



2021 - 2025  
**Council  
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.

# Community Vision

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

## Principles

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.

# Community Aspirations

## A place where we belong

We want a future where every family and individual feels part of a community, whether that's on the land, in a smaller town, or in a major centre.

Many are concerned about the rise in mental health issues, affecting all ages, but particularly our young people.

Our strength is in our unity, so we will work to ensure nobody gets left behind and can participate in community life.

We want everyone to have the services and support they need to feel happy, safe, connected to others in the community and enjoy good physical and mental health.

## Towns and land that we love

Our places — infrastructure such as halls, sporting facilities and libraries, spaces such as parks and streetscapes, and landscapes, both farmed and natural — are the foundations of our communities.

They play an important role in bringing us together and building the capacity of our community and economy to grow and thrive. And, whether we are travelling by car, on foot or by bike, by rail or bus, we need to be able to get where we want, when we want.

## Activity for all

We want a diverse range of high quality sporting and recreational facilities that help to promote community connections and a healthy lifestyle for residents, and increases the attractiveness of Campaspe to visitors.

## An environment for all, now and always

A healthy natural environment and water security is critical to Campaspe Shire's future prosperity, our quality of life and future generations.

The changing climate requires our residents, those who visit us, and those who use and work the land to make adaptations, adopt sustainable practices and a sense of collective responsibility.

## Opportunity for all

We want Campaspe Shire to be a place where local businesses prosper and grow, where shops and services in local shopping areas meet the needs of residents and the economy of both our centres and smaller communities is strong and thriving.

Key to this will be ensuring quality education and skills development opportunities are available at every level and every life stage and that Campaspe has an adequate supply of permanent tradespeople, key workers, professional and seasonal workers.

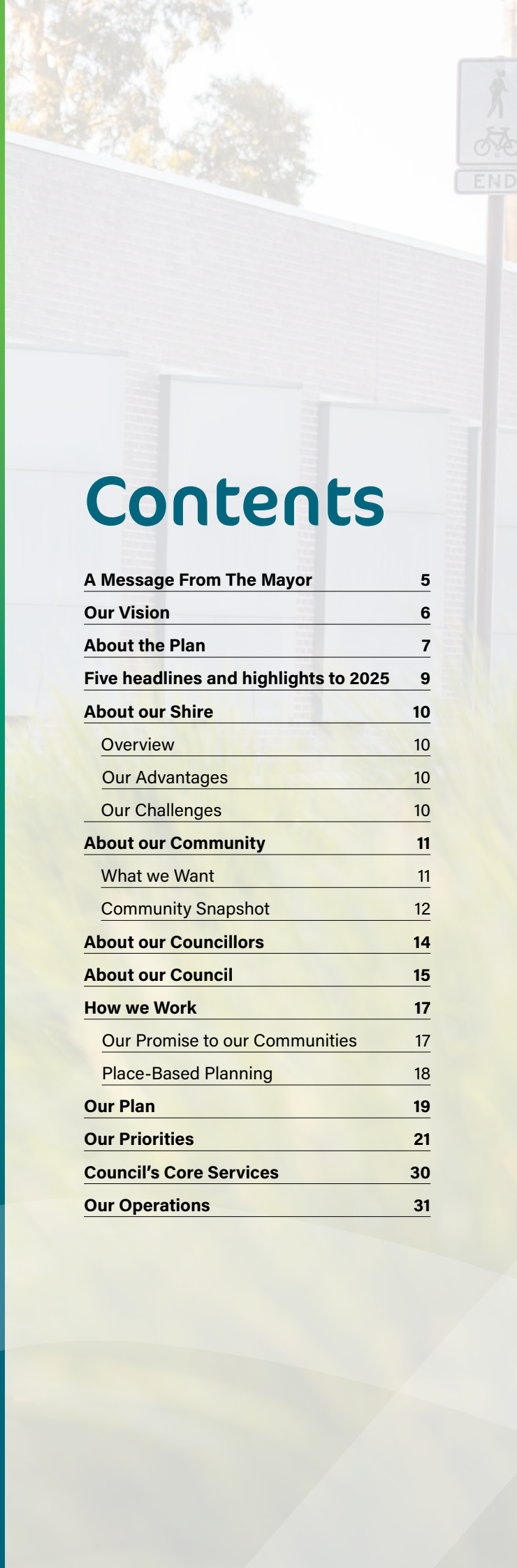
Specific skills will also be needed to ensure we can continue to develop a modern agricultural industry and that young people can secure employment in areas of growth.

## Engaged and participative people

To realise our aspirations, requires a community of people who listen, speak up and talk to each other.

They engage with enterprises and institutions (including Council) and are empowered and willing to put in on the things that matter the most to them.





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# A Message From The Mayor

As a new Council, my fellow Councillors and I are proud to share our Council Plan 2021-25. The Council Plan sets out our strategic direction and commitment to the community for the next four years, including what we will deliver, how we will deliver it and how we will measure progress.

Our shared vision for Campaspe is that it is a vibrant and sustainable place, with strong and supportive people.

We have heard from our community through the engagement process for the Community Vision that Campaspe is a respectful, inclusive, and sustainable place.

This Council Plan has been shaped by the many voices through the extensive process of engagement with the community. We have combined the aspirations of community and the foundations created by Council to form strategic objectives for our shire.

Over the next four years, we will focus on:

- Well planned places, providing land use for the future, areas that are well connected from both within and outside
- Growing quality of life, increasing community capacity and having places for community wellbeing and healthy living
- Advocacy for flourishing and diverse local economies and resilient natural environments

The Council Plan 2021-25 will guide how we respond, not just to the immediate challenges we face as we recover from the pandemic, but also prepare for the challenges and opportunities for the future.

The plan acknowledges that Council alone cannot achieve the community's objectives. In working towards the long-term vision, Council will:

- Advocate
- Partner
- Lead
- Regulate
- Provide Services
- Build

We look forward to working with you to deliver the things that matter to make Campaspe a vibrant and sustainable place for all.

**Cr Chrissy Weller**  
Mayor





# Our Vision

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



# About The Plan

All Councils in Victoria are required to identify community needs and local issues to be dealt with over the four years of an elected Council. Community needs are those documented in Campaspe's Community Vision, while the Council Plan describes the objectives and strategies this Council will implement.

All Council Plans are guides to decision making through the Council's term, and the indicators are means by which Council can determine its accountability to the Campaspe community. Each year, a budget is prepared which shows

how Council finances will be allocated and the actions to be delivered in the year which support achievement of this Plan. In addition, a Council Plan relates to numerous other subsidiary plans and strategies. This Plan outlines priorities above and beyond Council's statutory roles and services, which are listed on Page 28.

