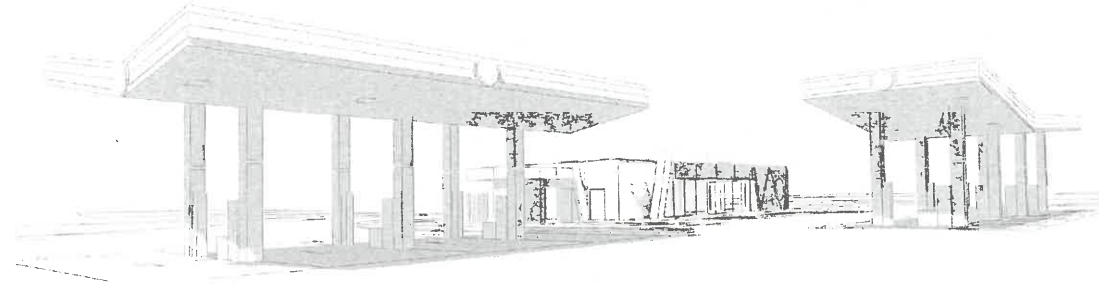


TOWN PLANNING APPLICATION FOR A PROPOSED SERVICE STATION AT LOT 6 MURRAY VALLEY HIGHWAY, ECHUCA 3564

SHEET LIST

No.	SHEET TITLE	REV.
TP000	LIST OF CONTENTS/COVER SHEET	REV B
TP001	LOCATION PLAN	
TP002	SITE FEATURE SURVEY	
TP003	PROPOSED SITE PLAN / EXISTING TREES / AREA ANALYSIS	25/11/19
TP004	PROPOSED SITE PLAN DETAILED	25/11/19
TP005	PROPOSED FLOOR PLAN	24/09/19
TP006	PROPOSED ELEVATIONS	
TP007	PROPOSED SITE SECTIONS	
TP008	SIGNAGE DETAILS	
TP009	PROPOSED VIEWS SHEET 1	
TP010	PROPOSED VIEWS SHEET 2	
TP011	PROPOSED VIEWS SHEET 3	
TP012	LANDSCAPE PLAN	25/11/19
TP013	ACOUSTIC WALL INFORMATION	01/10/19



T O W N P L A N N I N G I S S U E D

DO NOT SCALE DRAWING

ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT	project title:	sheet number:	approved by:	sheet size:	
G1	FEASIBILITY	26.10.2018	TR		PROPOSED SERVICE STATION DEVELOPMENT	T.P 00	COVER	SCALE:	
G2	PRELIMINARY DESIGN	26.04.2019	TR/SN						
G3	PRELIMINARY DESIGN	23.06.2019	TR/SN						
G4	PRELIMINARY DESIGN	23.10.2019	TR/SN						
G5	PRELIMINARY DESIGN	26.11.2019	TR/SN						
G6	PRELIMINARY DESIGN	26.11.2019	TR/SN						
project address:					LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564	sheet size:	A3 A2		
designed by:					TRDESIGN	drawn by:		T.REISACHER NGLIYEN SON	
project number:						T.P 00		project number:	BC017
approved by:						THOMAS REISACHER DP-AD 37904		sheet size:	
approved by:						0403 854 879 e: tom@bentleypropertygroup.com.au		project title/sheet title:	
approved by:						26.10.18		 TRDESIGN www.trdesign.net.au	



T O W N P L A N N I N G I S S U E D



DO NOT SCALE DRAWING

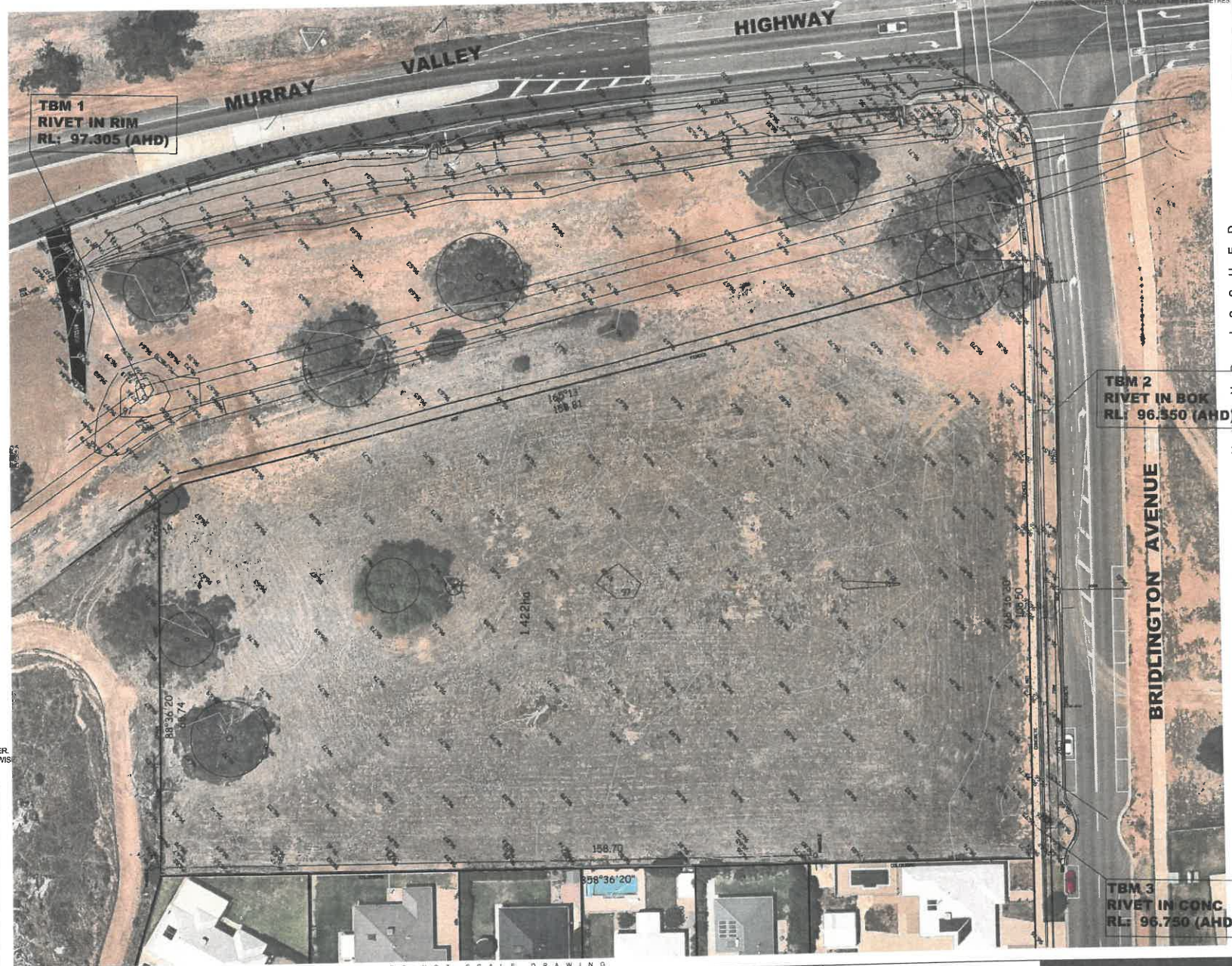
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02	TOWN PLANNING	28.05.2019	TR/SM	
03	TOWN PLANNING	23.05.2019	TR/SM	
04	TOWN PLANNING	02.10.2018	TR/SM	
05	TOWN PLANNING	25.11.2018	TR/SM	

project title: **PROPOSED SERVICE STATION DEVELOPMENT**
 sheet number: **T.P01**
 project address: **LOT 6 MURRAY VALLEY HWY, ECHUCA. 3564**
 designed by: **TRDESIGN 233**
 drawn by: **T REISACHER NGUYEN SON**

approved by: **THOMAS REISACHER DP-40 37984**
 sheet title: **LOCATION PLAN**
 project telephone: **0403 854 879**
 email: **tom@bentleypropertygroup.com.au**
 sheet date: **A3 A2**
 project planning date: **28.10.18**
 project number: **BC017**

SCALE:

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LEVELS DATUM VIDE WHARPARILLA PM21 RL95.827 (AHD)
 BEARING DATUM VIDE PS 406204V
 COORDINATE DATUM VIDE WHARPARILLA PM 21

VERSION 1
 DRAWN : JHOLT
 CHECKED : BMITCHELL
 SURVEY DATE : JULY 2019
 DATUM : AHD / MGA
 CONTOUR INTERVAL : 0.1m

SURVEYORS REF. AB 9045-19-01

UNDERGROUND SERVICE LOCATIONS PLOTTED ONLY AND JOINED AS A STRAIGHT LINE FROM SERVICE PITS LOCATED BY SURVEY.

PRIOR TO ANY EXCAVATION OR CONSTRUCTION ON THE SITE, THE RELEVANT AUTHORITY SHOULD BE CONTACTED FOR POSSIBLE LOCATION OF FURTHER UNDERGROUND SERVICES AND DETAILED LOCATIONS OF ALL SERVICES. THIS NOTE IS AN INTEGRAL PART OF THIS PLAN

DIAL BEFORE YOU DIG
 www.1100.com.au

- GRAVEL
- PAVERS
- BITUMEN
- CONCRETE

- ONLY VISIBLE SERVICES HAVE BEEN SHOWN.
- PIPE SIZES SHOWN ARE APPROXIMATE ONLY AND MUST BE VERIFIED ON SITE.
- TREES ARE PLOTTED TO SCALE BASED ON APPROXIMATE TRUNKSPREAD DIAMETER.
- BUILDING LOCATIONS ARE TO CONCEPT ACCURACY. ANY STRUCTURAL OR OTHERWISE PRECISE DIMENSIONS WILL NEED TO BE EXACTLY DETERMINED AS REQUIRED.

LEGEND

Natural surface	Stop valve
Bench mark	Fire plug
Peg	Fire hydrant
Survey mark	Water meter
Sign	Tap
GP Grated pit	Edge of Bitumen
JP Junction pit	Centreline
SEP Side entry pit	Edge of Formation
Bollard / post	Earthen Drain Invert
Power pole	Top of Bank
Light pole	Toe of Bank
Telecon pit	U/G pipe
Telecon pillar	U/G electricity main
Gas meter	D/Head powerlines
Sewerage pit	U/G telecon lines
Electricity pit	Gas main
Water Marker Post	Sewerage main
D floor	Water main
GB Garden bed	fence
Water unclassified	gate

ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT
01	FEASIBILITY	26.10.2018	TR	
02	PROPOSAL DEVELOPMENT	28.08.2019	TR/SN	
03	PROPOSAL DEVELOPMENT	23.09.2019	TR/SN	
04	PROPOSAL DEVELOPMENT	02.10.2019	TR/SN	
05	PROPOSAL DEVELOPMENT	25.11.2019	TR/SN	

project title : **PROPOSED SERVICE STATION DEVELOPMENT**

project address : **LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564**

designed by : TRDESIGN 234

drawn by : T REBACHER NGUYEN SON

sheet number : **T.P 002**

sheet size : **A3 A2**

approved by : THOMAS REBACHER DP-AD 37304

p: 0403 654 679
 e: tom@bentleypropertygroup.com.au

project registration title : 26.10.18

project number : BC017

sheet title : **EXISTING SITE FEATURE SURVEY**
ADRIAN CUMMINS & ASSOCIATES
 SCALE: 1:1000@A3, 1:500@A2

North arrow symbol

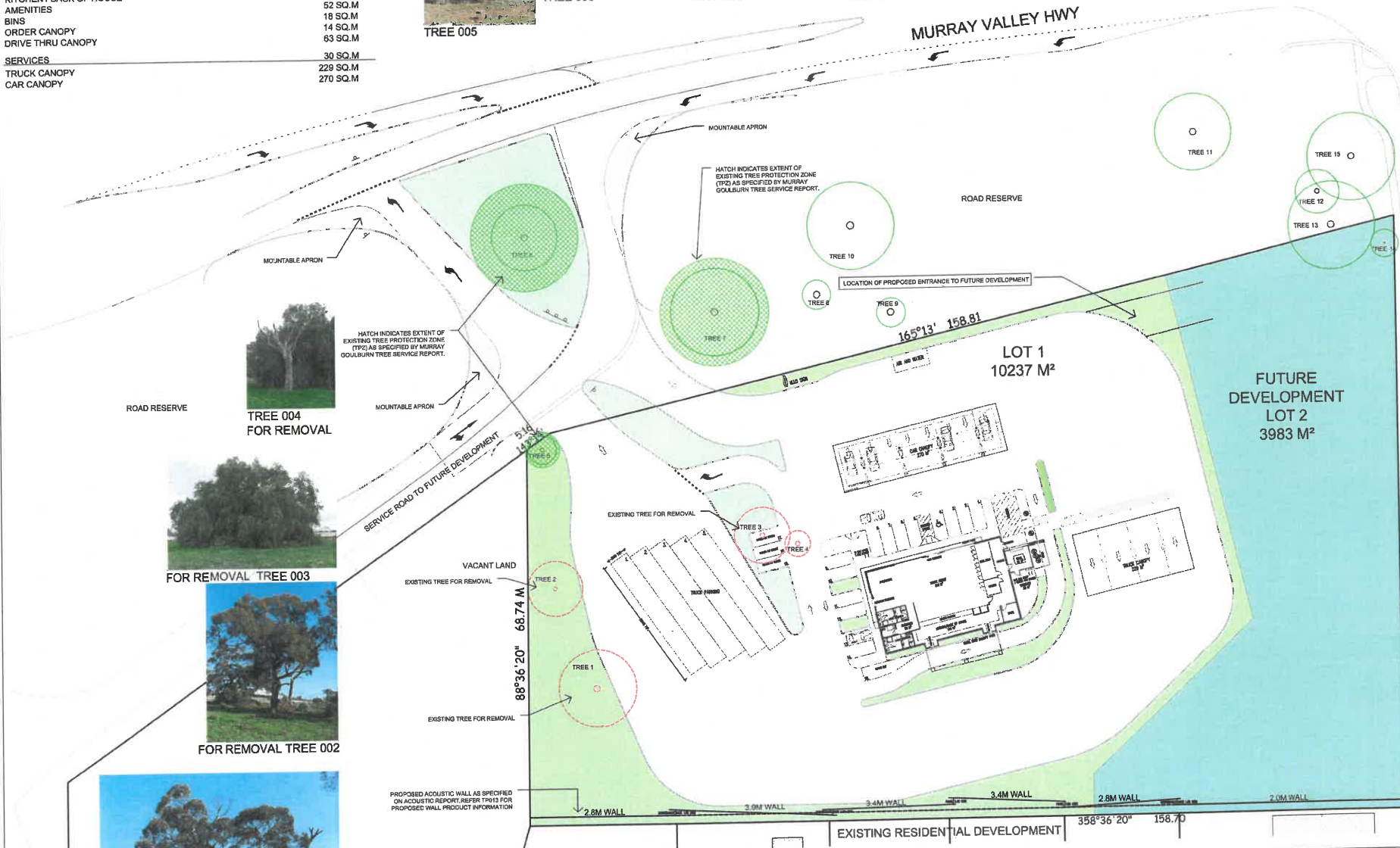
bentley Property Group

TRDESIGN
 www.trdesign.net.au

TOWN PLAN N G I S S U E D

AREA ANALYSIS

TOTAL SITE AREA	14220 SQ.M
LOT 1 AREA	10237 SQ.M
LOT 2 AREA	3983 SQ.M
TOTAL SITE COVERAGE LOT 1	APPROX. 10%
CAR PARKING	17
TRUCK PARKING	5
BIKE PARKING	6 - 2 PUBLIC 4 STAFF
BUILDING (SERVICE STATION)	
SHOP FRONT	212 SQ.M
KITCHEN / BACK OF HOUSE	140 SQ.M
AMENITIES	52 SQ.M
BINS	18 SQ.M
ORDER CANOPY	14 SQ.M
DRIVE THRU CANOPY	63 SQ.M
SERVICES	
TRUCK CANOPY	30 SQ.M
CAR CANOPY	229 SQ.M
	270 SQ.M



ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT
01	FEASIBILITY	28.10.2018	TR	
02	TOWN PLANNING	28.08.2019	TR/SM	
03	CONCEPT DESIGN	23.09.2019	TR/SM	
04	TOWN PLANNING	02.10.2019	TR/SM	
06	TOWN PLANNING	25.11.2019	TR/SM	

DO NOT SCALE DRAWING

project title: **PROPOSED SERVICE STATION DEVELOPMENT**

project address: **LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564**

designed by: TR/DESIGN 235

drawn by: T REISACHER NGUYEN SON

sheet number: **T.P 003**

sheet size: **A3 A2**

approved by: THOMAS REISACHER DP-AD 3704

p: 0405 854 679
e: tom@bentleypropertygroup.com.au

project number: **SC017**

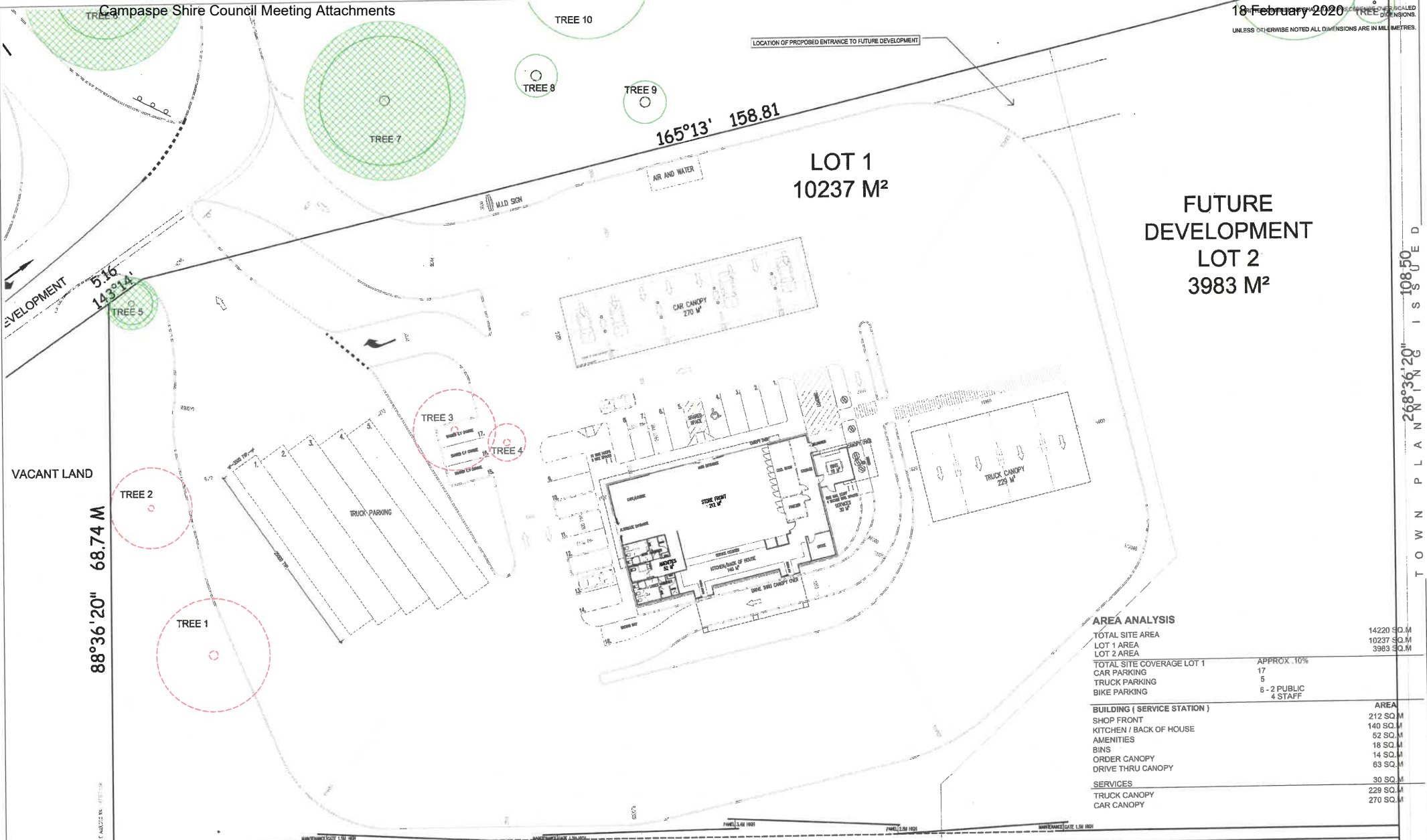
sheet title: **PROPOSED SITE PLAN**

SCALE: 1:1000@A3, 1:500@A2

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E D S S I N G P L A N N I N G T O W N



AREA ANALYSIS		
TOTAL SITE AREA		14220 SQ.M
LOT 1 AREA		10237 SQ.M
LOT 2 AREA		3983 SQ.M
TOTAL SITE COVERAGE LOT 1	APPROX. 10%	
CAR PARKING	17	
TRUCK PARKING	5	
BIKE PARKING	6 - 2 PUBLIC 4 STAFF	
BUILDING (SERVICE STATION)		AREA
SHOP FRONT		212 SQ.M
KITCHEN / BACK OF HOUSE		140 SQ.M
AMENITIES		52 SQ.M
BINS		18 SQ.M
ORDER CANOPY		14 SQ.M
DRIVE THRU CANOPY		63 SQ.M
SERVICES		30 SQ.M
TRUCK CANOPY		229 SQ.M
CAR CANOPY		270 SQ.M

EXISTING RESIDENTIAL DEVELOPMENT
 DO NOT SCALE DRAWING

ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT
01	FEASIBILITY	26.10.2019	TR	
02	CONCEPT DESIGN	26.10.2019	TR	
03	PRELIMINARY DESIGN	23.09.2019	TR	
04	CONCEPT DESIGN	22.10.2019	TR	
05	CONCEPT DESIGN	25.11.2019	TR	

project title: **PROPOSED SERVICE STATION DEVELOPMENT**
 project address: **LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564**
 designed by: **TRDESIGN 236**
 drawn by: **T. REISBACHER NGUYEN SON**

sheet number: **T.P 004**
 sheet size: **A3 A2**
 approved by: **THOMAS REISBACHER DP-AD 37004**
 project registration date: **26.10.18**
 project number: **BC017**

sheet title: **DETAILED SITE PLAN**
 SCALE: **1:1000@A3, 1: 500@A2**

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VACANT LAND
 88°36'20" 68.74 M

LOT 1
 10237 M²

FUTURE DEVELOPMENT
 LOT 2
 3983 M²

TOWN PLAN N 28 108.50



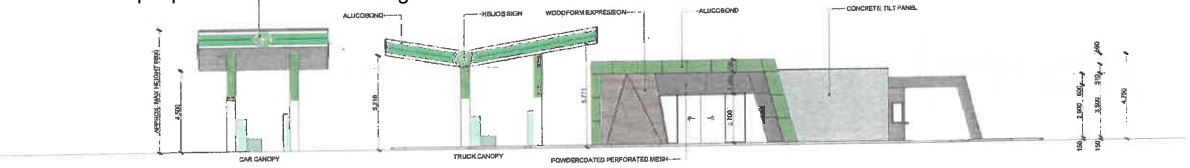
AREA ANALYSIS

TOTAL SITE AREA	14220 SQ.M
LOT 1 AREA	10237 SQ.M
LOT 2 AREA	3983 SQ.M
TOTAL SITE COVERAGE LOT 1	APPROX. 10%
CAR PARKING	17
TRUCK PARKING	5
BIKE PARKING	6 - 2 PUBLIC 4 STAFF
BUILDING (SERVICE STATION)	AREA
SHOP FRONT	212 SQ.M
KITCHEN / BACK OF HOUSE	140 SQ.M
AMENITIES	52 SQ.M
BINS	18 SQ.M
ORDER CANOPY	14 SQ.M
DRIVE THRU CANOPY	63 SQ.M
SERVICES	30 SQ.M
TRUCK CANOPY	229 SQ.M
CAR CANOPY	270 SQ.M

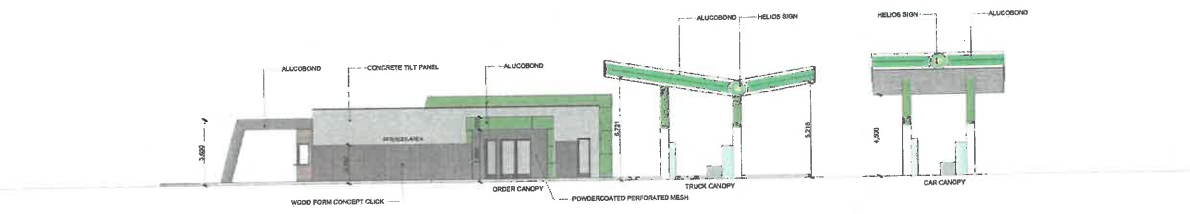
DO NOT SCALE DRAWING

<table border="1"> <thead> <tr> <th>ISSUE</th> <th>DESCRIPTION</th> <th>DATE</th> <th>DRAWN</th> <th>COMMENT</th> </tr> </thead> <tbody> <tr> <td>01</td> <td>FEASIBILITY</td> <td>28.10.2018</td> <td>TR</td> <td></td> </tr> <tr> <td>02</td> <td>TOPIC DEVELOPMENT</td> <td>28.09.2019</td> <td>TRSEN</td> <td></td> </tr> <tr> <td>03</td> <td>TOWN PLANNING PERMIT</td> <td>23.09.2019</td> <td>TRSEN</td> <td></td> </tr> <tr> <td>04</td> <td>TOWN PLANNING PERMIT</td> <td>02.10.2019</td> <td>TRSEN</td> <td></td> </tr> <tr> <td>05</td> <td>TOWN PLANNING PERMIT</td> <td>25.11.2019</td> <td>TRSEN</td> <td></td> </tr> </tbody> </table>	ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT	01	FEASIBILITY	28.10.2018	TR		02	TOPIC DEVELOPMENT	28.09.2019	TRSEN		03	TOWN PLANNING PERMIT	23.09.2019	TRSEN		04	TOWN PLANNING PERMIT	02.10.2019	TRSEN		05	TOWN PLANNING PERMIT	25.11.2019	TRSEN		project title: PROPOSED SERVICE STATION DEVELOPMENT project address: LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564 designed by: THODESIGN 237	sheet number: T.P 005 sheet size: A3 A2	approved by: THOMAS REISACHER DP-A0 37904 p: 04183 854 679 e: tom@bentleypropertygroup.com.au project number: 26.10.18 BC017	sheet title: PROPOSED FLOOR PLAN SCALE: 1:400@A3, 1: 200@A2 	 TRDESIGN www.trdesign.net.au
ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT																															
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02	TOPIC DEVELOPMENT	28.09.2019	TRSEN																																
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05	TOWN PLANNING PERMIT	25.11.2019	TRSEN																																

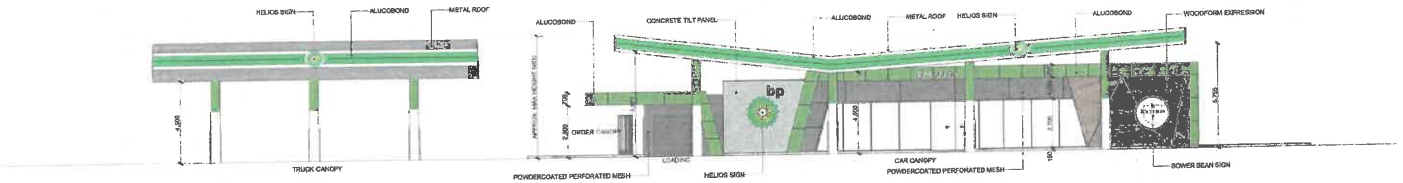
T O W N P L A N N I N G I S S U E D



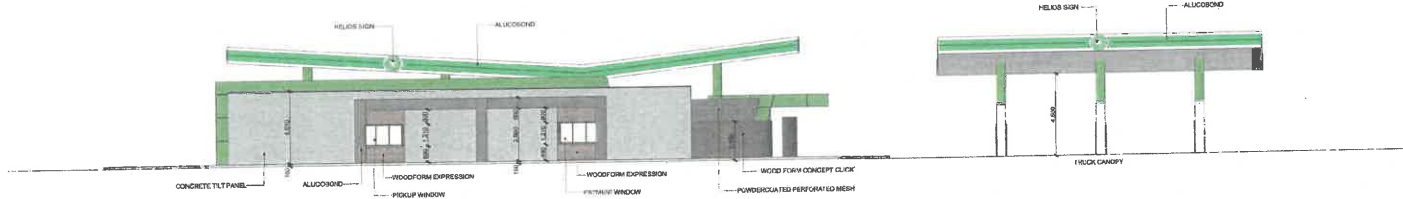
NORTH ELEVATION



SOUTH ELEVATION



EAST ELEVATION



WEST ELEVATION

EXTERNAL MATERIALS



METAL ROOF

COLOUR SCHEDULE

BP Blue Paint Colour	BP Light Green	BP White
BP Red-Look Long Colour	BP Light Green	BP White
BP Yellow	BP Light Green	BP White
BP Light Green	BP Light Green	BP White



POWDERCOATED PERFORATED MESH TO TOP OF GLASS WALL



CONCRETE TILT PANEL



WOODFORM EXPRESSION



ALUCOBOND



WOOD FORM CONCEPT CLICK BATTEN SCREENING

DO NOT SCALE DRAWING

ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT
01	FEASIBILITY	26.10.2018	TR	
02	TRUCK PERFORATED	23.08.2019	TRSN	
03	TRUCK PERFORATED	23.09.2019	TRSN	
04	TRUCK PERFORATED	08.10.2019	TRSN	
05	TRUCK PERFORATED	25.11.2019	TRSN	

project title: **PROPOSED SERVICE STATION DEVELOPMENT**

project address: **LOT 6 MURRAY VALLEY HWY ECHUCA. 3564**

designed by: TRDESIGN

drawn by: T.RE-SACHER NGUYEN SON

sheet number: 238

sheet number: **T.P006**

sheet size: **A3 A2**

approved by: THOMAS REISACHER DP-AD 37904

project number: 26.10.18

BC017

sheet title: **PROPOSED ELEVATIONS**

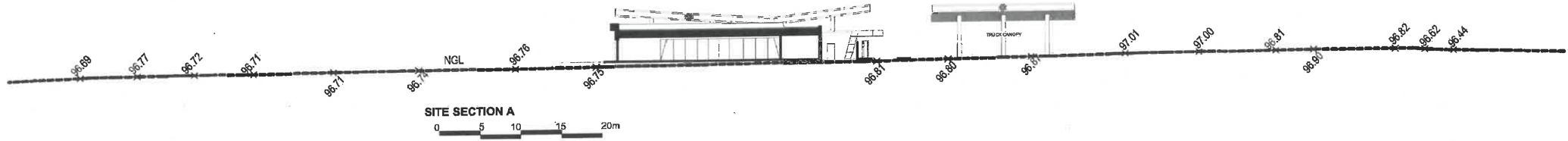
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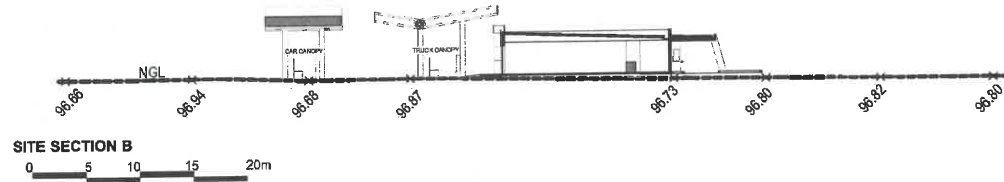
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T O W N P L A N N I N G I S S U E D



SITE SECTION A
 0 5 10 15 20m



SITE SECTION B
 0 5 10 15 20m

DO NOT SCALE DRAWING

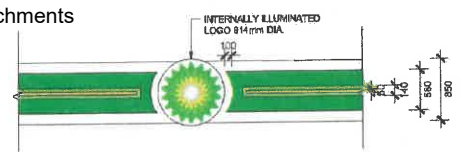
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02	TOWN PLANNING PERMIT	26.08.2019	TRSN				p: 0403 854 679 e: tom@bentleypropertygroup.com.au	
03	TOWN PLANNING PERMIT	23.09.2019	TRSN			sheet size:	26.10.18	
04	TOWN PLANNING PERMIT	02.10.2019	TRSN			project number:	BC017	
05	TOWN PLANNING PERMIT	25.11.2019	TRSN					
					designed by:			
					TRDESIGN			
					239			
					drawn by:			
					T.REISACHER NGUYEN SON			
						A3 A2		



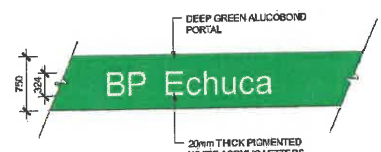
T O W N P L A N N I N G I S S U E D



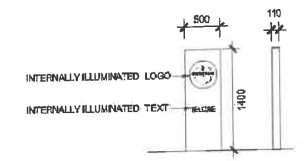
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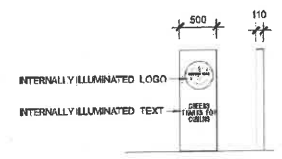
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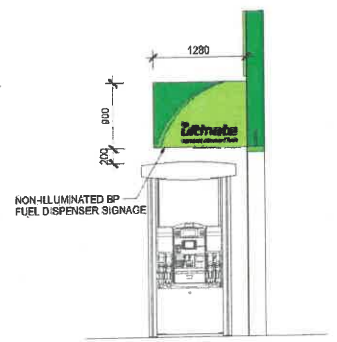
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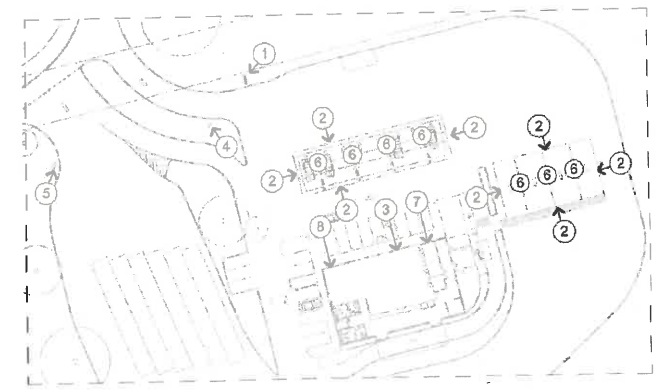
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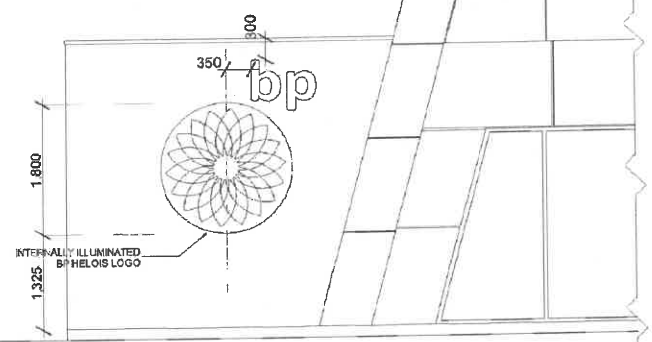
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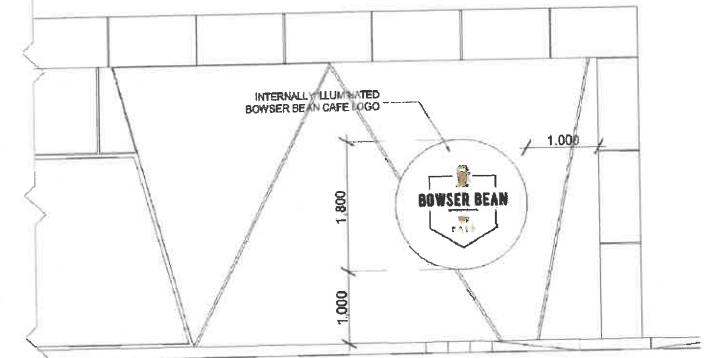
SIGN 6 DETAIL



SIGN KEY PLAN



SIGN 7 DETAIL



SIGN 8 DETAIL

DO NOT SCALE DRAWING

ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT
01	FEASIBILITY	26.10.2018	TR	
02	TOWN PLANNING	28.08.2019	TRSN	
03	TOWN PLANNING	23.09.2019	TRSN	
04	TOWN PLANNING	02.10.2019	TRSN	
06	TOWN PLANNING	26.11.2019	TRSN	

project title:
PROPOSED SERVICE STATION DEVELOPMENT
 project address:
LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564
 designed by:
 TRDESIGN
 drawn by:
 T.REISACHER
 NGUYEN SON

sheet number:
T.P 008
 sheet size:
A3 A2
 240

approved by:
 THOMAS REISACHER
 DP-AD 37904
 p: 0403 654 079
 e: tom@bentleypropertygroup.com.au
 project sign size:
 26.10.18
 project number:
 BC017

sheet title:
PROPOSED SIGNAGE DETAILS
 SCALE: 1:100@A3, 1:50@A2

T O W N P L A N N I N G I S S U E D



VIEW POSITION



VIEW POSITION

DO NOT SCALE DRAWING

ISS-#	DESCRIPTION	DATE	DRAWN	COMMENT
01	FEASIBILITY	26.10.2018	TR	
02	TOWN PLANNING	08.08.2019	TRGN	
03	TOWN PLANNING	23.08.2019	TRGN	
04	TOWN PLANNING	02.10.2019	TRGN	
05	TOWN PLANNING	25.11.2019	TRGN	

project title:
PROPOSED SERVICE STATION DEVELOPMENT

project address:
LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564

designed by:
 TRDESIGN
241

created by:
 T. REISACHER
 NGUYEN SON

sheet number:
T.P009

sheet size:
A3 A2

approved by:
 THOMAS REISACHER
 DP-AD 37504

project number:
 BCO17

sheet title:
SITE ASPECT VIEWS

SCALE: N.T.S

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VIEW POSITION

T O W N P L A N N I N G I S S U E D

DO NOT SCALE DRAWING

ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT
01	FEASIBILITY	05.10.2018	TR	
02	SCHEMATIC DESIGN	29.03.2019	TR/SN	
03	CONCEPT DESIGN	22.06.2019	TR/SN	
04	PRELIMINARY DESIGN	02.10.2019	TR/SN	
05	FINAL PRELIMINARY DESIGN	23.11.2019	TR/SN	

project title: **PROPOSED SERVICE STATION DEVELOPMENT**

project address: **LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564**

designed by: T. REISACHER
 TRDESIGN 242

drawn by: T. REISACHER
 NGUYEN SON

sheet number: **T.P 010**

sheet size: **A3 A2**

approved by: THOMAS REISACHER
 DP-AD 37504

p: 0403 654 678
 e: tom@bentleypropertygroup.com.au

project number: **BC017**

sheet title: **RENDERED VIEW**

SCALE: **N.T.S**

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VIEW POSITION

DO NOT SCALE DRAWING

ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT	project title:	sheet number:	approved by:	sheet title:
01	FEASIBILITY	06.10.2018	TK		PROPOSED SERVICE STATION DEVELOPMENT LOT 6 MURRAY VALLEY HWY. ECHUCA. 3564	T.P011	THOMAS REISACHER DP-AD 37904	RENDERED VIEW
02	TOWN PLANNING PERMITS	20.08.2019	TRDSH			project sponsor:	pl: 0403 694 679 e: tom@bentleypropertygroup.com.au	SCALE: N.T.S
03	TOWN PLANNING PERMITS	23.09.2019	TRDSH			project number:	26.10.18	
04	TOWN PLANNING PERMITS	02.10.2019	TRDSH			designed by:	BC017	
05	TOWN PLANNING PERMITS	25.11.2019	TRDSH			drawn by:		
					TRDESIGN 243	T.REISACHER NGUYEN SON		
						A3 A2		

T O W N P L A N N I N G I S S U E D

PLANT SCHEDULE

SYMBOL	BOTANICAL NAME	COMMON NAME	POT SIZE	MATURE SIZE	PLANT SPACING	QTY.
	ROYSTONIA REGIA	ROYAL PALM	MATURE TREE	1500 X 500 M	AS SHOWN	2
	PIRUS CALLERYANA	CAPITAL PEAR (ORNAMENTAL)	400MM POT	1000 X 500 M	AS SHOWN	19
	PEPPERMINT WILLOW	AGONIS BURGARDY	300MM POT	300 X 200 M	AS SHOWN	58
	LOMANIRA LONGIFOLIA	BASKET GRASS	40MM TUBE	1.200 X 1.200 M	AS SHOWN	143
	NANDINIA DOMESTICA	NANDINIA	140MM POT	200 X 1.500 M	AS SHOWN	47
	SYZYGIUM LUEHMANNI	LILLY PILLY (ROYAL FLAME)	140MM POT	200 X 1.500 M	AS SHOWN	80
	LOMANIRA CONFERTIFOLIA WINGARUA	MAT RUSH	140MM POT	0.300 X 0.300 M	AS SHOWN	333

LEGEND

- TREE PLANT TO WITH STYRE TOPPED GARDEN BED
- TYPICAL PLANTED AREAS WITH STYRE TOPPED GARDEN BED
- AREAS PLANTED WITH ROLL OUT TURF

