Log slip and exhibit projects completed.

Well Planned Places (cont.)

Strategic Objectives	Action	Measure
Land and underlying infrastructure suitable for growing populations	We will implement changes to the Campaspe Planning Scheme from Amendment C117 and C118 which include identified 'infill' development areas, and additional zoned land to allow residential development.	The Precinct Structure Plan and Development Contributions Overlay processed in accordance with legislation.
	We will engage a consultant to prepare a strategy on rural living opportunities and low density residential in identified townships.	Consultant engaged and development of strategy underway for nine townships.
	We will ensure kindergarten infrastructure is planned and provided for in Echuca West.	Echuca West has sufficient kindergarten places to meet demand.
	We will develop and implement actions identified in the Asset Plan.	Six actions completed.
	We will refurbish the Rushworth Service Centre to provide an open and accessible community space and library.	Refurbishment completed.
	We will showcase a minimum of 5 capital works projects through different communications.	A minimum of 5 projects showcased.
Quality, attractive recreational spaces	We will pursue advocacy and funding opportunities for the redevelopment of Victoria Park in Echuca.	Advocacy plan and fact sheets have been distributed to decision makers to lobby for funding.
	We will develop a playground policy in line with the Open Space Strategy.	Policy completed and adopted by Council.
	We will complete Stage 1 of the Victoria Park Boat Ramp project.	Stage 1 works completed.
Improved walkability and cyclability within townships	We will assist the Murray River Tourism Board with advocacy and auspice the funding for the Murray River Adventure Trail.	Advocacy and letters of support to relevant government bodies completed.
	We will prioritise the development of a program of designs to complete missing links and shared paths and cycleways.	Design work completed in line with program of works from the Active Transport Strategy.
	We will pursue advocacy and funding opportunities to improve walking and cycling linkages.	Advocacy plan and fact sheets distributed to decision makers to lobby for funding.
	We will start the Rushworth Murchison Rail Trail project.	Trail works started.

Well Planned Places (cont.)

Strategic Objectives	Action	Measure
Ability to travel safely and easily by road and rail	We will work with the Department of Transport to prepare a Network Movement Plan to increase shared paths and connectivity to capture all walking, cycling and traffic movements for Echuca.	A plan is completed and incorporated into the Campaspe Planning Scheme.
	We will pursue advocacy and funding opportunities to improve public transport.	Advocacy plan and fact sheets distributed to decision makers to lobby for funding.
	We will deliver all Roads to Recovery projects under the Road Management Plan.	Projects completed and annual funding expended.
Digital connectedness maximising mobility, economic productivity, health care access and education participation	We will install public Wi-Fi at the Echuca East Community Facility and the Tongala Sound Shell.	Public Wi-Fi installed at both locations.
	We will pursue advocacy and funding opportunities to improve digital connectivity.	Advocacy plan and fact sheets distributed to decision makers to lobby for funding.
	We will support community members to learn about technology through library programs.	Four programs provided focusing on technology.
	We will offer telehealth Maternal & Child Health consultations when physical access is not possible.	All consultations offered telehealth, when physical access is restricted.



Growing Quality of Life

Strategic Objectives	Action	Measure
Communities have a say on local infrastructure and attractions that stimulate engagement and activity	We will conduct an engagement program to review aquatic services and work with communities to develop Place Based Plans and Township Facility Plans.	Place Based Plans and Township Facility Plans for 8 towns completed.
	We will participate in the development of a Regional Circular Economy Plan and review options for implementation of new services.	Options reviewed and report presented to Council for consideration.
Effective and efficient services available locally	We will engage a consultant to conduct a review of the quarries.	Review completed and presented to Executive Management Group.
	We will review the results of community feedback on Council's communications and identify areas for improvement.	Survey results from UNI SA reviewed and actions identified.
	We will improve our organisational performance in regards to acknowledging correspondence and telephone messages.	90 per cent responded to in line with targets set in the Customer Service Charter.
	We will complete the Capital Works Program by 30 June and complete the carry forward projects by 1 September.	85 per cent of the Capital Works Program and 100 per cent of carry over projects completed.
	We will replace Council's ICT disaster recovery solution to ensure ongoing business continuity.	Disaster recovery solution replaced.
	We will develop an online reporting platform for dog attacks.	Online reporting platform developed.
	We will update community education material relating to dog attacks, permanent identification and the importance of desexing.	Education materials updated and made available to the community.
	We will develop and implement procedures that improve transparency and the use of Council's CCTV systems.	Procedures developed and approved.
We will implement recommendations from the Bushfire Mitigation Plan.	Recommendations implemented.	

Growing Quality of Life (cont.)

Strategic Objectives	Action	Measure
Children, young people and families healthy and well	We will implement the Stephanie Alexander Kitchen Garden Program at the Rochester & District Child Care Centre.	Program completed and garden produce grown and used in meal preparation at the centre.
	We will review the Municipal Early Years Plan following feedback from the community.	Plan reviewed and adopted by Council.
	We will develop a multi-year action plan to deliver the objectives in the Municipal Public Health and Wellbeing Plan.	Plan developed and endorsed by the Executive Management Group.
	We will update the Arbovirus Management Plan to support surveillance and treatment of mosquito borne diseases.	Plan reviewed and endorsed by Council.
	We will offer the Sleep and Settling Model of Care within the Maternal and Child Health service.	Sleep and settling group sessions and outreach consultations held.
	We will host Story Walk sessions and Walking Book Clubs at libraries to promote physical movement.	Story Walk sessions held and a pilot of the Walking Book Club completed.
	We will implement the Adolescent Vaccination Catch Up program.	Program completed.
Inclusive, connected, culturally diverse and safe	We will review the outcomes in the Access and Inclusion Strategy and Action Plan.	Review completed and presented to the Executive Management Group for a decision.
	We will engage with Dja Dja Wurrung to establish a Statement of Intent.	Development of a Statement of Intent underway.
	We will engage with Taungurung Land and Waters Council to establish a Statement of Intent.	Development of a Statement of Intent underway.
	We will continue to meet and report on obligations under the Dja Dja Wurrung Recognition and Settlement Agreement and Land Use Activity Agreement.	Report completed and presented to Council.
	We will engage with Yorta Yorta Nations Aboriginal Corporation.	Two meetings held with Council.
	We will conduct an audit on cultural safety in Maternal & Child Health services and Centre Based Care services.	Audits completed, with a plan developed and endorsed by the Executive Management Group.

9.3 Open Space Strategy

Author	Department	Manager	General Manager
Planning Strategic Coordinator	Planning and Building	Manager Planning & Building	General Manager Development

1. SUMMARY

The Open Space Strategy is a key strategic document to guide the decision-making process when planning and developing Campaspe's open space network. The strategy will provide a framework to achieve the overall direction of open space, that is of high quality, connected and provides access for all.

2. RECOMMENDATION

It is recommended that Council:

1. **Adopt the Open Space Strategy**
2. **Seek to include the document within the next relevant Planning Scheme Amendment as an incorporated document.**

3. PURPOSE

To seek adoption of the Open Space Strategy following community consultation and feedback.

It is intended that the Strategy replaces the existing 2014 Open Space Strategy, providing an updated and clear direction for open space across the municipality.

4. DISCUSSION

The Open Space Strategy has been developed to guide the planning and provision of open space to best meet the needs of the community, now and into the future. The document will ensure that communities have access to open space that is suited to, or meets their needs, is connected and accessible and provide places for people to be physically active and have a connection to nature.

The document also identifies priorities through the implementation plan for the public reserve contribution funds that are collected through *Clause 53.01 – Public open space contribution and subdivision* of the Campaspe Planning Scheme. The open space contributions are an important source of funding for local government to implement actions from an Open Space Strategy.

The Strategy has been developed taking into consideration community aspirations gathered as part of the previous Open Space Strategy and the most recent Community Vision. There was also significant background research involved in the development of the Strategy and recommendations, including links to relevant plans, policies and documents already adopted by Council.

The draft Strategy was open for community comment from Monday 11 April to Monday 9 May 2022, attracting four (4) submissions, as detailed below.

Submission 1: New tables and chairs for EWMAC, as well as tree plantings along the fence line to act as a barrier from the road, splash park and café.

Response:

The aquatic facilities in Campaspe are not directly related to the Open Space Strategy but with the recently endorsed township facility planning and the deliberative engagement for aquatic facilities there will be the need for the community and council to utilise the Open Space Strategy principles to assist in determining priority places for each community. The engagement for aquatic facilities will also provide opportunity for the community to comment directly on the facilities and surrounds of EWMAC.

No changes are recommended to the Open Space Strategy as a result of this submission.

Submission 2: Upgrades to the park on the corner of Campaspe Esplanade and Ogilvie Avenue (Lions Park) and the consideration of a splash park for Echuca.

Response:

Providing quality play spaces that offer more to the community is key to play space development for Campaspe. However, consideration of upgrading an individual park is not a relevant response to the strategy. As part of the strategy implementation, each space will be assessed alongside the classification and type of space to determine appropriate infrastructure and assets that are required. This includes reviewing the current life of equipment contained in them and what will be replaced/improved in a planned and coordinated manner. In this way the strategy will ensure spaces meet the principles of good play space planning and design.

The Township Facility Planning process will provide community members the opportunity to directly comment on the priority and service levels of its open spaces and aquatic services. This information can then be used to inform actions that fall out of the Open Space Strategy.

No changes are recommended to the Open Space Strategy as a result of this submission.

Submission 3: To beautify the dam area off McSwains Road, including grass, gardens and tables.

Response:

As part of the strategy implementation, all open spaces will be assessed for classification and type before determining the appropriate infrastructure and assets that are required. The strategy indicates that it will be important to consider the Echuca West Precinct Structure Plan and the significant open space network that will be developed as part of the subdivision and development. Consideration of upgrading an individual park is not a relevant response to the strategy.

The community can directly input into the priority of open space and their service level through the township facility planning process.

No changes are recommended to the Open Space Strategy as a result of this submission

Submission 4: There is a lack of open space in Westwood Park with only a tiny play area on Park Avenue and a path that goes around the drainage pond. The upkeep of the park needs to be addressed as often there are weeds or dead grass over summer.

Response:

As part of the strategy implementation, each space will be assessed alongside the classification and type of space to determine appropriate infrastructure and assets that are required. This includes reviewing play space and what actions are required once equipment meets end of life and needs to be replaced. The Echuca West Precinct Structure Plan will also impact on the open space network throughout Echuca West and will need to be considered as part of any open space developments in the west. However consideration of upgrading an individual park is not a relevant response to the strategy.

Concerns about weeds and dead grass over summer have been raised with the Parks and Garden team.

The community can directly input into the priority of open space and their service level through the township facility planning process.

No changes are recommended to the Open Space Strategy as a result of this submission.

5. OPTIONS

Option 1: Adopt the Open Space Strategy as presented

The Strategy as presented has been developed from extensive background review, analysis, and community aspirations. The Strategy outlines the strategic direction for the open space network across Campaspe over the next 10 years, including priority actions that have strong strategic basis and can be linked to the contribution fund.

This option is recommended.

Option 2: Adopt the Open Spaces Strategy with changes

Changes to the Strategy could result in a direction that is not strategically based and may alter the overall direction for the open space network.

This option is not recommended.

Option 3: Not adopt the Open Spaces Strategy

Not adopting the Strategy will result in a lack of clear strategic direction and the potential for an inefficient and uncoordinated approach to the provision of quality open space in Campaspe.

This option is not recommended.

6. CONSULTATION

Internal consultation:

- Executive Management Group
- Manager Recreation
- Manager Planning & Building
- Manager Community Business
- Manager Assets

External consultation:

- The draft Open Space Strategy was open for community comment from Monday 11 April to Monday 9 May 2022
- Media release 19 April 2022
- “Now open” on Council’s website
- Half page in newspaper 27 April 2022

Councillors:

- 9 March 2022 Council briefing session
- 8 June 2022 Council briefing session

7. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

8. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no issues of ongoing financial viability of the Council have been identified within this report.

9. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

10. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

11. RELEVANCE TO COUNCIL PLAN 2021-2025

Resilient protected and healthy natural environment
Sustainable water and energy use
Protected natural environment

Well planned places
Attractive and useable sites of importance
Quality, attractive recreational spaces
Improved walkability and cyclability within townships

12. 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.

13. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

14. 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*.

15. INSTRUMENT OF DELEGATION

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

16. CONCLUSION

The Strategy is built upon extensive background work and analysis to ensure projects have strategic connections across Council and provides positive outcomes for the community. This document will assist Council in the upgrade, renewal, and provision of open spaces across the municipality.

The Strategy aims to provide high quality open spaces for the community that are accessible and inclusive and meets the needs of the community now and into the future. The actions and implementation plan of the strategy provides Council with shire wide priorities and supports the township facility planning process by providing a classification framework for open space that can assist the community in determining their priority spaces.

17. ATTACHMENTS

1. Open space strategy June 2022 [9.3.1 - 67 pages]



Open Space Strategy

2022 - 2032





Acknowledgement of Country

The municipal area of Campaspe lies within the traditional lands of the Yorta Yorta, Dja Dja Wurrung and Taungurung peoples.

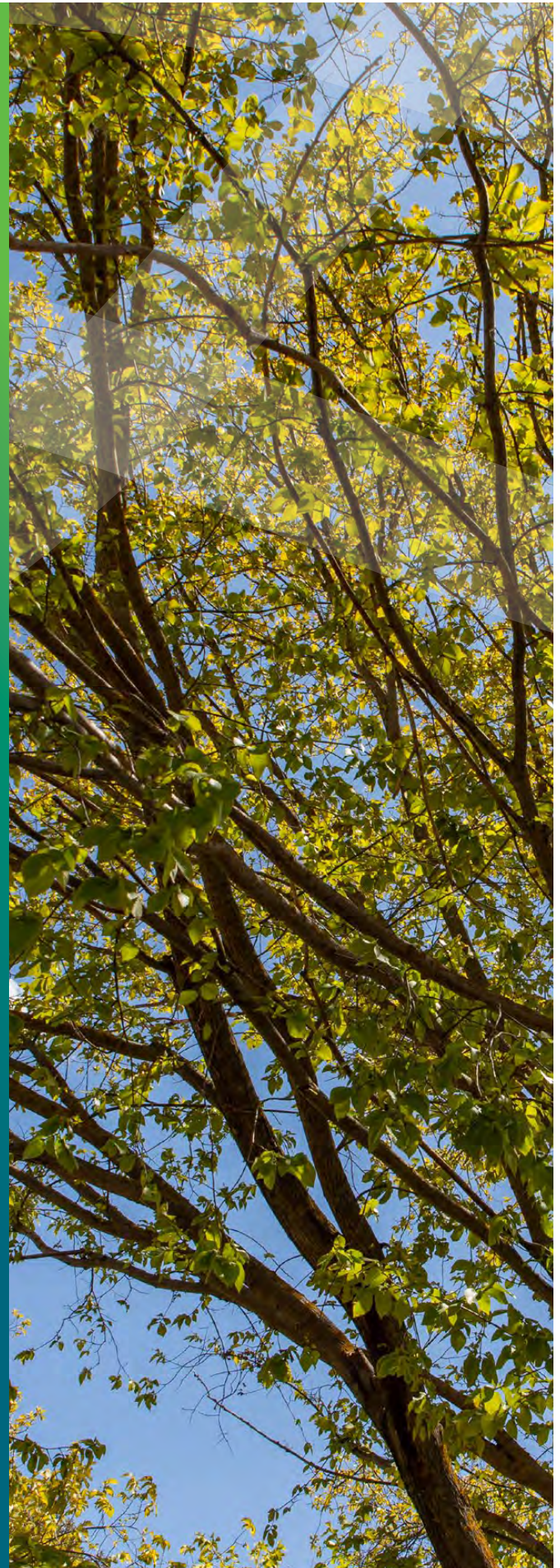
Council acknowledges their unique cultural heritage, and pay our respects to their ancestors, descendants, and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and unique role in the life of this region.

The strategy direction aims to celebrate our cultural heritage in open spaces across the shire and to recognise the Traditional Owners of this Country and reflect that in open space planning, design and development.

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Executive Summary

Open space is an important part of making our towns liveable and an integral part of the environment.

Open space provides social connections for people, a place for people to be physically active and have connection to nature.

The 2022–2032 strategy will provide a framework to achieve the overall direction of **an open space network that is of high quality, connected and provides access for all**.

The Open Space Strategy guides the decision making process when planning, designing, and maintaining Campaspe's open space network. This strategy builds on the 2014 strategy and recognises the work that has been completed in open space and highlights how Council can move forward.

Background paper

As part of the development of the strategy, a review of the open spaces within Campaspe Shire was conducted to gain an understanding of the provision of open space, its distribution throughout the townships, its diversity and accessibility.

The background paper included an analysis of contemporary practice and trends, state and local strategic framework, demographic profile and engagement. This allowed for the development of, principles, hierarchy and classification, and shire wide and specific township recommendations.

Previous community engagement (including the Council Community Vision) highlighted the importance of:

- being healthy and physically active.
- having places for play and organise sport.
- improving townships landscapes.
- having places for walking and cycling.
- supporting a sense of place and local character.
- developing partnerships with the community.

The Active Living Census, a survey to understand people's wellbeing, activity levels and preferences, found that the most popular activity for Campaspe residents was walking (76.9 per cent) and over 84 per cent use open spaces, with over 50 per cent of residents using open spaces weekly. Again, highlighting the value the community place on open space and in particular walking.

Principles of open space

The principles are the key values for decision making and planning to help achieve the direction for open space. They are:

- Health and community benefit.
- Adaptable.
- Accessible and connected.
- Sustainable spaces.
- Partnerships.
- Protection and conservation.
- Adequately resourced.

A decision making framework, acquisition and rationalisation criteria and open space development standards also assist in determining investment in existing and future open space.

Shire wide practice guidelines

A series of guidelines are made with shire wide relevance. These focus on:

- Sustainable practices.
- Shovel ready projects.
- Accessibility and diverse play opportunities.
- Transition of spaces.
- Footpath connections and linkages.
- Cultural heritage and traditional landowners.

Township recommendations

Issues and opportunities for each town have been addressed through the town priority action plan. These are outlined on page 40.

From the shire wide recommendations and township recommendations, an overall implementation plan has been developed. The plan prioritises projects for funding that achieve the direction for high quality open spaces that the community value and use.

Introduction

Campaspe Shire Council has developed the Open Space Strategy to guide the planning and maintenance of open space to best meet the needs of the community, now and in the future. The document will ensure that communities have access to open space that is suited to or meets their needs, is connected and accessible and provide places to be healthy and active.

The development of this document included:

- Literature and research review to determine contemporary practice and trends. This included guidance from the Victoria Planning Authority Practice Note 70: Open Space Strategies (2015).
- A review of current open space, including provision and distribution.
- Background paper summarising the review and research, key opportunities, and open space provision.
- Establishing an open space classification system which includes hierarchy, typology, and principles to ensure appropriate provision and distribution of spaces.