The diagram below shows the relationship between the Council Plan and short and long term planning mechanisms.









# Five Headlines And Highlights To 2025

To be a vibrant and sustainable place, with strong and supportive people, Council's headline areas of focus are the following:

1

We will build a solid plan to **develop our local economy**, including attracting long-term investment. (See Strategic Direction: Flourishing and Diverse Local Economies)

2

We are taking action to make sure our **critical places are fit-for-future use** and meet community and visitor expectations (See Strategic Direction: Well-Planned Places)

3

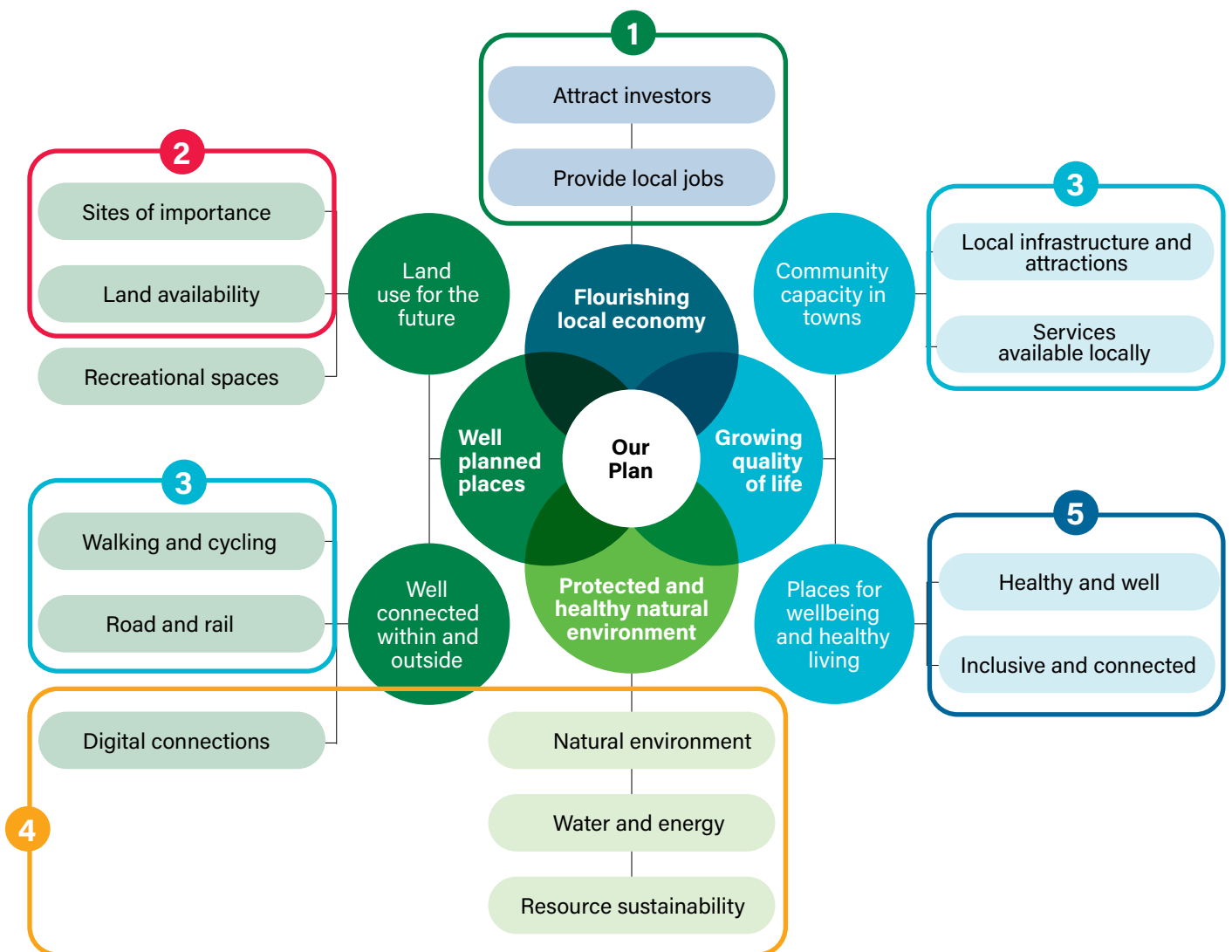
We will **work with each of our communities to determine what** they want, and how Council's investment in their locality can best be allocated (See Strategic Direction: Well-Planned Places + Strategic Direction: Growing Quality of Life)

4

We will **advocate, with partners, for essential underpinnings** for our long-term future (See Strategic Direction Resilient, Protected and Healthy Natural Environment + Well-Planned Places)

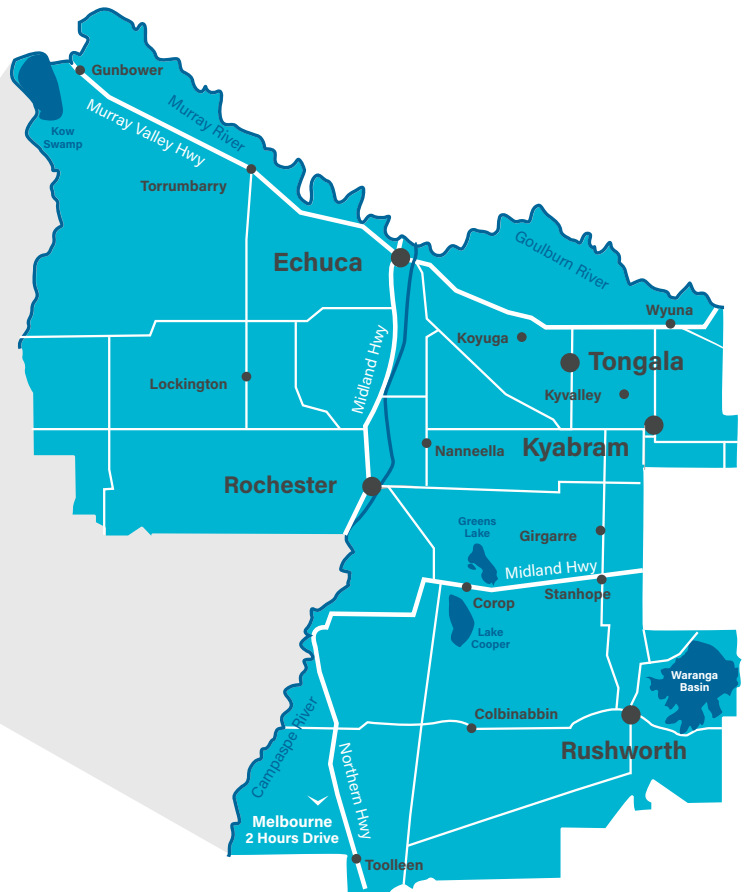
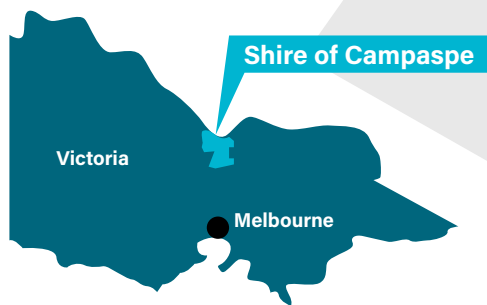
5