ROYAL PALM

CAPITAL PEAR

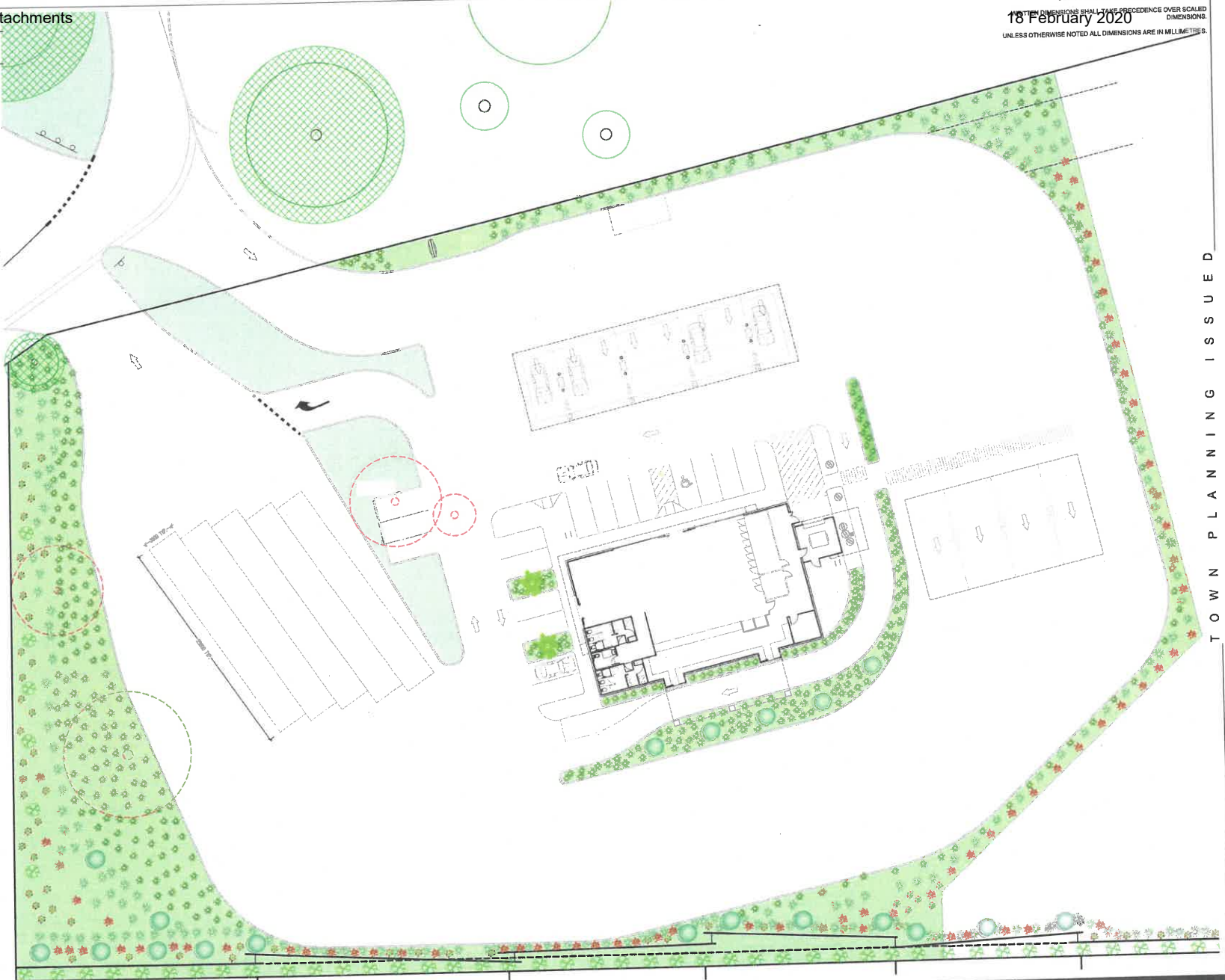
PEPPERMINT WILLOW

BASKET GRASS

NANDINIA

LILLY PILLY

MAT RUSH



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ISSUE	DESCRIPTION	DATE	DRAWN	COMMENT
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drawn by: T.REISACHER, NGUYEN SON

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PROPOSED ACOUSTIC WALL SYSTEM



PROPOSED ACOUSTIC WALLS VIEW

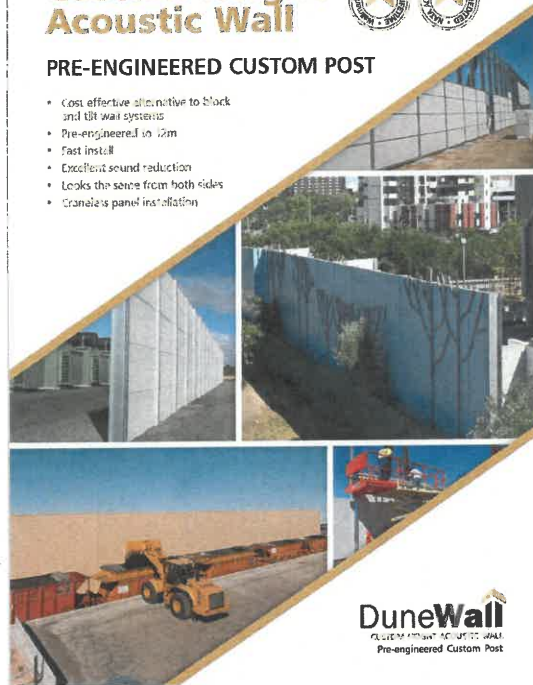
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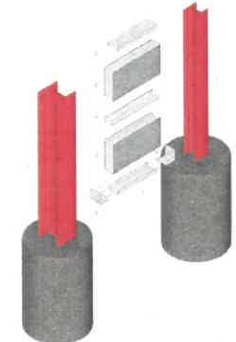
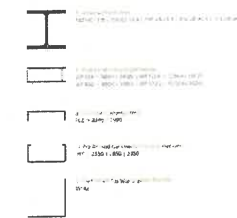
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T O W N P L A N N I N G I S S U E D

Attachment 5.1.2



Service Station Development
Lot 6 Murray Valley Highway
Echuca
Traffic & Parking Assessment Report

Client:

Echuca West Holdings (BPG) Pty Ltd
c/o Bentley Property Group

Project No. 190014

FINAL: 19/09/2019

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Client Contact	Andrew Fergusson at Bentley Property Group			
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ATTACHMENT A – CONCEPT PLANS FOR DEVELOPMENT

ATTACHMENT B – SWEEP PATH PLOTS

1 EXECUTIVE SUMMARY

It is proposed to develop a service station and convenience restaurant on vacant land to the west of the Murray Valley Highway, immediately north of the signalised intersection with Bridlington Avenue/Butcher Street, Echuca West. Trafficworks Pty Ltd has been engaged by Echuca West Holdings (BPG) Pty Ltd to prepare a Traffic Impact Assessment Report (TIAR) to support the planning permit application for the development to the Campaspe Shire Council (the Council).

Following an initial submission to Council and negotiations regarding access with Regional Roads Victoria (RRV, formerly VicRoads), RRV has indicated it is prepared support entry to the site from the north as detailed in the amended concept plan – option 2 (reproduced in Attachment A). This updated assessment report includes a review of proposed access arrangements, as agreed with RRV, as well as a review of parking supply.

This assessment has concluded that:

- Austroads SISD requirements are satisfied to the south from the proposed exit driveway onto Murray Valley Highway
- the design of the driveway to/from Murray Valley Highway and internal layout caters for the swept path of entering and exiting 25m B-Double trucks.

The assessment has recommended that a number of matters be addressed in detailed design of the site and its associated access facilities: These matters are summarised in Section 6 and, provided these design issues are satisfactorily addressed, there are considered to be no traffic engineering reasons that prevent the proposed development from proceeding.

1.1 References

Technical references used in the preparation of this report include the following:

- Austroads Guide to Road Design, Part 3 –Geometric Design 2016 (referenced as AGRD3)
- Austroads Guide to Road Design, Part 4 –Intersections and Crossings, General 2017 (AGRD4)
- Austroads Guide to Road Design, Part 4A – Unsignalised and Signalised Intersections 2017 (AGRD4A)
- Austroads Guide to Traffic Management, Part 6: Intersections, Interchanges and Crossings 2017 (AGTM6)
- VicRoads Supplement to Austroads Guide to Road Design Part 4A (VS AGRD4A)
- VicRoads Open Data Portal for casualty crash history on roads near the proposed development
- Traffic Volume Data for Victoria listing on VicRoads website
- The Campaspe Shire Planning Scheme
- Local Government Infrastructure Design Association's Infrastructure Design Manual (IDM), Version 5.20 released March 2019
- Australian/New Zealand Standard, Parking Facilities - Part 1: Off-street Parking - AS/NZS 2890.1:2004
- Australian/New Zealand Standard, Parking Facilities - Part 6: Off-street Parking for People with Disabilities - AS/NZS 2890.6:2004.

The assessment is based on the following information made available by the client:

- Concept Plan – Option 2 for Service Station Development at Lot 6 Murray Valley Highway, prepared by Trafficworks, Drawing No 190014-CTP-07 (P1), dated 23/08/2019 (reproduced as Figure A1 in Attachment A).



2 INTRODUCTION

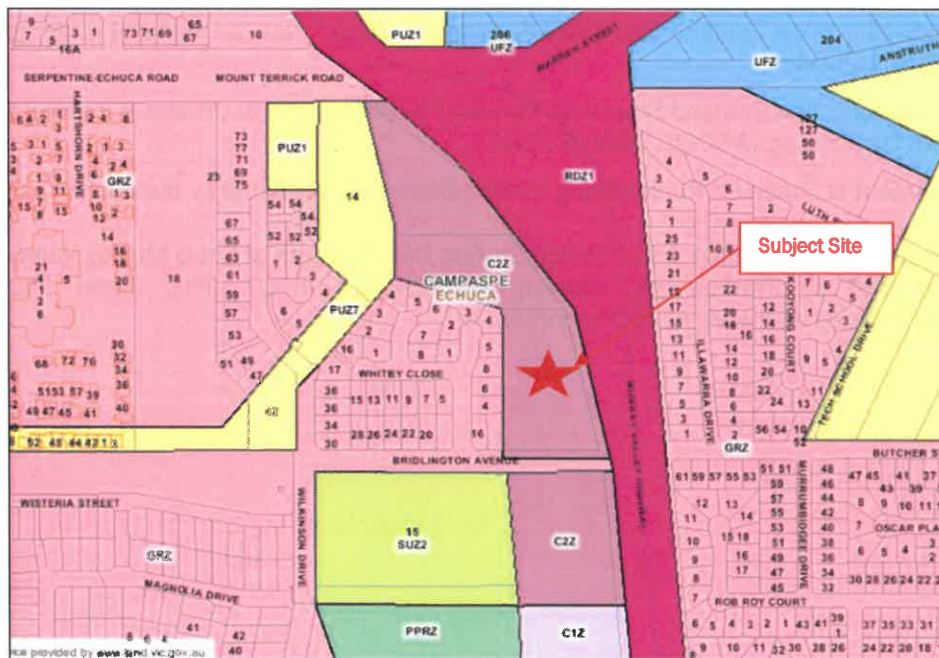
Trafficworks Pty Ltd has been engaged by Echuca West Holdings (BPG) Pty Ltd to prepare a Traffic Impact Assessment Report to support a planning permit application for a mixed development comprising a service station and convenience food outlet at Lot 6 Murray Valley Highway, Echuca West.

3 EXISTING CONDITIONS

3.1 Land Use

The subject property is included in the Commercial 2 Zone (C2Z) under the Campaspe Planning Scheme, as is land abutting the western side of the highway to the north and south (refer Figure 1). Land to the west of the site and to the east of the highway is included in the General Residential Zone (GRZ). The Murray Valley Highway, forming the site’s eastern boundary, is in the Road Zone Category 1 (RDZ1).

Figure 1 – Land-use and locality plan (from the DELWP website)



3.2 Road Network

Murray Valley Highway (B400) is a State Arterial Road that provides for long distance travel between Wodonga to the east, via Echuca, and Mildura to the west. Along the eastern boundary of the subject property the 15.0 m wide highway carriageway is configured as follows:

- 2.6 m wide sealed western shoulder
- 3.5 m wide northbound traffic lane

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- 3.2 m wide southbound right turn lane
- 3.5 m wide southbound traffic lane
- 1.5 m wide southbound cycle lane
- 3.3 m wide southbound left turn lane

No footpaths are provided along the highway north of Bridlington Avenue. Access to residential properties along the east side of Murray Valley Highway is from Illawarra Drive, with direct highway access denied by a plantation reserve at the rear of these properties.

Bridlington Avenue along the southern boundary of the subject property is a residential collector street that services new expanding residential development in Echuca west. Along the property frontage it comprises a two-way carriageway 12.4 m wide between kerbed boundaries and is configured as one through traffic lane in each direction, separated by an eastbound right turn lane at the highway approach. The 25 m wide reservation includes a 1.2 m wide footpath along the northern boundary and a 2.4 m wide shared path along the south side.

The cross intersection of Bridlington Avenue, and its eastern extension Butcher Street, with Murray Valley Highway is signalised, with a central sheltered right turn lane provided in each of the minor approaches and separate left and right turn lanes provided in the two highway approaches.

3.3 Traffic & Speed Environment

The most recent traffic information obtained from the *Traffic Volume Data for Victoria* listing on the VicRoads website indicates 2016 estimated Murray Valley Highway traffic volumes of 6,700 vpd (3,500 vpd southbound and 3,200 vpd northbound) with 960 commercial vehicles per day (14.3% CVs) south of Warren Street. Based on the rule-of-thumb that peak hour traffic can be estimated as approximately 10% of average daily traffic, anticipated one-way peak hour volumes in Murray Valley Highway are estimated to be in the order of 350 vph in both northbound and southbound directions.

The 10-year trend in the VicRoads *Traffic Volume Data* listing for Murray Valley Highway indicates a compound growth rate of around 3.5% per annum between 2006 and 2016. Applying this growth to the above values for the period 2016 to 2029 (till 10 years post completion of the development) would indicate one-way peak hour volumes in Murray Valley Highway of about 5,250 vph north and southbound or a two-way total in the order of 10,500 vph in 2029. This equates to 525vph in each direction during the peak hours.

The signed speed limit in Murray Valley Highway along the site frontage is 80 km/h. The 85th percentile traffic speeds in Murray Valley Highway are estimated to reflect the signed limits, with traffic from the south having passed through a signalised intersection 60 m south of the site access and traffic from the north having negotiated a roundabout some 300 m to the north of the site.

A permanently signed urban 40 km/h speed limit applies to Bridlington Avenue reflecting the nearby presence of a school.



3.4 Crash History

The Victorian Government's *Open Data Portal* provides records of all injury crashes reported to Police in the most recent five years of available data (January 2014 to December 2018). Interrogation of the database indicates that one casualty crash has occurred during this period on the highway between the roundabouts at the intersections of the highway with Ogilvie Avenue and Warren Street. Details of this crash are as follows:

- 20/01/2018 at 6:50 pm, collision with an object (DCA 165) involving a southbound bicycle colliding with temporary roadworks infrastructure. The crash occurred during daylight in dry, clear conditions and resulted in serious injuries to the cyclist.

No crashes are reported to have occurred in Bridlington Avenue during the period. One crash occurred at each highway roundabout, both during 2018. No crash pattern is evident, and it is concluded that the section of highway along the subject property frontage operates safely and requires no urgent remedial treatment.

3.5 Car Parking

There is currently no parking in Murray Valley Highway along or opposite the subject property frontage. Parallel parking bays have been marked along the north side of Bridlington Avenue for part of the length of the subject property boundary.

3.6 Pedestrians and Cyclists

There are no constructed footpaths along either side of the Murray Valley Highway to the north or south of Bridlington Avenue. The constructed paths in Bridlington Avenue extend east of the highway along the south side of Butcher Street to the high school.

As noted earlier, the southern path along Bridlington Avenue is a shared path. There are no on-road or off-road cycling facilities in the highway or in Butcher Street.

3.7 Public Transport

Public Transport Victoria (PTV) operates a regular service (Route 4) between the Echuca town centre and Cunningham Downs Retirement Village in Echuca west that travels along Warren Street and Mount Terrick Road. It operates at hourly intervals between 9:00AM and 5:00PM Monday to Friday (with only two runs on Saturdays). This service is not considered to offer a convenient alternative mode of transport for staff or customers of the businesses proposed to be established on the subject site. Bus travel is not considered further in this report.



4 DEVELOPMENT DESCRIPTION

4.1 Proposed Development

As outlined in the Concept Plan (reproduced in Figure A1 of Attachment A) the development involves the following:

- Construction of a central building comprising:
 - Fuel shop, office & toilets (320 m² Leasable Floor Area (LFA))
 - Convenience food outlet with a drive-through service catering for a queue of 11 cars plus one waiting bay clear of all other vehicle aisles (80 m² LFA)
- 90° angle parking for 14 cars along the eastern and northern frontages of the building (including one disabled/accessible bay and two electric vehicle recharge bays)
- Canopy with 8 petrol dispensers
- Canopy with 6 truck/diesel bowsers
- Long vehicle parking catering for 5 trucks (B-Doubles)

Site access is to be provided by way of a single driveway configured to provide separate entry and exit lanes onto Murray Valley Highway at the north end of the site's highway frontage. The driveway access makes provision for an ultimate service road construction along the property frontages to the north of the site. Proposed highway improvements include provision for sheltered left and right turn lanes for entry movements. Exit movements are restricted to left turns only, with southbound vehicles required to conduct a U-turn at the roundabout at Warren Street, 300 m to the north.

The secondary driveway onto Bridlington Avenue, shown in earlier plans, has been abandoned, and no access is proposed from the service station to Bridlington Avenue. The undeveloped land between the service station site and Bridlington Avenue may be developed in the future under separate planning applications.

4.2 Traffic and Parking Generation

4.2.1 Traffic

The RTA *Guide to Traffic Generating Developments, Version 2.2A, October 2002*, is a reference normally used for the establishment of traffic generation rates based on empirical data collected for a variety of land uses. Section 3.6.2 of this Guide provides traffic generation data for *Service Stations with Convenience Stores* that indicates evening peak trip generation for these establishments can be estimated using the following formulae:



- 1. Evening peak hour trips = 0.66 A(F)
- or
- 2. Evening peak hour trips = 0.04 A(S) + 0.3 A(F)

Where: A(S) = area of site (m²)

A(F) = gross floor area of convenience store (m²)

Applied to the subject establishment, trip generation is estimated to be in the range 230 vph to 250 vph (refer Table 2). This is an over-estimate of traffic generation for the site area and the nature of the convenience sales involved (refer to further discussion below).

The traffic generation rates for drive-in take away restaurants is covered by Section 3.7.1 of the RTA *Guide* that are based on surveys of outlets operated by McDonalds (180 vph evening peak) and Kentucky Fried Chicken (100 vph). Using the average development rate for KFC outlets, Table 2 provides overall traffic generation estimates for the subject development.

Table 2: PM Peak Trip Generation Estimates using RTA formulae

Business	Site Area A(S)	GFA A(F)	Formula 1	Formula 2
Service station	14,064m ²	252m ²	166 vph	638 vph
Fast food		110m ²	100 vph	100 vph
Total PM peak trip generation			266 vph	738 vph

From Section 3.3 of this report, total peak hour traffic on Murray Valley Highway at 2029 is estimated to be 10,500 vph. The above trip generation estimates from the RTA *Guide* would suggest that the traffic generated by the service station equates to between 1.3% and 3.5% of total passing traffic accessing the site (using 266/2 = 133 vph entering trips from Formula 1, or 738/2 = 369 vph entering trips from Formula 2). The lower value is considered to provide a realistic reflection of anticipated traffic generation.

A research paper by D J Hunter entitled *New Generation Service Station Attraction* was presented at the Institution of Professional Engineers New Zealand (IPENZ) conference in 1992. The Hunter paper identified an appropriate proportion of passing traffic which enters service stations. The percentage was derived from a survey of 17 service stations in Christchurch, New Zealand. It showed that 2.5% of passing traffic on the frontage road is attracted to the premises, equating to 130 vph entering (and 130 vph departing) at the subject development.

In its response to a Planning Application for another regional service station site at Heathcote, VicRoads indicated that it considered the New Zealand traffic generation rate too low and suggested that a generation rate of 3.19 vph per bowser be used¹. Applied to the 8 petrol dispensing bowsers at the proposed development this would equate to 26 trips per hour, or 13 entering and 13 departing movements in the peak hour. Added to the traffic generated by the convenience food component of the development (252 m² floor area x 0.66 = 73 vph) this would indicate 166 vph from the fuel outlet or a total of 266 trips generated by the entire development at completion. These are taken to be split 133 vph entry and 133 vph departure movements.

¹ Based on 15 minute empirical surveys conducted by O'Brien Traffic in 2016.



The volume estimates obtained from the three separate sources (i.e. 133 vph, 130 vph and 133 vph respectively) are very consistent and the value obtained through the VicRoads calculation (133 vph) have been applied to this development in the assessment that follows.

There is no commercial development along Murray Valley Highway to the north of the subject site, or for 1 km to the south, where Ogilvie Avenue marks the entry to the town centre and along which are located other service station and convenience restaurants. As such, a 50/50 split has been assumed for arrivals from the north and south or 67 vph (133/2) respectively at the proposed establishment entry.

4.2.2 Parking

Parking provision for the development is indicated on the plans to be as follows:

- Service station & food outlet 14 car spaces (including 1 disabled access bay and 2 electric vehicle refuel bays)
- Truck parking (including B-Doubles) 5 truck spaces



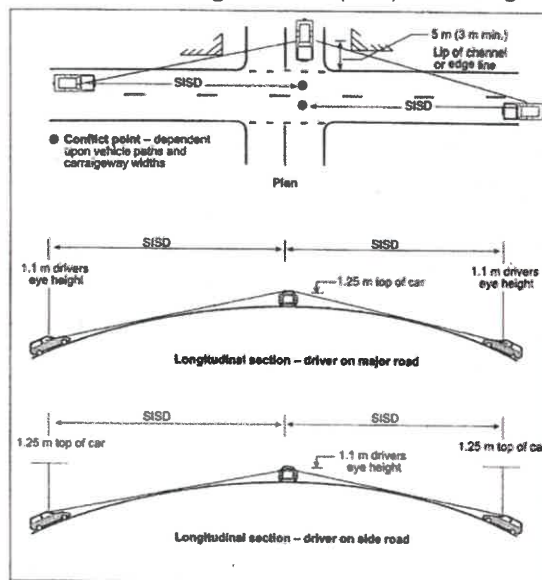
5 ASSESSMENT

The impacts of the development on the adjacent road network are primarily related to the need to provide adequate visibility at the access point for safe ingress/egress and to accommodate low-speed turning manoeuvres by vehicles accessing the development. These impacts are quantified below with appropriate mitigating works being considered. Parking provision and on-site vehicle movements are also reviewed in this report.

5.1 Sight distance

The visibility criterion normally required by VicRoads for safe access to the arterial road network is Safe Intersection Sight Distance (SISD). This is nominated in the AGRD4A as the minimum distance which should be provided on the road at a minor intersection or significant traffic generating development (refer to Section 3.2.2 in AGRD4A) and provides sufficient distance for a driver of a vehicle on the major road to observe a vehicle from the minor access approach moving into a collision situation (e.g. in the worst case, stalling across the traffic lanes) and to decelerate to a stop before reaching the collision point (refer Figure 2 below).

Figure 2: Safe Intersection Sight Distance (SISD). Source: Figure 3.2 from AGRD4A.



Note that the VicRoads Supplement VS AGRD4A requires sight lines to be measured at a 7.0 m (5.0 m minimum) offset from the conflict point that is taken as the centre of the respective traffic lane.

The minimum SISD criterion specified in Table 3.2 of AGRD4A requires clear visibility for a desirable minimum distance of 214 m for a design speed of 90 km/h (speed limit + 10 km/h), adopting a general reaction time R_T of 2 seconds and from a driver's position at 5.0 m (3.0 m min) from the edge of traffic lane. It is noted that the VicRoads Supplement to AGRD4A requires visibility along Murray Valley Highway to be established from a driver positioned 7.0 m (5.0 m min) from the potential collision point, i.e. centre of nearest traffic lane and this criterion has been used to assess SISD along Murray Valley Highway. No grade corrections are necessary on the relatively flat profile of the Murray Valley Highway.



SISD for trucks should also be considered along the Murray Valley Highway. SISD for trucks can be established from SSD (stopping sight distance) for trucks (given in Table 5.6 AGRD03) plus 3 seconds reaction time. This equates to SISD for trucks of 198 m for an 80 km/h approach speed².

The above SISD requirements along Murray Valley Highway are satisfied with clear sight lines in excess 300 m available to the south from the proposed exit driveway. Note that the proposed access layout allows for left turn exit movements only, thereby making sight lines to traffic approaching from the north not relevant.

Conclusion 1: Austroads SISD requirements are satisfied to the south from the proposed exit driveway onto Murray Valley Highway.

5.2 Impacts on existing road network

5.2.1 Traffic volumes

Separate turn lanes are normally provided to avoid congestion and/or delays to through traffic and to improve safety for traffic movements at intersections and significant access points, such as the driveway to the proposed development. The type of turn treatment is determined, based on the speed environment and the combination of through and turning traffic volumes. Figure 2.26(b) of AGTM6 (reproduced in Figure 4) is used for the selection of treatment types at locations with a design speed of less than 100 km/h but more than 70 km/h.

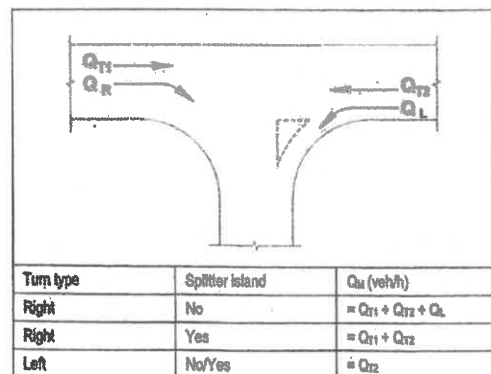
In the following sections of this report, these criteria have been applied to the proposed property access connection to Murray Valley Highway.

From Section 3.3 of this report, one-way traffic in Murray Valley Highway 10 years post completion of the development is expected to be in the order of 525 vph during the daily peak hours.

Superimposed over these peak traffic flows are entry movements to the development. These are estimated to represent 133 vph inbound movements, split 50/50, or 67 vph each from the north and south approaches (see Section 4.2.1). These volumes have been used to derive the QL and QR values in Table 3.

Using Figure 4.10 from the Austroads Guide Part 4A (reproduced in Figure 3), the major road traffic parameters QM can be established as set out in Table 3 that reflect the worst-case conditions at the service station access for left and right turns during both peak periods.

Figure 3: Major Road Traffic (Austroads Guide)



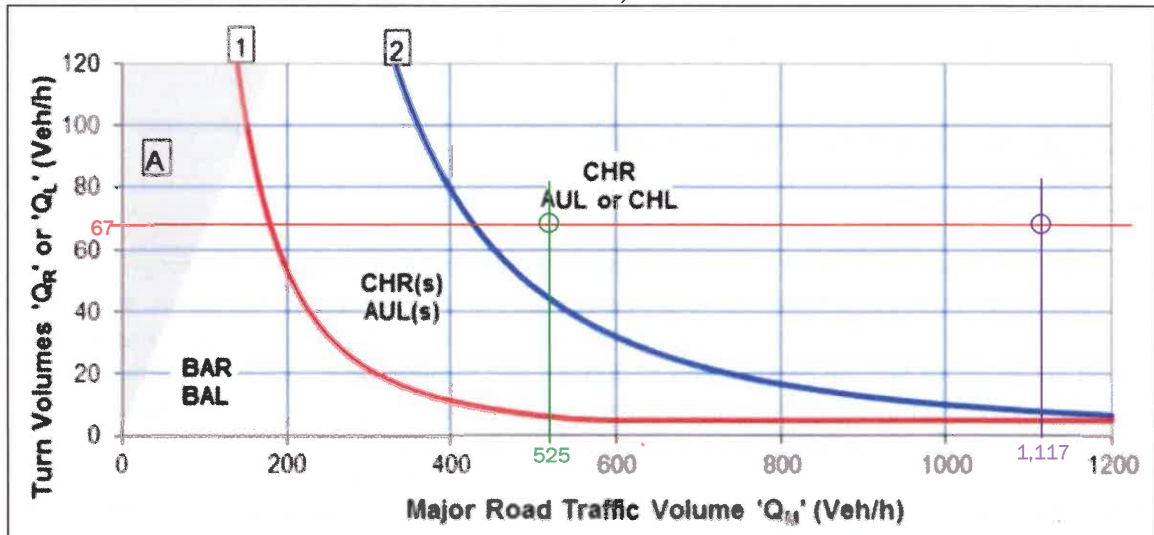
² The design speed for trucks is taken as the posted speed limit



Table 3: Peak hour turn parameters at 2029 for use in Figure 4

Major Road	Minor Access	Left Turn	Right Turn	Thru Q_T		Q_M Left Turn	Q_M Right Turn
		Q_L	Q_R	Q_{T1}	Q_{T2}	$Q_M=Q_{T2}$	$Q_M=Q_{T1}+Q_{T2}+Q_L$
Murray Valley Highway	Site entry	67	67	525	525	525	1,117

Figure 4: Warrants for turn treatments at intersections with design speed >70km/h>100km/h (Source: Figure 2.26(b) in AGTM6)



5.2.2 Treatments

Applying the values from Table 3 to the graph in Figure 4, it can be concluded that the development will require the provision of a Type CHR channelised right turn lane and a Type AUL auxiliary left turn lane to safely cater for customer turn movements into the site from Murray Valley Highway during peak travel times.

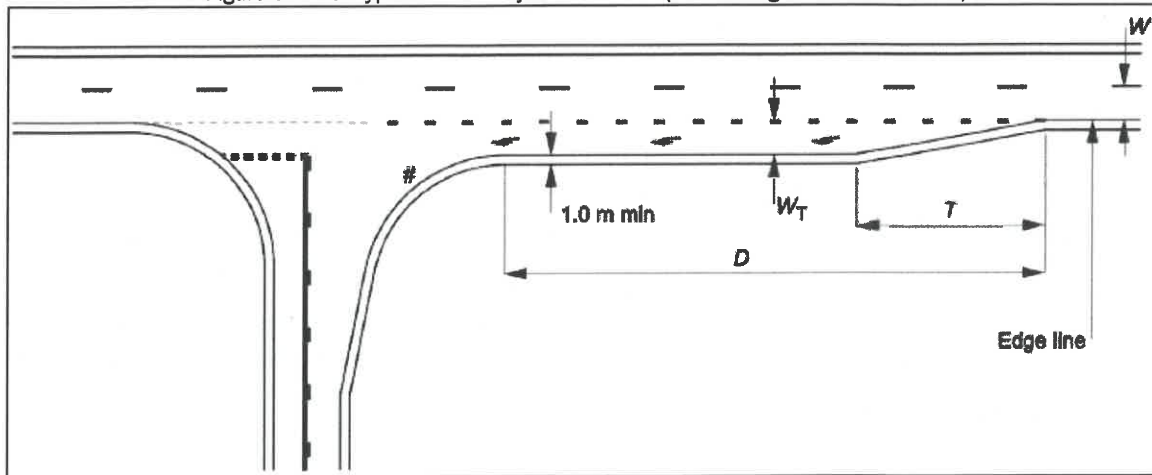
Left Turn Movements

A rural Type AUL left turn lane treatment is described in Section 8.3.3 and Figure 8.4 of AGRD4A (reproduced in Figure 5 below). Dimensions of such a treatment can be established from the notes accompanying Figure 8.3.3 as follows:

- Design speed $V = 80$ km/h (speed limit on south approach)
- Through lane width $W = 3.5$ m (existing lane width)
- Turn lane width $W_T = 3.0$ m minimum but increased to 3.5 for use by trucks and caravans
- Diverge/deceleration length $D = 95$ m (from Table 5.3 for $V = 80$ km/h and exit speed of 20 km/h).
- Taper length $T = 25$ m (from $0.33V W_T/3.6$ rounded and included in D)



Figure 5: Rural Type AUL auxiliary left-turn lane (Source: Figure 8.4 in AGRD4A)

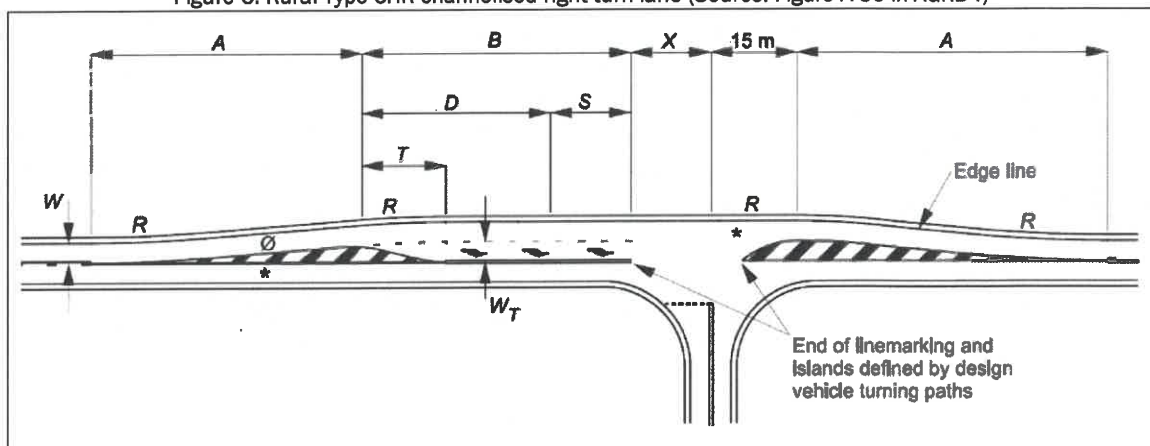


Right Turn Movements

A rural Type CHR channelised right turn lane treatment is described in Section A 16.5 and Figure A 30 of AGRD4. (reproduced in Figure 6 below). Dimensions of such a treatment can be established from the notes accompanying Figure A 30 as follows:

- Design speed $V = 60$ km/h (at departure from roundabout at Warren Street)
- Through lane width $W = 3.5$ m (existing lane width)
- Turn lane width $W_T = 3.5$ m desirable for turns by trucks
- Diverge/deceleration length $D = 55$ m (from Table 5.2 of AGRD4A for stop condition)
- Taper length $T = 20$ m (from $0.33V W_T/3.6$ rounded and included in D)
- Storage length $S = 25$ m (length of one B-Double)
- Clearance to centre of entry $X = 10-15$ m

Figure 6: Rural Type CHR channelised right-turn lane (Source: Figure A 30 in AGRD4)





5.2.3 Comparison with site conditions

The large roundabout at the highway intersection with Warren Street includes a significant approach island in the south leg that is 260 m long and of variable width but generally at least 4.0 m wide. Incorporating the above Type CHR right turn lane into this island is not expected to have negative safety implications in the relatively low speed environment at the southbound departure from the roundabout

Figures A2 & A3 in Attachment A provide a functional layout that indicates the configuration of modifications to the island to incorporate such a right turn lane. Details would include the following:

- Type AUL auxiliary left turn lane of 95 m total length (including 25 m diverge taper) and 3.5 m wide.
- Type CHR channelised right turn lane of 95 m in length (D + S + 15 m from above) and 3.5 m wide.

Recommendation 1: that access to the development to/from Murray Valley Highway be provided with a Type AUL auxiliary left turn lane treatment and a Type CHR channelised right turn lane, generally as shown on the Concept Plans in Figure A2 & A3 in Attachment A, with both turn lanes to be 3.5 m wide.

5.3 Parking

5.3.1 Quantity

Clause 52.06 of the Planning Scheme sets out the requirements for the provision of car parking for a variety of land uses. The car parking requirement for the proposed land uses within this development, is discussed in the subsequent sections.

Table 1, Clause 52.06-5 of the Planning Scheme nominates the following car parking rates applicable to this development with a total leasable floor area (LFA) of 400 m²:

- Convenience shop (>80m² FA) – 10 per premises
- Convenience restaurant – 3.5 spaces to each 100 m² of LFA

Applied to this development, the total car parking requirement is 13 car spaces (refer to Table 4). This requirement is satisfied by the provision of 14 car spaces as shown on the Concept Plan (reproduced in Figure A1 of Attachment A).

Table 4: Estimate of parking requirements

Component	Measure	Rate	Car Parks
Fuel shop	1 Shop	10 to each premises	10
Convenience restaurant	80 m ² LFA	3.5 spaces per 100m ² LFA	3
Total			13



Conclusion 2: the provision of on-site parking shown on the concept plan for the development satisfies the statutory requirements.

5.3.2 Design of On-site Parking

The criteria contained in Figure 2.2 of AS/NZS 2890.1 Parking Facilities, Part 1: Off-street Parking for user class 3 – short term are as follows:

Bays at 90° Width A = 2.6 m
 Depth C = 4.8 m (unconstrained) or 5.4m (to high kerb or wall)
 Aisle width = 5.8 m

The Concept Plan indicates that the parking spaces comply with the above standards.

Conclusion 3: the design of on-site parking shown on the concept plan for the development satisfies the applicable standards.

5.3.3 Disabled Parking

Disabled parking is referenced in the Building Code of Australia where a rate of 1 – 2% is normally considered appropriate.

The concept plan nominates one accessible parking bay flanked by a shared space. This arrangement complies with the standards.

Conclusion 4: the provision of disabled parking shown on the concept plan for the development satisfies the applicable standards.

5.3.4 Bicycles

Clause 52.34 of the Planning Scheme sets out the requirements for the provision of bicycle parking for a variety of land uses to encourage cycling as a mode of transport. Table 5 outlines the total bicycle parking requirement for the proposed land uses within the development. However, this clause does not include a rate for bicycle parking at service stations and it is not considered necessary to include such provision as part of the service station component.

Table 5: Bicycle parking requirements

Component	Area	Rates	Provision
Fuel shop	320 m ²	Staff: no provision necessary	0
Convenience restaurant	80 m ²	Staff: 1 per 25m ² of floor area available to the public Patrons: 2 spaces	4 2
Total			6

The Site Plan indicates no provision for bicycle parking for patrons or staff.

Recommendation 2: that the site plan show provision for four appropriately secured staff bicycle parking spaces and two bicycle parking spaces for patrons at the convenience restaurant.



5.4 Vehicle Circulation

The template for a standard (25m) B-Double truck has been used to review the path of such vehicles accessing from Murray Valley Highway to dock at the diesel fuel bays or stop in the truck parking area. The swept path plots for the entry and exit movements for this type of vehicle are shown in Figure B1 and circulation through the site in Figures B2 and B3 in Attachment B.

Turn movements for a car accessing the drive-through outlet are also confirmed to be satisfactory (refer Figure B4 in Attachment B).

Conclusion 5: the design of the driveway to/from Murray Valley Highway and internal layout caters for the swept path of entering and exiting 25m B-Double trucks.

5.5 Other Matters

5.5.1 Frontage Footpath

As noted earlier in this assessment, no footpath exists along the Murray Valley Highway frontage of the subject site. In order to cater for pedestrian movements generated by the convenience food outlet, it is considered necessary to construct a new footpath between the traffic signals at the highway intersection with Bridlington Avenue and the southeast corner of the site frontage, including a pedestrian/cyclist access point to the site at this location.

Recommendation 3: that the design make provision for the construction of a footpath from the Bridlington Avenue intersection to the southeast corner of to the development site.

5.5.2 Street Lighting

The highway alignment is provided with code standard route lighting north of the signalisation at Bridlington Avenue to the roundabout at Warren Street. This lighting scheme is considered to provide adequate illumination for the new access driveways. However, the functional plan for the turn lanes has identified potential conflicts with at least one of the lighting columns located in the median treatment for the right turn lane. This conflict, and a possible need to relocate this lighting column, should be discussed with RRV during detailed design. No conflict is anticipated with the lighting poles along the western highway edge, along the proposed left turn lane.

Recommendation 4: that the design of the right turn lane resolve any conflict with the existing median lighting pole, including consultation with RRV regarding possible pole relocation works.



6 CONCLUSIONS & RECOMMENDATIONS

The foregoing traffic assessment of the proposed development of a service station and convenience restaurant on vacant land to the west of the Murray Valley Highway, immediately north of the signalised intersection with Bridlington Avenue/Butcher Street, Echuca West has concluded that:

- Austroads SISD requirements are satisfied to the south from the proposed exit driveway onto Murray Valley Highway
- the provision of on-site parking shown on the concept plan for the development satisfies the statutory requirements.
- the design of on-site parking shown on the concept plan for the development satisfies the applicable standards.
- the provision of disabled parking shown on the concept plan for the development satisfies the applicable standards.
- the design of the driveway to/from Murray Valley Highway and internal layout caters for the swept path of entering and exiting 25 m B-Double trucks.

The assessment has recommended that the following matters be addressed in a review of the development plans:

1. that access to the development to/from Murray Valley Highway be provided with a Type AUL auxiliary left turn lane treatment and a Type CHR channelised right turn lane, with both turn lanes to be 3.5m wide
2. that the site plan show provision for four appropriately secured staff bicycle parking spaces and two bicycle parking spaces for patrons at the convenience restaurant
3. that the design make provision for the construction of a footpath from the Bridlington Avenue intersection to the southeast corner of to the development site
4. that the design of the right turn lane resolves any conflict with the existing median lighting pole, including consultation with RRV regarding possible pole relocation works.