What is open space?

Open space can vary based on the location, the surrounds and the type of open space. The Victorian Planning Authority define open space as “land that provides outdoor recreation, leisure and/or environmental benefits and/or visual amenity”.

Open space that is used by the community is often owned or managed by Council, community and/or other government agencies. They provide places for activity, protection and conservation, utility (such as drainage), or for visual amenity.

Campaspe's direction for open space

The overall direction has been adapted from the Campaspe Tomorrow and Council Plan 2021-2025 open space objectives. Focusing on how open space can help improve the liveability for people in Campaspe's communities with readily available, well-maintained and accessible open spaces.

An open space network that is of high quality, connected and provides access for all.



Introduction

Benefits of open space

Open space provides many benefits to local communities with different ways it can be used by the community. It is an essential part of our natural environment and plays a key role in the health and wellbeing of Campaspe's residents. Open spaces provide value to the community through:

- Opportunities for outdoor recreation and sport.
- Social connections and relaxation.
- Health benefits.
- Environmental benefits.
- Economic benefits.
- Visual amenity/ attractiveness.

Open space in Campaspe

The Campaspe open space network covers a range of assets and features including parks and formal gardens, playgrounds, sporting and recreation reserves, linear paths and trails, and significant water assets on rivers and waterways. Council owns or manages more than 150 of these spaces which offer a range of informal and formal recreational activities. The majority of the towns in Campaspe have access to a sporting recreation reserve that are utilised by various local sporting clubs. There are also playgrounds, parks and formal gardens for more informal activities and community connection points.

The focus of this strategy is on Council owned and/or managed land. However, consideration has been given to land managed by other organisations, government and communities as these spaces are also used by the public.

Policy context

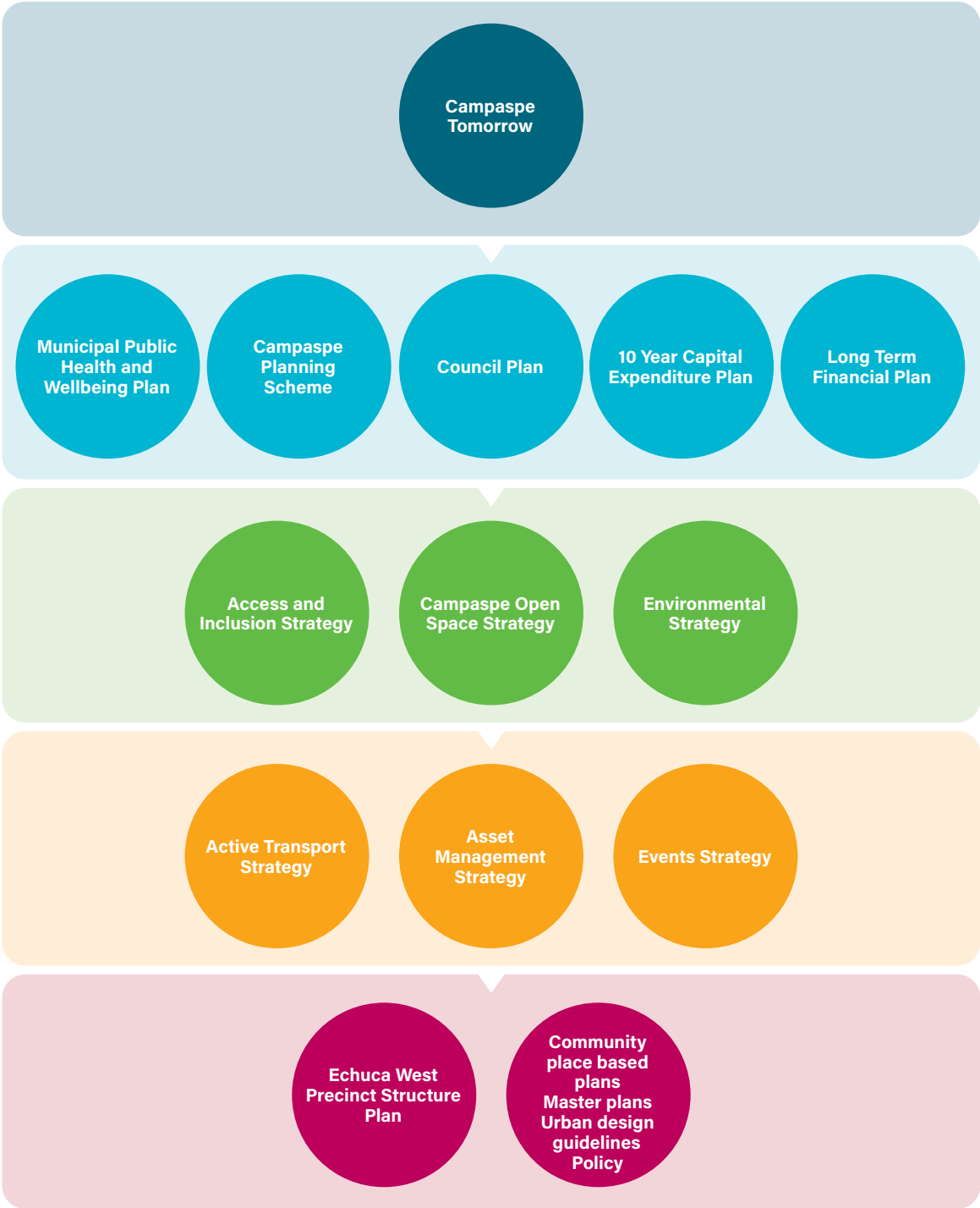
The Open Space Strategy sits within a strategic framework that includes state and local government policy and strategies. These provide the context to inform and influence the strategic vision and direction for Campaspe's open space network.

A selection of the strategies and the way in which they interact with the Open Space Strategy are shown in Figure 1. An extensive review of these strategies (and others) was undertaken and used to guide the development of this document, ensuring a level of integration and the achievement of common objectives.

This strategy replaces two existing strategies, the 2014 Open Space Strategy and the Playground Strategy (2006) and Review (2012). The Play Spaces Development policy supports the Open Space Strategy and the asset provision within them.



Council document hierarchy





Key Influences And Trends

It is important to understand the key issues and opportunities impacting regional Victoria and local government when it comes to open space.

It helps to establish community need and the demand for open space now and into the future. The importance and value of open space is likely to increase over time due to pressures of population growth, demographic change, health and wellbeing and climate change. Understanding these trends assist in the correct planning and investment in delivering spaces that encourage people to be more active and be connected to their community.



Key influences and trends

Public open space trends

Connectivity

An open space network is not just about the green spaces, but also the network of shared paths and footpaths that connect and allow people to access these spaces. Addressing these gaps in the network provides a much more connected community and encourages the use of the open spaces.

Environment and climate

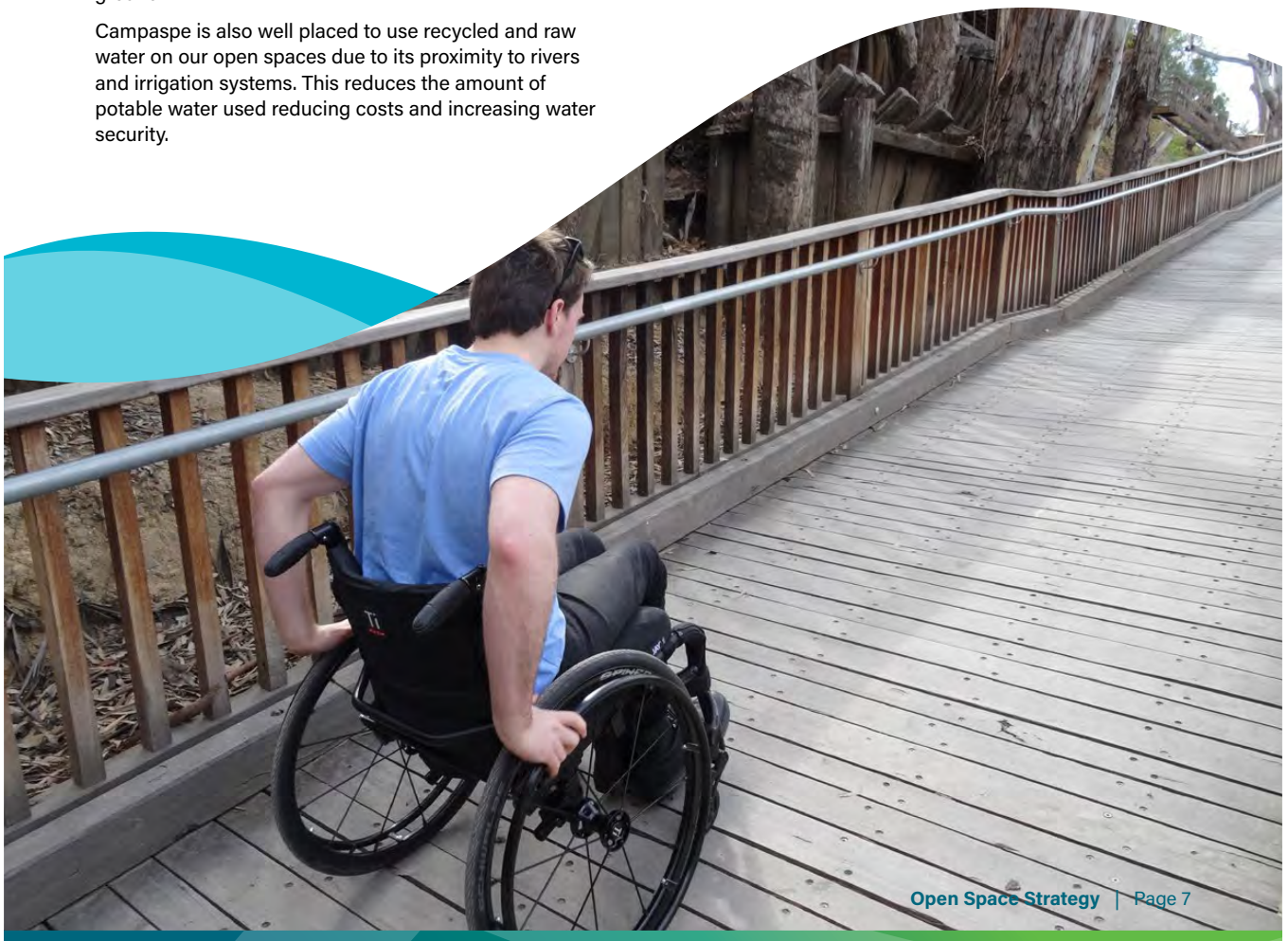
Extreme weather events caused by climate change, such as floods, extreme heat, drought and bushfire events will increasingly have a negative impact on the quality of open space, the way people use it and the cost of maintenance.

This makes it important to increase biodiversity and ensure landscapes assist with making spaces cooler, as well as including measures that support efficient usage of rainwater and the amount of water absorbed into the ground.

Campaspe is also well placed to use recycled and raw water on our open spaces due to its proximity to rivers and irrigation systems. This reduces the amount of potable water used reducing costs and increasing water security.

Importance of play

Playgrounds in Campaspe are a vital part of the open space network and play a fundamental part of childhood development. Spaces that provide play for all ages and abilities, that are engaging and diverse contribute to positive health and wellbeing outcomes through encouraging physical health and providing places for social connection. Play spaces should feature adventure and nature play, cater for a variety of ages, be accessible and offer inclusive play experiences.



Public open space trends

Health and wellbeing

Open space is an important part of living for communities. It provides access to green spaces, connecting to nature, improves liveability, provides places to connect with others and places to be physically active.

The Active Living Census, a survey conducted in 2019 to understand people's wellbeing, activity levels and preferences, indicated 42 per cent of Campaspe residents reported being in very good or excellent health, compared to 44 per cent of Victorians. As a community people felt they were time poor (48 per cent) and travelling via car as opposed to walking to use open space was more common.

A high percentage of people reported being overweight or obese (69 per cent, compared to 49 per cent Victorian average).

There is strong evidence linking access to quality public open space and improved health outcomes, including physical and mental wellbeing.¹

¹ Parks Victoria, Health Parks Healthy People Framework, 2020

Quantity versus the quality of open space

Campaspe has an abundance of open space spread across the municipality. Many of these spaces are of poor quality and receive only basic maintenance, diverting scarce resources from those spaces that meet the principles of open space planning. Those spaces which don't meet open space planning principles include:

- Pocket parks/ playgrounds that have limited play experience and insufficient space.
- Poor design that fails to consider safety (ie. crime prevention through design).
- Spaces that are difficult to access or not inclusive.

Affordability and financial sustainability

Maintaining multiple open spaces that are similar in purpose and use can cause strain on Council resources. In some instances, open spaces have been inherited by Council without forward planning to resource them. Through efficient use, management, acquisition and disposal of open space, Council will provide a sustainable long term open space network. Further to this township asset plans will consider open space priorities and ensure financial sustainability across the municipality for Council owned and managed open spaces.

Traditional Owners of the land

The municipal area of Campaspe lies within the traditional lands of Yorta Yorta, Dja Dja Wurrung and Taungurung Peoples. Campaspe has multiple open spaces that have significant cultural heritage. There is opportunity to celebrate the Traditional Owners and cultural heritage through design and planning of open spaces.

Economic activity

Public open spaces are often used for events, markets and overnight stays (where permitted). A balance of these activities can generate tourism, increase economic activity and support recreational pursuits.

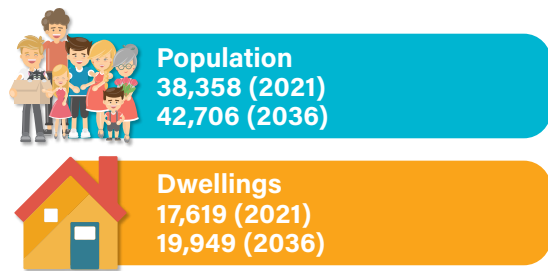
Key influences and trends

Our community

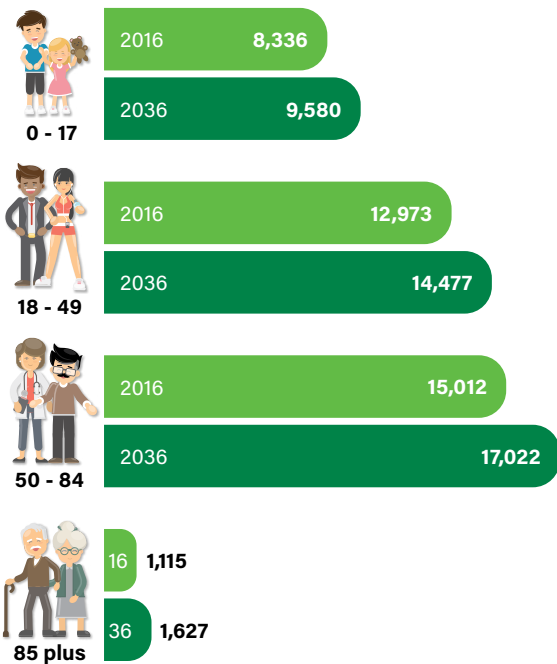
Campaspe Shire Council is one of the state’s largest (geographically) municipalities (over 4,500 square kilometres), with 8 townships and 46 rural localities across a wide and diverse geography. Population growth has been slow but steady over time. The current population is 37,000 and is expected to grow to 42,000 by 2036.³

Population and demographic data can provide guidance in the planning of future open space developments and improvements.

The following section outlines the changes in the demographic data that may impact on open space requirements.



Population age forecast



Changes and challenges

The biggest change for Campaspe is not necessarily in population growth but the ageing population and the need for open spaces and associated infrastructure that caters for the needs of older people. This highlights the importance of creating spaces that are accessible and inclusive of all ages and abilities.

Other challenges for Campaspe residents are youth disengagement, with more than 1 in 10 youths (aged 15 to 24 years) disengaged from both work and education, which can exceed 25 per cent in some places⁴. Physical or (perceived) disconnection can contribute to this, placing an importance on creating linkages and connections to town centres, shops and open spaces.

Growth areas and housing supply

Both Echuca and Kyabram have significant amounts of residential land supply with the bulk of future housing and population growth anticipated to be concentrated in these two towns. Echuca (west) is where Campaspe is going to see the most growth and housing development. It is expected from 2016 to 2036 there will be a 57.3 per cent increase in residential development in Echuca West.

³ Campaspe Shire Council, .id Consulting, <https://forecast.id.com.au> (and associated pages), accessed June 2021

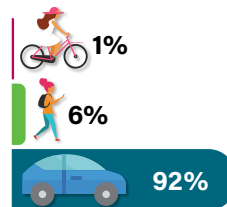
⁴ Campaspe Shire Council, Active Transport Strategy, 2019.



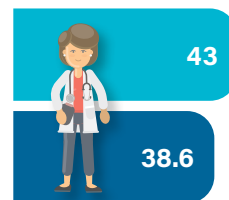
7% of residents need assistance with care tasks



2.4% of Campaspe residents identify as Aboriginal and/or Torres Strait Islander



92% travel by car to work while only 6% walk and 1% travelling by bike



Average age in Campaspe is 43. The Victorian average is 38.6

Key influences and trends

What the community values


The Campaspe community values open space and the benefits that it provides. There is a level of expectation that spaces are maintained, and the community has access to a diverse range of spaces to cater for their needs.

The extensive community engagement for the 2014 strategy highlighted a number of issues, challenges and expectations from the community. This was reconfirmed during consultation for Campaspe's vision which occurred in early 2021 where these issues were still predominant for the community. From the data a summary of values have been determined.