We will **partner with service providers** to get what is needed in their local areas (See Strategic Direction: Growing Quality of Life + Municipal Public Health and Wellbeing Plan)





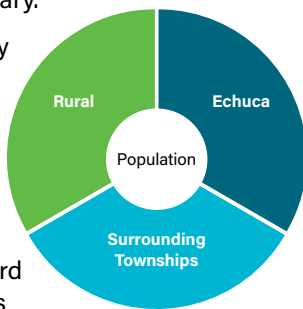
# About Our Shire



## Overview

The Shire of Campaspe sits directly north of Bendigo in the Loddon Mallee region, with the Murray River forming its northern boundary.

The municipality has a resident population of approximately 38,000, with one-third living in and around Echuca, one-third in smaller towns (including Kyabram, Rochester, Tongala and Rushworth), and one-third not in townships but in rural areas. All areas are experiencing population growth.



While the Campaspe economy is overwhelmingly driven by the agriculture, manufacturing, health care and tourism sectors. It can be noted tourism plays a stronger role within Echuca, with the iconic Murray River sitting amongst the state's key tourism destinations.

## Strengths we can build on include

- Road and rail accessibility to Bendigo and Melbourne
- Located centrally to key agricultural regions
- Strong and diversified economy
- Warm climate and access to irrigation
- Relatively high employment levels
- Good access to primary health care and quality primary/secondary education
- High rates of community participation and volunteering
- Natural capital e.g. river systems

## Challenges today and ahead include

- Water security for the agricultural industry
- High costs of inputs for industry
- Transport connectivity and access
- After-hours health care
- An ageing population
- Substance abuse
- Availability of tertiary education and training
- Cross-border regulation
- Climate change
- Waste minimisation and sustainable disposal
- Energy self-sufficiency
- Water sustainability
- Digital connectivity



# About Our Community

## What we Want

Campaspe's Community Vision has been developed during 2021 and the voices of hundreds of community members, leaders and Shire staff were heard. Council's role is to use its resources to enable outcomes important to the community.

### A prosperous, diverse and resilient local economy

The community has a strong vision for our joint futures, which includes a prosperous, diverse and resilient local economy, with thriving businesses, including agriculture and tourism. Young people especially will be educationally catered for, especially in skills that are in demand locally. Land for residential and commercial purposes is available, appropriate and fit for use.



### A protected and healthy natural environment and sustainable practices

We understand the role of the natural environment as a base for a healthy community. This means active management and protection where needed, ensuring healthy waterways, well managed forests and roadsides, for future generations especially in light of changing climate. Importantly, our future is one where we use energy and water efficiently and cleanly, and where farmers use their land sustainably. We use Indigenous knowledge and land management practices to manage our natural environment.



### Vibrant townships

Our people live in great places, with vibrant townships dotted amongst beautiful farmland and natural landscapes. Our streets, public spaces and facilities are managed to ensure they provide good amenity, are clean, safe, secure, accessible and cater to the needs of visitors, businesses and residents alike. Importantly, we are well connected too — with roads, trails and pathways enabling us to get around, and telecommunications and digital infrastructure taking our businesses and social lives forward.



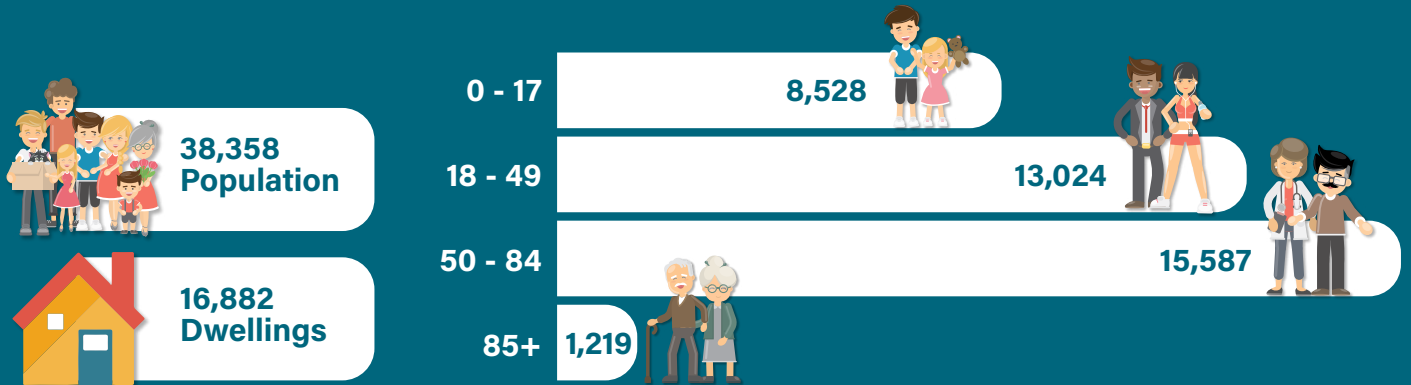
### Connected and strong communities where everyone is healthy and well

Strong economies and healthy natural environments provide the basis for healthy and well people. We have access to services, programs, places and spaces that support physical and mental health, wellbeing and a good quality of life. New development is pursued, however this is balanced with community spaces and social outcomes. Our open spaces are safe, accessible and welcoming of all. Our facilities encourage physical activity. We want to ensure that our citizens also have the opportunity to pursue creative and other pursuits and learning outside the formal education system.



# About Our Community

## Community Snapshot



### We are growing

2019: 37,600 (ERP)  
2036: 43,000 (forecast)



### We are becoming older and younger

Compared to regional Victoria we have a higher population of both younger people and older people



### We have lower levels of education

53.1% of residents held a qualification of some sort in 2016 compared with 57.2% for regional Victoria.



