



# Council Agenda



**Campaspe**  
Shire Council

**Date:** 19 March 2024

**Time:** 6:00 pm

**Venue:** Echuca Civic Centre

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

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For a meeting of the Campaspe Shire Council held on Tuesday 19 March 2024, commencing at 6:00 pm at the Council Chambers, Echuca Civic Centre.

## **Acknowledgement of Country**

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

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

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

## **Opening Prayer**

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

Amen

## **Meeting Procedures**

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

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

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

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

# 1 Apologies and Requests for Leave of Absence

## 1.1 Apologies

## 1.2 Leave of Absence

# 2 Confirmation of Minutes and Attachments

## RECOMMENDATION

**That the Minutes of the Campaspe Shire Council Meeting held on 20 February 2024 be confirmed.**

# 3 Disclosure of Conflicts of Interest

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

# 4 Changes to the Order of Business

Once an Agenda has been published on the Council website, the Order of Business for that Council Meeting may only be altered as follows: -

- by the CEO prior to the commencement of the Council Meeting following consultation with the Mayor. Where the alteration occurs after the Agenda has been distributed to the public the alteration must be communicated to the Chair to explain the alteration at the Council Meeting under “changes to Order of Business”; or
- by the Chair during the Council Meeting; or
- by Resolution of the Council during the Council Meeting.

A change to the Order of Business after distribution of the Agenda to the public will be recorded in the Minutes of that Council Meeting.

# 5 Public Question Time

Question time will be available at a Council Meeting, except for an Unscheduled Meeting, to enable members of the public to address questions to Council.

All questions must: -

- be received in writing on either of the prescribed forms as outlined on Council’s website; and
- be received no later than 12:00pm (noon) on the day before the Council Meeting.

Please refer to Council’s Governance Rules for further information regarding Public Question Time procedures.

## **6 Petitions / Joint Letters**

## **7 Acknowledgements / Councillor Reports**

At each Ordinary Meeting, Councillors will have the opportunity to: -

- acknowledge significant community members and events. These may relate to notable achievements by community members and groups, and the offering of condolences to a person who has distinguished service in the local area.
- report on any meetings, conferences or events that they have recently attended; or
- report on any matters or progress in relation to a Delegated Committee they are part of.

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

The CEO must be notified of any acknowledgment or report to be raised by a Councillor at a Council Meeting at least three (3) hours before the commencement of the Council Meeting.

## 8 Council Decisions

### 8.1 Responsible Authority Decisions

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

#### 8.1.1 Planning Decision Monthly Update

<b>Directorate:</b>	Sustainability
<b>Responsible Officer:</b>	Manager Planning & Building
<b>Manager:</b>	Manager Planning & Building
<b>Attachments:</b>	1. Monthly Councillor Reporting - February 2024 [8.1.1.1 - 4 pages]
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	Not applicable
<b>Other Strategic Context:</b>	Not applicable

#### 1. PURPOSE

The purpose of this report is to provide information on the determined planning applications including other planning decisions as of 29 February 2024.

#### 2. RECOMMENDATION

**That Council note the determined planning permit applications and other planning decisions, to 29 February 2024.**

#### 3. DISCUSSION

The snapshot provided below outlines the number of applications determined and processing times of determined planning permit applications for the month of February 2024.

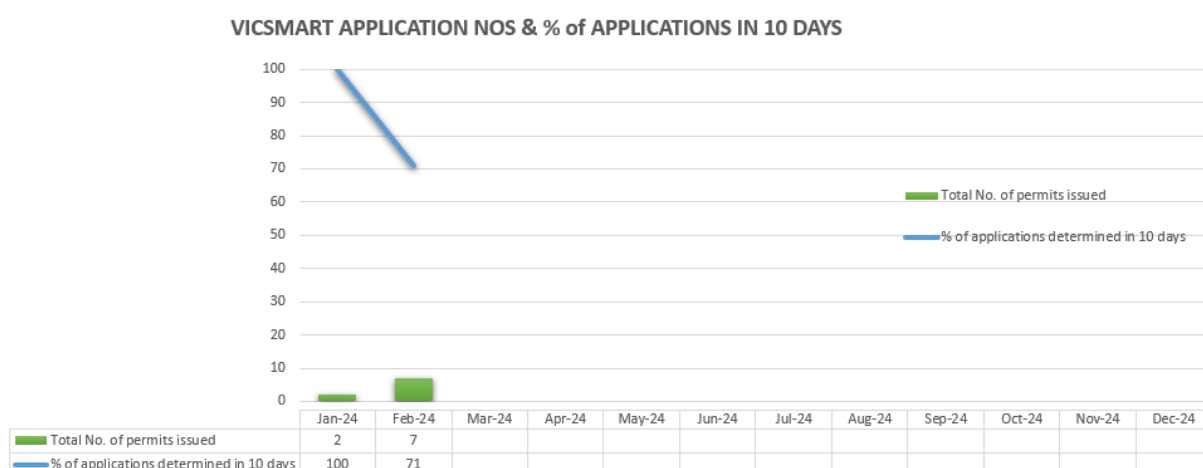
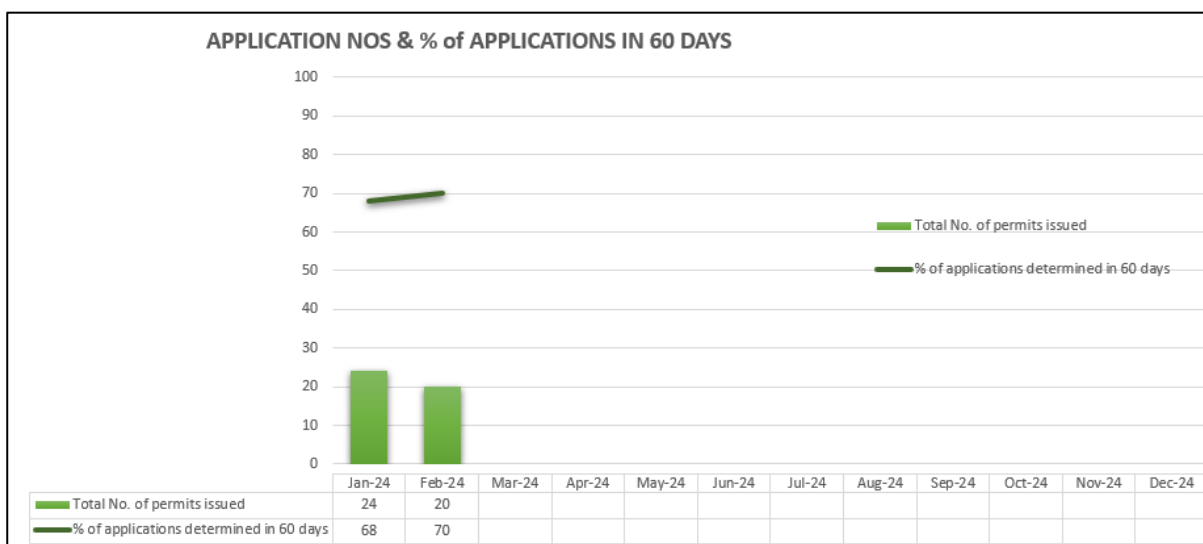
- 28 planning permit applications received.
- 27 planning permits determined (including Vicsmart).
- In total 48 planning decisions were processed with the following breakdown;
  - 27 planning permits determined (including 7 VicSmart)
  - 3 secondary consents determined.
  - 12 condition plans determined.
  - 6 extensions of time determined.

Campaspe's percentage of applications determined in 60 days sat at 70 percent for the month which is higher than the State average of 58.69 percent.

With VicSmart applications the State average for February was 72.17 percent, while Campaspe Shire achieved 71 percent for February.

Officers are continuing to prioritise, resolve and finalise applications that have been lodged for the longest period. This may result in results in upcoming months to reflect lower than normal applications being determined within the 60 day timeframe as these applications appear in the data however Campaspe Shire has consistently been above the State average in its decision making timeframes.

Five additional VicSmart decisions were made this month however there has been a reduction in the number of applications determined within 10 days. There were two decisions made outside the 10 day timeframe for this month. It is noted that one of these applications was withdrawn by the applicant but for State reporting purposes this is still recorded as a decision.



It is noted that the statutory timeframe to determine an application within 60 days under the Planning and Environment Act 1987 includes mandated referral authority time and advertising. When reviewing the timeframes, consideration must be applied where the application has requested additional time to resolve matters for an improved outcome, resolving matters with referral authorities or where the additional information sought requires specialised skills.



Planning Applications are prioritised based on their complexity, being:

- P1 Applications – 10 Days (VicSmart, no referrals, exempt from notice)
- P2 Applications – 11 – 45 Days (Referred, advertised, no objections)
- P3 Applications – 46 – 60 Days (Referred, advertised, received objections, consultation)

Planning register

All planning permit applications are available on the planning register to view the progress of the application, check if further information is required, check for public notification and view decisions on applications: online [www.campaspe.vic.gov.au/Plan-build/Planning/Planning-register](http://www.campaspe.vic.gov.au/Plan-build/Planning/Planning-register).

## Delegate Decisions 01-Feb-2024 to 29-Feb-2024

Monthly Determined

Application ID	Full Details	Property Address	Stage/Decision
PLN013/2024	Subdivision of the land into two (2) lots (dwelling excision) in the Farming Zone Schedule 1	1734 Strathallan Road LOCKINGTON VIC 3563	Withdrawn
PLN048/2023.A	AMENDMENT - Use and development of the land for a Rural Industry and buildings and works (agricultural buildings) in the Farming Zone Schedule 1 and Land Subject to Inundation Overlay and a reduction of carparking requirements pursuant to Clause 52.06 and alteration of access to a Transport Zone 2	1278 Day Road TONGALA VIC 3621	PmtAmend
PLN172/2023	Use and development of the land for a dwelling in the Farming Zone Schedule 1 and creation of an access to a road in a Transport Zone 2 pursuant to Clause 52.29	60 Mcnaught Road PATHO VIC 3564	PrmIssued
PLN209/2023	Buildings and works (warehouse) in the Industrial 1 Zone and Reduction of Car parking requirements pursuant to Clause 52.06	Fact 9/53 Mcmillan Road ECHUCA VIC 3564	OnCnclAgnd
PLN230/2023	Buildings and works (Cabin on site 38) in association with an existing use (caravan park) in the Public Park and Resource Zone, Bushfire Management Overlay, Environmental Significance Overlay and Floodway Overlay	835 Torrumbarry Weir Road PATHO VIC 3564	Lapsed
PLN233/2023	Use and development of the land for service industry and trade supplies in the Industrial 1 and 3 Zones and the Design and Development Plan Overlay Schedule 11 and Development Plan Overlay Schedule 9 and alteration to access to a Transport Zone 2	11-17 Ogilvie Avenue ECHUCA VIC 3564	PrmIssued
PLN243/2023	Buildings and works (Shed) in association with an existing section 2 use (Rural industry) in the Farming Zone Schedule 1 and Floodway Overlay	432 Johnson Road STANHOPE VIC 3623	PrmIssued
PLN250/2023	Buildings and works (Extension, Alterations and external painting to existing dwelling) in the Heritage Overlay Schedule 64	55 Hare Street ECHUCA VIC 3564	PrmIssued
PLN257/2023	Demolition in the Heritage Overlay Schedule 203	30 Moore Street ROCHESTER VIC 3561	Lapsed
PLN270/2023	Buildings and works (Carport and outbuilding, and partial demolition and external alterations of a dwelling) in the Heritage Overlay Schedule 301	18 Heily Street RUSHWORTH VIC 3612	PrmIssued
PLN290/2023	Native Vegetation Removal of three (3) native trees Pursuant to Clause 52.17	12 Barry Street ECHUCA VIC 3564	PlnRecvd
PLN291/2023	Buildings and works (agricultural buildings) in the Farming Zone Schedule 2 and Floodway Overlay and Restructure Overlay	Hicks Road ECHUCA VILLAGE VIC 3564	PrmIssued
PLN299/2023	Native vegetation removal (8 trees) pursuant to Clause 52.17	Brose Road KYABRAM VIC 3620	PmtNOD
PLN302/2023	Buildings and works (Agricultural Shed) in Rural Activity Zone, Environmental Significance Overlay Schedule 1 and Land Subject to Inundation Overlay	Bail Road TORRUMBARRY VIC 3562	PlnRecvd
PLN303/2023	Use and development of the land for Rural Industry in the Industrial 1 Zone and a car parking reduction pursuant Clause 52.06	22 Malloy Street ROCHESTER VIC 3561	PmtAmend
PLN311/2023	Boundary realignment in the Farming Zone Schedule 1 and Floodway Overlay and removal of Reserves 2, 3 and 4 on PS331746 and remove an easement pursuant to Clause 52.02	21 Martin Road STANHOPE VIC 3623	PrmIssued

PLN322/2023	Buildings and works (outbuilding) in the Rural Activity Zone, Bushfire Management Overlay and Floodway Overlay	334 O'Dwyer Road WHARPARILLA VIC 3564	PrmIssued
PLN341/2023	Buildings and works (Agricultural shed) in the Farming Zone Schedule 1	1423 Murray Valley Highway WHARPARILLA VIC 3564	PrmIssued
PLN355/2022	Variation of a restrictive covenant (AK912761F) pursuant to Clause 52.02	1 Leonard Court ECHUCA VIC 3564	Lapsed
PLN404/2020.A	AMENDMENT Use and development of the land for Motor Vehicle Sales, two (2) Internally Illuminated pylon signs and Business Identification Signage in the Commercial 2 Zone and Design and Development Overlay Schedule 3, Car Parking to the Satisfaction of the Responsible Authority and Creation of Access to Principal Road Network pursuant to Clause 52.29-2	82 Northern Highway ECHUCA VIC 3564	PmtNOD

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## Monthly Determined - VicSmart

Application ID	Full Details	Property Address	Stage/Decision
PLN008/2024	VICSMART - Boundary realignment and buildings and works (outbuilding) in the Commercial 2 Zone	301 Allan Street KYABRAM VIC 3620	PrmIssued
PLN016/2024	VICSMART - Buildings and works (Agricultural shed) in the Farming Zone Schedule 1	50 Elliott Road TENNYSON VIC 3572	PrmIssued
PLN024/2024	VICSMART - Reduction of parking for a medical centre pursuant to Clause 52.06 and the Parking Overlay	10-14 Percy Street ECHUCA VIC 3564	PrmIssued
PLN034/2024	VICSMART - Buildings and works (outbuilding) in the Farming Zone Schedule 1	20 Echuca-Mitiamo Road ECHUCA VIC 3564	PrmIssued
PLN325/2023	VICSMART - Building and works (Building maintenance works and external painting) in Heritage Overlay schedule HO304	High Street RUSHWORTH VIC 3612	NotReq
PLN342/2023	VICSMART - Subdivision of the land into two lots in the General Residential Zone	2/92 Hume Street ECHUCA VIC 3564	PrmIssued
PLN343/2023	VICSMART - Buildings and works (external alteration to switchboard) in the Heritage Overlay Schedule 1	10-14 Percy Street ECHUCA VIC 3564	Completed

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## Secondary Consent Determined

Application ID	Full Details	Property Address	Stage/Decision
PLN094/2021	AMENDMENT - Subdivision of the land into two lots in the General Residential Zone and Land Subject to Inundation Overlay	39 Edward Street ROCHESTER VIC 3561	PmtAmend
Pln185/2016	AMENDMENT - Staged subdivision of the land into 72 Lots in the Low Density Residential Zone, Removal of Native Vegetation (two trees) pursuant to Clause 52.17 and Alteration of a Road Zone Category 1 pursuant to Clause 52.29	Brose Road KYABRAM VIC 3620	Completed
PLN222/2021	AMENDMENT - Buildings and works (wash bay) in the Industrial 1 Zone	5 Eddie Hann Drive TONGALA VIC 3621	PmtAmend

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## Extension of Time Determined

Application ID	Full Details	Property Address	Stage/Decision
2007-076	SUBDIVISION OF THE LAND INTO 40 LOTS- STAGED	Station Street KYABRAM VIC 3620	EOTCompleat
PLN011/2021	AMENDMENT - Development of the Land for Three (3) Dwellings and Subdivision of the Land into Three (3) Lots in the General Residential Zone	127 Stawell Street ECHUCA VIC 3564	EOTCompleat

PLN069/2021	Use and development of the land for a dwelling in the Farming Zone Schedule 1 and Restructure Overlay Schedule	1423 Murray Valley Highway WHARPARILLA VIC 3564	EOTComple
PLN317/2021	Subdivision of the land into 7 lots in the General Residential Zone and the Development Plan Overlay Schedule 2	6-10 Solar Boulevard KYABRAM VIC 3620	EOTComple
PLN368/2021	Buildings and works (replacement dwelling) in the Farming Zone Schedule 1	650 Carroll Road WHARPARILLA VIC 3564	EOTComple
TPA384/2014	Buildings and works (Retail) in the Commercial 1 Zone, Design and Development Overlay Schedule 4, associated business identification signage (including 2 illuminated signs), reduction of the car parking and waiver of loading and unloading of vehicles	190-192 Annesley Street ECHUCA VIC 3564	EOTComple

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## Condition Plans Determined

Application ID	Full Details	Property Address	Stage/Decision
PLN032/2023	Boundary realignment (dwelling excision) in the Farming Zone Schedule 1, Floodway Overlay, Land Subject to Inundation Overlay and Public Acquisition Overlay	3162 Midland Highway CARAG CARAG VIC 3623	Completed
PLN048/2023	Use and development of the land for a Rural Industry and buildings and works (agricultural buildings) in the Farming Zone Schedule 1 and Land Subject to Inundation Overlay and a reduction of carparking requirements pursuant to Clause 52.06 and alteration of access to a Transport Zone 2	1278 Day Road TONGALA VIC 3621	PlnRecvd
PLN106/2023	Buildings and works (extension to a dwelling) and tree removal in the Heritage Overlay Schedule HO3	53 Hopwood Street ECHUCA VIC 3564	Completed
PLN113/2020	Staged Subdivision of the Land into 210 Lots in the General Residential Zone and Development Plan Overlay Schedules 2 and 4 and Removal of Native Vegetation pursuant to Clause 52.17 and Alteration of Access to a Road Zone Category 1 pursuant to Clause 52.29	441 Allan Street KYABRAM VIC 3620	PlnRecvd
PLN172/2022	Subdivision of the land in the General Residential Zone and Development Plan Overlay Schedule 2	Breen Avenue KYABRAM VIC 3620	Completed
PLN178/2023	Buildings and works (dwelling extension) in the Bushfire Management Overlay	72 Wharparilla Drive ECHUCA VIC 3564	Completed
PLN179/2023	Boundary realignment into two lots in the Farming Zone Schedule 1 and Land Subject to Inundation Overlay	Strathallan Road LOCKINGTON VIC 3563	Completed
PLN192/2023	Buildings and Works (upgrade airside infrastructure) in the Special Use Zone Schedule 3	176 Mckenzie Road ECHUCA VIC 3564	Completed
PLN209/2022	Development of the land for a second dwelling and dwelling extension in the General Residential Zone, Heritage Overlay Schedule 87 and Land Subject to Inundation Overlay	20 Connelly Street ECHUCA VIC 3564	Completed
PLN239/2023	Subdivision of the land into two lots (dwelling excision) in the Farming Zone Schedule 2 and Land Subject to Inundation Overlay	683 Matheson Road KYABRAM VIC 3620	Completed
PLN315/2022	Development of the land for two (2) additional dwellings and associated alterations to the existing dwelling in the General Residential Zone	81 Campaspe Esplanade ECHUCA VIC 3564	Completed

<p>PLN324/2020</p>	<p>Use and development of the land for a dwelling in the Farming Zone Schedule 2, Environmental Significance Overlay Schedule 1, Floodway Overlay, Land Subject to Inundation Overlay and Restructure Overlay</p>	<p>137 Hicks Road ECHUCA VILLAGE VIC 3564</p>	<p>Completed</p>
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## 8.2 Planning Authority Decisions

A Planning Authority is defined under Section 12 of the *Planning & Environment Act 1987* and is responsible for implementing the objectives of planning in Victoria and reviewing and preparing amendments to a planning scheme.

## 8.3 Office of the CEO

### 8.3.1 ALGA NGA Motion/s

<b>Directorate:</b>	Corporate
<b>Responsible Officer:</b>	Manager ICT
<b>Manager:</b>	Director Community Safety & Recovery Director Corporate
<b>Attachments:</b>	Nil
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Enablers</b> Organisational strategy and performance
<b>Other Strategic Context:</b>	Advocacy Priorities

#### 1. PURPOSE

The purpose of this report is for Council to consider the motions it seeks to place before the National General Assembly of the Australian Local Government Association (ALGA).

#### 2. RECOMMENDATION

**That Council requests the consideration of the following motions at the National General Assembly of the Australian Local Government Association:**

- 1. The National General Assembly calls on the Australian Government to:**
  - 1.1 Acknowledge that Council decisions are made in the best interest of their communities.**
  - 1.2 Increase direct interaction between Local and Commonwealth Governments without the need for State Government oversight in relation to grant funding opportunities as evident in the successful blackspot and Local Roads and Community Infrastructure programs.**
  - 1.3 Work towards achieving maximum community value through flexible policies and programs, acknowledging that Local Government is best positioned to deliver on community priorities and needs.**
- 2. The National General Assembly calls on the Australian Government to fund a nationally coordinated program of collaboration between Federal Government and Local Governments, though the Australian Cyber Security Centre or other suitable body, focused on shared cyber security improvements.**
- 3. The National General Assembly calls on the Australian Government to include provisions for betterment as part of the Disaster Recovery Funding Arrangements (DRFA) to enable Council's impacted by natural disasters to build back better and improve infrastructure to be more resilient to impacts in the future.**

### 3. BACKGROUND

The Australian Local Government Association (ALGA) will hold its 30th National General Assembly of Local Government (NGA) in Canberra from 2-4 July 2024. The theme for NGA24 'Building Community Trust' aims to focus on the role of Local Government in the Australian system of government and explore the importance of trust in Governments, between governments, its institutions, and our citizens.

The ALGA Board invites all councils to send representatives to this national event, and provides councils with the opportunity to come together, share ideas, debate motions, and build relationships between local government and the Australian Government.

To be eligible for inclusion in the NGA Business Papers, it is recommended that all councils and delegates attending the 2024 NGA familiarise themselves and meet the criteria for motions as listed below.

Motions must:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location, or region- unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted to by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome i.e. call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.

#### **Previous Council Discussion**

Not applicable.

### 4. DISCUSSION

Officers workshopped ideas with Councillors on the 5 March 2024, with three motions of interest identified. These have since been developed into potential motions with the following rationale:

#### **Motion one - Financial Sustainability**

##### **Motion Subject:**

1. More direct interaction is called for between Commonwealth and Local Governments around grant funding opportunities.
2. The diversity of local community needs must be respected and other tiers of government must trust that council decisions will be made in the best interests of their communities.

3. We request that all three levels of government stop the persistent “blame game” and focus efforts into achieving best outcomes for all communities in Australia.

**Motion:** The National General Assembly calls on the Australian Government to:

1. Acknowledge that Council decisions are made in the best interest of their communities.
2. Increase direct interaction between Local and Commonwealth Governments without the need for State Government oversight in relation to grant funding opportunities as evident in the successful blackspot and Local Roads and Community Infrastructure programs.
3. Work towards achieving maximum community value through flexible policies and programs, acknowledging that Local Government is best positioned to deliver on community priorities and needs.

### **National Objective:**

1. From a local government view, the current intergovernmental structure is set up based on financial dependency rather than by policy and proper cooperative interaction by the levels of government.
2. Local Governments in Australia are some of the largest in the world by population size, but only account for 6% of government expenditure and 3-4% of total taxes collected (Source: Mr Pery Allen AM, *A Federation for the 21<sup>st</sup> Century*, Page 116).
3. Removing the State Government from the management process of grant funding will allow for direct coordination of grant funding between the Commonwealth and Local Government.
4. The autonomy of councils must be respected by both State and Commonwealth Governments. Councils are elected by the people who live in the local area.
5. Ask all three levels of government to stop the persistent “blame game” between the levels of government and focus efforts into achieving best outcomes for all communities in Australia.

### **Summary of Key Arguments**

**Social Contract Responsibility** - Remember that governments have a social contract with the people to not only protect their natural rights but to also provide essential services that allow the community to function. At times, governments lose sight of this social contract obligation – Local government has a social obligation to deliver services that do not, and cannot, generate a profit.

It should be noted that Councils can be the last provider of some services as the private sector is unwilling to provide (no profit) or the State Government has delegated to Council to provide regardless of the cost or population size.

**Remove Party Politics from Decisions** - In the past, local governments have been handed funds for projects that the community neither wants nor needs. Both State and Commonwealth Governments need to trust local government to provide expert advice in relation to asset infrastructure works and ensure funding allocation is geared towards this.