Landscapes that improve township amenity



Places for health and physical activity



Environments for walking and cycling



Places for children to play



Places that provide a sense of local character



Places for organised sport



Places that encourage Council and community partnerships

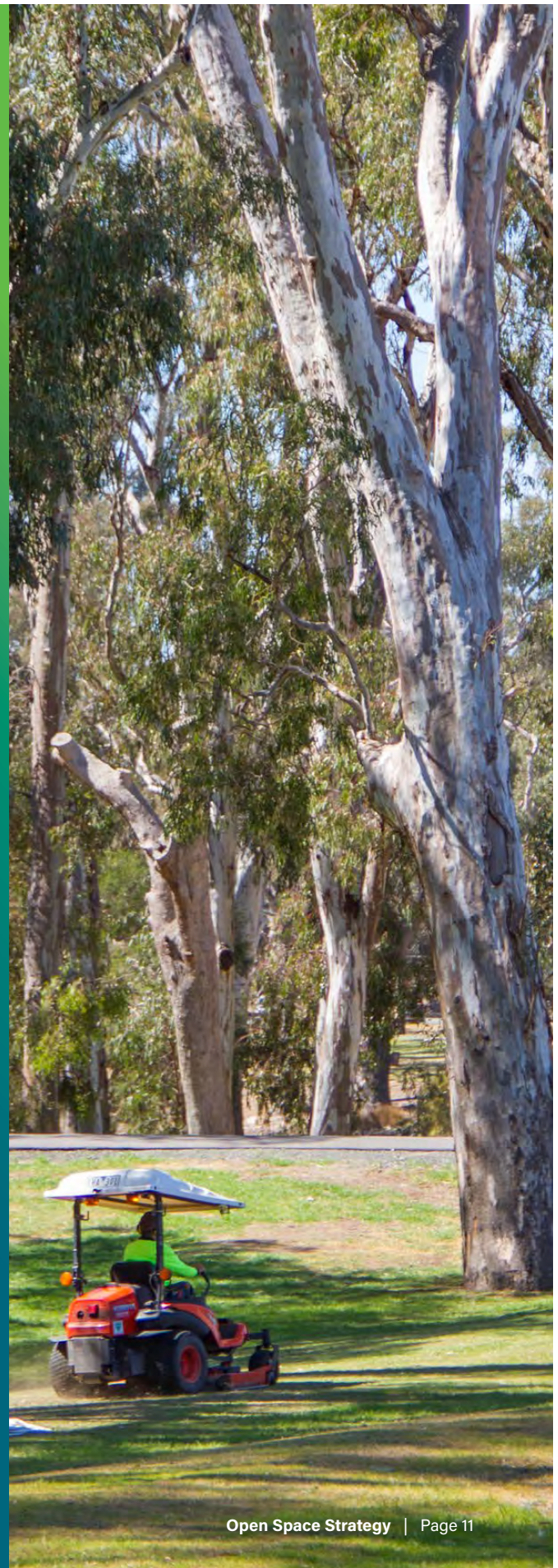


Classification Framework

The Campaspe open space network covers a diverse range of assets and features, that offer something different to the community and often provide a primary and secondary purpose.

To ensure the community has a broad range of types of open spaces a classification framework can be used. This also assists to determine service level, how it's maintained and what assets or features are provided in the space.

A classification framework can assist in determining the need and purpose of open space within an area. A review of the current provision of space and possible future open spaces, and industry standard was used to determine a typology and hierarchy classification. Mapping of open spaces can be found from page 27.



Overall direction of open space

An open space network that is of high quality, connected and provides access to all.

Principles

- **Health and community benefit:** Our spaces are for people, to improve health and wellbeing outcomes, and give everyone a chance to participate in physical activity and be socially connected.
- **Adaptable:** Council will plan for spaces to be flexible and offer diversity, to meet changing community's needs.
- **Accessible and connected:** Spaces provide access to all and are well connected through footpath and road networks.
- **Sustainable spaces:** Responding to climate change and incorporating sustainable environmental design best practice.
- **Partnerships:** Council will work with others to plan, develop and maintain spaces.
- **Protection and conservation:** Design and planning of open spaces will respect, protect, and conserve our natural and cultural heritage.
- **Adequately resourced:** Open space planning will be strategic, effective and equitable, aligning with Council and community capacity to deliver.



Classification framework

Typologies

A typology of a space will define the function or character of the space and the different types of open space. It will also assist in setting the standard level of space and how it is maintained.



Parks and formal garden

These types of open spaces have facilities that encourage informal recreation, such as play, kick to kick, ball games and picnics. They usually include elements such as BBQs, picnic tables, playgrounds, toilets and/ or other supporting amenities.

Examples: Edis Park, Kyabram
Alton Reserve, Echuca



Sport and recreation

Sports reserves are open space that provide various sporting facilities and infrastructure mainly used for formal organised and club-based sports. Many users will drive to these locations and are used heavily on weekends. Sports may include: cricket, netball, tennis, football, and soccer. There are also sport specific reserves including equestrian facilities, solo tennis facilities and racecourse facilities.

Example: Lockington Recreation Reserve
Kyabram Recreation Reserve
Wyuna Recreation Reserve (Sport specific)



Conservation and heritage

These areas are set aside for conservation and protection. For Campaspe they are often associated with a waterway. These reserves are most used for passive activities (walking etc) and for providing amenity. These spaces may also have a secondary purpose such as linear corridors and walking tracks along waterways.

Examples: Campaspe Reserve, Echuca
Growlers Sanctuary, Rushworth

Classification framework

Typologies

**Linear, trail or corridor**

Linear open spaces include green or surfaced pathways and trails that the public can access. They can link to other open spaces or places of activity such as shops and schools.

Examples: Railway Reserve, Rushworth
Lockington Channel Complex

**Drainage or wetland**

A space that is set aside primarily for the purpose of drainage or flooding. These spaces are often adaptable and can be used for other uses such as linear pathways and amenity purposes.

Example: Blind Creek Reserve, Echuca

**Urban space**

These spaces include a park or area that is part of the urban environment and is used for aesthetic, event or pedestrian purposes. They are sometimes attached to community facilities such as halls or civic centres.

Example: Heygarth Street Gardens at Civic Centre, Echuca

**Passive open space**

These spaces provide unstructured recreation opportunities, and may include inactive recreation reserves and other open spaces that do not fall into one of the above typologies.

Examples: Welton Recreation Reserve
Apex Park, Stanhope

Classification framework

Hierarchy

The hierarchy is generally based on the catchment of users, the size of the space and the actual facilities provided.



Regional

Open spaces that provide the entire municipality and beyond with benefit and values and contains assets and/or attractions that are of the highest level in the municipality.

A travel destination for some, access usually by car.

Examples: Rochester Recreation Reserve
Echuca South Recreation Reserve



District

A district space provides assets, opportunities, and activities for the whole of town and sometimes beyond. The spaces accommodate a range of activities and interests.

These spaces generally attract users from the town and surrounding district. Patrons may visit by car, bike or foot.

Examples: Apex Park, Echuca
John Pilley, Kyabram



Local

Open spaces that are intended primarily for the local area used by residents within walking distance. Exceptions though for recreation reserves deemed local level.

Usually accessible for foot or by bike, with majority of residents in high density areas having access to an open space within 400m of their house.

Examples: Northern Oval, Kyabram
Apex Park, Rochester



Specific purpose

A space where the sole purpose of the assets is to provide a single opportunity of recreation.

These spaces can cater for a whole of shire, district level or local.

Examples: Tennis courts
Equestrian arenas
Lawn bowls

Play And Open Space

The development of the Open Space Strategy has given Council the opportunity to integrate two strategies, the Open Space Strategy and the Playground Strategy.

The Playground Strategy, developed in 2006 and reviewed in 2012, has now reached the intended period. Play spaces throughout Campaspe are associated with our open spaces and provide opportunities for personal development at all stages of childhood, as well as provide places for social connection and integration for all ages of the community.



Play and open space

Industry trends and standards highlight the transition away from predominately traditional play equipment to more diverse range of play opportunities that appropriately challenge children and provide a safe place for fun and adventure. Urbanised communities, as well as a decrease in housing blocks and backyards places pressure on play spaces to be innovative and challenging, as well as providing connection to nature.

A play space policy to support this strategy will be developed to ensure a high priority is placed on the use of natural and landscaped designs and features that incorporate play elements, rather than a focus on the more traditional play equipment combination units. This will ensure a diverse range of play spaces for the community that are also creative and sustainable and maximise play opportunities.

A play space hierarchy has been developed to complement the open space classifications.

Local: a local level play space will primarily cater for people living and working within walking distance. These spaces are reasonably well developed with a small allocation of traditional play equipment and complemented with some forms of natural play.

District: a district level play space will be of a higher quality with a diversity of character in good locations that cater for one or more neighbourhoods. It is intended that smaller towns will be better serviced by a single district play space rather than by several local play spaces.

Principles of good play space planning and design

These principles were adopted in the 2012 strategy review and have been reviewed with some adjustment to meet current trends and practice.

Accessibility: Council will work towards creating spaces that provide access to all and promote inclusion.

Diversity: to provide a diverse range of age-appropriate play opportunities and landscaping at different play spaces throughout the Shire that encourage social interaction, imaginative play and the development of motor skills.

Connections: play spaces will be connected to the communities by different modes of transport and connections, including cycling and walking networks and pathways.

Quality: higher quality play spaces with a diverse range of play that caters for one or more neighbourhoods.

Safe: play spaces are designed and developed according to relevant safety standards and regulations, including crime prevention through environmental design principles.

Natural environment: integration of the natural environment into play and encourage the use of natural materials in play. This includes the use of natural shade where possible as opposed to shade sails.

Community: the community is engaged through the planning and design of new or upgraded play spaces to ensure the play reflects the community's vision. Particular focus on engaging with children and families that regularly use these spaces.

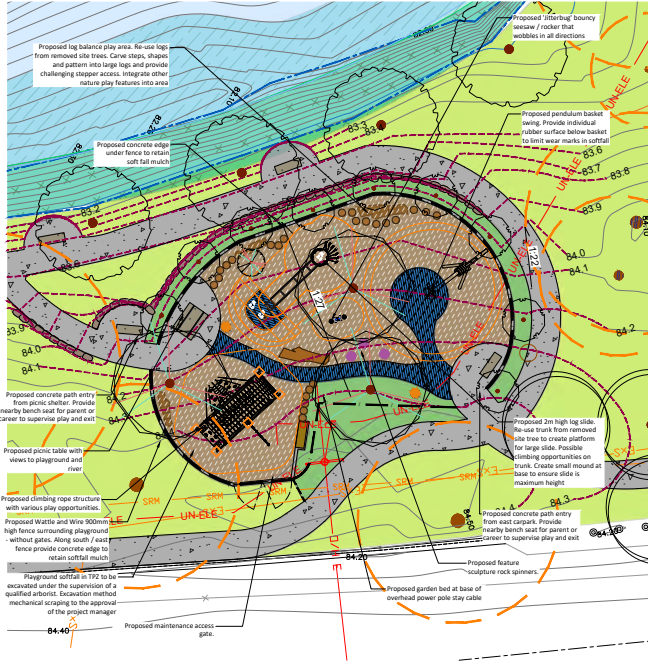
Providing quality play spaces that offer more to the community is key to play space development for Campaspe.

There are some open spaces with playgrounds that need to be considered for rationalisation or a new play space approach to ensure their value is realised. Rationalising play spaces and removing play equipment isn't always a popular decision and it's important that the community are involved in the decision making process to ensure the best outcomes are achieved. Recommendations on play space rationalisation should consider: observation of usage, demand for the play space, cost of maintenance and renewal and poor location. The important aspect of rationalisation is ensuring that any funds from sales are directed back into open space developments to meet the needs of the community.



Play and open space

Play and open space examples



Gunbower Lions Park Play space

PLAYGROUND FEATURES / OPTIONS



Rotary Park, Nature Play, Rochester

Criteria Assessment For Supply And Demand

To assist in decision making for open space and investment in existing and future open space, Council should consider community needs, access to open space and desired levels of service.

This also includes using criteria to establish need, demand and supply. The following outlines the criteria for acquisition and rationalisation, development standards and decision making for planning and implementation of open space.



Acquisition and rationalisation decision criteria

Occasionally there will be spaces that no longer meet the criteria for open space, are surplus to the requirements or are substandard. The 2014 Open Space Strategy and 2012 Playground Strategy review found the need for rationalisation of certain pocket parks which did not meet the requirements for functional open space. The funds from sales should be then used to establish connections and pathways or consolidation of parks, into one district space.

The strategy will focus on the distribution and provision of spaces and identify local spaces to be rationalised and further identify potential district spaces that would service those areas. Acquisition and rationalisation criteria will be established, including the following.

- If the park is too small to be of recreation value and there is no opportunity to acquire additional land to establish a useable public open space.
- There are multiple other spaces in the same area (or catchment) of similar typology and hierarchy that offer the same experiences and recreation opportunities.
- Facilities are of low standard and have limited recreation opportunities, accessibility or don't cater for a variety of ages.
- There is an opportunity to develop key linkages and connections to other spaces that are of higher quality.
- Use of the space is low.
- The location is difficult to access or is not deemed safe.
- There is clear evidence that the land is not required now or in the future for open space use.



Criteria assessment for supply and demand

Decision making considerations

Decision making considerations will provide Council a means by which to inform planning, development and investment in existing and potential new space.

Need and demand

- What are the population and demographic profiles of the catchment?
- Is there any future growth planned for the area?

Ownership/ governance

- Who is responsible for the land and open space asset?
- What impact will it have on Council/Crown/Community?

Funding

- How is the space going to be funded?
- What are the ongoing financial implications from the development and who will be responsible?

Typology

- What type of open space is it?
- Is there something similar already provided?
- Is this a new open space or existing open space?

Usage

- What levels of use will the space attract?
- Will there be any growth that impacts on the use?

Hierarchy

- Is it a local, district or regional space?
- How does it meet this classification?

Planning

- Does the open space align to Council's planning scheme or Council strategic plans?
- Does the space respond to Council's key directions for open space?

Function

- What will be the primary use of the space?
- Will the investment/initiative change the primary function of the space?
- Are there other users of the space?
- Is there a space that already provides this function and/or experience?

Social, environmental, cultural, and economic

- How does the space add value to the local economy?
- Is the space responding to a social issue and addressing disadvantage?
- Is the space going to consider/improve/respond to cultural or environmental factors?

Criteria assessment for supply and demand

Open space development standards

Standards explore open space assets based upon the recommended typology and hierarchy. It provides Council with an indicative guide on the level of assets provided in spaces. The table below outlines the desired standard of service in generally terms. For more detail typology specific policies or service level standards are in place to determine asset provision.

Typology	Hierarchy	Provision
Parks and/ or formal garden *refer to the play space development policy for more details on play spaces.	Regional	This space would have access to toilets within reasonable walking distance, BBQ facilities and shelter. A play space or some form of play element might be part of the space, including space for informal recreation. Shade (preferably natural) and drinking water is available. Facilities to support events would be available or made available.
	District	District Park or formal garden would likely have toilets, BBQ facilities and shelter. Some of these spaces would have play elements, but not always depending on the primary use. A space for informal recreation may be available.
	Local	A local park would have minimal supporting amenities. Likely to have shade and some of these spaces would have play elements if that was the primary use of the space. Local parks that aren't play spaces may have an open space area for informal recreation. Toilets, drinking fountains and BBQs are generally not provided.
Sport and Recreation *Refer to the sporting grounds and facilities service level standards for more detail and policy 93	Regional	A regional level sporting facility is a higher end sporting facility and would be able to cater for multiple sporting clubs, codes or activities (e.g. football, cricket, netball, tennis and soccer). These venues would likely host big sporting events and be able to cater for large crowds. *Refer to sporting grounds and facilities service level standards for more detail and policy 93.
	District	NA *Campaspe does not have any district sport and recreation facilities, only regional and local.
	Local	Local facilities cater for the immediate community they are located in and are designed to cater for local level competition and general community sporting needs. They usually cater for football, cricket and netball. Competition is generally of a local level but the space can be adapted to support finals and smaller scale sporting events. *Refer to sporting ground and facilities service level standards for more detail and policy 93.
	Specific purpose	These facilities cater for specific sports and have facilities that are suitable for the sports on offer. These may include tennis, equestrian, lawn bowls, croquet, horse racing and shooting.

Open space development standards

Typology	Hierarchy	Provision
Conservation and heritage	Regional	Regional spaces are likely to be significant parks not owned or managed by Council and may even be classified as State parks. They may have walking tracks and signage but it's difficult to set a service level for these spaces as the purpose of these spaces is dictated by the land and terrain. In some locations there may be toilets and BBQ facilities.
	District	District and local level conservation and heritage spaces are unlikely to have toilets or BBQ facilities. They are often spaces along rivers or floodplains and can sometimes have a secondary purpose such as linear trails.
	Local	Local level conservation and heritage spaces are likely to have minimal amenities and while they are for conservation purposes, they may have a secondary purpose such as linear trails.
Linear, trail or corridor	Regional	A regional trail would be over 5km in length and would be a mix of hard surface and gravel. Bicycle racks and drinking fountain would be offered at some point of the trail. The trail would likely to be linked to a significant trail network i.e. Rail trail networks.
	District	A district linear space would be approximately 1-5km in length and would be shared pathway. Bicycle racks would be provided and drinking fountain may also be provided. Within townships a seat along the path would also be provided. They would be often linked to other open spaces, town centres or places of interest.
	Local	A local linear space would be between 500m and 1km in length and would serve as a connection to the open space networks. They are usually associated with other open spaces.
Drainage or wetland	Regional	NA
	District	NA
	Local	NA
Urban space	Regional	NA
	District	NA
	Local	A local level urban space would be a space that supports other facilities or venue like a grassed area in front of a civic centre, hall or community facility. It may have seating but often has minimal assets as the space is used only for short visits.
Open space	Regional	A regional open space would have toilets, seating and bins provided. A space for informal recreation would be available.
	District	A district open space would likely have basic amenities provided like seating or bins. A space for informal recreation would likely be available.
	Local	These spaces don't often have amenities and supporting infrastructure. A space for informal recreation would likely be available.
	Specific purpose	These spaces usually have a unique use. Examples of these are free camp spots such as Aysons Reserve or Lockington Common. While they don't offer many facilities, they are used by people outside of the local community.

Provision Of Open Space

In Campaspe, 'open space' covers a range of assets and features, including parks and formal gardens, playgrounds, sporting and recreation reserves, linear paths and significant water assets on rivers and other waterways.

Council owns or manages more than 150 of these spaces which offer a range of informal and formal recreation activities.

To determine appropriate provision of open space throughout the municipality, the strategy uses the quantitative and qualitative parameters from the Campaspe Planning Scheme, as well as mapping, function, type, use and quality of open space. These factors help to ensure that the community have access to a network of quality, well-distributed, multi-functional and cost-effective open spaces.

Based on the analysis conducted throughout the strategy development, there are many areas in the municipality that are oversupplied with pocket parks of similar design and function. While rationalisation of spaces isn't always a popular decision, the strategy aims to create spaces that are more accessible and provide better opportunities for play and development. The focus of the strategy is to transition away from multiple pocket parks and use the funds to deliver spaces that are of high quality.

Statutory framework

The Planning Scheme outlines the quantitative and qualitative parameters for open space planning (Standard C13 – VPP – 56.05-2 Public Open Space Provision Objectives). They provide guidance to determine what is appropriate for a local government area. They are supported by benchmarking and current practice across the industry. It must be acknowledged however that these standards should be treated as a guide and other factors such as use, changes in leisure patterns and changing populations should be considered when assessing open space provision.

Public open space provision objectives are to:

- Provide a network of quality, well-distributed, multi-functional and cost effective public open space that includes local parks, active open space, linear parks and trails and links to regional open space.
- To provide a network of public open space that caters for a broad range of users.
- To encourage health and active communities.
- To provide adequate unencumbered land for public open space and integrate any encumbered land with the open space network.
- To ensure land provided for public open space can be managed in an environmentally sustainable way and contributes to the development of sustainable neighbourhoods.

The provision of public open space should consider:

- Local parks within 400 metres safe walking distance of at least 95 per cent of dwellings.
- Local parks generally 1 hectare in area.
- Active open space of at least 8 hectares in area within 1 kilometre of 95 per cent of all dwellings.
- Linear parks and trails within 1 kilometre of 95 per cent of all dwellings.