### We mainly work in

Manufacturing, Agriculture, Health Care, and Tourism



### We have a sizeable Aboriginal population

2.4% of residents are Aboriginal, compared to 1.6% for regional Victoria and 0.8% for the state of Victoria



### On average, we earn less

In 2016 the median weekly income was \$1,081, compared to \$1,124 for regional Victoria and \$1,431 for Australia as a whole





Diamonds  
ARE  
Forever  
BLACK DIAMOND  
SPECKLE PARK SALE



# About Our Councillors

## What they have heard, and commit to

### Cr Chrissy Weller

I want to resolve some long-standing issues for our Shire, which include 'Bridge to Bridge,' connecting us digitally and physically, and contributing to intelligent planning. I want Campaspe to be a place for experiences, where people come for vibrancy and sustainability.



### Cr Rob Amos

Making Campaspe Shire one of the most liveable places in Victoria is a high priority for me. Ensuring our towns have great connectivity and keeping a keen eye on the environment need to be high priorities, as well as guaranteeing our local communities remain sustainable into the future.



### Cr Leanne Pentreath

I am committed to our community's voices being heard through our Place-Based Planning approaches. I want our farms and businesses to have good road and bridge access, and I will speak up for innovative ways to deal with waste and use renewable energy.



### Cr Colleen Gates

I believe it is vital to build capacity in our smaller towns, and helping our young people grow into leaders. I'm committed to innovation, helping our small businesses and make sure we've got good connections between our towns.



### Cr Paul Jarman

My efforts will go towards helping Campaspe be a strong and viable Shire, with land available for future residential and commercial needs, townships with strong local economies, and water available for high value agriculture.



### Cr Adrian Weston

I want Campaspe to have a long-term ability to adapt and transform and therefore I commit to collaborating with each of our communities to build capacity, by having a fair share of our services and assets. I will also advocate for strong natural capital that underpins all of our future successes.



### Cr Tony Marwood

My long-standing family connections to Campaspe mean that I want everyone to have pride in our place. I'll work on improving our sporting facilities, our iconic drawcards, and making sure we can 'grow the pie' economically with good digital and physical connections.



### Cr Daniel Mackrell

A vibrant and go ahead Council is what is needed and my role is to help facilitate and lead by example. Working with and in the community is important and listening and advocating is a must. Together we as a whole community can make some great things happen now and in the future.



### Cr John Zobec

I want to invest in the best possible roads that our visitors, residents, businesses and farmers need. I will advocate for innovations in relation to education and waste management so that our long-term future is as bright as our next four years.





# About Council

## Council's many roles

The Shire plays an important part in people's lives, but we are rarely solely responsible for achieving our aims, so we must work in partnership, advocate together and lead others. We carry out the following core functions:



### Advocate

#### Support and represent

Eg economic development, environment



### Partner

#### Collaborate and cooperate

Eg services that support municipal health and wellbeing, maternal and child health



### Lead

#### Inspire and enable

Eg community development



### Regulate

#### Review and plan

Eg planning and building approvals, inspections, engineering, animal management



### Services

#### Prioritise and delivery

Eg waste and landfill, community programs, libraries, parks and gardens



### Build

#### Maintain and construct

Eg roads, drains, bridges, paths, facilities and public spaces









# How We Work

## Our promise to our communities

We are committed to working with community as partners and developing a culture that approaches issues cooperatively. This means listening carefully to our communities, engaging with each, and negotiating the best use of our assets and resources in our communities' interests. To do this we know the following are important, and we will work hard to build on, and improve, how we work.



- We will actively encourage community members who would not ordinarily engage with consultation processes to participate in them especially young people
- We will better engage with small communities
- Our Councillors and relevant Council staff will have a greater physical and face-to-face presence in communities e.g. pop up meetings, small group discussions
- We will use a variety of engagement methods to seek to engage our community on matters that are important to them.



- We will communicate our strategic vision and major priorities clearly
- We will help our residents develop awareness of current issues as a result of improved, plain language communication via a broader range of channels
- We will make sure local businesses and residents are better informed about work that affects their properties
- We will work to make sure people are more aware of Council's scope of responsibility and are informed on issues such as service and asset usage



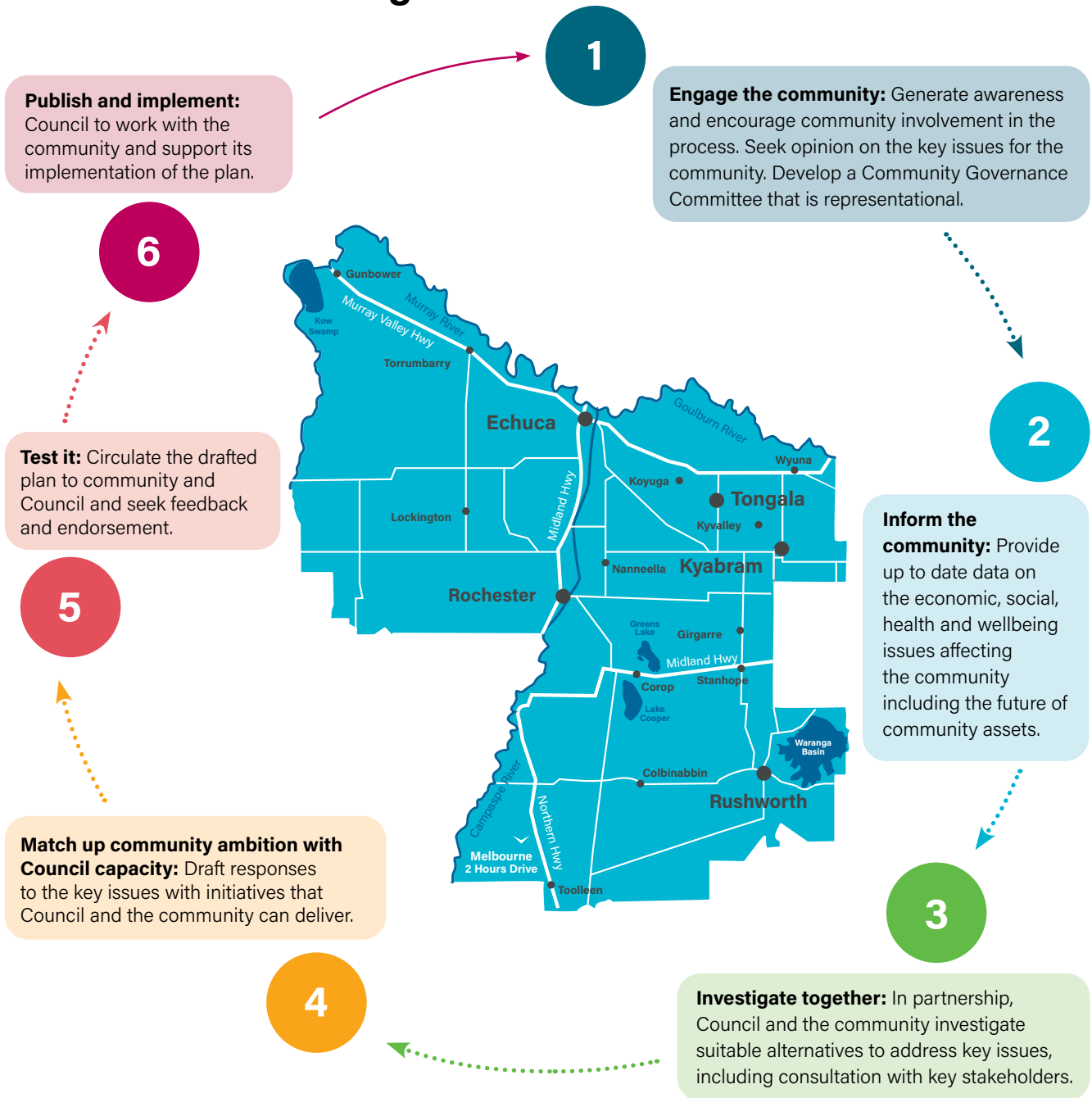
- We will work with Aboriginal communities and elders so they are more engaged with Council and have a genuine voice as a result of improved formal and informal communication mechanisms (e.g. committees, MOUs)
- Our staff will provide more culturally inclusive and welcoming services as a result of deepened cultural understanding