**Natural Disaster Funding and Management** – Recent flood and storm events across Eastern Australia have highlighted the need for a more clear and concise approach to recovery. Local government has been criticised about not being ready for natural disaster management, yet in Victoria councils are not the lead agency and the State government showed signs it was ill-prepared itself. There were also instances of duplication of effort and conflicting information provided to local councils on which government departments would fund recovery efforts, or parts thereof.

**Democratically Elected Council** - Local government is a distinct tier of government with democratically elected councillors to make decisions on behalf of the local community. The autonomy of councils must be respected, and councils must retain the flexibility to seek funding



from the Commonwealth Government that meet local community priorities and needs without interference from and/ or management by the State Government.

Noting that Commonwealth tied funding is provided with detailed requirements, how can this system be improved to provide flexibility and maximise the benefit to local government?

**A One Size Approach Does Not Always Work** – Local communities need to have their voices heard and the one size approach does not fit when dealing with urban vs rural for example. Delivering services needs to be tailored and funding provided to local government needs to be flexible to allow this.

**Acknowledge Local Government Differences** – Funding arrangements need to consider differences between local governments. For example, oncost rates can be different due to different workers' compensation requirements or the need to pay for extra annual leave entitlements. Another example is that access to resourcing (labour, expertise, materials, etc) is also going to be different across local governments. Funding opportunities need to allow local governments to apply on their individual merits and not under a one size fits all approach.

**Central Information Portals** – Local government staff tend to interact with different portals/ websites to manage reporting and payment requests at a State and Commonwealth Government level. A central information portal aligning all levels of government would be beneficial. This could be focused on grants, allowing for all levels of government to apply and report on grant funding within the same space.

## **Motion two - Data, digital technology and cyber security**

**Motion Subject:** National coordinated cyber security program for local government

**Motion:** The National General Assembly calls on the Australian Government to fund a nationally coordinated program of collaboration between Federal Government and Local Governments, through the Australian Cyber Security Centre or other suitable body, focused on shared cyber security improvements.

### **National Subject**

The ongoing protection against, and awareness of, cyber security threats is key for all government organisations. The impact of this is being experienced at the local government level in the delivery of cyber security testing, planning and implementation of prevention and response systems.

The development of a national lead cyber security response service for local government organisations will provide increased security and trust for communities in government services through proven protection of IT systems and community sensitive data while ensuring a consistent approach and reduced duplication of effort and costs.

This will offer an alternate approach to the current practice where each local government engages external resources to advise on and implement what are often similar cyber security protection services.

By not providing these services at a national level local government will continue to duplicate similar developments and implementations to respond to the increasing risks of a cyber security attack with limited national coordination and duplication of costs.

### **Summary of Key Arguments**

The risk of a cyber-attack is both current and increasing within all government agencies. The pace of change and sophistication of these attacks is rising daily with the corresponding risk of a data breach increasing with each new development.

Local government nationally is required to respond and spend more of their resources, time and funding to prepare appropriate responses to these risks. It is reasonable to assume that each local government is responding in their own manner and engaging external consultants or services to assist them in planning and implementing appropriate services. This represents a potential

duplication of effort and expense with similar responses at each local government organisation resulting in a waste of resources, time and duplication of costs nationally.

While some national government services are assisting to protect from cyber-attacks and have proven effective in a limited sense, these need to be expanded and strengthened at the local government level to ensure consistent ongoing and appropriate protection, detection and response is available to local government organisations.

Currently a few offerings are available through the Australian Cyber Security Service (ACSC) and communicated through state government organisations. These are proving successful; however, each local government must implement additional systems and processes to ensure ongoing protection of data and threat protection. The degree of this protection is at the discretion of each local government as to how and to what extent additional services are implemented.

This proposal is to expand the scope of the current Cyber Security offering to each local government to include (at a minimum):

- Recommended penetration testing and measures relevant in a local government context (like the Essential 8 definitions).
- Centralised services to provide recommended protection, detection, and management of any cyber-attack in conjunction with the local government organisation subscribing to these services.

The benefits of offering these services from a national perspective will enable a more consistent and cost-effective cyber security response for each local government.

### **Motion three - Emergency Management**

**Motion Subject:** Betterment of Disaster Recovery Funding Arrangements (DRFA).

**Motion:** The National General Assembly calls on the Australian Government to include provisions for betterment as part of the Disaster Recovery Funding Arrangements (DRFA) to enable Council's impacted by natural disasters to build back better and improve infrastructure to be more resilient to impacts in the future.

#### **National Subject**

Councils around Australia are responsible for significant critical infrastructure used by all Australians. As the impacts of climate change become more apparent, Councils are experiencing more natural disaster events which are crippling critical infrastructure. Building betterment into the DRFA program would allow Councils already undertaking significant repairs of infrastructure would allow Councils to build back better and make infrastructure more resilient to natural disasters.

#### **Summary of Key Arguments**

Councils have seen increasing instances of natural disasters occurring, including bushfires, floods, droughts and storms. Council infrastructure is often severely impacted, and while Council's appreciate the current DRFA program, the fact that betterment is not included in the program means that money to repair roads and critical infrastructure is spent without thought to improving that infrastructure to be more resilient to future events. For example, a road, severely impacted by floods, could be better serviced by a larger culvert to protect that road in future, would not be funded by DRFA, which would only cover the costs of restoring the road to its previous condition. This work could then prevent a claim being made from the DRFA program in future events.

Most local government areas will have examples of the same infrastructure assets being repaired due to natural disasters. Instead of returning the damaged asset back to its former state prior to the natural disaster, listen to local government and enable it to implement asset betterment so that the asset requires less, or no future works due to natural disasters. Local government usually cannot undertake such improvement works on its own financially.

## **5. STAKEHOLDER ENGAGEMENT**

### **Internal consultation:**

- 14 February 2024 Executive Leadership Team Meeting

### **Councillors:**

- 5 March 2024 Council Briefing Session

### **External consultation:**

- Nil.

### **Community Engagement**

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. The level of community engagement undertaken was:

Not applicable.

### **Public Transparency Policy**

Not applicable.

## **6. LEGISLATIVE CONTEXT**

- Local Government Act 2020 (*Vic*)

## **7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

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

## **8. ENVIRONMENTAL IMPLICATIONS**

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

## **9. OPPORTUNITIES AND RISK**

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

## 8.4 Communities

### 8.4.1 The Future of Aquatic Services

<b>Directorate:</b>	Communities
<b>Responsible Officer:</b>	Manager Active Communities
<b>Manager:</b>	Director Communities
<b>Attachments:</b>	<ol style="list-style-type: none"><li>1. Community Engagement Outcome Report [8.4.1.1 - 23 pages]</li><li>2. Rochester Aquatics Functional Brief 2024 [8.4.1.2 - 88 pages]</li></ol>
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Well planned places</b> Quality, attractive recreational spaces  <b>Growing quality of life</b> Communities have a say on local infrastructure and attractions that stimulate engagement and activity Effective and efficient services available locally Children, young people and families healthy and well Inclusive, connected, culturally diverse and safe
<b>Other Strategic Context:</b>	Asset Management Plans

#### 1. PURPOSE

The purpose of this report is for Council:

1. To establish a position regarding the future provision of aquatic services across the municipality,
2. To note the outcome of the community engagement undertaken with the Rochester community, seek endorsement of the functional brief for the Rochester Pool that was developed based on the engagement outcomes, and
3. To consider strongly advocating to the State and Commonwealth governments for funding of a proposed new Rochester Aquatic facility.

#### 2. RECOMMENDATION

**That Council:**

1. **Rescind resolution – Item 9.3 Aquatic Services Review, 19 January 2022.**
2. **Commit to the development of an Aquatic Strategy to be undertaken with the community that aims to deliver the continued provision of aquatic facilities and wet play across the Municipality for the next 15- 20 years.**

- 3. Note the Rochester Community Engagement Outcomes Report and endorse the Rochester Aquatics Functional Brief.**
- 4. Commit to the development of a detailed design and quantity survey for a new aquatic facility based on the elements included in the Rochester Aquatics Functional brief.**
- 5. Strongly advocate for funding for a new aquatic facility in the current location being 26 Ramsay Street, Rochester.**
- 6. Commit \$500,000 from the Asset Renewal Reserve for the demolition of the current pool shell and associated buildings.**

### **3. BACKGROUND**

Council has eight aquatic facilities across the municipality. Seven facilities are outdoor swimming pools that provide the opportunity for communities to participate in recreational swimming and one indoor facility in Echuca, providing year-round recreation and programmed activities, including learn to swim programs.

#### **2012**

In 2012, Council commenced a review of Aquatic Services across the municipality. The review resulted in papers, plans and documents developed and presented to Council for consideration and highlighted the significant financial impact that would need to be planned for, along with the recommendation to decommission some of the outdoor pools due to age of infrastructure, cost to repair/replace and lack of attendance to balance the operational costs.

#### **2016**

In recognition of the similar challenges faced by Councils across the state, the Victorian Auditor-General's Office (VAGO) published a report in 2016. The VAGO report identified key challenges facing the aquatic and recreation industry, assessing whether councils effectively identify community needs for recreational facilities/services, whether planning for aquatic recreation centres is robust and sound, and whether councils are maximising value from investment in the facilities they do have.

Specifically, VAGO identified the key issues as:

- The cost of building new centres is high – exceeding \$50M in some instances,
- There are many ageing aquatic and recreation centres across Victoria,
- Councils are generally dependent on grants for the development and refurbishment of aquatic and recreation centres,
- Aquatic and recreation centres are complex, evolving businesses generating low returns, hence private sector investment is low,
- Aquatic and recreation centres remain a high priority for their communities, and may generate high profile community and political issues,
- Councils need to effectively engage with their communities, to inform planning for future facility developments,
- A lack of effective evaluation for aquatic and recreation centres often limits Councils' ability to demonstrate achievement of Councils' broader social, health and wellbeing objectives.

Providing new and upgraded infrastructure to meet contemporary needs and standards, while maintaining existing, often ageing aquatic assets, must be carefully balanced. The findings recommended that Councils improve monitoring, reporting and evaluation to determine how well community aquatic facilities meet broader objectives, given the significant investment needed.

Almost all Campaspe Shire's existing aquatic facilities are examples of outdated design and services, with a main pool (50m, 33m or 25m), and a toddler pool. All facilities, excluding the Echuca War Memorial Aquatic Centre (EWMAC) are outdoor, not heated, and are generally only open seasonally from mid-November to mid-March. With the age of most assets and a history of insufficient renewal, this extensive infrastructure network needs significant investment in the short term to keep operating in its current form.

In addition to the infrastructure reaching the end of its life, most of the facilities do not meet contemporary community needs, are inefficient and expensive to operate, do not offer an inclusive range of wellbeing opportunities and are not accessible to all residents.

Growing maintenance costs combined with rising operational expenses (cost of energy, insurances, staffing and supervision due to increased compliance) and limited ability to raise service income from users, means that continuing to operate the extensive network of aquatic facilities (in the current form) present an untenable financial situation for Council over the coming decades. Attempting to increase the income from users by increasing utilisation is not viable at all facilities due to the significant cost of maintaining ageing infrastructure.

In August 2016, April 2019 and January 2022 further reports were presented to council recommending Council establish its position in relation to Aquatic Services.

## **2019**

A draft Campaspe Aquatic Strategy was developed through a community engagement process conducted in 2019. The process involved 800 survey responses, seven community focus group sessions, and a reference group workshop.

The engagement process revealed that Campaspe residents highly value the aquatic facilities as important community recreation assets. The facilities were seen as places for various activities such as:

- Water safety education.
- Recreational play.
- Swimming sports.
- Fitness programs.
- Socialisation, and more.

The community expressed the need to upgrade and refurbish the facilities to meet the evolving needs and demands of people of all ages in the region.

They identified several improvements for the aquatic facilities and services including:

- Enhancing the standard and quality of the Echuca War Memorial Aquatic Centre and the rural township pools including Rochester Pool.
- Providing more types of pools to cater to diverse preferences.
- Improving accessibility for people with disabilities.
- Upgrading amenities, landscaping, and pool surrounds.

The community suggest additional pool programs and activities, longer opening hours, reduced entry costs and improved safety and supervision as ideas that would encourage greater participation and use of aquatic facilities.

Overall, the community engagement process highlighted the importance of the aquatic facilities in Campaspe and the need for improvements and upgrades to ensure they continue to meet the community's needs and expectations.

## **2022**

Contrary to the 2019 Strategy's findings, a report to Council's Ordinary meeting on 19 January 2022 created extensive community backlash with the original report recommending closure of all aquatic facilities, excluding EWMAC.

At its meeting Council adopted the following alternative resolution:

*Item 9.3 Aquatic Services Review, 19 January 2022.*

*That Council:*

- 1. Will not consider a decision on the future of outdoor pools for the following communities, Stanhope, Tongala, Colbinabbin, Lockington, Rochester, Rushworth and Kyabram, until Council completes the individual township facility plans for each of those towns.*
- 2. Where place based plans have not been developed, they are prepared concurrently with the township facility plan.*
- 3. Commits to and directs the Chief Executive Officer to prepare a deliberative engagement plan to enable consultation with the community on the future of swimming pools and to be tabled at Council's April 2022 Council meeting for endorsement.*
- 4. Requests all township facility plans and place-based plans referred to in point 2 be completed and presented to Council for endorsement by May 2023.*
- 5. Refers adequate funding into the 2022/23 budget to enable the township facility plan and place based plan process to continue to be initiated with all communities.*
- 6. Will prioritise funds for any immediate maintenance works required to ensure the pools can operate as normal, until the township facility plans are completed in each township.*

### **Other considerations**

In October 2022, Campaspe Shire experienced major flooding across the municipality which inundated the Rochester Pool. This has compounded the issues at the facility where age, water losses and non-compliance were already an issue.

Following the floods, an engineering report was commissioned to undertake an investigation of the flood damage to the Rochester Pool.

The report includes the following:

- Observations and recording of the extent of structural damage to the pool and the facilities.
- An opinion as to whether any structural damage has occurred to the pool and facilities due to the recent flood event.
- An opinion as to whether the foundation soils have been compromised because of the recent flood event.
- The cause of any observed damage.

The recommendations of the report, along with existing condition assessment data gathered prior to the flooding resulted in the Executive Leadership Team requesting a report regarding the future of Aquatics in Rochester.

In June 2023, officers engaged Otium Planning Group to develop a Functional Brief. The project objectives were to:

- Identify community need and service level of an aquatic facility in Rochester that is financially viable, i.e. staff resources and long-term operational costs.
- Identify a suitable location for an aquatic facility in Rochester.
- Engage with community to ensure a proposal is developed that meets community needs and is financially viable for Council to achieve.

Otium commenced with community engagement activities including:

- Online Survey
- Pop up stalls
- Direct interviews with key stakeholders

The information from the community engagement activities forms the basis of the functional brief (as per attachments).

### **Previous Council Discussion**

As previously outlined in this report, the topic of aquatics across the municipality has been a discussion point for well over a decade. This has included many reports, data collection and community commentary regarding what aquatics facilities, or wet play opportunities should be available to residents and visitors alike.

With the impact of the flooding in October 2022 on the existing Rochester Aquatic facility, it was timely to seek community input from the Rochester community regarding what was actually required in Rochester to service the community's aquatic needs.

Officers presented the community engagement findings, and the proposed functional brief for a new aquatic facility at Rochester to Councillors on the 6 February 2024 at a Council briefing session. Councillors also discussed whether it was timely to reconsider a position on the future direction of Aquatics, with a new Strategy that focussed on the value of retaining aquatic facilities as valued recreational assets, given the overall community sentiment.

## **4. DISCUSSION**

Since the January 2022 meeting, significant changes in Council's administration have occurred. The completion of township facility plans and place-based plans within the endorsed timeframe was unable to be achieved.

Officers are of the view that the future of Aquatics services should not be tied to the undertaking of these plans as community sentiment has demonstrated that every community values their aquatic facilities and would be reluctant to part with them in their entirety. Therefore, officers recommend that the previous resolution from its 19 January 2022 be rescinded.

Rather, officers recommend that Council works with local communities to develop a Strategy that results in the continued provision of aquatic facilities and wet play across the Municipality for the next 15- 20 years.

The development of an Aquatics Strategy undertaken in conjunction with the community will offer Council a sound process and a robust strategic framework for decision making in terms of future investment over the next 20 years, service delivery and monitoring whether provision delivers on liveability, health and wellbeing goals.

Reflecting on the key issues identified in the 2016 VAGO report, with the cost of building new facilities, Council's dependence on grants for the development and refurbishment, low returns, and ongoing maintenance, the Strategy must deliver a long-term approach, with priority on new or replacement of facilities with high usage in Echuca, Kyabram and Rochester in the first instance. The last two years have also demonstrated an increase in patron usage across aquatic facilities with Council waiving entry fees (excluding EWMAC).



Of some urgency is the need to address a new facility for Echuca, given the high usage and increasing operating loss in the excess of \$1.5 million per annum. The facility itself is not sustainable without significant capital investment and will be investigated in more detail over the next 12 months.

### **Rochester**

This report proposes strong advocacy to other tiers of government to support an Aquatic strategy across the municipality.

Following the 2022 flooding event, an engineering report was provided regarding the status of the buildings and pool shell. This report indicated that given the poor condition of the facility, it was recommended that the facility be decommissioned. Repairs were considered; however, these repairs would not have alleviated the leaking pool shell, substandard change facilities, damaged concourse or filtration system that have all exceeded end of life.

A decision was made to cease operation of the facility and seek community input regarding the need for a new facility and proposed elements.

To achieve this, Otium were engaged to carry out community engagement activities to inform the development of a functional brief.

This process provided the residents of Rochester and surrounding towns with the opportunity to provide their ideas for the development of a new aquatic facility. With 80% of those who participated being residents of Rochester, the functional design is based on those who will predominantly use the facility.

The comments provided by the community have assisted to develop a functional brief that is realistic, and while costly for a new facility, there are options to reduce expenditure.

The outcomes contained in the report are as follows:

The key facility components for the proposed facility include:

- 25m pool for cooling off, lap swimming, learn to swim, water aerobics and adventure play (small water slide and inflatables).
- Creative water play park with leisure water, sprays and a water flow area.
- Café and social seating area with shade.
- Landscaped parkland area with an open grassed area and sensory garden.
- Small dry adventure play space area.
- Change rooms, toilets and storage.
- Plant room and maintenance shed.
- Future expansion area of 300m<sup>2</sup> to support potential future warm water program pool for learn to swim, water aerobics and therapy-based activities.

The Winchelsea Outdoor Pool Redevelopment Project was used as a comparable benchmark project to understand the proposed facility's cost estimate. On this basis, the total project cost would likely be between \$10 million and \$12 million. However, without a detailed design and quantity survey (QS) this total project cost is an estimate only and could be significantly different. It is recommended that detailed design and QS is undertaken as a priority.

## **5. STAKEHOLDER ENGAGEMENT**

### **Internal consultation:**

- 13 December 2023 Executive Leadership Team

## **Councillors:**

- 6 February 2024 Briefing

## **External consultation:**

- Community
- Sport and Recreation Victoria

## **Community Engagement**

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. The level of community engagement undertaken was:

Consult: Communicate and seek feedback on a change from those affected and the broader public. Focus on why, when and how it will happen, and how community can provide feedback (Community influence: Feedback may or may not impact final decision).

Otium carried out community engagement activities including:

- Online Survey
- Pop up stalls
- Direct interviews with key stakeholders

The details of engagement and outcomes are in the attached Community Engagement Outcomes report.

## **6. LEGISLATIVE CONTEXT**

*Local Government Act 2020 (Vic)*

Part 3 – Council decision making

## **7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

Should Council commit to the demolition of the existing infrastructure this would require Council funds of up to \$500,000. As any future provision of an aquatic facility in Rochester would require grant funding, it would also be expected that a Council contribution towards a grant would be required.

## **8. ENVIRONMENTAL IMPLICATIONS**

No environmental risks are associated with this report.

## **9. OPPORTUNITIES AND RISK**

### **Opportunities:**

Endorsing the Functional Brief as the basis for a possible facility in Rochester will provide Council and the Rochester community an advocacy tool to lobby State and Federal governments for funding.

The progression of a detailed design, costing and demolition of the current decommissioned infrastructure will ensure the community are aware of Council's intentions and enable the project to be 'shovel ready' when funding becomes available.

## **Risk:**

### Reputation Risk

1. Council needs to allay community concern and refocus its efforts on working collaboratively with the community in developing a long-term Aquatic Strategy for the next 15-20 years.
2. Should Council choose not to endorse the Functional brief and progress the detailed design and costings, there is a risk the Rochester community may perceive this as Council taking the opportunity to cease aquatic services in Rochester.

### Financial Risk

1. Council is continuing to fund ageing infrastructure. Failure to make a decision will result in council continuing to fund these assets with increasing costs due to these assets being at or near the end of their useful life.

# ROCHESTER AQUATIC SERVICES ENGAGEMENT FINDINGS REPORT



OCTOBER 2023



Prepared by Otium Planning Group Pty Ltd  
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*Otium Planning Group acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.*



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# 1. Stakeholder Engagement

This section summarises the key findings from stakeholder engagement including community surveys, interviews with user and interest groups, community pop up events and stakeholder workshops.

*What were the views of the Rochester community?*

## 1.1 Previous 2019 Engagement Findings

The *Draft* Campaspe Aquatic Strategy was developed through a community engagement process conducted in 2019. The process involved 800 survey responses, seven community focus group sessions, and a reference group workshop.

The engagement process revealed that Campaspe residents highly value the aquatic facilities as important community recreation assets.

The facilities were seen as places for various activities such as:

- Water safety education.
- Recreational play.
- Swimming sports.
- Fitness programs.
- Socialisation, and more.

The community expressed the need to upgrade and refurbish the facilities to meet the evolving needs and demands of people of all ages in the region. They identified several improvements for the aquatic facilities and services including:

- Enhancing the standard and quality of the Echuca War Memorial Aquatic Centre and the rural township pools including Rochester Pool.
- Providing more types of pools to cater to diverse preferences.
- Improving accessibility for people with disabilities.
- Upgrading amenities, landscaping, and pool surrounds.

The community suggest additional pool programs and activities, longer opening hours, reduced entry costs and improved safety and supervision as ideas that would encourage greater participation and use of aquatic facilities.

Overall, the community engagement process highlighted the importance of the aquatic facilities in Campaspe and the need for improvements and upgrades to ensure they continue to meet the community's needs and expectations.

## 1.2 Future of Rochester Place Based Plan – Community Engagement Findings 2023

The community has provided contributions via a community engagement process run from April to Jun 2023 to the Rochester Place-Based Plan. The process involved surveys and discussions with 262 survey responses, interviews, workshops, two pop up events and an activity with primary school students at Rochester Primary School and St Joseph’s Primary School.

Developing a local swimming pool, with a preference for it to be outdoors and heated was identified as one of the top priorities for Rochester (110 survey responses). This would be a place for residents to cool off and escape the hot summers, a safe place to learn to swim, a place for teenagers to hang out, families to play and the community to connect and socialise. Other features suggested by community were a hydrotherapy pool and/or splash park.

## 1.3 Rochester Aquatic Services Review – Community Engagement Process 2023

The community engagement process is designed to explore the possibilities for the Rochester aquatic services and invites the community to contribute ideas.

A Have Your Say community engagement page has been developed with information to help inform the community on the current issues and identify ways for them to get involved.

The community was invited to contribute ideas by:

- Completing an online community survey
- Providing a public submission
- Attending community drop-in sessions.

Key stakeholder groups will be interviewed.

### 1.3.1 Community Survey

This section summarises the key findings from the community survey conducted online. This survey took place between August 2023 and September 2023. A total of 530 people completed the survey. The following information provides details on who was responding to the survey.

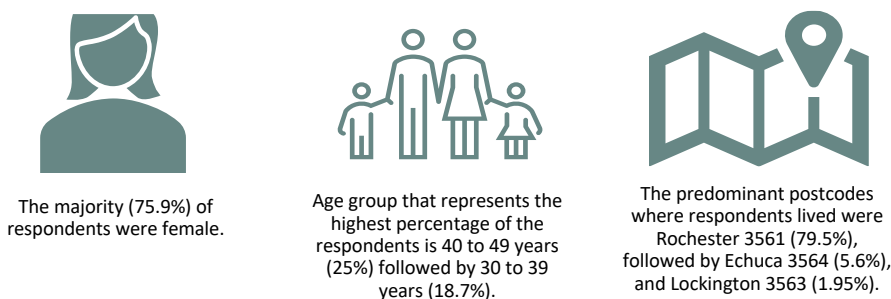


Figure 1: Respondent Characteristics



### Respondent Profile

The following tables summarise the user survey respondents' sample for the Rochester Pool.