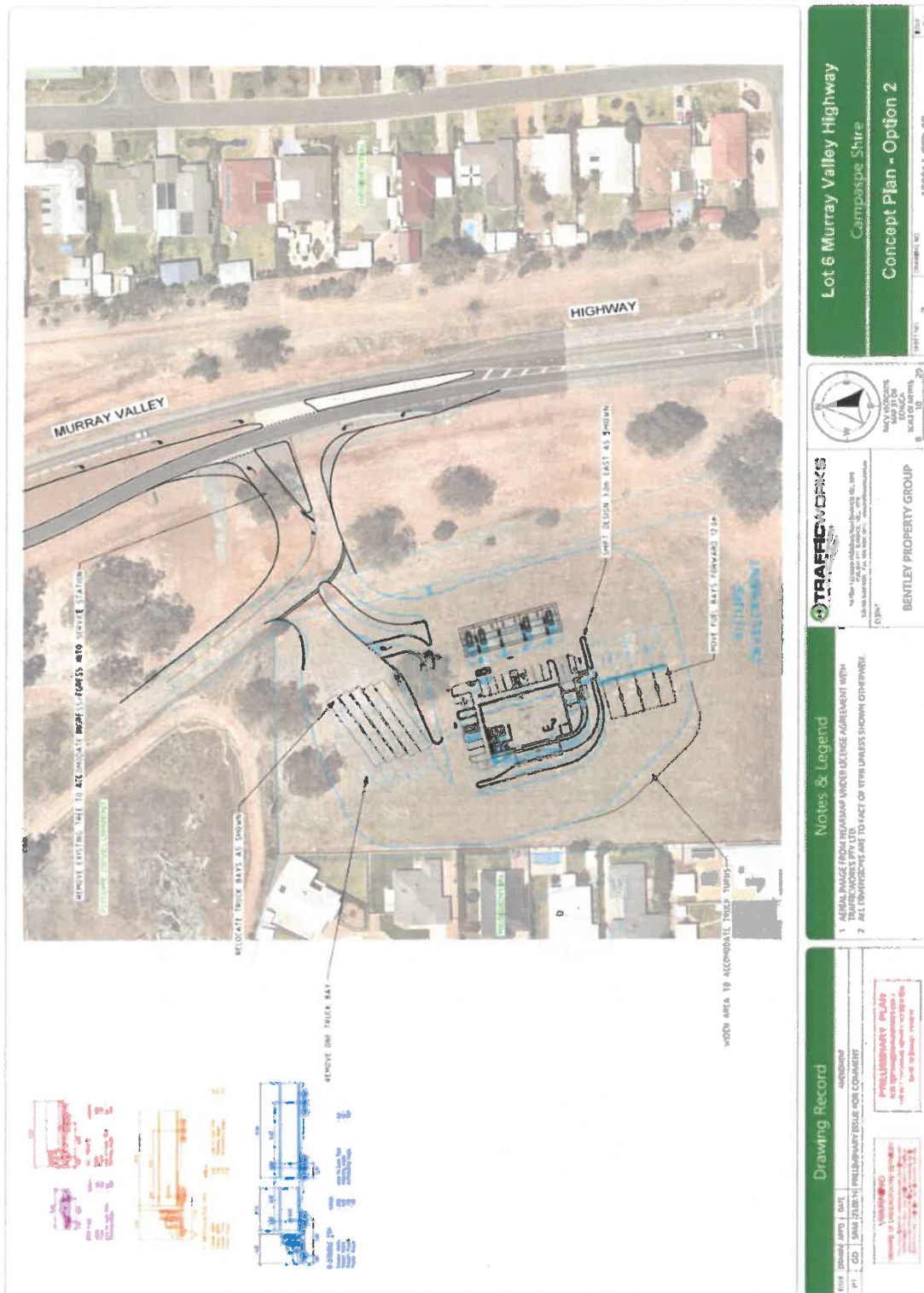
Provided the above design issues are satisfactorily addressed, there are no traffic engineering reasons that prevent the proposed development from proceeding.



ATTACHMENT A – CONCEPT PLANS FOR DEVELOPMENT

190014: Service Station Development, Lot 6 Murray Valley Highway, Traffic & Parking Assessment
FINAL: 19/09/2019

Figure A1: Concept Plan – Option 2 for Proposed Development at Lot 2 Murray Valley Highway, Echuca



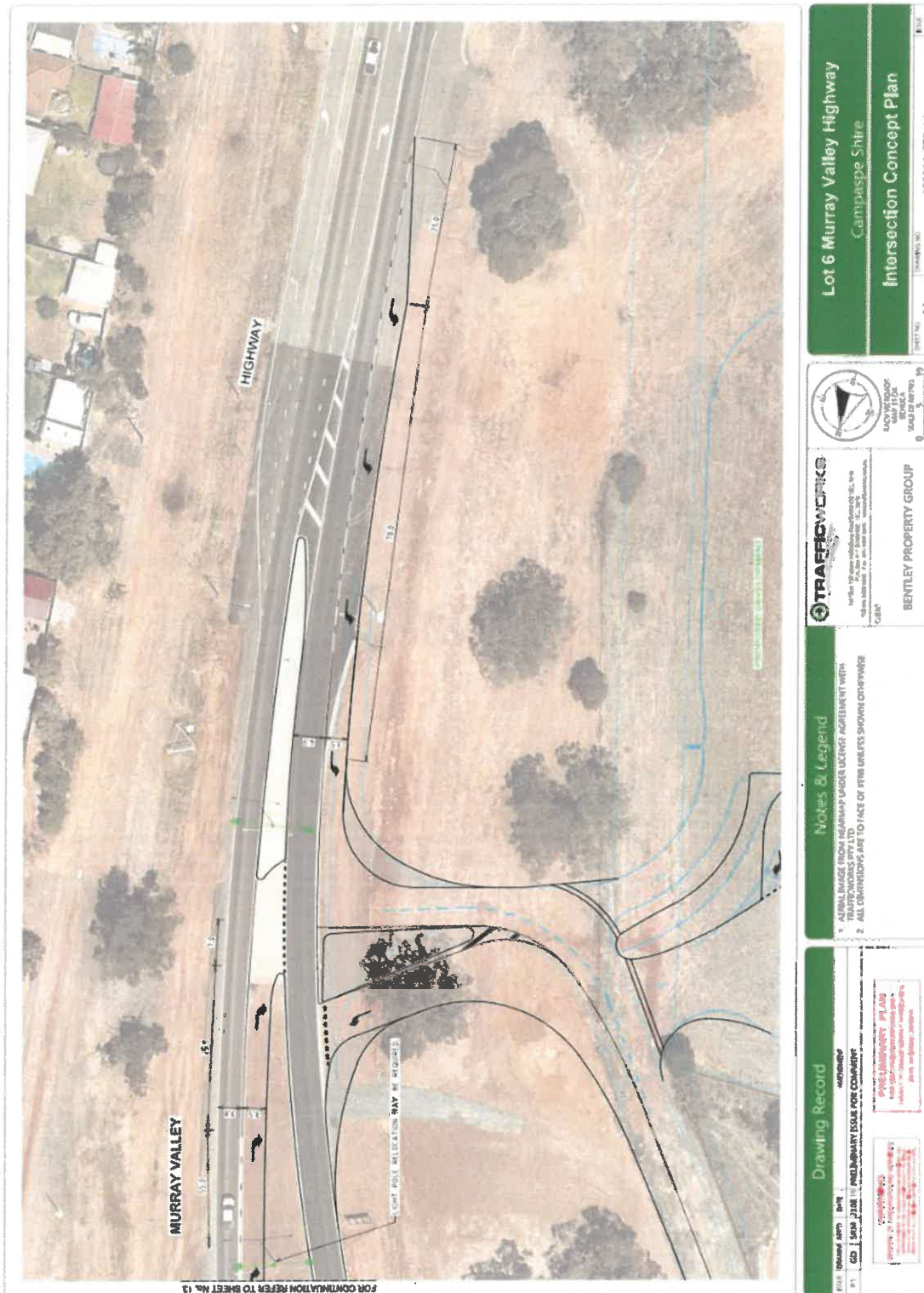
190014: Service Station Development, Lot 6 Murray Valley Highway, Traffic & Parking Assessment
 FINAL: 19/09/2019

Figure A2: Intersection Concept Plan – Turn lanes into the proposed development (Sheet 1 of 2).



190014: Service Station Development; Lot 6 Murray Valley Highway, Traffic & Parking Assessment
FINAL: 19/09/2019

Figure A3: Intersection Concept Plan - Turn lanes into the proposed development (Sheet 2 of 2).

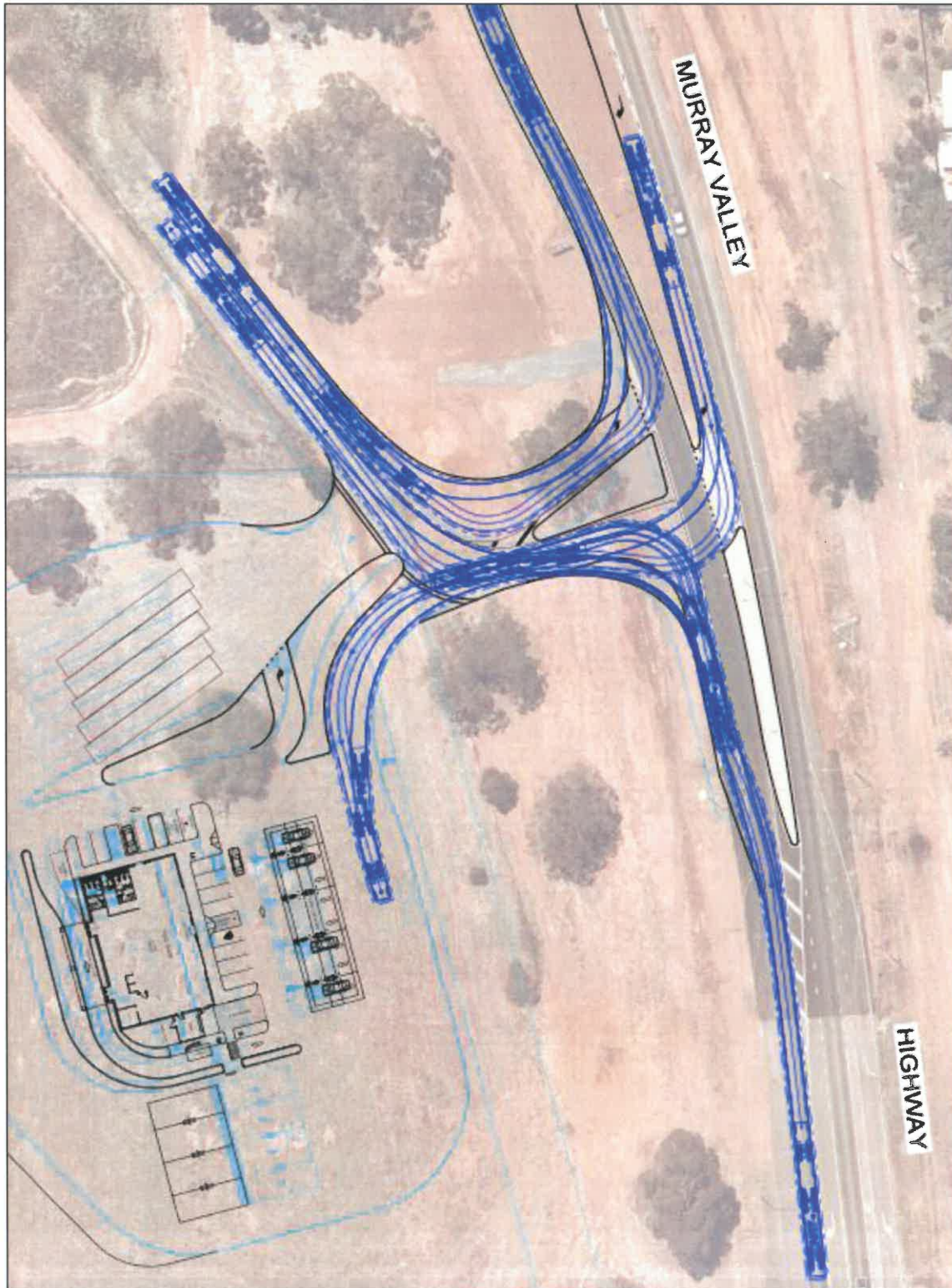


<p>TRAFFICWORKS <small>TRAFFICWORKS PTY LTD 10/115 Sturt Street, Melbourne, VIC 3000 Tel: 03 9594 1000 www.trafficworks.com.au</small></p>		<p>Notes & Legend</p> <p>1. ALL INFORMATION FROM THIS PLAN IS FOR INFORMATION ONLY AND DOES NOT CONSTITUTE AN OFFER OF ANY FINANCIAL PRODUCT OR SERVICE. 2. ALL CONDUITS ARE TO FACE OF ITEM UNLESS SHOWN OTHERWISE</p>		<p>Lot 6 Murray Valley Highway Campaspe Shire Intersection Concept Plan</p> <p>SHEET No. 14 DRAWING NO. 190014-CTP-14 P1</p>	
<p>Drawing Record</p> <p>DATE: 19/09/2019 BY: [Signature] CHECKED BY: [Signature]</p> <p>NO. 1 CD 190014-CTP-14 PRELIMINARY SCALE FOR COMMENT</p>		<p>BENTLEY PROPERTY GROUP</p>		<p>TRAFFICWORKS</p>	
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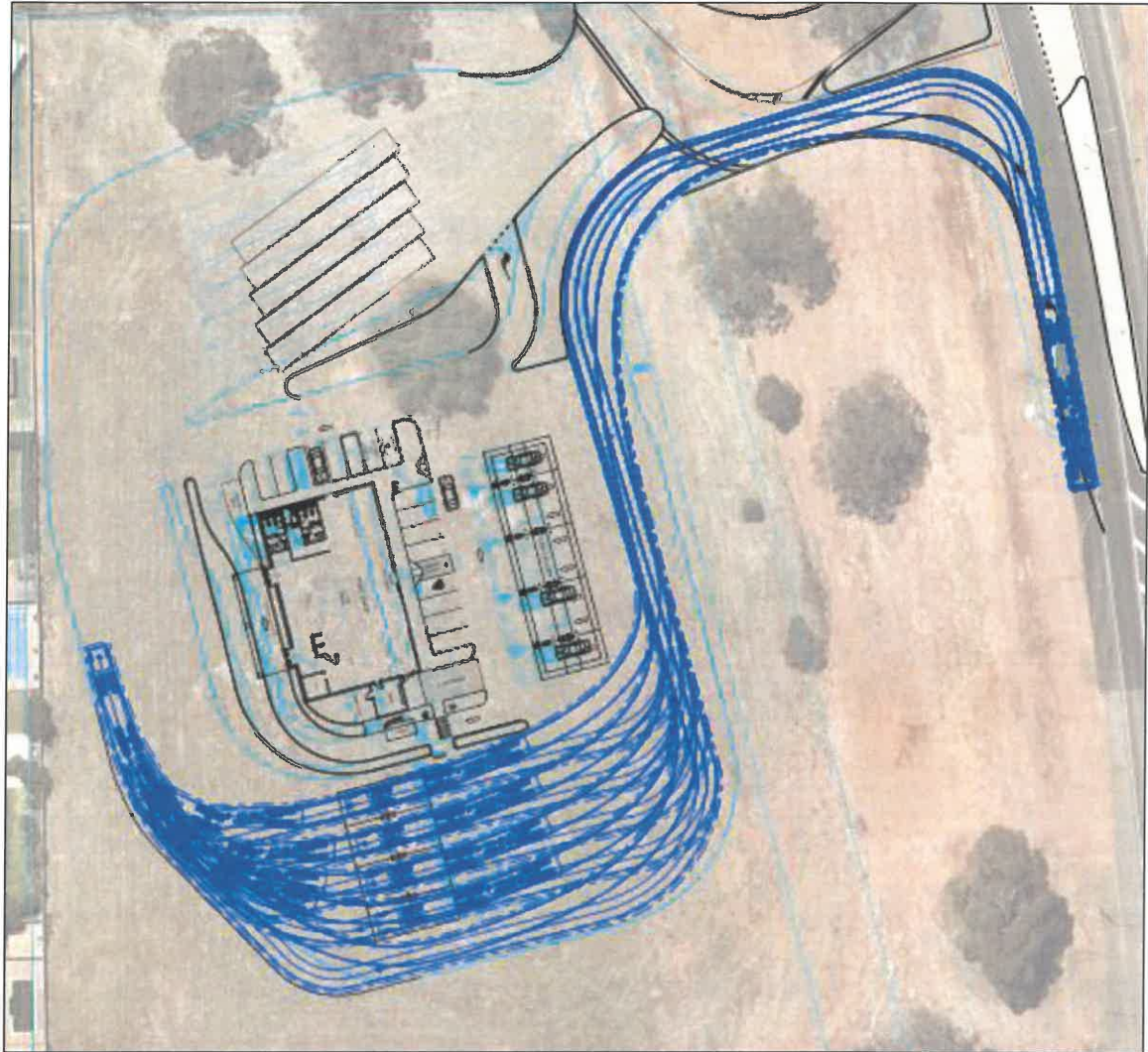
ATTACHMENT B – SWEEPED PATH PLOTS

Figure B1: Entry and exit movements to/from site by B-Doubles



190014: Service Station Development, Lot 6 Murray Valley Highway, Traffic & Parking Assessment
FINAL: 19/09/2019

Figure B2: Circulation through diesel bowser area by B-Doubles



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Figure B3: Circulation through truck parking area by B-Doubles



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FINAL: 19/09/2019

Figure B4: Circulation through drive-through by car and entry from service road by semi-trailer





CLARITY
ACOUSTICS



Report R01 Rev1 19101
3 October 2019

Lot 6 Murray Valley Highway, Echuca
Planning Application - Acoustic Assessment Report

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**PROJECT SUMMARY:**

R01 Rev1 19101

Lot 6 Murray Valley Highway, Echuca
Acoustic Assessment for Planning
Application

PREPARED FOR:

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ATTENTION:

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REFERENCE	REV	STATUS	DATE	AUTHOR	REVIEWER
R01 19101	-	ISSUED	2 OCT 2019	R LEO	A CHANDHOK
R01 19101	1	ISSUED	3 OCT 2019	R LEO	A CHANDHOK

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APPENDIX D	NIRV BOUNDARY – ECHUCA
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APPENDIX G	NOISE PREDICTION METHODOLOGY
APPENDIX H	NOISE LEVELS OF ON-SITE EQUIPMENT AND ACTIVITIES
APPENDIX I	OPERATIONAL ASSUMPTIONS



1.0 INTRODUCTION

Echuca West Holdings (BPG) Pty Ltd propose to develop a parcel of land at Lot 6 Murray Valley Highway in Echuca to include a service station, convenience shop and restaurant and a truck stop.

Clarity Acoustics Pty Ltd (Clarity Acoustics) has been engaged by Echuca West Holdings (BPG) Pty Ltd to conduct a noise assessment for the proposed development to be submitted as part of the planning application. This report provides details of the proposed site operations, relevant noise criteria, an assessment of operational noise and recommended noise controls.

A glossary of acoustic terminology used in this report is provided in APPENDIX A.

2.0 PROJECT DESCRIPTION

2.1 Subject site

The subject site is located at Lot 6 Murray Valley Highway and is bounded by:

- Road reserve associated with the Murray Valley Highway to the east
- Bridlington Avenue to the south beyond which is located commercial zoned vacant land
- Dwellings on Whitby Close, Dover Court and Bridlington Avenue directly to the west
- Vacant land to the north.

The subject site is located in a Commercial 2 Zone (C2Z) with further C2Z, Road Category 1 Zone (RDZ1), Public Use Zone 7 (PUZ7) and General Residential Zone 3 (GRZ) in the immediate environs. The relevant planning map for the subject site is provided in APPENDIX B.

The nearest receivers are dwellings on Bridlington Avenue, Whitby Close and Dover Court to the west of the subject site and on Illawarra Drive to the east of the subject site.



2.2 Nearest affected noise sensitive receivers

Table 1 provides details of the nearest affected receivers that have been considered in the following assessment.

Table 1 - Details of the nearest noise sensitive receivers

ID	Address	Description
R1	14 Bridlington Avenue	Single storey dwelling directly to the west of the subject site
R2	4 Whitby Close	Single storey dwelling directly to the west of the subject site
R3	6 Whitby Close	Single storey dwelling directly to the west of the subject site
R4	8 Whitby Close	Single storey dwelling directly to the west of the subject site
R5	5 Dover Court	Single storey dwelling directly to the west of the subject site
R6	4 Dover Court	Single storey dwelling directly to the west of the subject site
R7	13 Illawarra Drive	Single storey dwelling to the east of the subject site
R8	11 Illawarra Drive	Single storey dwelling to the east of the subject site
R9	9 Illawarra Drive	Single storey dwelling to the east of the subject site
R10	7 Illawarra Drive	Single storey dwelling to the east of the subject site
R11	5 Illawarra Drive	Single storey dwelling to the east of the subject site
R12	3 Illawarra Drive	Single storey dwelling to the east of the subject site
R13	1 Illawarra Drive	Single storey dwelling to the east of the subject site



An aerial photograph of the subject site and nearest affected receivers is provided in Figure 1.

Figure 1 - Aerial photograph of the subject site and receivers (source: Nearmap)



2.3 Proposed operations

As outlined above, the proposed development is to include a service station with associated convenience shop, a convenience restaurant with a single lane drive through and a truck stop.

Fuel deliveries to the service station will be via semi-trailers and general deliveries to the convenience shop and convenience restaurant will be via delivery vans or Light Rigid Vehicles (LRVs) and Medium Rigid Vehicles (MRVs).

Waste collection from the subject site is to occur via the dedicated loading bay provided adjacent to the convenience shop.

The proposed site layout is provided in APPENDIX C .

The site is proposed to operate 24 hours a day, 7 days a week.



3.0 VICTORIAN GUIDELINES AND LEGISLATION

The following sections outline the key noise legislation in Victoria and related guidelines and standards commonly referenced in Victoria.

3.1 Environment Protection Act 1970

The Environment Protection Act 1970 (the act) provides a legislative framework for the protection of the environment in Victoria and establishes obligations for environmental noise control. The legislation does not specify noise limits but sets out legal requirements to comply with State Environment Protection Policies (SEPPs) and prescribed standards and applies to all types of noise sources except rail operations.

3.2 NIRV

Noise from Industry in Regional Victoria (NIRV) provides the methods to set recommended maximum noise levels (RMNLs) for commercial, industry or trade premises in regional Victoria. NIRV is a non-statutory guideline, however, statutory instruments such as a planning permits or notices can be used to give legal effect to RMNLs.

Under NIRV, when either the noise emitter or noise receiver is located within a major urban area, the RMNLs are to be calculated in accordance with the *State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1* (SEPP N-1).

In this case, the subject site and nearby dwellings are located inside the boundary of the NIRV major urban area for Echuca. Accordingly, the Recommended Maximum Noise Levels (RMNLs) for the subject site are defined using the methodology in SEPP N-1.

Refer to APPENDIX D for the major urban area boundary for Echuca.

Further detail regarding NIRV is provided in APPENDIX E1.

3.3 SEPP N-1

The goal of the SEPP N-1 is to protect people from commercial, industrial or trade noise that may affect the beneficial uses made of noise sensitive areas while recognising the reality of existing land use structures in Metropolitan Melbourne.

SEPP N-1 defines limits applicable to noise from proposed commercial, industrial or trade developments at neighbouring noise sensitive receivers. The noise limits are determined on the basis of land zoning and background noise levels and are separately defined for day, evening and night periods.

Refer to APPENDIX E2 and E3 for further detail and criteria derivation.

3.4 NSW Road Noise Policy 2011

The NSW Environmental Protection Authority conducted a review of sleep disturbance studies the results of which are outlined in the NSW EPA's Road Noise Policy (RNP). The NSW EPA concluded that:

- o *maximum internal noise levels below 50-55 dB L_{Amax} are unlikely to awaken people from sleep*
- o *one or two noise events per night, with maximum internal noise levels of 65-70 dB L_{Amax} are not likely to affect health and wellbeing significantly.*

An open window provides an approximate noise reduction of 10-15 dB from outside to inside (refer to World Health Organisation guidelines and RNP), therefore, night-time maximum noise levels from on-site activities should not exceed 65 dB L_{Amax} outside an openable window of nearby residential dwellings.



4.0 EXISTING NOISE ENVIRONMENT

4.1 Background noise levels

NIRV RMNLs calculated in accordance with SEPP N-1 are required to be set accounting for existing background noise levels in the vicinity of the proposed use.

Accordingly, noise levels in the vicinity of the site were measured using a continuous noise monitoring device (Svantek 977 Type 1 Noise Logger, serial number 59804), between 29 August 2019 and 3 September 2019.

Figure 2 provides the noise monitoring location.

Figure 2 – Location of background noise monitor (source: Nearmap)



The equipment was checked before and after the survey using a Svantek Class 1 Calibrator (Serial number 58085) and no significant calibration drifts were observed.



The noise environment in the vicinity of the site is dominated by traffic on the Murray Valley Highway. Table 2 summarises the lowest daily average background noise levels (L_{A90}) measured during the monitoring period.

Table 2 - Measured lowest daily average background noise levels, dB

Time period	Measured background noise level, L_{A90} (1 hour)
Day	44
Evening	37
Night	31

The measured background noise levels have been used to derive the NIRV RMNLs applicable to the site.

5.0 RECOMMENDED NOISE AND MANAGERIAL CONTROL MEASURES

A 3-D noise model of the site and surrounding area has been created to predict noise from the subject site to neighbouring properties. Outcomes of the noise modelling indicate that noise from the proposed development has the potential to exceed the environmental noise criteria at the nearest dwellings, and hence noise mitigation treatment will be required for the site. The recommended mitigation measures are outlined in this section.

5.1 Noise barrier along western site boundary

It is recommended that a 2.0-3.9 m high acoustic barrier be constructed along the western boundary of the subject site. The barrier to the western side of the subject site will be provided via a series of overlapping barriers of varying heights. Any gaps between the overlapping barriers will be sealed by providing additional barriers.

The barrier will be set back from the site boundary by at least 1.5 m.

To provide adequate noise attenuation the construction material of the proposed noise barrier must have a minimum surface density of 12 kg/ m² and be free from holes and gaps.

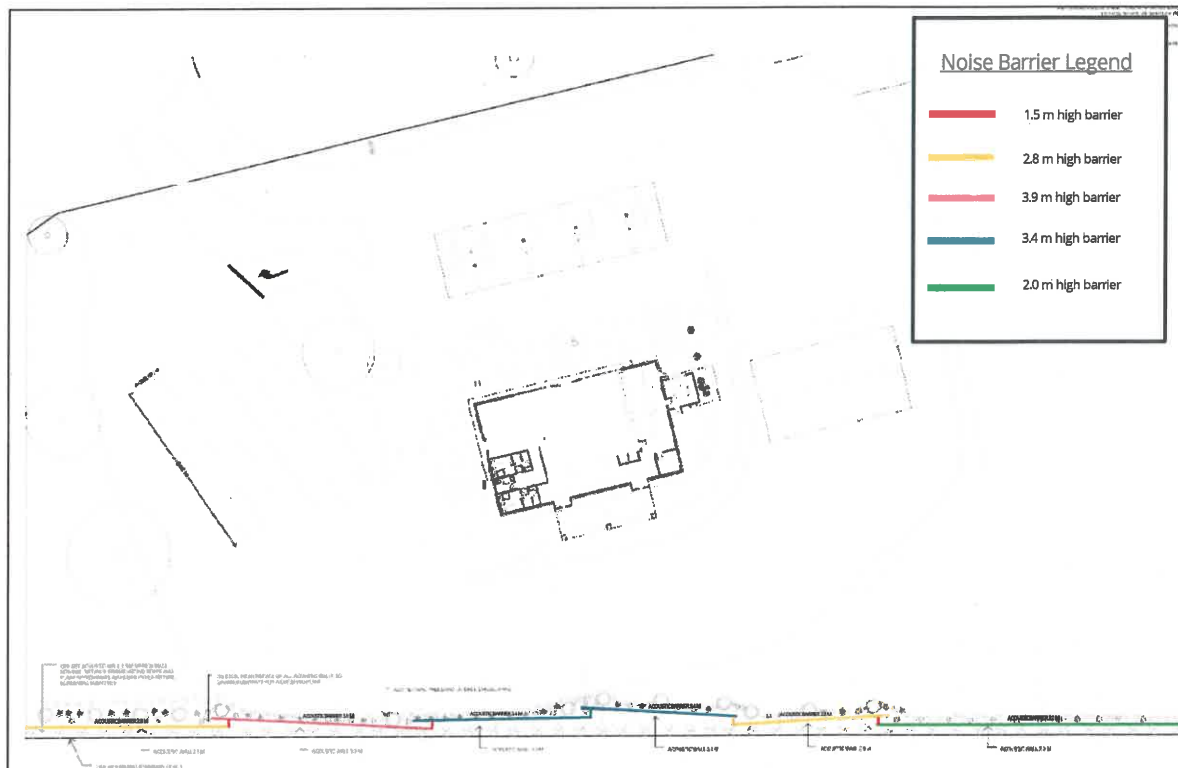
Materials such as 9 mm thick fibre cement sheet, 25 mm thick plywood or timber panelling, 12 mm thick Perspex or proprietary panels such as 75 mm thick Wallmark EVO panels will achieve the required surface density. Any other approved material which meets the minimum surface density specification can also be used.

A typical timber acoustic fence detail is provided in APPENDIX F.

Figure 3 provides the location, height and extents of the recommended barriers.



Figure 3 – Proposed acoustic barrier



5.2 Managerial controls

To enable compliance with the environmental noise criteria, it recommended that the following managerial controls are implemented:

- Fuel deliveries associated with the subject site are to be scheduled to only occur during the NIRV day and evening periods (0700-2200 hours)
- Waste collection from the subject site is to be scheduled to the site to only occur during the NIRV day period (0700-1800 hours, Monday to Friday and 0700-1300 hours, Saturday)
- There are no restrictions on delivery times for Medium Rigid Vehicles (MRVs) and Light Rigid Vehicles (LRVs) to the Convenience Restaurant or Fuel shop.

5.3 Mechanical plant

All plant associated with the proposed development will need to be designed to be compliant with the SEPP N-1 criteria in conjunction with all other noise sources associated with the site.

At this stage, the mechanical services plant selection has not been undertaken for the site. It is recommended that a detailed assessment of noise associated with the mechanical plant is undertaken once the plant selection is finalised. If mitigation is deemed to be required, it could be implemented in the form of acoustic barriers and/or providing silencers or attenuators on plant items.

Based on the site layout, all mechanical plant associated with the development will need to be designed to achieve a cumulative level of 40 dB L_{eff} at the nearest affected receiver location.



6.0 NIRV ASSESSMENT

Noise associated with the operation of the proposed development must comply with the NIRV RMNLs. Compliance is determined by comparing the predicted effective noise level (L_{eff}) from the operation of the site to the NIRV RMNLs at the nearest affected residential dwellings.

The effective noise level is calculated taking into account the following:

- Attenuation of noise provided by distance between source and receiver and any screening structures
- Reflections from built form, adjacent buildings, screening structures and the ground surface
- Adjustments for specific noise characteristics such as tonality or intermittency, if applicable
- Duration of exposure at receiver locations, assessed over a 30-minute period in accordance with the requirements of NIRV
- Attenuation of noise provided by the mitigation measures and managerial controls outlined in Section 0
- The noise prediction methodology outlined in APPENDIX G.

Predicted noise levels from the proposed operation of the subject site are provided in the following sections and compared to the NIRV RMNLs.

6.1 NIRV RMNLs

The NIRV Recommended Maximum Noise Levels (RMNLs) for the subject site have been calculated in accordance with the methodologies prescribed in SEPP N-1 and are summarised in Table 3.

Table 3 – NIRV RMNLs (derived in accordance with SEPP N-1), dB

Period	Zoning level	Measured background, L_{A90}	NIRV RMNLs, L_{eff}
Day	60	44	57
Evening	53	37	48
Night	48	31	43

Refer to APPENDIX E3 for further detail on the NIRV RMNLs derivation.

6.2 Source noise data

Noise sources associated with the proposed development which are assessable under NIRV include:

- Fuel deliveries associated with the service station
- Goods deliveries to the convenience shop and to the convenience restaurant
- Waste collection from the site
- Mechanical services plant associated with the site
- Operation of the Customer Order Device (COD) associated with the convenience restaurant.

Late night patron and vehicular activity is not covered under NIRV. An assessment of maximum noise levels from late night activities is provided in subsequent sections.



Source noise levels for the proposed development have been taken from measurements conducted at similar facilities. These measurements have been incorporated in our noise model to predict the noise level contribution from each noise source associated with the subject site at the receiver locations. A detailed schedule of the noise source data used in our noise model is provided in APPENDIX H.

Operational assumptions including the delivery and waste collection schedule incorporated in our noise model are detailed in APPENDIX I.

In accordance with the requirements of SEPP N-1, a tonality correction of +2 dB has been applied to all delivery and waste collection vehicles to account for reversing beepers.

6.3 Receiver grouping

Predicted noise levels from the operation of noise sources associated with the operation of the subject site are provided below. Receivers have been grouped together based on the predicted noise exposure and only predicted noise levels for the most affected dwellings of each group have been presented.

Receiver locations are grouped together as follows.

Table 4 – Receiver groups based on predicted noise exposure

Receivers	Address
R1	14 Bridlington Avenue
R2, R3 & R4	4, 6 and 8 Whitby Close
R5 & R6	4 and 5 Dover Court
R7 to R13	1 – 13 Illawarra Drive



6.4 Day-time operation

Predicted noise levels from the proposed operation of the subject site during the day time period are presented in Table 5. The predicted noise levels take into account the noise controls detailed in Section 5.0 and include a +2 dB adjustment for tonality associated with delivery and waste collection vehicle reversing beepers.

Table 5 - Predicted day time operational noise levels, dB L_{eff}

Source	Predicted noise level at dwelling (Day time)			
	R1	R2, R3 & R4	R5 & R6	R7 to R13
COD	26	25	<15	28
Mechanical services	40	40	40	40
Goods deliveries	29	25	29	38
Fuel deliveries	43	43	41	46
Waste collection	33	29	32	43
Cumulative noise level	45	45	44	49
NIRV RMNL	57	57	57	57
Compliance?	YES	YES	YES	YES

As detailed in Table 5, compliance with the day time NIRV RMNL is predicted to be achieved at the nearest dwellings.



6.5 Evening period operation

Predicted noise levels from the proposed operation of the site during the evening time period are presented in Table 6. The predicted noise levels take into account the noise controls detailed in Section 5.0 and include a +2 dB adjustment for tonality associated with delivery and waste collection vehicle reversing beepers.

Table 6 - Predicted evening period operational noise levels, dB L_{eff}

Source	Predicted noise level at dwelling (Evening period)			
	R1	R2, R3 & R4	R5 & R6	R7 to R13
COD	27	25	<15	29
Mechanical services	40	40	40	40
Goods deliveries	29	25	29	38
Fuel Deliveries	43	43	41	46
Cumulative noise level	45	45	44	47
NIRV Criteria	48	48	48	48
Compliance	YES	YES	YES	YES

As detailed in Table 6 above, compliance with the evening period NIRV RMNL is predicted to be achieved at the nearest dwellings.

6.6 Night-time operation

Predicted noise levels from the proposed operation of the site during the night time period are presented in Table 7. The predicted noise levels take into account the noise controls detailed in Section 5.0 and include a +2 dB adjustment for tonality associated with delivery vehicle reversing beepers.

Table 7 - Predicted night time operational noise levels, dB L_{eff}

Source	Predicted noise level at dwelling (Night time)			
	R1	R2, R3 & R4	R5 & R6	R7 to R13
COD	24	23	<15	26
Mechanical services	40	40	40	40
Goods deliveries	29	25	29	38
Cumulative noise level	40	40	40	42
NIRV Criteria	43	43	43	43
Compliance	YES	YES	YES	YES



As detailed in Table 7 above, compliance with the night time NIRV RMNL is predicted to be achieved at the nearest dwellings.

7.0 SLEEP DISTURBANCE ASSESSMENT

Noise from night time activity associated with the proposed development should be assessed against the sleep disturbance criteria at the nearest affected dwellings. Night time noise associated with the use of the subject site could include operation of the COD and car movements within drive through area, car movements within car parking and refuelling areas, truck movements within parking and refuelling areas, vehicles braking, doors closing and vehicles accelerating away from a stationary position. Noise from patrons talking in parking and refuelling areas also needs to be considered.

Predicted maximum noise levels from the above activities are provided in Table 8.

Table 8 - Predicted maximum noise levels from late night activity, dB L_{Amax}

Receiver	'Normal' car	Worst case car	Patron voices	Car pass by	Truck pass by/parking /braking	COD	Delivery vehicles	Compliance with 65 dB L_{Amax} ?
R1	45	54	50	43	65	47	52	YES
R2, R3 & R4	45	54	49	44	65	46	51	YES
R5 & R6	44	52	48	42	65	26	52	YES
R7 to R13	49	58	52	52	64	50	59	YES

It can be seen from Table 8 that the night-time maximum levels from the CODs, voices in the carpark and refuelling areas and vehicle movements within the subject site will comply with the sleep disturbance criteria.

8.0 CONCLUSION

Bentley Property Group propose to develop a service station with associated fuel shop and convenience restaurant with a drive through at a parcel of land at Lot 6 Murray Valley Highway in Echuca.

Clarity Acoustics has carried out an environmental noise assessment of the proposed development in accordance with the relevant Victorian EPA legislation, guidelines and accepted industry practice.

The relevant noise criteria for the site can be met by implementing the following noise controls:

- Construction of a 2.0-3.9 m high barrier along the western side of the subject site as per the specifications detailed within this report
- Scheduling fuel deliveries associated with the subject site to only occur during the NIRV day and evening periods (0700-1800 hours)
- Scheduling waste collection from the subject site to only occur during the NIRV day period (0700-2200 hours, Monday to Friday and 0700-1300, hours Saturday)
- Designing all mechanical plant associated with the proposed development to be compliant with the NIRV RMNLs in conjunction with all other noise sources associated with the subject site.



APPENDIX A GLOSSARY OF TERMINOLOGY

dB	Decibel (dB) a relative unit of measurement widely used in acoustics, electronics and communications. The dB is a logarithmic unit used to describe a ratio between the measured sound level and a reference or threshold level of 0 dB.
A-weighting	The A-weighting filter covers the full audio range - 20 Hz to 20 kHz and the shape is similar to the response of the human ear at lower levels. A-weighted measurements correlate well with the perceived loudness at low sound levels, as originally intended.
Hertz	Hertz (Hz) the unit of Frequency or Pitch of a sound. One hertz equals one cycle per second. 1 kHz = 1000 Hz, 2 kHz = 2000 Hz, etc.
$L_{A90}(t)$	The sound level exceeded for 90% of the measurement period, A-weighted and averaged over time (t) and commonly referred to as the background sound level.
$L_{Aeq}(t)$	A-weighted equivalent continuous sound Level is the sound level equivalent to the total sound energy over a given period of time (t). Commonly referred to as the average sound level.
L_{Amax}	The A-weighted maximum noise level. The highest sound level which occurs during the measurement period or a noise event.
L_{eff}	The level of noise emitted from the commercial, industrial or trade premises and adjusted, if appropriate, for character and duration.