- Our customer service will improve as a result of better follow up, clear service delivery standards and a 'case management' approach to complaints
- We will continue to make our planning and permit processes smoother and free of red tape

# How We Work

## Place Based Planning



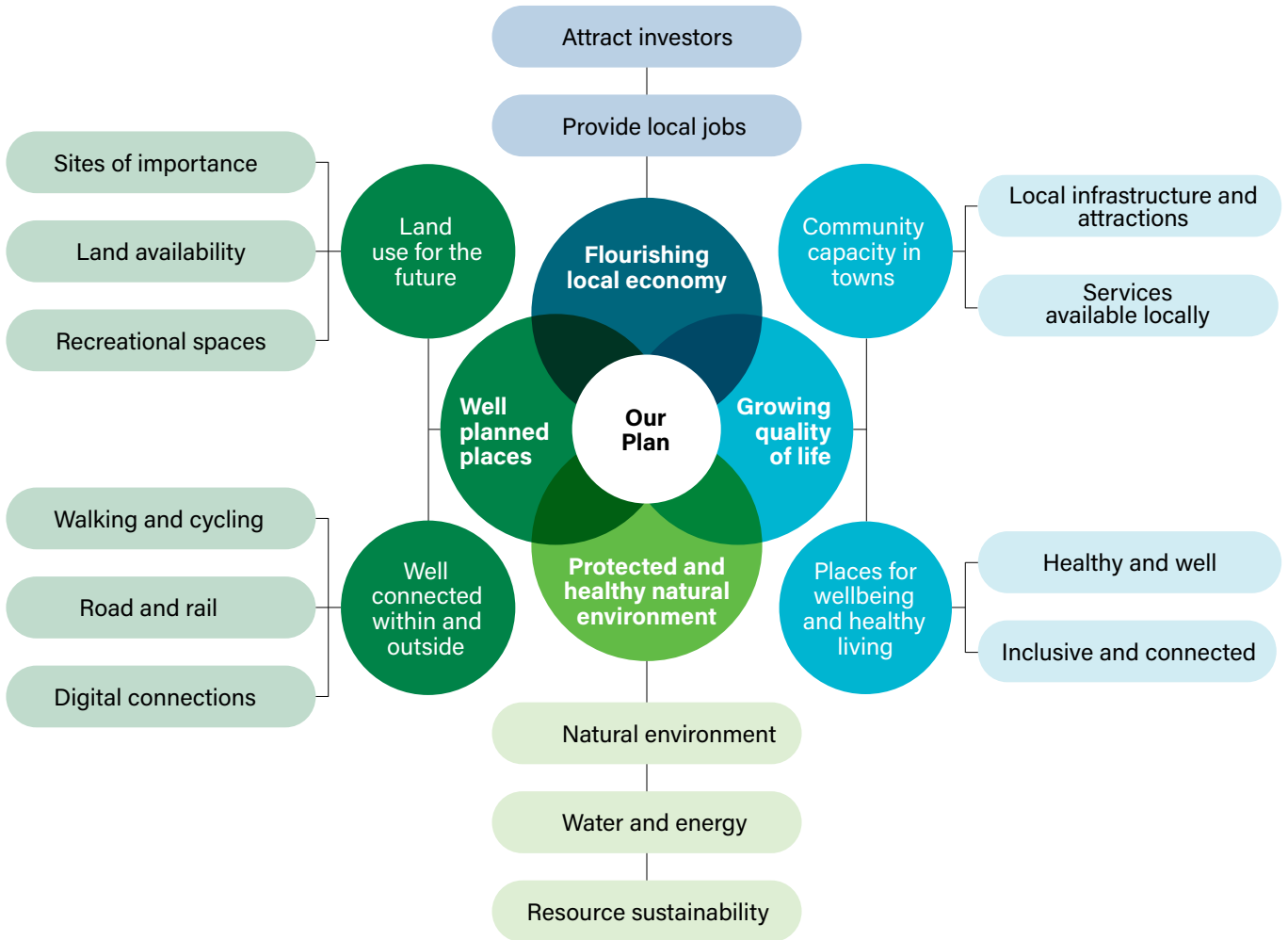
We are committed to supporting you and your communities make your places better, your lives better, and your economies and environments more sustainable. To do this, we will support you to make plans for your locality, building on a common understanding of your needs and aspirations.

Council and communities together will identify physical and social assets within localities, and determine ways to use these and develop them further. Many strategies within this Plan use this approach to determine priorities: roads and bridges, halls, sports grounds and public open space, and services.

In this way, whole-of-town plans are 'owned by the community, supported by Council.'