**Table 1: User Survey Respondent Sample**

Category	Sub-group	Number	%
Gender	<b>Women</b>	<b>314</b>	<b>76</b>
	Men	88	21.3
	Non-binary	2	0.4
	Prefer not to specify	9	2.1
Age Range	10 year and under	2	0.4
	11 to 19 years	31	7.5
	20 to 20 years	39	9.4
	30 to 39 years	77	18.6
	<b>40 to 49 years</b>	<b>104</b>	<b>25</b>
	50 to 59 years	59	12.2
	60 to 69 years	65	15.7
	70 years plus	29	7
	I'd rather not say	7	1.6

**Table 2: User Survey Population Statistics**

Suburb	% of Campaspe Council population	Count
Echuca	5.5	23
Kyabram	0.9	4
Lockington	1.9	8
<b>Rochester</b>	<b>79.6</b>	<b>329</b>
Stanhope	0.2	1
Tongala	0.7	3
Other	10.9	45

A review of the survey respondents indicates that:

- More females (76%) than males (21.3%) responded to the survey.
- The age group that represents the highest percentage of respondents is 40 to 49 years (25%) followed by 30 to 29 years (18.6%). It is important to note that Rochester has a significant ageing population that may not be proficient in completing an online survey.
- The predominant postcodes where respondents lived were Rochester (79.6%), followed by Echuca (5.5%).

### Use of Rochester Pool

The majority of survey respondents (87.9%) had made use of a swimming pool in the past. The following analysis relates to the respondents who had used a pool in the past.

### Visitation to the Council pools

The main times that people used Rochester Pool are detailed in the following table.

Table 3: Rochester Pool Arrival Times

Time Slot	% of Respondents
6.00 am to 7.30 am	7.4
1.00 pm to 4.00 pm	36.5
<b>4.00 pm to 6.00 pm</b>	<b>40.8</b>
6.00 pm to 8.00 pm	5.7
Other	9.4

The most popular timeslots identified were 4.00 pm to 6.00 pm (40.8%), followed by 1.00 pm to 4.00 pm (36.5%).

### Length of visitation time

The length of time that respondents spent at the facilities on an average visit is detailed below.

Table 4: Rochester Pool Length of Visit

Length of Visit	% of Respondents
Less than 0.5 hours	1.4
0.5 hours to 1 hour	12
1 hour to 1.5 hours	29.1
<b>1.5 hours to 2 hours</b>	<b>34.3</b>
More than 2 hours	20.9

Most respondents spent 1.5 to 2 hours at the pool (34.3%), followed by 1 hour to 1.5 hours (29.1%) more than two hours (20.9%).

### Transport to the Centre

The following table summarises how respondents travelled to the facilities and where they came from.

Table 5: Transport to Rochester Pool

Category	Sub-Group	Number	% of Respondents
Location of Origin	<b>Home</b>	<b>89.9</b>	<b>365</b>
	Work	1.7	7
	School	0	0
	Other	1.4	6
Mode of Transport	Bike	6.1	25
	Bus	1.2	1
	<b>Car (on own)</b>	<b>39.3</b>	<b>159</b>
	Car (with others)	33.4	135
	Taxi	0.2	1
	Walk	18.8	76
	Other	1.7	7

Most survey respondents indicated that they travel to the pool from their home (89.9%), followed by work (1.7%).

The majority of respondents travelled by car either on their own (39.3%) or with others (33.4%). Walking was also a popular method of travel (18.8%) indicating that the location of the facility is a crucial factor in their decision to choose the facility.

### Frequency of Visitation

The following figure summarises the frequency of visits to the facilities.

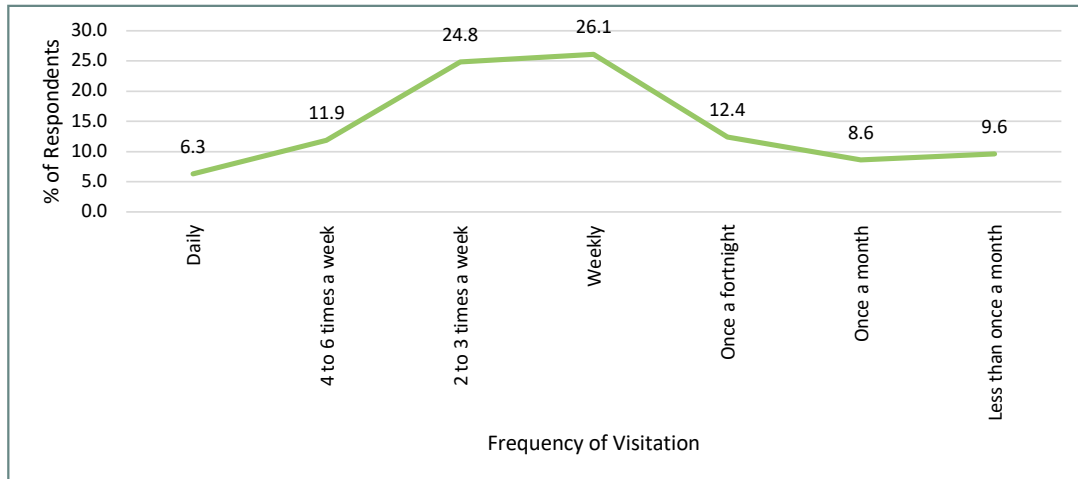


Figure 2: Rochester Pool Frequency of Visitation

The results indicate that the respondents were regular users of the Rochester Pool. The majority of the respondents used the pool once a week or more (69.1%) with the most common being weekly (26.1%), followed by 2 to 3 times a week (24.8%).

### Reason for Facility Usage

Table 6: Rochester Pool main reason for visit

Main reason for visit	% of Respondents	Count
Cool Down from hot weather	75.3	303
Recreation swimming/fun	59.7	240
Take child to pool	49.5	199
Meet with friends	37.3	150
Lap swimming/ fitness	36	145
Spectator	9.4	38
Water based fitness activities	8.9	36
Rehabilitation programs	7.2	29
Take part in aquatic program	5.2	21
To participate in an event	3.7	15
Competition activities	3.7	15
Other recreation/ cultural activities	2.2	9
Take part in club activity	1.7	7
Other (please specify)	3.4	14

The survey results indicate that the most popular reason to visit the pool was to cool down from hot weather (75.3%) and recreation swimming/ fun (59.7%) and the third most popular reason was taking their child to the pool (37.3%).

### Reasons for Not Visiting Rochester Pool.

Table 7: Reason for not visiting Rochester Pool

Reasons for not visiting	% of Respondents	Count
<b>Opening times doesn't suit</b>	<b>14.4</b>	<b>18</b>
<b>Prefer Indoor Pools</b>	<b>14.4</b>	<b>18</b>
<b>Activity not available</b>	<b>10.4</b>	<b>13</b>
No one to go with	7.2	9
Don't know what is available	6.4	8
Lack of information	5.6	7
Family commitments	4.8	6
Not a club member	3.2	4
No disabled access	2.4	3
Cannot afford it	2.4	3

Of the 125 respondents that indicated that they have not visited the pool in the last 12 months, 14.4% indicated that the opening times were unsuitable. 18 respondents preferred indoor pools and 10.4% survey participants indicated that the pool did not provide the specific activity they were seeking.

Some other reasons that respondents mentioned for not visiting Rochester Pool are:

- The perception of the pool as too cold and not suitable for family outings.
- Being new to the area and moving shortly before or after the floods.
- Preference for a heated pool, especially for older individuals with sensitivity to cold water.
- Seasonal availability, with the pool not open during cold months.
- Lack of shade and shelter from the sun.
- Insufficient facilities and amenities for different age groups, including poor changing rooms, water clarity issues, absence of events, and the removal of features like diving boards and music.
- Health issues or personal circumstances, such as COVID-19.
- Concerns about unruly behaviour and poor opening hours.
- Limited access for individuals with disabilities and their caregivers.

### Reasons for visiting Rochester Pool

Respondents provided a range of reasons to visit. The key reasons listed in order of frequency of response were:

- **Close to home** **76.6%**
- **Close to work/school** **16.1%**
- **Friends/family use it** **44.2%**
- Good facilities 22.6%
- To attend aquatic programs 7.9%
- Low entry charges 16.1%
- To use the toddler pool 11.4%
- To attend leisure water/fun pools 13.4%
- Accessible facilities 5.22%

- To use the outdoor pool 52.4%

The main reason for respondents to choose which pool to visit is the proximity to their home (76.6%) followed by the availability of an outdoor pool (52.4%) and to use the pool with their family and friends (44.2%).

Some other reasons that respondents mentioned were:

- School swimming sports and events.
- Teaching their children how to swim and promoting water safety.
- Personal use and enjoyment of the pool for exercise and family visits.
- Interest in senior-friendly activities like water aerobics.
- Picnicking.
- Hosting school swimming and water safety programs.
- General usage, including teaching lessons and participating in school sports days.

### Rating of Facilities and Services

Survey respondents were asked to rate the current facilities and services at Rochester Pool under a five-point rating system. Those respondents that rated the facilities and/or services as poor or very poor were asked to identify which facilities and/or services in particular they were unhappy with.

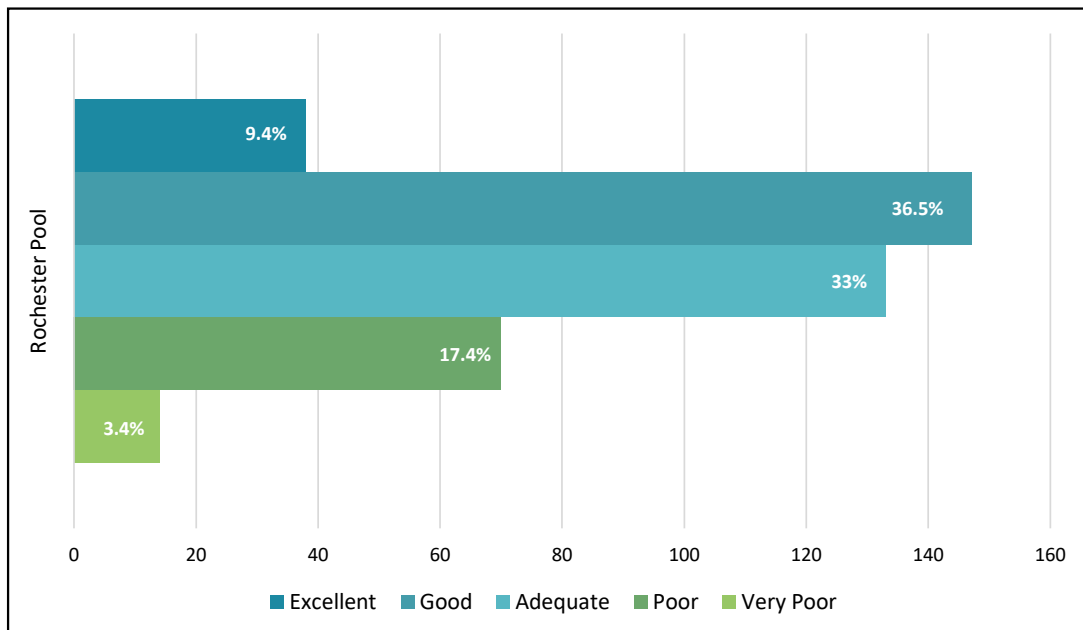


Figure 3: Ratings for Rochester Pool

The ratings suggest that most respondents found the facilities to be in a “good” condition (36.5%), 33% of the respondents found the facilities to be adequate for their needs and 20.8% of the respondents found the facilities to be poor or very poor. As the ratings indicate, majority of the population was content with the existing pool, therefore, it is important to consider the features of the existing pool while providing additional facilities to satisfy the current populations needs.

### Future Visitation

94% of the respondents mentioned that they will make of or greater use of Rochester Pool in the future while 6% indicated they would not make use or greater use in the future.

**Table 8: Areas for improvement to make greater use of facilities.**

Improvement areas	Percentage %	Count
Improved crèche/childcare area	10.9	41
<b>Cleaner more hygienic facilities</b>	<b>32.4</b>	<b>122</b>
Additional family change rooms	18	68
Improved gym/weights facilities	16.2	61
<b>Improved health and fitness classes (aerobics etc.)</b>	<b>29.2</b>	<b>110</b>
Health related programs (nutritionist/masseuse etc.)	9.3	35
Larger indoor learn to swim pool	23.9	90
Improved indoor recreation/leisure pools	29.7	112
<b>Warm water pool for therapy/rehabilitation</b>	<b>44.1</b>	<b>166</b>
Improved Learn to Swim programs	22.6	85
<b>Longer opening hours</b>	<b>46.2</b>	<b>174</b>
Membership packages/discount offers	29.2	110
More car parking	6.1	26
More variety of activities/programs	17.8	67
Transport service to the Centre	1.3	5
Training/meeting rooms	1.3	5
<b>Improved outdoor grassed/shaded areas</b>	<b>42</b>	<b>158</b>
Additional sports medicine programs	5.5	21
Improved social and food areas (café)	34	128
Improvements to meeting/program room	2.3	9
Other (please specify)	14.3	54

The survey results indicate that just under half of the respondents identified “Longer opening hours” as the reason to make greater use of the new Rochester pool. This was followed by “warm water pool for therapy/ rehabilitation” (44.1%) and “cleaner, more hygienic facilities” (32.4%).

### Visitation to pools other than Rochester Pool

**Table 9: Visitation to pools other than Rochester Pool**

Pools	Percentage (%)	Count
No other aquatic centres	27.7	103
Colbinabbin Pool	5.9	22
Kyabram Pool	8.3	31
Lockington Pool	14.2	53
Echuca War Memorial Aquatic Centre	45	167
Rushworth Pool	2.1	8
Stanhope Pool	1.8	7
Tongala Pool	4	15
Merrigum Pool	2.9	11
Kyvalley Pool	0.8	3
Merrigum Splash Park	2.7	10
Elmore Pool	16.7	62
Peter Krenze Leisure Centre	3.5	13
Faith Leech Aquatic Centre	2.1	8
Gurri Wanyarra Wellbeing Centre	9.9	37
Splash 'N' Learn to Swim (Rochester)	16.1	60
Moama Swimming Pool	4.5	17

The Dynamic Fitness Centre (Echuca)	2.9	11
Aquamoves (Shepparton)	8.3	31

While 45% of the respondents commuted to Echuca swimming pool, 27.7% of the respondents did not make use of an aquatic facility during the Rochester Pool closure.

#### Reasons for decision to visit pools (privately or outside Rochester)

- Take child to pool 21.6%
- Recreation swimming/fun 17.5%
- Cool down from hot weather 16.4%
- Lap Swim/ fitness 16.9%
- Meet with friends 5.75%
- Aqua Aerobics 3.29%
- Hydrotherapy/Rehabilitation 3.29%

### 1.3.2 Key Stakeholder Interviews

A range of focus group sessions were held to identify the current and past issues with the Rochester Pool and future opportunities. The sessions included:

- Splash and Learn Swim School
- Rochester Reserve Committee (Reserve and Caravan Park)
- Swim Club
- Rochester Business Network Interview.

#### Splash and Learn Swim School



Figure 4: Splash and Learn Swim School, Rochester

**Current State:**

- Splash and Learn Swim School is the only privately owned swim school in Rochester.
- The school operates from 8:30am to 8:00pm each day (except on Sundays).
- The pool is currently operating at capacity in Terms 1 and 4 (hotter months) and some capacity in Terms 2 and 3 (cooler months).
- The swim school employs 6 instructors (2 of which are casuals). There is a shortage of qualified and experienced instructors in Campaspe Shire.
- The price of lessons is \$17.20 per session.
- The school runs learn-to-swim classes for preschool children from 9am to 3pm. The pool is suitable for levels one to five, but levels six to eight require a 25m pool.
- Learn-to-swim group lessons have up to six children, with about 70 children participating in classes each day in hotter months and about 30 children in cooler months. In total, the school caters for about 600 children in hotter months and 400 children in cooler months.
- There is a waiting list for swim classes.
- Other programs include aqua aerobics classes, with three sessions weekly and a growing demand for this program.
- The pool is also booked for rehabilitation and physio sessions for people with disabilities.
- The swim school delivers learn-to-swim classes for schools at Council's rural pools, including Elmore Pool (25m pool - community-run pool), Rochester Pool when operational (one afternoon a week), Lockington Pool (30m pool), and Stanhope Pool (25m).
- Some schools prefer to run a high number of students at one time, with four groups at a time, which can only be achieved in a 50m pool.

**Future Facility Provisions:**

- A new pool in Rochester should provide for schools to run learn-to-swim programs.
- It should cater to senior swim level learn-to-swim classes (Levels 6-10).
- The pool should serve the local community for programs, events, and as a safe, regulated, supervised place for swimming, cooling off, and rehabilitation (e.g., sports teams and seniors).
- Consideration should be given to providing graduated pool depths and experiences for everyone in the community.
- A 50m pool would be preferred by competitive swimmers.

**Why It Is Important:**

- There is a need for a safe place to swim, especially with the channels being slippery and dangerous.
- The pool provides a place for the community to go during hotter months.
- It adds a fun element to the community and supports the idea of a splash park or water play in addition to a program pool.
- Travel is a barrier, and a local pool for Rochester's population size is warranted.



**Other Comments:**

- Supporting the current location is favoured due to its central location, suitability for schools, proximity to the highway, ample parking, and closeness to town.
- Competitive swimmers would prefer a 50m pool, and there was a group of early morning swimmers who would benefit from this.
- A graduated depth pool would service all community.

**Rochester Reserve Committee (Reserve and Caravan Park)****Current State:**

- The Rochester Reserve Committee has expressed no interest in managing the Rochester pool.
- The Rochester Reserve is not considered as possible future site for the pool primarily due to its vulnerability to flooding and its exclusion from the recent master plan.
- The reserve's master plan is currently implemented, involving the installation of new lighting systems and an ongoing application for funding to construct a modern pavilion.
- The Reserve Committee involves a nine-member board with a bookkeeper.
- The committee is also responsible for managing a caravan park, a total of 90 sites. This caravan park operates at full capacity during peak seasons and about 20% occupancy in winter. In the off-peak summer months, it maintains roughly 50% occupancy. Particularly during extended weekends and holiday periods, it serves as a popular destination for traveling caravan enthusiasts.
- The Reserve Committee is designated by the Committee of Management, appointed under with the Crown Land (Reserves) Act.

**Future Facility Provisions:**

- A new pool could offer valuable training and rehabilitation facilities for local football and netball clubs.
- It should be designed to cater to the specific needs of school-based learn-to-swim programs.
- Additionally, there is an opportunity to integrate a splash park into the pool complex, connecting it to the natural recreational area. This splash park could act as an attraction, drawing visitors to the adjacent caravan park.

**Why It Is Important:**

- The current pool location is positioned well at the town centre, ensuring easy access for local schools and residents.
- The necessity for a pool in Rochester is evident, and the town's population is sufficient to support such a facility. A 25-meter pool, complemented by a splash park and recreational features like a diving pool, would fulfill the town's needs.
- Establishing these facilities is essential for ensuring the safety and enjoyment of residents and visitors alike.
- Local Paralympian conducted his training in their family dam when pools were unavailable. An aquatic service in Rochester can provide for people with a disability if accessible and within proximity to where residents live.

## Swim Club

### Current State:

- The Rochester Swim Club was established when the pool opened in 1960, with consistently high membership until recent years when it became non-operational.
- In the 2000s, the club had around 50 members and participated in regional and State championships, hosting swim meets and carnivals. However, hiring costs made it difficult to continue inter-club competitions.
- During the 2000s, the pool saw high community usage, with extended opening hours until 8 pm. Currently it is open from 1pm to 7pm.
- The relationship between the swim school and swim club experienced past conflicts, but these have been resolved.
- The swim school handles learn-to-swim classes, while the club focuses on squad training and competition.
- The swim club aims to restart upon the reinstatement of a functional pool in Rochester, exploring various programs to engage families and children in swimming.
- The existing site, despite challenges, is considered suitable, but alternatives close to schools and offering diverse activities should be explored. The 4Rs site was mentioned as a potential option.

### Future Facility Provisions:

- A new Rochester Pool should feature provisions like a multi-purpose room, kiosk, and reception area. It should include a heated pool, potentially solar-powered, ensuring accessibility for all users.
- Water play options, a beach entry to a wading pool and diving boards, can be incorporated.
- While a 25m pool is considered, there's merit in the preference for a 50m pool, positioning Rochester as a central hub accessible to multiple locations within Campaspe.
- The aim should be to make the Rochester Pool a preferred destination by offering unique features, potentially including a splash park.
- Emphasis should be placed on presentation and community engagement to ensure the facility's success.
- Retaining certain elements of the existing pool, such as historical murals and features, could honour its heritage.
- The swim club does not support further investment in refurbishing the existing pool, deeming it an inefficient use of resources.

### Why It Is Important:

- Rochester requires a contemporary pool to meet the community's present and future aquatic needs.
- Re-establishing the swim club could foster regional competition, participation in State championships, and community engagement. A new pool can revitalise community events like swim meets and carnivals.
- Enhanced facilities can attract diverse users and make the Rochester Pool a preferred choice.
- A well-structured and inclusive pool facility can cater to a broad range of activities and users.
- The preference for a 50m pool reflects Rochester's central accessibility to surrounding locations.
- Providing unique features like a splash park can set the Rochester Pool apart.

- Honouring the existing pool's heritage while introducing modern amenities is essential for community sentiment and historical continuity.

### Rochester Business Network

#### Current State:

- The Rochester Business Network previously collaborated with community partners to activate the pool through events and activities. Initiatives included events for business groups, on-site coffee shops, fire brigade activities and support for the swim club.
- Rochester features various businesses, including shopfront businesses, home-based businesses, and farming enterprises. Farming businesses strongly support a pool, as many farms have channels where kids usually swim, therefore, a safe swimming facility for families is essential.
- The Rochester Pool serves not only the town but also surrounding suburbs and townships like Lockington, demonstrating its catchment area.
- Local learn-to-swim and health and fitness gym providers are well-received in the community and could expand their offerings if the pool facilities allow.
- Schools used to visit the pool for carnivals, benefiting local shopfront businesses.
- Rochester lost a café after floods, creating an opportunity for a new pool facility to provide one.

#### Why Is a New Facility Important:

- Re-establishing the pool and enhancing facilities could benefit various local businesses.
- It provides a safe swimming option for families, particularly relevant for farming communities.
- The pool catchment area extends to surrounding towns, supporting regional engagement.
- Collaboration with existing fitness providers could lead to an expansion of programming.
- Schools' use of the pool for events could contribute to the town's economic activity.
- Adding a café at the new pool could fill a gap in the local business landscape.
- Encouraging more consumers to Rochester is crucial for businesses, as some residents may not return after the flood event. Attracting a younger demographic to Rochester is possible, as the town is accessible to Bendigo and Echuca, offers public transport, education options, and affordable housing.
- Rochester excels in hosting community events, well-attended and supported by local businesses.
- The existing pool site, close to town and visible from the main road, is considered ideal.
- While the 4Rs site serves Rochester Primary School and Rochester Secondary College well, it may be less accessible to other schools in the area.
- The new pool should be designed to accommodate a wide range of programs, services, and facilities to benefit the entire community.

### 1.3.3 School Interviews

In-person interviews were held with the schools in Rochester to present them with an opportunity to voice their concerns about the current pool and their arrangements for swimming lessons as well as their ideas for the future aquatic facility. The following tables highlight the issues and current state of the swimming program in the schools and what they would like to see in the new Rochester Pool.