It is also common to use catchment areas for open space provision. It is one way to assist in determining supply, but it often doesn't work for our communities as we are often left with multiple local parks that have very little to offer in terms of appropriate play development for various ages and abilities and pocket parks the size of house blocks with one swing or one slide.

Based on the standard provision of open space, the following section analyses the open space undersupply and oversupply of Campaspe spaces and determines what would be appropriate based on a range of measures outlined in the provision standards, principles of open space and classification framework.



Township open space provision

Key areas of the municipality demonstrate some level of open space undersupply and oversupply. Based on mapping undertaken, as well as a review of function, type, and quality of open space the following has been identified. As mentioned above the catchment area of 400m does not always work for our smaller communities and does not factor in the variety of open spaces and access to other recreation opportunities.

Over supply

Girgarre

Girgarre has two sporting ovals that cater for single use sports (one cricket and one football). For a community of this size one oval would generally be enough. There is unlikely to be a significant increase in population therefore no increase in demand for open space – Council should consider selling or transferring ownership to the community.

Lockington

Lockington has a number of open spaces that serve different functions in the community. For a small town like Lockington the provision of two play spaces is deemed over supply and the rationalisation of Lucas Crescent is considered appropriate.

Kyabram

The residential distribution of Kyabram provides the majority of residents with easy access to open space. There are some areas where there are multiple pocket parks that do not fare well in quality or play experiences. In the north, Glass and Crow Court are within walking distance, both providing the same level of play. Crow Court has already been identified on the property disposal list and approved by Council. Appropriate connections and footpaths should be provided to ensure residents have safe access to other play spaces.

Prunus Court and Banyule Court in Kyabram are also within the same catchment and provide the same level of play. To better service those communities it is recommended to rationalise one of the play spaces and ensure appropriate footpaths are connecting residents to other play spaces.

Rochester

There is a concentration of open space in the centre of Rochester including Rotunda Park, Rotary Park, Lions Park, Opperman Reserve (Moore Street) and Market Reserve. While these spaces may provide different opportunities and activities it is recommended that rationalisation is considered of spaces that double up. The 2014 Open Space Strategy indicated Rotary Park to be sold as it served a similar function to the Lions Park, though, since this time the community has developed

plans to create a nature play space at Rotary Park. In June 2020 Council made a resolution to undertake a review of the remaining playgrounds and open spaces across Rochester to consolidate and decommission equipment. Given that Lions Park is located in close proximity to Rotary Park, not on Council owned land and (it is a road reserve) it should be considered for rationalisation as a play space.

Tongala

Tongala is adequately supplied with open space. There are a few key issues/opportunities with open space in Tongala. St James Park is a small corner of open space that has no primary function and is not useable for recreational purposes, it is owned by Crown and managed by Council. Brose Recreation Reserve is a second reserve in Tongala that is not required as one sporting oval in Tongala is adequate for the community.

Stanhope

There is a concentration of open space in the centre of Stanhope, including McEwan Place, Lions Park and the rail reserve open space where the public toilet facility is located. All spaces provide a different recreation service for the community. There are no significant changes forecasted in demographics, indicating that future rationalisation or consolidation of open space should be considered. The master plan for Stanhope Recreation Reserve supports this and recommends the consolidation of spaces and recreation activities.

Echuca

Garden Crescent play space in Echuca contains a swing and slide set. The space has poor visibility (passive surveillance) and is on a site equivalent of two house blocks situated back to back. There is limited recreational value and does not cater for a range of ages and has no accessibility within the space. Options would be to consider creating a play space that meets the play and open space principles, or rationalisation of the space and using funds from sale to upgrade another the space nearby.

Provision of open space

Township open space provision

Under supply

Echuca

Echuca West is an area of potential under-supply as at this stage is not yet fully developed. The Echuca West Precinct Structure Plan addresses this potential under-supply which will also see development of linear trails that will provide increase connectivity to the current open space network.

Areas of Echuca East (north of Eyre Street) are potentially under-supply, though the development of Echuca East Recreation Reserve will provide ample recreation and leisure activities for the east community. The proximity to Banyule Forest should also be considered. For this area, the focus should be on creating linkages and connections for Echuca East, including footpaths to increase activities like walking and cycling for families and older people (as per the Active Transport Strategy and Echuca East Primary School walkability study).

Rochester

Further west and east of Rochester has a potential under supply of open space should there be any further development to these areas. Connectivity is always an important aspect of any development and ensuring residents have connection to existing and future open space should be a priority.

Kyabram

Further development of Kyabram residential land would have the potential for an under supply of open space. Connectivity is always an important aspect of any development and ensuring residents have connection to existing or future open space. The quality of open space, its function is also important to determine and to assess what is appropriate for those areas, so that Council has a proliferation of small pocket parks which do not meet the community's needs.





Provision of open space

Colbinabbin

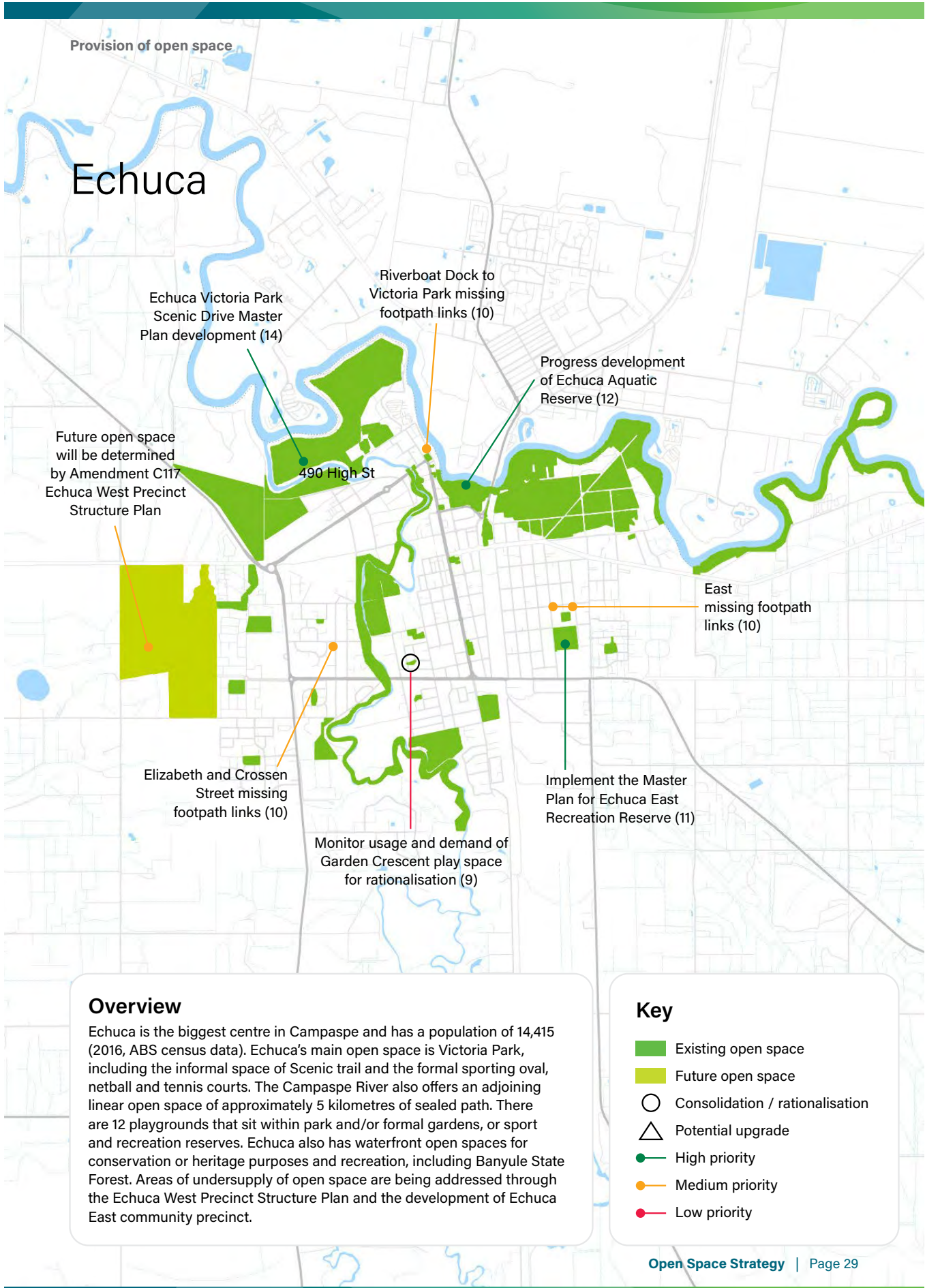
Recreation Reserve Masterplan (8)

Overview

Colbinabbin is situated in the south of the shire and has a population of 304 (2016, ABS Census data). There is a recreation reserve, playground and open space along channel road. Colbinabbin is well serviced with open space with the recreation reserve and the playground beside the memorial hall. The silo art and parking space has access to the playground and toilets and creates a stopover point for travellers. There is no foreseeable need to develop any additional public open space in Colbinabbin.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority



Provision of open space

Girgarre

Transfer of additional recreation reserve land to community (16)

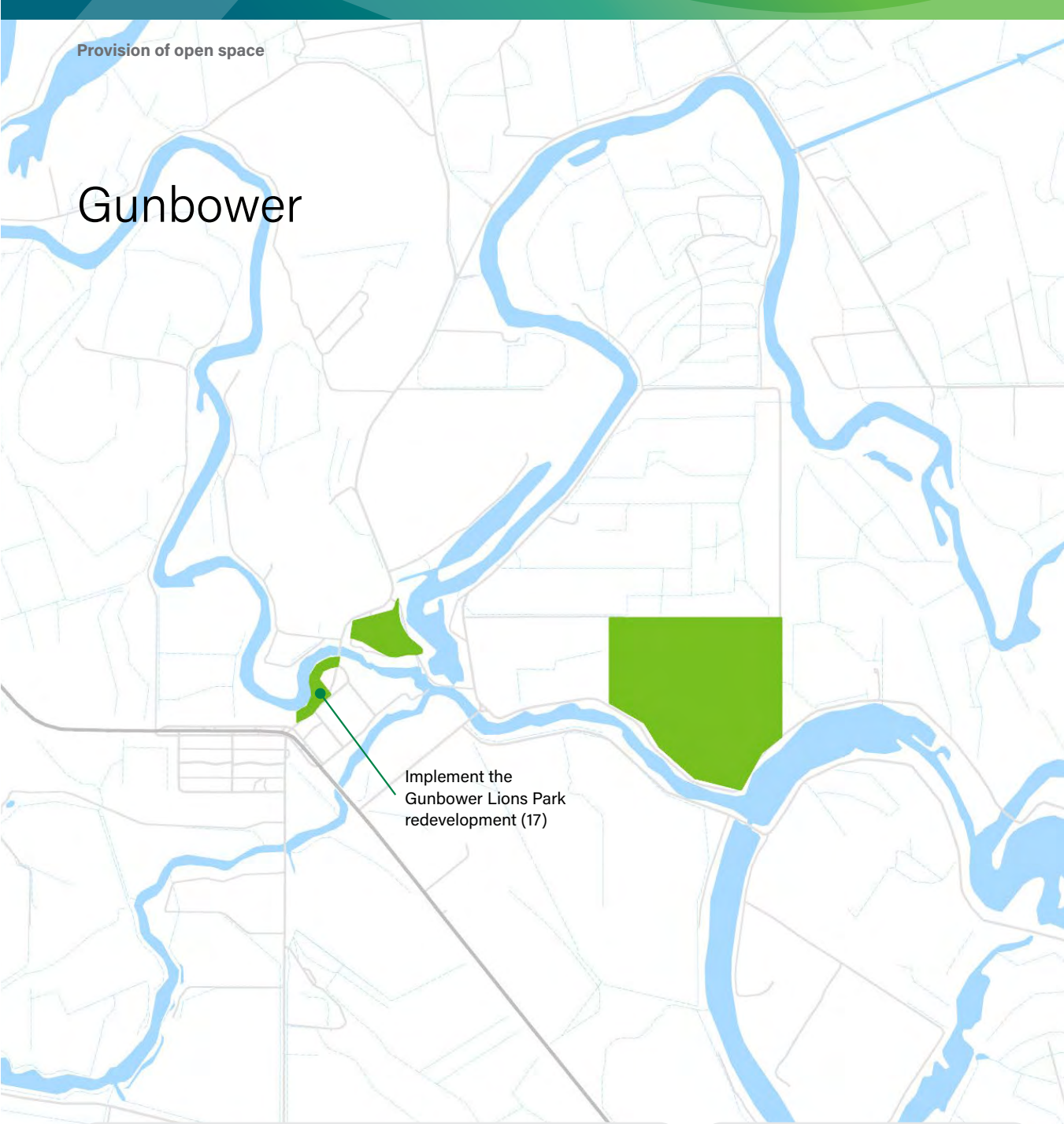
Gargarro Regional Botanic Gardens project (15)

Overview

Girgarre (and surrounds) has a population of 561 (2016, ABS Census data). Girgarre has a variety of open space for the community to use, including a rail trail that is in progress to connect Girgarre to Stanhope. The Gargarro Botanical Gardens is a major open space project for Girgarre, the Campaspe community and beyond. There is no foreseeable need based on population and current open space provision to develop any additional public open space in Girgarre.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority

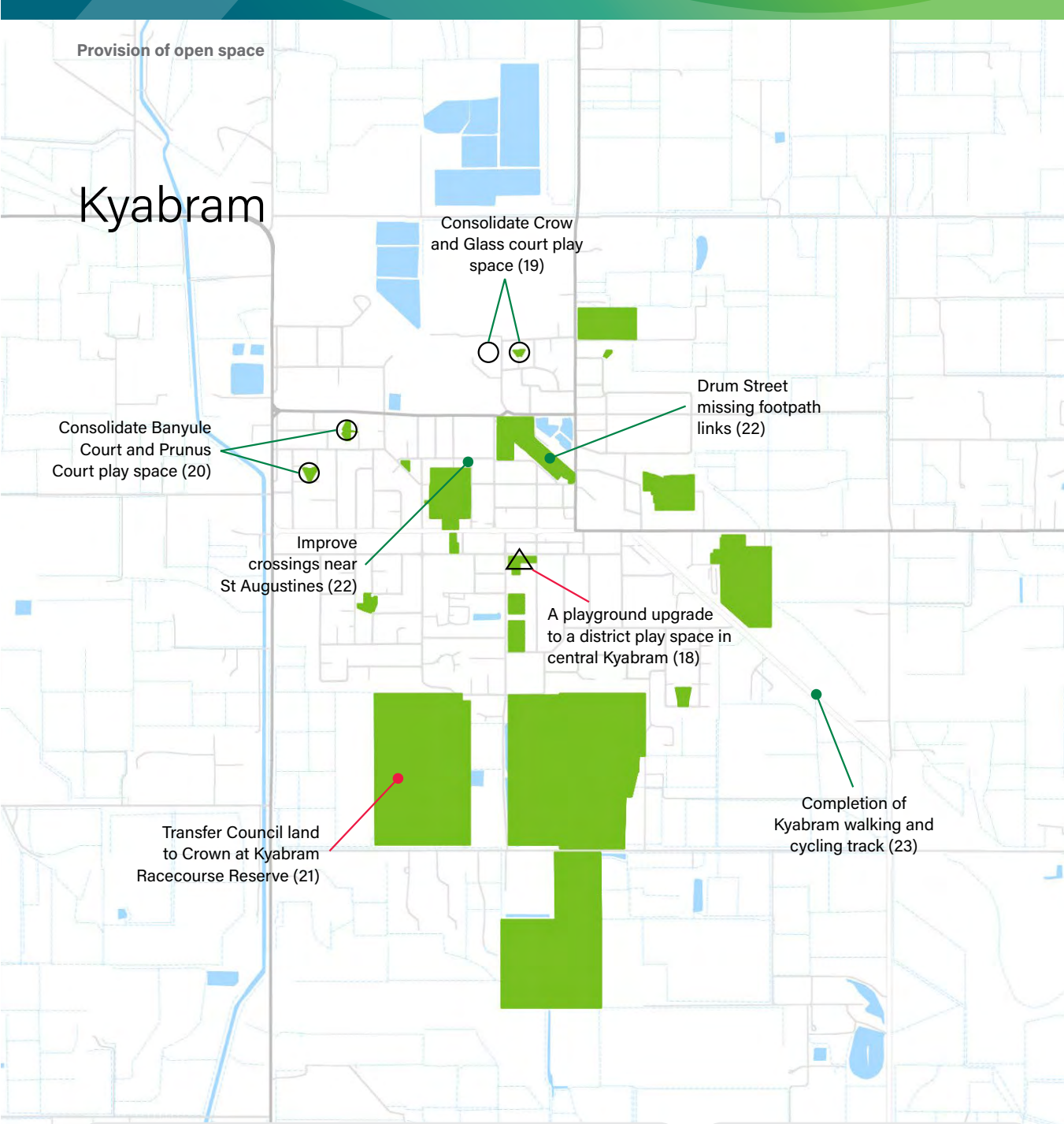


Overview

Gunbower has a population of 551 (2016, ABS Census data). The Gunbower community has multiple spaces that serve the local community. The racecourse while listed as open space is restricted in use. Gunbower is well serviced with open space with key facilities such as Gunbower Recreation Reserve, the Lions Park and racecourse. It is also home to Kow Swamp and the Gunbower National Park. There is no foreseeable need based on population and current open space provision to develop any additional public open space in Gunbower.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority