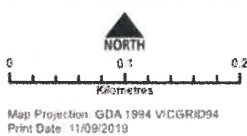
APPENDIX B PLANNING MAP

Planning Map

Lot 6 Murray Valley Highway



- | | | |
|--|--|---|
| <p>Property</p> <ul style="list-style-type: none"> Properties Parcel <p>Planning Scheme Zones</p> <p>Residential Zones</p> <ul style="list-style-type: none"> GRZ - General Residential Zone <p>Commercial Zones</p> | <ul style="list-style-type: none"> C1Z - Commercial 1 Zone C2Z - Commercial 2 Zone <p>Public Land Zones</p> <ul style="list-style-type: none"> PUZ1 - Public Use Zone-Service and Utility PUZ2 - Public Use Zone-Education PUZ7 - Public Use Zone-Other Public Use | <ul style="list-style-type: none"> PPRZ - Public Park and Recreation Zone RDZ1 - Road Zone-Category 1 <p>Special Purpose Zones</p> <ul style="list-style-type: none"> SUZ - Special Use Zone UFZ - Urban Floodway Zone |
|--|--|---|

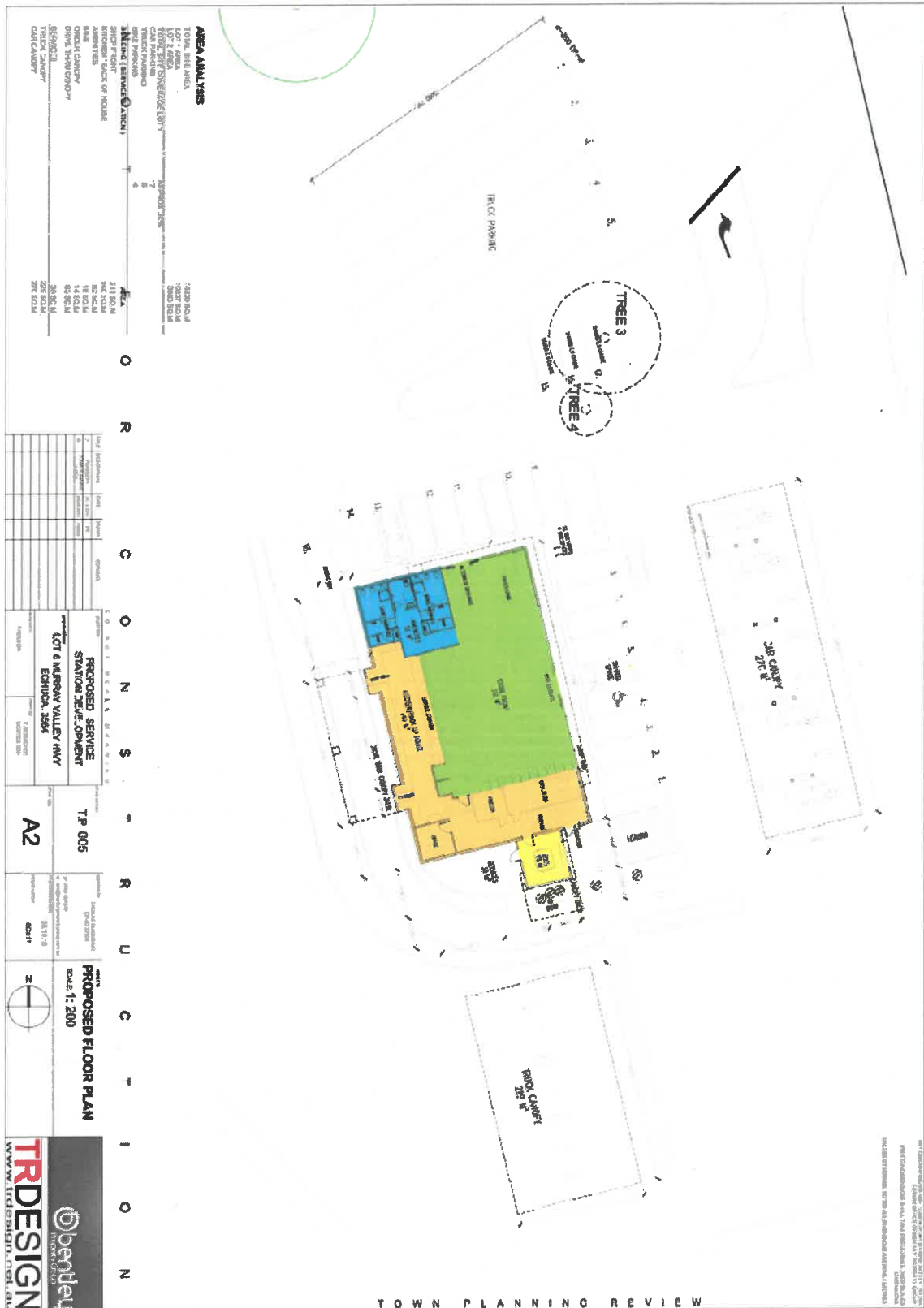


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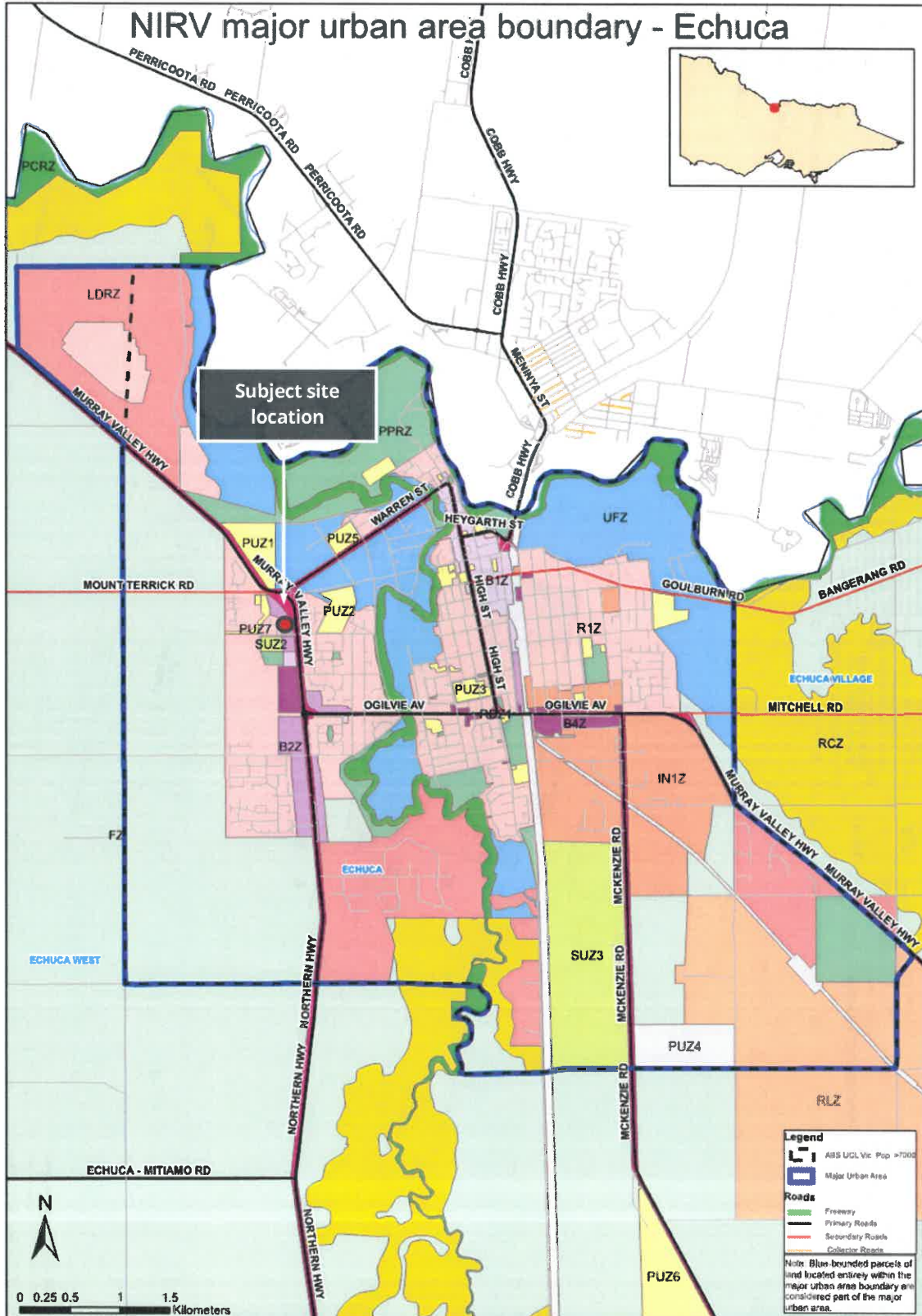


APPENDIX C PROPOSED SITE LAYOUT





APPENDIX D NIRV BOUNDARY - ECHUCA





APPENDIX E ENVIRONMENTAL LEGISLATION AND POLICY

E1 Noise from Industry in Regional Victoria (NIRV)

For noise from commercial and industrial premises in regional Victoria, the EPA Publications 1411-1413 *Noise from Industry in Regional Victoria* (NIRV) are relevant. NIRV provides criteria in the form of Recommended Maximum Noise Levels (RMNLs) which are non-statutory. However, statutory instruments such as a planning permits or notice can be used to give legal effect to RMNLs.

Under NIRV, in situations where either the noise emitter or noise receiver is located within a major urban area, the RMNLs applicable to the site are determined in accordance with the *State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1* (SEPP N-1).

In this case, the subject site and nearby dwellings are located inside the boundary of the NIRV major urban zone for Echuca and the Recommended Maximum Noise Levels (RMNLs) are defined using the methodology in SEPP N-1.

E2 SEPP N-1

SEPP N-1 manages the impact of noise from commercial, industrial and trade premises on residential and other noise sensitive uses within the Melbourne metropolitan region. State environment protection policies, including SEPP N-1, are statutory policies made under the Environment Protection Act 1970 (EP Act). SEPPs are law and compliance with SEPP N-1 is mandatory under s46 of the EP Act, regardless of whether the site is directly regulated by EPA. Table 9 provides a summary of relevant SEPP N-1 definitions.

Table 9 - SEPP N-1 definitions

Term	Definition
Commercial, industrial and trade premises	any premises except: <ul style="list-style-type: none"> (a) residential premises as defined in section 48A of the [Environment Protection] Act; (b) a street or road, including every carriageway, footpath, reservation and traffic island on any street or road; (c) a tram, light rail or railway line not being a siding, marshalling yard or maintenance depot of any tram, light rail or railway line; and (d) [land situated at Luna Park, St Kilda].
Residential premises	any building or part of a building used as or for the purposes of a private residence or residential flat.
Noise sensitive area	an area of land within 10 m outside the external walls of <ul style="list-style-type: none"> a dwelling or residential building; or a dormitory, ward or bedroom of a caretaker's house, hospital, hotel, institutional home, motel, reformative institution, tourist establishment or work release hostel.



Term	Definition	
Day period	Monday-Friday	0700-1800 hours
	Saturday	0700-1300 hours
Evening period	Monday-Friday	1800-2200 hours
	Saturday	1300-2200 hours
	Sunday/Public Holidays	0700-2200 hours
Night period	Monday-Sunday/Public Holidays	2200-0700 hours

Clause 15 of the SEPP N-1 states:

where noise emissions from existing commercial, industrial or trade premises exceed the requirements set out in the Policy, steps shall be taken by the occupier to reduce the level of these noise emissions to, or below, the relevant Policy noise limits.

The calculation of SEPP N-1 noise limits takes into account a zoning noise level, which is based on the land zoning types in the surrounding 200 metre radius of the noise sensitive area, and the background noise level in the vicinity of the relevant noise sensitive areas.

Once a noise limit is established, the noise level (L_{Aeq}) due to the commercial premises is measured or predicted and if necessary, the L_{Aeq} noise level is adjusted to account for the effects of duration, tonality, intermittency and impulsiveness where necessary to determine the effective noise level (L_{eff}).

E3 NIRV RMNLs derived in accordance with SEPP N-1

The RMNLs for the subject site have been derived in accordance with SEPP N-1 and are provided in Table 10.

Table 10 - NIRV RMNLs, dB

Period	Zoning level	Measured background, L_{A90}	Background noise level relative to zoning level	RMNL, L_{eff}
Day	60	44	Low	57
Evening	53	37	Low	48
Night	48	31	Low	43

To comply with NIRV, the total noise level from all of the subject site noise sources covered under NIRV must not exceed the above RMNLs in the relevant period when assessed over a 30-minute period.

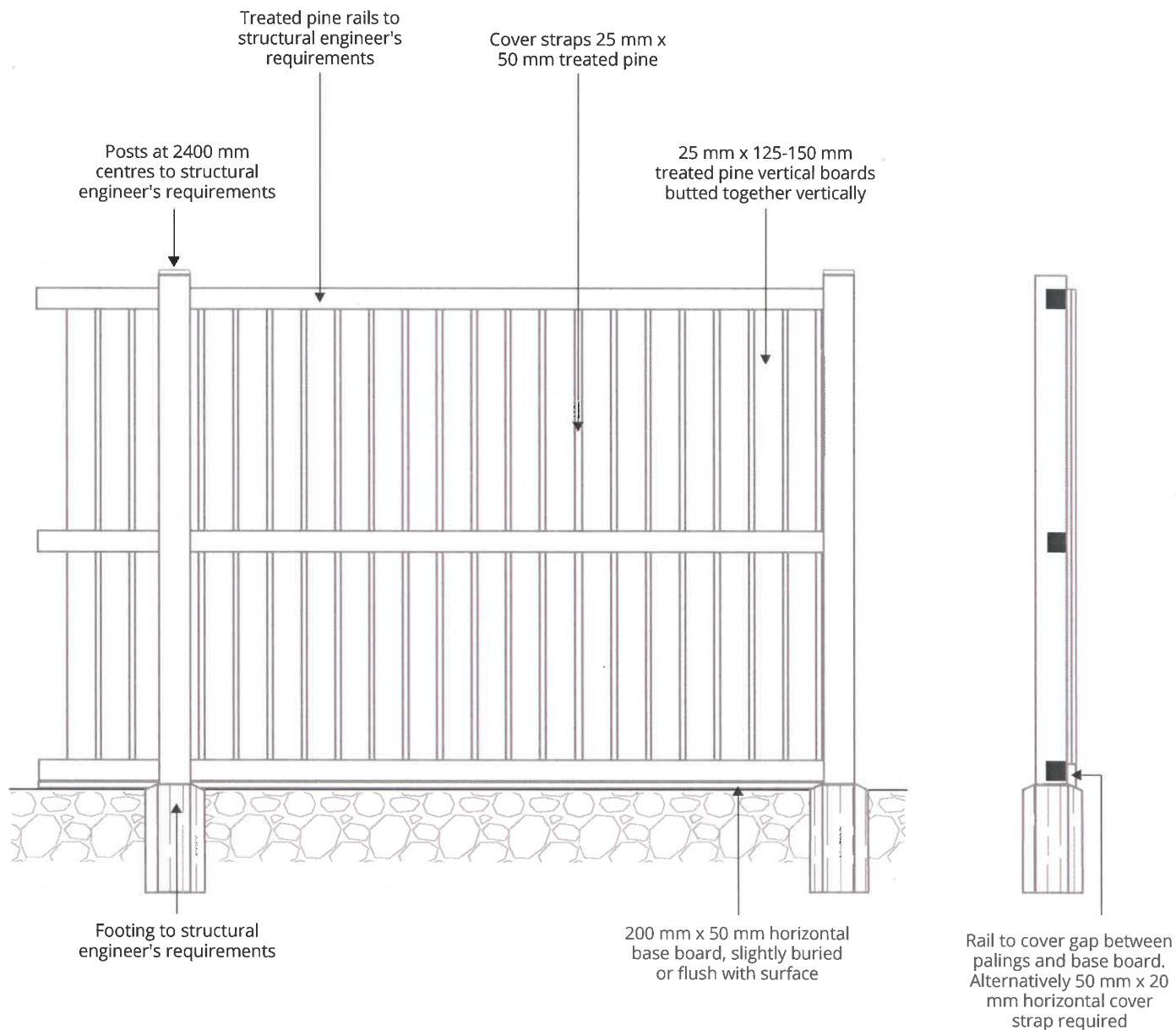


APPENDIX F TYPICAL TIMBER ACOUSTIC FENCE DETAIL

TYPICAL ACOUSTIC FENCE SPECIFICATION



CLARITY
ACOUSTICS



ELEVATION

SECTION

NOTES:

1. Drawing is not to scale.
2. Specification provided for indicative purposes only. Final specification will be based on individual requirements.
3. Fence, fastenings and footings should be designed by a suitably qualified structural engineer.

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APPENDIX G NOISE PREDICTION METHODOLOGY

Predictions of operational noise from the subject site have been undertaken on the basis of:

- The sound emissions of noise sources associated with the development as outlined in APPENDIX H
- A digital noise model of the site and surrounding environment
- International standard(s) used for the calculation of environmental noise propagation.

Details of the prediction methodology are summarised in Table 11 below.

Table 11 - Noise prediction methodology

Detail	Description
Software	Proprietary noise modelling software SoundPLAN v8.1
Method	International Standard ISO 9613-2:1996 <i>Acoustics – Attenuation of sound during propagation outdoors – Part 2: General method of calculation</i> (ISO 9613-2).
Ground conditions	Ground factor of $G = 0$ i.e. 100 % hard ground
Atmospheric conditions	Temperature 10°C and relative humidity 70% This represents conditions which result in relatively low levels of atmospheric sound absorption.
Receiver heights	1.5 m AGL for ground floor plus 3.0 m AGL for each subsequent floor



APPENDIX H NOISE LEVELS OF ON-SITE EQUIPMENT AND ACTIVITIES

Source noise levels for waste collection, fuel deliveries, vehicle movements, COD units and patron activity have been sourced from measurements at similar sites conducted by Clarity Acoustics.

The sound power level data used in our assessment is summarised in Table 12.

Table 12 - Sound power level of proposed equipment and activity, dB L_w

Noise source	Octave band centre frequency							A
	63 Hz	125 Hz	250 Hz	500 Hz	1 kHz	2 kHz	4 kHz	
EQUIVALENT AVERAGE NOISE LEVEL, L _{EQ}								
Light Rigid Vehicle (LRV)	95	92	87	84	84	83	77	89
Medium Rigid Vehicle (MRV)	103	97	92	89	90	91	85	96
Semi-Trailer (Fuel delivery)	102	101	96	98	99	98	94	104
Garbage Truck	97	95	95	96	96	94	90	100
Bin Emptying	101	97	94	97	95	94	89	100
COD	82	80	74	82	79	79	62	84
MAXIMUM NOISE LEVEL EVENTS, L _{MAX}								
'Normal' car ¹ or Light Rigid Vehicle (LRV)	108	96	95	90	90	86	79	94
'Worst-case' car ^{1,2}	110	108	101	96	99	98	91	104
Car pass by	104	95	88	88	89	85	79	93
Patron maximal shout	83	92	98	97	92	87	87	98
COD	90	90	83	95	91	95	71	98
Medium Rigid Vehicle (MRV)	108	103	97	97	98	101	102	107
Semi-Trailer	117	113	110	109	110	108	102	114

¹ Includes door closing and vehicle start up from stationary

² A 'worst-case' car includes a V8 or high-powered vehicle driving in an aggressive manner



APPENDIX I OPERATIONAL ASSUMPTIONS

Table 13 outlines the worst case 30-minute period delivery and waste collection schedule used in this noise assessment for the subject site.

Table 13 – Delivery and waste collection schedule (worst case 30-minute period)

Period	Service Station and associated convenience food offering
Day	1 x fuel delivery to service station 1 x waste collection via loading bay 1 x main delivery by MRV 1 small delivery by LRV
Evening	1 x waste collection via loading bay 1 x main delivery by MRV 1 small delivery by LRV
Night	1 x main delivery by MRV 1 small delivery by LRV

Table 14 outlines the worst case 30-minute operational assumptions for the COD associated with the convenience restaurant.

Table 14 – COD Operational assumptions for worst case 30-minute period

Period	Convenience Restaurant COD
Day	35 orders per COD
Evening	43 orders per COD
Night	23 orders per COD

Based on previous experience, it is assumed that the average time taken per order is approximately 15 seconds.



Native vegetation removal report

A report to support an application to remove, destroy or lop native vegetation in the Intermediate Assessment Pathway using the modelled condition score

This report provides information to support an application to remove native vegetation in accordance with the *Guidelines for the removal, destruction or lopping of native vegetation*. The report is not an assessment by DELWP or local council of the proposed native vegetation removal. Biodiversity information and offset requirements have been calculated using modelled condition scores contained in the *Native vegetation condition map*.

Date and time: 03 October 2019 13:11 PM

Lat./Long.: -36.1320729527338,144.727799947209

Native vegetation report ID:

Address: MURRAY VALLEY HIGHWAY ECHUCA
3564

310-20191003-006

Address unknown

Assessment pathway


The assessment pathway and reason for the assessment pathway

Assessment pathway	Intermediate Assessment Pathway
Extent of past plus proposed native vegetation removal	0.309 hectares
No. large trees	4 large tree(s)
Location category	Location 2 The native vegetation is in an area mapped as an Endangered Ecological Vegetation Class. Removal of less than 0.5 hectares of native vegetation will not have a significant impact on any habitat for a rare or threatened species.

Offset requirement

The offset requirement that will apply if the native vegetation is approved to be removed

Offset type	General offset
Offset amount	0.158 general habitat units
Offset attributes	
Vicinity	North Central Catchment Management Authority (CMA) or Campaspe Shire Council
Minimum strategic biodiversity value score	0.475
Large trees	4 large tree(s)



Native vegetation removal report

Biodiversity information about the native vegetation

Description of any past native vegetation removal

Any native vegetation that was approved to be removed, or was removed without the required approvals, on the same property or on contiguous land in the same ownership, in the five year period before the application to remove native vegetation is lodged is detailed below.


Permit/PIN number	Extent of native vegetation (hectares)
None entered	0 hectares

Description of the native vegetation proposed to be removed

Extent of all mapped native vegetation	0.309 hectares
Condition score of all mapped native vegetation	0.427
Strategic biodiversity value score of all mapped native vegetation	0.594
Extent of patches native vegetation	0.000 hectares
Extent of scattered trees	0.309 hectares
No. large trees within patches	0 large tree(s)
No. large scattered trees	4 large tree(s)
No. small scattered trees	1 small tree(s)

Additional information about trees to be removed, shown in Figure 1

Tree ID	Tree circumference (cm)	Benchmark circumference (cm)	Scattered / Patch	Tree size
A	304	126	Scattered	Large
B	251	126	Scattered	Large
C	194	126	Scattered	Large
E	84	126	Scattered	Small
D	257	126	Scattered	Large



Native vegetation removal report

Other information

Applications to remove, destroy or lop native vegetation must include all the below information. If an appropriate response has not been provided the application is not complete.

Photographs of the native vegetation to be removed

Recent, dated photographs of the native vegetation to be removed must be provided with the application. All photographs must be clear, show whether the vegetation is a patch of native vegetation or scattered trees, and identify any large trees. If the area of native vegetation to be removed is large, provide photos that are indicative of the native vegetation.

Ensure photographs are attached to the application. If appropriate photographs have not been provided the application is not complete.

Topographical and land information

Description of the topographic and land information relating to the native vegetation to be removed, including any ridges, crests and hilltops, wetlands and waterways, slopes of more than 20 percent, drainage lines, low lying areas, saline discharge areas, and areas of existing erosion, as appropriate. This may be represented in a map or plan. **This is an application requirement and your application will be incomplete without it.**

Flat land. One of the large trees is in the road reserve.

Avoid and minimise statement

This statement describes what has been done to avoid the removal of, and minimise impacts on the biodiversity and other values of native vegetation. **This is an application requirement and your application will be incomplete without it.**

The site is within the Echuca urban area and is zoned for commercial purposes. This land should therefore be used as efficiently as possible to avoid urban sprawl.

The large tree within the road reserve must be removed to allow for a safe access/egress location for the site, and adjoining land to the north, to the Murray Valley Highway's carriageway via a service lane.

The native tree near the centre of the site is dead and its retention would undermine the key objective of the proposal to develop the site for a service station.

The two large trees close to the northern boundary can potentially be retained, however their tree protection zones are so large that it would undermine the objective of the proposal to not encroach them to allow for truck parking and access. If these two trees can be retained they will, however we cannot be sure until more detailed design work is undertaken. Therefore we have decided to consider these trees as 'assumed loss' and to provide the appropriate offset.

The small tree in the north-east corner of the site would severely restrict vehicle and pedestrian sight lines from the site's junction with the Murray Valley Highway service lane.

Defendable space statement

Where the removal of native vegetation is to create defendable space, a written statement explaining why the removal of native vegetation is necessary. This statement must have regard to other available bushfire risk mitigation measures. This statement is not required if your application also includes an application under the Bushfire Management Overlay.

N/A

Offset statement

An offset statement that demonstrates that an offset is available and describes how the required offset will be secured. **This is an application requirement and your application will be incomplete without it.**

A third-party offset can be provided within the vicinity of the North Central Catchment Management Authority or Campaspe Shire Council



Native vegetation removal report

Next steps

Applications to remove, destroy or lop native vegetation must address all the application requirements specified in *Guidelines for the removal, destruction or lopping of native vegetation*. If you wish to remove the mapped native vegetation you are required to apply for a permit from your local council. This *Native vegetation removal report* must be submitted with your application and meets most of the application requirements. The following needs to be added as applicable.

Property Vegetation Plan

Landowners can manage native vegetation on their property in the longer term by developing a Property Vegetation Plan (PVP) and entering in to an agreement with DELWP.

If an approved PVP applies to the land, ensure the PVP is attached to the application.

Applications under Clause 52.16

An application to remove, destroy or lop native vegetation is under Clause 52.16 if a Native Vegetation Precinct Plan (NVPP) applies to the land, and the proposed native vegetation removal is not in accordance with the relevant NVPP. If this is the case, a statement that explains how the proposal responds to the NVPP considerations must be provided.

If the application is under Clause 52.16, ensure a statement that explains how the proposal responds to the NVPP considerations is attached to the application.

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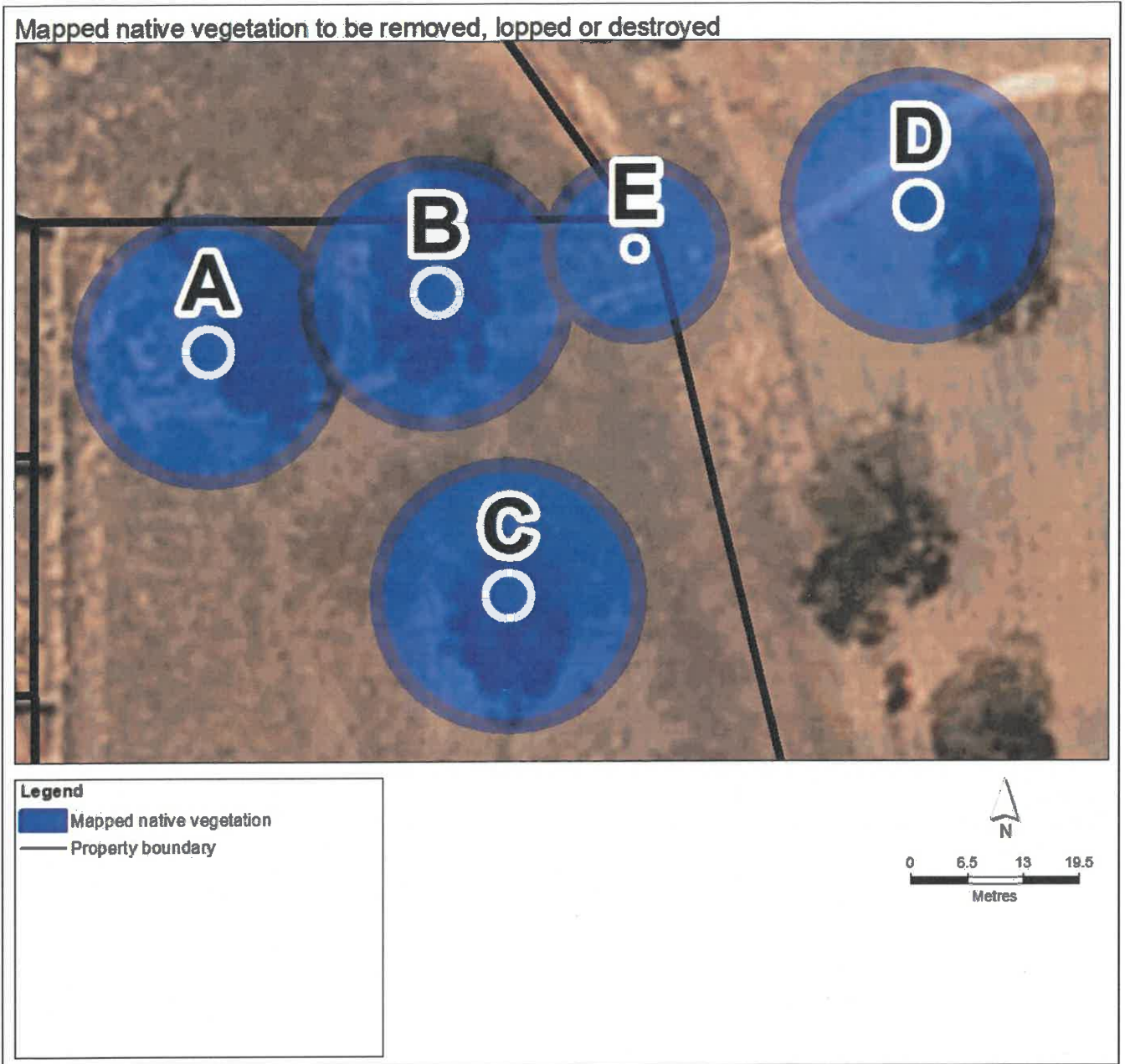
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Obtaining this publication does not guarantee that an application will meet the requirements of Clauses 52.16 or 52.17 of planning schemes in Victoria or that a permit to remove native vegetation will be granted.

Notwithstanding anything else contained in this publication, you must ensure that you comply with all relevant laws, legislation, awards or orders and that you obtain and comply with all permits, approvals and the like that affect, are applicable or are necessary to undertake any action to remove, lop or destroy or otherwise deal with any native vegetation or that apply to matters within the scope of Clauses 52.16 or 52.17 of planning schemes in Victoria.

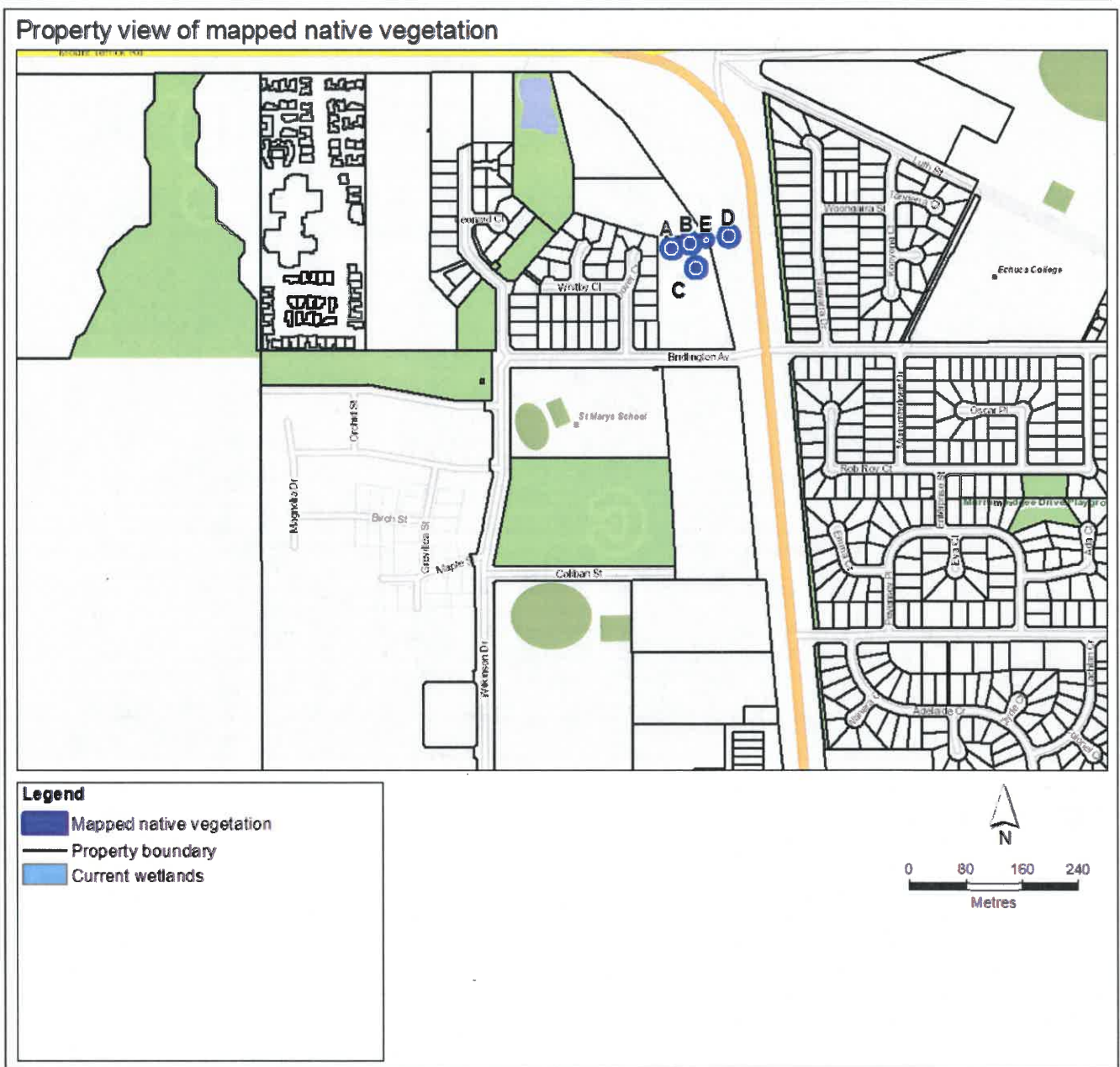
Native vegetation removal report

Figure 1 – Map of native vegetation to be removed, destroyed or lopped



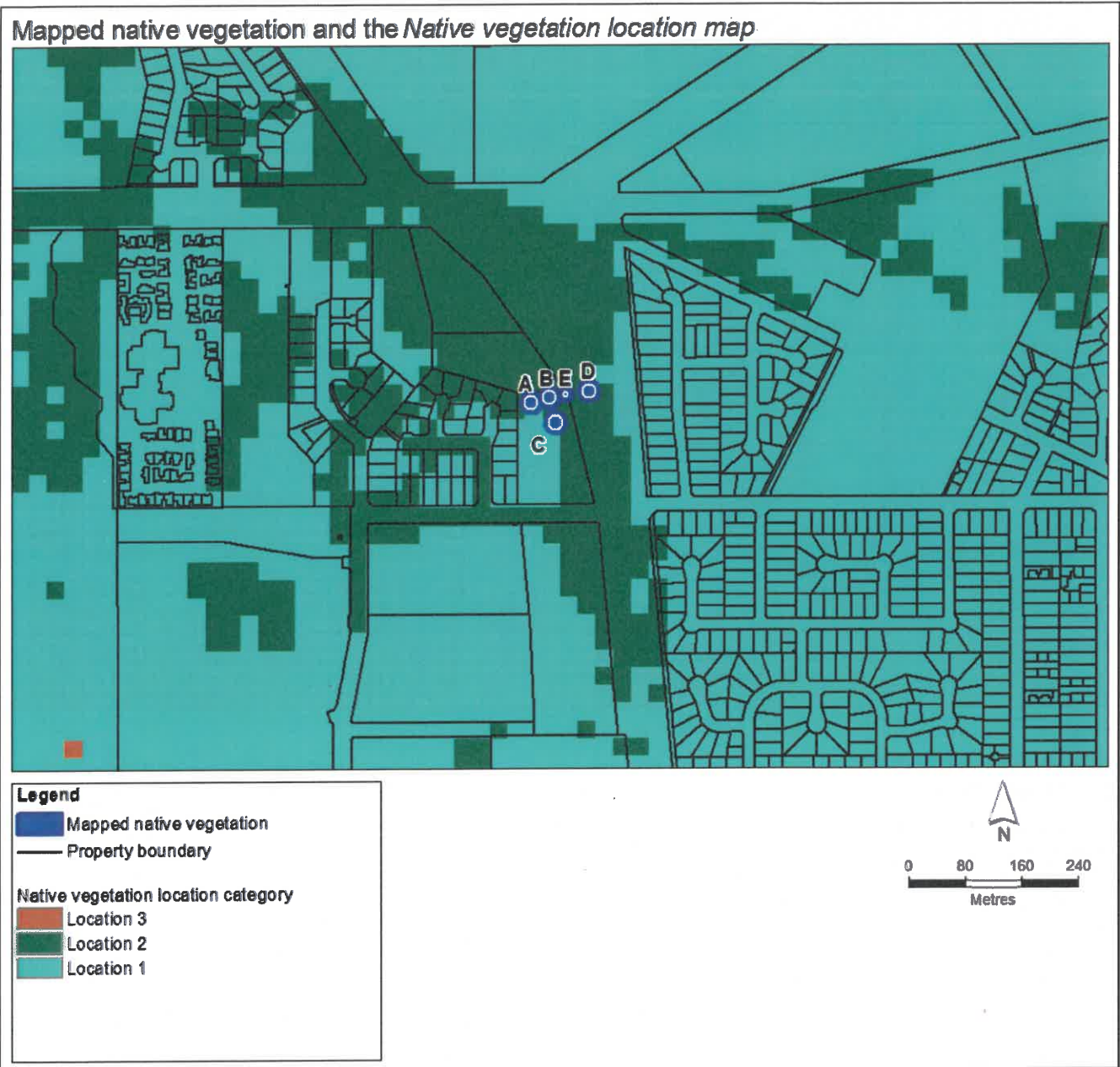
Native vegetation removal report

Figure 2 – Map of property in context



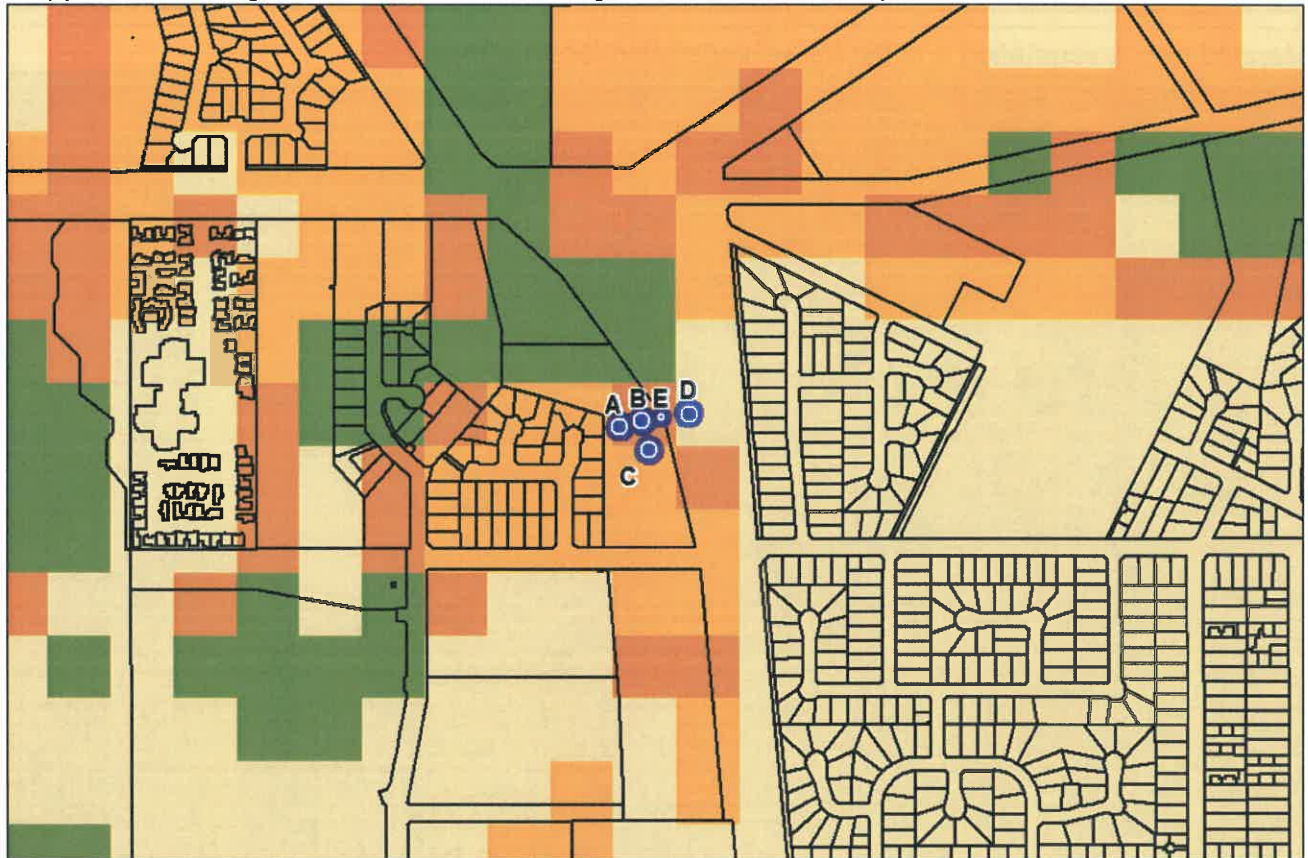
Native vegetation removal report

Figure 3 – Biodiversity information maps



Native vegetation removal report

Mapped native vegetation and the *Native vegetation condition map*



Legend

- Mapped native vegetation
- Property boundary

Native vegetation condition*

- 0.81 - 1.00
- 0.61 - 0.80
- 0.41 - 0.60
- 0.21 - 0.40
- 0.00 - 0.20

* These classes are for display purposes only

Native vegetation removal report

Mapped native vegetation and the *Strategic biodiversity value map*



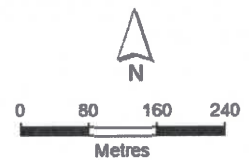
Legend

- Mapped native vegetation
- Property boundary

Strategic biodiversity value*

- 0.81 - 1.00
- 0.61 - 0.80
- 0.41 - 0.60
- 0.21 - 0.40
- 0.00 - 0.20

* These classes are for display purposes only



Native vegetation removal report

Appendix 1 - Details of offset requirements

Native vegetation to be removed

Extent of all mapped native vegetation (for calculating habitat hectares)	0.309	The area of land covered by a patch of native vegetation and/or a scattered tree, measured in hectares. Where the mapped native vegetation includes scattered trees, each tree is assigned a standard extent and converted to hectares. A small scattered tree is assigned a standard extent defined by a circle with a 10 metre radius and a large scattered tree a circle with a 15 metre radius. The extent of all mapped native vegetation is an input to calculating the habitat hectares.
Condition score*	0.427	The condition score of native vegetation is a site-based measure that describes how close native vegetation is to its mature natural state. The condition score is the weighted average condition score of the mapped native vegetation calculated using the <i>Native vegetation condition map</i> .
Habitat hectares	0.132	Habitat hectares is a site-based measure that combines extent and condition of native vegetation. It is calculated by multiplying the extent of native vegetation by the condition score: Habitat hectares = extent x condition score
Strategic biodiversity value score	0.594	The strategic biodiversity value score represents the complementary contribution to Victoria's biodiversity of a location, relative to other locations across the state. This score is the weighted average strategic biodiversity value score of the mapped native vegetation calculated using the <i>Strategic biodiversity value map</i> .
General landscape factor	0.797	The general landscape factor is an adjusted strategic biodiversity value score. It has been adjusted to reduce the influence of landscape scale information on the general habitat score.
General habitat score	0.105	The general habitat score combines site-based and landscape scale information to obtain an overall measure of the biodiversity value of the native vegetation. The general habitat score is calculated as follows: General habitat score = habitat hectares x general landscape factor

* **Offset requirements for partial removal:** If your proposal is to remove parts of the native vegetation in a patch (for example only understorey plants) the condition score must be adjusted. This will require manual editing of the condition score and an update to the calculations that the native vegetation removal tool has provided: habitat hectares, general habitat score and offset amount.