# Our Plan







**WARNING**  
THESE PREMISES  
ARE  
PROTECTED BY



# Our Priorities

## Flourishing and diverse local economies

Campaspe's economic drivers are numerous: agriculture, food production, manufacturing, health care and tourism. Many factors within Council's control contribute directly to these and others, such as roads and land allocation, and many areas we indirectly support are also important, such as freight links and education. Our aim over this term is to re-establish a sound basis for investment in Campaspe and, to do this, we will build a program of advocacy that helps attract funding for local infrastructure, boosts vocational education, employs our people, especially younger people, and supports all major sectors of our economy.





# Our Priorities

-  Advocate
-  Partner
-  Lead
-  Regulate
-  Provide Services
-  Build

## Flourishing local economy

Strategic Directions	Strategic Objectives (Outcomes)	Strategies	Year 1 Actions
<b>Flourishing and diverse local economies</b>	A resilient long-term economy attractive to local and external investors	Attract funding for local infrastructure improvements, particularly long-term investments in the Shire's economic productivity 	Identify major economic development levers for the Shire (roads, planning, tourism, land allocation, education) and identify gaps.  Partner with industry and government to produce a Workforce Development Strategy.
		Promote local provision of post-secondary and vocational education to attract students and employers and strengthen local workforces 	
	Attract enterprises that employ local people, particularly young people 		
	Stimulated economic activity that provides local jobs	Strengthen and support critical local industries and sectors, including agriculture and food production, manufacturing, health care and tourism   	

Key Performance Indicators	
Measurable now	To be measured
Growing Gross Shire Product (GSP)	Growing investment attraction
More local jobs	Higher post-secondary education participation
	More youth employment

Reference Documents
Economic Development Strategy (2022) - To be developed (TBD)
Echuca Commercial Strategy (2017)
Port of Echuca - Realising the Potential (2021)





A tall, metal water tower stands prominently in the middle ground, its structure a complex lattice of steel beams. The tower is situated on a grassy bank overlooking a body of water. In the foreground, the water is dark and still, with some reeds and grasses visible. The background is filled with lush green trees and a clear blue sky. A small brick building is visible to the right of the tower. The overall scene is a mix of industrial and natural elements.

# Our Priorities

## **Resilient protected and healthy natural environment**



















Council has several responsibilities to ensure a resilient natural environment now, and for future generations especially in light of changing climate. Chief amongst these is to lead — and deliver — an environmentally and economically sustainable waste service. Our aim is to ultimately become a circular economy, so it's important that we work with our communities to use less that ultimately becomes landfill. In addition, we will look carefully at our own practices, especially in water and energy use, and find ways to create less negative impact. We will continue to play an integral role in managing native vegetation and pest plants on roadsides and supporting the goal of 'no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation'. We will support farmers and landowners care for their land, to enable agricultural productivity into the future. Finally we will act as steward for the land we manage, and as partners and advocates with other land managers so that we and future generations can have the best use and enjoyment of our Campaspe environment.



# Our Priorities

-  Advocate
-  Partner
-  Lead
-  Regulate
-  Provide Services
-  Build

## Resilient protected and healthy natural environment

Strategic Directions	Strategic Objectives (Outcomes)	Strategies	Year 1 Actions	
<b>Resilient protected and healthy natural environment</b>	Well managed resources for a sustainable future	Provide an efficient and cost-effective waste management service 	Audit a minimum of 200 kerbside waste, recycling and organics bins to establish contamination	
		Minimise waste to landfill by influencing community behaviour and resource recovery  		
		Advocate for landfill alternatives, including private sector options for converting waste to energy  		
	Sustainable water and energy use			Encourage stormwater harvesting (in public spaces and households) and residential rain water capture and recycling of 'grey' water  
			Review water use within Council control, especially options for recreational land to be irrigated by raw water	Review Council policy and practice on use of raw vs treated water
				Advocate for contemporary water use practices in agriculture
			Reduce Council emissions through renewable energy and electricity consumption reduction   	Review energy use of Council / community facilities, including fleet
	Protected natural environment		Carry out land management practices on Council controlled lands that incorporate appropriate biodiversity conservation measures    	Meet legislative responsibilities in relation to the EPA regulatory framework, Catchment and Land Protection Act and support no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation.
			Manage roadside weeds, pest and animals    	Consult community and develop plan to manage roadside weeds, pest and animals

Key Performance Indicators	
Measurable now	To be measured
More kerbside collection diverted from landfill	
Efficient water consumption	
Efficient electricity consumption	
Reduce CO2 emissions by Council	

Reference Documents
Waste Management Strategy (2018-2023)
Environment Strategy (2018 - 2022)





# Our Priorities

## Well planned places















Council has significant responsibilities to make Campaspe a great place, and these are focused on ensuring we have the land we need for the future, and that we're well connected, within and outside the Shire. This means that Council, over this term, will invigorate and progress development of significant sites, such as the Bridge to Bridge locality, and identify future such sites. In addition, we will pay attention to ensuring we've got enough land available for living, working and industry. And, we'll focus on the underlying infrastructure like drains and stormwater, and the above-ground open spaces that our communities rely upon. All whilst protecting our natural environment for future generations and planning with the changing climate in mind. Roads are a vital part of our Shire, and 50% of our budget will continue to be spent on them. But, increasingly, we rely on digital communications also, so our advocacy efforts will be redoubled here.