### St. Joseph Primary School

Table 10: St. Joseph Primary School Current State and Future Facility requirements

Students: 105	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>The school travels outside Rochester (Echuca Pool) now with the pool closed.</li> </ul>	<ul style="list-style-type: none"> <li>A safe regulated place to swim is what is most important to most families</li> </ul>
<ul style="list-style-type: none"> <li>Hosts an intensive learn to swim lessons for one week.</li> </ul>	<ul style="list-style-type: none"> <li>25m pool would suffice but due to the demand, 50m pool would be ideal</li> </ul>
<ul style="list-style-type: none"> <li>The school currently alternates mornings and afternoons with the Rochester PS</li> </ul>	
<ul style="list-style-type: none"> <li>Currently the bus fees to commute to Echuca Pool are costing around \$8000</li> </ul>	

### Naneela Primary School

Table 11: Naneela Primary School Current State and Future Facility requirements

Students: 18	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>School is part of the Campaspe small school cluster swimming carnival that is made up of six schools and about 40 students</li> </ul>	<ul style="list-style-type: none"> <li>25m pool would suffice</li> </ul>
<ul style="list-style-type: none"> <li>If Rochester pool remains closed, the school will have to travel to Elmore Pool which is 45 minutes away.</li> </ul>	<ul style="list-style-type: none"> <li>Additional features such as shaded area and splash park are essential for younger students.</li> </ul>
<ul style="list-style-type: none"> <li>All the students live on farms with channels and dams, so we need a safe place for them to swim.</li> </ul>	<ul style="list-style-type: none"> <li>If the pool could be heated the pool season could be extended. This would be a benefit to community.</li> </ul>
<ul style="list-style-type: none"> <li>School hosts intensive swim lessons for one week.</li> </ul>	

### Rochester Secondary School

Table 12: Rochester Secondary School Current State and Future Facility requirements

Students: 310	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>40% students live locally in Rochester with the rest bussed in from surrounding communities including Lockington, Colbinabbin and Elmore.</li> </ul>	<ul style="list-style-type: none"> <li>25m pool would suffice for lessons. However, a 50m pool is ideal for athlete pathway into regional and state competitions.</li> </ul>
<ul style="list-style-type: none"> <li>The school runs a swimming lesson from Year 7 to 10 program. This is split over two terms (Term 1 and 4)</li> </ul>	<ul style="list-style-type: none"> <li>Additional features such as shaded area and splash park are essential for younger students.</li> </ul>
<ul style="list-style-type: none"> <li>The school hosts the learn to swim program over several weeks</li> </ul>	<ul style="list-style-type: none"> <li>Other facilities required include shade and space around the pool</li> </ul>
<ul style="list-style-type: none"> <li>The existing pool is ideal. Very convenient with only a 10 minute walk to school. This limits interruptions to the school learning timetable.</li> </ul>	<ul style="list-style-type: none"> <li>Students live on farms with channels and dams, so we need a safe place for them to swim</li> </ul>
<ul style="list-style-type: none"> <li>Enjoy the atmosphere of the outdoor pool at Rochester. It is an inclusive environment where people watch races for swim carnivals</li> </ul>	
<ul style="list-style-type: none"> <li>The school swim program is on hold because of several interruptions to the school. This includes us the school not being in our classrooms due to flood damage and repairs.</li> </ul>	

Students: 310	
<ul style="list-style-type: none"> <li>The swim program will be introduced again next year but this will need to be restricted due to cost and travel impacts.</li> </ul>	

### Rochester Primary School

Table 13: Rochester Primary School Current State and Future Facility requirements

Students: 174	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>The school runs an intensive program, prep to year 3 for one week and year 3 to year 6 the other week.</li> </ul>	<ul style="list-style-type: none"> <li>The school would prefer for the pool to be heated for the younger kids.</li> </ul>
<ul style="list-style-type: none"> <li>They also run an end-of-school Carnival, which serves as a competition as well as a celebration day.</li> </ul>	<ul style="list-style-type: none"> <li>A pool to conduct lessons in is more important to the school than a splash park.</li> </ul>
<ul style="list-style-type: none"> <li>The swimming competency of the students has gone backward since the closure and floods.</li> </ul>	<ul style="list-style-type: none"> <li>School has no real preference when it comes to 25m or 50m pool but does recognise the advantage of higher availability of space in a 50m pool for more lessons to be run at the same time.</li> </ul>
<ul style="list-style-type: none"> <li>Students that attend classes at "Splash n Learn" school do not have pathways after Level 5 other than Echuca Swimming Pool.</li> </ul>	<ul style="list-style-type: none"> <li>Students live on farms with channels and dams, so we need a safe place for them to swim</li> </ul>
<ul style="list-style-type: none"> <li>School pays \$7,900 for transportation of kids to and from Echuca Swimming Pool for ten days</li> </ul>	
<ul style="list-style-type: none"> <li>Additionally, the school pays \$6,000 for booking the lanes at Echuca Swimming Pool</li> </ul>	
<ul style="list-style-type: none"> <li>The students spend around two hours every day only for swimming lessons due to the distance to Echuca.</li> </ul>	
<ul style="list-style-type: none"> <li>Some students are also swimming in channels which is dangerous due to the plastic lining in place.</li> </ul>	
<ul style="list-style-type: none"> <li>Due to the flood recovery funds and donations, the school has been able to keep the swimming lessons cost low (\$20), but due to the lack of funds next year it would be very difficult to continue swimming lessons as it would cost around \$100 per lessons per student</li> </ul>	

### Key themes from school interviews

- All schools host intensive learn-to-swim programs for their students, emphasising the importance of having a suitable pool for these programs.
- Proximity to Rochester Pool is crucial for schools as it minimises disruptions to the school learning timetable and avoids the need for expensive transportation. Schools face financial challenges related to transportation costs, lane booking fees, and overall program costs, which can impact the accessibility of swimming programs.
- Ensuring a safe and regulated place to swim is a primary concern for all schools, as unsafe alternatives like channels, rivers, and dams pose significant risks. Many students in the area live on farms with potentially unsafe swimming environments.
- Schools utilise the pool for community events, competitions, and carnivals, stressing the pool's role in fostering community engagement and student participation.
- Some schools express a desire for a heated pool to extend the swimming season, making it more beneficial for younger students and the community.

- While a 25m pool is suitable for lessons, there is recognition that a 50m pool is ideal for athlete development and competition, offering an advantage in regional and state competitions.
- Interruptions caused by flooding and repairs have affected school swim programs, leading to concerns about program sustainability and cost constraints.
- Some schools emphasize the importance of having a dedicated pool for swim lessons over other recreational amenities like a splash park.

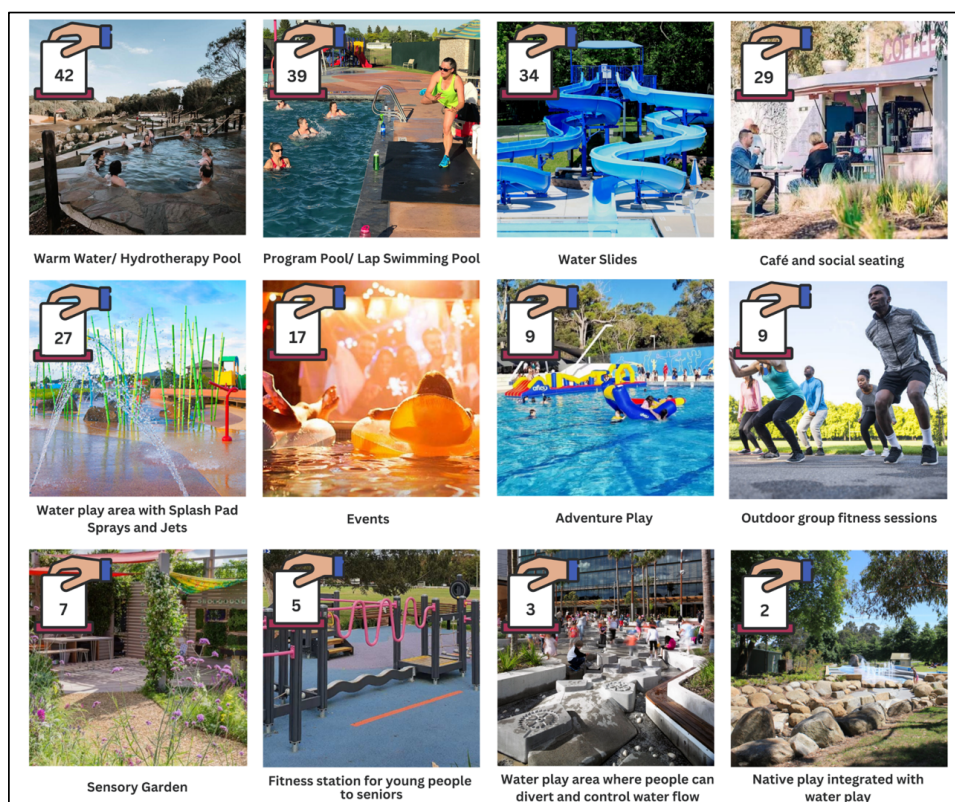
In summary, the key themes revolve around the need for a safe, accessible, and convenient aquatic facility that supports intensive swim programs, community engagement, and competitive swimming. Additionally, cost constraints and the importance of pool size and heating are considerations for the schools in Rochester.

### 1.3.4 Community Drop-In Sessions

Community Drop-In Sessions were held over two days in Rochester to provide an opportunity for the residents to engage with the consultants and present their concerns and ideas for the future of the Rochester Pool.

#### Rochester Pool Storyboard Results

As part of the Drop-In Session, a storyboard was presented with ideas for the future Rochester pool and residents were asked to vote for their top three choices. The storyboard is attached in **Appendix 1**. The following storyboard presents the results of the votes.



**Figure 5: Rochester Pool Storyboard Results**

The storyboard voting results indicate a clear preference among the participants for certain features in the proposed facility. The warm water / hydrotherapy pool collected the highest number of votes across all three community Drop-In sessions, consistently receiving significant support.

Water slides and the program pool/lap swimming pool also received considerable votes in each session, indicating a high demand for learn to swim lessons. Additionally, the water play area with splash pad sprays and jets received a decent number of votes. On the other hand, features like fitness stations, outdoor group fitness sessions, and events had mixed or lower levels of support, while some options, such as native play integrated with water play and water slides, received minimal votes. Overall, the results suggest a strong preference for aquatic programs and therapeutic features in the facility's design.

#### Key Themes from Drop-In Session Interactions

- Addressing temperature concerns for user comfort. Several residents suggested increasing the pool temperature to 23 degrees Celsius to service a wider population.
- Making the pool attractive, accessible, and inclusive for all community members, including seniors. Offering a wide range of facilities and programs to meet the diverse needs and interests of the community.
- Using the new pool as a means to uplift the community, particularly after recent floods. Many would see it as a “moral boost”.
- Ensuring that any development is financially responsible and doesn't go overboard.
- Designing a pool that supports essential functions, such as learn-to-swim classes, cooling off, and providing entertainment for children, with a focus on amenities like shade and grass areas.

- The existing site and 4Rs location were favoured by residents for a new Rochester aquatic facility.

## 1.4 Key Findings of Stakeholder Engagement

Rochester community values a local aquatic service that offers a safe place to swim, provides programs for young and old and a social place where you can cool off and meet up with friends and family

The key findings of the stakeholder engagement are:

- **Demographics:** The Rochester population includes a significant number of older individuals; it is important to ensure that the new aquatic facility caters to a diverse range of age groups and gender preferences and particularly for young and old people. Programs and facilities should be designed with inclusivity and accessibility in mind.
- **Operating hours:** The popularity of the 4.00 pm to 6.00 pm and 1.00 pm to 4.00 pm time slots suggests these times are peak periods of use. The community would like to access the pool for extending operational hours i.e. early morning and until 8pm, especially in the hotter months. Providing flexible time slots could accommodate various schedules.
- **Amenities:** A significant portion of pool visits is to cool down from hot weather and for recreational enjoyment. A new aquatic facility should offer amenities and features that enhance these social experiences. Incorporating shaded areas, a splash park and adventure play areas, comfortable seating, nice places to sit can contribute to the pool's appeal.
- **Inclusivity:** To accommodate individuals with disabilities, caregivers, and seniors, the new pool should prioritise accessibility features such as ramps, accessible changing rooms, and amenities. Additionally, providing a heated pool or heated sections may address sensitivity to cold water.
- **Programs and services:** The new pool should actively engage with the community, particularly schools and families, to offer programs that align with the reasons for pool visits. This can include swimming lessons, water safety programs, and senior-friendly activities like water aerobics. Consideration should also be given to diversifying features such as water play elements for family-friendly activities and health and gym equipment for fitness programs.
- **Well-maintained facility:** To enhance the overall experience, the pool should offer modern amenities, including well-maintained changing rooms, clear pool water, and shaded areas.
- **Pool Location:** As most respondents reside in Rochester and travel to the pool from their homes, the new pool's central location within the town is crucial to attracting and retaining local users. Walking distance to schools, township shops and a short drive or bike ride to residential areas should be key factors in site selection. The existing site and 4Rs reserve site were identified as preferred locations.
- **Safety:** Providing a safe and regulated place for people to swim is important in Rochester where there are an abundance of farming channels, dams and water ways. The community identified this to be particularly important for young people in their community.
- **Cooling-off:** Rochester in the summer is a hot climate to live in. The climatic conditions during the Summer season sees Rochester experiencing average temperatures of over 30c and can be as high as 45c. Rochester requires a place for community to cool-off during this period.

In summary, building a new aquatic facility service in Rochester should consider the unique demographics, preferences, and needs of the community. By addressing these implications, the facility could become a vibrant and inclusive facility that meets the recreational, educational, and social aspirations of the residents of Rochester and its surrounding areas.



## 2. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence', and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium Planning Group's advice does not extend to, or imply, professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

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# Appendix 1: Rochester Aquatic Service Review Storyboard

## ROCHESTER AQUATIC SERVICE REVIEW

What do you want to see at your future Aquatic Facility?

Choose Your Top Three

### HAVE YOUR SAY

We invite you to Have Your Say and contribute your ideas into the future requirements of an aquatic service in Rochester

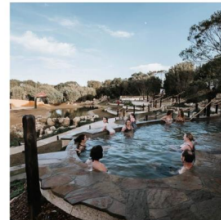
Please choose your top three features that you would like to see in the future Aquatic Facility.

### CONTEXT OF THE PROJECT

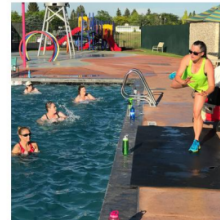
The 70-year-old Rochester Pool has significant issues, worsened by a recent flood.

This project will consider the needs and ideas community has for an aquatic service in Rochester.

To fill in the survey, visit here: <https://www.surveymonkey.com/r/RochesterPool>



Warm Water/ Hydrotherapy Pool



Program Pool/ Lap Swimming Pool



Fitness Station for Young People to Seniors



Outdoor Group Fitness Sessions



Water play area with splash pad sprays and jets



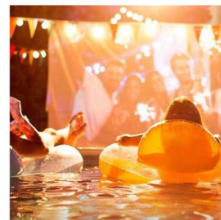
Native play integrated with water play



Water play area where people can divert and control water flow



Sensory Garden



Events



Café and Social Seating



Adventure Play



Water Slides

# ROCHESTER AQUATICS FUNCTIONAL BRIEF FINAL REPORT



Photo of Rochester Pool taken in 2019 before recent flooding event



Prepared by Otium Planning Group Pty Ltd  
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*Otium Planning Group acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.*



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# 1. Introduction

The Rochester Pool is now 70 years old. The 50m pool is too shallow and has significant water losses through cracking, holes and the underground pipe network is in poor condition. The wading pool is also in poor condition.

Furthermore, in October 2022, the Rochester Pool was impacted by the flooding event that occurred throughout the whole town and across Victoria. This has compounded the asset issues at the facility where the pool shell, building and operational infrastructure was damaged.

The pool has reached end of life and no longer meets industry or community standards.

The Rochester Aquatic Services Review will explore the feasibility of an aquatic facility in Rochester and will feature input from community that will contribute their ideas about what is needed in the future.

## 1.1 Planning Process

The project objectives are to:

- Identify community need and service level of an aquatic facility in Rochester that is financially viable, i.e. staff resources and long-term operational costs.
- Identify a suitable location for a proposed aquatic facility in Rochester.
- Engage with community to ensure a proposal is developed that meets community needs and is financially viable for Council to achieve.

The project will follow the following planning process. This **Final Report** summarises the key findings from the background research and engagement stages, identifies proposed key components for an aquatic service in Rochester, summarises the outcomes from a site assessment for potential locations and reports on the outputs of the financial operational model for the proposed facility.



A separate **Functional Design Brief** has been prepared to inform the development of concept designs and a detailed cost plan. The brief includes:

- Summary of key research and engagement findings.
- Summary of possible locations an aquatic facility in Rochester.
- Justification and rationale to support the recommended site location.
- Functional design components schedule.
- Benchmark examples of recommended development option.
- Indicative benchmark construction costs.

## 2. Facility Review

This section reviews the current operations and asset condition of the Rochester Pool.

*What is the current performance and asset condition of the Rochester Pool?*

### 2.1 Overview

The Rochester Pool is located at 26 Ramsay Street, Rochester, the outdoor pool is a seasonal pool open from November to March annually. It offers swim school programs and school aquatic education classes.

Table 1: Rochester Pool Overview

Pool	Address	Facilities	Programs	Operating
Rochester Outdoor Pool	26 Ramsay Street, Rochester	50m, 7 lane outdoor pool Toddler pool Onsite BBQ Change facilities	A Holiday Aquatic Education program (Jan Only)	Seasonal (Nov-Mar)



Figure 1: Rochester Pool



## 2.2 Visitation Trends

The following graph details the total attendance of the Rochester Outdoor Pool facility over the past five years.

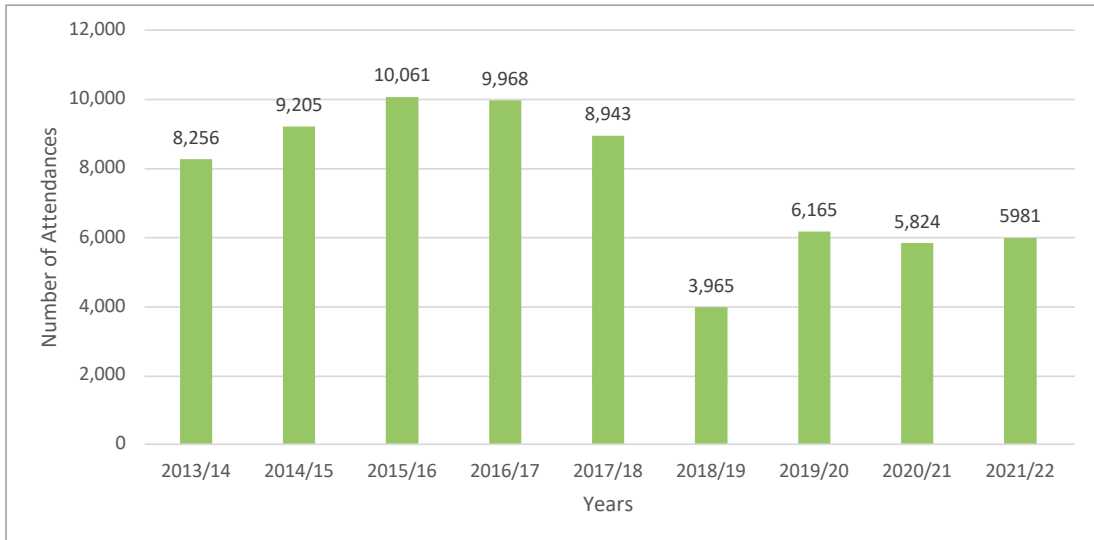


Figure 2: Total Attendance Rochester 2013/14 to 2017/18

A review of the Rochester attendances over the five-year review period indicates a slight increase in attendances from 8,256 in 2013/2014 to 8,943 in 2018/19 an increase of 687 (8%) before the Covid 19 pandemic. Since the pandemic, between 2019 and 2022, the facility had been steadily gaining visitors with an average visitation of 5990 visitors annually or 500 visitors monthly.

## 2.3 Financial Trends

The following graph indicates the financial performance of Rochester over the past nine years 2014/2015 to 2022/23.

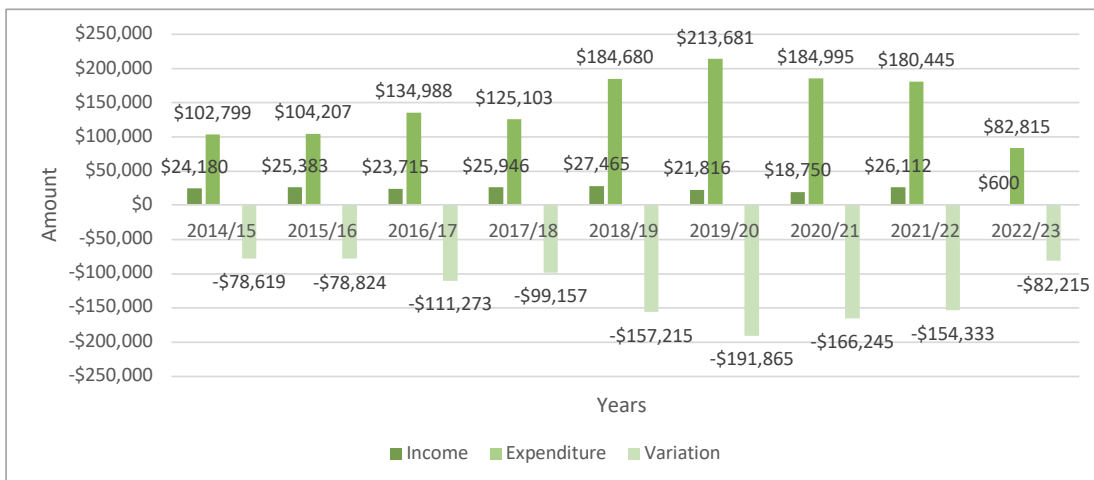


Figure 3: Financial Trends Rochester 2014/15 to 2022/23

A review of the operating performance of Rochester indicates:

- Income had increased from \$24,180 in 2014/2015 to \$27,464 in 2018/2019 an increase of \$3,284 (14%) before falling to \$26,112 in 2021/22.
- Expenditure has remained consistent since 2018/19 with a minor spike in 2019/20 of \$213,681. The expense in 2022/23 was considerable low due to closure of the pool.
- The Centre has recorded an operating deficit over the five-year period which has decreased from \$191,865 in 2019/20 to \$154,333 in 2018/2019, a decrease of \$37,532. This shows that the facility had been steadily recovering from Covid 19 before ultimately closing down.

## 2.4 Asset Condition

The Rochester pool was constructed from reinforced concrete on Department Environment, Land, Water and Planning (DELWP) land in 1950's. The 50m pool has significant water losses through cracking, holes and the underground pipe network is in poor condition.

The pool does not meet the FINA (International Swimming Federation) guidelines in that the pool is too shallow at 0.7m, when the recommended minimum depth for lap swimming is 0.9m and 1.35m if starting blocks are in place.

The structure of the wading pool is in poor condition and has reached end of life. It also has water loss issues through cracking and holes.

In October 2022, Rochester Pool was impacted by the flooding event that occurred throughout the whole town and across Victoria. This has compounded the issues at an older facility that has reached end of life and no longer meets industry or community standards.



Figure 4: Rochester Pool Flooding Impact (Source: Shepparton News, 2022)

### Rochester Pool Condition Assessment Report (May 2023 – Post Flooding Event)

A condition assessment was undertaken by GHD in May 2023, post the flooding event. The assessment found in general that all assets were in average to poor condition and that most assets had reached the end of their “residual life”.

The estimated cost for “life for like replacement” was between \$4 million and \$5 million, plus new buildings (kiosk, change rooms and toilets) and landscaping treatment (seating and shelters).

**Table 2: Rochester Pool Condition Assessment Audit in May 2022**

Asset Description	Like for Like Replacement Cost (2023)	Condition Rating	Condition Description	Residual Life	Condition Description Summary
Pool Structure - Main Pool	\$3,500,000	5	Very Poor	0 years	50m x 7 lane pool. Facility affected by flooding in late 2022 and has not been put back into service. Pool shell is concrete construction with significant cracking observed. Operator advised that leaks were present with a CCTV investigation and associated report undertaken in 2012 also showing leakage. Modification to scum gutter has occurred with foam bulkhead installed. This addition is also at end of life.
Pool Structure - Toddler's Pool	\$200,000	5	Very Poor	0-5 years	Facility affected by flooding in late 2022 and has not been put back into service. Pool shell is concrete construction with significant cracking observed. Operator advised that leaks were present with a CCTV investigation and associated report undertaken in 2012 also showing leakage.
Pool Finishes - Main Pool	\$250,000	5	Very Poor	0 years	Pool finish is poor. Pool currently filled with mud due to recent flooding. Pool surface currently exposed to UV.
Pool Finishes - Toddler's Pool	\$30,000	5	Very Poor	0 years	Pool finish is poor. Pool currently filled with mud due to recent flooding. Pool surface currently exposed to UV.
Pool Concourse	\$200,000	4	Poor	5-10 years	Pool concourse is significantly aged. Significant cracking and differential settlement observed.
Balance Tank	\$50,000	3	Average	5-10 years	Balance tank is a concrete sump. Makeup water is manual through an adjacent tap. Balance tank cover is mesh grating that is in fair condition.
Pool Circulation Pipework - Below Ground	\$200,000	5	Very Poor	0-5 years	Operator advised that leaks were present with a CCTV investigation and associated report undertaken in 2012 also showing leakage. Asset was not in operation at time of inspection.
Filtration Pumps	\$20,000	4	Poor	0 years	Pump appeared in poor condition. Operator noted issues with foot valve the require fixing.
Lint Strainer	\$7,000	4	Poor	0 years	Tea staining and corrosion observed on lint strainer.