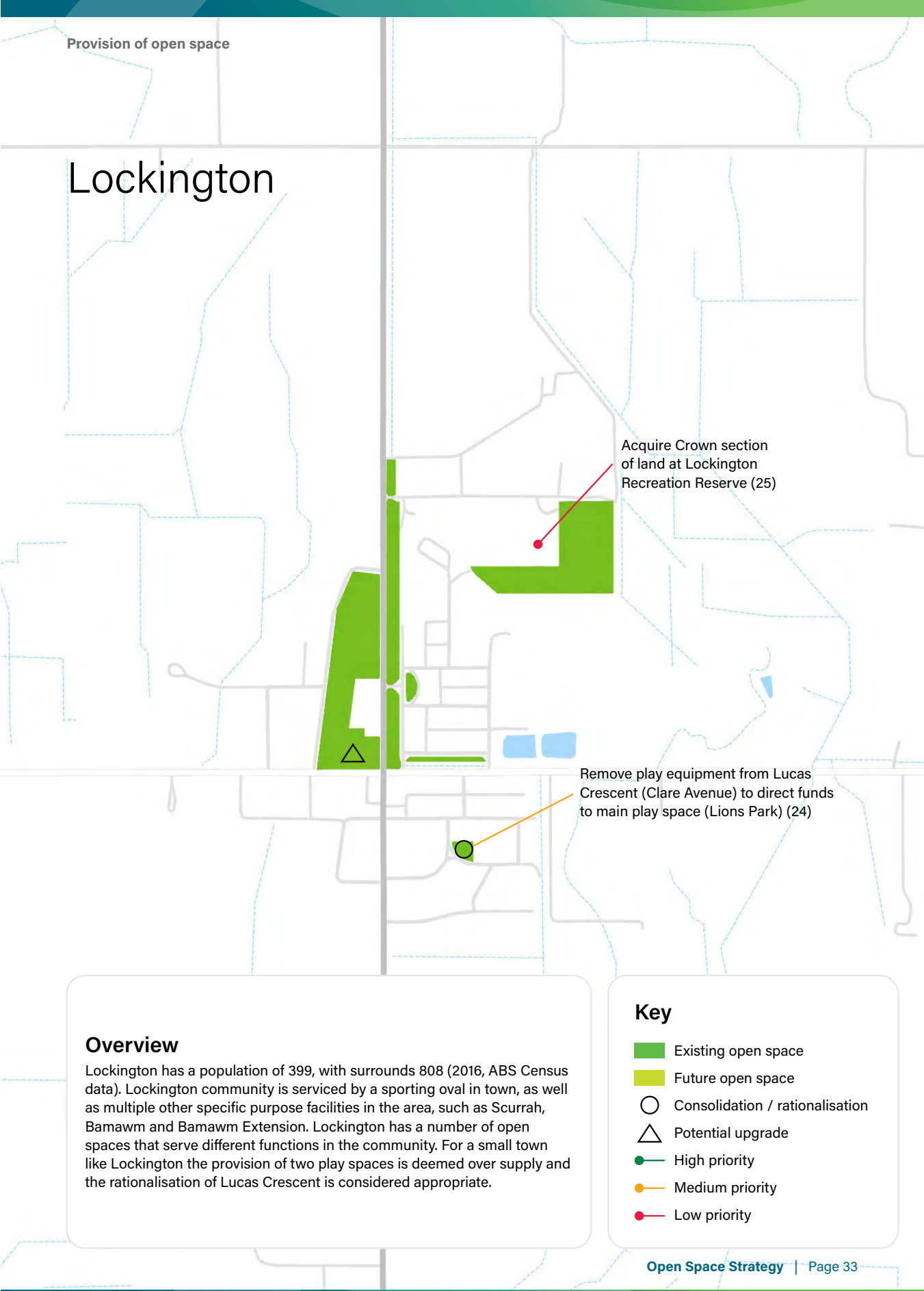


Overview

Kyabram area has a population of 7,731, and the town population of 5,899 (2016, ABS Census data). Kyabram has five sport and recreation open spaces, 15 parks and formal gardens and multiple other spaces that form part of the open space network in Kyabram. The town also has a racecourse, showgrounds, linear walking track (not mapped) and the Kyabram Fauna Park. Kyabram has multiple pocket parks that provide the same play experience. To better service those communities it is recommended to consolidate spaces to use funds to upgrade other spaces.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority



Provision of open space

Lockington

Acquire Crown section of land at Lockington Recreation Reserve (25)

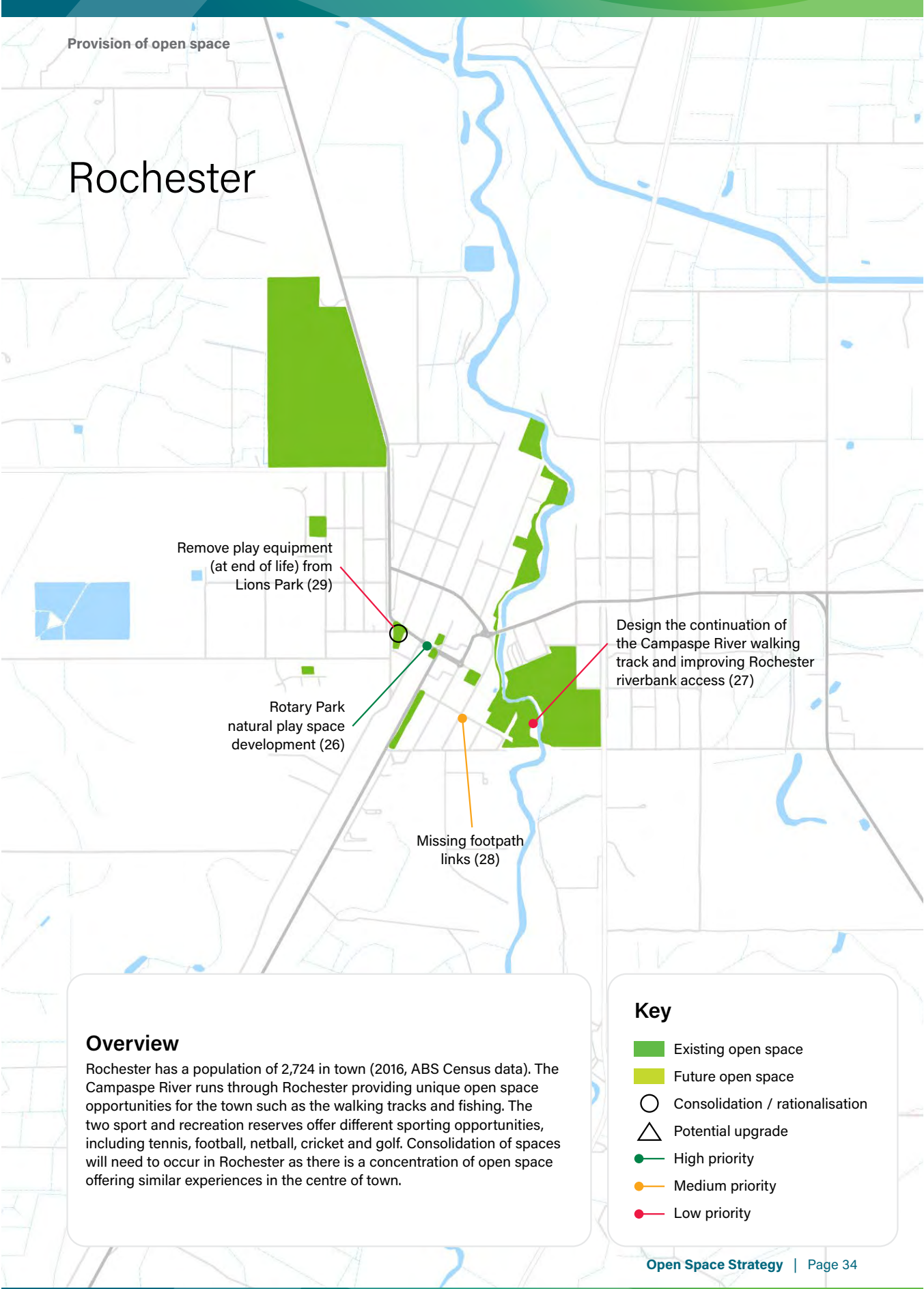
Remove play equipment from Lucas Crescent (Clare Avenue) to direct funds to main play space (Lions Park) (24)

Overview

Lockington has a population of 399, with surrounds 808 (2016, ABS Census data). Lockington community is serviced by a sporting oval in town, as well as multiple other specific purpose facilities in the area, such as Scurrah, Bamawm and Bamawm Extension. Lockington has a number of open spaces that serve different functions in the community. For a small town like Lockington the provision of two play spaces is deemed over supply and the rationalisation of Lucas Crescent is considered appropriate.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority

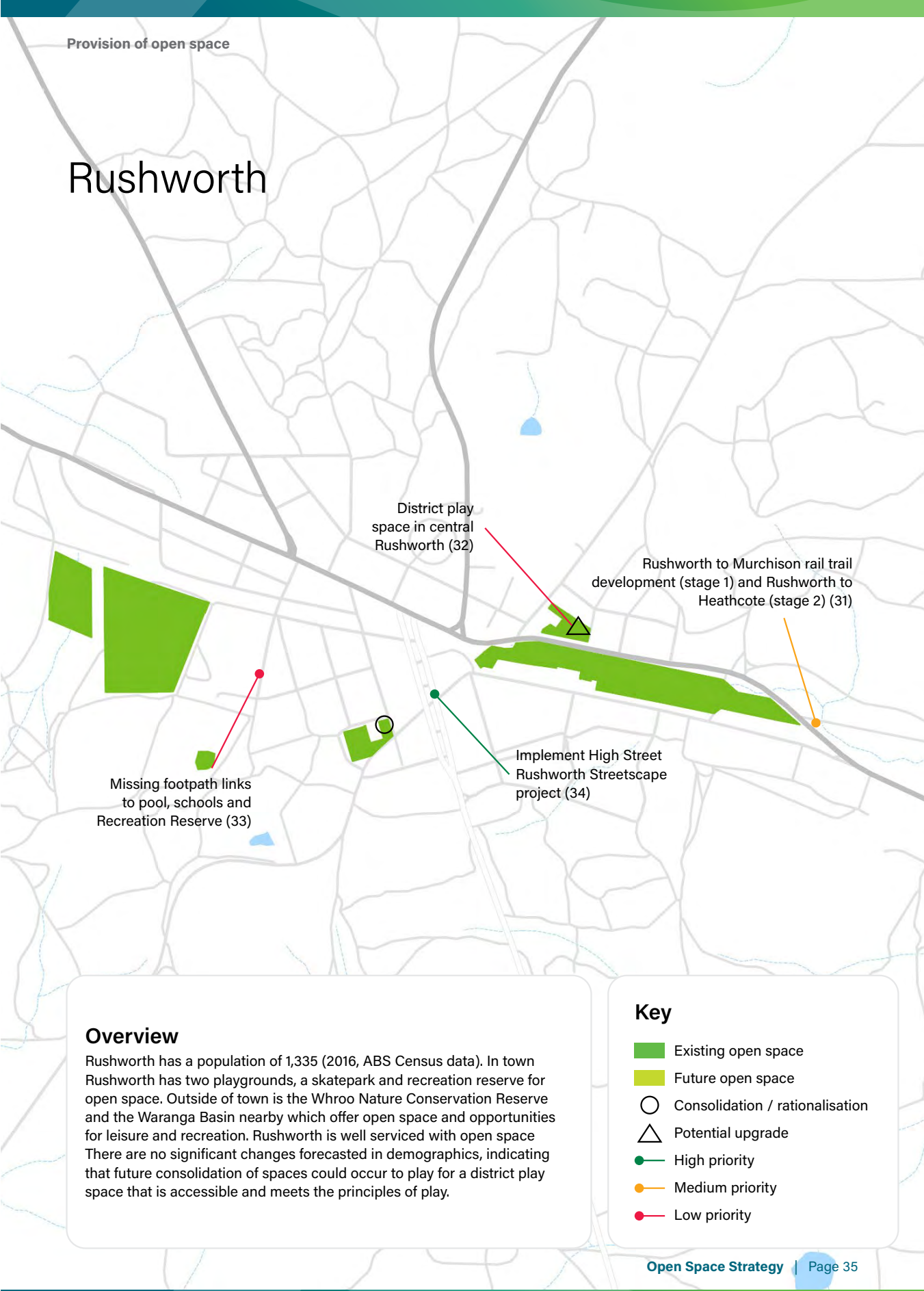


Overview

Rochester has a population of 2,724 in town (2016, ABS Census data). The Campaspe River runs through Rochester providing unique open space opportunities for the town such as the walking tracks and fishing. The two sport and recreation reserves offer different sporting opportunities, including tennis, football, netball, cricket and golf. Consolidation of spaces will need to occur in Rochester as there is a concentration of open space offering similar experiences in the centre of town.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority



Overview

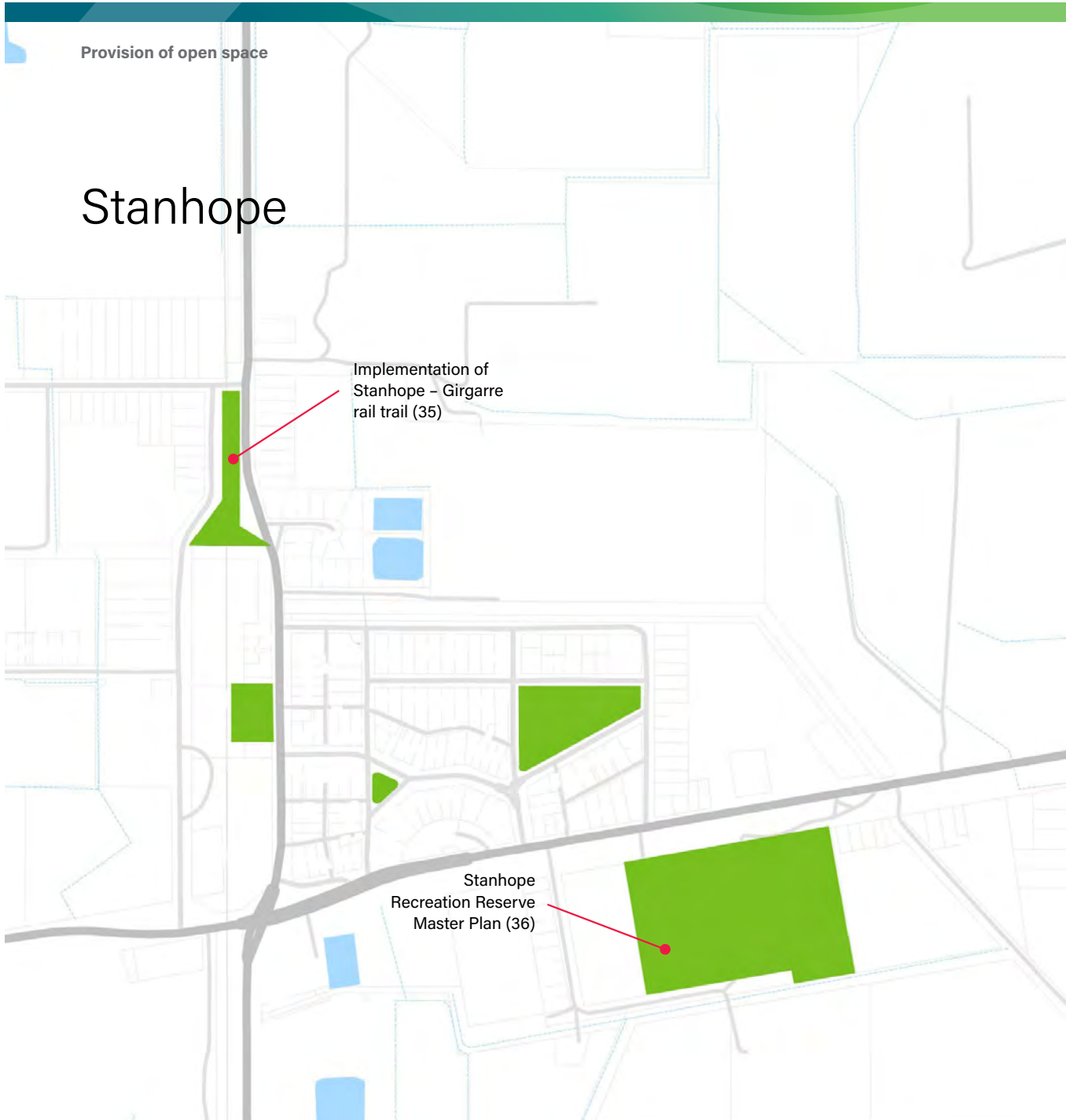
Rushworth has a population of 1,335 (2016, ABS Census data). In town Rushworth has two playgrounds, a skatepark and recreation reserve for open space. Outside of town is the Whroo Nature Conservation Reserve and the Waranga Basin nearby which offer open space and opportunities for leisure and recreation. Rushworth is well serviced with open space. There are no significant changes forecasted in demographics, indicating that future consolidation of spaces could occur to play for a district play space that is accessible and meets the principles of play.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority

Provision of open space

Stanhope



Overview

Stanhope has a population of 452 (2016, ABS Census data). Stanhope recently completed the Stanhope Place Based Plan, as well as a master plan for the Stanhope Recreation Reserve (Crown land). The recreation reserve redevelopment is the main priority for the town. There are no significant changes forecasted in demographics, indicating that future rationalisation or consolidation of open space should be considered.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority

Provision of open space

Tongala

Consolidate spaces to allow for a district play space in Tongala (38)
(location not determined)

Partial sale of 75-77 Miller Street (39)

Sale of Brose Recreation Reserve (37)

Overview

Tongala has a population of 1,926 (2016, ABS Census data). The town has a main oval and a second oval at Brose Recreation Reserve. There is a concentration of open space in the centre of Tongala, including St James Park, Miller Street, Potts Village and Century Park. There are no significant changes forecasted in demographics, indicating consolidation of open space should be considered.

Key

- Existing open space
- Future open space
- Consolidation / rationalisation
- Potential upgrade
- High priority
- Medium priority
- Low priority

Key Opportunities

The strategic framework, our community, current industry practice and trends in public space encompasses a broad range of issues and opportunities.

The strategy document has been used to identify opportunities and actions. The following action plan highlights the projects that will be implemented over a 10-year period from 2022-2032.



Key opportunities

Shire wide practice guidelines

The strategy has identified guidelines across the shire to ensure appropriate planning and funding is achieved to meet demand and provision shortfalls. These priorities reflect the principles of open space and the overall strategic direction of open space for Campaspe.

Ref	Action	Principle	Rationale
1	Identify key open spaces to utilise recycled water and to include integrated water management responses.	<ul style="list-style-type: none"> • Sustainable spaces 	Enhance the sustainability of assets and open spaces and reducing the impacts of warmer weather. Responding to key public open space trend of "Environment and Climate".
2	Identify local pocket parks and small spaces to be transitioned where funds could be used to develop district spaces and/ or connectivity and linkages to other play spaces.	<ul style="list-style-type: none"> • Adequately resourced • Accessible and connected 	To provide quality play spaces in Campaspe that best suit the needs of the community. Responding to key public open space trend "importance of play". "Quality vs Quantity".
3	Develop a listing of shovel-ready projects that have potential to be funded. This would enable Council to be prepared for any funding opportunities that arise.	<ul style="list-style-type: none"> • Adequately resourced • Health and community benefit 	To be competitive in funding applications and respond quickly to opportunities. Responding to key public open space trends.
4	Develop a priority listing of upgrades and renewal of play spaces to best meet the needs of the community, focusing on the principles of play.	<ul style="list-style-type: none"> • Health and community benefit • Adaptable 	To diversify our spaces and cater for all young people not just for pre-school aged children. Responding to key public open space trends. "Quality vs Quantity" and "Importance of play".
5	Implement a rolling program of footpath, cycling paths, trails and sealed road connections with a focus on localities where missing links have been identified.	<ul style="list-style-type: none"> • Adaptable • Accessible and connected 	Responding to the need for better connections and walking and cycling networks in communities. Responding to key public open space trends "connectivity".
6	Engage and include key Traditional Landowners in planning, design and management of culturally significant open spaces in Campaspe.	<ul style="list-style-type: none"> • Protection and conservation • Partnerships 	To ensure we are conserving our cultural heritage and recognising the Traditional Landowners. Responding to key public open space influences "Traditional Owners of the land".
7	Determine appropriate service level and asset provision for open spaces and the hierarchy in which they fall under using the open space development standards template (addendum 1).	<ul style="list-style-type: none"> • Adequately resourced 	To provide a service level and standard for Council's open spaces.