# Our Priorities

-  Advocate
-  Partner
-  Lead
-  Regulate
-  Provide Services
-  Build

## Well planned places

Strategic Directions	Strategic Objectives (Outcomes)	Strategies	Year 1 Actions	
<b>Land use for the future</b>	Attractive and useable sites of importance	Progress critical development of sites of importance in Echuca   	Progress development of Echuca Aquatic Reserve	
			Progress development of Victoria Park precinct	
			Progress Bridge to Bridge development, including Arts and Culture Precinct	
		Identify future sites of development importance throughout the Shire 	Consult with community and publish a paper that identifies opportunities for committed investment	
		Land and underlying infrastructure suitable for growing populations	Provide residential opportunities in townships and in rural locations targeting varied income levels and demographics 	Prioritise specific localities: Implement Echuca South East Rural Living Precinct Structure Plan + Identify areas for Rural Living Zones Identify and remove unnecessary red tape for residential and aged care developers
			Review Zones within the municipality to stimulate residential and commercial growth 	Identify areas of opportunity
	Review Council land holdings and identify those suitable for transfer to community control or divestment 		Determine current condition, gaps, and usage and develop plans in consultation with community	
<b>Well connected within and outside</b>	Quality, attractive recreational spaces	 Drains and stormwater	Determine current condition, gaps, and usage and develop plans in consultation with community.	
				Parks and playgrounds
				Open space
				Footpaths to enhance walkability within townships
				Bike paths and trails to enhance fitness and recreation opportunities
		Roads and bridges	Continue to deliver footpath 'missing links' across the Shire while ensuring the Shire footpath renewal program is delivered.	
		Consult with community review and build, upgrade or remove selectively		
	Improved walkability and cyclability within townships			
Ability to travel safely and easily by road and rail		Strengthen public transport, especially bus and rail connections with smaller towns  	Contribute to advocacy efforts as a member of Loddon Campaspe Regional Partnership and the Murray River Group of Councils	
Digital connectedness maximising mobility, economic productivity, health care access and education participation		Advocate for fair and equitable internet coverage throughout the Shire  		
		Resolve communications blackspot areas, especially on major highways and in population centres  		Extend free wifi within Council-controlled sites Partner with farmers to enable connectivity in rural locations



# Our Priorities

## Well planned places

Key Performance Indicators	
Measurable now	To be measured
Greater value of building approvals	Public transport linkages
Time taken to decide planning applications	Communications coverage and quality
More landholdings transferred to community management or ownership	
Length of foot and cycle pathways constructed	
Percentage of sealed roads maintained	

Reference Documents
Echuca West Precinct Structure Plan
Echuca Commercial Strategy (2017)
Rural Living Strategy (2015)
Asset management strategy (2017)
Active Transport Strategy (2019)
Road Management Plan (2019) + Register of Public Roads
Walking and Cycling - Getting to School (2019)





# Our Priorities

## Growing quality of life

Strong economies, resilient natural environments, and great places don't automatically lead to a higher quality of life. But we will ensure that communities have a voice in how Council spends its limited budgets in each community's interests, in a fair way. We will review services and make prudent decisions about improving those the community wants the most, and divest ourselves of some that others can perform just as well or better than we can. Finally, we will work with our numerous Communities of Priority to ensure that Campaspe is a place that welcomes, and provides opportunities, for all.




















# Our Priorities

-  Advocate
-  Partner
-  Lead
-  Regulate
-  Provide Services
-  Build

## Growing quality of life

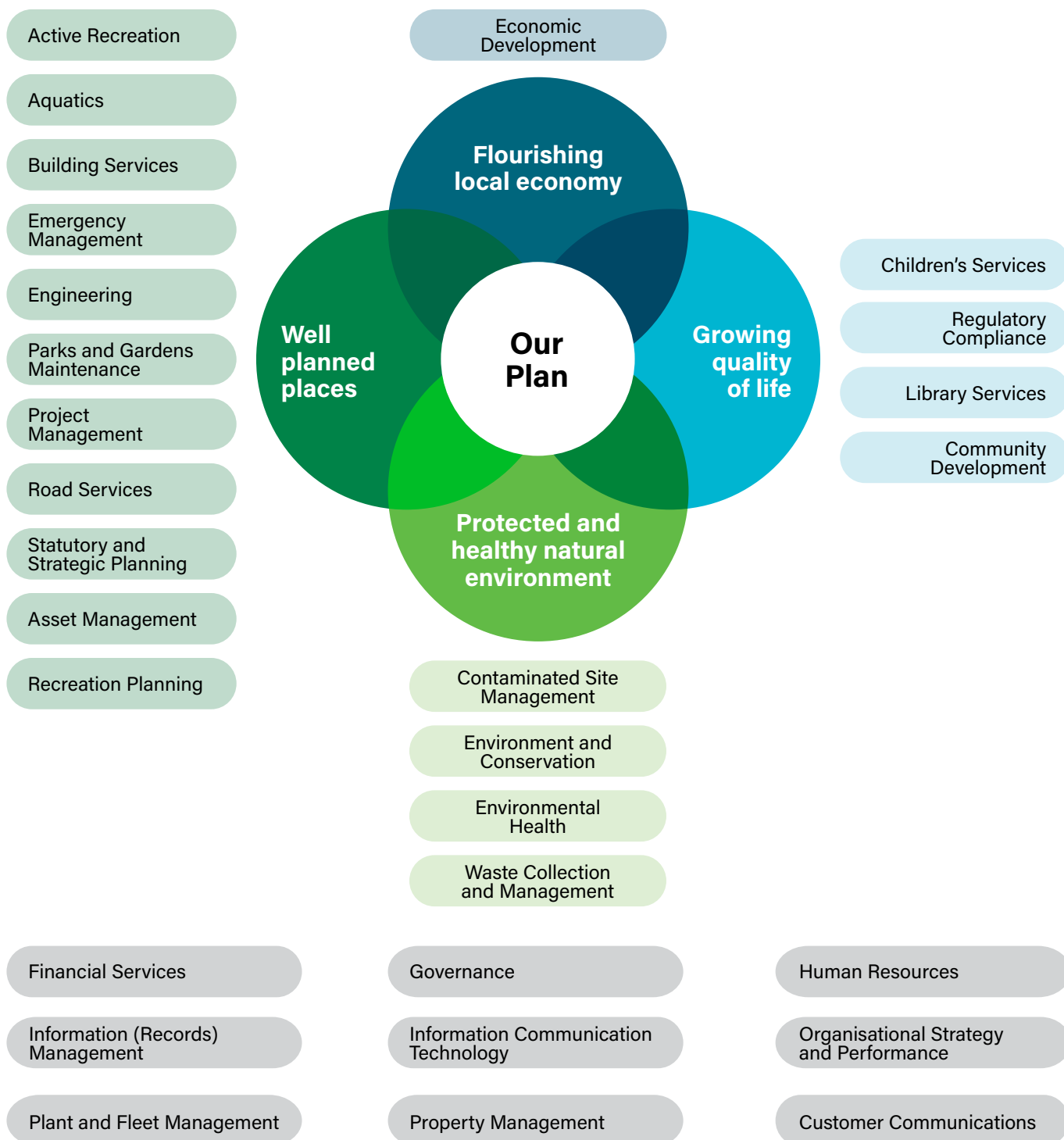
Strategic Directions	Strategic Objectives (Outcomes)	Strategies	Year 1 Actions
<b>Growing quality of life</b>	Communities have a say on local infrastructure and attractions that stimulate engagement and activity	Work with communities to envision how Council assets can best be applied to community aspirations, for sports facilities, halls and other community infrastructure 	Conduct Place Based Planning with two communities to guide Council's planning
		Facilitate events that attract visitors and promote resident connections   	Review the Campaspe Events Strategy
	Effective and efficient services available locally	Consult with communities to review Council services 	Determine a level of service for aquatic services
		Consult with communities and stakeholders on discretionary Council services and businesses, investigating options for rationalising, partnering or divesting 	Review Council-owned businesses: Caravan park, aerodrome, sales yards, animal shelter, quarries
	Children, young people and families healthy and well	Improve mental wellbeing, including suicide prevention, with an emphasis on younger and older people 	Continue to contribute to Campaspe Primary Care Partnership priorities and advocate on their behalf
		Contribute to partnerships that engage community in healthy eating and active living 	Continue to support Healthy Hearts of Victoria program initiatives
	Inclusive, connected, culturally diverse and safe	Promote gender equity and reduction of family violence 	Progress the requirements of the Gender Equity legislation
		Promote recognition of Aboriginal cultural heritage and its significance in Campaspe  	Engage with local Registered Aboriginal Parties around the development of a Reconciliation Action Plan
		Actively welcome Communities of Priorities to Campaspe    	Carry out Year 2 actions from Access and Inclusion Strategy 2020 - 2026