Asset Description	Like for Like Replacement Cost (2023)	Condition Rating	Condition Description	Residual Life	Condition Description Summary
Plantroom Pipework and Valves	\$25,000	5	Very Poor	0 years	Operator advised that leaks were present with a CCTV investigation and associated report undertaken in 2012 also showing leakage. Appears to be heavily modified within the plantroom. Asset was not in operation at time of inspection.
Filters	\$100,000	4	Poor	5-10 years	Filter cell is a gravity sand bed filter. Filter is in poor condition. Not in service. Filter media will likely need replacement if the filter is to be reused.
Air Blower	\$20,000	5	Very Poor	0 years	Not in operation. Operator advised that it does not run.
Chemical Fill Point	\$1,500	3	Average	5-10 years	No signage displayed. Effects of UV exposure present.
Sodium Hypochlorite Storage	\$10,000	2	Good	5-10 years	Tank appears in good condition however high-level float switch is currently broken with alarming turned off because of it.
Water Chemistry Controller	\$5,000	4	Poor		Older version Blue I chemistry controller. Not in service.
Chemical Dosing	\$3,000	4	Poor	0 years	Dosing pump in poor condition. Not in service.
Backwash Tank	\$5,000	2	Good	15-20 years	Asset appeared to be in good condition. Backwash water is pumped to sewer.
Backwash Pump	\$2,000	4	Poor	0 years	Pump appeared to be in poor condition. Damage due to outdoor exposure observed.
Safety Shower and Eyewash	\$1,500	3	Average	5-10 years	Facility has two safety shower and eye wash stations, one at the fill point and one at the chemical storage. Both have independent booster pumps and water holding tank to provide required flow.
Heating System	\$ -	5	Very Poor	0 years	Not in use. Heating system appears to be disconnected for quite some time.
Electrical - Main Switchboard	\$25,000	5	Very Poor	0 years	Main switchboard is not a standard form of construction and appears to be in poor condition. There is no switchboard cabinet, which increases safety risk. Warning label indicates the switchboard enclosure contains asbestos. Supply authority metering is installed with all of the switchgear, which is not in accordance with Victorian Electricity Distributors Service & Installation Rules. Switchboard contains exposed earthing terminals and outdated switchgear. Circuits are generally poorly labelled, which increases maintenance risk. Circuit schedule not observed.

Asset Description	Like for Like Replacement Cost (2023)	Condition Rating	Condition Description	Residual Life	Condition Description Summary
Electrical - Plantroom Sub Switchboard	\$10,000	3	Average	5-10 years	Plantroom sub-switchboard is a standard enclosure and appears to be in average condition. Circuits are generally adequately labelled.
Electrical - External Lighting	\$50,000	4	Poor	5-10 years	Five lighting poles observed for swimming pool lighting. Lights appear to be in poor condition with excessive rust. Some speaker cabling is strung overhead to the poles across the swimming pool which increases safety risk.
Starting Blocks	\$3,000	2	Good	5-10 years	Starting blocks appear to be in good condition.

\*This inspection did not cover toilets, showers and clothes changing buildings, pool equipment sheds, kiosks and entry buildings, shade structures and shelters.

### Rochester Pool Engineering Investigation Report (November 2022 – Post Flooding Event)

FMG Engineering was engaged to undertake an engineering investigation of the flood damage to Rochester Pool. The full detailed engineering report is provided in Appendix 1.

The investigation includes the following:

- Observation and recording of the extent of structural damage to the pool and the facilities.
- An opinion as to whether any structural damage has occurred to the pool and facilities because of the recent flood event.
- An opinion as to whether the founding soils have been compromised because of the recent flood event.
- Determine the cause of any observed damage, where relevant.
- Advise on any potential issues with regards to removal of all water from the pool to facilitate the refurbishment works.
- Report on the findings of the investigation and provide recommendations where appropriate.

The investigation identifies the following issues.

**Table 3: Rochester Pool Engineering Investigation Report Issues in November 2022**

Main Pool and Toddler's Pool	Facilities Building
There are trees in relatively close proximity to the main pool, the toddlers pool and the facilities building.	Misalignment and repairs to the paving slabs to the west side of the kiosk
Aged cracks and misalignment to the paving adjacent to the main pool.	Misalignment to the paving slabs to the west side of the female change rooms.
Mud/debris inside the main pool.	Aged cracks to the mortar of the masonry of the east elevation of the male change room.
Relative displacement and aged gaps between the paving and the main pool shell throughout.	Aged cracks and repairs to the west elevation of the southern room.
Dilapidation to the foam coating of the main pool throughout.	Gaps and relative displacement at the paving-wall junction along the west elevation of the southern room.
Mud/debris inside the toddler's pool.	Aged cracks to the south wall of the kiosk passage.
Aged cracks to the paving adjacent to the toddler's pool.	Silt/mud deposits to the rooms of the facilities throughout.
Relative displacement between the toddler's pool walls and the adjacent paving.	The entire internal floor area of the facilities building was flooded up to approximately 600 mm above the floor level.
Pre-existing cracks to the walls of the toddler's pool.	Effloresce at the base of the eastern wall of the male change rooms.
Misalignment to the paving at the southwest corner of the toddler's pool.	
Unsealed ground adjacent to the south end of the southern room.	

The following photos identify key asset condition concerns.

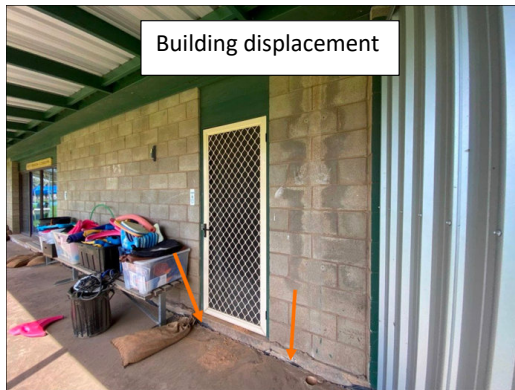




Figure 5 Rochester Pool Condition (Source: FMG Engineering, 2022)

The investigation found:

- The footings of the facilities and founding soils have not been structurally compromised, because of the recent flood event.
- Damage to the facilities predates the flood event and is believed to be a result of wear and tear from pool operation and exposure to weathering factors. The foam coating of the main pool shows significant decay and previous repairs.
- The levels survey indicates settlement on the south side of the main pool and surrounding paving. No significant settlement or heave was found in the toddler's pool. The cracks and repairs suggest ongoing movement predating the flood event.
- The buildings/facilities area display aged cracks, previous repairs, and misalignment of walls and paving slabs. These cracks have been repaired before, indicating ongoing issues that predate the flood event.
- Reinstatement works can commence as soon as practical with the principal consideration being making the building and pools operational in the shortest possible timeframe. Notwithstanding, it is important to note that movements of the facilities building, and pools and associated damage may occur in future after the repairs/refurbishment works have been completed.
- The lifespan of the pool (expected to be 50 years for most concrete pools) pool has been exceeded. Therefore, FMG recommends that consideration be given to the removal of the existing pool structure and the supply and installation of a new purpose-built pool structure.
- FMG provided recommendations for the emptying procedure for the main pool, along with other general recommendations for the foam coating and external pavement remediation.



## 2.5 Catchment Analysis

The map below shows the travel distance time from the Rochester Pool. Regional outdoor pools attract a 20km catchment area (dark pink and purple area). The pool provides for a central township area and the surrounding rural area. There are 10,104 people that reside within 20km of the Rochester Pool.

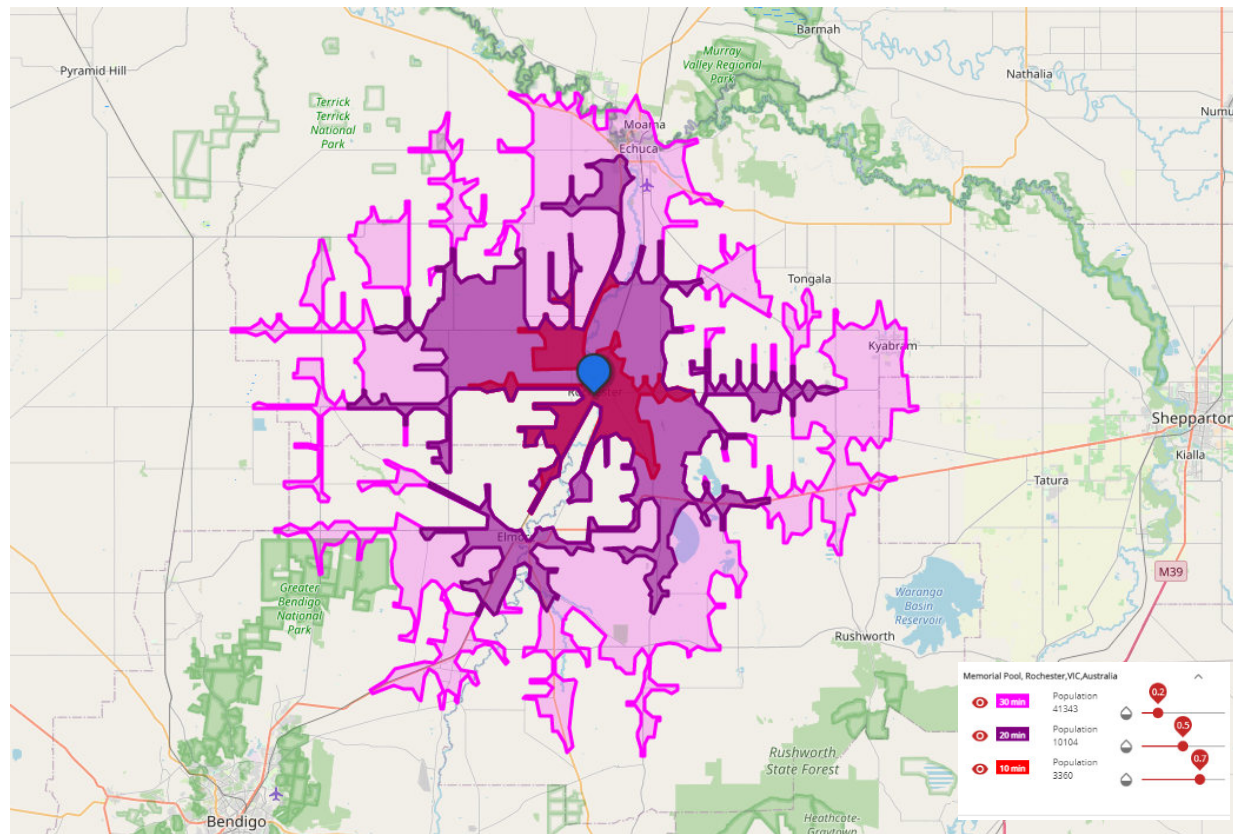


Figure 6: Travel time catchments for Rochester Swimming Pool

It is important to consider the Rochester Pool catchment area with other pools within the Campaspe aquatic network and neighbouring local government areas. The map below shows significant overlap of pool catchments. It will be important for any future development of Rochester Pool to be complementary with the other Campaspe aquatic centres.

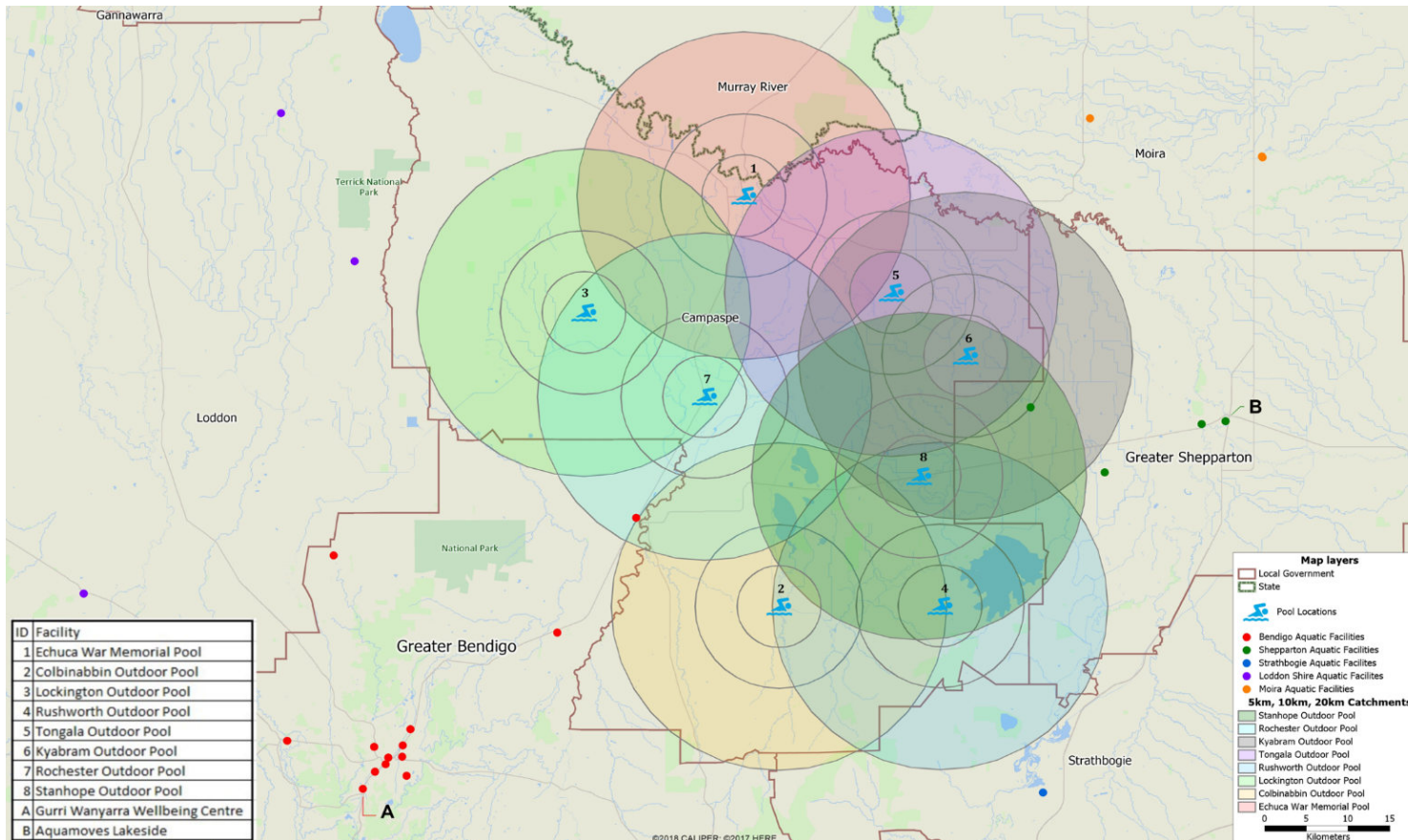


Figure 7: Travel distance catchments for Campaspe Aquatic Facilities

The table below identifies the current facilities at each Campaspe aquatic centre. It is important to note that all Campaspe pools are 50+ years old.

**Table 4: Campaspe Aquatic Centres Overview**

Facility	Location	Components	Programs	Operating
<b>Rochester Outdoor Pool</b>	<b>26 Ramsay Street, Rochester</b>	<b>50m, 7 lane outdoor pool Toddler pool Onsite BBQ</b>	<b>A Holiday Aquatic Education program (Jan Only)</b>	<b>Seasonal (Nov-Mar)</b>
Echuca War Memorial Aquatic Centre	Cnr High & Service Streets, Echuca	50m, 8 lane indoor heated pool Toddler pool Baby pool Steam Room Health Club Group Fitness Occasional Care	Aquatic education Group fitness classes School holiday programs Creche Inflatable obstacle course and water sloe (Sunday Only)	All Year round
Colbinabbin Outdoor Pool	52 Mitchell Road, Colbinabbin	20m, 5 lane outdoor pool Toddler pool Lawn Area	A Holiday Aquatic Education program (Jan Only)	Seasonal (Nov-Mar)
Lockington Outdoor Pool	5 Burns Street, Lockington	20m, 5 lane outdoor pool Toddler pool	A Holiday Aquatic Education program (Jan Only)	Seasonal (Nov-Mar)
Rushworth Outdoor Pool	Geyle Street, Rushworth	20m, 5 lane outdoor pool Toddler pool	A Holiday Aquatic Education program (Jan Only)	Seasonal (Nov-Mar)
Tongala Outdoor Pool	621 Henderson Road, Tongala	25m, 7 lane outdoor pool Intermediate pool Toddler pool	A Holiday Aquatic Education program (Jan Only)	Seasonal (Nov-Mar)
Kyabram Outdoor Pool	Union Street, Kyabram	50m, 8 lane outdoor pool Toddler pool Onsite BBQ	A Holiday Aquatic Education program (Jan Only)	Seasonal (Nov-Mar)
Stanhope Outdoor Pool	Midland Highway, Stanhope	25m, 4 lane outdoor pool Intermediate pool Toddler pool Large Lawn area	A Holiday Aquatic Education program (Jan Only)	Seasonal (Nov-Mar)

## 2.6 Key Findings from Facility Review

### Rochester Pool is a low-patronised pool

In the last four years the Rochester Pool was operational attracts, the visitation averaged 5,856 people that by industry standards is recognised as a low-patronised pool. Council had been subsidising the pool at \$16 per visit before the 2022 flooding event.

Last season (2022/23), Campaspe Shire Council provided free admission all outdoor pools with a view of increasing community usage of pools. This was due to pool usage declining across successive years. Council acknowledged that this would result in an annual loss of about \$88,000.

### Rochester Pool is of the age and condition that requires renewal

The Rochester Pool is now 70 years old and doesn't meet the recommended industry standard for minimum depth for lap swimming.

Recent condition audits and engineering assessments undertaken before the 2022 flood event shows the condition of all pool assets including pools shell, plant and filtration, concourse and buildings are in poor condition.

The engineering report undertaken after the 2022 flood event shows that the flooding has exacerbated these issues these issues. The engineer recommends "*removal of the existing pool structure and the supply and installation of a new purpose-built pool structure*".

The renewal cost of the facilities (like for like) is estimated at between \$5 million and \$6 million. However, Council will realise very minimal impact/benefit to visits and subsidy if providing only a like for like renewal of the existing pool.

#### **Future Rochester Pool needs to complement other pools in the Campaspe aquatic network**

The catchment map shows significant overlap of pool catchments and therefore it will be important for any future development of Rochester Pool to be complementary with the other Campaspe aquatic centres. Particularly the Echuca War Memorial Aquatic Centre that provides an indoor facility all year round and offers aquatic and health and fitness programs.

The central location of Rochester to Campaspe and 'district' population size suggests an aquatic service that offers a different range of activities to that of other aquatic centres in Campaspe could draw people to the township and benefit the local businesses.

## 3. Strategic Review

This section identifies Council's strategic objectives for providing an aquatic service in Rochester and outlines the recent aquatic planning history and Council decisions.

*What strategic commitments will influence Council's future investment into the future development of Rochester Pool?*

### 3.1 Council Strategies

Campaspe Shire Council's strategies identify the key strategic directions that the Council has adopted. These commitments help inform Council's decisions on service delivery and major infrastructure projects.

#### Council Plan 2021-25

The *Council Plan 2021-25* outlines the following headline areas of focus:

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

One of the Council's key strategies among others is to:

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

This strategy relates to the need for well managed and maintained swimming pools across the council to meet the community demand.

#### Campaspe Public Health and Wellbeing Plan 2021-25

The *Campaspe Public Health and Wellbeing Plan 2021-25* is a key strategic document for Council and other agencies with an aim to improve the health and wellbeing of our community. It sets a broad mission, goals and priorities for action for the next four years.

- **Active and Healthy Lifestyle** - Residents will have access to the resources and support required to live an active and healthy lifestyle.
- **Socially Connected and Inclusive Campaspe** - Campaspe will be a safe, connected and inclusive place to live.
- **Addressing Mental Health Challenges** - Mental health considerations will be integrated within all of our work.
- **Equitable Access to Services** - Residents enjoy equitable, effective, efficient access to services in our region.
- **Food Secure Campaspe** - Systems are in place to address food insecurity and reduce stigma for people accessing food relief services.

- **Reducing Tobacco Related Harm** - Residents will be supported to reduce smoking.
- **Tackling Climate Change for Health** - The Campaspe community will work together for an environmentally sustainable future.

The partnership will develop coordinated initiatives, services, and programs to address these key priorities to develop a strong and engaged community. The role of aquatic and leisure facilities and services in supporting the Healthier Campaspe partnership will be explored as part of this project.

### Asset Management Plans 2022-23

The *Asset Management Plans 2022-23* along with the Strategic Asset Management Plan has been drafted to achieve the following asset management outcomes:

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

These outcomes support a strategic approach to planning the development aquatic and leisure facilities so to maximise the use and health and wellbeing benefits of these facilities.

Council's Asset Management Plan is linked to the Council Plan. The Rochester Pool Feasibility Study will inform the future asset renewal and maintenance requirements for the pool, the Asset Management Strategy and next review of the Asset Renewal Funding Strategy.

### Economic Development Strategy 2014-19

The *Economic Development Strategy* will guide and direct Council's role in developing a resilient economy by implementing a range of priority tasks to attract investment and support business and industry growth.

- The Campaspe economy is healthy and growing driven by the agriculture, forestry, fishing, manufacturing, health and social assistance sectors. Campaspe also has a growing tourism economy with a growing number of domestic visitors to the region.
- The key strategic initiative for the Aquatic and Leisure Strategy is for the Strategy to attract, facilitate and advocate for investment in hard and soft infrastructure to support economic development outcomes.

### Environment Strategy 2018-22

The *Environment Strategy 2018-22* seeks to protect Campaspe's natural environment and deliver program and services to support a connected and healthy community. The Strategy outlines how Council will provide a healthy environment.

- 10% of the natural Campaspe environment remains, with the significance of these natural areas recognised by the State and Federal Government through the development of State and National Parks.
- Climate change adaptation and mitigation is a key initiative of the Strategy. Council's approach is to responsibly manage its energy and water consumption with the aim of increasing efficiency which reduces costs and impacts on the environment.
- Adopting environmental design principles and sustainable practices will be an important principle for future development of aquatic and leisure facilities in Campaspe.

### 3.2 Recent Aquatic Facility Planning in Campaspe

Over the last ten years, Campaspe Shire Council has conducted a strategic review and condition assessments of its aquatic and leisure facilities. The following provides a summary of these documents.

#### Aquatic Service Review Discussion Paper, 2016

An Aquatic Service Review Discussion Paper was released for public comment in 2016. The Discussion Paper was prepared to consider the future provision of aquatic facilities and services in Campaspe and involved an extensive education and engagement process including:

- Sharing available data and information on the condition and performance of outdoor pools.
- Community survey that received 800 responses.
- Conducting seven community focus groups sessions at each outdoor pool
- Receiving online feedback on 'facts and figures' publication.
- Formation and engagement with reference groups for each pool. This included workshops and formal feedback submissions.

Through the consultation process, the community identified the Campaspe's aquatic facilities were a place for:

- Water safety education.
- Getting cool when it's hot.
- Pool based recreational play.
- Interactive water play.
- Long course (50m) and short course (25m) swimming sports.
- Indoor fitness equipment and programs.
- Lap swimming and water-based exercise.
- Community socialisation and engagement.

The review recognised that the quality, condition and accessibility of Campaspe's aquatic facilities are on the whole, not up to par with community expectations and preferences.

To continue the conversation with the community on what Campaspe aquatic facilities look like in the future, The Council developed three different facility development options that aimed to meet the needs of the community and take into account the cost, age of assets and expected decline in use of seasonal outdoor pools in small populations. These were:

- **Option A: Regional, district and local aquatic facilities.** The Council provides a three-tier service of regional, district and local aquatic facilities. All facilities would be retained in their current formats and locations and capital funds would be allocated towards ensuring that all facilities are

compliant with relevant legislation and guidelines. Capital funds would also be allocated towards providing full access to existing facilities for people with a disability. There would be no change to service delivery under this model.

- **Option B: Regional, district and interactive water play facilities.** The Council provides a three-tier service of regional district and community aquatic facilities, with capital works allocated to remodel and upgrade facilities at Kyabram, Rochester and Rushworth. Capital funds are also allocated to decommission existing aquatic facilities at Lockington, Colbinabbin, Tongala and Stanhope and replace them with interactive water play. A new interactive water play feature would also be provided in Echuca.
- **Option C: Regional and district aquatic facilities.** The Council provides a two-tier service of Regional and District aquatic facilities with capital works allocated to remodel and upgrade facilities at Kyabram, Rochester and Rushworth and construct interactive water play facilities at each location. A new interactive water play feature would also be provided in Echuca.