Offset requirements

Offset type	General offset	A general offset is required when the removal of native vegetation does not have a significant impact on any habitat for rare or threatened species. All proposals in the Basic and Intermediate assessment pathways will only require a general offset.
Offset multiplier	1.5	This multiplier is used to address the risk that the predicted outcomes for gain will not be achieved, and therefore will not adequately compensate the biodiversity loss from the removal of native vegetation.
Offset amount (general habitat units)	0.158	The general habitat units are the amount of offset that must be secured if the application is approved. This offset requirement will be a condition to any permit or approval for the removal of native vegetation. General habitat units required = general habitat score x 1.5
Minimum strategic biodiversity value score	0.475	The offset site must have a strategic biodiversity value score of at least 80 per cent of the strategic biodiversity value score of the native vegetation to be removed. This is to ensure offsets are located in areas with a strategic biodiversity value that is comparable to the native vegetation to be removed.
Vicinity	North Central CMA or Campaspe Shire Council	The offset site must be located within the same Catchment Management Authority boundary or municipal district as the native vegetation to be removed.
Large trees	4 large tree (s)	The offset site must protect at least one large tree for every large tree removed. A large tree is a native canopy tree with a Diameter at Breast Height greater than or equal to the large tree benchmark for the local Ecological Vegetation Class. A large tree can be either a large scattered tree or a large patch tree.

SUSTAINABLE ASSET MANAGEMENT



COUNCIL POLICY NUMBER	091
Date Adopted	21 November 2017
Scheduled for review	November 2018

PURPOSE

The purpose of this policy is **to set out Council's approach to management of its assets in a sustainable manner that provides ongoing support in meeting community needs through balanced consideration of technical standards, levels of service and whole of life costs.**

The philosophy underlying this policy is that Council should be able to acquire, maintain and renew its assets, both in the short term and long term, to a condition which satisfies the users, minimises the risk to both the public and the environment, and which is financially responsible and delivers an agreed and sustainable level of service.

In pursuit of Infrastructure Asset Management best practice, the following key principles will apply in relation to Asset Management at Campaspe shire:

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

POLICY STATEMENT

1. Background

Asset Management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. Asset Management is a key element of **Council's integrated planning**. 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.**

Council has an identified renewal gap which means the cost to replace or renew current assets outstrips Council's ability to fund. As such any decisions in relation to assets have a definable and practical impact on Council's sustainability. It is not in the district's interests for asset based decisions to be made that are ultimately undermining, limiting or eliminating **Council's ability to maintain its operations. It is entering in to a period of challenges and must aim to operate in a way that minimises risk.**

To achieve the purposes of the policy Council will:

- a. Link asset management planning to long-term financial planning, recognising that this is an essential part of infrastructure management and good governance.
 - i. Long term plans will include capital renewal or replacement and costs for condition assessments.
- b. Create and maintain Asset Management Plans for each class of assets which will set out the optimal schedule of proposed asset maintenance and renewal to achieve specified service levels while minimising asset life cycle costs.
- c. Develop Level of Service statements that will be taken for consultation to the community.
 - i. These will set out the service level the community can expect to receive across Council and will form the basis of service and asset decision making. (As per ISO, PAS and IIMM standards.)
- d. Deliver financially sustainable services by prioritising capital expenditure for infrastructure renewal over expenditure for upgrading, expansion or acquisition of assets.
 - i. Where necessary projects for upgraded or new assets may be ceased or not entered in to in order to free up resources to renew critical assets.
- e. Asset expansion or addition is an act of last resort and must only take place after reviewing other alternatives for service or asset provision.

- i. Such review must include cost to build, maintain, operate and retire or renew again.
- ii. Assets that can be retired, sold, stopped or downgraded in order to contribute savings or capital to the costs of new or expanded assets.
- f. Any asset renewal will first consider the requirements of Policy 118 (Asset Rationalisation) to ensure the validity of the asset, or service it is related to, in to the future).
- g. **Maintain, at a minimum, a “Core” rating for Asset Management maturity under MAV’s NAMAf scheme.**
- h. Continue to invest in the advancement of Asset Management maturity including requirements for adequate resources (people, systems, processes,) staff training, succession planning and data and intelligence gathering.

All Council policies relating to asset management and service delivery should be read in conjunction with this policy. Key Council documents relating to asset management and service delivery which should be read in conjunction with this policy include:

- Council Plan 2017-2021
- Asset Management Strategy
- Asset Capitalisation Policy
- Asset Valuation Policy
- Service and Asset Management Plans
- Asset Renewal Funding Strategy
- Long Term Financial Plan
- Road Management Plan

2. Asset Management Principles

The Campaspe Shire Council owns or manages assets for the express purpose of providing community services.

The Campaspe Shire Council will provide and maintain assets so that they:

- a. Are financially sustainable for the community and Council
- b. Meet the service levels agreed with the community, once such service levels have been consulted.
- c. Support the organisation to deliver effective outcomes
- d. Are fit and safe for the purpose for which they have been provided
- e. Minimise detrimental impact on the natural environment
- f. Are replaced as required subject to agreed prioritisation
- g. Are in line with common industry practices (NAMAf, ISO, PAS, IIMM.)

3. Assets Managed by Council

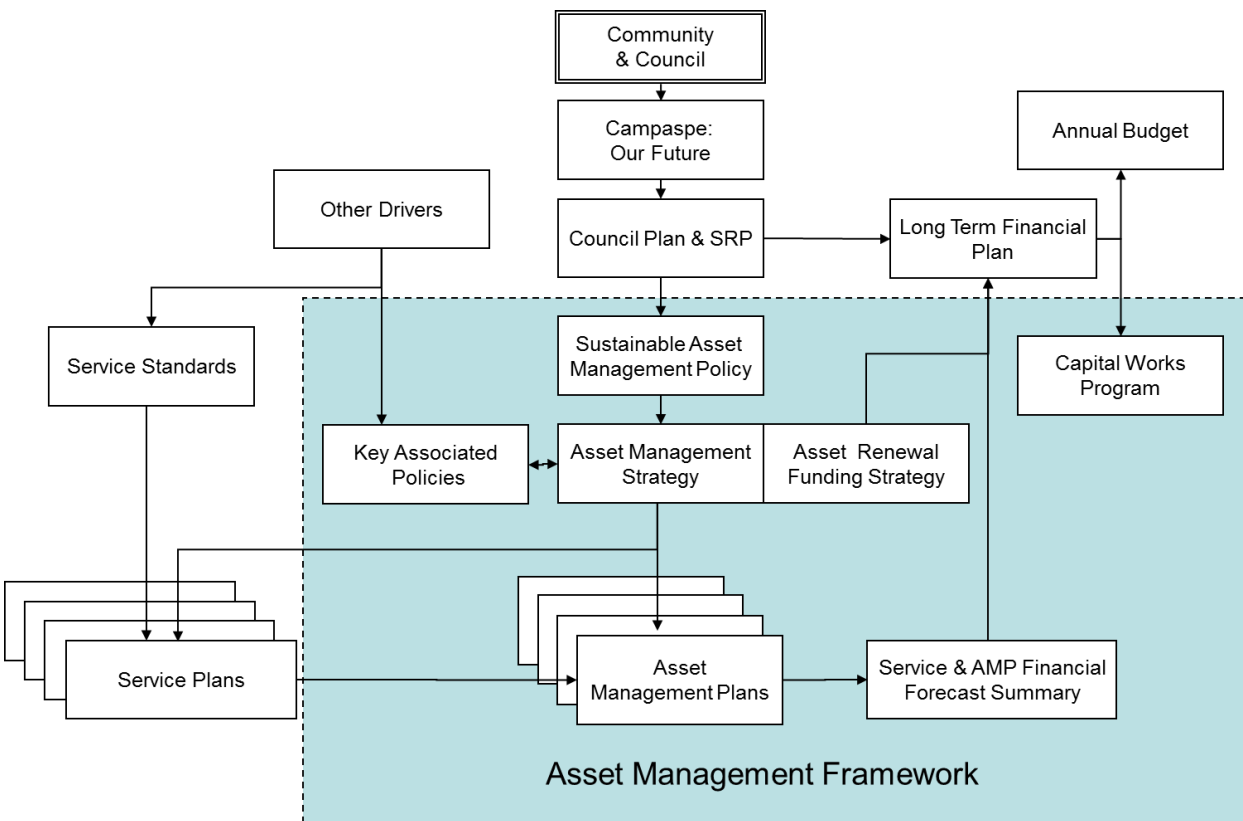
Council deals with assets that exist under a range of ownership and management arrangements. The matrix in Attachment A identifies the situations under which **an asset would be considered to be relevant to Council’s asset management processes and shows which of these should be recorded in Council’s asset management systems.** Importantly, this matrix makes no distinction based on the value of the asset being considered.

4. Asset Management Framework

Asset Management underpins Council’s other strategic frameworks by ensuring that appropriate infrastructure is developed and maintained enabling the delivery of programs, services and activities to the community.

The structure of Asset Management within the Shire of Campaspe works through association with various plans and documents as represented in the following diagram. Where a plan or document does not currently exist it shall be developed to comply with this policy.

Each document has a specific purpose and represents a different level of detail relevant to asset management practice and processes within the Shire.



5. Policy Commitment

Asset management and related financial planning will be a **'whole of organisation'** function. To achieve this Council will:

- a. Establish and operate an Asset Management Steering Committee to oversee and promote the best practice Asset Management function throughout Council.
- b. Demonstrate commitment to developing and improving Asset Management in the business through adequate investment and demonstrable advancement of system maturity.
- c. Identify core asset and financial management functions
- d. Review internal asset management skills
- e. Identify gaps between asset management capability and needs and move to close the gaps
- f. Develop and implement a training program that enables officers to meet their asset management responsibilities
- g. **Develop and implement a program to raise Council's awareness and understanding of asset management principles, its importance, and Campaspe's progress in implementing its adopted strategies**
- h. Participate in and contribute to regional and industry asset management forums (e.g. MAV programs)
- i. **Use Asset Management to ensure that assets support Council's delivery of service**

6. Responsibilities

Roles and responsibilities for delivering Council's Asset Management functions will be clearly defined and documented in Council's Asset Management Strategy.

7. Related Policies

All Council policies relating to asset management and service delivery should be read in conjunction with this policy. Specifically, the following existing policies have been identified as being directly related to the management of assets and/or services:

- | | |
|--|--------------|
| ▪ Industrial and Residential Land Development | Policy No 30 |
| ▪ Removal of Street and Nature Strip Trees | Policy No 46 |
| ▪ Street Public Lighting | Policy No 52 |
| ▪ Improvements to the level of service of the Road Network | Policy No 54 |
| ▪ Sale of Discontinued Roads | Policy No 69 |

▪ Council contribution to Recreation Reserves Maintenance Policy	Policy No 93
▪ Methodology for Determining the Gravel Road Resheeting Program	Policy No 97
▪ Special Charge or Rate Schemes	Policy No 100
▪ New or Replacement Street and Nature Strip Trees	Policy No 106
▪ Public Open Space Provision	Policy No 107
▪ Asset Rationalisation	Policy No 118
▪ Flagpole Program Policy	Policy No 122
▪ Arts Collection Management	Policy No 127
▪ Rural Sealed Road Pavements Renewal and Valuation Methodology	Policy No 128
▪ Developer Contributions to Works	Policy No 130
▪ Drainage Policy	Policy No 135
▪ Asset Valuation Policy	Policy No 136
▪ Port of Echuca Collections Management	Policy No 137
▪ Play Spaces Development	Policy No 138
▪ Asset Capitalisation Policy	Policy No 144

RELATED LEGISLATION & REFERENCES

- Local Government Act 1989
- Road Management Act 2004
- International Infrastructure Management Manual. 2015 Edition
- Australian Infrastructure Financial Management Manual 2015 Edition

EXCLUSIONS

Nil

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.

DEFINITIONS

Asset	A resource controlled by the Campaspe Shire Council from which future economic benefits or service potential are expected to flow to the Shire or its community. Assets may be physical or non-physical and may be fixed or mobile.
Asset Condition Assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.
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 Plan	A plan developed for the management of one or more assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide specified levels of service. A significant component of the plan is a long-term cash flow projection for activities.
Asset Management Strategy	A strategy for asset management covering the development and implementation of plans and programmes for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that the desired levels of service and other operations objectives are achieved at optimum cost.
Asset Register	A record of asset information considered worthy of separate identification including inventory, historical, condition, construction, technical and financial information about each.
Community	People who live, work or spend significant time in the Shire of Campaspe.

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.
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 and infrastructure levels and standards 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, which support the provision of services. Infrastructure also refers to a network of reticulated services such as roads, footpaths or drainage, etc.
Intangible Asset	Referred to in this policy as 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/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.
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.
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.

ATTACHMENTS

Attachment A – Asset Management

REVIEW PERIOD

One Year

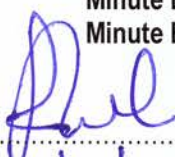
RESPONSIBLE OFFICER

General Manager Infrastructure Services

APPROVAL HISTORY

Adopted	12 August 2003	Minute Book Reference No	6955 (item 10.11)
Revised	14 September 2004	Minute Book Reference No	7941 (item 12.2)
Revised	21 October 2008	Minute Book Reference No	12868 (item 9.5)
Revised	18 October 2011	Minute Book Reference No	18261 (item 13.3)
Revised	15 November 2011	Minute Book Reference No	18426 (item 13.4)
Revised	21 August 2012	Minute Book Reference No	1057 (Item 4.16)
Revised	20 August 2013	Minute Book Reference No	1041 (Item 6.3)
Revised	19 August 2014	Minute Book Reference No	878 (Item 6.1)
Revised	18 August 2015	Minute Book Reference No	905 (Item 6.2)
Revised	19 July 2016	Minute Book Reference No	654 (Item 6.2)
Revised	21 November 2017	Minute Book Reference No	3382 (item 6.3)

Chief Executive Officer


.....
11/12/2017
.....

Dated

ATTACHMENT A

Land Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other (non-commercial) Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council Land	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land - Shire of Campaspe Committee of Management	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land – Vested	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land – Lease	Green	Green	Green	Grey	Yellow	Yellow	Grey	Yellow
Crown Land–Non-Council Managed	Grey	Grey	Grey	Yellow	Grey	Grey	Red	Grey
Private Land	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Proposed Subdivisions
Government Road*	Green	Grey	Grey	Yellow	Grey	Grey	Red	Grey

Mobile/Non-Fixed Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council	Green	Grey	Grey	Grey	Yellow	Yellow	Grey	Yellow
Private	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey

Non-Physical Asset Ownership	Asset Management							
	Council Managed (Direct)	Council Managed (Delegated)	Council Managed (Contract)	Council Leased, Licenced or Agreed (Council Lessee/Licensee)	Asset Commercially Leased (Council Lessor)	Other Lease (Council Lessor)	DELWP or DELWP Local Committee	Other
Council	Green	Grey	Grey	Grey	Yellow	Yellow	Grey	Yellow
Private	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey

- Assets in these categories will be included in the Asset System
- Assets in these categories will be included in the Asset System (with management as per lease or formal agreement)
- Assets in these categories will not be included in the Asset System
- Assets in these categories will be included in the Asset System as 'Proposed Assets' to be confirmed as Council Assets once subdivision gains Statement of Compliance
- Scenario is not possible

* Note that further to Government Roads 'Freehold Roads' exist under the local Government Act 1958. These are extremely complex and where these are identified Council's Asset Management obligations will need to be determined in each individual case.

Asset Rationalisation



Council Policy Number	118
Date adopted	16 July 2019
Scheduled for review	July 2023

Purpose

To set out the standards Council uses to determine when an asset is realised.

Policy Statement

Council should only own, provide, operate, maintain and renew assets which are sustainable to meet agreed service levels thus freeing up renewal funding for other priority assets. Council owns many fixed assets, such as roads, drains, buildings and land, with a total value of over \$875 million. These assets place a substantial financial obligation on the community and Council. Competing priorities exist between funding asset maintenance and renewal versus other community identified needs. Any reduction in this financial obligation will allow other community priorities to be accommodated.

Service Planning processes may identify certain assets as being surplus to requirements as the services they support are no longer required or no longer exists, the service can be delivered differently, or an asset is at the end of its useful life. In these circumstances it may be appropriate to dispose of the asset or provide the service through other means.

Assets that need to be replaced are to be evaluated in accordance with the needs of the service/s supported by the asset.

This Policy should be read in conjunction with Council Policy 091 – Sustainable Asset Management, Council Policy 054 – Requests for Upgrades to the Road Network, and Council Policy 155 – Campaspe Service Planning.

Principles

1. Assets will not be automatically replaced at the end of their useful life. The reasons can include but are not limited to:
 - a. Assets that do not provide, or are not required to provide, a minimum Level of Service.
 - b. Assets that are beyond Council's reasonable financial capacity to maintain or renew.
 - c. Critical or statutory services will be prioritised over optional or tertiary services.
 - i. Council's finite capital resources must be used firstly to meet its legal and statutory obligations as well as requirements for critical services before other uses.
 - d. Assets delivering a service which demonstrate a declining or finite need in the future.
 - e. Alternative methods of delivery of either the service the asset provides, or the asset itself are available, or would be available if Council withdrew it.
 - f. Assets for which the long term provision of a service the asset is related to is unlikely to last the term of a renewed assets life. (e.g.: a renewed community hall with a remaining life of 25 years in an area whose reasonable use or need would terminate at or around year 10.)
 - i. The minimum acceptable use hurdle is 90%. That is the asset must be reasonably considered to be required at sustainable levels for 90% of the renewed assets life. (So, the hall has a 25 year life, the service should be expected to last at a sustainable level for at least 22.)
 - ii. The hurdle has been set at that rate as the life of many Council assets is measured in decades and the cost of disposing or upgrading is significant. Supporting assets whose use is less than 90% adds cost and risk which detract from Council's sustainability.

2. The need for an asset will be reassessed when:
 - a. The Service Manager undertakes a review of the service provided.
 - b. It is found that an asset is at or near the end of its useful life following a condition assessment.
 - c. The service supported by the asset is no longer required or is diminishing to unsustainable or uneconomic levels.
 - d. A number of services are aggregated to operate using one asset rather than a number of assets.
3. If an asset is to be considered for disposal, change of use or reconfiguration relevant stakeholders will be consulted by Council. This will include consideration of the existing and proposed levels of service, alternative service delivery options and/or the impact of non-replacement.

Exclusions

Nil

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*.

Definitions

Asset	A resource controlled by the Campaspe Shire Council from which future economic benefits or service potential are expected to flow to the Shire or its community.
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.
Level of Service	The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to need, quality, quantity, reliability, responsiveness, environmental impact, satisfaction and cost.
Service Manager	The manager in Council that leads the provision of services for an activity or service. (e.g.: Asset Manager leads the provision of road services to the community.)

Related Legislation

Local Government Act 1989

Related Policies, Procedures and Strategies

- Council Policy 091 – Sustainable Asset Management
- Council Policy 054 – Requests for Upgrades to the Road Network
- Council Policy 155 – Campaspe Service Planning

Attachments

Nil

Review Period Responsible Officer

Four years Strategic Asset Coordinator


Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted	21 October 2008	Minute Book Reference No	12868 (item 9.5)
Revised	18 August 2009	Minute Book Reference No	14208 (Item 9.1)
Revised	21 September 2010	Minute Book Reference No	16407 (Item 12.6)
Revised	18 October 2011	Minute Book Reference No	18261 (Item 13.3)
Revised	14 December 2016	Executive Management Group	
Revised	29 November 2017	Executive Management Group	
Revised	16 July 2019	Minute Book Reference No	2684(Item 7.1)

Chief Executive Officer:



Date:

22 July 2019.

Port of Echuca Precinct Tourism Ride Operators



Council Policy Number	067
Date adopted	18 February 2020
Scheduled for review	February 2024

Purpose

To ensure high quality service delivery in the provision of rides and tours in the Port of Echuca precinct that encourages diversity of tourism product and increases activation and atmosphere.

Policy Statement

The Port of Echuca precinct is defined as the area from the roundabout at the corner of Heygarth and High Streets along to the Visitors Information Centre (in the south) through to the roundabout at Warren Street and the area between the Murray and Campaspe rivers inclusive.

The precinct is recognised as a drawcard for tourists and includes the Port of Echuca Discovery Centre, the historic Echuca Wharf and Paddlesteamers, Riverboat Dock and Hopwood Gardens.

Encouraging locals and visitors to linger longer in the precinct is a priority for Council. Council recognise that events and activation activities add to the vibrancy of the precinct and enhance the experience for visitors and locals.

The provision of tourism ride operators is encouraged within the precinct and includes bike hire, horse drawn carriage rides, pedicab rides/tours, motorbike rides/tours and heritage vehicles.

1. Public safety and visitor amenity is crucial and Council provide the following framework for operation:
 - a. The Port of Echuca precinct has a high volume of pedestrian traffic and all operators must maintain a safe level of operation at all times.
 - b. The operator obtains permits, as per Local Law No 8 section 2.4.8 clauses (d) and (e), for the display of signs and/or marketing collateral.
 - c. Operators must have public liability insurance for a minimum of \$10 million.
2. Horse drawn carriage ride operators must comply with the following requirements:
 1. All carriages operating must be inspected by a responsible authority and certified as suitable for use.
 2. All horses used in the provision of the service must have a veterinary report on their condition and appropriateness for the task.
 3. The route nominated by Council for these rides is an anticlockwise circuit within the area bounded by Murray Esplanade, Hopwood Place, High Street and Radcliffe Street Echuca. This route can be changed at Council's discretion within the guidelines of Vic Roads.
3. Motorbike and/or trike operators must comply with the following requirements:
 - a. Vehicle must be registered and approved by VicRoads or NSW Road and Maritime Services.
 - b. Vehicle must be classified by VicRoads.
 - c. Designated operating zone must be approved by Campaspe Shire Road Services team and/or VicRoads if required.
 - d. Passengers must wear helmets that meet Australian Safety Standards.
 - e. Motorbikes can only operate on approved roads. Motorbikes are not allowed in the pedestrian only areas.

4. Pedicabs must comply with the following requirements;
 - a. Passengers must wear helmets that meet Australian Safety Standards.
5. Heritage vehicles
 - a. Vehicle must be registered and approved by VicRoads or NSW Road and Maritime Services.
 - b. Vehicle must be classified by VicRoads.

Minimum Operating Hours:

- a. At a minimum, the operators will operate on long weekends and Victorian school holidays.
- b. Hours of operation can be between 10:00am and 9:00pm each day. The service may operate outside these hours if permission is sought from Council and all relevant traffic regulations are complied with.
- c. The service is not obligated to run on Christmas Day or at times when inclement weather makes it impractical or unreasonable to operate.

Council will review agreements with operators every 12 months to ensure that all regulatory requirements and safety standards are being met. If operators are not complying with the standards set out by Council, then the agreement will be terminated with immediate effect.

Exclusions

Nil

Human Rights

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

Definitions

Approved operators will be offered a standard operating agreement with Council.

Vehicles include horse drawn carriage rides, bicycles, pedicabs and motorbikes.

Related Legislation

Retail Fair Trading Act

Related Policies, Procedures and Strategies

Council Policy 159 – Public Spaces Trading

Attachments

Map of the Port of Echuca precinct

Review Period

Four years

Responsible officer

Investment Attraction Manager

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted	23 January 2001	Minute Book Reference No 4934 (Item 12.1)
Revised	11 September 2001	Minute Book Reference No 5565 (Item 12.2)
Revised	13 August 2002	Minute Book Reference No 6305 (Item 12.1)
Revised	16 October 2007	Minute Book Reference No 11542 (Item 9.1)
Revised	21 August 2012	Minute Book Reference No 1057 (Item 4.16)

Revised 18 August 2015
Revised 21 November 2017
Revised 18 February 2020

Minute Book Reference No 905 (Item 6.2)
Minute Book Reference No 3382 (item 6.3)
Minute Book Reference No 164 (item 9.3)

Chief Executive Officer:

Date:

Council Policy

Council Policy

Council Policy

Council Policy

Attachment 1 - Port of Echuca Precinct



Campaspe Service Planning

Council Policy Number	155
Date adopted	18 February 2020
Scheduled for review	February 2023



Purpose

To articulate Council's commitment to service planning and establish a framework to ensure service planning is undertaken in a structured, consistent, considered, cost effective and financially sustainable manner across the whole of the organisation. Importantly, implementation of this policy is to demonstrate to the community that sound service planning practices underpin Council's approach to planning and delivery of services to the community.

Service Planning underpins services to:

- Confirm that the current level and type of service delivered is in accordance with Council's strategic direction, as outlined in Campaspe: Our Future and the Council Plan 2017-21
- Determine the purpose of each service, and in instances where services do not align with Council's strategic direction, investigate the reasons for any difference, and/or:
 - determine the community need for the service to be delivered, and
 - determine if Council is the most appropriate agency to deliver the service,
 - identify the most appropriate service model and levels for ongoing delivery of the service,
 - ensure services meet the requirements of external legislation, regulation and guidelines
- Assess effectiveness/ efficiency and quality of the service model
- Seek and consider feedback from the community and service users about the adequacy of, and satisfaction with, services in relation to their needs and expectations
- Identify the community's need for additional or different services
- Identify the community's ability to access other services or programs that would better meet their needs
- Identify services' resource requirements for the longer term
- Have regard to the Best Value principles, as outlined in the Local Government Act 1989.

Policy Statement

When making a service delivery related decision, Council and its officers will have regard to the principles documented in this policy. This policy provides Council and staff with a framework to administer and manage the service analysis and planning process to ensure responsible and sustainable decisions are made.

Objectives of Service Planning

Objectives of Campaspe's Service Planning program are:

- To develop a clear understanding and agreement on the purpose, and desired outcomes of the service
- To develop an accurate forecast of the likely future costs associated with the delivery of individual services, to support long term financial planning
- To inform new and upgrade capital works planning, and renewal demand, maintenance and operation costs relative to the assets and resources required to support Council's service provision
- To support Council decision making regarding:

- The range of services Council will provide
- The link between these services and Campaspe's Vision and Council Plan, including the Long Term Financial Plan, the funding approach and implications
- The strategic intent of the service, service model and level of service
- To explore a range of funding options to support service delivery
- To confirm the true cost and benefits of delivering services
- To establish a process for the regular review of the service delivery approach and model
- To regularly publish the results and the outcomes of service reviews
- To identify service provision demand trends, and changes and the implications these may have for the service now and into the future.

Service Planning Principles

- Council will regularly review the strategic intent of services and its role in service delivery. Council acknowledges that services must meet current and future community need. Council must determine the degree to which it is responsible for meeting that need within the context of other levels of government legislation and regulations, Council's strategic direction, Council's financial capability, social and environmental sustainability. Services must use resources efficiently and effectively and care must be taken to not duplicate services already provided for by others. Council must focus on services that create the best outcomes for the community within resources available.
- Council will regularly review the service model, including service delivery model of each service to ensure that it effectively supports the strategic intent of a service, is financially sustainable, is socially equitable and is environmentally sustainable and efficient.
- Council will regularly review levels of service to ensure that they are effective, efficient, and are appropriately resourced. Council shall commit to providing appropriate resourcing for the adopted levels of service.
- In reviewing a service, the linkages between services (including internal support services) will be considered, including the implications of any recommended service change options on associated service/s.
- Council will plan to be sustainable in the short and long term. Where possible, Council will consider long term implications of any service change, or lack of change, such as negative social, environmental or financial sustainability impacts on Council or the community.
- Service planning will drive responsible decisions regarding the renewal, upgrade or the construction of new assets. Decisions about assets are first driven by service delivery.
- Emphasis will be placed on providing effective services, and in order to use Council's resources for the largest benefit possible for the community, services will also be delivered in an efficient manner.
- Services will be planned using evidence of community need and what works.
- Council will consider all of the above principles when considering introducing new services.

Council will abide by the Best Value Principles within the *Local Government Act 1989*. The Best Value Principles are:

- a) all services provided by a Council must meet the quality and cost standards required by section 208D;
- b) subject to section 3C(2)(b) and 3C(2)(e), all services provided by a Council must be responsive to the needs of its community;
- c) each service provided by a Council must be accessible to those members of the community for whom the service is intended;
- d) a Council must achieve continuous improvement in the provision of services for its community;
- e) a Council must develop a program of regular consultation with its community in relation to the services it provides;

- f) a Council must report regularly to its community on its achievements in relation to the principles set out in paragraphs (a), (b), (c), (d) and (e).

Exclusions

Nil

Human Rights

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

Definitions

Asset	A physical item that is owned or controlled by Council and supports the provision of services to the community.
Asset Management	The process applied to manage assets over each stage of their service life from asset needs analysis, creation, operation, maintenance, renewal and disposal. The objective of asset management is to meet a required level of service in the most cost effective manner through the management of assets for present and future needs of members of the community.
Best Value Principles	Refers to the principles outlined in the <i>Local Government Act 1989</i> , Section 208B, which Councils are required to comply with, when undertaking planning for Council services and activities. The principles are listed under Section 6.2 of this Policy.
Individual(s)	A resident(s) and/or service user(s) of the Campaspe Shire Council.
Long Term Financial Plan (LTFP)	Financial planning processes of ensuring the objectives of council are matched by an appropriate resource plan. The LTFP is revised annually to ensure ongoing alignment with Campaspe's Vision and Council Plan.
Program	An ongoing activity or activities, or a process of managing several projects, which is developed and performed to meet a public need and forming part of a service.
Project	An activity which either delivers services or programs but has a clearly defined start and end point and identifiable milestones and achievements.
Service	A group of programs and projects primarily focussed on external recipients, which collectively provide support or guidance to the community in order to achieve the objectives of Campaspe's Vision and the Council Plan. A combination of tangible and intangible benefits that can be produced and consumed.
Service Level	In service planning is defined as the 'amount of an activity' provided by a service.
Service Model	Describes the activities of a service and how, where and when they are delivered.
Workforce Planning	The process of determining the staff resourcing requirements, both in terms of numbers and skill mix, of Council in the medium and long term future, in order to support the strategic delivery of Council's Vision and Objectives.

Related Legislation

The Service Planning policy has been developed with reference to relevant federal and state government legislation, in particular the *Local Government Act 1989*. Specific legislation pertaining to an individual service will be considered in developing each service plan.

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Three years

Responsible officer

Corporate Strategy Manager

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted	27 June 2017	Minute Book Reference No 1572 (Item 6.4)
Revised	18 February 2020	Minute Book Reference No 164 (item 9.3)

Chief Executive Officer:

Date:

Risk Management

Council Policy Number	039
Date adopted	18 February 2020
Scheduled for review	February 2024



Purpose

To formalise and document Council's commitment to an enterprise wide risk management program that identifies, manages and minimises Council's risks in the achievement of council objectives.

Policy Statement

Campaspe Shire 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.

The objectives of this policy are:

- Risk management is integrated throughout council as part of normal management practice;
- All employees are aware of the need to manage risk and to promote a culture of participation in that process;
- Council is protected from adverse incidents, its exposure to loss is reduced and loss is mitigated should it occur;
- Council actively prevents injury or illness to any person;
- Council minimises damage or loss of any property e.g. fire, water, theft or burglary;
- Council's corporate liability is met (Duty of Care, Public Liability and Professional Indemnity) and best practice standards in risk management are adhered to;
- Council's image and reputation are protected; and
- Council is protected from other areas of loss such as financial, business interruption and the environment.

Council is accountable for the care, health and safety of its staff and of others affected by their actions at work, whether on or off site. This policy applies to all Council activities, property and assets in its control. This policy will be adhered to by Councillors, employees, contractors, volunteers and committees in the discharge of their duties.

Risk Appetite

Risk appetite is the level of risk that Council is prepared to accept in delivering its key strategic objectives. The key strategic objectives for our organisation are outlined in our Council Plan.

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.

We recognise that our appetite for risk 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.

Best Practice

Council conducts formal risk management activities at both strategic and operational levels and is committed to meeting recognised risk management best practice. This policy is consistent with standard AS ISO 31000:2018 Risk management- Guidelines and forms part of Council's risk management framework.

Along with Council's Risk Management Strategy, Procedure and Plan documents, the framework describes the procedures and protocols for all staff to follow in relation to risk management and further outlines specific risk management responsibilities of key positions to ensure compliance with this policy. As risk management is an ongoing and proactive function, actions to manage risks are integrated into other systems and processes to support this policy:

- a) Suitable equipment and facilities are provided and maintained for the community and staff
- b) Safe and secure systems of work are implemented and maintained
- c) Adequate information, training, resources and supervision will be provided to staff
- d) Relevant Acts (particularly the Occupational Health and Safety Act 2004), regulations, Codes and Standards will be adhered to
- e) Hazard identification and reporting through all levels of the public and the Council will be actively encouraged
- f) Incidents will be investigated and remedial actions to prevent reoccurrence will be adopted
- g) Consultation and communication with stakeholders will occur to support the risk framework
- h) This policy and the risk management framework will be communicated to new staff through the induction process.
- i) This policy will be reviewed periodically and in accordance with the monitoring and review process outlined in the risk management framework
- j) Risk management compliance forms part of Manager's annual performance review and internal auditors consider Council's risk profile when planning their independent review program

Exclusions

Nil

Human Rights

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

Definitions

Nil

Related Legislation

Occupational Health and Safety Act 2004

AS ISO 31000:2018 Risk management- Guidelines

Related Policies, Procedures and Strategies

Risk Management Strategy, Risk Management Procedure, Risk Management Plan

Occupational Health and Safety Management Plan

Attachments

Nil

Review Period

Four years

Responsible officer

Governance Manager

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted	19 February 1997	
Re-Adopted	9 November 2004	Minute Book Reference No 8092 (item 12.1)
Revised	12 October 2006	Minute Book Reference No 10251 (item 9.1)
Revised	16 October 2007	Minute Book Reference No 11542 (item 9.1)
Revised	21 October 2008	Minute Book Reference No 12868 (item 9.5)
Revised	17 March 2009	Minute Book Reference No 13434 (item 9.4)
Revised	21 September 2010	Minute Book Reference No 16407 (item 12.6)
Revised	5 February 2014	Executive Management Group
Revised	30 November 2016	Executive Management Group
Revised	30 January 2018	Minute Book Reference No 29 (item 6.2)
Revised	18 February 2020	Minute Book Reference No 164 (item 9.3)

Chief Executive Officer:

Date:

Planned Activity Bus

Internal Policy Number	INT087
Date adopted	18 February 2020
Scheduled for review	February 2021



Purpose

To ensure Planned Activity Groups Buses are compliant with all legislation and used appropriately when accessed by the community during off peak periods.

Policy Statement

The Planned Activity Groups buses will maintain compliance with the Transport Safety Victoria (TSV) and the Bus Safety Act 2009 for the purpose of providing transport for the Planned Activity Groups Program. This document will provide guidance for limited access to community transport for non-profit community groups.

1. Bus Requirements

The buses currently operated by the Planned Activity Groups Program are registered as non-commercial registered vehicles. They are permitted to transport clients and non-for profit community agencies whilst not deriving a profit from the transport.

The buses currently are a 10 seat (9+ driver) bus, this configuration enables the driver of these vehicles to hold a Class C or higher drivers licence.

2. TSV Requirements

The buses must be assessed by a registered assessor with TSV on an annual basis; the review will consist of checking roadworthiness and maintenance records which have been undertaken by a qualified mechanic. They will also assess documentation that supports the requirements of the Bus Safety Act 2009 (e.g. Drug and Alcohol Policy). Notification will be provided by the TSV of the assessment date and time.

3. Approval for use

Planned Activity Groups Program will have priority use of the buses at all times. In off peak times non- for profit organisations may apply to use the bus, an agreement for use of Campaspe Shire Council Bus form must be completed and provided to the Community Care Manager for approval. The Manager can refuse use without justification of any application.

4. Operators

Any person operating the buses must be over the age of 25 and have provided a photocopy of their valid driver's licence, if they for any reason have their license suspended or void they must notify the nominated officer immediately and must not operate any shire vehicle whilst disqualified. Probationary licenses for any aged operator are not permitted to drive the vehicles. Operators must also comply with all the conditions of use as well as all aspects of this policy.

5. Drug and Alcohol use

The Bus Safety Act specifies that any driver of the buses must not have alcohol or drugs present in his or her blood or breath, immediately before or while driving a bus and conform to any guidelines regarding the Bus Safety Act. All operators must also comply with the Campaspe Shire Council Drug and Alcohol Policy.

6. Incident / Accident

Any motor vehicle accident or serious injury to passengers or driver (broken bones, amputation/serious crush injuries) must be reported immediately to the TSV; written reports (obtained from the TSV website) must also be completed within 72 hours and sent to the TSV no matter who is operating the vehicle. Council staff must still complete an incident report and follow all reporting process within the Council. The OH&S Coordinator will manage any reporting to Victoria WorkSafe for notifiable incidents.

7. Home Garaging

Home garaging must be approved by the Community Care Manager and Council's Plant and Fleet Coordinator prior to the commencement of home garaging. Any vehicle stored at home must be kept in a safe location (not in the street), not operated by any other person than the staff member approved to home garage. The vehicle is not permitted to be used for private use.

8. Booking

Use of buses will be limited by availability, with no permanent bookings accepted. The Planned Activity Groups Program will have priority use. Booking must be received at least 2 weeks in advance of the date proposed. The Operator nominated on the Agreement form will be the only driver, if there is to be more than one driver an application for each driver must be submitted confirming acceptance of the conditions of use.

9. Purchase of new vehicles / decommissioning

All new vehicles must be registered with the TSV prior to operation and notification of decommission from service of any vehicle. When vehicles are changed over they must be done so with as little disruption to service to the Planned Activity Groups Service.

Exclusions

Nil

Human Rights

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

Definitions

Planned Activity Groups:	Is a HACC PYP and CHSP funded service provided by the Campaspe Shire Council, it provides centre and community based programs for people who are assessed as needing social support.
HACC PYP:	Home and Community Care Program for Younger Persons
CHSP:	Commonwealth Home Support Program
Non-profit:	An organisation that does not operate for the profit, personal gain or other benefit of particular people
Nominated officer:	Shall be the person designated by the Community Care Manager
TSV:	Transport Safety Victoria

Related Legislation

Bus Safety Act 2009

Related Policies, Procedures and Strategies

Campaspe Shire Council Drug and Alcohol Policy

Attachments

Agreement for use of Campaspe Shire Council Bus

[TSV Incident notification form](#)

[TSV Registration form](#)

Review Period

One year

Responsible officer

Community Care Manager

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted	11 March 2003	Minute Book Reference No 6585 (item 9.1)
Revised	14 September 2004	Minute Book Reference No 7941 (Item 12.2)
Revised	13 September 2005	Minute Book Reference No 9008 (Item 12.1)
Revised	12 October 2006	Minute Book Reference No 10251 (Item 9.1)
Revised	16 October 2007	Minute Book Reference No 11542 (Item 9.1)
Revised	18 August 2009	Minute Book Reference No 14208 (Item 9.1)
Revised	19 August 2014	Minute Book Reference No 878 (item 6.1)
Revised	21 November 2017	Minute Book Reference No 3382 (item 6.3)
Revised	18 February 2020	Minute Book Reference No 164 (item 9.3)

Chief Executive Officer:

Date:

Port of Echuca Museum Collections Management



Internal Policy Number	INT137
Date adopted	18 February 2020
Scheduled for review	February 2022

Purpose

The Port of Echuca Discovery Centre is a key attraction within Campaspe Shire Council which seeks to provide an accurate, informative, interesting and interactive experience for visitors. The Port of Echuca Collections Policy provides guidance as to how the artefact collection is managed and developed including the acquisition, management and deaccession of artefacts from the collection.

Policy Statement

The Port of Echuca Museum has an agreed interpretive master plan developed as part of the Port of Echuca Revitalisation Project. The interpretive master plan establishes and correlates the key interpretive themes to the port. The collection at the Port of Echuca Discovery Centre will be managed and developed in accordance with these themes:

- The Place – An iconic character in the story of Australia’s pioneering spirit, this place endures and thrives as a vibrant, cosmopolitan centre to this day.
- The People – The river becomes a path to a better future and the heart of an industry that draws people from all walks of life. Skills grow, a community flourishes and work provides a solid foundation for all.
- The (Built) Environment – Ancient and immense, the red gums echo with the music of hammer on steel and steam in pipes. Skilled hands remember the old ways and shape mighty timbers – changing form but never leaving the river where they were born.
- The Vessels – The soul of a community and essential link to the outside world – these living, breathing vessels that have born the weight of change in the world still capture the imagination today.
- The Legacy - A community’s passionate link to its past keeps old skills in a changing world and preserves the unique essence of this place for future generations to enjoy, discover and connect.

