

**Resolution from Campaspe Council Meeting 15 October 2019**

## COUNCILLORS PENTREATH / VICKERS

1. That Council note the Minutes of the three meetings of the Port Precinct Working Group (dated 13 September, 19 September and 4 October 2019) as presented to Council Briefing Session on 8 October 2019 and note and accept the recommendations contained therein.
2. That Council agree to undertake a review of future management options for the Port Precinct in accordance with the following Terms of Reference recommended by the Port Precinct Working Group:

*Purpose:*

- *The Port Precinct Working Group was established by the Campaspe Shire Council by resolution dated 16 July 2019.*
- *The purpose of the Working Group is to develop a term of reference for a possible future report to explore potential models for the management and operation of the Port of Echuca Precinct through an 'arms-length' management structure.*

*Assumptions and Parameters:*

*It is noted that the Campaspe Shire Council (Council) has not made any decisions regarding changes to the future management of the Port of Echuca Precinct. The following assumptions and parameters will apply to the scope of the investigation/review:*

- *Council will retain an active ongoing role in the future management of the Port of Echuca.*
- *Council will retain responsibility for the ownership and management of the various freehold assets it owns in the Port Precinct all of which are located on Western side of Murray Esplanade.*
- *Council will retain responsibility for the ownership and management of the three Council owned paddle steamers being PS Pevensey, PS Adelaide, and PS Alexander Arbuthnot.*
- *Council will retain ownership of heritage assets including steam engines and other Port Precinct artefacts.*
- *Council will retain responsibility as asset manager for the streets, footpaths, public infrastructure and open spaces in the Port Precinct noting that in some cases Council has Committee of Management responsibility over Crown Land e.g. the Discovery Centre, the wharf and the Aquatic Reserve.*
- *Council will continue to auspice a Working Group to manage and oversee the investigation of the future management options for the Port Precinct.*
- *The funding of the investigation into Port Management Options will be shared between the Campaspe Shire Council, the Murray River Council and the Echuca Moama Alliance group.*
- *The scope of this investigation will assume that there is a broad consensus on the strategic direction for the Port Precinct as set out in the widely-accepted Port Precinct Plan Background Report (Hirst Projects May 2018) (the 'what').*
- *The Port Precinct is the land area defined in the Port Precinct Plan 2018 (Copy attached).*

- *To be clear the following is not included in the scope below:*
  - *Management of Murray River Moorings.*
  - *Management of buildings used for municipal or government purposes e.g., Council Library, Council Administration Centre, Magistrates Court.*

*Scope of Investigation:*

*A. The scope of investigation is to include:*

- *A focus on alternative management and operational structures to deliver on the Port Precinct Plan 2018 vision for the Port (the 'how').*
- *Review and consideration of Council policies and reports in relation to the Port Precinct as listed below.*
- *Investigation of a status quo option with the Council remaining as manager.*
- *Investigation of alternative 'arms-length' management models that may be applicable for the Port Precinct including (but not limited to):*
  - *Bendigo Tramways Trust*
  - *Sovereign Hill Ballarat*
  - *Mildura Heart*
  - *Swan Hill Pioneer Village.*
- *Assessment of each alternative management model against the following criteria:*
  - *Operating structure- how it would work in practice*
  - *Role delineation/demarcation (Council/new entity?)*
  - *Governance*
  - *Costs/financial sustainability/funding sources*
  - *Accountability/reporting/KPIs*
  - *Risks (including competitive neutrality principles)*
  - *Costs and benefits*
- *Evaluation of the following components of the current Port of Echuca operations (not necessarily exhaustive):*
  - *All areas and assets on the east side of Murray Esplanade (including the Discovery Centre and Port facilities).*
  - *The operation of the Port facility itself.*
  - *All areas of public open space and foreshore area within the Port Precinct.*
- *Investigation of all aspects of the future management and operation of the Port of Echuca, including:*

- *Policy and strategic planning and oversight*
  - *Communication, liaison and coordination between all parties with a role in the management and operation of the Port area*
  - *Asset, open space and infrastructure management and maintenance*
  - *Custodianship arrangements for heritage assets*
  - *Operation of the existing Discovery Centre (including employment of staff in relation thereto)*
  - *Use/operational lease of the Council-owned paddle steamers e.g. marketing, ticketing and staffing*
  - *Precinct marketing, promotion and activation*
  - *Event planning, scheduling, approvals and execution*
  - *Community engagement/business community engagement*
  - *Investigation of the governance structure and management/staffing structure of preferred management models.*
  - *Assessment of the likely costs and financial impact of the various model options on the Campaspe Shire Council.*
  - *Investigation of future funding sources for any 'arms-length' management model.*
- B. Taking into account all of the above factors, the investigation will objectively weigh up the costs, benefits and risks (with reference to past reviews and reports) of all future management options and make a recommendation to Council.*

*Background Documents:*

*Key background and policy documents to be considered include:*

- *Council budget and financial reports for the Port area (Discovery Centre, general open space/foreshore maintenance etc.)*
  - *Port Precinct Plan (2018)*
  - *Port Precinct Background Report (2018)*
  - *Discovery Centre Operational Review (Urban Enterprise 2016 Update)*
  - *Council Report on Implementation of the Port Precinct Plan (20 August 2019)*
  - *Echuca Moama Alliance Report -Future Management Options*
3. That Council invite the Port Precinct Working Group as currently structured to manage and oversee the review of future management options for the Port Precinct and request the Working Group provide its final report to Council on or before 31 January 2020.
  4. That Council request the Echuca Moama Alliance to manage the procurement process for any consultancy costs required to assist the Port Precinct Working Group in its review of the Port Precinct management options in accordance with the above Terms of Reference and that:

- a) the Echuca Moama Alliance be requested to obtain a minimum of two quotations for any consultancy works required and that such quotations be sourced from suitably qualified consultants;
- b) a Council representative be included on the Quotation Assessment Panel should the Port Precinct Working Party require consultancy assistance;
- c) Council's financial contribution toward the above consultancy costs (if required) be a maximum of \$11,667.