The Discussion Paper included a background section which identified the following:

- Average age of Campaspe's outdoor swimming pools was 50 years with most in poor condition. The assessments indicate significant and expensive works are required to maintain them in a serviceable condition.
- Operating costs are increasing including utility and staffing costs and there was a trend of declining use of cold-water outdoor swimming pools.
- The general population in Campaspe is ageing and there is a decrease in younger age groups, particularly in small rural townships, that are traditionally high users of outdoor swimming pools. There is also a decline in populations in some small rural townships. Both factors are resulting in decreasing attendances at the outdoor swimming pools.

Council noted the options; however, the approach was not adopted. A **Council resolution** was made to keep the pools open for a two-year period whilst additional strategic planning work is undertaken, and a Council decision can be made on the long-term future of the aquatic facilities.

### Aquatic Facilities (Technical) Report, 2018

The Aquatic Facilities Report is a technical review of the aquatic facilities and includes an asset review, condition summary and provides recommendations for the 10-year capital works program.

The report provides capital works programs for the pools, associated plant, amenities and kiosks to:

- Maintain them at their existing service standard for the next 10-years excluding upgrades (e.g. DDA compliance) that may be triggered by the Building Act if building permits are required.
- Provide fully compliant pools and / or interactive water play areas with associated plant, amenities, kiosk and landscaping that meet council's new service levels including maintaining the existing facilities until those works are implemented.

The new service levels relate to the **Option 2** identified in the 2016 Discussion Paper, but structured under two categories:

#### Category A:

- EWMAC – Regional Facility – Retention of a 50m indoor pool and all facilities plus provision of interactive water play features.
- Kyabram – District Facility – 25m pool with interactive water play facilities.
- Rochester – District Facility – 25m pool with interactive water play facilities.
- Rushworth – District Facility – 25m pool with interactive water play facilities.



**Category B:**

- Tongala – Local Facility – Interactive water play features.
- Lockington – Local Facility – Interactive water play features.
- Stanhope – Local Facility – Interactive water play features.
- Colbinabbin – Local Facility – Interactive water play features.

The Report estimates at least \$6m is required over next 10 years to maintain the current service levels. This assumes no major unforeseen failures e.g. plant or filtration failure.

This level of investment is expected to escalate as amenities require replacement or upgrading to DDA compliance that will be triggered by pool shell replacements. The capital renewal program proposed takes into account the ageing pool shells so as to limit water losses and maintain water quality. However, it does not provide for any major upgrades to improve usage or reduce operational costs.

The Technical Report for Rochester Outdoor Pool is provided in **Appendix 1**.

**Aquatic Strategy Report, 2020**

The *Draft Campaspe Aquatic and Leisure Strategy* was designed to:

- Identify why Council provides aquatic and leisure services and develop a service purpose for aquatic and leisure services.
- Create a holistic plan for aquatic and leisure services that recognises a coordinated service provision across facilities.
- Develop an informed position relating to Council's high level fiscal and organisational capacity to provide aquatic and leisure services in a sustainable manner.
- Investigate aquatic and leisure service profiles that will provide a full service that meets the community needs and a facility provision that can be delivered in an attainable manner.
- Identify social, environmental and technical influences for changes in aquatic and leisure services and facilities.
- Collaborate with community and stakeholders to develop business cases for the redevelopment of identified facilities.

Six development options were identified with five options chosen for further investigation. The options were based on the following overarching objectives:

**Development Option 1:** This option maintained existing aquatic and leisure facilities without addressing community needs or environmental concerns. Despite some growth in visitation and income in areas with population growth, there would likely be a decline in areas with static or declining populations. The operational centre would have a deficit of \$29,944,600, requiring a subsidy of approximately \$13.70 per visit.

**Development Option 2:** This option involved maintaining certain swimming pools without improvements while decommissioning others. The council would need to allocate an estimated \$52,469,543 annually over the next 10 years to cover operational deficits and maintenance costs. The level of services would be reduced, and the closure of outdoor pools would be seen as a loss by the community. There would be a subsidy per visit of \$13.11, with a budget allocated for facility removal and site cleaning.

**Development Option 3:** This option proposed constructing a sub-regional aquatic and leisure facility in Echuca, consolidating services and reducing the subsidy required. While it offered various aquatic experiences, residents outside the catchment area would need to travel for access. Closure of outdoor pools may be perceived negatively, and the plan predicted the lowest subsidy per visit. The estimated budget included development costs, removal of existing facilities, and site cleaning.

**Development Option 4:** This option suggested maintaining one indoor facility and three local outdoor facilities while decommissioning other outdoor pools. The estimated annual expenditure for operational deficit, maintenance, and facility costs over 10 years would be \$54,192,892. The level of services would be reduced, and the aging facilities could limit further growth potential. The estimated deficit over 10 years would be \$27,306,421, with a subsidy per visit of \$13.29.

**Development Option 5:** This option proposed ceasing the operation of all aquatic and leisure facilities, relying on regional facilities and private operators for such services. There would be no operational cost to the council, but the closure of outdoor pools would be seen as a loss by the community. Savings would be achieved in operational, maintenance, and facility costs, but there would be ongoing pressure to provide access to active and healthy lifestyle facilities. Removal and site cleaning would be necessary, with additional funding required for future development.

When evaluating these development options, Council considered the following key questions:

1. What is the level of service Council is willing to provide into the future?
  - Do we maintain the current 1950 – 70's pools or provide new contemporary aquatic and leisure facility areas?
2. What is the financial capacity within the Long-Term Financial Plan to finance future operational and facility and asset renewal costs?
  - Can Council continue to fund the provision of aquatic services?
3. What level is Council willing to subsidise these facilities?

Campaspe Shire has eight aquatic facilities, seven outdoor pools and one indoor facility. A review of aquatic services started in 2013 with Council adopting an agreed position in April 2016, and reaffirming the position in 2019.

Following discussion and debate on the future of outdoor pools, the Council resolved unanimously **not** to consider a decision until individual township facility plans are completed.

#### **Council Resolution**

- Council will not consider the future of the Stanhope, Tongala, Colbinabbin, Lockington, Rochester, Rushworth and Kyabram outdoor pools until Township Facility Plans are completed for each of these townships.
- Where Place Based Plans have not been developed, new plans are prepared concurrently with Township Facility Plans, to be completed by May 2023.
- A Deliberative Engagement Plan be developed focusing on the consultation required with the community on the future of pools, to be presented to the April Council meeting.
- Refers adequate funds to the 2022/23 Budget to support the development of Township Facility Plans and Place Based Plans.

### 3.3 Key Findings from Strategic Review

**There is strategic support for developing an aquatic service / community destination that improves the health and wellbeing of Rochester community**

Campaspe Shire Council's strategies identify the key strategic directions that the Council has adopted up to. These commitments help inform Council's decisions on service delivery and major infrastructure projects. The strategic directions together with key pillar strategic documents are:

- Strong and engaged community (Health and Wellbeing Plan 2021-25).
- Resilient economy (Economic Development Strategy 2014-19).
- Healthy environment (Environment Strategy 2018-22).
- Balanced services and infrastructure (Asset Management Strategy 2022-23).
- Responsible management (Council Plan 2021-25).

The Health and Wellbeing Plan identifies the role of aquatic and leisure facilities and services in supporting the 'Healthier Campaspe' partnership. Exploring this role in terms of facilities and programs in Rochester will be important to addressing the high level of 'lifestyle' related illnesses in Campaspe.

The Asset Management Strategy includes a set of principles to indicate how Council will take a responsible management approach to delivering balanced services and infrastructure. Council will need to determine aquatic facilities service levels for Rochester and agree on a set of priorities that are financially sustainable.

Adopting environmental design principles and sustainable practices will also be an important principle for future development of aquatic and leisure facilities in Campaspe to adapt to climate change and reduce the environmental footprint of facilities.

There is a long planning history for considering the future of aquatic and leisure facilities in Campaspe including Rochester Outdoor Pool that has included an extensive consultation process with the community. Several options have been considered by Council from maintaining the current facilities and services to only providing one central aquatic centre.

In January 2022, Campaspe Council announced that the future of outdoor pools would **not** be considered until Township Facility Plans were completed for each town. They also emphasised the importance of Place Based Plans, which would be developed concurrently with Township Facility Plans. To ensure community involvement, a Deliberative Engagement Plan would be created for public consultation. The council allocated funds in the 2022/23 Budget to support the development of these plans.

## 4. Needs Assessment

This section summarises the population and demographic influences together with participation demand and trends analysis.

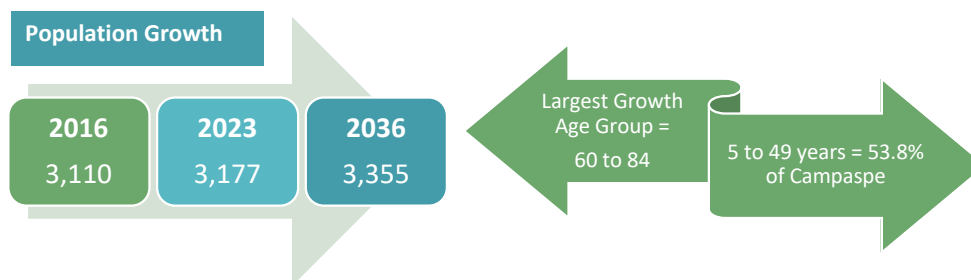
*Who are we planning for?*

### 4.1 Population and Demographic Influences

The population and demographic profile are based wherever possible on the 2021 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data.

#### Population

- The figures show the population growth in the Rochester as well as key demographic characteristics that will influence the aquatic facilities and services needed in the future.
- The Rochester population is predicted to increase by 5.6% between 2023 and 2036. Population growth increases demand for community access to high-quality aquatic facilities and services.



#### Age

- A significant portion of the Rochester residents (43.7%) will fall within our 'most active' age group of 5 to 49 years. This population group will grow by 114 people in 2036. They are high users of our aquatic facilities for activities such as fitness swimming, health and wellness programs, learn-to-swim programs, recreational swimming, and both indoor and outdoor water play areas.
- The Seniors age group in Rochester is increasing. There is 40.8% of the population that are 60+ years of age. The Seniors community require access to therapy-based aquatic programs.

#### Diversity

- There is a higher proportion of people that need assistance due to age or disability in Rochester (10.2%) when compared to Campaspe region (7.4%). Aquatic facilities will need to embrace universal design and be compliant with Disability Discrimination Act (DDA) regulations to provide universal access.
- There is a lower level of diversity. Only 2.1% identify as Aboriginal and Torres Strait Islander people and 6% born overseas, when compared to 3% and 7.1% respectively for Campaspe region (3%).

### Disadvantage and social capital

- SEIFA Index of Disadvantage for Campaspe Shire in 2021 was 965. It should be noted that Rochester has the highest level of Disadvantage is Campaspe Shire with a SEIFA index score of 928.5.
- In Campaspe Shire, 5.8% of the population earned an income of \$2,000 or more per week in 2021.
- Overall, 5.8% of the population earned a high income, and 35.5% earned a low income, compared with 8.1% and 33.8% respectively for Regional VIC.

## 4.2 Health and Wellbeing of Campaspe

### *What is the health status of Campaspe residents?*

The health and wellbeing areas set out below are where data indicates the Campaspe population has a substantially poorer health and wellbeing status compared to regional Victorian and Victorian averages. For most areas, poorer health status is reflected across more than one indicator from more than one data source.

Key health and wellbeing issues include:

- Findings from the 2019 Active living Census indicate that 55% of Campaspe residents meet physical activity guidelines and that males were slightly more likely to be sedentary or to undertake insufficient physical activity, compared to females.
- In 2018-19, the total potentially preventable hospitalisation (PPH) rate for Campaspe was 49.4 per 1,000 persons and this rate was much higher than regional Victoria (31.8) and Victoria (29.6) averages.
- Campaspe had a substantially higher rate of admissions for chronic conditions (28.7 v 14.8) at almost double the state average.
- High rates of smoking and related chronic disease, especially lung cancer and COPD - In 2019, just over 12% of the Campaspe adult population was a current smoker. Males were more likely to be current smokers than females (14.4% v's 10.2%).
- High rates of obesity - According to the 2019 Active Living Census, 29.2% of the Campaspe population is obese, and a further 35.6% is overweight.
- In 2019, 17.8% of Campaspe residents consumed 5 or more serves of vegetables per day. Females were slightly more likely to consume 2 or more serves per day. Vegetable intake generally increased slightly with age for males and females.
- In 2017, Campaspe had a much higher proportion of population (18%) that consumed sugar-sweetened soft drink on a daily basis compared to Victoria (10%).
- High prevalence, hospitalisation rates and death rates related to chronic disease - especially potentially preventable hospitalisations for cancers, coronary heart disease, COPD, asthma, and diabetes.
- High rates of premature deaths and potentially avoidable deaths and hospitalisations.
- High rates of accidental injuries and deaths, particularly for males.

The statistics show a high level of 'lifestyle' related illness. Aquatic and leisure facilities are important ingredients to encouraging health and active lifestyles, improving the health and wellbeing of people.

This Strategy will help inform the purpose and role of the Rochester Pool in improving the health and wellbeing of Campaspe residents.

## 4.3 Participation Trends

### Local participation

The following figure shows the participation rate for adults and children in Campaspe.

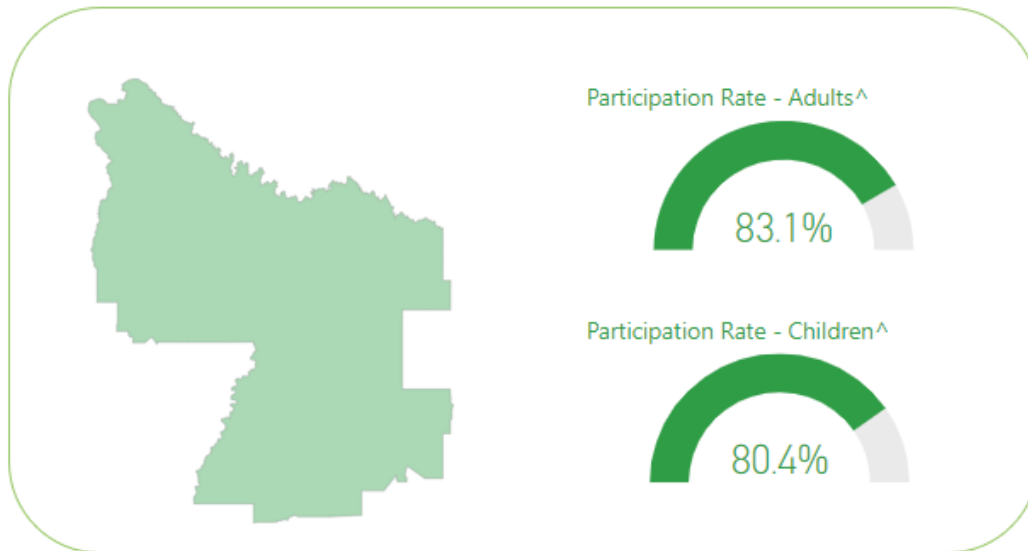


Figure 8: Sport participation rate in Campaspe.

Following are some key statistics from the Campaspe Shire Council Selected Findings 2019

Campaspe sport participation statistics:

- Swimming is the second most popular physical activity among Campaspe Shire residents with 7.7% of the population reporting that they went swimming in the previous 12 months.
- 43.5% of the population use the public swimming pools and splash parks.
- 80.5% of children aged 3 to 11 and 73.1% of adolescents aged between 12 to 17 make use of public swimming pools and splash parks.
- Only 13% of the older population (aged 70 +) use public swimming pools, indicating the needs for warm pools or hydrotherapy pools.
- The average distance residents travel to a swimming activity is 10.8km ranging from 6km in Echuca to 24.7km in Stanhope and District. Most residents use a car to get to their swimming activity.

Rochester sport participation:

- Swimming pools or splash parks were sixth most popular public facility of choice with 39.8% of the population using it, indicating that there is high demand for well maintained and well-designed swimming facilities in Rochester.

### National and State participation

AusPlay is the national population tracking survey funded and led by the Sports Commission (formerly known as the Australian Sports Commission) and follows on from the previous Exercise, Recreation and Sport Survey (ERASS) and Australian Bureau of Statistics, 'Children's Participation in Cultural and Leisure

Activities, Australia'. Annually, about 20,000 interviews are conducted with adults aged 15 and over and about 3,500 interviews with parents/guardians of children under 15 years of age.

Key participation statistics from AusPlay show:

- Swimming is the organised activity of choice for a large proportion of Australian children aged 0-14, ahead of football and gymnastics.
- For children aged under 15 years, Victoria has the highest participation rate across the country at 36.8%.
- For adults (aged 15 +), the dominant reason to participate in swimming was physical health and fitness (51%) with fun/enjoyment also a key motivator at 34%.
- Swimming was also listed as one of the activities with the most gender equity amongst adults.
- The annual population estimate of Australian Adults (15+ years) participating in swimming was 2,984,880 or 14.8% of the Adult population.
- Overall, females accounted for 56% of participants and males 44%.
- Swimming participation rates increased steadily from early adulthood to their peak in the 35 to 54-year age groups.
- Conversion to club participation was low with only 6% of participants a member of an organised swim club.
- An estimated 1.5 million children (Under 15 years) participating in organised swimming out of school e.g. learn to swim or squad classes. This accounts for around one third of all Australian children.
- The peak participation rates for children in organised out of school swimming were five and eight years.
- Adult swimmers participated regularly with a median frequency of 48 sessions per annum for a duration of 45 minutes.
- The highest rating reasons for participating in swimming was 'physical health / fitness (51%) and 'fun/enjoyment (34%).'.
- The highest rating reasons for drop out were 'not enough time / too many commitments (19%) and poor health or injury (16%)'.

OPG research has identified a range of general sport and recreation participation trends that are likely to impact on local communities in the future. These are:

- **A gradual ageing of the population.** As life expectancy increases, birth rates stay low and the "baby boomers" of the 1950s and 1960s grow older. This is placing a demand on providing specific older persons programs.
- **Flexibility in the times when people recreate.** As demands on people's time increases and work practices change, people are seeking to take their sport and recreation at different times, over a broad spread of hours and at facilities that offer a lot of activities under the one roof. Health and fitness facilities are particularly attractive and getting easier to use, as many are open 12 to 16 hours per day, 7 days a week, with some now also open 24/7.
- **Increased variety in physical activity options.** People's physical activity / recreation options are changing towards newer more varied activities offered over a greater range of timeframes compared to previous decades where limited variety in activities and scheduling occurred. This has supported the trend to more multi-use facilities to attract a broader range of users as well as multiple programs to meet different needs at the one facility.

- **Constraints to sport and recreation participation.** Lack of time, lack of facilities close by, family and work constraints, health problems and cost of service or use of facilities are the main constraints to many people's sport and recreation participation. The development of targeted markets of users, programs and services at many health and fitness centres has assisted in reducing some of these participation constraints.
- **Changing employment structures, trading and work hours.** These trends often make participation in traditional sport and recreation activities difficult and therefore people are looking for facilities that are open longer hours and have a lot of activity options at the one site. This makes opportunities such as indoor sports courts attractive as their long opening hours and days open per year means usage can be made in a wide range of social, training, competition and educational settings.
- **Different people want different activities.** The different population characteristics sees the need for facilities to offer potential users a much more varied range of programs and services than previously offered. All year round available indoor and outdoor sport and recreation facilities also provide the greatest diversity of activities throughout the different seasons impacted by the areas weather.
- **Provision of high standards and quality of facilities and services.** People are more and more looking for high standard, high quality facilities and services to meet their sport and recreation needs. This has also seen the trend for indoor facilities becoming very popular as they allow activity in safe and secure spaces in all weather and environmental conditions. This leads to indicating that building low standard, low-cost facilities will not attract the maximum user market. The development by a number of peak sporting bodies of sport specific facility standards and guidelines has also placed pressure on facility providers to meet higher standards of provision.
- **Desire for activities to be affordable.** The development of multi-purpose fitness and indoor sport centres has enabled the high operating cost activities to be cross subsidised by more profitable activity areas such as health and fitness, food and beverage and entertainment areas. This has enabled many facilities to keep general entry fees low to encourage use whilst seeking users who want special services to contribute at a greater level to the cost of such activities. In general, there is a greater reliance on locally accessed and lower cost opportunities by those without the resources to travel and pay for more expensive activities.
- **Recognition of strong links between physical activity and health.** Preventative health care and active lifestyles are very important to many people and health and fitness and indoor sport activities are becoming a large part of people's activity choices. There is increased recognition of the strong links between involvement in recreational activity and good health, and the development of appropriate activities and services, which support this,
- **Expectations of equity and access.** Today's society expects all abilities and people with disabilities to be catered for in public facilities. This has seen improved design features to increase accessibility to and within such facilities. Added to this is the growing array of programs and activities offered to people of all abilities, physical condition and skill levels.
- **Sustainable Development.** In addition to the trends above there are specific trends relating to leisure and sporting facility development such as sport facility planners and operators need to respond to community demand for more sustainable and eco-friendlier infrastructure.

## 4.4 Facility Trends

### Aquatic and leisure facility usage trends

There has been a much greater emphasis in the development of a variety of water spaces within public aquatic centres including:



- Program pools designed for learn to swim and a variety of aquatics programs.
- Warm water pools which are used for rehabilitation and therapy, one of the highest use spaces within public aquatic and leisure centres.
- Water play including large, enclosed slides, water jets and other leisure play opportunities.

Health and fitness programming have also advanced with a greater emphasis on programs for older adults as well as a much broader range of opportunities including Pilates, Yoga and Boot Camp.

Components that contribute to successful contemporary aquatic and leisure facilities are summarised in the figure below.

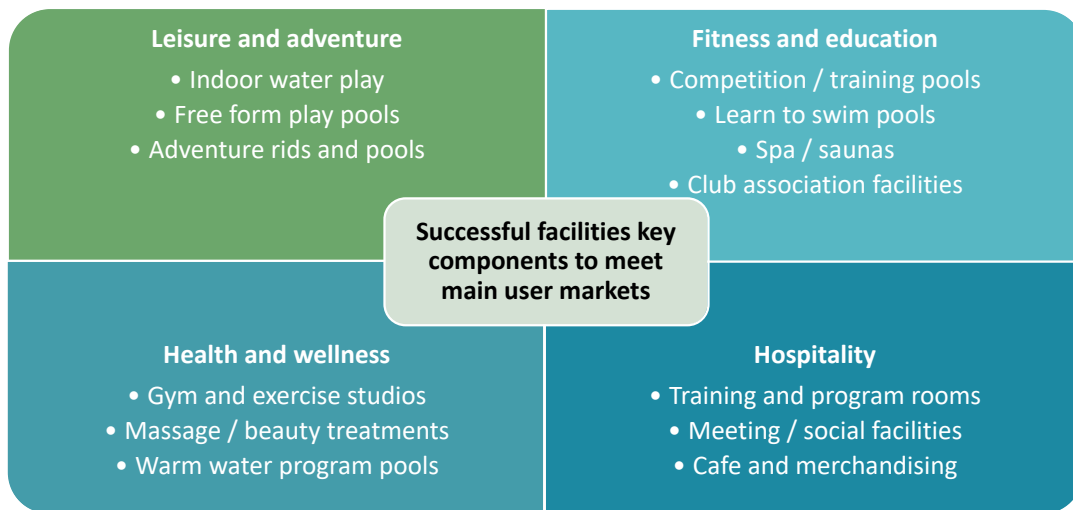


Figure 9: Successful Aquatic and Leisure Facility Model

Detailed planning and comprehensive feasibility studies show targeted user profiles with the majority of aquatic facility market research indicating complexes must equally cater for four distinct aquatic user markets, summarised in the figure below.

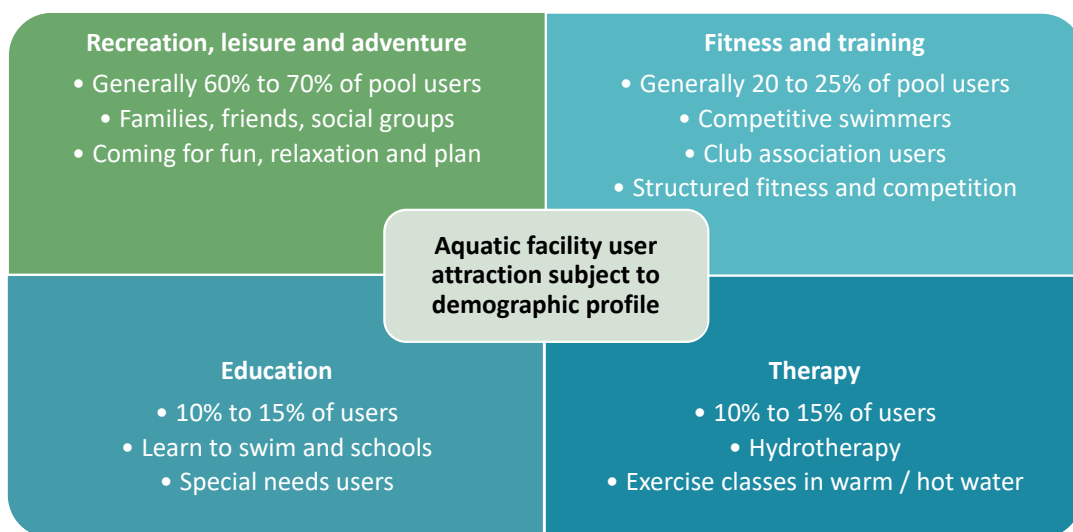


Figure 10: Main Aquatic and Leisure Facility User Markets

### What makes a successful aquatic and leisure centre?

The most successful facilities attract all user markets, draw users from a large catchment and should be set up to allow people to participate in a range of activities at the one site.