The Port of Echuca Discovery Centre collection should be a source of knowledge, ideas, stories and memories. The themes have been developed to preserve, educate and inform the community and visitors about the history and development of the Port of Echuca during the time it was busiest in supporting the expansion of much of inland Australia (i.e. between the periods 1850 -1920).

The Port of Echuca Museum will also maintain a non-core collection where required consisting of items that are duplicates or that lack specific provenance and will only be used by the museum as display props or ‘hands on’ activities. Included in the non-core collection will be spare parts for Paddle Steamers, traction engines and machinery collection. Non-core collection items will be managed in line with the Collection Management Policy.

The Port of Echuca Discovery Centre Exhibits and Operations manager will undertake the acquisition, management and deaccession processes and provide an evaluation report to the Collections Evaluation Panel with a recommendation to include and acquire prospective, or deaccession current, items based on the selection criteria.

This policy includes processes associated with:

1. The accession of collection items
2. The management of the existing collection
3. The deaccession of existing items
4. The Collections Evaluation Panel

1. Accession of Collection Items

New items proposed to be added to the Port of Echuca Museum collection, either through purchase or donation, will be assessed subject to the following key selection criteria:

- a. The proposed object supports the Port of Echuca Museum in its vision and showcases Port of Echuca history between the period 1850-1920.
- b. The Port of Echuca Museum can provide adequate resources to protect, document, store, research, exhibit and interpret the item.
- c. The object has a clearly established and relevant provenance (i.e. history).
- d. Documented evidence exists that a donor or vendor of a proposed acquisition has clear legal title to the item.
- e. The item does not unnecessarily duplicate items already in the collection.

Donations, bequests or individuals seeking to sell items that do not meet the acquisition criteria are to be recorded and declined with a formal response provided to the prospective donor, bequeathed family member or prospective vendor.

2. Management of Existing Collection

Once an item has entered the Port of Echuca Museum collection, it is important that the item can be tracked, monitored and cared for appropriately. All items within the collection must be recorded, details confirmed including the relevance to the themes and why the item is significant. Should an item be donated the donor will be recognised unless anonymity has been requested. The Port of Echuca Discovery Centre Exhibits and Operations manager will carry out an audit of the collection every two years in line with Museums Australia Guidelines.

The collection will be processed and cared for as follows:

a. The Processing of Collection Items

The Port of Echuca Discovery Centre Exhibits and Operations manager will ensure that all collection items are processed as follows:

1. All objects entering the Permanent Collection must be accompanied by a legal document giving full and unencumbered title of ownership to the Port of Echuca Discovery Centre, without restriction as to their use or future use.
2. The donor or vendor provides records of the history, associations, context and significance of the object offered as a donation. Should such records not be available the Port of Echuca Discovery Centre Exhibits and Operations manager will undertake research in order to determine the items history, associations, context and significance.
3. A register of donors and vendors maintained to record the donation or transaction details.
4. A receipt issued when an object is approved and accepted as a donation or purchase.
5. Objects numbered, photographed, catalogued and entered onto the collections database.

b. The Care of Collection Items

The Port of Echuca Discovery Centre Exhibits and Operations manager will ensure the safe, secure storage of the collection items and ensure that the items are stored in appropriate environmental conditions.

The Port of Echuca Discovery Centre Exhibits and Operations manager will carry out quarterly condition reporting to ensure that the items are being housed correctly in order to prevent theft, damage or deterioration. Should an item be determined to require restoration, external expert advice will be sought prior to any works being carried out. Experts commissioned to carry out any restoration works will be required to present evidence of capability.

3. The Deaccession of Existing Items

a. Determining the Need for Deaccession

The deaccession of a collection item can be emotive and it is important that such a process is managed with sensitivity. Items will be assessed for deaccession against the following criteria:

1. Items do not support the Port of Echuca Museum themes as outlined in this policy.
2. The Port of Echuca Museum is unable to restore or conserve the item due to damage or serious condition deterioration.
3. The item cannot be stored or maintained to ensure its longevity.
4. The item poses unnecessarily duplication of other collection items.
5. There is an alternative or more appropriate custodian for the item.
6. An item on loan to the collection is recalled by its owner.

If an item is assessed and approved for deaccession it will be catalogued in the Deaccession register.

b. Determining which method of deaccession will be adopted

The procedure for collection item deaccession must meet the minimum requirements of the *Museums Australia Code of Ethics 1999 - Section 6: Disposal of Collections*.

Items that have been determined to require deaccession will be managed by one of the following options (in order of preference):

1. Return the object to the donor, or donor's heirs if in agreement.
2. Transfer to another similar institution.
3. Exchange with another similar institution.
4. Donate the item to a private individual or business who have strong historical relevance to the item.
5. Transfer to the museums non-core collection.
6. Sell the object at a public auction or by tender. Any monies received from the sale of an item will be applied to the upgrading or maintenance of the collection.
7. If it is not possible to dispose of an object through either transfer or sale, or the object poses a risk to the health and safety of individuals or the collection, the object may be deconstructed provided the following deconstruction processes are undertaken:
 - i. Take specialist advice, on large objects, to establish the appropriate method of destruction with destruction process to be agreed and documented.
 - ii. In the case of large objects the destruction process is reviewed and agreed by a nominated heritage specialist after recommendation by the Port of Echuca Discovery Centre Exhibits and Operations manager.
 - iii. A visual record of each and all deconstruction stages in the deconstruction process as agreed by heritage specialist is made.
 - iv. All objects are recorded photographically in the deaccession register inclusive of complete provenance.
 - v. The deconstruction of objects is witnessed by Exhibits and Operations Manager.

c. Managing the Deaccession Process

The following is mandatory in the deaccession process:

1. A deaccession form must be completed for each item deaccessioned from the Port of Echuca Museum collection and recorded on the deaccession register.
2. A copy of all documentation relating to the collection item will be retained and catalogued. Should the item be donated or sold, a copy of relevant documentation will be provided with the item.

3. Items that have been recommended for deaccession will be subject to a cooling off period of 60 days to allow any further information regarding relevance and provenance to be assessed.
4. Should an item be put to sale by public auction or tender and the item does not sell in the first instance, the item will be re-advertised and tenders invited for a further 30 day period.
5. An object may be returned to the original owner only if substantial proof exists that the object was on loan.
6. Should it be deemed appropriate to sell an item any funds raised from the sale of objects will be set aside to acquire and/or maintain relevant objects for the collection. After the cooling off period, the item(s) will be deaccessioned and disposed of.

4. Collections Evaluation Panel

The evaluation panel will be comprised of the following members:

- Port of Echuca Discovery Centre Exhibits and Operations manager
- Commercial Operations Manager
- Collections Heritage Advisor
- Community Heritage Advisor
- Community Programs Coordinator

The Community Heritage Advisor will be appointed through an expression of interest process.

This panel will meet six monthly or more frequently as required. It will determine if an item should be acquired or deaccessioned after considering the evaluation report prepared by the Port of Echuca Discovery Centre Exhibits and Operations manager.

Any matter coming before this panel must be the subject of an evaluation report and recommendation by the Port of Echuca Discovery Centre Exhibits and Operations manager.

Exclusions

Nil

Human Rights

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

Definitions

Deaccession	The formal process or removal of an object from the Port of Echuca collection catalogue register and database
Collections Policy	A collections policy covers the scope of the collection, acquisition and disposal
Set Dressing	Items that are not part of the core collection, but are owned and used by a museum to enhance exhibitions and displays
Deconstruction	Where object is dismantled and placed in the bin
Collections Heritage Advisor	Qualified Heritage Expert
Community Heritage Advisor	Community member with knowledge and interest in the development of the Port of Echuca and skills in researching heritage pieces and artefacts

Related Legislation

Nil

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Two years

Responsible officer

Port of Echuca Discovery Centre Exhibits and Operations manager

Administrative Updates

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Approval History

Adopted	18 September 2012	Minute Book Reference No 1261 (item 4.25)
Revised	19 August 2014	Minute Book Reference No 878 (item 6.1)
Revised	21 November 2017	Minute Book Reference No 3382 (item 6.3)
Revised	18 February 2020	Minute Book Reference No 164 (item 9.3)

Chief Executive Officer:

Date:

GUARANTEERING OF LOANS

COUNCIL POLICY NUMBER 002
 Date Adopted 21 November 2017
 Scheduled for review November 2018



COUNCIL POLICY

PURPOSE

To assist non-profit community organisations in completing projects of a capital nature.

Guidelines in the provision of a Council Loan Guarantee to a bona fide non-profit community body. The purpose for the loan must be deemed by Campaspe Shire Council as one which provides an asset of community importance to all or a substantial number of residents of the Council and to which would be worthy of financial support, were funds to be available. Council to have absolute discretion in determining whether a project meets this qualification.

POLICY STATEMENT

1. The purpose for the loan must be deemed by Campaspe Shire Council as one which provides an asset of community importance to all or a substantial number of residents of the Council and to which would be worthy of financial support were funds to be available. Council to have absolute discretion in determining whether a project meets this qualification.
2. The purpose of the loan must be of a capital nature. The project must be a new project. Refinancing of existing commitments will not be accepted.
3. The applicant for the loan must be a bona fide non-profit community body.
4. The applicant must submit the following information, where applicable :-
 - a. Last audited financial statement;
 - b. Current Operating Budget;
 - c. Complete cash flow projections on operations, with the inclusion of debt servicing & redemption of the proposed loan;
 - d. Interest rate and any other assumptions made, particularly in relation to other source income;
 - e. Detailed cash flow and total costing of construction costs;
 - f. Floor plans of any building works;
 - g. Costs as to fit out & external costs such as landscaping etc.;
 - h. Start Up costs envisaged;
 - i. Details of management plans for both the construction phase and the operating of the facility after completion;
 - j. Details of marketing plans;
 - k. Levels of equity in the project provided by the applicant and any liabilities attached to any funds contributed;
 - l. Business Plans of the applicant if in existence. It should be noted that in respect of larger projects, this will be a compulsory requirement.

Other information as deemed appropriate should be submitted.

It should be noted that Council will require progress reports and final reports of asset construction costs.

A loan guarantee will only be approved by the Campaspe Shire Council where there is strong evidence to suggest that loan repayments can feasibly be met and that the level of risk is ascertained to be minimal. Council reserves **the right to take security over the applicant's equity, including land and buildings. The level of security Council requires will be assessed on each application.**

6. The minimum level of unencumbered equity to be provided by the applicant be set at 40% unless otherwise determined by Council. Where special circumstances are agreed to by Council a base minimum of 20% may be considered. In instances where equity is in the form of loans from other sources, Council will retain the right to set a higher equity ratio. Council guaranteed debt must be repaid prior to other loan liabilities.

REVOKED 18 FEBRUARY 2020

7. Where the project involves the sourcing of funds by public appeal, a minimum of 50% of the total amount to be raised must be held in cash prior to the issuing of the guarantee. Documentary evidence of pledges for the remaining balance, plus 10% allowance for pledge default, must exist and be available for audit by Council officers.
In terms of this clause "pledge" is defined as the following:
"an unconditional promise in writing from a person or corporation which genuinely intends donating money to the applicants project either by way of a lump sum payment or by way of instalments and in respect of which promise, the applicant has satisfied Council of its belief that the promise is valid and genuine."
8. For guarantees in excess of \$100,000 independent advice from Council's auditors will be sought. Where equity provided is less than 40% the following amounts are to be used as threshold limits prior to the seeking of independent advice.

30 - 39%	\$80,000
20 - 29%	\$60,000
9. Over the life of the guarantee, the community body must provide annual audited financial statements.
10. All guarantees will be subject to commercial bank/financial institution evaluation. Instruction will be provided to the lending authority to evaluate proposals on their merit without primary recourse to the guarantee.
11. An agreement between Council and the lending authority will be sought regarding procedural steps to be followed in the event of a loan default. Such issues to include :-
 - a. Communication between bank/financial institution and Council of any non-payment of loan instalments;
 - b. The right for Council to continue with the loan repayment schedule rather than lump sum payment;
 - c. The procedure used by the Bank/Financial institution prior to calling upon the guarantee, including the giving of initial notification of intent and the provision of an agreed time period of rectification.
12. The Council guarantee will be for a set time period following which Council is to be released from the guarantee. Any commitment to renew the guarantee will be based on a new assessment at that point in time.
13. The lender will be required to exhaust its legal rights against the borrower and other guarantors prior to calling on the Council guarantee.
14. Depending on the magnitude of the project, Council may request the applicant to provide personal guarantees.
15. An agreement between Council and the applicant to be reached regarding administration of the community body and its assets in the event of loan payments not being made and/or the loan guarantee being called upon.
16. Each application will be considered on its merits and further conditions may be appropriate to suit the individual circumstances.
17. The Campaspe Shire Council sets a global limit in respect of loan guarantees of \$1,000,000. This limit will be reviewed from time to time as revenue increases and long term budgeting accurately gauges the effect of guaranteeing loans.
18. The Campaspe Shire Council will maintain all guarantees in a register and seek updated balances of all loans taken out under Council guarantees on an annual basis.

EXCLUSIONS

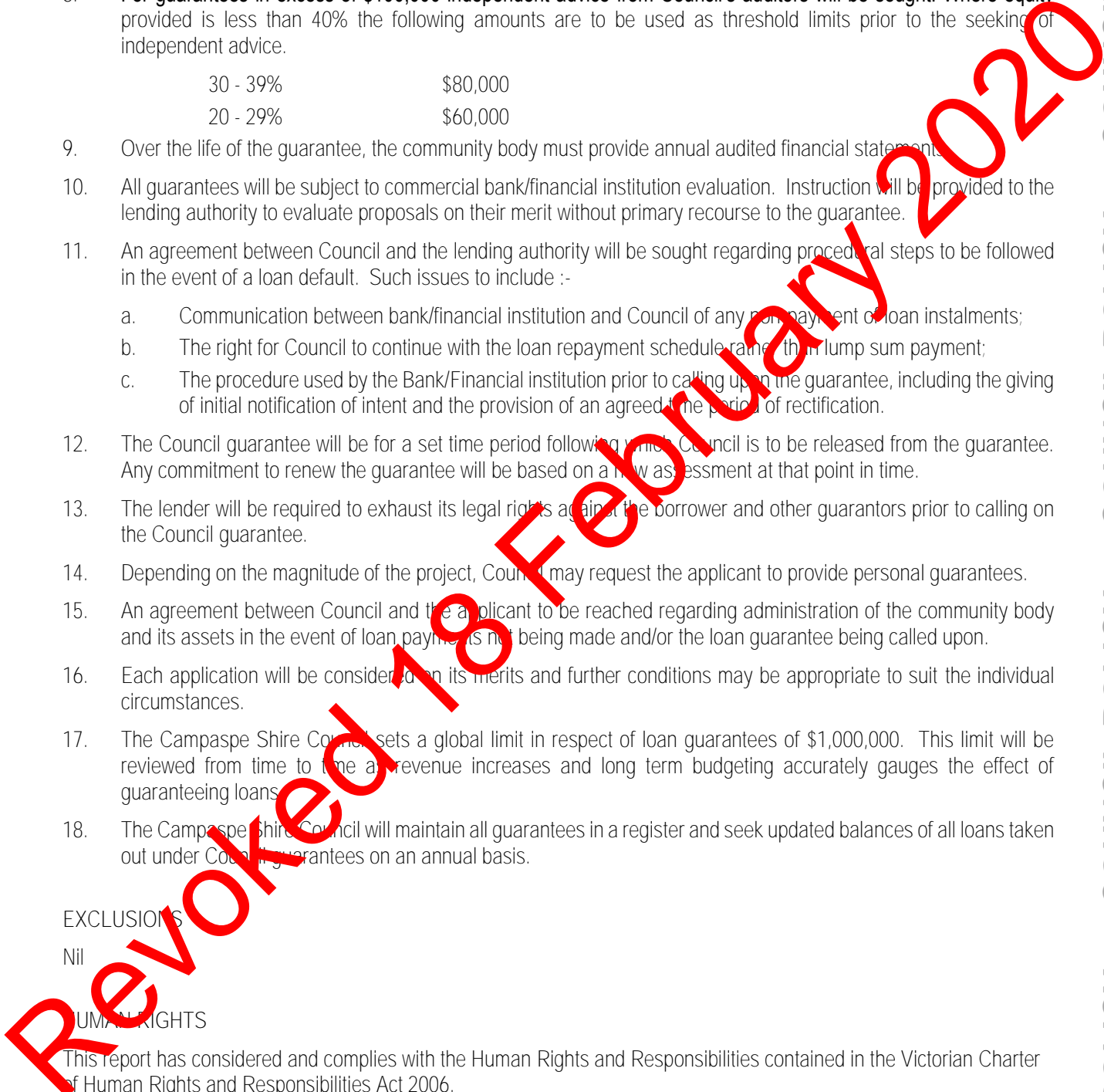
Nil

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.

DEFINITIONS

- Applicant A bona fide non-profit organisation.
- Pledge An unconditional promise in writing from a person or corporation which genuinely intends donating money to the applicants project either by way of a lump sum payment or by way of instalments and in respect of which promise, the applicant has satisfied Council of its belief that the promise is valid and genuine.



RELATED LEGISLATION

Nil

ATTACHMENTS

Nil

REVIEW PERIOD

One year

RESPONSIBLE OFFICER

General Manager Corporate Services

APPROVAL HISTORY

Adopted	31 May 1995	Minute Book Reference No	392 (item 15.3)
Revised	10 September 1998	Minute Book Reference No	3038 (item 13.1)
Revised	8 July 1999	Minute Book Reference No	3737 (item 12.1)
Revised	12 September 2000	Minute Book Reference No	4658 (item 12.1)
Revised	11 September 2001	Minute Book Reference No	5565 (item 12.2)
Revised	13 August 2002	Minute Book Reference No	6305 (item 12.1)
Revised	16 October 2007	Minute Book Reference No	11542 (item 9.1)
Revised	18 October 2011	Minute Book Reference No	11261 (item 13.3)
Revised	18 October 2011	Minute Book Reference No	18201 (item 13.3)
Revised	20 August 2013	Minute Book Reference No	11041 (item 6.3)
Revised	19 July 2016	Minute Book Reference No	654 (item 6.2)
Revised	21 November 2017	Minute Book Reference No	3382 (item 6.3)

Chief Executive Officer

[Handwritten Signature]

Dated

11/12/2017

Revoked 18 February 2020

COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY

BEST VALUE

COUNCIL POLICY NUMBER	066
Date Adopted	21 November 2017
Scheduled for review	November 2018



PURPOSE

The Campaspe Shire Council (Council) will deliver the principles of Best Value as included in the Local Government Act. Best Value will not replace Council's key management tools and activities, it complements them. Best Value will be used to ensure that Council's key management tools are aligned with community expectations and that they are working in a co-ordinated manner.

POLICY STATEMENT

The Council will work in partnership with the community to deliver services that are accessible, responsive to needs, accountable in the process of delivery and offer Best Value in terms of quality and affordability.

1. Introduction

The Best Value legislation is consistent with Council's Vision to be strong, supportive, vibrant and sustainable. Best Value aligns with Council's priorities of increased communication and community engagement with its community, increased advocacy on issues that impact its community, building strong partnerships with and for the benefit of the community, reviewing the services it provides to ensure it meets the current and future needs of its community, ensuring sound financial management and developing and supporting multi-use infrastructure.

2. Campaspe Best Value

Campaspe Best Value will be built on the foundation of Council's Vision, Mission and legislative requirements. Campaspe's Vision reflects a municipality that offers a vibrant lifestyle and sustainable opportunities. It supports the environment, economic development and recognises the social aspects of partnerships, and quality of life.

Campaspe Best Value adopts the Best Value Principles as legislated:

- all services provided by a Council must meet the quality and cost standards;
- all services provided by a Council must be responsive to the needs of its community;
- each service provided by a Council must be accessible to those members of the community for whom the service is intended;
- a Council must achieve continuous improvement in the provision of services for its community;
- a Council must develop a program of regular consultation with its community in relation to the services it provides;
- a Council must report regularly to its community on its achievements in relation to the principles above.

These principles will be met by each service.

EXCLUSIONS

Nil

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.

DEFINITIONS

Nil

RELATED LEGISLATION

Local Government Act 1989

ATTACHMENTS

Nil

REVIEW PERIOD

One Year

RESPONSIBLE OFFICER

General Manager Corporate Services

APPROVAL HISTORY

Adopted	12 December 2000	Minute Book Reference No	4835 (Item 8.6)
Revised	11 September 2001	Minute Book Reference No	5565 (Item 12.2)
Revised	13 August 2002	Minute Book Reference No	6305 (Item 12.1)
Revised	12 October 2006	Minute Book Reference No	10251 (item 9.1)
Revised	16 October 2007	Minute Book Reference No	11542 (Item 9.1)
Revised	21 August 2012	Minute Book Reference No	10577 (Item 4.16)
Revised	20 August 2013	Minute Book Reference No	10417 (Item 6.3)
Revised	18 August 2015	Minute Book Reference No	9077 (Item 6.2)
Revised	19 July 2016	Minute Book Reference No	10654 (Item 6.2)
Revised	21 November 2017	Minute Book Reference No	13382 (item 6.3)

Chief Executive Officer

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Dated

.....

Revoked 18 February 2020

Shel
11/12/2017

COUNCIL POLICY COUNCIL POLICY COUNCIL POLICY

Operation of the Waste Reserve

Council Policy Number	173
Date adopted	18 February 2020
Scheduled for review	February 2024



Purpose

This policy establishes the framework for the operation of the waste reserve and the annual financial allocation to the waste reserve.

The purpose of this policy is to ensure that Council meets its legislative obligations regarding the raising of waste fees and charges to ensure that sufficient funds are available to meet waste service capital infrastructure requirements as documented in Council's 10 year capital works plan.

Policy Statement

The waste reserve is an important funding source for waste related requirements that arise given the dynamic nature of waste management and the changing regulatory framework.

The waste reserve is funded through fees and charges raised for the provision of the waste service. A budget allocation is made to the waste reserve each year to fund works associated with waste management. These works ensure that Council meets changing and evolving legislative requirements, ensures waste infrastructure is at current best practice and assists in diverting greater volumes of waste from landfill.

Identified projects are assessed annually as regulations change or new information becomes available and a projected 10 year capital works plan outlining the expenditure from the waste reserve over the coming years is then presented to Council.

Funds raised through fees and charges and allocated to the waste reserve can only be used for waste capital infrastructure. This is a legislated requirement under the *Local Government Act 1989*.

When setting waste fees and charges in the annual budget Council must ensure that:

- The full cost of performing waste and resource recovery services are met
- There are sufficient funds raised annually to ensure an allocation is made to the waste reserve that aligns with the 10 year capital works plan
- The waste reserve has sufficient funds allocated to deliver the activities identified in the capital works plan for the following year and must give consideration to the identified requirements of subsequent years.

Exclusions

Funding of non-waste related services and infrastructure

Human Rights

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

Definitions

Waste	unwanted household and commercial items such as residual waste, comingled recyclables, and food and garden organics
Fees and Charges	annual charges levied on each property’s rates for waste, recycling and food and garden organics services. gate fees collected at transfer stations
10 Year Capital Plan	outlines infrastructure projects required to deliver the service
Legislative obligations	legislation set by state and federal government agencies related to the delivery of the waste services. These include acts, regulations, policies and guidelines
Waste Infrastructure	capital items such as equipment, buildings, civil works for example transfer stations, landfill rehabilitations, bin fleets

Related Legislation

Local Government Act 1989

Related Policies, Procedures and Strategies

Resource Recovery and Waste Management Strategy – Building the Case for Waste 2018 – 2023 or its successor

Council’s annual operational and capital works budget process

10 Year Capital Works Plan

Attachments

Nil

Review Period

Four years

Responsible officer

Public Environments Manager

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted 18 February 2020 Minute Book Reference No 168 (Item 9.4)

Chief Executive Officer:

Date:

Complaint Handling



Policy Number	174
Date adopted	18 February 2020
Scheduled for review	February 2023

Purpose

This policy is to outline Council’s commitment to the management and resolution of complaints.

This policy reinforces Council’s desire to provide customers with a complaints handling process that is effortless, accurate and friendly, in line with Council’s Customer First Strategy.

Members of the public have a right to complain and provide feedback and this policy aims to:

- Inform the community of how Council will manage their complaints;
- Ensure that Council staff are aware of their obligations in relation to complaint handling;
- Clarify the roles and responsibilities of Council staff;
- Establish timeframes for resolving complaints;
- Ensure complaints are handled fairly and objectively; and
- Ensure an open and transparent process.

Policy Statement

1. Guiding principles

This policy is based on the seven principles outlined in the Victorian Ombudsman’s publication; *Councils and complaints – A good practice guide*.

Commitment

We are committed to resolving complaints that we receive. Our culture recognises people’s right to complain and considers complaint handling to be part of our core business of serving the community and improving service delivery.

Accessibility

People can easily find out how to complain to us, and we actively assist them with the complaint process.

Transparency

The complaint handling system clearly sets out how to complain, where to complain, and how the complaint will be handled. The steps taken to respond to a complaint are recorded and will stand up to scrutiny.

Objectivity and fairness

Under the complaint handling system, complainants and staff are treated with respect and courtesy, and complaints are judged on merit and fact.

Confidentiality

The complaint handling system protects the personal information of people making a complaint, so that Council staff are informed only on a ‘need to know’ basis.

Accountability

We are accountable, both internally and externally, for our decision making and complaint handling performance. We provide explanations and reasons for decisions and ensure that our decisions are subject to appropriate review processes.

Continuous improvement

We regularly analyse complaint data to find ways to improve how we operate and how we deliver our services. We then implement these changes.

2. Scope

This policy applies to complaints received by Council from members of the public. It applies to all Council staff. It also applies to all third-party contractors carrying out a service on Council's behalf.

3. Exclusions

Some complaints must be handled according to a legislation, such as those concerning infringements and some planning matters. These complaints will not be dealt with in line with this policy, however they will be included in Council's complaint handling data and analysis and the core complaint handling principles remain.

Unreasonable complainant conduct will be managed in line with:

- Policy 158 Managing Unreasonable Complainants, and
- Procedure PR100 Changing or Restricting a Complainant's Access to Services

Complaints falling outside any specific statutory review scheme will generally be handled in accordance the Council's Complaint Handling Policy.

4. Accessibility

Anyone who has been affected by an action or inaction of Council can make a complaint.

The complaint should include the following information (if relevant):

- The date, time, location or event;
- The nature and description of the complaint; and
- A statement identifying what the complainant seeks as an acceptable outcome to the complaint by way of resolution.

A complainant may use an advocate or authorised personal representative to progress their complaint.

If required, an interpreting or scribing service will be provided to facilitate the complainant.

Other assistive services or adjustment can be made available to a complainant with the support of the Customer Service Coordinator.

Council will also accept anonymous complaints provided enough information is provided to do so. Staff are encouraged to advise the complainant that providing information will assist Council in administering the complaint handling policy. If a complainant is unwilling to disclose their details the investigation process is disadvantaged because:

- anonymity generally reduces Council's ability to properly investigate a matter, and
- it can be difficult to clarify the nature of the complaint and obtain additional information from the complainant.

An anonymous complainant can be disadvantaged because Council is unable to contact or provide the person(s) with reasons for any decision made about their complaint.

Notwithstanding the above constraints, Council will endeavour to address anonymous complaints in a manner consistent with the principles and processes applied to other complaints.

5. Complaint Handling

Council takes a four-tiered approach to complaint handling, as follows; but acknowledges that customers may prefer to escalate their concerns directly to another body (e.g. Ombudsman).

Council staff will advise customers, on request, of any external avenues through which their complaint may be pursued.

Level 1 - Frontline resolution

Frontline staff receive the complaint and resolve it immediately, if possible.

If this is not possible the complaint will be escalated to Level 2.

Level 2 - Investigation

Relevant business area Coordinator or Manager will investigate and report the findings to their General Manager for a decision.

If the matter is complex and requires coordination across several business areas, it will be referred to the Customer Service Coordinator.

If unable to be resolved; the complaint will be escalated to Level 3.

Level 3 - Internal Review

If the complaint has not been resolved by staff, or the complainant is not satisfied with the outcome of the investigation at Level 2, they can request an internal review.

This will be conducted by a General Manager not within the business area.

If unable to be resolved by the General Manager, the complainant will be offered appropriate referrals for Level 4 External Review (as appropriate).

Level 4 – External Review

If the complainant is not satisfied with the process or outcome of an internal review, Council will inform them of any external avenues through which they might pursue their complaint.

6. Timeframes

Council will acknowledge all complaints within 10 working days.

Council will investigate and respond to all complaints within 28 working days; except for complicated issues when the complainant will be advised of when a response will be expected.

7. Roles and responsibilities of Council staff and contractors

Frontline staff

Receive and record the complaint in the Customer Request Management System and acknowledge that it has been received within 10 working days.

Assess it and resolve it immediately if possible and record the outcome.

If unable to be resolved, refer to relevant officer.

Third party contractors and volunteers

Refer all complaints received to a frontline staff member.

Customer Service Coordinator

Responsible for overseeing implementation of the policy; ensuring that staff are adequately trained to handle complaints; providing assistance to other staff in the handling of complaints; undertaking internal reviews of complaints as required.

Managers / Coordinators

Investigate complaints referred to them.

Contact complainant providing contact person and advise how long it will take to resolve the matter (within 28 days).

Write to, or speak with, the complainant to advise them of the outcome.

General Managers

Deal with complaints escalated to them.

Responsible for internal review of complaints, provided they do not have a significant connection to the subject matter of the complaint.

Write to, or speak with, the complainant to advise them of the outcome.

Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).

Chief Executive Officer

Manages complaints about General Managers.

Liaise with Councillors on complaints raised by them, including advising of outcomes (except for complaints relating to personnel matters).

Manages complaints relating to Councillors in accordance with the Councillor Code of Conduct.

Legislation requires that the CEO must notify the Independent Broad-Based Anti-Corruption Commission (IBAC) of any matter they suspect on reasonable grounds to involve corrupt conduct.

Councillors

Refer community complaints to the Chief Executive Officer (CEO) or relevant General Manager.

When a Councillor forwards a complaint, they will be advised of the outcome by the CEO or relevant General Manager (except for complaints relating to personnel matters).

Councillors may be contacted as part of a complaint investigation.

8. How to make a complaint

A person can make a complaint by:

- Mail: Campaspe Shire Council PO Box 35 Echuca 3564
- Telephone: 1300 666 535 (STD free within the shire) 03 5481 2200
- Online: www.campaspe.vic.gov.au
- Fax: 03 5481 2290
- Email: shire@campaspe.vic.gov.au
- In person: to any Council customer service centre

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*.

Definitions

Service request -v- a complaint

Service request - Contact with Council to seek assistance, access to a new service, advice or to inform / make a report about something for which Council has responsibility.

Complaint - an expression of dissatisfaction with:

- The quality of an action taken, decision made, or service provided by Council or a Council contractor
- A delay or failure in providing a service, taking an action, or making a decision by Council or a Council contractor.

Examples:

Complaint	Service request
I put my bin out on time this morning and the truck didn't collect it.	I forgot to put my bin out this morning and missed the collection. Can you send someone to collect my bin this afternoon?
Council has said the neighbour's barking dog isn't breaching any noise laws, but I think Council is wrong and they just haven't investigated the situation properly.	My neighbour's dog keeps barking and I can't sleep. Can Council do something about it?

I reported a pothole on West Road to Council about six weeks ago. I haven't heard anything since and it still hasn't been fixed.	There is a pothole on West Road. Can you send someone to fix it?
--	--

Related Legislation

- Charter of Human Rights and Responsibilities Act 2006*
- Freedom of Information Act 1982*
- Information Privacy Act 2000*
- Local Government Act 1989*
- Protected Disclosure Act 2012*

Related Policies, Procedures and Strategies

- Customer First Strategy
- Council Policy 158 Managing Unreasonable Complainants
- Council Procedure 100 Changing or Restricting a Complainant's Access to Services
- Customer Complaints Process

Attachments

Nil

Review Period

Three years

Responsible officer

Communications Manager

Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter the policy, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Approval History

Adopted 18 February 2020 Minute Book Reference No 171 (item 9.5)

Chief Executive Officer:

Date:



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CROWN FOLIO STATEMENT

VOLUME 11765 FOLIO 355
No CofT exists

Security no : 124081551554K
Produced 10/02/2020 12:32 PM

CROWN FOLIO

LAND DESCRIPTION

Crown Allotment 15G Section C Parish of Patho.
Created by instrument MI177904E 06/08/2016

CROWN LAND ADMINISTRATOR

CAMPASPE SHIRE COUNCIL of HARE STREET & HEYGARTH STREET ECHUCA VIC 3564
[MI177904E](#) 06/08/2016

STATUS, ENCUMBRANCES AND NOTICES

RESERVATION MI177906A 06/08/2016
TEMPORARY
PUBLIC RECREATION

DIAGRAM LOCATION

SEE [CD069442M](#) FOR FURTHER DETAILS AND BOUNDARIES

ACTIVITY IN THE LAST 125 DAYS

NIL

-----END OF CROWN FOLIO STATEMENT-----

Additional information: (not part of the Crown Folio Statement)

Street Address: GUNBOWER-PYRAMID ROAD GUNBOWER VIC 3566

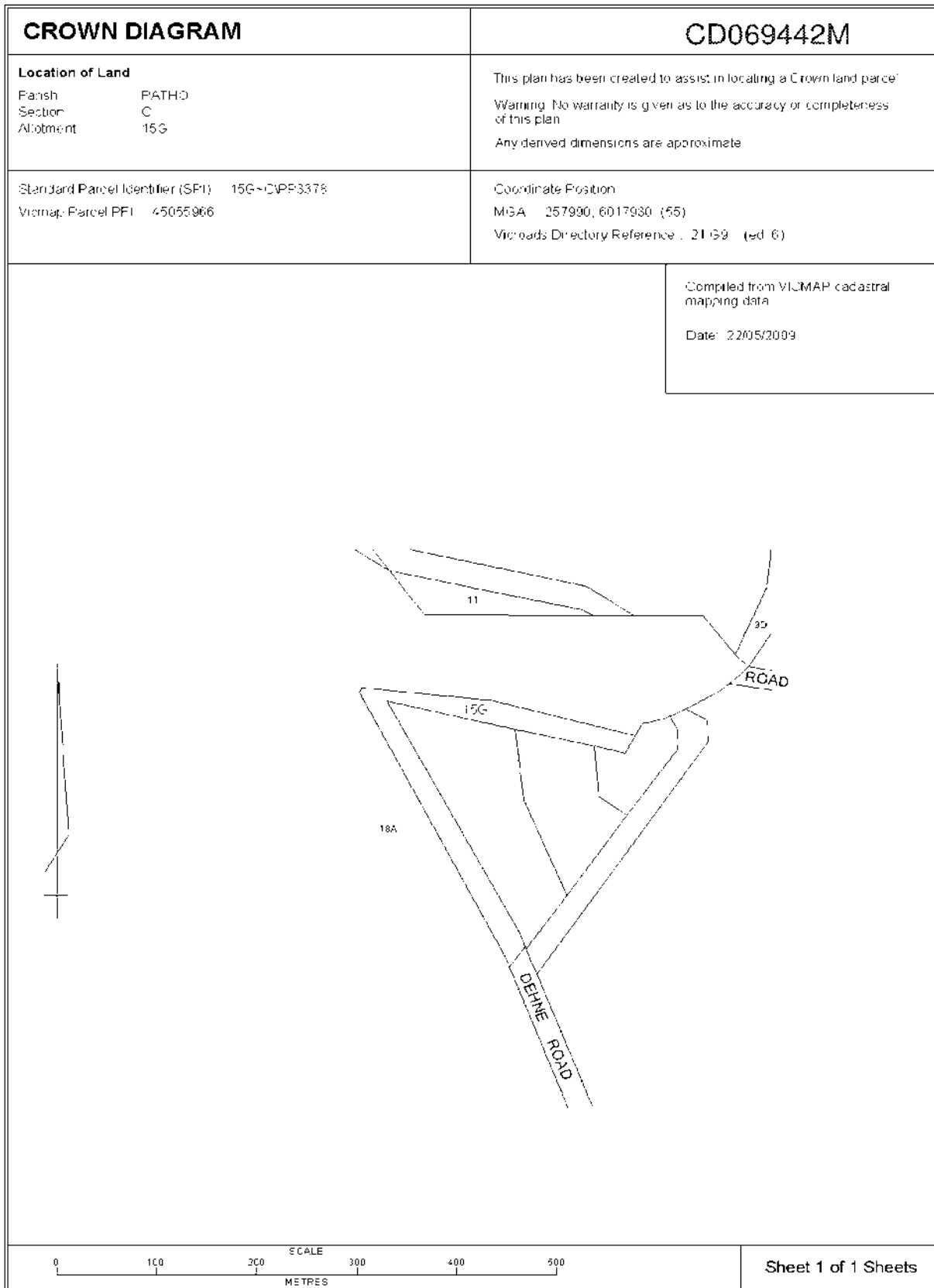
DOCUMENT END

Home	Account: 285100		Authority Fee (GST exclusive):	\$0.00	10/02/2020 12:32PM
			Service Fee(GST exclusive):	\$0.00	
			GST Payable:	\$0.00	
			Total:	\$0.00	

Your reference: BS for SR kow swamp query
©State Government of Victoria.

Delivered by LANDATA®, timestamp 10/02/2020 12:33 Page 1 of 1

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ECHUCA PORT PRECINCTS PROJECTS
LANDSCAPE & VISION STRATEGY DOCUMENT
JANUARY 2020



MURRAY ESPLANADE CONCEPT

PROPOSED SURFACE TREATMENT

CHANGE IN SURFACE TREATMENT TO DEFINE ENTRANCE TO PEDESTRIAN PRIORITY AREA



TONAL PAVEMENT TO RESPOND TO SURROUNDING ENVIRONMENT AND ADD COLOUR



LINES FROM POETRY OR INDIGENOUS STORIES ABOUT THE MURRAY RIVER



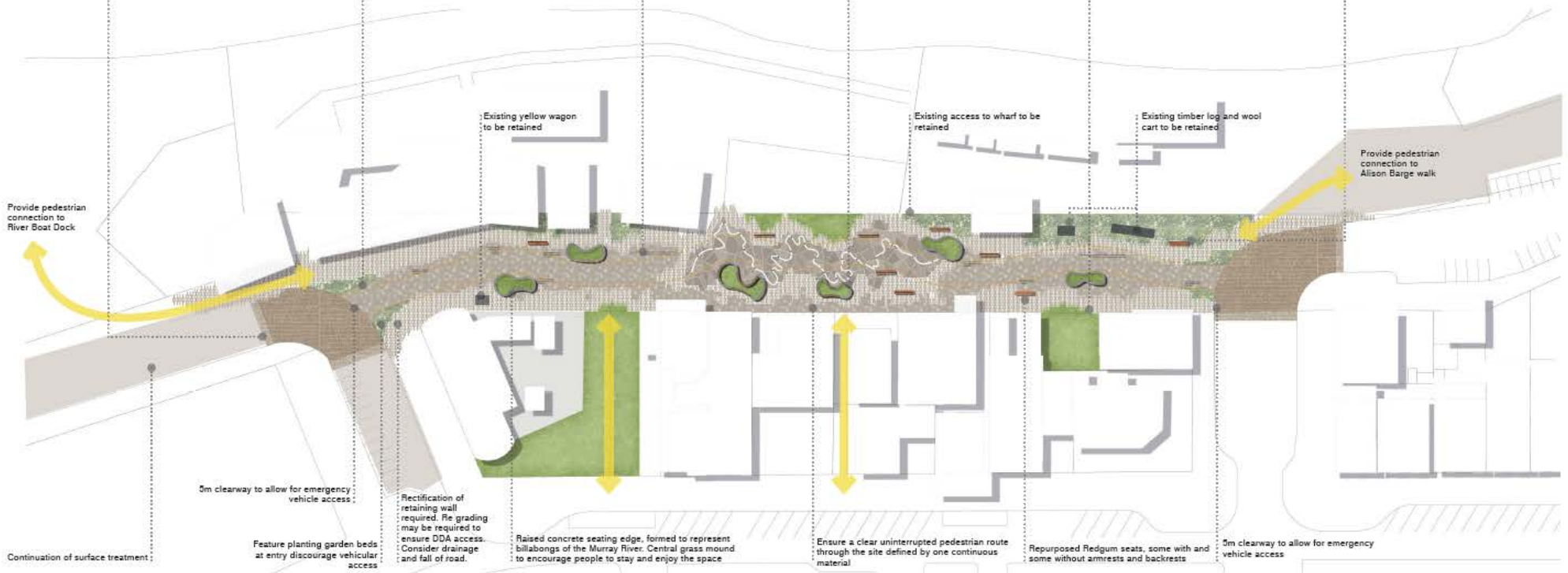
DDA TIMBER SEATING ON CONCRETE EDGE



BLENDED GREEN SPACE & HARDSCAPE



REDGUM AND GALVANISED STEEL BENCH SEATING



CONCEPT DESIGN

DWG NO.	REV ID	DATE	DESIGNER	AUTHOR
306759		19-01-2020	GA	MS

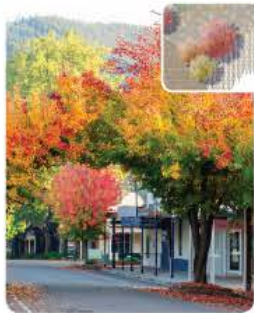
- NOTE - Future Detailed Design Plans required and should consider the following:
- Design of all features including seating and pathways designed with an understanding of universal access principles and DDA compliance
 - Drainage design and finished surface levels and treatments
 - Precinct lighting in accordance with the Concept Lighting Plan
 - Locations of public waste bins
 - A mixture of seating with a minimum of 30% DDA compliant seating is to be provided distributed amongst seating clusters.