Key opportunities

Township recommendations

The following section addresses the issues and opportunities of open spaces in Campaspe townships. The townships are defined by the Planning Scheme local planning policy framework 21.09, where Echuca, Kyabram, Rochester, Tongala and Rushworth listed as service centres that support a district. The remaining small towns defined in the planning scheme are Stanhope, Gunbower, Colbinabbin, Lockington, Girgarre, Toolleen and Corop. Not all towns have associated actions for the strategy. These actions will be provided in an implementation plan in section 8 to detail timeframes and funding scenarios.

Colbinabbin

Ref	Action	Principle	Rationale
8	Colbinabbin Recreation Reserve Committee of Management to develop a master plan for the reserve.	<ul style="list-style-type: none"> Partnerships Health and community benefit 	A priority project for the community alongside a whole of town plan (has commenced).



Key opportunities

Township recommendations

Echuca

Ref	Action	Principle	Rationale
9	Monitor usage and social demand of Garden Crescent play space and engage with community to determine better value of play at a district level play space at an alternate location.	<ul style="list-style-type: none"> Adaptable Play space principles 	There are multiple local play spaces (pocket parks) that are limited in play experiences.
10	<p>Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road).</p> <ul style="list-style-type: none"> Complete missing links to connect residents to school and Echuca East Community precinct. Complete missing links west of Campaspe Esplanade and north of Ogilvie Avenue, connecting residents to Campaspe walking/cycling track Complete connection from Riverboat Dock to Victoria Park boat ramp. Complete connection from Port of Echuca to Echuca East Precinct. 	<ul style="list-style-type: none"> Accessible and connected 	Connectivity and walkability is key to creating an accessible open space network. This includes creating connections for communities who have limited open space or where there are no walking/cycling connections to key open spaces.
11	Complete the Master Plan for Echuca East Recreation Reserve as key community precinct.	<ul style="list-style-type: none"> Adaptable Health and community benefit 	A current project that is underway and adopted by Council. Key project to cater for open space demand in Echuca East.
12	Progress development of Echuca Aquatic Reserve as per infrastructure plan.	<ul style="list-style-type: none"> Health and community benefit Accessible and connected 	As per the recommendation in the Council Plan 2021-2025 and the Echuca Aquatic Reserve Infrastructure Plan.
13	Plan for growth areas and open space demand for Echuca West, utilising the Echuca West PSP Open space assessment, the open space guiding principle and open space development standards.	<ul style="list-style-type: none"> Adequately resourced Health and community benefit 	Addressing open space shortfalls through planning and ensuring adequate open space is provided in new subdivisions.
14	Review and implement actions of the Echuca Victoria Park Scenic Trail Master Plan.	<ul style="list-style-type: none"> Health and community benefit Protection and conservation 	Quality attractive recreational spaces and sites of importance in the shire, as per Council Plan 2021-2025.

Key opportunities

Township recommendations

Girgarre

Ref	Action	Principle	Rationale
15	Engage with Girgarre Development Committee to further support and advocate for Gargarro Regional Botanic gardens project.	<ul style="list-style-type: none"> Health and community benefit 	A key project for the Girgarre community.
16	Transfer of additional recreation reserve land to community.	<ul style="list-style-type: none"> Adequately resourced 	An additional reserve that does not align with Council policy that sport and recreation facilities must be shared by two or more clubs/ organisations.

Gunbower

Ref	Action	Principle	Rationale
17	Implement the Gunbower Lions Park redevelopment.	<ul style="list-style-type: none"> Health and community benefit Accessible and connected 	A current project, endorsed by Council that has been supported by the community.



Key opportunities

Township recommendations

Kyabram

Ref	Action	Principle	Rationale
18	Consolidate spaces to allow for a district play space in central Kyabram following the principles of play for all ages and abilities to improve play opportunities for the community. Examples of what this could look like - Gunbower Lions Park or the nature play space in Rochester.	<ul style="list-style-type: none"> Adequately resourced Adaptable 	<p>Kyabram is lacking a diverse range of play spaces, with multiple pocket parks not meeting the needs of the community. A district space would be a focal point for the community and visitors.</p> <p>Listed as a medium term project in the Kyabram Place Based Plan.</p>
19	Consolidate Crow Court and Glass Court play space and sell off any potential surplus land. Engage with community to determine better value of play at a district level play space. See recommendation number 18.	<ul style="list-style-type: none"> Adequately resourced Adaptable Play space principles 	<p>Kyabram is lacking a diverse range of play spaces that are in line with current play space trends. There are multiple local play spaces (pocket parks) that are limited in play experiences.</p>
20	Consolidate Banyule Court and Prunus Court play space and sell off any potential surplus land. Engage with community to determine better value of play at a district level play space. See recommendation number 18.	<ul style="list-style-type: none"> Adequately resourced Adaptable Play space principles 	<p>Kyabram is lacking a diverse range of play spaces that are in line with current play space trends. There are multiple local play spaces (pocket parks) that are limited in play experiences.</p>
21	Transfer Council land to Crown at Kyabram Racecourse Reserve where there is part ownership by Crown and Council.	<ul style="list-style-type: none"> Adequately resourced 	<p>Review of land holdings and ensuring appropriate management is in place.</p>
22	<p>Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road).</p> <ul style="list-style-type: none"> Improve crossings near St Augustine's school as per Walking and Cycling study. Complete footpath missing links on Drum Street. 	<ul style="list-style-type: none"> Accessible and connected 	<p>Connectivity and walkability is key to creating an accessible open space network.</p>
23	Completion of Kyabram walking and cycling track on Breen Avenue.	<ul style="list-style-type: none"> Accessible and connected 	<p>A long term project that has been supported by Council.</p>

Key opportunities

Township recommendations

Lockington

Ref	Action	Principle	Rationale
24	Remove play equipment from Lucas Crescent (Clare Avenue) to direct funds to main play space (Lions Park) and better serve the community through a district play space.	<ul style="list-style-type: none"> Adequately resourced Play space principles 	To align with the play space guidelines and to provide smaller towns a distribution play space rather than several local play spaces that have limiting play experiences.
25	Acquire Crown section of land at Lockington Recreation Reserve where there is part ownership by Crown and Council.	<ul style="list-style-type: none"> Adequately resourced 	Review of land holdings and ensuring appropriate management is in place.

Rochester and district

Ref	Action	Principle	Rationale
26	Implement the Rotary Park natural play space development in partnership with the community.	<ul style="list-style-type: none"> Play space principles Health and community benefit 	Enhance the play experience for residents and visitors by offering diverse play spaces.
27	Design the continuation of Campaspe River walking track and improving Rochester riverbank access.	<ul style="list-style-type: none"> Accessible and connected Adaptable 	Walking and cycling are the most common activities people participate in. Including more walking tracks also supports older people to remain active.
28	Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road). <ul style="list-style-type: none"> Complete footpath missing links with connection to Campaspe River walking track and the school. 	<ul style="list-style-type: none"> Accessible and connected 	Connectivity and walkability are key to creating an accessible open space network.
29	Remove play equipment (at end of life) from Lions Park, Rochester to accommodate increase development at Rotary Park.	<ul style="list-style-type: none"> Adaptable Health and community benefit 	Due to the development at Rotary Park, there will be an increase in service level therefore a rationalisation of another space will need to occur.
30	Sale of Nanneella Recreation Reserve to either community or possible residential development.	<ul style="list-style-type: none"> Adequately resourced 	Not required as open space and has not been utilised as a reserve for a period of time.

Key opportunities

Township recommendations

Rushworth

Ref	Action	Principle	Rationale
31	Implementation of the Rushworth to Murchison rail trail development (stage 1) and Rushworth to Heathcote (stage 2).	<ul style="list-style-type: none"> Health and community benefit 	Provide a range of recreation and open space for residents and visitors.
32	Identify appropriate rationalisation of spaces to allow for a district level play space to be developed in Rushworth at central location.	<ul style="list-style-type: none"> Play space principles Health and community benefit Adaptable 	Enhance the play experience for residents and visitors.
33	<p>Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road).</p> <ul style="list-style-type: none"> Complete missing links connections from both schools to the recreation reserve and other open spaces. 	<ul style="list-style-type: none"> Accessible and connected 	Connectivity and walkability is key to creating an accessible open space network.
34	Implement High Street Rushworth Streetscape project and work towards creating a greener Rushworth.	<ul style="list-style-type: none"> Accessible and connected 	Planning for future water management and creating green spaces for the community.

Stanhope

Ref	Action	Principle	Rationale
35	Assist the community in obtaining funding to implement the Stanhope Recreation Reserve Master Plan.	<ul style="list-style-type: none"> Partnerships Adaptable 	Master plan has been developed by the community and has been highlighted as their key priority for the town.
36	Assist the community in obtaining funding to implement the Stanhope – Girgarre rail trail.	<ul style="list-style-type: none"> Partnerships Accessible and connected 	Provide a range of recreation and open space for residents and visitors.

Key opportunities

Township recommendations

Tongala

Ref	Action	Principle	Rationale
37	Investigate the future use of Brose Recreation Reserve.	<ul style="list-style-type: none"> Adequately resourced 	Brose Reserve is an additional reserve to the towns main recreation reserve.
38	Identify appropriate rationalisation of spaces to allow for a district level play space to be developed in Tongala at central location.	<ul style="list-style-type: none"> Health and community benefit Adaptable Play space principles 	Enhance the play experience for residents and visitors.
39	Investigate the future use of 75-77 Miller Street.	<ul style="list-style-type: none"> Adequately resourced 	This space is listed as open space but does not provide a recreation value. Tongala has multiple open spaces for amenity purposes.



Implementation And Review

The Open Space Strategy is a whole of Council approach, with the guiding principles, hierarchy and recommendations to be embedded into Council planning and practices.

The Integrated Open Space Management Group will continue to oversee the planning, development and management of the open space network in a coordinated and strategic manner. Responsibilities will include:

- Monitoring and review
- Planning and reporting
- Budget, resourcing and determining priority projects for contribution fund
- Future land use and open space planning
- Planning scheme reviews relating to open space
- Local and state land use policies
- Strategic partnerships
- Marketing and promotion

Priority projects for contribution fund

Strategic framework

The planning scheme clause 53.01 public open space contributions states:

A person who proposes to subdivide land must make a contribution to the council for public open space in an amount specified in the schedule to this clause (being a per centage of the land intended to be used for residential, industrial or commercial purposes, or a per centage of the site value of such land, or a combination of both). If no amount is specified, a contribution may still be required under section 18 of the Subdivision Act 1988.

Open space contributions are an important source of funding for local government to implement actions from an Open Space Strategy. Contribution funding needs to be complemented with other sources of funding such as general rates revenue, government grants and community/user contributions.

Council currently collects public open space contributions through the Schedule to Clause 53.01 of the Planning scheme. The rates are:

- All land within a residential zone (other than the low-density residential zone) – 5% of the value of the land
- All land within the low-density residential zone 2.5% of the value of the land.

The purpose of this reserve is to provide improved recreational facilities for the Campaspe Shire, both of an active and passive nature. This reserve is funded solely from the subdivision developer contributions in lieu of the 5 per cent public open space requirement.

Outflows are limited to capital works on parks and playgrounds, recreation reserves and other outdoor sporting activities including swimming pool development.

The call on the reserve must be directly connected to the residential catchments for which the contribution has been made. Other open space projects including new sporting grounds/pavilions, reserves, roads and maintenance are funded as part of the capital works program and recreation team's budget.



Implementation and review

When establishing priorities and the delivery of actions from this strategy it is important to base this on the decision making process outlined in section 6 and that the project aligns with the open space principles. These criteria, along with a graded matrix will assist Council in determine priority projects for the contribution fund.

The graded matrix has been developed in line with the principles of open space, and the criteria assessment for open space supply and demand.

Pass/fail conditions	Does the project:	Pass/fail	Justification
	Service contributing areas		
	Provide access to or improvement to public open space		
	Consent from all parties		
	Align with strategic direction		

Rating	Rate the project	Score	Justification	Weighting	Weighted score
	Alignment with the principles of open space reserve guidelines (1-10)			15%	
	Project score (0-18)			50%	
	Strategic justification (1-10)			15%	
	Contribution funds directed to contributing township (1-10)			20%	



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Implementation and review

Implementation plan

The implementation plan takes the recommendations and allocates resources, staffing and outlines the priority for each action and potential funding scenarios. These are not in any priority order, rather prioritised as low, medium and high. Based on current budget and staffing resources, many of the following actions may not be achieved within the strategy timeframe.

Short-term: to be completed in 0-2 years.

Medium-term: to be completed in 2-5 years.

Long-term: to be completed in 5+ years

■ Low priority
 ■ Medium priority
 ■ High priority

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Shire wide recommendations						
1	Identify key open spaces to utilise recycled water and to include integrated water management responses.	Planning & Building Recreation Assets Projects & Facilities	Medium term	Lack of green spaces available making them unattractive to the community and visitors.	Existing resources	Council budget Grants
2	Identifying local pocket parks and small spaces to be transitioned where funds could be used to develop district spaces and/ or connectivity and linkages to other play spaces.	ISOMG	Long term	Council resources stretched to maintain multiple play spaces in one area.	Recreation Project Officer	Contribution fund Sale of land Grants
3	Develop a listing of shovel-ready projects that have potential to be funded. This would enable Council to be prepared for any funding opportunities that arise.	ISOMG	Short term	Council are not competitive in grant applications or responsive to grant opportunities.	Consultant Existing resources	Council budget

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
4	Develop a priority listing of upgrades and renewal of play spaces to best meet the needs of the community, focusing on the principles of play.	Recreation Assets	Long term	Play spaces become uninviting and don't meet the principles of play spaces.	Existing resources Recreation Project Officer	Council budget Grants
5	Implement a rolling program of footpath, cycling paths, trails and sealed road connections with a focus on localities where missing links have been identified.	Assets Projects & Facilities	Long term	People/communities remain unconnected to spaces, services and facilities.	Existing resources	Council budget Grants
6	Engage and include key Traditional Landowners in planning, design and management of culturally significant open spaces in Campaspe.	ISOMG Community Development	Medium term	Opportunities to connect people to land and celebrate Campaspe's heritage and culture are missed.	Existing resources Consultants	Council budget
7	Determine appropriate service level and asset provision for open spaces and the hierarchy in which they fall under using the open space development standards template (addendum 1).	ISOMG Recreation	Short term	To provide a service level and standard for Council's open spaces.	Recreation project officer	NA
Colbinabbin						
8	Colbinabbin Recreation Reserve Committee of Management to develop a master plan for the reserve	Recreation Community Development Community	Short term	No long term plan for Colbinabbin Recreation Reserve.	Existing resources to support Committee.	Grant received Partnership with Council and Community groups

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Echuca						
9	Monitor usage and social demand of Garden Crescent play space and engage with community to determine better value of play at a district level play space at an alternate location.	Recreation	Medium term	Continue to offer a low-quality space that has limited play experience.	Additional resources Recreation Project Officer	Council budget
10	<p>Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road).</p> <ul style="list-style-type: none"> Complete missing links to connect residents to school and Echuca East Community precinct. Complete missing links west of Campapse Esplanade and north of Ogilvie Avenue, connecting residents to Campaspe walking/cycling track Complete connection from Riverboat Dock to Victoria Park boat ramp. Complete connection from Port of Echuca to Echuca East Precinct. 	Assets	Long term	People/communities remain unconnected by walking/cycling to spaces, services and facilities.	Existing resources	Council budget Grants
11	Complete the Master Plan for Echuca East Recreation Reserve as key community precinct.	Recreation	Medium term	Funding obligations are not met, and the community has an unfinished facility and space.	Existing resources	Contribution fund Council budget
12	Progress development of Echuca Aquatic Reserve as per infrastructure plan.	Recreation Assets Projects & Facilities	Medium term	Accessibility and maintenance levels would be below standard and current requirements.	Existing resources	Contribution fund Council budget Grants

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Echuca (continued)						
13	Plan for growth areas and open space demand for Echuca West, utilising the Echuca West PSP Open space assessment, the open space guiding principle and open space development standards.	Planning & Building Recreation	Long term	Unsuitable open space developed that does not meet the open space guidelines or meet community's needs.	Existing resources Consultants (design etc)	Contribution fund Council budget
14	Review and implement actions of the Echuca Victoria Park Scenic Drive Master Plan.	Recreation Assets Projects & Facilities	Long term	No long-term plan and actions for one of Campaspe's iconic locations.	Existing resources Consultant (design)	Contribution fund
Girgarre						
15	Engage with Girgarre Development Committee to further support and advocate for Gargarro Regional Botanic gardens project.	Community led project	Long term	Relationship with Council and community group compromised.	Existing resources to support community group - Community led initiative	NA
16	Transfer of additional recreation reserve land to community.	Recreation	Short term	Continue strain on Council resources.	Existing resources	Council budget
Gunbower						
17	Implement the Gunbower Lions Park redevelopment.	Recreation	Short term	Lions Park redevelopment not completed and community without a space that meets the principles of play spaces.	Project managed internally.	Council budget Grants

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Kyabram						
18	Consolidate spaces to allow for a district play space in central Kyabram following the principles of play for all ages and abilities to improve play opportunities for the community. Examples of what this could look - Gunbower Lions Park or the nature play space in Rochester.	Recreation Community Development	Medium term	Community would not have access to a play space that follows the principles of play for all ages and abilities.	Recreation Project Officer	Contribution fund (or sales of open space) Council budget Grants
19	Consolidate Crow Court and Glass Court play space and sell off any potential surplus land. Engage with community to determine better value of play at a district level play space. See recommendation number 18.	Recreation Community Development	Medium term	Council continues to maintain two play spaces in close proximity together, putting a strain on resources. Community potentially disadvantaged by low quality play spaces.	Recreation Project Officer	Internal resources Council budget Grants
20	Consolidate Banyule Court and Prunus Court play space and sell off any potential surplus land. Engage with community to determine better value of play at a district level play space. See recommendation number 18.	Recreation Community Development	Medium term	Council continues to maintain two play spaces in close proximity together, putting a strain on resources. Community potentially disadvantaged by low quality play spaces.	Recreation Project Officer	Internal resources Council budget Grants
21	Transfer Council land to Crown at Kyabram Racecourse Reserve where there is part ownership by Crown and Council.	Projects & Facilities	Short term	Current situation remains.	Existing resources	Internal resources
22	Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road). <ul style="list-style-type: none"> Improve crossings near St Augustine's school as per Walking and Cycling study. Complete footpath missing links on Drum street. 	Assets	Long term	People/communities remain unconnected by walking or cycling to spaces, services and facilities.	Existing resources	Council budget Grants
23	Completion of Kyabram walking and cycling track (Breen Avenue).	Assets Recreation Projects & Facilities	Medium term	Walking track not complete and residents remain unconnected to facilities.	Existing resources - project management	Council budget