Successful future facility trends indicated a number of common success factors:

- **One stop shop:** Large range of activity areas at the one site to maximise use/help share the costs.
- **Reduce operating losses:** Need a mix of community and commercial activities at the one site, however the location needs to be right to make this viable.
- **Programmable spaces:** Need to offer programs and memberships to keep users coming back.
- **Cater for all ages and interests:** Need to develop facilities for broad range of people.
- **Community/social hub:** Needed to offer quality food, beverage, social and entertainment spaces. This could also provide a range of other services like community and cultural services, health and allied services and/or commercial precincts.

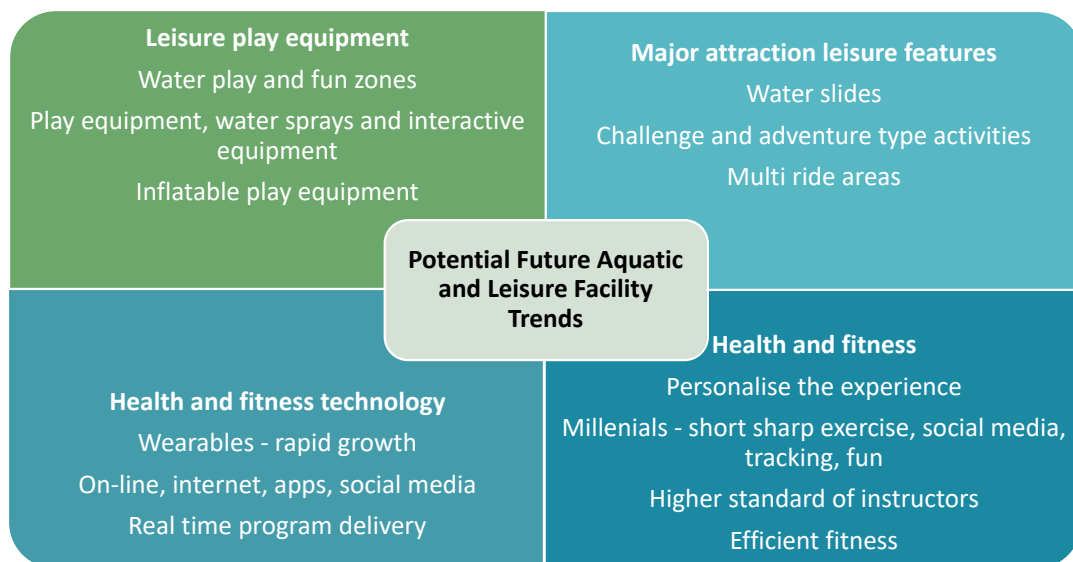


Figure 11: Potential Future Aquatic and Leisure Facility Trends

### Residents do not necessarily access services within their local government area

Service mapping was undertaken as part of the *Draft Campaspe Aquatic Strategy* using data from Campaspe and neighbouring Council facilities. This data shows that the use of services can be seen to be linked to travel to work patterns, where children attend schools, travel times and direct road / public transport link as well as types of experiences being sought.

An aquatic service in Rochester would primarily service a local catchment.

### Aquatic, fitness and leisure services and experiences are offered by a range of providers

Providers include:

- State Government, through accessible natural water way sites.
- Local government through major aquatic, fitness and leisure centres.

- Range of private business providers including swim schools, fitness centres and personal trainers.
- Community groups taking on management of outdoor pools.

Private businesses continue to successfully operate in the 'learn to swim' and health and fitness market with an increased growth in this type of facility in many communities. Some of these pools are also offering aquatic program opportunities such as aqua aerobics. These pool facilities tend to be 15m to 20m indoor heated pools and are often located in business/industrial precincts.

Privately operated health and fitness facilities include 24/7 budget gyms as well as group fitness gyms offering cross fit, Pilates and yoga classes, personal training and women only gyms. The Rocky Fitness Centre is a local private gym located in the centre of town on Mackey Street.

Golden Square Outdoor Pool is an example of a community group successfully managing an outdoor pool. They have designed a service that complements the aquatic and leisure centre programs at Gurri Wanyarra Wellbeing Centre, Faith Leech Aquatic Centre and Peter Krenz Leisure Centre. They have over 50 volunteers that support the operations of the pool and host programs and events including a swim safe program for those disadvantaged in the community, a pool fit bootcamp, yoga and Zumba classes and a full events calendar that includes a live beats music concert series and a range of community partnerships that deliver targeted community programs.

### Growth of water play

There has been a growth in the development of water play parks in Victoria.

The Seville Water Play in Yarra Ranges Council was one of the first outdoor water play spaces. It includes sprays and water flow within the footprint of the 25m pool retaining the pool walls as seating areas. It also includes boulders for scrambling over and a dry nature-based play space creating a community destination for not only the summer time but year-round. Seville Water Play has been very successful with 200 people regularly visiting daily in the summer holiday period. The facility has received awards and featured as a best practice facility in many news and Australian Leisure journal articles.

Yarra Ranges Council has since opened the Warburton Water World that this summer holiday period (first season it has been open) has attracted 500 people visiting daily. This water play park is located next to a caravan park and includes a community event space. They have also included a splash pad in the regional Lillydale Lake play space that has also been very popular.



Figure 12: Seville Water Play and Warburton Water World (Source: Yarra Ranges Council)

The success of Seville Water Play has encouraged other municipalities to invest in water play parks including in Swan Hill, Shepparton, Bendigo and Ballarat. Local, State and Federal Government funding has been provided to these developments in recognition of the benefits of water play in play spaces for learning and development of children; and Local Government's acceptance of maintenance requirements and costs has led to more water features being included in new 'regional' play spaces e.g. Hadfield Park (Splash Pad) in Mitchell Shire Council (below) and Creswick Skate and Splash Park.

There is an opportunity to reimagine leisure, adventure and water play for children and young people at a Rochester aquatic facility. An example to learn from could be the Darling Quarter at Sydney Harbour that has water damping and sprays with social 'beach style' seating options.



Figure 13: Darling Quarter Water Play Park (Source: Darling Harbour)

### Natural water swimming areas

Natural water swimming areas offer a swimming and water play experience in nature, providing significant health and wellbeing benefits to people. There are several fresh-water river swimming spots on the Murray River in Echuca. It is considered a unique attribute that attracts our local communities and visitors to the region.

A Rochester aquatic facility should complement the local natural swimming areas and offer a safe regulated place for people to learn to swim.



Figure 14 Swimming spots along the Murray River in Echuca

### Innovative ways of activating aquatic centres

There is a recognition that the old 1950's pools don't embrace all key markets and there is an opportunity to explore different ideas. Water play parks are one idea, however an exploration of a range of ideas to diversify the experiences for young and old will create a new concept of aquatic centre as a community destination. Ideas could include places for fun and adventure, fitness, for socialising and eating. They could be commercialised or community spaces.

Activation ideas:

- Blacktown City Council hosts a family fish-in day at the Mount Druitt Swimming Centre in the wintertime when the seasonal pool is closed.
- Solo rock climbing that relies upon the presence of water at the base of a climb. The image below is of the U.S. National Whitewater Centre.
- Spaces for young people. These include multisport activity spaces or beach volleyball court.
- Spaces for women and girls. These include places to hang, jump and cartwheel, socialise and role play.
- Café with lunch style social seating areas.
- Spaces for seniors. These include social and therapy spaces, warm water bathing, senior fitness station, sensory garden. The image below is of the Australian Royal Botanic Gardens sensory garden.
- Movie nights and music concerts at the pool. The image below is of Wet n Wild Theme Park.
- Aqua racer water slides. The image below is of Adventure Park in Geelong.

**2023 Blacktown City Family Fish In**

Next date: Friday, 11 August 2023 | 05:00 PM to 08:40 PM

Blacktown City's fishiest event is back in 2023 - the Family Fish In!

Held over the weekends of 4 - 5 and 11 - 12 of August, 600 trout will be game for all fishing enthusiasts wanting to try their luck at the perfect catch. All you need to bring is your own fishing rod, fishing line and bait (power bait is also available to purchase on the night).

This event is proceeding under a permit from NSW Department of Primary Industries.



Figure 15: Ideas for diversifying use and experiences

## 4.5 Key Findings of Needs Assessment

### Population growth will demand access to aquatic and leisure facilities and services

- The Rochester population is predicted to increase from 3,177 in 2023 to 3,355 in 2036 (5.6%). Population growth increases demand for community access to high-quality aquatic facilities and services.

### Demographic changes in Rochester show a need for a diverse mix of aquatic programs for families, seniors and people with disabilities

- A significant portion of the Rochester residents (43.7%) will fall within our 'most active' age group of 5 to 49 years. This population group will grow by 114 people in 2036. They are high users of our aquatic facilities for activities such as fitness swimming, health and wellness programs, learn-to-swim programs, recreational swimming, and both indoor and outdoor water play areas.
- The Seniors age group in Rochester is increasing with 40.8% of the population being 60+ years of age. The Seniors community require access to therapy-based aquatic programs.
- Aquatic facilities will need to be universally designed to provide for a higher proportion of people that need assistance due to age or disability in Rochester (10.2%).

### Contemporary aquatic and leisure facilities are community destinations or hubs offering a mix of facilities, diverse programming and experiences

The key factors of successful aquatic facilities that deliver an operational surplus or break-even position, as compared to a facility not performing as well, was that they respond to aquatic and leisure facilities trends by providing diverse participation opportunities and programmable components. This includes providing a range of contemporary 'wet' and 'dry' elements that appeal to broader market segments:

- Recreation, leisure and adventure.
- Health, fitness and wellness.
- Competitive and recreational swimming.
- Aquatic education and learn to swim.
- Therapy, and rehabilitation.
- Food/beverage and merchandise services.

The Rochester Pool is missing key markets impacting participation and financial position. These are leisure adventure facilities and therapy users. It also doesn't meet industry standards for pool depths to support fitness and training and education users.

**There is an opportunity to explore innovative ideas that diversify the experiences in an aquatic centre environment that creates a community destination year-round.**

### There is reduced financial capacity of Councils to fund future aquatic facility development

Providing equitable access to aquatic and leisure facilities (and other services like health, education, cultural, recreational and other community services) in rural and regional areas is a challenge, particularly in smaller townships. Particularly with the capital and operational costs of aquatic and leisure facilities having risen significantly over the last ten to 20 years, and even more so in recent times post the COVID-19 global pandemic.

These factors raise some key questions for Council:

- What is the financial capacity to provide capital funding to future aquatic facility projects like that proposed in Rochester?
- What is the impact of funding pool improvements or new on other services and facilities?
- How will we support regional and rural townships access to aquatic facilities given their reliance on these places that offer a relief from the hot summer periods in Northern Victoria, social connection, a safe regulated space for people to learn to swim, and for health, fitness and play.

## 5. Stakeholder Engagement

This section summarises the key findings from stakeholder engagement including community surveys, interviews with user and interest groups, community pop up events and stakeholder workshops.

*What were the views of the Rochester community?*

### 5.1 Previous 2019 Engagement Findings

The *Draft* Campaspe Aquatic Strategy was developed through a community engagement process conducted in 2019. The process involved 800 survey responses, seven community focus group sessions, and a reference group workshop.

The engagement process revealed that Campaspe residents highly value the aquatic facilities as important community recreation assets.

The facilities were seen as places for various activities such as:

- Water safety education.
- Recreational play.
- Swimming sports.
- Fitness programs.
- Socialisation, and more.

The community expressed the need to upgrade and refurbish the facilities to meet the evolving needs and demands of people of all ages in the region. They identified several improvements for the aquatic facilities and services including:

- Enhancing the standard and quality of the Echuca War Memorial Aquatic Centre and the rural township pools including Rochester Pool.
- Providing more types of pools to cater to diverse preferences.
- Improving accessibility for people with disabilities.
- Upgrading amenities, landscaping, and pool surrounds.

The community suggest additional pool programs and activities, longer opening hours, reduced entry costs and improved safety and supervision as ideas that would encourage greater participation and use of aquatic facilities.

Overall, the community engagement process highlighted the importance of the aquatic facilities in Campaspe and the need for improvements and upgrades to ensure they continue to meet the community's needs and expectations.



## 5.2 Future of Rochester Place Based Plan – Community Engagement Findings 2023

The community has provided contributions via a community engagement process run from April to Jun 2023 to the Rochester Place-Based Plan. The process involved surveys and discussions with 262 survey responses, interviews, workshops, two pop up events and an activity with primary school students at Rochester Primary School and St Joseph’s Primary School.

Developing a local swimming pool, with a preference for it to be outdoors and heated was identified as one of the top priorities for Rochester (110 survey responses). This would be a place for residents to cool off and escape the hot summers, a safe place to learn to swim, a place for teenagers to hang out, families to play and the community to connect and socialise. Other features suggested by community were a hydrotherapy pool and/or splash park.

## 5.3 Rochester Aquatic Services Review – Community Engagement Process 2023

The community engagement process is designed to explore the possibilities for the Rochester aquatic services and invites the community to contribute ideas.

A Have Your Say community engagement page has been developed with information to help inform the community on the current issues and identify ways for them to get involved.

The community was invited to contribute ideas by:

- Completing an online community survey
- Providing a public submission
- Attending community drop-in sessions.

Key stakeholder groups will be interviewed.

### 5.3.1 Community Survey

This section summarises the key findings from the community survey conducted online. This survey took place between August 2023 and September 2023. A total of 530 people completed the survey. The following information provides details on who was responding to the survey.

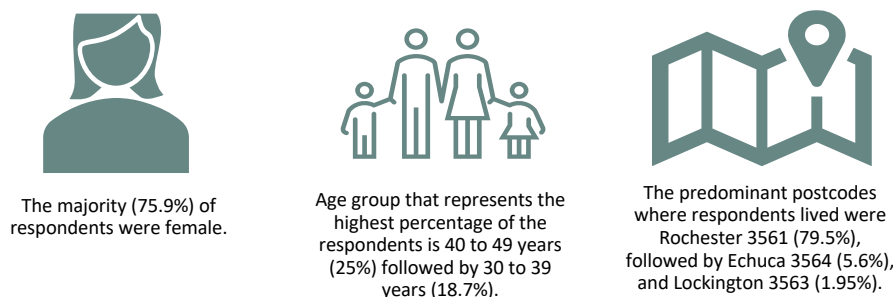


Figure 16: Respondent Characteristics

### Respondent Profile

The following tables summarise the user survey respondents' sample for the Rochester Pool.

**Table 5: User Survey Respondent Sample**

Category	Sub-group	Number	%
Gender	<b>Women</b>	<b>314</b>	<b>76</b>
	Men	88	21.3
	Non-binary	2	0.4
	Prefer not to specify	9	2.1
Age Range	10 year and under	2	0.4
	11 to 19 years	31	7.5
	20 to 20 years	39	9.4
	30 to 39 years	77	18.6
	<b>40 to 49 years</b>	<b>104</b>	<b>25</b>
	50 to 59 years	59	12.2
	60 to 69 years	65	15.7
	70 years plus	29	7
	I'd rather not say	7	1.6

**Table 6: User Survey Population Statistics**

Suburb	% of Campaspe Council population	Count
Echuca	5.5	23
Kyabram	0.9	4
Lockington	1.9	8
<b>Rochester</b>	<b>79.6</b>	<b>329</b>
Stanhope	0.2	1
Tongala	0.7	3
Other	10.9	45

A review of the survey respondents indicates that:

- More females (76%) than males (21.3%) responded to the survey.
- The age group that represents the highest percentage of respondents is 40 to 49 years (25%) followed by 30 to 29 years (18.6%). It is important to note that Rochester has a significant ageing population that may not be proficient in completing an online survey.
- The predominant postcodes where respondents lived were Rochester (79.6%), followed by Echuca (5.5%).

### Use of Rochester Pool

The majority of survey respondents (87.9%) had made use of a swimming pool in the past. The following analysis relates to the respondents who had used a pool in the past.

### Visitation to the Council pools

The main times that people used Rochester Pool are detailed in the following table.

Table 7: Rochester Pool Arrival Times

Time Slot	% of Respondents
6.00 am to 7.30 am	7.4
1.00 pm to 4.00 pm	36.5
<b>4.00 pm to 6.00 pm</b>	<b>40.8</b>
6.00 pm to 8.00 pm	5.7
Other	9.4

The most popular timeslots identified were 4.00 pm to 6.00 pm (40.8%), followed by 1.00 pm to 4.00 pm (36.5%).

### Length of visitation time

The length of time that respondents spent at the facilities on an average visit is detailed below.

Table 8: Rochester Pool Length of Visit

Length of Visit	% of Respondents
Less than 0.5 hours	1.4
0.5 hours to 1 hour	12
1 hour to 1.5 hours	29.1
<b>1.5 hours to 2 hours</b>	<b>34.3</b>
More than 2 hours	20.9

Most respondents spent 1.5 to 2 hours at the pool (34.3%), followed by 1 hour to 1.5 hours (29.1%) more than two hours (20.9%).

### Transport to the Centre

The following table summarises how respondents travelled to the facilities and where they came from.

Table 9: Transport to Rochester Pool

Category	Sub-Group	Number	% of Respondents
Location of Origin	<b>Home</b>	<b>89.9</b>	<b>365</b>
	Work	1.7	7
	School	0	0
	Other	1.4	6
Mode of Transport	Bike	6.1	25
	Bus	1.2	1
	<b>Car (on own)</b>	<b>39.3</b>	<b>159</b>
	Car (with others)	33.4	135
	Taxi	0.2	1
	Walk	18.8	76
	Other	1.7	7

Most survey respondents indicated that they travel to the pool from their home (89.9%), followed by work (1.7%).

The majority of respondents travelled by car either on their own (39.3%) or with others (33.4%). Walking was also a popular method of travel (18.8%) indicating that the location of the facility is a crucial factor in their decision to choose the facility.

### Frequency of Visitation

The following figure summarises the frequency of visits to the facilities.

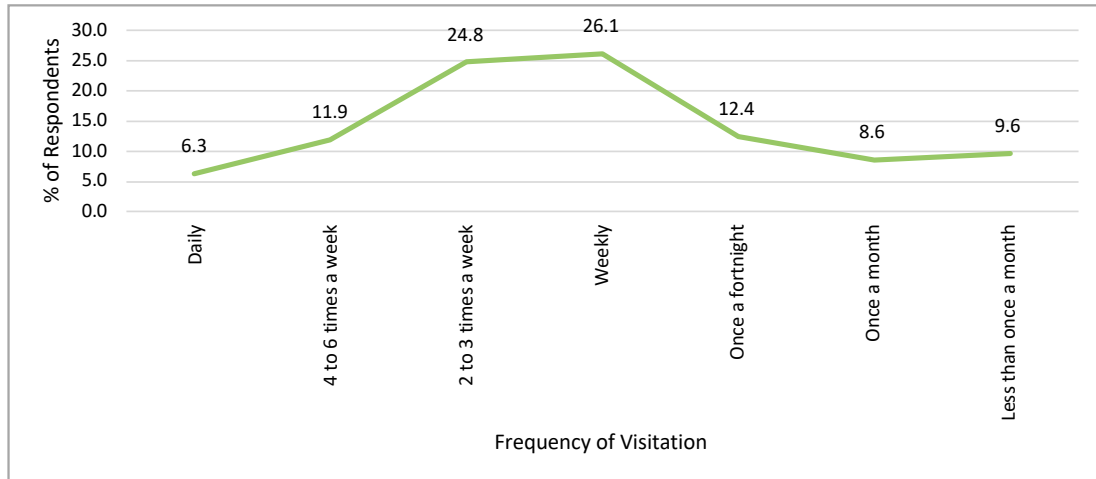


Figure 17: Rochester Pool Frequency of Visitation

The results indicate that the respondents were regular users of the Rochester Pool. The majority of the respondents used the pool once a week or more (69.1%) with the most common being weekly (26.1%), followed by 2 to 3 times a week (24.8%).

### Reason for Facility Usage

Table 10: Rochester Pool main reason for visit

Main reason for visit	% of Respondents	Count
<b>Cool Down from hot weather</b>	<b>75.3</b>	<b>303</b>
<b>Recreation swimming/fun</b>	<b>59.7</b>	<b>240</b>
<b>Take child to pool</b>	<b>49.5</b>	<b>199</b>
Meet with friends	37.3	150
Lap swimming/ fitness	36	145
Spectator	9.4	38
Water based fitness activities	8.9	36
Rehabilitation programs	7.2	29
Take part in aquatic program	5.2	21
To participate in an event	3.7	15
Competition activities	3.7	15
Other recreation/ cultural activities	2.2	9
Take part in club activity	1.7	7
Other (please specify)	3.4	14

The survey results indicate that the most popular reason to visit the pool was to cool down from hot weather (75.3%) and recreation swimming/ fun (59.7%) and the third most popular reason was taking their child to the pool (37.3%).

### Reasons for Not Visiting Rochester Pool.

Table 11: Reason for not visiting Rochester Pool

Reasons for not visiting	% of Respondents	Count
<b>Opening times doesn't suit</b>	<b>14.4</b>	<b>18</b>
<b>Prefer Indoor Pools</b>	<b>14.4</b>	<b>18</b>
<b>Activity not available</b>	<b>10.4</b>	<b>13</b>
No one to go with	7.2	9
Don't know what is available	6.4	8
Lack of information	5.6	7
Family commitments	4.8	6
Not a club member	3.2	4
No disabled access	2.4	3
Cannot afford it	2.4	3

Of the 125 respondents that indicated that they have not visited the pool in the last 12 months, 14.4% indicated that the opening times were unsuitable. 18 respondents preferred indoor pools and 10.4% survey participants indicated that the pool did not provide the specific activity they were seeking.

Some other reasons that respondents mentioned for not visiting Rochester Pool are:

- The perception of the pool as too cold and not suitable for family outings.
- Being new to the area and moving shortly before or after the floods.
- Preference for a heated pool, especially for older individuals with sensitivity to cold water.
- Seasonal availability, with the pool not open during cold months.
- Lack of shade and shelter from the sun.
- Insufficient facilities and amenities for different age groups, including poor changing rooms, water clarity issues, absence of events, and the removal of features like diving boards and music.
- Health issues or personal circumstances, such as COVID-19.
- Concerns about unruly behaviour and poor opening hours.
- Limited access for individuals with disabilities and their caregivers.

### Reasons for visiting Rochester Pool

Respondents provided a range of reasons to visit. The key reasons listed in order of frequency of response were:

- Close to home 76.6%
- Close to work/school 16.1%
- Friends/family use it 44.2%
- Good facilities 22.6%
- To attend aquatic programs 7.9%
- Low entry charges 16.1%
- To use the toddler pool 11.4%
- To attend leisure water/fun pools 13.4%
- Accessible facilities 5.22%
- To use the outdoor pool 52.4%

The main reason for respondents to choose which pool to visit is the proximity to their home (76.6%) followed by the availability of an outdoor pool (52.4%) and to use the pool with their family and friends (44.2%).

Some other reasons that respondents mentioned were:

- School swimming sports and events.
- Teaching their children how to swim and promoting water safety.
- Personal use and enjoyment of the pool for exercise and family visits.
- Interest in senior-friendly activities like water aerobics.
- Picnicking.
- Hosting school swimming and water safety programs.
- General usage, including teaching lessons and participating in school sports days.

### Rating of Facilities and Services

Survey respondents were asked to rate the current facilities and services at Rochester Pool under a five-point rating system. Those respondents that rated the facilities and/or services as poor or very poor were asked to identify which facilities and/or services in particular they were unhappy with.