MURRAY ESPLANADE CONCEPT

PROPOSED ULTIMATE TREE MASTERPLAN



CENTRAL PLANTING OF *CORYMBIA MACULATA*



ENTRY FEATURE PLANTING OF GROUPINGS OF DECIDUOUS SPECIES FOR AUTUMN COLOUR



RAISED GRASS MOUND WITH CONCRETE SEATING EDGE



PROPOSED FEATURE DECIDUOUS TREE



PROPOSED LARGE CANOPY NATIVE

WHERE TREES ARE PLANTED IN PAVING A POROUS SURFACE MATERIAL IS TO BE PROVIDED OVER THE ROOT ZONE



CONCEPT DESIGN

DOC. NO.	REV.	DATE	DESIGNER	AUTH.
306759	0	10-01-2020	GA	MS



MURRAY ESPLANADE CONCEPT

CENTRAL RIVER-LINE FEATURE CONCEPT DESIGN



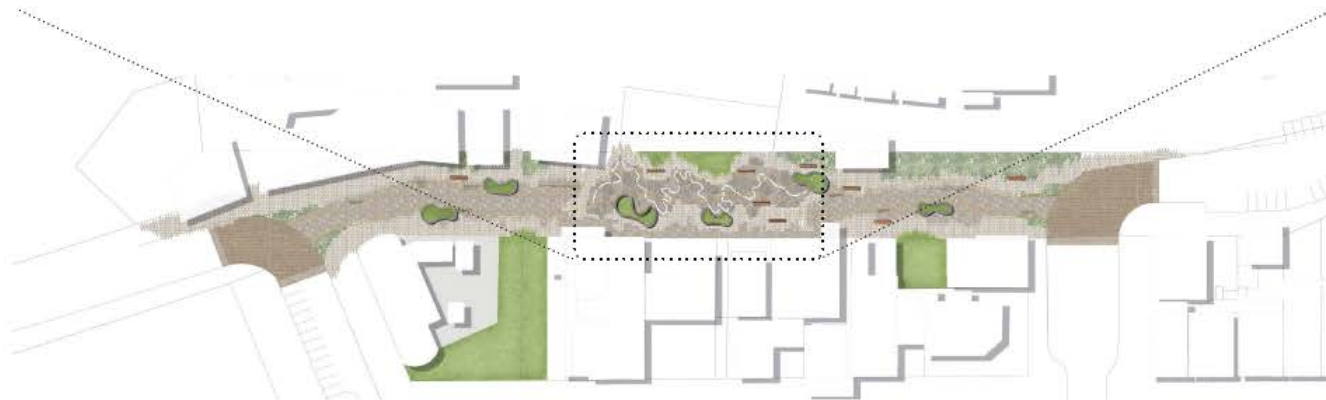
Different paving conditions radiating out from the feature line is reminiscent of sediment deposits along a river's edge

Raised concrete seating edge, formed to represent billabongs of the Murray River. Central grass mound to encourage people to stay and enjoy the space

Small mist spray sprinklers placed along the river line utilised intermittently throughout summer months to encourage people to occupy the space

Surface treatment to include an outline replicating the section of the Murray River within the extent of the Campaspe Shire

Inlay words of poetry, indigenous stories & Murray River history as a continuation of the Discovery Centre



MORNING FOG ON THE MURRAY



MIST SPRAY PROVIDES COOLING DURING SUMMER MONTHS



REPLICATE THE SHAPE OF THE MURRAY RUNNING THROUGH CAMPASPE SHIRE

CONCEPT DESIGN

DRG NO.	REV	DATE	DES/DOC	AUTH
006700	0	10-01-2020	GA	MS



SOCIAL SEATING

MATERIALS



RIVER RED GUM TIMBER - RECLAIMED FROM BRIDGE CONSTRUCTION



RECYCLED TIMBER AND GALVANISED STEEL

OPTION 01 - RECLAIMED RIVER RED GUM TIMBER AND GALVANISED STEEL



TIMBER BENCH WITH BACK - RELOCATABLE TO ENSURE THE SPACE IS FLEXIBLE AND CAN BE RECONFIGURED



TIMBER BENCH WITH GALVANISED STEEL DETAILS



OPTION 2 - GARDENBED WRAP SEAT



SOCIAL SEATING

POTENTIAL LOCATIONS



CONCEPT DESIGN

DOC NO.	REV	DATE	DESCR	AUTH
805709	D	10-01-2020	GA	MS



PROJECT SCOPE

CONCEPT DEVELOPMENT

CONCEPT

Campaspe Shire Council envisions an iconic and unique public artwork which is emotive and engages its audience, whilst 'branding' the Port Precinct.

The artwork will create a sense of arrival to the Port Precinct, enhancing the entrance experience as you arrive and depart from Echuca. The artwork needs to be site sensitive with a deep connection to the surrounding environment, it should respond to, or have a relationship with the physical, cultural, historical, and social context of the site.

Although the artwork developed in response to this brief may take a solid sculptural form it is important to council that the design is versatile and can be applied across many mediums as a motif or similar. The artist should consider how the work could be repeated and integrated into street furniture and in a variety of scales and materials.

KEY OBJECTIVES:

To create a high quality contemporary artwork that will:

- Create a sense of arrival and destination to the site.
- Be sympathetic to the surrounding riverine environment.
- Be legible at a speed of 60km/hr and visible to passing motorists in cars, trucks and buses and cyclists.
- Provide an opportunity for an established artist to produce a signature public artwork.

TARGET AUDIENCE

The target audience will include:

- Local residents and visitors to the Campaspe Shire. Including both Victorian, National and International visitors exploring the Greater Echuca and Moama region.

ARTISTIC MERIT

The design and production of the artwork will be innovative and display considerable artistic and design merit.

MATERIALS AND FORM

The successful artist will be expected to fully consider the materials they will use with reference to strength and durability in an external location with weather extremes. The outcome is to be replicable and versatile at a range of different scales.

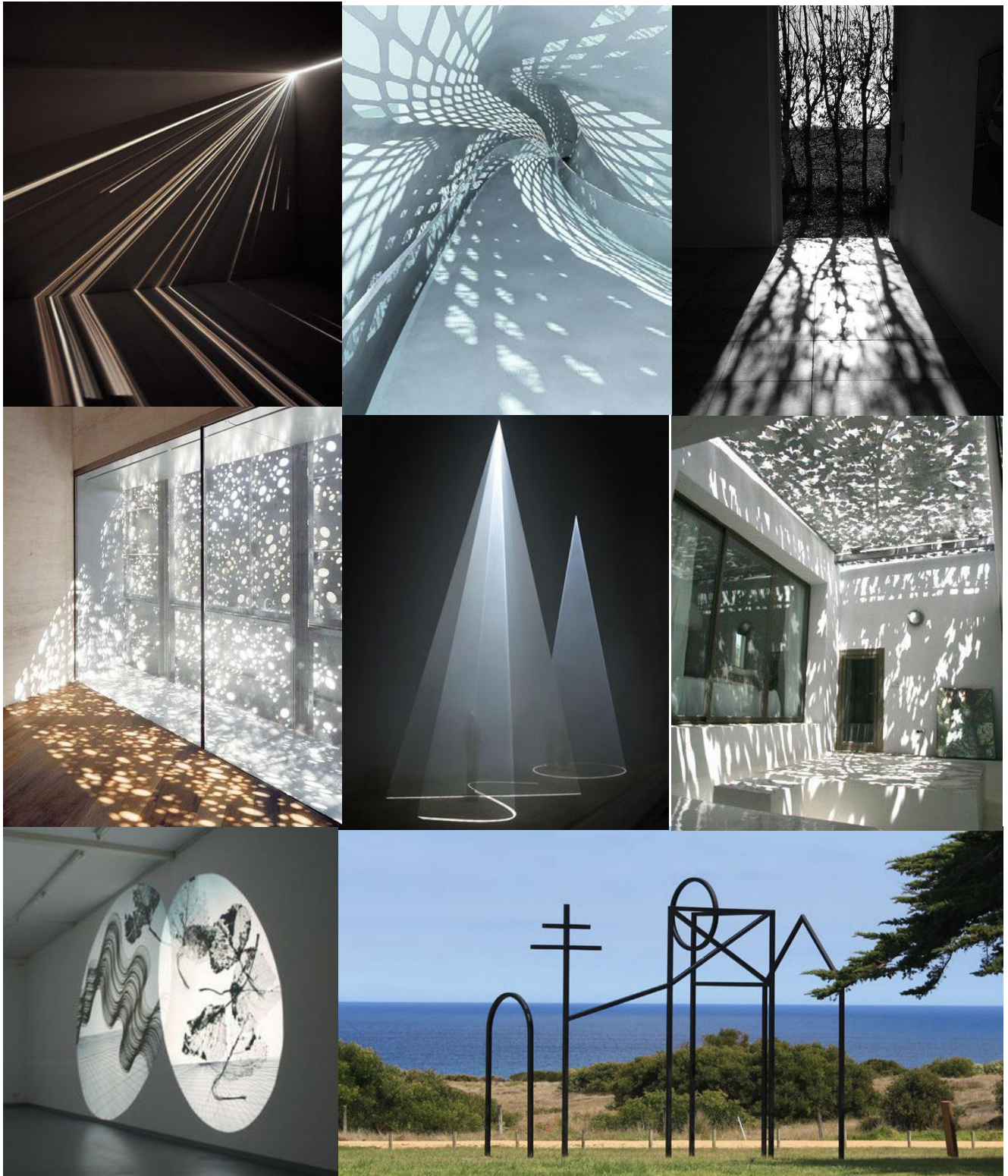
Requirements:

- Be fabricated using durable, robust, high-quality, low-maintenance materials.
- To have a modern appearance. Avoid corten steel and rust.
- A simple and distinct form that reflects the surrounding site.
- To become a motif that can be applied throughout the site at multiple scales. The motif should consider legibility in different forms such as solid, casted through shadows, back light projected onto ground plane etc.
- Be able to withstand exposure to sun, wind, and rain.
- Meet all relevant safety standards and not pose a hazard to drivers and cyclists.
- Complement the character of the surrounding natural and built environment.
- Be easily cleaned, repaired and require minimal ongoing maintenance.
- Lifespan and durability of design to be considered
- Reflect the purpose and intent of the artist's concept.

Considerations:

- Relevance and presence on the site.
- Form influenced by existing sites geometry such as the timber wharf structure. The form is not to appear like gallows.
- The river, the wharf or local flora & fauna.
- The natural environment, eg. River red gums.
- How it is experienced through different times of the day. Perhaps through lighting and casted shadows on both ground plane and building facades.
- How the artwork can become more than a 'sign'.
- The relation to the existing arts culture of Echuca.
- Local and visitor interaction.
- Versatility of materials and form to utilise in all areas such as street furniture.

PRECEDENTS



2017-2020 PARTNER COUNCILS' FUNDING AGREEMENT

Between

MURRAY REGIONAL TOURISM BOARD

And

**Albury City Council
Berrigan Shire Council
Campaspe Shire Council
Federation Council
Edward River Council
Gannawarra Shire Council
Greater Hume Shire Council
Mildura Rural City Council
Moirra Shire Council
Murray River Council
Swan Hill Rural City Council
Wodonga City Council
Wentworth Shire Council**

(Insert date of execution)

**Murray Regional Tourism Board
AGREEMENT**

I. Parties to the Agreement

The Parties to this Agreement are:

Murray River Region Tourism Limited trading as Murray Regional Tourism Board.

Partner Councils established under the Victorian Local Government Act 1989 or the NSW Local Government Act 1993:-

- **Albury City Council**
- **Berrigan Shire Council**
- **Campaspe Shire Council**
- **Federation Council**
- **Edward River Council**
- **Gannawarra Shire Council**
- **Greater Hume Shire Council**
- **Mildura Rural City Council**
- **Moira Shire Council**
- **Murray River Council**
- **Swan Hill Rural City Council**
- **Wodonga City Council**
- **Wentworth Shire Council**

2. Preamble

- 2.1.** In order to grow and promote tourism in the Murray Region, it is proposed to continue funding the Murray Regional Tourism Board over the three year term 2017-2020.
- 2.2.** This Agreement may be renewed or renegotiated by further agreement between the parties to this Agreement.
- 2.3.** The Murray Regional Tourism Board is a Company Limited by Guarantee and is maintained as a financially autonomous body with responsibilities for its strategy, budget and financial sustainability.
- 2.4.** The Directors of the Company are appointed and must operate in accordance with the Company Constitution.

Murray Regional Tourism Board AGREEMENT

3. Murray Regional Tourism Board

3.1. History

The Murray Regional Tourism Board formed in 2010 following extensive industry consultation which highlighted the need to establish an overarching organisation to contribute to the development and growth of tourism in the region.

3.2. Role of the Murray Regional Tourism Board

The Murray Regional Tourism Board provides:

- **A United Voice** - a strong unified voice on all issues relating to tourism in the region.
- **Leadership** – a lead role in supporting, guiding and mentoring.
- **A Funding Channel** - all State Government (NSW & Victoria) tourism funds are channelled through the Murray Regional Tourism Board so all stakeholders are closer to the point of decision-making.
- **A Partnership** - an opportunity for local government authorities to work together on tourism issues rather than in isolation.
- **Coordination** - greater cooperation to avoid duplication of effort resulting in greater efficiencies for the industry.
- **Regional Ownership** - the strategic direction for tourism is managed by the region and not state government tourism offices.

The Murray Regional Tourism Board is responsible for the holistic development of tourism for the Murray Region. Its **Purpose** is:

- Industry development
- Product development
- Regional marketing
- Leadership and advocacy

The Partner Councils recognise the independent role, structure and **Purpose** of the Murray Regional Tourism Board including in its advocacy for regional tourism as an independent voice to local, state, national and international media.

The Murray Regional Tourism Board:

- Plays a critical role in creating a platform for the future growth of tourism within the region.
- Identifies region-wide tourism issues and develops initiatives and solutions for the Partner Councils.

Murray Regional Tourism Board AGREEMENT

- Sets the overarching strategic direction for tourism across the entire Murray Region.
- Communicates with key stakeholders such as Destination New South Wales, Local Government, Tourism Victoria and industry participants.

4. Role Of Partner Councils

The Partner Councils support Murray Regional Tourism Board activities through the involvement of local government personnel and departments: tourism; economic development; Visitor Information Centre.

5. Resourcing

- 5.1. The Partner Councils agree to three year funding to the Murray Regional Tourism Board as per Schedule A of this Agreement. Annual payments are to be made following the receipt of an invoice from the Murray Regional Tourism Board. Payments are to be made no later than 1 September each year.
- 5.2. The Partner Councils agree to this funding to enable Murray Regional Tourism Board to deliver against its **Purpose** and meet its agreed obligations in Schedule B. Partner Councils agree to meet their Schedule B obligations in return.
- 5.3. The funding commitment commences on 1 July 2017 and concludes on 30 June 2020. By mutual agreement, it may continue beyond that date subject to Clause 9.
- 5.4. Additional funding may be provided by the Partner Councils, upon agreement, for the delivery of specific programs.
- 5.5. As a condition of funding, the parties to this Agreement expect that Murray Regional Tourism Board will consult with each of them in the development of Murray Regional Tourism Board's Strategic Plan and annual business plans.

6. Performance Review

- 6.1. Murray Regional Tourism Board will undertake a review (as per Schedule C) of its performance in the period July – September 2019 to determine its effectiveness in delivering its Strategic Plan.

**Murray Regional Tourism Board
AGREEMENT**

7. Dispute Resolution

7.1. Any disputes arising from this Agreement will be first referred to a meeting of the Chair of Murray Regional Tourism Board, two Partner Council representatives and a representative of each of Tourism Victoria and Destination New South Wales. Tourism Victoria or Destination New South Wales will convene and manage this process.

7.2. Final dispute resolution, if required, will be referred to a Committee consisting of one representative from – a) Partner Councils, b) Murray Regional Tourism Board, c) Tourism Victoria, and d) Destination New South Wales and e) an independent, industry representative. Tourism Victoria or Destination New South Wales will convene the meeting and chair the Dispute Resolution Committee.

7.3. The independent industry representative will be appointed by a group consisting of a representative from –

- a) Partner Councils,
- b) Murray Regional Tourism Board;
- c) Tourism Victoria, and
- d) Destination New South Wales.

8. Indemnity

8.1. This Agreement does not constitute a guarantee or indemnity by Partner Councils in regard to activities undertaken by the Murray Regional Tourism Board.

9. Term of Agreement

9.1. This Agreement lapses on 30 June 2020 and may be renewed or renegotiated by further agreement between the parties.

9.2. Negotiations to renew or renegotiate the Agreement must be completed by 31 December 2019.

10. Parties Agree to be Bound

10.1. It is the intention that this Agreement be binding on all of the parties which have signed this Agreement without the right of withdrawal from the arrangement except where there is a fundamental breach of any material term or condition of this Agreement by another party.

Murray Regional Tourism Board
AGREEMENT

II. List of Schedules

- A. *Partner Council Funding***
- B. *Agreed Obligations***
- C. *Review Process***

**Murray Regional Tourism Board
AGREEMENT**

SCHEDULE A.

A. Partner Council Funding

It is agreed that the following funding commitments will apply for the period 1 July 2017 to 30 June 2020.

The Partner Council contributions are based on a flat fee per participating Council plus a payment of 3 cents per Domestic Visitor night (based on 3 year average of the National Visitor Survey for the period ending December 2009-2012).

The annual contribution is indexed at CPI (2%) per annum.

PARTNER COUNCILS	2017-2018 \$	2018-2019 \$	2019-2020 \$	Visitors ('000) 3yr Avg (YE Dec 2009-12)
Albury City Council	45,454	46,363	47,290	1,231
Berrigan Shire Council	14,103	14,385	14,673	267
Campaspe Shire Council	42,364	43,211	44,076	1,136
Federation Council	16,185	16,509	16,839	331
Edward River Council	11,111	11,334	11,560	175
Gannawarra Shire Council	14,981	15,281	15,587	294
Greater Hume Shire Council	9,095	9,277	9,462	113
Mildura Rural City Council	46,234	47,159	48,102	1,255
Moira Shire Council	31,828	32,464	33,113	812
Murray River Council	18,233	18,598	18,970	225
Swan Hill Rural City Council	24,738	25,232	25,737	594
Wodonga City Council	16,249	16,574	16,906	333
Wentworth Shire Council	9,843	10,039	10,240	136

Murray Regional Tourism Board
AGREEMENT

SCHEDULE B.

B. Agreed Obligations

To achieve its Purpose, Murray Regional Tourism Board agrees to:

- Maintain, implement and review a Strategic Plan which clearly outlines strategic goals and quantified success measures for each goal.
- As part of its Strategic Plan, facilitate access to state and federal government funding for tourism in the region.
- As part of its Strategic Plan, facilitate operator investment and reinvestment in new or existing products and facilities.
- Develop and implement annual plans which align with the Strategic Plan and its success measures.
- Consult with Partner Councils and representative stakeholders in the development and review of the Strategic Plan and annual business plans.
- Provide Partner Councils with the Strategic Plan and annual business plans.
- Annually report on its performance against the quantified success measures from the annual business plans (which align with the Strategic Plan) to Partner Councils and other key stakeholders.
- Provide to Partner Councils and key stakeholders detailed quarterly visitation research data for the region as a whole and key sub-destinations.
- Provide to Partner Councils and key stakeholders quarterly reports on key issues and activities for the region as a whole and for key sub-destinations.
- Undertake a formal Murray Regional Tourism Board performance review in 2019.

Partner Councils agree to:

- Facilitate, where relevant, the involvement of Partner Council personnel in Murray Regional Tourism Board activities.
- Work with Murray Regional Tourism Board to determine the relevance of specific activities;
- Integrate Murray Regional Tourism Board initiatives into the annual work plans of Partner Council personnel.
- Advocate Murray Regional Tourism Board to industry and government, as appropriate.
- Allocate, where agreed, funding for partnering on projects and programs.
- Make available opportunities for Murray Regional Tourism Board representatives to present to, and engage with, Partner Councils.
- Include, where relevant, Murray Regional Tourism Board in key industry programs and strategic developments.
- Partner with Murray Regional Tourism Board in the sharing of necessary information relevant to the development of the regional tourism industry.
- Partner with Murray Regional Tourism Board for visits and forums within Partner Council areas.

Murray Regional Tourism Board
AGREEMENT

SCHEDULE C.

C. Review Process

1. An independent review will be undertaken by the Murray Regional Tourism Board. An independent contractor will be appointed by the Murray Regional Tourism Board to conduct the review.
2. The independent review of Murray Regional Tourism Board will be undertaken in the period July – September 2019 to determine the effectiveness of the delivery of the strategic goals and success measures set out in the Strategic Plan.
3. The reviewer will provide a report with findings and recommendations to the Murray Regional Tourism Board, Partner Councils and major stakeholders by 30 September 2019.
4. The reviewer will consider the:
 - performance of the Murray Regional Tourism Board against its role as set out in Clause 3.2 and its agreed obligations (Schedule B);
 - governance and management of the Murray Regional Tourism Board;
 - level of stakeholder satisfaction with the Murray Regional Tourism Board.



**Regional Tourism Review
August 2019**

Submission from

Murray Regional Tourism



Murray Regional Tourism (MRT) commends the Andrews Labor Government's review program which aims to enable improved outcomes for tourism and regional communities along with seeking to find new ways to grow tourism and support regional Victoria.

MRT welcomes the opportunity to provide a submission to the Victorian Government's Regional Tourism Review 2019 and we believe the real opportunity to grow Victoria's visitor economy will be through growing the regional tourism contribution given the opportunity for growth in Melbourne is limited by capacity constraints.

As a prelude to addressing the specific themes and recommendations of the review, we would make the following points:

1. As referenced in the Discussion Paper, regional tourism spend in Victoria is currently less than competitor states and has potential to grow.

Victoria 36 cents of every tourism dollar is spent in regional areas	Competitor States 43 cents of every tourism dollar is spent in regional areas
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If Victoria could increase from 36 cents to 43 cents it would generate an **additional \$3.8 billion dollars** in Regional Victoria based on 2018 expenditure.

2. 25% of Victoria's population live in Regional Victoria yet Regional Victoria receives proportionately less funding. This must change if there is to be a significant change in tourism.

3. The Regional Tourism Board model works in the Murray Region.

Tourism in the Murray 2000 to 2010 (Pre RTB) - 11.5% Decline in total visitation to region Limited investment in product or experiences	Tourism in the Murray 2011 to 2019 (Post MRT) + 42% Growth in total visitation to region Over \$370 million invested in product and experiences
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MRT was established in 2011 under a new approach to regional tourism and has delivered a well-coordinated strategic approach including strong long-term plans and growth targets resulting in the following:

- **Reversal of a 10-year decline in visitation which existed prior to the establishment of MRT and the cross-border model**
- **Increased total visitation by 42 per cent since inception, from 4.5 million visitors to 6.4 million visitors**
- **Increased total nights by 31.5 per cent since inception, from 7.6 million to 9.6 million**
- **Increased total direct expenditure by 86 per cent, from \$1 billion to \$1.9 billion**
- **Increased direct and indirect expenditure by 26% from \$2.43 billion to \$3 billion**
- **Generated an additional \$372 million in expenditure on tourism-related projects between 2012-2017, which enhance visitor experience and appeal**
- **Added an additional 4,569 tourism related jobs (direct and indirect) across the region with the visitor economy now accounting for 1 in every 5 jobs within the Murray region.**
- **Record visitation to the Murray region across all measures, Domestic Overnight, Domestic Day Visitors and International as evident from Tourism Research Australia NVS/IVS reports 2019 (see Tables 1 and 2 in the report).**

As evidenced from these results, the visitor economy is a vital component of the region's economy, and a key driver for growth. However, there is still latent capacity within the region and we need to increase both visitor numbers and yield, across the region and throughout the calendar year. With enhanced resourcing of MRT, the Murray's visitor economy would deliver even greater benefits to the state's economy.

MRT urges the government to adopt the following critical priority recommendations in order to deliver on the plan to improve regional tourism and ensure Victoria remains competitive within the Australian economic context.

MRT Recommendations

- 1. Retain the Regional Tourism Board (RTB) structure of MRT**
- 2. Provide security of tenure, and an increase in long term investment and resourcing for Regional Tourism Boards**
Our closest competitor in NSW invests over \$1 million directly into each of their Destination Networks (equivalent to Victoria's RTB organisations) per annum with long term agreements in place.
- 3. With 36 per cent of Victorian tourism dollars spent in the regions and 25 per cent of Victoria's population living in regional Victoria we recommend, from a whole of government perspective, the dedication of 25 per cent of all government expenditure and resourcing to regional Victoria.**
We believe this collective approach would deliver significant advantage to the regional economy and ensure the state's broader objectives are delivered upon.
- 4. The state government invests in the total cost of regional structures such as RTBs and strategic tourism development initiatives.**
In order to achieve the desired outcome by the state for greater collaboration and increased investment by local government, we recommend the state fund the cost of the RTBs. The local government investment would then be directed for example towards implementation of projects and campaigns which provide greater localised benefit. This would simplify the current complex structure and increase the likelihood of increased long-term investment by local government.
- 5. Develop a dedicated, 5-year regional tourism plan and funding for regional Victoria, which aligns whole of government regional and state priorities; is adequately resourced; and contains clear measurements and targets for the government and industry to collectively aspire.**
- 6. Allocation of quarantined event funding for regions. The distribution of these funds locally is managed by the board structure.**

These six key strategic recommendations, if adopted by government, will fundamentally change the regional visitor economy and provide the positive shift required to ensure the desired contribution to states economy is achieved.

In addition to these six primary recommendations, through our extensive consultation with Local Government and Industry on the review, MRT has identified a series of additional more detailed measures addressing the specific questions in Regional Tourism Review Discussion Paper July 2019.

We are pleased to provide the following submission which outlines the key findings and further expands and strengthens the proposed recommended approach.

Background

Murray Regional Tourism (MRT) is a cross-border regional tourism board servicing a wide tourism region covering both sides of the Murray River, which forms the majority of the Victorian-NSW border (Fig. 1 below). It provides an overarching strategic plan, destination management plan and marketing plan for the visitor economy in the region, with the aim of making the Murray a must-visit destination for domestic and international visitors alike.

MRT was established in November 2010, creating for the first time an organisational structure which enabled two state governments and 13 local governments to work collaboratively to grow the visitor economy in a holistic manner, with funding from both levels of government.

The cross-border nature of MRT and its funding arrangements are both complex and unique.

The Murray region covers the following Local Government areas (LGAs):

NSW LGAs	Victorian LGAs
Albury	Wodonga
Greater Hume	Moira
Federation	Campaspe
Berrigan	Gannawarra
Edward River	Swan Hill
Murray River	Mildura
Wentworth	

Table 1: Local Government Areas within the Murray Regional Tourism area

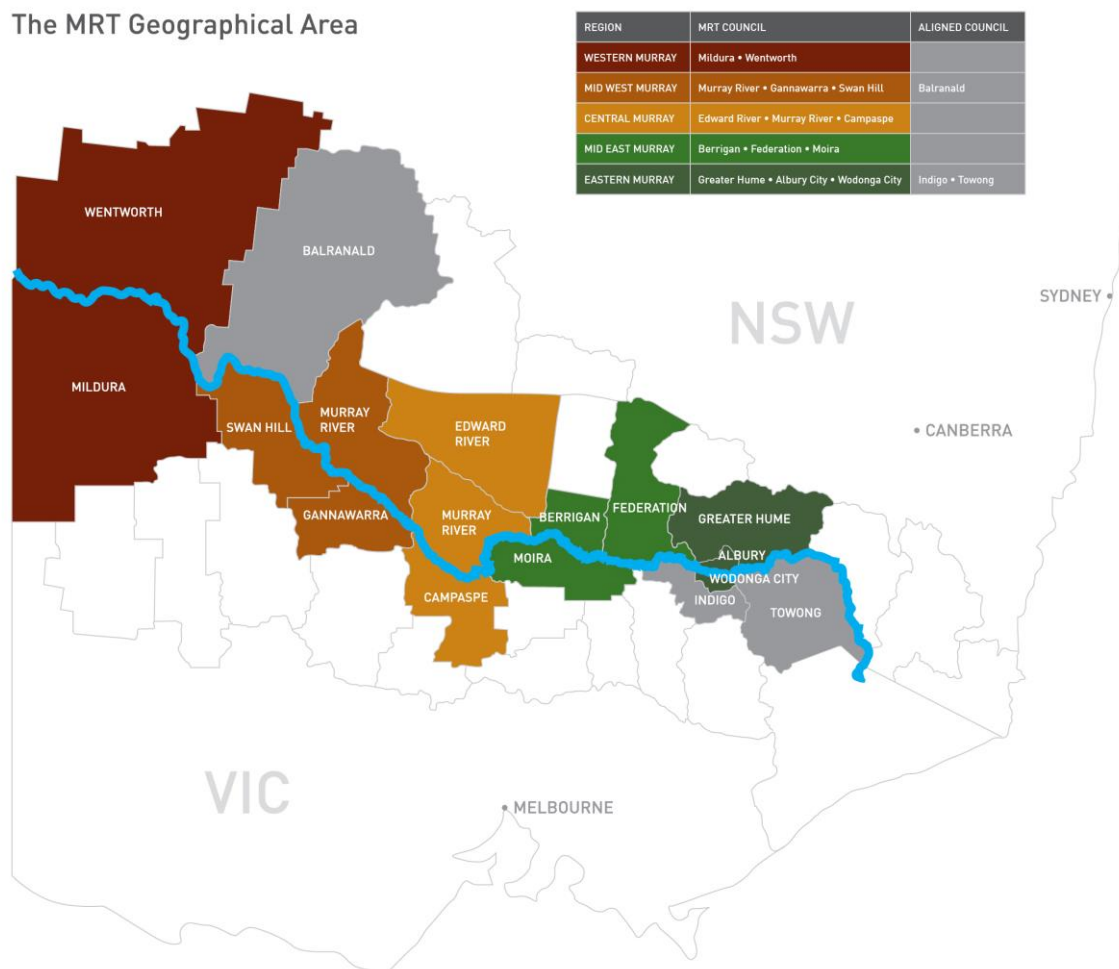


Figure 1: Map of the region covered and serviced by Murray Regional Tourism

The organisation's operational structure is a company limited by guarantee, a requirement of the dual state operating environment. This necessarily increases the governance and compliance burden of MRT. Despite the administrative complexities MRT has not only been able to arrest an alarming decline in visitation; it has also achieved remarkable success in growing visitation and economic contribution across the region. This has been done through energetic, cohesive leadership and collaboration, and by improving the supply and quality of tourism experiences, and increasing awareness of destinations, products, experiences and events within the region.

Despite the strong results shown in Tables 1 and 2 below, there is still plenty of untapped potential across the Murray region's visitor economy. A better resourced MRT could build on the current model to address major strategic issues, investment attraction opportunities, and industry capacity through skills development and product development to meet key supply and demand gaps.

Measure	YE Dec 2000	YE Dec 2010	% Change
Total visitation to Murray Region	5.2 million	4.6 million	-11.5%
Overnight Visitors	2.7 million	2.3 million	-15%
Daytrip Visitors	2.4 million	2.3 million	-4%
International Visitors	62,000	46,000	-26%

Source: Tourism Research Australia National Visitor Survey

Table 2: Visitation Tracking Data for the Murray Region prior to formation of Murray Regional Tourism, 2000-2010

Measure	YE Dec 11	YE March 19	% Change
Total visitation to Murray Region	4.5 million	6.4 million	+42%
Total Nights	7.6 million	10 million	+31.5%
Total Expenditure	\$1.02 billion	\$1.9 billion	+86%
Domestic Overnight Visitors	2.1 million	2.9 million	+38%
Domestic Overnight Nights	6.5 million	8.5 million	+30%
Domestic Overnight Expenditure	\$750 million	\$1.3 billion	+73%
Domestic Daytrip Visitors	2.4 million	3.5 million	+46%
Domestic Daytrip Expenditure	\$252 million	\$537 million	+113%
International Visitors	50,200	69,000	+39%
International Nights	1.1 million	1.5 million	+36%

Source: Tourism Research Australia NVS/IVS December 2011 and March 2019

Table 3: Visitation Tracking Data for the Murray Region since the formation of Murray Regional Tourism, 2011-2019

Realising the region's potential will also require investment in both infrastructure and marketing; policy and regulatory reform; and structural change in the industry that allows for greater flexibility to enable greater industry participation.

This review presents an excellent opportunity to build on MRT's strong track record as a successful and accomplished destination manager and industry leader. MRT believes that structural improvements to the management of Victoria's regional tourism (on both supply and demand sides) will lead to continued growth and strengthening of the visitor economy for the Murray region as a whole.

Acknowledgements

In preparing this submission MRT has consulted with over 110 individual industry and local government stakeholders across our region, from both Victoria and New South Wales. We would like to acknowledge and thank the diverse organisations for their contribution and participation and through the valuable insights a range of recommendations have been developed

At a high level the following key issues were identified as areas of focus if the Victorian government is to truly address the barriers impeding the regional visitor economy and ensure the sector can continue to be one of the top performing industries for regional Victoria.

The barriers which need to be addressed include:

1. Inadequate supply and quality of tourism experiences due to limited long term investment by both the public and private sector
2. Limited range and quality of the regions accommodation offer
3. Skills and capacity of our tourism industry
4. Limited awareness and appeal of our tourism experiences and destination
5. Fragmented investment by the tourism industry in the region
6. Lack of long term strategic focus and vision at all levels of government
7. Significant gaps in telecommunication infrastructure, both black spot and capacity in the region
8. Insufficient financial and human resources
9. Red tape across all levels of government
10. River Management and water reliability
11. Current awards and penalty rate structure
12. Community education on value and importance of tourism as a key driver of the economy

To further expand on the above, the following section of the submission provides further detail and recommended actions which could be implemented to address the barriers and opportunities identified.

Theme One: Strengthening our tourism offering

The long-term economic health of the Murray Region needs both vision and commitment that's longer than the four year cycle of state politics, for big infrastructure projects, employment generation, investment in education and skills building, and enhanced economic opportunities.

In particular, we will need to address the regions considerable supply side issues. The Victorian Government has a significant role to play from both a leadership and investment perspective. Our LGA stakeholder's consistently report an inability to secure investment in enabling infrastructure projects which drive both industry confidence in the region and often lead to private sector investment. Investment which is critical to growing the region's visitor economy.

To overcome these barriers we would ask the committee consider:

- Review current framework for Investment by government in key enabling infrastructure within the region aligned to our Destination Management Plan (DMP)
- Continue to provide funding opportunities to encourage private sector investment in regional areas
- Establish an investment team within the Victorian government for RTB's and investors to work with to connect investment with opportunities identified in regions DMP's
- Simplify the planning framework in Victoria to reduce time delays and associated barriers for investors
- Review of rate capping practice in Victoria which severely impacts our partners ability to raise capital for both new and recurrent funding of critical infrastructure projects

We believe the revised future strategy needs to create opportunities for further infrastructure investment and be expanded to fund feasibility studies which are critical to achieving funding for enabling key projects.

How can regions and communities leverage their natural assets?

Many businesses, services and products throughout the Murray region (whether these be in tourism, agriculture, or other sectors) are based around the region's largest natural asset – the iconic Murray River, which draws together a community of interest. The issue here is not a lack of leverage, but rather poor management and maintenance of the asset.

The health of the Murray River is critical not only to the natural environment and a broader system of waterways, but also to the operating environment of businesses across a wide range of industries.

The detrimental impacts of poor water policy and management are evident in the River itself, and keenly felt by tourism and event operators, who require reliable water levels in the Murray River in order to deliver their service or event.

We know from our annual industry survey conducted to assist us understand the health of the industry, water issues impact over half of the businesses within the region. These impacts relate to algae, drought, river heights and negative media publicity relating to water levels.

For example, a multi-day water-skiing event can only take place if the River height is at a certain level, and can confidently be predicted to remain at that level for the duration of the event.

In Yarrawonga, stakeholders noted that consistency in the water and river levels has direct impact on the visitor numbers of Lake Mulwala. If the river levels are low, visitors are forced to seek alternative activities.

Case Study: PS Pyap at Pioneer Settlement

The Pioneer Settlement in Swan Hill can host weddings, utilising its historic chapel and offering a unique experience of holding the reception on the paddlesteamer. At the moment the business cannot take wedding bookings because operating requires a certain water level, as does increased passenger capacity. Currently, water levels cannot be predicted due to continual changes in water flows and hence this severely impacts on the business.

Poor water management practices also jeopardise the feasibility of future products and services that are based on using the Murray River (such as the Murray River Adventure Trail), and will deter much needed investment.

While the Murray-Darling Basin Plan is clearly out of scope of this review, MRT urges the Victorian government, as part of the work of the [recently announced independent expert panel](#) to examine the deliverability of water in the Murray Darling Basin and consider the impacts of the current water management practices on tourism businesses in the Murray region.

Land management and access issues are a common theme throughout the Murray region, which covers numerous national parks, state forests, and riverside reserves, managed by a variety of land managers. Industry consultations revealed extensive red tape issues related to running an event on crown land. Tour operator licensing systems also differ between Victoria and New South Wales.

The inability to leverage natural assets such as national parks, due to restrictions on private development on public lands, is well-known and well-documented through other reviews, for example, the Victorian Competition and Efficiency Commission's 2010 study "Unlocking the Potential of Regional Tourism". Also well-documented is Tasmania's success at leveraging its national parks for tourism purposes, thanks to favourable policy settings led by the Tasmanian government.

In addition to the restrictions relating to development in parks, a further critical issue evident in the Murray region is the lack of resources and investment to maintain or enhance existing assets. There are many examples of tracks which are unsuitable for use due to lack of maintenance budgets, poor and aging infrastructure which does not provide a satisfactory visitor experience or provide encouragement for tour operators to develop product on park. This is a critical area which must be addressed if we are to leverage the natural assets within the region.

Case Study: Cohuna Caravan Park

This caravan park owner's plans to expand operations has been hindered due to a lack of power for additional caravan sites. The caravan park's energy supplier is unable to perform the necessary upgrades to its infrastructure, which is located on crown land, access to which has been unavailable due to red tape and bureaucracy. In the meantime, the caravan park operator has brought in their power generators to provide adequate power during peak times, at their own expense. Clearly, this is not a sustainable, long-term solution.

Where are the opportunities to partner with and support Traditional Owners and contemporary Aboriginal communities to develop tourism products?

Although Tourism Victoria produced "*Victoria's Aboriginal Tourism: Development Strategy 2013-2023*", Victoria is lacking in Indigenous tourism product. While this is also true of the Murray region, we have considerable potential to develop our Indigenous tourism offerings, thanks to the numerous Aboriginal communities located along the Murray. Indigenous tourism is particularly appealing to international markets, and the development of culturally sensitive and engaging Indigenous products and attractions would help to boost international visitation to the Murray region.

Industry consultations indicated a recognition of the lack of, and potential for, Indigenous product development in the region. They also highlighted the need to strengthen engagement with Indigenous communities and leaders, and the fact that as well as facing the same red tape challenges that the broader tourism sector experiences, Indigenous tourism operators and proponents may also face a form of "cultural red tape", if elders hold differing, or less supportive, views on tourism. Often the impediment to Aboriginal tourism development comes from within the community and elders who while understanding the opportunities tourism could generate are also conflicted or have higher priorities such as health, education which take precedent from a prioritization perspective.

We would also refer the review team to the Hume Aboriginal Cultural Trail strategy work we completed in partnership Tourism North East /Regional Development Victoria /Regional Development Australia which highlights challenges and opportunities in developing Aboriginal Tourism experiences in the Hume region.

Case Study: Dhanya Centre Barmah National Park

The Dhanya Centre in Barmah National Park is a real example of the challenges and barriers to the development of Aboriginal tourism experiences and product. The Dhanya Centre has sat idle for many years while government works through lease and management agreements for the Yorta Yorta to develop a tourism experience. We have worked with Yorta over several years to identify potential opportunities for Aboriginal tourism experiences on park and obtaining the lease on the Dhanya centre is pivotal to the development of these. Based on our understanding there has been two business cases developed for this project and as yet it has still not been resolved.

What role can share accommodation (such as Airbnb) play in regional communities?

Accommodation supply is an issue across most of regional Victoria. Existing accommodation stock tends to be old; renovations and refurbishments are costly, and reduce the number of rooms available for a given period; and attracting investment to build new accommodation is difficult, due to low and/or slow return-on-investment, and planning red tape.

For these reasons, the proliferation of AirBnB properties in regional areas tends to be viewed positively, by consumers and by non-accommodation operators, i.e. event organisers, attractions, tour operators, and hospitality businesses. Regional events and festivals in particular can attract more attendees if there is more accommodation available, beyond the traditional options of hotels, motels, caravans and campsites.