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Lockington						
24	Remove play equipment from Lucas Crescent (Clare Avenue) to direct funds to main play space (Lions Park) and better serve the community through a district play space.	Recreation Assets	Short term	Council continues to maintain two play spaces in close proximity together, putting a strain on resources and the community don't have a space that meets the principles of play spaces.	Existing resources	Council budget Internal resources
25	Acquire Crown section of the land at Lockington Recreation Reserve where there is part ownership by Crown and Council.	Recreation Project & Facilities	Short term	Current situation remains.	Existing resources	Internal resources

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Rochester and district						
26	Implement the Rotary Park natural play space development in partnership with the community.	Recreation	Short term	Rotary Park play space not completed and the community don't have a space that meets the principles of play spaces.	Existing resources project management	Council budget
27	Design the continuation of Campaspe River walking track and improving Rochester riverbank access.	Recreation Community Development	Long term	Walking track is not progressed or improved upon.	Recreation Project Officer	Contribution fund Grants
28	Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road). ▪ Complete footpath missing links with connection to Campaspe River walking track and the school.	Assets	Long term	People/communities remain unconnected by walking or cycling to spaces, services and facilities.	Existing resources	Council budget Grants
29	Remove play equipment (at end of life) from Lions Park, Rochester to accommodate increase development at Rotary Park.	Recreation Assets	Long term	Council resources strained by maintaining two play spaces within proximity of each other.	Existing resources Recreation Project Officer	Council budget
30	Sale of Nanneella Recreation Reserve to either community or possible residential development.	Projects & Facilities	Medium term	Council continues to maintain a space that has limited public open space use.	Existing resources Recreation Project Officer	Internal resources

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Rushworth						
31	Implementation of the Rushworth to Murchison rail trail development (stage 1) and Rushworth to Heathcote (stage 2).	Recreation Projects & Facilities Community development	Medium term	Full potential of a regionally significant trail would not be reached.	Existing resources	Council budget Grants
32	Identify appropriate rationalisation of spaces to allow for a district level play space to be developed in Rushworth at central location.	Recreation	Medium term	Community would not have access to a play space that follows the principles of play for all ages and abilities.	Recreation Project Officer	Council budget Grants
33	Improve the connections and walkability to open spaces through footpaths, shared paths and cycling paths (on and off road). ▪ Complete missing links connections from both schools to the recreation reserve and open spaces.	Assets	Long term	People/communities remain unconnected by walking or cycling to spaces, services and facilities.	Existing resources	Council budget Grants
34	Implement High Street Rushworth Streetscape project and work towards creating a greener Rushworth.	Assets	Medium term	Goal to further green Rushworth's main street and improve retention of stormwater would not be achieved.	Existing resources	Council budget
Stanhope						
35	Assist the community in obtaining funding to implement the Stanhope Recreation Reserve master plan.	Community led project Recreation Community Development	Long term	Project may not be completed without Council support/advocacy.	Existing resources – community led initiative	Grants
36	Assist the community in obtaining funding to implement the Stanhope – Girgarre rail trail.	Community led project Community Development	Long term	Project may not be completed without Council support/advocacy.	Existing resources – community led initiative	Grants

Implementation and review

No.	Action	Responsibility	Timeframe	Risk of not achieving action	Resources required	Possible funding scenarios
Tongala						
37	Investigate future use of Brose Recreation Reserve.	Recreation Projects & Facilities	Medium term	Council continues to maintain an additional recreation reserve for the community putting a strain on resources.	Recreation Project Officer	Internal resources
38	Identify appropriate rationalisation of spaces to allow for a district level play space to be developed in Tongala at central location.	Recreation	Long term	Community would not have access to a play space that follows the principles of play for all ages and abilities.	Recreation Project Officer	Internal resources
39	Investigate future use of 75-77 Miller Street.	Projects & Facilities	Medium term	Council continues to maintain a space that has limited use.	Existing resources Recreation Project Officer	Internal resources

Implementation and review

Review

To ensure Council continues to meet the vision and actions outlined in the strategy, evaluation and monitoring will be undertaken.

Review		
Annual action plan	Review strategy – 5 years	
Monitor		
Monitor and refine strategy when required and to be in line with Council’s strategic direction	Changes in government policy and funding	
Reporting		
Integrated Open Space Management Group meetings	Council’s annual report	Report at 5-year review

Funding

The funding of open space projects will vary depending on the type of action and project. While majority of the actions listed in this Strategy are within Council’s role and influence, there are others that will be reliant on external parties.

Funding for projects within Council’s influence will range from the annual budget process, government grants, partnerships and/or the contribution fund. The implementation plan outlines possible funding scenarios for priority projects.

Township Facility Plans

The Open Space Strategy is going to be reviewed after the completion of the Township Facility Plans to ensure consistency.



Open Space Strategy | Page 59

Addendum 1

Hierarchy	Regional						District						Local									
	Parks/ garden	Sport & recreation	Conservation & heritage	Linear, trail or corridor	Drainage or wetland	Urban space	Passive open space	Parks/ garden	Sport & recreation	Conservation & heritage	Linear, trail or corridor	Drainage or wetland	Urban space	Passive open space	Parks/ garden	Sport & recreation	Conservation & heritage	Linear, trail or corridor	Drainage or wetland	Urban space	Passive open space	
BBQ facilities	✓✓	✓✓	◊	x	x	✓	✓	✓✓	✓✓	x	x	x	x	✓	xx	✓	xx	xx	xx	xx	xx	xx
Bicycle racks	✓✓	✓✓	x	✓✓	x	✓✓	✓✓	✓✓	✓✓	x	✓	x	✓	✓	x	x	x	x	x	x	x	x
Car parking - off street	✓✓	✓✓	◊	◊	x	x	✓	✓	✓	x	◊	x	x	x	xx	✓	xx	xx	xx	xx	xx	xx
Dog off lease area	◊	x	xx	x	◊	xx	◊	◊	xx	xx	x	◊	xx	◊	xx	xx	xx	xx	xx	xx	xx	xx
Drinking fountain	✓✓	✓✓	◊	✓✓	x	✓	✓	✓	✓	x	✓	x	◊	◊	✓	x	✓	x	x	x	x	x
Fencing/ bollards	✓	✓	✓	x	x	x	✓	◊	✓	✓	x	x	x	x	x	◊	◊	x	x	x	x	x
Festival & event space - major	✓	✓	x	x	x	✓	✓	✓	✓	x	x	x	✓	✓	x	x	x	x	x	x	x	x
Festival & event space - minor	✓	✓	x	x	x	✓	✓	✓	✓	x	x	x	✓	✓	◊	◊	x	x	x	◊	◊	
Garden bed	✓	x	x	x	✓	✓	x	✓	✓	x	x	✓	✓	x	x	x	x	x	x	✓	x	
Informal recreation - space	✓✓	x	✓	x	✓	x	✓✓	✓✓	x	✓	x	✓	x	✓	✓	x	x	x	x	x	x	✓
Informal recreation - infrastructure	◊	x	xx	xx	xx	xx	x	◊	x	xx	xx	xx	xx	x	x	x	xx	xx	xx	xx	xx	xx
Sports infrastructure**	xx	✓✓	xx	xx	xx	xx	xx	xx	✓✓	xx	xx	xx	xx	xx	xx	✓✓	xx	xx	xx	xx	xx	x
Lighting	✓	✓✓	✓	✓✓	x	✓✓	✓	✓✓	✓✓	✓	✓	x	✓	✓	✓	✓	x	✓	x	✓	✓	✓
Paths - Pedestrian	✓✓	✓✓	✓	✓✓	✓	✓	x	✓✓	✓✓	✓	✓✓	✓	✓✓	x	✓	x	xx	x	xx	✓	xx	✓
Paths - Shared	✓	✓	✓	✓✓	✓	✓	x	✓	✓	✓	✓✓	✓	x	x	xx	xx	xx	✓	xx	x	xx	✓
Play space	✓✓	✓✓	x	x	✓	x	✓	✓✓	✓✓	x	x	✓	x	x	✓	✓	xx	xx	✓	xx	xx	✓
Public art	✓✓	x	✓	✓	✓	✓	x	✓	✓	✓	✓	x	✓	x	✓	x	x	x	x	✓	x	✓
Public toilets	✓✓	✓✓	◊	x	x	◊	x	✓✓	✓✓	x	x	x	◊	x	xx	✓✓	xx	xx	xx	xx	xx	xx
Rubbish bins	✓✓	✓✓	✓	✓	✓	✓	✓✓	✓✓	✓✓	✓	✓	✓	✓	✓	x	✓	x	x	x	x	x	x
Shade (built)	✓	✓	xx	xx	xx	✓	xx	✓	✓	xx	xx	xx	✓	xx	xx	✓	xx	xx	xx	xx	xx	xx
Signage - Name of reserve	✓✓	✓✓	✓	✓	x	✓	✓	✓✓	✓✓	✓	✓	x	✓	✓	✓✓	✓✓	✓	✓	✓	x	✓	✓
Seating	✓✓	✓✓	◊	✓✓	✓	✓	✓	✓✓	✓✓	x	✓	✓	✓	✓	✓✓	✓✓	x	✓	x	✓	✓	x
Skate park/ BMX	◊	x	xx	xx	xx	xx	◊	◊	x	xx	xx	xx	xx	◊	xx	xx	xx	xx	xx	xx	xx	xx
Trees - Large canopy shade	✓✓	✓	✓	✓	✓	✓	✓	✓✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Water features (built)	✓	x	xx	xx	xx	✓	xx	✓	x	xx	xx	xx	✓	xx	xx	xx	xx	xx	xx	xx	xx	xx

- ✓✓ Should have
- ✓ May have
- ◊ Subject to demand analysis
- x Should not have
- xx Must not have

** refer to the sporting grounds facilities classification and State Sporting Association guidelines for relevant standards of asset provision

Appendix 1 - Project Score

The project score table allows assessment of a project or action to determine the level of priority. This is to be used in conjunction with the matrix on page 49 of the strategy.

Project name:		
Project Delivery	Inadequately scoped and timescales for delivery not defined	0
	Adequately scoped but delivery is contingent on others	1
	Adequately scoped to deliver over multiple years or within council control to deliver	2
Service Need	Discretionary service/activity (Service need not clearly defined)	0
	Fits in current service plan	1
	Critical for continued delivery of service at current levels (statutory service or activity)	2
Return on Investment	Undefined	0
	Break even (in 5 years)	1
	Profit/Income within 5 years	2
Place Based Planning/Community Benefit	Specific Location/Precinct	1
	Township/catchment	2
	Shire wide	3
Evidence of Community Need/Benefit	Anecdotal (ideas with no substantial benefit)	0
	Theoretical evidence (research to support / benefit the Community)	1
	Evidential (studies / papers / findings / business case to support the Community of benefit)	2
Level of Community Engagement	No community engagement activity has commenced or been considered yet.	0
	Engagement plan developed and all relevant stakeholders identified.	1
	Engagement already completed and project supported by community and Council	2
Strategic Alignment	No direct link to strategic objectives	0
	Partial links to strategy	1
	Critical to achieving strategic outcomes or multiple Strategic Objectives	2
Council funding Required	Grant/external contribution available but requires match funding from Council in excess of 50%	1
	Grant/external contribution available but requires match funding from Council between 0-50%	2
	Grant/external contribution available - fully funded externally so no Council match	3

Low priority 0-6 score

Medium priority 7-12 score

High priority 13-18 score

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- Campaspe Shire Council, Open Space Strategy, (prepared by Spire Consultants) 2014
- Campaspe Planning Scheme, VPP 53.01 Public open space contribution and subdivision
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- Echuca West PSP Open Space and Landscape Assessment, (Prepared by Hansen Partnership), 2021
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- Walking & Cycling – Getting to school (St Augustine’s College and Echuca East Primary School)
- Victoria Planning Authority, Open Spaces Strategies, Planning Practice Note 70, 2015
- Victorian Government, Victorian Public Health and Wellbeing Plan 2019-2013, 2019







Corner Hare and Heygarth Streets, Echuca

Hours: 8.30am to 5.00pm
Monday to Friday

Postal: PO Box 35, Echuca VIC 3564

Telephone: 03 5481 2200
1300 666 535

Email: shire@campaspe.vic.gov.au

Website: www.campaspe.vic.gov.au

Social:  @CampaspeShireCouncil

 @campaspeshire

 #campaspeshire

Customer Service Centres

Kyabram, 19 Lake Road

Rochester, 43-45 Mackay Street

Rushworth, 33 High Street

Tongala, 37 Mangan Street

9.4 2022/2023 Community Grants Program (Round One)

Author	Department	Manager	General Manager
Community Executive Assistant	Community		General Manager Community

1. SUMMARY

That Council approve nine applications received during the 2022/2023 Community Grants Program (Round one).

2. RECOMMENDATION

It is recommended that Council:

1. Approve community grant applications as follows

- \$4,000 Echuca Village Tennis Club Inc., to restore one synthetic grass tennis court**
- \$2,753 Gunbower & District Development Group Inc., to assist with the refurbishment of Gunbower Heritage Trail Interpretive panels**
- \$2,236 Rushworth & District Concert Band Inc., to assist to scan printed music to be stored on a hard drive for printing as required**
- \$2,000 Echuca Bowls Club Inc., to assist with the development of a detailed building survey report**
- \$4,000 Echuca Football Netball Club Inc., to assist with hosting a suicide prevention information session**
- \$1,690 Echuca Moama Arts Initiative Inc., to assist with a Kenny Pittock Art Workshop for youth**
- \$4,000 We Are Vivid, to assist with UPbicycle program**
- \$3,500 Kyabram Urban Landcare Group (Landcare Victoria Inc.), to assist with landscaping the GMW easement alongside the Grey Box Reserve**
- \$4,000 Echuca Moama Search & Rescue Inc., to assist with the installation of a digital lock system**

2. Advise unsuccessful applicant in writing.

3. PURPOSE

To seek approval of the recommendations for the 2022/2023 Community Grants Program Round one.

4. DISCUSSION

The Community Grants Program offers financial support to not for profit community organisations, groups and associations for projects, events, exhibitions and/or performances which contribute to the municipality, making it a vibrant and stimulating place for people to live, work and visit.

The Community Grants Program has two rounds:

* round one, advertised in March, awarded in July

* round two, advertised in August, awarded in December (current round)

Category	Total 2022/2023 Budget	July 2022 Funds Available	July 2022 Allocation	Balance
Total	\$60,000	\$30,000	\$28,179	\$1,821

This grant program aims to:

- Support not-for-profit community groups provide a range of opportunities for residents;
- Facilitate support for initiatives that strengthen the community through opportunities for participation, development, inclusion and sustainability;
- Foster support across a range of pursuits and interest areas including health and welfare, community support, arts and culture, sports and recreation, youth, ageing, environment, access and equity;
- Provide an equitable opportunity for groups to seek funding assistance from Council.

Applicants must be an:

- incorporated association, or
- A not for profit group (e.g. education institution, healthcare, religious or faith based institution), or
- a Crown Land Committee of Management, or
- a Government Department on behalf of a community group, or
- have their application submitted by an appropriate auspicing body which meets the above.

Organisations that have licensed gaming / gambling facilities or derive funds from gambling are ineligible to apply.

All applications received were assessed by a panel of five staff, across Recreation, Community and Environment teams, using the following assessment criteria matrix, as indicated in the funding guidelines.

A preliminary review of the community grants process has been undertaken in response to correspondence received from the Victorian Auditor Generals Office regarding fraud control over local government grants, and a separate report will be developed for consideration of this matter by the Internal Audit and Risk Committee.

Criteria	Description
Community / social benefit	<p>Involvement of community members, enrichment of the shire.</p> <p>For example:</p> <ul style="list-style-type: none"> • A plan for engaging the target group is outlined. • The activity or event is being held within Campaspe Shire Council (mandatory). • The application outlines what measures will be used to evaluate whether it has been successful in achieving the stated outcome/s – includes both qualitative and quantitative measures.
Partnership	<p>Contribution by group or others to the project either cash and/or in-kind, including project partnership participation (not just financial contribution).</p> <p>For example:</p> <ul style="list-style-type: none"> • The application outlines a plan for delivery – including consideration of risk, integration with other partners and innovation.

Council Plan alignment	<ul style="list-style-type: none"> The application outlines matched funding, in kind support or partner contribution (financial and in kind). <p>The application identifies a clear outcome/s, aligned to the strategic priorities of Council as outlined by the Council Plan.</p>
Project	<p>One off project/event.</p> <p>For example:</p> <ul style="list-style-type: none"> The application responds to one or more of the grant program priority areas. The application demonstrates innovation and evidence and/or clear reason for why it has been developed. The application demonstrates consideration of: <ul style="list-style-type: none"> environmental sustainability inclusivity of all members of our community and accessibility for all low or no cost for disadvantaged groups sustainability - not reliant on ongoing grant funding.
Economic benefit	<p>Increase spending to retail, industry and accommodation, enhancement of economic base, or funds spent locally.</p>

Panel members who declared a conflict of interest with any of the applications did not participate in the assessment of those applications.

Applicants with outstanding acquittals from a previous Community Grant round are not eligible for funding consideration, as outlined in the guidelines.

Successful applicants are required to enter into a Funding Agreement with the Campaspe Shire Council that stipulates the conditions of the grant.

Applications can be for a maximum of \$4,000.

- Total funds available for applications: \$30,000
- Total of applications received: \$41,561
- Total allocations recommended: \$28,179

Organisation	Project details	Amount requested	Project expenditure	Amount recommended
Echuca Village Tennis Club Inc.	Restore one synthetic grass tennis court	\$4,000	\$5,400	\$4,000
Gunbower & District Development Group Inc.	Gunbower Heritage Trail Interpretive panel refurbishment	\$2,753	\$2,753	\$2,753
Gunbower Anglican Church Guild	Gunbower Anglican Church roof painting	\$4,000	\$6,111	\$0
Tongala Community Activities Centre Inc	Art at TCAC – engage an artist to paint a canvas to display on the wall at TCAC	\$4,000	\$4,585	\$0
Rushworth & District Concert Band Inc.	Digital music – scan printed music to be stored on a hard drive for printing as required	\$2,236	\$2,236	\$2,236

Echuca Bowls Club Inc	Detailed building survey report	\$4,000	\$4,000	\$2,000
Echuca Football Netball Club Inc.	Finding a purpose – suicide prevention	\$4,000	\$5,000	\$4,000
Echuca Moama Arts Initiative Inc.	The Arts for Youth – Kenny Pittock Art Workshop	\$1,690	\$3,590	\$1,690
Girgarre Facilities Committee Inc.	Cooling the cooks – installation of an air conditioning system in the commercial kitchen at the Girgarre Hall	\$3,362	\$3,362	\$0
We Are Vivid	UPbicycle – Christmas Bike Blitz	\$4,000	\$4,702	\$4,000
Kyabram Urban Landcare Group (Landcare Victoria Inc.)	Landscaping GMW easement alongside Grey Box Reserve	\$3,500	\$7,530	\$3,500
Echuca Moama Search & Rescue Inc.	Access control system – installation of digital lock system	\$4,000	\$4,007	\$4,000
TOTAL		\$41,561	\$53,547	\$28,179

5. CONSULTATION

Internal consultation:

- Executive Management Group

6. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

7. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

8. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

9. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

10. RELEVANCE TO COUNCIL PLAN 2021-2025

Strong and Engaged Communities

Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities.