Key Performance Indicators	
Measurable now	To be measured
Community satisfaction with customer service	
Community satisfaction with consultation and engagement	
Community satisfaction with overall direction of Council	
Community satisfaction with decisions made in the interest of the community	
Percentage of children fully vaccinated at 12-15 months, 24-27 months and 60-63 months	

Reference Documents
Events Strategy (2019 - 2024)
Place-Based Plans (2021)
Access and Inclusion Strategy (2020 - 2026)
Municipal Public Health and Wellbeing Plan 2021-2025
Reconciliation Action Plan (2022) (TBD)



# Council's Core Services

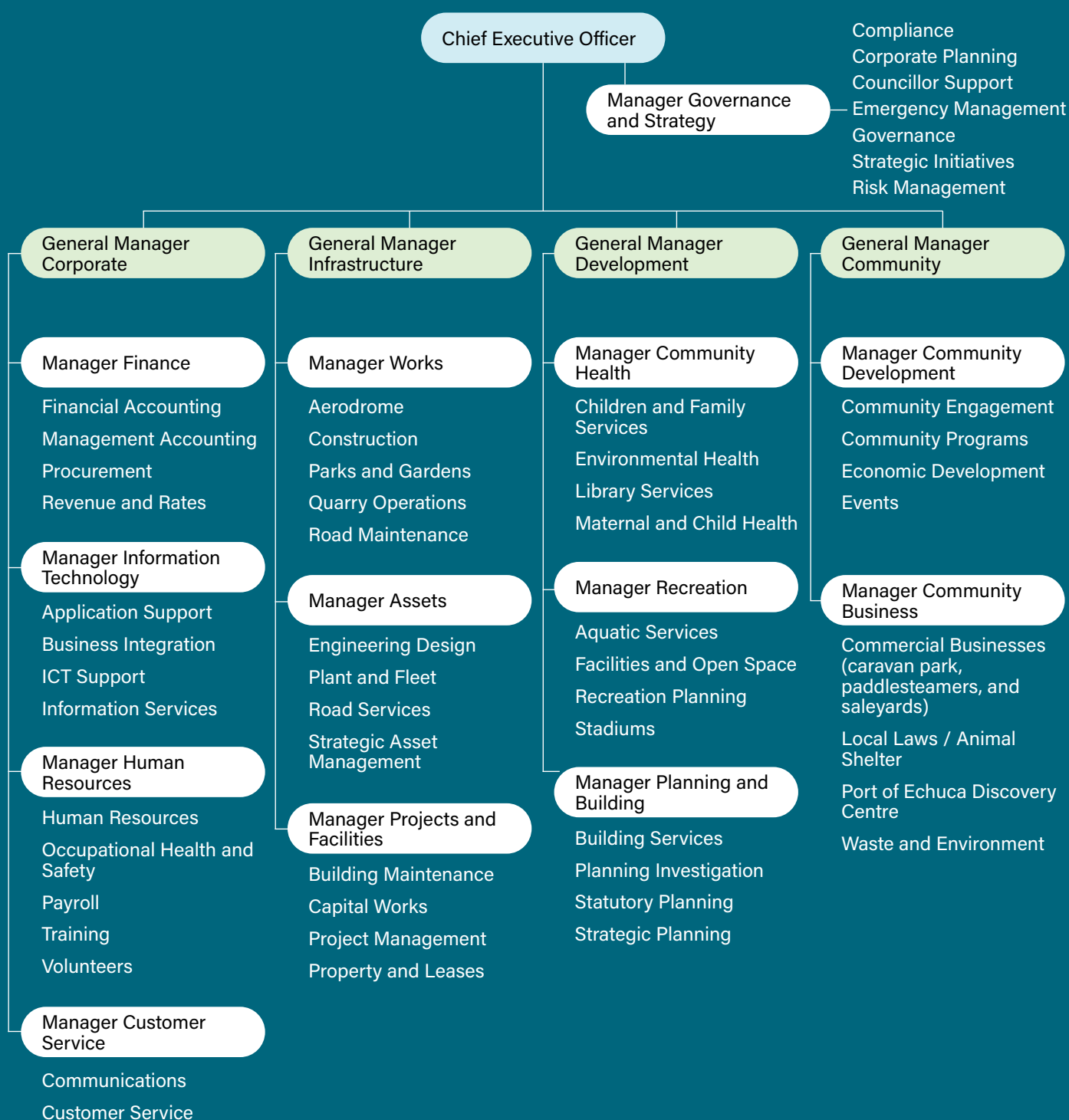




# Our Operations

Local governments are complex organisations, delivering dozens of services, and tens of millions of dollars worth of new and upgraded capital works. We employ 500 staff (335 FTE) who work across four directorates.

Our people are empowered to deliver on the strategies and actions of this plan, and will work together to understand community's priorities, action those they are best able to, within available resources, and ensure communities are well-engaged and supported to understand Council's decisions and actions.







Corner Hare and Heygarth Streets, Echuca

Hours: 8.30am to 5.00pm  
Monday to Friday

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 @campaspeshire

 #campaspeshire

**Customer Service Centres**

Kyabram, 19 Lake Road

Rochester, 43-45 Mackay Street

Rushworth, 33 High Street

Tongala, 37 Mangan Street