AirBnB and short-stay properties can be great for families, which are an important market for the Murray region. Short-stay operators who offer hosted accommodation also provide the opportunity to meet locals, which adds a different dimension to the visitor experience.

However, the presence of AirBnB in a regional destination may also be another deterrent to investment in new accommodation. There is also the risk of AirBnB properties being used as a “party houses”, and the potential for short-stay accommodation to impact long-term rental and overall residential housing supply.

In Victoria, there is currently a lack of policy guidance in relation to AirBnB. The Murray tourism region takes in 13 local governments across two states. While not necessarily advocating greater regulation, what industry does want to avoid is a patchwork of differing regulatory approaches to short-stay accommodation, particularly at local government level. As a cross-border region, establishing how short-stay accommodation is treated from a policy or regulatory perspective is just one example of where greater clarity, and parity, is required to ensure an equitable operating environment for all stakeholders.

MRT emphasises that a regulatory approach to AirBnB that is appropriate for Melbourne’s CBD is unlikely to be suitable for regional destinations where, as noted above, short-stay accommodation can play an important role in boosting accommodation supply and diversification, especially during peak periods.

We would actively encourage the government to develop a policy in relation to AirBnB to assist formalise the contribution to the industry and in doing so seek to ensure the policy in development creates a consistent approach with our state neighbours so we do not create more confusion for operators in the border regions.

Where should the state prioritise facilitating boutique and high-end accommodation and any other types of accommodation?

Some operators expressed concern at the prioritization of boutique accommodation over other types of accommodation:

“If the state is focused on supporting the development of high-end accommodation, and AirBnB continues to encroach on the market share of mid- to lower-range accommodation, where does that leave small operators, particularly those offering hosted accommodation?”

Rather than focusing solely on high-end accommodation, greater consideration must be given to the overall product mix of a destination. A critical mass of excellent restaurants, cafés, museums, galleries, and retail offerings, as well as a range of accommodation styles, is essential for the success of a destination.

We believe it is not simply the investment in the infrastructure alone, it is critical to have the marketing investment and programs in place to generate a suitable return on investment.

What are the key journey experiences for Victoria or your area that will drive visitors to come and stay?

Well-structured and promoted touring routes encourage longer trips and higher yield, taking visitors beyond main destinations and inspiring a sense of discovery. While the geography of the Murray region can be challenging, it also provides ample scope for multi-day touring, both on land and water. Canoe trails, bike trails, 4WD trails and hiking trails – all can be experienced in one region, either all in one trip, or as distinct experiences over repeat visits.

As well as river-based activities such as water sports (motorised and non-motorised), house boating, and paddle steamer cruises, the Murray region offers other nature-based activities such as walking, cycling, horse riding, and camping.

Signature events in the region include Riverboats Music Festival in Echuca-Moama, the Massive Murray Paddle, Club Marine Southern 80, Top of the Murray Classic Golf Tournament, Winter Blues Festival, and the Mallee Almond Blossom Festival. These event along with a large array of other events are a key driver for a distant region such as the Murray region and assist in overcoming some of the known barriers such as distance and lack of awareness of available experiences.

What can we do together to support greater event visitation?

Successful event delivery requires long-term planning and coordination, promotion, and smart allocation of typically limited resources. Reducing the red tape related to the planning and delivery of events is key to reducing delays and expenses. Savings can be directed to marketing efforts; to event infrastructure and facilities, or to training staff and volunteers, to ensure a better visitor experience.

Better coordination of events calendars at local, regional and state levels is also critical to ensuring that one event does not cannibalise the audience of another. It is also important for workforce planning, availability of equipment hire, and availability of resources such as St John's Ambulance, SES, and police services.

Given the high volume of events delivered in regional Victoria are generated from volunteer organisations, dedicated industry training, marketing support and resourcing would be of assistance in order to generate increased event visitation.

How can we facilitate cross-sector partnerships?

It is our experience that cross-sector partnerships tend to happen informally and in an ad hoc fashion, with some sectors more than others (e.g. business events, farming, etc.).

A whole-of government approach that recognises the importance of the visitor economy would help facilitate cross-sector and cross-portfolio engagement, and identify key opportunities for tourism businesses to connect to different sectors.

Developing thematic strategies such as Aboriginal Tourism would also assist in activating cross sector partnerships. The opportunities for sector growth will require collaboration from many agencies and parts of industry to deliver a high-quality visitor experience.

How can regions and businesses better cater to diverse visitor needs? What are the key accessibility challenges?

Addressing accessibility can be particularly challenging in a region as widespread as the Murray, and where the key attraction is a long body of water. As one example, NSW Parks and Wildlife Services have taken the initiative to create accessible canoeing experiences along the Murray. However, more needs to be done, especially as there is the growing number of retirees relocating to the Murray region, who make regular use of the tourism facilities and leisure activities available.

To inform any investment in accessible infrastructure we need to undertake further research to identify specific needs of visitors and locals alike, to ensure that the facilities, treatments and measures put in place are appropriate to consumer needs.

How can we improve visitor servicing?

First, reliable mobile connectivity, as well as fast and consistent broadband internet, are essential services that visitors have come to expect, regardless of their destination.

Second, rather than focusing on the in-person services available in a visitor center, visitor servicing should also be considered as part of the broader visitor journey mapping, particularly in the journey planning phase of a visitor's decision-making process. Visitor servicing needs to be reimaged to be customer centric and deliver on customer needs.

Third, visitor servicing is not solely the responsibility of visitor centre staff, or front-of-house personnel. It is incumbent on workers across the gamut of the visitor economy to take visitor servicing seriously and understand the role they play in contributing to a positive visitor experience.

Suggested measures to strengthen our tourism offering

1.1 Encourage the independent expert panel appointed to examine the deliverability of water in the Murray Darling Basin to also consider the impacts of the current water management practices on tourism businesses in the Murray region.

1.2 Encourage the Victorian government to review its policy regarding development of public lands and consider planning reforms that would facilitate access to crown land for the staging of approved events, and for the purposes of maintaining essential infrastructure; and that would allow for appropriate and environmentally-sensitive tourism developments adjacent to national parks.

1.3 Review status of "*Victoria's Aboriginal Tourism: Development Strategy 2013-2023*" and develop and implement an updated strategy that aligns with *Victoria's Visitor Economy Strategy*.

1.4 Connect agencies such as Aboriginal Victoria, and the Victorian Aboriginal Economic Board, Visit Victoria, the Tourism, Events & Visitor Economy division and Regional Tourism Boards to help facilitate engagement and business and tourism product development in regional areas.

1.5 In identifying locations for boutique and high-end accommodation, the state should consider carefully the visitor profile of the destination and the surrounding region, as well as the overall strength of the destination's tourism offering. Existing accommodation business should be encouraged to reinvest and not be adversely affected by the introduction of new supply.

1.6 Government develop a policy (considering cross border implications) in relation to AirBnB to ensure the sector complies with other commercial operators and creates an equal playing field.

1.7 Task Victoria's Red Tape Commissioner with investigating opportunities to reduce tourism red tape, with a focus on regional events. Areas for investigation should include land management and access; liquor licensing; and a range of local government permits associated with staging an event.

1.8. Ensure dedicated funding for regional events, which are a key driver of visitation to the Murray region.

1.9 Support research to identify accessibility infrastructure needs across the Murray.

1.10 Based on research and gap analysis, apply dedicated funding for the installation of Changing Places facilities at key attractions in regional Victoria.

1.11 Ensure continued funding of the Federal Government's Mobile Black Spot Program to progressively eliminate black spots across regional Victoria.

1.12 Develop a statewide visitor servicing strategy and invest in regional pilot programs which enhance current visitor servicing approaches.

Theme Two: Making the most of our marketing spending

- *How can we better leverage marketing spend to promote regional visitation?*
- *How can Visit Victoria, other areas of government, boards and local councils work more closely on agreed priorities?*
- *How can we ensure marketing activity is better aligned and that effort is not duplicated?*

Securing long-term funding for Visit Victoria is critical from several perspectives. It is very difficult to convince investors to invest in a region when there is no long-term marketing investment or strategy. One-year funding also severely limits the agency's ability to create long-term campaigns. The recent drip feed of regional marketing campaigns such as *Wander* and *Happy Place*, while well-executed, does not provide the consumer with consistency of message that reinforces regional destinations as the next place to visit or provide industry with time to react and leverage from these programs.

In addition to long-term marketing funding, dedicated and quarantined funds for regional tourism marketing are essential to achieving a strong, consistent and targeted promotion of regional Victoria.

Case Study: DNSW Regional Cooperative Tourism Marketing Program

DNSW through dedicated quarantined funding have a Regional Cooperative Marketing program. MRT has been able to apply to this program for the delivery and implementation of destination marketing initiatives. The funding is matched dollar for dollar and requires a minimum of \$100,000 investment by the partner which provides the solid foundation for a quality campaign. DNSW in addition to the direct financial contribution, provide access to internal resources and expertise to develop, manage and review the performance of the campaign. This type of investment provides RTB's with the ability to implement high quality campaigns which deliver on the objectives of the marketing strategy along with providing direction and amplification opportunities for the industry.

If the current budget for Visit Victoria remains unchanged in the short- to medium-term, consideration must be given to how existing funds are distributed. Regional Victoria needs consistent strategy and execution with tangible measures if we are to achieve greater leverage. Greater efficiencies could be achieved by having dedicated regional specialists within Visit Victoria who RTB's could access and work more closely on programs which will activate our industry and local government.

In addition to regional campaigns, promotional activity based around experience and product, rather than geography, would enable greater buy-in from across the state, and encourage cross-regional travel.

Case Study: Victorian Golf Tourism Strategy

The current Victorian Golf Tourism Strategy which focusses on this pillar is a good example of a thematic based regional approach. Through this strategy it is enabling three different regions (and RTB's) of Victoria to partner with Visit Victoria to raise the profile of golf and drive visitation.

This strategic approach will provide the opportunity to align investment across State, RTB and local levels which provides economy of scale and delivers consistency of message and brand to the consumer.

Within the Murray region, and the same would apply for much of regional Victoria, the biggest challenge is lack of awareness by consumers.

To overcome the challenge of awareness and appeal, we would like to highlight the following items for consideration:

- Increase investment in research and consumer trends at both macro and micro levels
- Develop a structured program of sharing key insights across all levels of the industry to influence investment
- Increase the focus on understanding both current and future visitor needs
- Invest in infrastructure projects both enabling and product specific by the public and private sector

- Continue to invest in content creation and diversification to meet needs of current and future channels
- Encourage greater alignment of hero experiences or key attributes to consumer audience targets
- Invest in both brand and tactical messaging over a sustained period of time
- Increased investment and diversification of existing programs for events beyond marketing activation
- Invest in training to address customer expectations particularly value of service
- Stronger focus of resources on packaging and bundling experiences and regions
- Greater emphasis on development of touring itineraries and opportunities
- Further development of sector programs including international for regions

Suggested measures to make the most of our marketing spending

2.1 Provide dedicated and quarantined funds for regional tourism marketing.

2.2 Establish dedicated regional specialists within Visit Victoria, working closely with industry, RTBs, and local government, to improve alignment of marketing activities, and reduce duplication of effort.

2.3 Provide quarantined event funding for RTB's to better leverage events and or distribute locally to assist events deliver enhanced and more coordinated marketing programs.

Theme Three: Supporting industry

What are the barriers to investing in regional Victoria? How could the system be improved?

There are numerous barriers to investment in regional tourism. These include:

1. Inadequate supply and quality of tourism experiences due to limited long term investment by both the public and private sector
2. Limited range and quality of the regions accommodation offer
3. Fragmented investment by the tourism industry in the region
4. Lack of long term strategic focus and vision at all levels of government
5. Significant gaps in telecommunication infrastructure, both black spot and capacity in the region
6. Red tape across all levels of government

The dismantling of Tourism Victoria led to a disconnect between the demand side agency (Visit Victoria) and the supply side group within the Department (TEVE). From an industry perspective, Tourism Victoria provided a "one-stop shop" for queries about tourism product development and investment facilitation. Under the divided structure and with the advent of Visit Victoria, and its mandate to focus on demand, this important function no longer exists.

At a local government level, planning and building permits are a source of frustration and delays for tourism businesses and potential investors in tourism infrastructure. At a state level, some planning zones and schemes restrict the ability of land and business owners to diversify their activities.

Greater understanding, across both state and local governments, of the planning requirements and the economic significance of tourism infrastructure investment would help expedite the approvals process for tourism investors and developers, significantly reducing delays and associated financial imposts.

In order to highlight the regulatory and fragmented approach within government, the following case study is provided:

Case Study: Mildura Riverfront Redevelopment

The Mildura Riverfront redevelopment is a game changing public and private sector partnership which will revitalize the riverfront and create a key activation precinct. To date across all levels of government there has been significant public infrastructure investment in stage 1 which the government should be commended. However in order to realise the vision and take advantage of this investment there is a need to unlock unrequired land for commercial development. While identified by all parties, this remains untapped while internal departments of government (Victrack and Regional Development Victoria) endeavor to resolve by who and how this land will be developed. As we understand Victrack wish to develop this as a commercial project and are requesting funding from Regional Development Victoria to fund site rehabilitation. This is a clear example of the need for government to take a whole of government approach to achieving the intended outcome for the project and facilitate investment.

A second key example which highlights the need for a more streamlined and concierge investment service is a significant tourism development adjoining the Barmah National park known as Yielima Station.

The current lack of both financial assistance programs and or access to a centralised investment unit within government who could project manage these types of developments would remove the barriers currently hindering these types of developments.

Case Study: Yielima Station Resort Development estimated \$50 - \$80 million depending on final development

The Yielima Station resort development is a vision of three local land owners to create a resort precinct consisting of various accommodation styles and standards, education / interpretative experience, Aboriginal experience, retail and food and beverage opportunities. The land adjoins the Barmah National park and would provide an ideal link and access for visitors to take advantage of the natural environment. The vision was developed with the intent to create local employment and economic opportunities to assist with the decline in the dairy industry.

The landowners while having some experience in commercial development, have not previously developed tourism experiences. They are clear with their intent which is to have a tourism planning overlay secured on the land so they can then seek joint venture or private investment opportunities to develop the precinct. The local government is supportive of the concept and it is identified in the Murray Destination Management Plan. Based on current estimates it will cost over \$300,000 to go through the zoning process which is not guaranteed to be successful, the majority of costs are reported to be liaison with various government departments and authorities which the matter would need to be referred.

A further recommendation to assist remove barriers to investment is the implementation of a dedicated tourism development funding program. Based on the success of similar programs in other states we would strongly urge the government to establish a grant program to unlock private sector investment.

We believe a grant program assists in both removing a level of risk for proponents along with fast tracking potential developments resulting in a more sustainable industry and better visitor experience.

By way of example, DNSW have consistently invested in the Regional Tourism Product Development Program which provides grants matched dollar for dollar to business currently up to \$150,000.

We have experienced the benefit of this program within the Murray region with several businesses being the recipients of this grant. Having the grant on offer stimulated a number of investments which would not otherwise have occurred, even when the applicant was not successful in securing a grant. The scheme was an incentive for the planning work to be undertaken (which would not have occurred without a grant) and enabled operators to secure investment through financial institutions to implement projects. For those who secured grant funding, in most instances it resulted in additional investment being made in projects.

The grant funding needs to be flexible to ensure it can contribute towards for example accommodation upgrades and refurbishment as this remains a critical issue for operators to fund and as a result often results in a very long drawn out process with 1-2 rooms being upgraded per year. A small grant can see this work completed quickly and increase viability of operators who then reinvest in the future.

Case Study

Case Study: Cadell on the Murray

Cadell on the Murray was a typical 26 room leased motel operating with aging infrastructure, limited opportunities for growth and challenges on retaining average room rates. In working with the leasee, it was clear the rooms required refurbishment just to retain room rates and occupancy levels let alone grow the business. The leasee at best planned to implement an upgrade program which could see all rooms upgraded over 10 year period and would not necessarily improve the sustainability of the business.

Through the DNSW Regional Tourism Product Development grant this enabled exploration into how they could grow the business along with achieving refurbishment. They identified an opportunity with new markets through the development of a small meeting room and secured the grant to assist deliver this. As a result of the grant, the leasee also secured co investment from the owners of the motel along with access to finance from a commercial lender. The property has grown significantly with 1-2 meetings a week, increased occupancy over the slow winter period along achieving an increase in room rates.

How can we use education and training, including TAFE, to address barriers impacting staffing of regional businesses?

Tourism employment now accounts for 20 per cent of all jobs in the Murray region (approx. 25,000 FTE equivalent)¹. But despite the economic significance of tourism to the state and to the region, there is still a lack of value placed on tourism as a career of choice. There is also a long-standing need to better align TAFE education and qualifications with industry needs.

In a competitive and highly mobile labour market, and with record low unemployment in regional areas, retaining skilled, high quality workers is difficult and expensive. Today's visitor economy is also a much broader church than the tourism sector of 30 years ago, when tourism based courses and qualifications began to emerge. Skills in the areas of digital marketing, media and communications, business, and accounting, are all in-demand within the visitor economy; along with people skills such as customer service, and stakeholder engagement. A greater focus on transferable skills and qualifications, taught within the context of the visitor economy, would provide students with a wider skill set and broader range of career and job opportunities within the tourism industry.

We believe there are a number of opportunities to further enhance the current training framework which include:

- Invest in a business program for start-up enterprises
- Develop business mentoring programs to assist in addressing the skills gaps and realise unfilled potential
- Create an environment which foster innovation and entrepreneurial spirit
- Focus on building leadership capabilities and human capital
- Investigate the opportunity to increase the level of coordination across government agencies to develop a centralised training calendar
- Review the funding criteria currently in place in tourism and business related formal training programs across government
- Consider linking minimum training levels and benchmarks to potential government funding or access to programs
- Develop stronger partnerships between industry and educational institutions to ensure training meets industry needs

¹ Source: Murray Region Destination Management Plan.

What support does industry require to address the challenges and opportunities that technology and disruptors present?

Online travel agencies (OTAs) and disruptors such as AirBnB and AirBnB Experiences place increasing commercial pressures on the tourism industry. In the face of such competition, having business basics firmly in place (e.g. website that is search engine optimised and has seamless booking functionality) and executing core activities well (delivering memorable visitor experiences, and offering excellent customer service) is imperative.

In order for this to occur, we recommend their needs to be flexible training and education delivery systems in place to meet industry requirements. We would also like to see greater leadership from the State in relation to research and strategy which will make it easier to communicate the benefits to industry and actively encourage upskilling and or adoption of programs to take advantage of the opportunities.

A simple example for tourism businesses in the Murray region, there is a lack of parity for access to basic marketing resources such as the Australian Tourism Data Warehouse (ATDW), the national platform for digital tourism information on Australia, which enables businesses to increase their digital distribution and online exposure. In New South Wales, tourism operators are able to list on ATDW for free as this is subsidised by Destination NSW. This is not the case in Victoria or most other states. As a result, Victoria's tourism business listings are under-represented on this national database, and business not listed are at a disadvantage, as listing on the Visit Victoria consumer website along with the Visit the Murray sites are drawn from ATDW listings. This issue severely impedes operators ability to leverage marketing opportunities MRT delivers as we also draw from ATDW as do our cooperative campaigns with DNSW.

Suggested measures to support industry

3.1 Re-establish a tourism investment advisory and facilitation function as a single point of contact for industry, and to coordinate between relevant government agencies and departments, such as Visit Victoria, Regional Development Victoria, Invest Victoria and Global Victoria.

3.2 As part of the Red Tape Commissioner's Investigation into Tourism Red Tape (see Measure 1.6), and in support of Measure 1.2, include a review on planning and building approvals for tourism infrastructure.

3.3 Establish a dedicated long-term Regional Tourism Product Development funding program to stimulate private sector investment in product development and or renewal.

3.4 Provide funding support (full subsidy) for ATDW listings for Victorian tourism businesses.

3.5 Undertake review of existing investment in training and mentoring services to identify opportunities for better utilisation and provision of flexible training delivery.

3.6 Provision of dedicated funding to the RTB's for training would enable specialist trainers to be in region working directly with operators to build skills and capacity.

Theme Four: Enhancing Regional Tourism Boards

- ***Which governance structures are the most effective for boards to achieve outcomes for regional tourism?***
- ***How can we best help different sized councils (such as regional cities and small rural councils) to leverage tourism as part of their broader development goals?***
- ***Are there changes we can make to boards (geographic or otherwise) that would increase local government and industry buy-in?***

As a cross-border region covering a large geographic area, MRT has arguably the most complex governance structure and operating environment of any RTB. MRT benefits from a cohesive and supportive board, and strong local government collaboration, and continues to perform strongly, making the most of its limited resources.

MRT demonstrates that a fit for purpose approach to regional tourism boards, rather than a universal, one-size fits-all approach, can deliver better outcomes. While this may be borne out of necessity, with the cross-border circumstances of the Murray region, the river itself is the strong and unifying brand; and this may well provide a clue to the question of what differentiates the strong performing RTBs from those that perform less well.

Further effort could be gained through even modest increases in funding, to support organisational initiatives such as centralising functions (e.g. digital marketing support) that are replicated across LGAs/LTOs throughout the region, and which could be delivered independent of location.

Nevertheless, the best way to ensure long-term success is to provide security of tenure, and an increase in long-term investment and resourcing for Regional Tourism Boards.

If the Murray Region is to maximise its contribution to the State Governments long term objective of growing overnight visitor expenditure then the dollars and resources which already exist throughout the Region will need to be more efficiently and effectively coordinated.

For example, in the Murray Region (both sides of the river), our LGAs invest around \$7 million in tourism every year. We have also estimated, conservatively, that tourism businesses in the region invest a further \$5 million in to marketing activities (2,500 tourism businesses spending \$2,000 each).

\$12 million more efficiently and effectively coordinated would have a significant impact on addressing at least some of the barriers preventing the region from achieving greater tourism success.

However, before more efficient and effective coordination of regional dollars and resources can take place the people who hold the 'purse strings' in region - LGAs and industry - need to be convinced there is a better way for them to invest their dollars and resources. That requires leadership, which in turn requires resources.

Resources to:

- secure investment for the development of quality tourism experiences and infrastructure
- increase awareness and appeal of destinations, products, experiences and events
- enhance skills and capacity of tourism industry participants
- facilitate and coordinate tourism activities within the region

In short, the right level of resources to not just identify where change is needed but why change is needed and how change can benefit both individual stakeholders and the region as a whole is required.

In the case of the MRT, we believe we have a strong corporate governance structure. We also believe our organisation has demonstrated strong leadership which is evidenced by the positive relationships we have with the regions operators, tourism associations and local government. Through the research we have undertaken and our DMP, we have a depth of understanding of the region's supply and demand issues. And through our industry training programs we have begun to address some of the supply side issues which exist and are critical to the growth of our industry.

What we do not have are sufficient resources to take our level of leadership and regional collaboration to a higher level without further investment.

A better resourced MRT could build on the current model to address major strategic issues, investment attraction opportunities industry capacity through skills development and product development to meet key supply and demand gaps.

MRT would suggest that the other critical consideration in determining the ideal enhanced RTB structure for Victoria is dependent on two key fundamental areas. These we believe are, clearly defining a RTBs role and responsibilities and secondly have this agreed taking into account the expectations of all relevant stakeholders – RTB itself, State Government, State Tourism Organisations, Local Government, Local Tourism Association, and industry operators.

By way of example, below is the current overview of expectations of an RTB by many:

- Management of RTB membership ranging from Local Government and Local Tourism Organisations /Associations to industry associations and tourism operators
- Development and implementation of Destination Management Plans
- Development of destination and regional marketing plans
- Development of industry development strategies
- Development of the RTBs business plan
- Stakeholder communication and reporting including the State Tourism Organisation
- Tourism industry engagement workshops and networking functions
- Communication and partnerships with other RTBs
- Visitor information services, which in some cases includes managing the operations of Visitor Information Centre's (VIC)
- Product, Experience and Event development projects
- Whole of Government consultation
- Assistance in accessing and/or managing Federal and State government funding programs
- Public Relations development and management
- Hosting famils to their region
- Tourism research analysis
- Keeping abreast of relevant technology developments
- Review whole of state and specific region visitation and visitor expenditure trends and communicate to regional stakeholders
- Manage natural disaster response strategies

With the breadth of expectations listed above, it is little wonder there is performance issues across the state of RTB's. At this point in time, we are not sufficiently resourced to deliver all of these responsibilities, or would we consider some of the items to fall in the remit of MRT. Until this is agreed at state level the region is not in a position to fulfil the full potential of our role to help maximize the performance of tourism in the Murray Region.

4.1 Retain the Regional Tourism Board Structure of MRT

4.2 Provide security of tenure and an increase in long term investment and resourcing for Regional Tourism Boards

4.3 State government invest in the total cost of regional structures such as Regional Tourism Boards along with strategic development initiatives

4.4 Clearly define the role and responsibilities of Regional Tourism Boards and the various components of the industry more broadly, ensure this is clearly communicated within all areas of Government and the industry.

Theme Five: Better coordinating effort

- ***How do we best coordinate the work of different actors across regional tourism? What are the most important points of collaboration?***
- ***Are we allocating resources efficiently? Could we better coordinate investment in regional tourism?***
- ***How could a state-wide strategy or Destination Management Plan best connect to and leverage local strengths and priorities?***

A state-wide Destination Management Plan, which builds on Regional Destination Management Plans, would help identify product and infrastructure gaps. It should be the product of a collaboration between Visit Victoria, TEVE, Parks Victoria, RTBs, and industry.

To ensure a whole-of-government approach, a state-wide DMP should also be shared widely, within the Department of Jobs, Precincts and Regions; and also with the Department of Transport; the Department of Environment, Land, Water and Planning; and the Department of Treasury and Finance; the Department of Economic Development; and with agencies, such as the Victorian Planning Authority.

In the same way that the Victorian Visitor Economy Strategy galvanised the government's efforts to work with industry to achieve the targets of visitor expenditure of \$36.5 billion and sector employment of 320,700 jobs, a state-wide Destination Management Plan that included regional targets for visitation and spend, would help concentrate industry efforts, government resources, and provide a basis for more transparent accountability.

Industry development is a key area which could be delivered far more efficiently than is currently the case. Each RTB delivers an industry development program that typically covers topics such as SEO, social media marketing, customer service, yield management, or dealing with OTAs. This function could be centralised through an industry body such as the Victoria Tourism Industry Council and rolled out to all regions (following the QTIC model). This would free up RTB resources to focus on regional marketing activities.

Additionally, if we are to galvanise the industry and local government, it will be a requirement to provide long term funding agreements to Visit Victoria. The current situation of annualised funding does not allow for clear strategies to be developed and these to be filtered down to industry throughout regional Victoria. This is a clear impediment within the current structure and one which we would advocate for change.

There should also be a state-wide Industry Development Plan to address skills gaps, ensure that training and education offerings are aligned with industry requirements, and provide more coordinated delivery of industry programs such as the Quality Tourism Framework, the Victorian Tourism Awards, and ATDW training.

A more ambitious initiative would be to establish a Regional Tourism Centre of Excellence, bringing together multi-disciplinary education providers to deliver a coordinated and holistic training program that meets the needs of the modern visitor economy.

The Tourism, Events and Visitor Economy (TEVE) group in the Department of Jobs, Precincts and Regions is under-utilised. The research and data collated and analysed by the team is highly valuable to industry. The TEVE team should be encouraged and empowered to conduct more stakeholder engagement activities, such as regional seminars and webinars, to better communicate this information to industry.

From our perspective, the review needs to explore the whole of government approach and consideration of investment which distinctly falls in two streams being, the government has a responsibility to invest in growing the Victorian visitor economy (government obligations) and the second being, the investment of Victorian government to achieve the best return on investment (commercial and measurable).

If we look in the first instance at the idea of government obligation, then we would suggest an allocation of funding and adequate resourcing be made to assist in growing the visitor economy and could include such areas of:

- Funding operations of RTB's
- Research and market intelligence
- Whole of state destination appeal and awareness campaign framework and funding for regional campaigns
- Event development and procurement
- Investment attraction
- Workforce planning and development
- Strategic planning
- Further enhance the transition of the delivery model from a centralised model via Visit Victoria to a collaborative joint model with the RTB's working across whole of government framework. An example is the opportunity for private businesses to access government grant assistance for infrastructure upgrades which may not be facilitated via Visit Victoria
- Sharing of information and research in key areas where MRT has 'knowledge' gaps but has limited capacity to acquire this 'knowledge' on its own. Touring /Drive Tourism is one such example which is impeding investment.
- In the area of product development, information and insights on global and national trends to assist with genuine advancement of world-class experiences for the current and future visitor.
- Grow capacity of a dedicated government area to focus on providing strategic advice and guidance required to make informed decisions, and implement in partnership, plans to achieve the strategic goals. Visit Victoria will continue to be critical to growing the visitor economy through demand activities, however strong leadership is needed to continue to ensure Victoria strengthens our national position.
- Investment in strategic planning and development projects which often are not considered in the current funding program
- Industry training programs, within the Victorian government lies a great deal of expertise which through a collaborative program could be integrated into existing training programs in regions
- Investment which enables infrastructure to provide the opportunity to create and or refresh product offering in the region.
- Continue to invest in the development of sector plans. As an example, the work Visit Victoria has done in the Victorian Golf Tourism Strategy is to be commended.
- Continue to provide investment in regional projects and services which encourage regional collaboration and or joint resourcing of programs.
- Instigate a review into the constraints of current awards and penalty rate structure
- Develop a whole of state approach to increasing the community understanding of the value and importance of Tourism to the state of Victoria

All of the above is an investment in the long-term growth of the visitor economy and falls within the remit of government.

Suggested measures to better coordinate efforts

5.1 Develop a state-wide Destination Management Plan, based on industry and government collaboration; ensure whole-of-government understanding and cooperation in the implementation of the DMP.

5.2 Establish long term funding commitments for Visit Victoria to ensure the objectives of the Destination Management Plan, particular Regional strategic objectives are achieved in collaboration with industry.

5.3 Develop and implement a state-wide Industry Development Plan, in conjunction with industry, TAFEs and tertiary institutes.

5.4 Establish an exploratory committee of tourism industry leaders and tourism education specialists to investigate the feasibility of, and options for, establishing a Regional Tourism Centre of Excellence.

5.5 Provide greater support and resourcing for TEVE to make better use of the valuable research and data analysis undertaken by this team.

Concluding comments

Through participating in the Regional Tourism Review, and having conducted our own extensive consultations to inform this submission, it is clear that the government has a sound understanding of the deficiencies and challenges in the current government and industry structures.

It is also clear that while budget may currently be limited, there are other methods for tackling many of the problems that have been identified, through organisational re-structure; greater engagement and communication between industry and government; and policy and regulatory reform. Importantly, the prompt implementation of any recommendations and reforms must deliver on the intent of growing and supporting regional tourism in Victoria.

MRT appreciates the opportunity to contribute to this important process for the future of regional tourism in Victoria and look forward to the outcomes of the Review.

For further information regarding this submission, please contact Mark Francis, CEO, Murray Regional Tourism via email ceo@mrtb.com.au or mobile 0429 509 455.

2019/20 End of Month (Quarter 2) Council Plan Initiatives Update

Strategic Priority Area: Strong and Engaged Communities				
Desired Outcome: Services, Programs and advocacy enable improved health, wellbeing and safety of our community				
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Build strong, healthy and vibrant communities through innovation and implementing best practice in service delivery for our diverse community	We will complete the development of an Aquatic and Leisure Strategy to establish a service vision, objectives and desired outcomes.	Recreation	In Progress	The consultant, Otium, facilitated a workshop with Councillors to commence the development of an understanding of what aquatic and leisure services should look like across the Shire. This included the proposed project timeline and next steps.
	We will partner with emergency service authorities to support the Rochester community capacity building around the need to prepare and what can be done to minimise the impact of an incident (fire or flood).	Corporate Strategy	In Progress	A survey of Rochester residents has been completed to understand the communities current knowledge and awareness of flooding in Rochester. VicSES and NCCMA have identified locations for local flood height markers and community flood education signs. Local flood level information will be improved with increased data being made available via Flood Eye reports linking property inundation and floor levels back to the local gauge. Primary school information sessions are being planned by VicSES for early 2020.
	We will work towards the develop of plans for landscaping beautification works at the Warren Street and Murray Valley Highway roundabout.	Public Environments	In Progress	Meetings between Regional Roads Victoria and Council for the development of plans for the roundabout have commenced. Council will not take possession of the site until the bridge works are fully completed.
	We will implement Year 1 actions of the Social Media Plan.	Communications	In Progress	17 actions identified in plan. Some well underway, some not started. All Year One actions to be completed by 30 June 2020.
Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities	We will finalise detailed design of the Echuca Arts Precinct incorporating the Foundry Arts Space workshop and gardens.	Community Engagement	Not Started	Council resolved not to proceed with this project until an Arts and Culture Strategy has been completed. The project cannot be commenced within the time frame originally identified. It is anticipated that the development of the Arts and Culture Strategy for Campaspe will commence in the second half on this financial year pending Council approval.

Strategic Priority Area: Resilient Economy				
Desired Outcome: Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development				
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Facilitate and enable local enterprise, support existing businesses and develop stronger business networks	We will renew the animal pen soft flooring within the Echuca and District Livestock Exchange.	Commercial Operations	In Progress	A contractor has been engaged to remove 2000 cubic meters of soft flooring back to the base of compacted rock. Approximately 1000 cubic meters of new woodchip material has been procured and installed for new flooring in all pens. All posts were exposed to the ground base level and this process provided information to inform a second project being the replacement and or rectification of steel posts and columns which is proposed to be programmed over a 3 year period commencing 20/21.
Support and develop Campaspe's tourism opportunities	We will engage with all commercial steam boat operators to support all passengers embarking and disembarking from the wharf structure.	River Services	In Progress	Utilising the opportunity of the temporary closure of Riverboat Dock to trial joint usage of the wharf.
	We will start the implementation of the Echuca Holiday Park Masterplan with design and construction of improved landscaping and front entrance.	Commercial Operations	Needs Attention	Project at detailed design stage. Procurement process to appoint a suitable contractor was unsuccessful. This will result in a delay to the project with the need to update the request for quotation (RFQ) brief and source a suitably skilled and experienced contract to meet the needs of the approved masterplan.

Strategic Priority Area:		Healthy Environment		
Desired Outcome:		A healthier environment for current and future generations		
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Strategically plan for future growth areas and existing communities while respecting our natural, built, social and economic environments	We will work collaboratively with the Victorian Planning Authority to finalise the Echuca West Precinct Structure Plan and subsequent supporting reports and functional designs.	Planning	In Progress	A draft Precinct Structure Plan and Development Contributions Plan is nearing completion for beginning of 2020. All work is now being managed by the VPA with a working agreement with Council.
	We will start the preparation of a planning scheme amendment to implement the recommendations of the Campaspe Planning Scheme Review.	Planning	In Progress	Council is working with Department of Environment Land Water & Planning to exhibit a scheme amendment. The amendment will implement the scheme review, make administrative corrections and introduce the scheme migration as part of SMART planning. The draft scheme will be presented to Council in February.
Promote resource minimisation and recovery through innovative environmental practice	We will implement the 2019-20 community education program for Food Organics and Garden Organics (FOGO) in line with the Waste Strategy and FOGO implementation plan.	Public Environments	In Progress	Community Education Program has commenced and delivery is tracking in accordance with action plan.
	We will complete facility upgrades at the Echuca and Mount Scobie Environment Centres and Gunbower Waste Transfer Station.	Public Environments	In Progress	Projects at two sites have commenced, E-waste Shed at Echuca is complete, with the road works out to tender currently. Gunbower survey works are complete and the work will go out to tender early 2020. Both projects are tracking as planned. Mount Scobie project is currently awaiting a planning permit before commencing works on site.

Strategic Priority Area: Balanced Services and Infrastructure				
Desired Outcome: Services and assets meet current and future community need				
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Manage and maintain assets to optimise their lifecycle considering social, economic and environmental sustainability	We will replace and upgrade barriers on three bridges.	Assets	In Progress	The project is on schedule for works to be completed by end of financial year.
	We will start the planned two year renewal of the Groves Weir Bridge at Rushworth to meet current standards and increase the load limit.	Assets	In Progress	A report will be presented to Council in February 2020 seeking a resolution which will determine when the project will go to tender.
	We will renew and upgrade six kilometres of Wanalta Corop Road, Corop.	Assets	In Progress	Regional Roads Victoria have confirmed that the direction of the project to be delivered this year to the full length of the approved project with the width is done at current dimensions. Designs changes are now being finalised and then tender.
Plan and advocate for services and infrastructure to meet community need	We will continue to advocate for improved rail services on the Echuca-Rochester-Bendigo rail line and alignment to timetabling with regional bus services.	Corporate Strategy	In Progress	The Echuca Station Precinct working group continues to meet to seek progress on implementation of the master plan. Opportunities for advocacy for improved service delivery and alignment are being pursued as opportunities arise in both this forum and the Loddon Campaspe Transport Group.
Maximise access and usage of assets through innovative design and partnership initiatives	We will work with three local communities to seek to transition council-owned local facilities into community ownership.	Community Engagement	In Progress	A range of community organisations are in consultation with Council regarding the potential to transition facilities to community ownership. Koyuga Hall and Rec Reserve, Future ownership is currently being considered by the local community group. Community Plan Implementation Funds (\$15K approx) have funded the development of a business plan for the community group. It is anticipated that an agreement to transition the facility to community ownership could be considered by Council later this financial year. Nanneella Recreation Reserve, Discussion to transition the reserve to the community are currently underway. It is anticipated the community group will advise their decision by April 2020. KyValley Community Park Council have received a formal offer from the Kyvalley Swimming Club to transition the Kyvalley community park space. It is anticipated that this proposal could be considered by Council later this financial year.
	We will partner with State government to upgrade infrastructure at Echuca's Crossenvale Park and develop programs that support the activation of the park.	Recreation	In Progress	The installation of infrastructure at the site has progressed with a number of elements installed. The next phase will include the final selection of playground pieces and the hydration station. Attendance at activation activities in the park at the end 2019 were impacted by increased temperatures.
	We will, in conjunction with the funding by Court Services Victoria, make changes to the Echuca Civic Centre which will allow consolidation of all Echuca based council staff into one office facility.	Assets	In Progress	Discussion between Court Services Victoria and Shire of Campaspe Chief Executives are continuing. The project is currently on hold till agreement between both parties is reached.

Strategic Priority Area:		Responsible Management		
Desired Outcome:		Strong leadership, advocacy and good governance		
Strategy	Major Initiative	Responsible Department	Quarter 2 Status	Comment for Council
Enable the delivery of services, facilities and programs to the community through sound corporate governance and fiscal responsibility	We will develop and implement a Data Security Plan in line with the Victorian Protective Data Security Framework.	Governance	In Progress	Council is continuing to review its obligations under the framework and how it applies. The current legislation only applies to the activities related to Council being a committee of management of crown land. Consideration is being given to lobbying the Government to extend the exemption so that all local government is exempt from the standards.
	We will engage with and review current Section 86 committees to affirm future operational models under the new proposed Local Government Act.	Governance	Not Started	The Local Government Bill was introduced into the Victorian Parliament late 2019. Once the bill has passed into legislation and transition provisions are known there will be a clearer understanding of the timelines and future of s86 committees.
Foster an organisational culture that promotes staff development, recognises achievements and celebrates successes	We will implement phase two of the Staff Health and Wellbeing Plan.	Human Resources	In Progress	Survey conducted and results collated with varying levels of satisfaction for the activities provided. A suite of different activities are planned for January to June 2020 focusing more on onsite therapies and resilience.

2019-20 Councillor Expenses - 1 July 2019 - 31 December 2019

Councillor	Travel	Mobile phone & iPads	Training & Professional Development	Conferences & Forums	Reimbursement of Expenses	Total
Cr Daniel Mackrell	\$ 49	\$ 203	\$ 1,590	\$ -	\$ -	\$ 1,841
Cr Kristen Munro	\$ -	\$ 223	\$ -	\$ -	\$ -	\$ 223
Cr Vicki Neele	\$ 2,669	\$ 223	\$ -	\$ -	\$ -	\$ 2,892
Cr Neil Pankhurst	\$ 990	\$ 66	\$ 70	\$ -	\$ -	\$ 1,126
Cr Leanne Pentreath	\$ -	\$ 66	\$ -	\$ -	\$ -	\$ 66
Cr Annie Vickers	\$ 444	\$ 157	\$ 528	\$ 61	\$ -	\$ 1,190
Cr Adrian Weston	\$ 12,450	\$ 223	\$ -	\$ 1,615	\$ -	\$ 15,353
Cr Leigh Wilson	\$ 2,971	\$ 66	\$ 543	\$ 253	\$ -	\$ 3,832
Cr John Zobec	\$ 2,686	\$ 159	\$ -	\$ -	\$ -	\$ 2,845
Total	\$ 22,259	\$ 1,385	\$ 2,730	\$ 1,928	\$ -	\$ 29,367
						<i>grand total</i>

Note: The Mayor and Councillors are entitled to an annual allowance as set out in Section 74 of the Local Government Act 1989. The annual allowances are reviewed and determined by Council following the general Council election and are then reviewed annually by the Minister for Local Government. Effective from 1 December 2019 the annual allowance for the Mayor of Campaspe Shire Council is \$81,204 and for all other Councillors is \$26,245. The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 percent) is payable in addition to these amounts.