11. ISSUES AND RISK MANAGEMENT

Issues:

The current coronavirus pandemic may impact the commencement and/or completion of some projects. This will be worked through with individual organisations regarding the projects concerned and restrictions imposed at the time.

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.

12. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

13. 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*.

14. INSTRUMENT OF DELEGATION

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

15. CONCLUSION

Council received 21 eligible applications for the 2022/2023 Community Grants Program (Round one).

Ten applications to this funding round, met the criteria for the Community Equipment Grant Program, and nine of these applications were funded through the \$20,000 unallocated balance for 2021/2022.

It is recommended that Council approve nine applications and advise all applicants, in writing, of the outcome of their application.

Council's contribution of \$28,179 will lead to the provision of projects to the value of \$39,219.

9.5 Business Assistance Grants (Round Two)

Author	Department	Manager	General Manager
Community Executive Assistant	Community		General Manager Community

1. SUMMARY

That Council approve four applications received for the Business Assistance Grants Program 2021-2022 Round Two.

2. RECOMMENDATION

It is recommended that Council approve Business Assistance Grants as follows:

- \$1,500** Clubhouse Flowers, Echuca – to purchase a glass front single door fridge.
- \$3,000** Pinto Pantry, Echuca – to assist with social media marketing.
- \$3,000** The Writing Room, Kyabram – to assist with business mentoring and brand and identity development.
- \$5,000** Rich River Physiotherapy & Acupuncture Clinic, Echuca – to assist with set up of a new clinic to accommodate additional clinicians.

3. PURPOSE

To seek approval of the recommendations for the Business Assistance Grants Round Two.

4. DISCUSSION

Business Assistance Grants offer financial support to local businesses to diversify and expand, as well as attract new businesses to the municipality.

The Business Assistance Grants Program has two rounds:

- round one, advertised in August, awarded in December (current round)
- round two, advertised in March, awarded in June

Total 2021/2022 Budget	June 2022 funds available	June 2022 allocation	Balance
\$50,000	\$24,510	\$12,500	\$11,650

Funding is available in four categories:

1. Start up / new

- Operating less than one year
- 2-10 full time equivalent employees
- Maximum grant per application \$3,000

2. Small business

- 2-10 full time equivalent employees
- Maximum grant per applicant \$5,000

3. Medium business

- More than 10, but less than 20 full time equivalent employees
- Maximum grant per applicant \$10,000

4. Large business

- More than 20 full time equivalent employees
- Maximum grant per applicant \$15,000

Applications for the Business Assistance Grants are called for twice per year, closing in September and March, with \$25,000 available in each round.

The applications received were assessed by a panel of five staff, Economic Development Manager, Manager Projects and Facilities, Environmental Project Officer – Conservation, Recreation Coordinator and the Executive Assistant Community using the assessment criteria in the guidelines.

The successful applicants are required to enter into a Funding Agreement with the Campaspe Shire Council that stipulates the conditions of the grant.

- Total funds available for applications: \$24,150
- Total of applications received: \$22,450
- Total of grants allocated: \$12,500

Three applications were received in the **Start up/new business** category, two applications met the assessment criteria, one application partially met the criteria.

Business name	Details of assistance requested	Amount requested	Project expenditure	Amount recommended
Clubhouse Flowers (Echuca)	Purchase of a glass front single door display fridge to keep flowers fresh.	\$1,800	\$1,810	\$1,500
Pinto Pantry (Echuca)	Social media marketing to increase awareness of what Pinto Pantry offers.	\$3,000	\$6,000	\$3,000
The Writing Room (Kyabram)	Business mentoring to further develop business management and maturity, develop brand and identity inclusive of professional photos (to develop website and business collateral)	\$3,000	\$5,000	\$3,000
TOTAL		\$7,800	\$12,810	\$7,500

Three applications were received in the **Small business** category, only three met the assessment criteria.

Business name	Details of assistance requested	Amount requested	Project expenditure	Amount recommended
---------------	---------------------------------	------------------	---------------------	--------------------

Radcliffe's of Echuca (Echuca)	Upgrade conference facilities with the purchase of a projector, projector screen and lectern with wireless microphone.	\$4,650	\$4,650	\$0
Let's Do Coffee Roasters (Echuca)	Purchase a coffee destoner to increase quality of the roasted beans to meet industry standards.	\$5,000	\$12,900	\$0
Rich River Physiotherapy & Acupuncture Clinic (Echuca)	Installation of solar panels, disabled electric door and access, office setup including desktop PC, printer/fax machine and appropriate software in new clinic.	\$5,000	\$70,000	\$5,000
TOTAL		\$14,650	\$87,550	\$5,000

5. CONSULTATION

Internal consultation:

- Assessment Panel
- EMG

External consultation:

- Nil

Councillors:

- Nil

6. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

7. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no issues of ongoing financial viability of the Council have been identified within this report.

8. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

9. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

10. RELEVANCE TO COUNCIL PLAN 2021-2025

Resilient Economy

Facilitate and enable local enterprise, support existing businesses and develop stronger business networks.

11. ISSUES AND RISK MANAGEMENT

Issues:

The current Covid pandemic may impact the commencement of some projects. This will be worked through with individual organisations regarding the projects concerned and restrictions imposed at the time.

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.

12. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

13. 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*.

14. INSTRUMENT OF DELEGATION

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

15. CONCLUSION

Six applications were received for the Business Assistance Grants Program (Round two). It is recommended to approve four of these applications and advise all applicants, (successful and unsuccessful), in writing of their application outcome.

Council's contribution of \$12,500 will lead to the provision of projects to the value of \$77,800.

10 Council Information

10.1 Notes of Appreciation

The following have been received:

- Liz Easter, Secretary Women's Country Bowls Carnival - thank you for the Community Event Sponsorship provided to assist with the running of the 2022 Women's Country Bowls Carnival held in April.

"The grant was vital in helping make this event successful bringing over 200 women to our beautiful Echuca Moama area for five days."

- Pauline Keegan - *"I was very impressed with the follow up service I got from Glen Bradley about my drains backing up when we got the last heavy rain. He was very helpful and we have made a plan should it happen again."*

"I know you often only get complaints so I wanted to share my praise as well."

- Kyabram Lawn Tennis Club Inc. - thank you for the Community Equipment Grant provided to the club to purchase a Blower and Brushcutter.

"It means a great deal to our committee, volunteers and participants."

- Kyabram Community & Learning Centre Inc. - *"thank you for providing KCLC with the funding through the Community Equipment Grants Program to complete our proposed project 'Birds of Kyabram – Blue Wren Art Sculpture' which is showcasing at the Community Garden & Traffic School."*

"The Blue Wren is already proving to be a popular art attraction to the town in the short time it has been on display, we look forward to adding more art sculptures from local artist and gardens surrounding them in the future."

RECOMMENDATION

It is recommended that Council acknowledge the notes of appreciation as listed.

10.2 Community Event Sponsorship

Author	Department	Manager	General Manager
Community Executive Assistant	Community		General Manager Community

1. SUMMARY

That Council note the two successful applications received for Community Event Sponsorship.

2. RECOMMENDATION

It is recommended that Council note the following sponsorships were approved, in accordance with the Community Event Sponsorship criteria, and the applicants advised in writing:

- **Echuca Moama Arts Initiative Inc. - \$1,000 to assist with hosting the EMAI Arts Prize 2022 'Reflections of TEN' to be held on Friday, 11 March 2022,**
- **Kyabram Theatre Group Inc., \$1,000 to assist with costs associated with hosting the production "Cinderella" to be held from 17 – 18 June 2022.**

3. PURPOSE

To note the outcomes of two Community Event Sponsorship applications considered in accordance with the grant guidelines and criteria

4. DISCUSSION

The Community Event Sponsorship program offers financial support to not-for-profit community organisations, groups and associations to conduct events that contribute to the municipality and support Council's vision.

The program has guidelines for applications submitted to Council.

The following applications were received:

Echuca Moama Arts Initiative (EMAI) Inc. – requested \$1,000, towards the EMAI Arts Prize 2022 'Reflections of TEN' to be held at The Foundry from 22 July 2022 – 14 August 2022.

The inaugural EMAI Arts Prize aims to enhance the profile of arts as an important contributor to the health and wellbeing of the community.

Exhibits will be entered from young and old with different art experience and knowledge.

The event will be hosted in-line with COVID guidelines/restrictions in place at the time.

Council will receive recognition of the sponsorship through the use of pull up banners and fence scrim at the event and the Campaspe Shire logo will also be used on all promotional material relating to the event, including website and social media.

The application was submitted within the required three-month notification period.

Kyabram Theatre Group Inc. – requested \$1,000, to assist with the production "Cinderella" to be held at Kyabram P-12 College W.A. Kuhne Hall from 17 – 18 June 2022.

Through Covid Activation funding, the production also provides an opportunity for an ice sculpture installation (glass slipper and pumpkin) in Allan Street which can be used as an alternate way to promote the production.

The event will be hosted in-line with COVID guidelines/restrictions in place at the time.

Council will receive recognition of the sponsorship through the use of teardrop banners at the event and the Campaspe Shire logo will also be used on all promotional material relating to the event, including website and social media.

The application was not submitted within the required three-month notification period.

Events Sponsorship Program fund balance prior to these applications:	\$10,552
Requested Funding:	\$2,000
Funding amount recommended:	\$2,000
2021/2022 Fund Balance: (as at 15 June 2022)	\$8,552

Council's contribution of \$2,000 will assist in the provision of events with an estimated value of \$12,500.

5. CONSULTATION

Internal consultation:

- Grants assessment panel
- EMG

6. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

7. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

8. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

9. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

10. RELEVANCE TO COUNCIL PLAN 2021-2025

Growing quality of life

Communities have a say on local infrastructure and attractions that stimulate engagement and activity

Inclusive, connected, culturally diverse and safe

11. ISSUES AND RISK MANAGEMENT

Issues:

The current coronavirus pandemic may impact the commencement/holding of some events. This will be worked through with individual organisations regarding the event concerned and restrictions imposed at the time.

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.

12. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

13. 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*.

14. INSTRUMENT OF DELEGATION

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

15. CONCLUSION

Council received two applications to the Community Event Sponsorship Program. It should be noted that the applications were successful in receiving \$2,000 cash towards event costs.

10.3 Community Equipment Grants Program

Author	Department	Manager	General Manager
Community Executive Assistant	Community		General Manager Community

1. SUMMARY

That Council approve nine successful applications received during the 2022/2023 Community Grants Program (Round one), which met the criteria for Community Equipment Grants.

2. RECOMMENDATION

It is recommended that Council approve community equipment grant applications as follows:

- \$2,000 Echuca Pistol Club Inc., to assist with the purchase of two 20ft shipping containers for temporary storage**
- \$2,000 Crossenvale Community House Inc., to purchase outdoor seating**
- \$2,000 Rushworth Community Support Inc., to assist with the purchase of shelving and safety equipment for the Rushworth Foodbank**
- \$630 Kyabram Croquet Club Inc., to purchase a PA system for use at events and tournaments**
- \$2,000 Kyabram Valley View Golf & Bowls Club Inc., toward the purchase of a motorised cart to assist disabled visitors**
- \$2,000 Rushworth Golf Club Inc., to purchase garden maintenance equipment**
- \$2,000 Lockington & District Living Heritage Complex Inc., to purchase a computer for the Treasurer**
- \$921 Shine Bright Echuca South Community Kindergarten Inc., to purchase vegetable garden equipment for the Sustainability Hub**
- \$1,200 Kyabram Blue Light Inc., to purchase floor matting for the Ky Blue Light Health & Wellbeing Centre**

3. PURPOSE

To seek approval of the recommendations for the Community Equipment Grants Program.

4. DISCUSSION

At the conclusion of the 2021/2022 Community Grants Program there was an unspent allocation of \$47,727. At Councils 20 April 2022 meeting it was resolved to transfer \$27,727 of this unexpended allocation to the Community Event Sponsorship budget to provide for any further applications received between February and the end of June 2022.

The balance of \$20,000 has been used to fund the nine successful applicants.

2022/2023 Community Grants Program (Round one) received ten applications which are appropriate to be referred to the Community Equipment Grants Program model as they meet the funding criteria.

Applicants were contacted and asked if the application was only part funded (up to 50%), would the project be able to be executed. All applicants indicated that if only part funded the projects would proceed.

The purpose of the program is to provide assistance to community groups and sporting clubs to purchase equipment to support programs and activities.

Funds Available	Allocation	Balance
\$20,000	\$14,751	\$5,249

Expected outcomes for the Community Equipment Grants Program include but are not limited to:

- Conduct local events, activities and programs that celebrate and encourage a diverse, inclusive and welcoming community.
- Promotes art in public spaces including community buildings, streetscapes and open spaces.
- Supports a resilient community through community involvement, social connections and life-long learning.
- Provides sporting, and recreational programs and facilities that facilitate active and healthy lifestyles for all ages and abilities.
- Facilitate community health, wellbeing and safety.
- Recognise our unique local cultural identity and heritage.

Applicants must:

- be an incorporated association, or
- not for profit group (e.g. education institution, healthcare, religious or faith based institution), and
- have their application submitted by an appropriate auspicing body which meets the above.

The applications have been assessed by the Acting Chief Executive Officer and the Executive Assistant Community, using the following assessment criteria, as indicated in the funding guidelines.

• The application identifies clear outcome/s resulting from the purchase/s
• The application addresses one or more of the funding priorities.
• The application clearly demonstrates the link between the purchase/s and the intended outcome/s
• A plan for adding to, or growing, target group/s is outlined
• How will it promote inclusivity of all members of our community and accessibility for all?
• The application outlines matched funding, in kind support or partner contribution (financial and in kind)
• The purchase/s are made in and support Campaspe Shire businesses.
• Value for money in regard to the items being purchased

Panel members who declared a conflict of interest with any of the applications did not participate in the assessment of those applications.

Applicants with outstanding acquittals from a previous grant round are not eligible for funding consideration, as outlined in the guidelines.

Successful applicants are required to submit an acquittal report on outcomes achieved with the funding, within eight weeks of the purchase/s being made.

The report must include receipts and a short statement on the effectiveness of the program/ event/ equipment in achieving the stated outcomes in the application.

Applications can be for a maximum of \$2,000.

- Total funds available for applications: \$20,000
- Total of applications received: \$16,751

- Total allocations recommended: \$14,751

Organisation	Project details	Amount requested	Project expenditure	Amount recommended
Echuca Pistol Club Inc.	Purchase two 20ft storage containers	\$2,000	\$9,000	\$2,000
Crossenvale Community House Inc.	Purchase outdoor seating	\$2,000	\$3,319	\$2,000
Rushworth Community Support Inc.	Purchase shelving for Foodbank items, a laptop and safety equipment	\$2,000	\$3,595	\$2,000
Kyabram Croquet Club Inc.	Purchase of a PA system	\$630	\$630	\$630
Kyabram Valley View Golf & Bowls Club Inc.	Purchase a motorised golf cart to assist disabled visitors	\$2,000	\$4,000	\$2,000
Gunbower Tennis Club Inc.	Replace greens mower	\$2,000	\$9,000	\$0
Rushworth Golf Club inc	Purchase garden maintenance equipment	\$2,000	\$4,535	\$2,000
Lockington & District Living Heritage Complex Inc.	Purchase a computer for the Treasurer	\$2,000	\$2,730	\$2,000
Shine Bright Echuca South Community Kindergarten Inc.	Purchase vegetable garden equipment for the Sustainability Hub	\$921	\$921	\$921
Kaybram Blue Light Inc.	Purchase floor matting for the Ky Bluelight Health & Wellbeing Centre	\$1,200	\$1,425	\$1,200
TOTAL		\$16,751	\$39,182	\$14,751

5. CONSULTATION

Internal consultation:

- Executive Management Group

6. POLICY AND LEGISLATIVE IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no Council Policy and relevant law has been identified within this report.

7. FINANCIAL AND ECONOMIC IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no economic sustainability issues for the municipality have been identified within this report.

8. ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no environmental sustainability issues including mitigation and planning for climate change risks have been identified within this report.

9. SOCIAL IMPLICATIONS

The requirements of Section 9(2)(c) of *Local Government Act 2020* have been considered and no social implications for the municipality have been identified with this report.

10. RELEVANCE TO COUNCIL PLAN 2021-2025

Strong and Engaged Communities

Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities.

11. ISSUES AND RISK MANAGEMENT

Issues:

The current coronavirus pandemic may impact the commencement and/or completion of some projects. This will be worked through with individual organisations regarding the projects concerned and restrictions imposed at the time.

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.

12. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

13. 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*.

14. INSTRUMENT OF DELEGATION

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

15. CONCLUSION

2022/2023 Community Grants Program (Round one) received ten applications which were appropriate to be referred to the Community Equipment Grants Program model as they meet the funding criteria.

Applicants were contacted and asked if the application was only part funded (up to 50%), would the project be able to be executed. All applicants indicated that if only part funded the projects would proceed.

Nine of the ten applications have been deemed successful to receive funding.

Council's contribution of \$14,751 will lead to the provision of projects to the value of \$30,182.

11 Petitions and Letters

12 Notices of Motion

13 Urgent Business

14 Confidential Business

Closure of Public Meeting

RECOMMENDATION

That pursuant to the provisions of the *Local Government Act 2020* (the Act), the meeting will now be closed to members of the public in accordance with section 66(2)(a) of the Act to enable consideration to be given to items that contain confidential information as defined in section 3(1) of the Act as follows:

- a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.
- b) Security information, being information that if released is likely to endanger the security of Council property or the safety of any person.
- c) Land use planning information, being information that if prematurely released is likely to encourage speculation in land values.
- d) Law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person.
- e) Legal privileged information, being information to which legal professional privilege or client legal privilege applies.
- f) Personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.
- g) Private commercial information, being information provided by a business, commercial or financial undertaking that:
 - (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.
- h) Confidential meeting information, being the records of meetings closed to the public under section 66(2)(a).
- i) Internal arbitration information, being information specified in section 145.
- j) Councillor Conduct Panel confidential information, being information specified in section 169.
- k) Information prescribed by the regulations to be confidential information for the purposes of this definition.
- l) Information that was confidential information for the purposes of section 77 of the Local Government Act 1989.

Items

14.1 Sale of Land

14.2 Sale of Land

Resumption of Public Meeting

15 Close Meeting

Tim Tamlin

Interim Chief Executive Officer