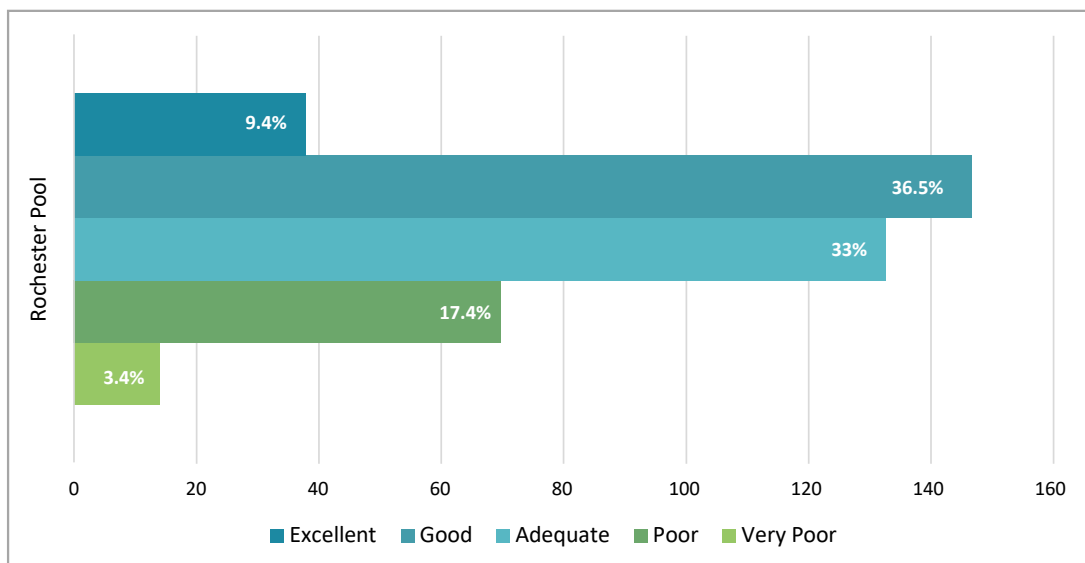


Figure 18: Ratings for Rochester Pool

The ratings suggest that most respondents found the facilities to be in a “good” condition (36.5%), 33% of the respondents found the facilities to be adequate for their needs and 20.8% of the respondents found the facilities to be poor or very poor. As the ratings indicate, majority of the population was content with the existing pool, therefore, it is important to consider the features of the existing pool while providing additional facilities to satisfy the current populations needs.

### Future Visitation

94% of the respondents mentioned that they will make of or greater use of Rochester Pool in the future while 6% indicated they would not make use or greater use in the future.

Table 12: Areas for improvement to make greater use of facilities.

Improvement areas	Percentage %	Count
Improved crèche/childcare area	10.9	41
<b>Cleaner more hygienic facilities</b>	<b>32.4</b>	<b>122</b>
Additional family change rooms	18	68
Improved gym/weights facilities	16.2	61
<b>Improved health and fitness classes (aerobics etc.)</b>	<b>29.2</b>	<b>110</b>
Health related programs (nutritionist/masseuse etc.)	9.3	35
Larger indoor learn to swim pool	23.9	90
Improved indoor recreation/leisure pools	29.7	112
<b>Warm water pool for therapy/rehabilitation</b>	<b>44.1</b>	<b>166</b>
Improved Learn to Swim programs	22.6	85
<b>Longer opening hours</b>	<b>46.2</b>	<b>174</b>
Membership packages/discount offers	29.2	110
More car parking	6.1	26
More variety of activities/programs	17.8	67
Transport service to the Centre	1.3	5
Training/meeting rooms	1.3	5
<b>Improved outdoor grassed/shaded areas</b>	<b>42</b>	<b>158</b>
Additional sports medicine programs	5.5	21
Improved social and food areas (café)	34	128
Improvements to meeting/program room	2.3	9
Other (please specify)	14.3	54

The survey results indicate that just under half of the respondents identified “Longer opening hours” as the reason to make greater use of the new Rochester pool. This was followed by “warm water pool for therapy/rehabilitation” (44.1%) and “cleaner, more hygienic facilities” (32.4%).

### Visitation to pools other than Rochester Pool

Table 13: Visitation to pools other than Rochester Pool

Pools	Percentage (%)	Count
No other aquatic centres	27.7	103
Colbinabbin Pool	5.9	22
Kyabram Pool	8.3	31
Lockington Pool	14.2	53
Echuca War Memorial Aquatic Centre	45	167
Rushworth Pool	2.1	8
Stanhope Pool	1.8	7
Tongala Pool	4	15
Merrigum Pool	2.9	11
Kyvalley Pool	0.8	3
Merrigum Splash Park	2.7	10
Elmore Pool	16.7	62
Peter Krenz Leisure Centre	3.5	13
Faith Leech Aquatic Centre	2.1	8
Gurri Wanyarra Wellbeing Centre	9.9	37
Splash 'N' Learn to Swim (Rochester)	16.1	60
Moama Swimming Pool	4.5	17
The Dynamic Fitness Centre (Echuca)	2.9	11
Aquamoves (Shepparton)	8.3	31

While 45% of the respondents commuted to Echuca swimming pool, 27.7% of the respondents did not make use of an aquatic facility during the Rochester Pool closure.

### Reasons for decision to visit pools (privately or outside Rochester)

- Take child to pool 21.6%
- Recreation swimming/fun 17.5%
- Cool down from hot weather 16.4%
- Lap Swim/ fitness 16.9%
- Meet with friends 5.75%
- Aqua Aerobics 3.29%
- Hydrotherapy/Rehabilitation 3.29%

### 5.3.2 Key Stakeholder Interviews

A range of focus group sessions were held to identify the current and past issues with the Rochester Pool and future opportunities. The sessions included:

- Splash and Learn Swim School
- Rochester Reserve Committee (Reserve and Caravan Park)
- Swim Club
- Rochester Business Network Interview.

#### Splash and Learn Swim School



Figure 19: Splash and Learn Swim School, Rochester



**Current State:**

- Splash and Learn Swim School is the only privately owned swim school in Rochester.
- The school operates from 8:30am to 8:00pm each day (except on Sundays).
- The pool is currently operating at capacity in Terms 1 and 4 (hotter months) and some capacity in Terms 2 and 3 (cooler months).
- The swim school employs 6 instructors (2 of which are casuals). There is a shortage of qualified and experienced instructors in Campaspe Shire.
- The price of lessons is \$17.20 per session.
- The school runs learn-to-swim classes for preschool children from 9am to 3pm. The pool is suitable for levels one to five, but levels six to eight require a 25m pool.
- Learn-to-swim group lessons have up to six children, with about 70 children participating in classes each day in hotter months and about 30 children in cooler months. In total, the school caters for about 600 children in hotter months and 400 children in cooler months.
- There is a waiting list for swim classes.
- Other programs include aqua aerobics classes, with three sessions weekly and a growing demand for this program.
- The pool is also booked for rehabilitation and physio sessions for people with disabilities.
- The swim school delivers learn-to-swim classes for schools at Council's rural pools, including Elmore Pool (25m pool - community-run pool), Rochester Pool when operational (one afternoon a week), Lockington Pool (30m pool), and Stanhope Pool (25m).
- Some schools prefer to run a high number of students at one time, with four groups at a time, which can only be achieved in a 50m pool.

**Future Facility Provisions:**

- A new pool in Rochester should provide for schools to run learn-to-swim programs.
- It should cater to senior swim level learn-to-swim classes (Levels 6-10).
- The pool should serve the local community for programs, events, and as a safe, regulated, supervised place for swimming, cooling off, and rehabilitation (e.g., sports teams and seniors).
- Consideration should be given to providing graduated pool depths and experiences for everyone in the community.
- A 50m pool would be preferred by competitive swimmers.

**Why It Is Important:**

- There is a need for a safe place to swim, especially with the channels being slippery and dangerous.
- The pool provides a place for the community to go during hotter months.
- It adds a fun element to the community and supports the idea of a splash park or water play in addition to a program pool.
- Travel is a barrier, and a local pool for Rochester's population size is warranted.

**Other Comments:**

- Supporting the current location is favoured due to its central location, suitability for schools, proximity to the highway, ample parking, and closeness to town.
- Competitive swimmers would prefer a 50m pool, and there was a group of early morning swimmers who would benefit from this.
- A graduated depth pool would service all community.

**Rochester Reserve Committee (Reserve and Caravan Park)****Current State:**

- The Rochester Reserve Committee has expressed no interest in managing the Rochester pool.
- The Rochester Reserve is not considered as possible future site for the pool primarily due to its vulnerability to flooding and its exclusion from the recent master plan.
- The reserve's master plan is currently implemented, involving the installation of new lighting systems and an ongoing application for funding to construct a modern pavilion.
- The Reserve Committee involves a nine-member board with a bookkeeper.
- The committee is also responsible for managing a caravan park, a total of 90 sites. This caravan park operates at full capacity during peak seasons and about 20% occupancy in winter. In the off-peak summer months, it maintains roughly 50% occupancy. Particularly during extended weekends and holiday periods, it serves as a popular destination for traveling caravan enthusiasts.
- The Reserve Committee is designated by the Committee of Management, appointed under with the Crown Land (Reserves) Act.

**Future Facility Provisions:**

- A new pool could offer valuable training and rehabilitation facilities for local football and netball clubs.
- It should be designed to cater to the specific needs of school-based learn-to-swim programs.
- Additionally, there is an opportunity to integrate a splash park into the pool complex, connecting it to the natural recreational area. This splash park could act as an attraction, drawing visitors to the adjacent caravan park.

**Why It Is Important:**

- The current pool location is positioned well at the town centre, ensuring easy access for local schools and residents.
- The necessity for a pool in Rochester is evident, and the town's population is sufficient to support such a facility. A 25-meter pool, complemented by a splash park and recreational features like a diving pool, would fulfill the town's needs.
- Establishing these facilities is essential for ensuring the safety and enjoyment of residents and visitors alike.
- Local Paralympian conducted his training in their family dam when pools were unavailable. An aquatic service in Rochester can provide for people with a disability if accessible and within proximity to where residents live.

## Swim Club

### Current State:

- The Rochester Swim Club was established when the pool opened in 1960, with consistently high membership until recent years when it became non-operational.
- In the 2000s, the club had around 50 members and participated in regional and State championships, hosting swim meets and carnivals. However, hiring costs made it difficult to continue inter-club competitions.
- During the 2000s, the pool saw high community usage, with extended opening hours until 8 pm. Currently it is open from 1pm to 7pm.
- The relationship between the swim school and swim club experienced past conflicts, but these have been resolved.
- The swim school handles learn-to-swim classes, while the club focuses on squad training and competition.
- The swim club aims to restart upon the reinstatement of a functional pool in Rochester, exploring various programs to engage families and children in swimming.
- The existing site, despite challenges, is considered suitable, but alternatives close to schools and offering diverse activities should be explored. The 4Rs site was mentioned as a potential option.

### Future Facility Provisions:

- A new Rochester Pool should feature provisions like a multi-purpose room, kiosk, and reception area. It should include a heated pool, potentially solar powered, ensuring accessibility for all users.
- Water play options, a beach entry to a wading pool and diving boards, can be incorporated.
- While a 25m pool is considered, there's merit in the preference for a 50m pool, positioning Rochester as a central hub accessible to multiple locations within Campaspe.
- The aim should be to make the Rochester Pool a preferred destination by offering unique features, potentially including a splash park.
- Emphasis should be placed on presentation and community engagement to ensure the facility's success.
- Retaining certain elements of the existing pool, such as historical murals and features, could honour its heritage.
- The swim club does not support further investment in refurbishing the existing pool, deeming it an inefficient use of resources.

### Why It Is Important:

- Rochester requires a contemporary pool to meet the community's present and future aquatic needs.
- Re-establishing the swim club could foster regional competition, participation in State championships, and community engagement. A new pool can revitalise community events like swim meets and carnivals.
- Enhanced facilities can attract diverse users and make the Rochester Pool a preferred choice.
- A well-structured and inclusive pool facility can cater to a broad range of activities and users.
- The preference for a 50m pool reflects Rochester's central accessibility to surrounding locations.

- Providing unique features like a splash park can set the Rochester Pool apart.
- Honouring the existing pool's heritage while introducing modern amenities is essential for community sentiment and historical continuity.

### Rochester Business Network

#### Current State:

- The Rochester Business Network previously collaborated with community partners to activate the pool through events and activities. Initiatives included events for business groups, on-site coffee shops, fire brigade activities and support for the swim club.
- Rochester features various businesses, including shopfront businesses, home-based businesses, and farming enterprises. Farming businesses strongly support a pool, as many farms have channels where kids usually swim, therefore, a safe swimming facility for families is essential.
- The Rochester Pool serves not only the town but also surrounding suburbs and townships like Lockington, demonstrating its catchment area.
- Local learn-to-swim and health and fitness gym providers are well-received in the community and could expand their offerings if the pool facilities allow.
- Schools used to visit the pool for carnivals, benefiting local shopfront businesses.
- Rochester lost a café after floods, creating an opportunity for a new pool facility to provide one.

#### Why Is a New Facility Important:

- Re-establishing the pool and enhancing facilities could benefit various local businesses.
- It provides a safe swimming option for families, particularly relevant for farming communities.
- The pool catchment area extends to surrounding towns, supporting regional engagement.
- Collaboration with existing fitness providers could lead to an expansion of programming.
- Schools' use of the pool for events could contribute to the town's economic activity.
- Adding a café at the new pool could fill a gap in the local business landscape.
- Encouraging more consumers to Rochester is crucial for businesses, as some residents may not return after the flood event. Attracting a younger demographic to Rochester is possible, as the town is accessible to Bendigo and Echuca, offers public transport, education options, and affordable housing.
- Rochester excels in hosting community events, well-attended and supported by local businesses.
- The existing pool site, close to town and visible from the main road, is considered ideal.
- While the 4Rs site serves Rochester Primary School and Rochester Secondary College well, it may be less accessible to other schools in the area.
- The new pool should be designed to accommodate a wide range of programs, services, and facilities to benefit the entire community.

### 5.3.3 School Interviews

In-person interviews were held with the schools in Rochester to present them with an opportunity to voice their concerns about the current pool and their arrangements for swimming lessons as well as their ideas for the future aquatic facility. The following tables highlight the issues and current state of the swimming program in the schools and what they would like to see in the new Rochester Pool.

### St. Joseph Primary School

Table 14: St. Joseph Primary School Current State and Future Facility requirements

Students: 105	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>The school travels outside Rochester (Echuca Pool) now with the pool closed.</li> </ul>	<ul style="list-style-type: none"> <li>A safe regulated place to swim is what is most important to most families.</li> </ul>
<ul style="list-style-type: none"> <li>Hosts an intensive learn to swim lessons for one week.</li> </ul>	<ul style="list-style-type: none"> <li>25m pool would suffice but due to the demand, 50m pool would be ideal.</li> </ul>
<ul style="list-style-type: none"> <li>The school currently alternates mornings and afternoons with the Rochester PS</li> </ul>	
<ul style="list-style-type: none"> <li>Currently the bus fees to commute to Echuca Pool are costing around \$8000.</li> </ul>	

### Naneela Primary School

Table 15: Naneela Primary School Current State and Future Facility requirements

Students: 18	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>School is part of the Campaspe small school cluster swimming carnival that is made up of six schools and about 40 students.</li> </ul>	<ul style="list-style-type: none"> <li>25m pool would suffice.</li> </ul>
<ul style="list-style-type: none"> <li>If Rochester pool remains closed, the school will have to travel to Elmore Pool which is 45 minutes away.</li> </ul>	<ul style="list-style-type: none"> <li>Additional features such as shaded area and splash park are essential for younger students.</li> </ul>
<ul style="list-style-type: none"> <li>All the students live on farms with channels and dams, so we need a safe place for them to swim.</li> </ul>	<ul style="list-style-type: none"> <li>If the pool could be heated the pool season could be extended. This would be a benefit to community.</li> </ul>
<ul style="list-style-type: none"> <li>School hosts intensive swim lessons for one week.</li> </ul>	

### Rochester Secondary School

Table 16: Rochester Secondary School Current State and Future Facility requirements

Students: 310	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>40% students live locally in Rochester with the rest bussed in from surrounding communities including Lockington, Colbinabbin and Elmore.</li> </ul>	<ul style="list-style-type: none"> <li>25m pool would suffice for lessons. However, a 50m pool is ideal for athlete pathway into regional and state competitions.</li> </ul>
<ul style="list-style-type: none"> <li>The school runs a swimming lesson from Year 7 to 10 program. This is split over two terms (Term 1 and 4).</li> </ul>	<ul style="list-style-type: none"> <li>Additional features such as shaded area and splash park are essential for younger students.</li> </ul>
<ul style="list-style-type: none"> <li>The school hosts the learn to swim program over several weeks.</li> </ul>	<ul style="list-style-type: none"> <li>Other facilities required include shade and space around the pool.</li> </ul>
<ul style="list-style-type: none"> <li>The existing pool is ideal. Very convenient with only a 10-minute walk to school. This limits interruptions to the school learning timetable.</li> </ul>	<ul style="list-style-type: none"> <li>Students live on farms with channels and dams, so we need a safe place for them to swim.</li> </ul>
<ul style="list-style-type: none"> <li>Enjoy the atmosphere of the outdoor pool at Rochester. It is an inclusive environment where people watch races for swim carnivals.</li> </ul>	
<ul style="list-style-type: none"> <li>The school swim program is on hold because of several interruptions to the school. This includes us the school not being in our classrooms due to flood damage and repairs.</li> </ul>	
<ul style="list-style-type: none"> <li>The swim program will be introduced again next year but this will need to be restricted due to cost and travel impacts.</li> </ul>	

### Rochester Primary School

Table 17: Rochester Primary School Current State and Future Facility requirements

Students: 174	
Current state	Future facility requirements
<ul style="list-style-type: none"> <li>The school runs an intensive program, prep to year 3 for one week and year 3 to year 6 the other week.</li> </ul>	<ul style="list-style-type: none"> <li>The school would prefer for the pool to be heated for the younger kids.</li> </ul>
<ul style="list-style-type: none"> <li>They also run an end-of-school Carnival, which serves as a competition as well as a celebration day.</li> </ul>	<ul style="list-style-type: none"> <li>A pool to conduct lessons in is more important to the school than a splash park.</li> </ul>
<ul style="list-style-type: none"> <li>The swimming competency of the students has gone backward since the closure and floods.</li> </ul>	<ul style="list-style-type: none"> <li>Students live on farms with channels and dams, so we need a safe place for them to swim.</li> </ul>
<ul style="list-style-type: none"> <li>Students that attend classes at "Splash n Learn" school do not have pathways after Level 5 other than Echuca Swimming Pool.</li> </ul>	<ul style="list-style-type: none"> <li>School has no real preference when it comes to 25m or 50m pool but does recognise the advantage of higher availability of space in a 50m pool for more lessons to be run at the same time.</li> </ul>
<ul style="list-style-type: none"> <li>School pays \$7,900 for transportation of kids to and from Echuca Swimming Pool for ten days.</li> </ul>	
<ul style="list-style-type: none"> <li>Additionally, the school pays \$6,000 for booking the lanes at Echuca Swimming Pool.</li> </ul>	
<ul style="list-style-type: none"> <li>The students spend around two hours every day only for swimming lessons due to the distance to Echuca.</li> </ul>	
<ul style="list-style-type: none"> <li>Some students are also swimming in channels which is dangerous due to the plastic lining in place.</li> </ul>	
<ul style="list-style-type: none"> <li>Due to the flood recovery funds and donations, the school has been able to keep the swimming lessons cost low (\$20), but due to the lack of funds next year it would be very difficult to continue swimming lessons as it would cost around \$100 per lessons per student.</li> </ul>	

### Key themes from school interviews

- All schools host intensive learn-to-swim programs for their students, emphasising the importance of having a suitable pool for these programs.
- Proximity to Rochester Pool is crucial for schools as it minimises disruptions to the school learning timetable and avoids the need for expensive transportation. Schools face financial challenges related to transportation costs, lane booking fees, and overall program costs, which can impact the accessibility of swimming programs.
- Ensuring a safe and regulated place to swim is a primary concern for all schools, as unsafe alternatives like channels, rivers, and dams pose significant risks. Many students in the area live on farms with potentially unsafe swimming environments.
- Schools utilise the pool for community events, competitions, and carnivals, stressing the pool's role in fostering community engagement and student participation.
- Some schools express a desire for a heated pool to extend the swimming season, making it more beneficial for younger students and the community.
- While a 25m pool is suitable for lessons, there is recognition that a 50m pool is ideal for athlete development and competition, offering an advantage in regional and state competitions.
- Interruptions caused by flooding and repairs have affected school swim programs, leading to concerns about program sustainability and cost constraints.
- Some schools emphasize the importance of having a dedicated pool for swim lessons over other recreational amenities like a splash park.

In summary, the key themes revolve around the need for a safe, accessible, and convenient aquatic facility that supports intensive swim programs, community engagement, and competitive swimming. Additionally, cost constraints and the importance of pool size and heating are considerations for the schools in Rochester.

### 5.3.4 Community Drop-In Sessions

Community Drop-In Sessions were held over two days in Rochester to provide an opportunity for the residents to engage with the consultants and present their concerns and ideas for the future of the Rochester Pool.

#### Rochester Pool Storyboard Results

As part of the Drop-In Session, a storyboard was presented with ideas for the future Rochester pool and residents were asked to vote for their top three choices. The storyboard is attached in **Appendix 1**. The following storyboard presents the results of the votes.

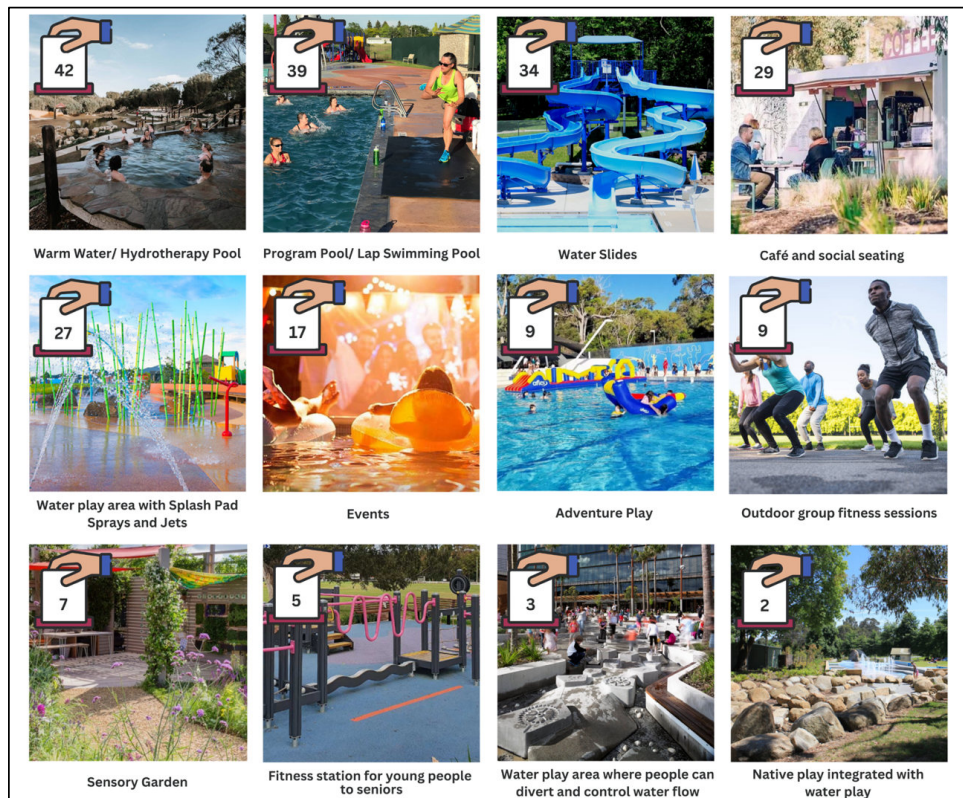


Figure 20: Rochester Pool Storyboard Results

The storyboard voting results indicate a clear preference among the participants for certain features in the proposed facility. The warm water / hydrotherapy pool collected the highest number of votes across all three community Drop-In sessions, consistently receiving significant support.

Water slides and the program pool/lap swimming pool also received considerable votes in each session, indicating a high demand for learn to swim lessons. Additionally, the water play area with splash pad sprays and jets received a decent number of votes. On the other hand, features like fitness stations, outdoor group fitness sessions, and events had mixed or lower levels of support, while some options, such as native

play integrated with water play and water slides, received minimal votes. Overall, the results suggest a strong preference for aquatic programs and therapeutic features in the facility's design.

#### Key Themes from Drop-In Session Interactions

- Addressing temperature concerns for user comfort. Several residents suggested increasing the pool temperature to 23 degrees Celsius to service a wider population.
- Making the pool attractive, accessible, and inclusive for all community members, including seniors. Offering a wide range of facilities and programs to meet the diverse needs and interests of the community.
- Using the new pool as a means to uplift the community, particularly after recent floods. Many would see it as a "moral boost".
- Ensuring that any development is financially responsible and doesn't go overboard.
- Designing a pool that supports essential functions, such as learn-to-swim classes, cooling off, and providing entertainment for children, with a focus on amenities like shade and grass areas.
- The existing site and 4Rs location were favoured by residents for a new Rochester aquatic facility.

## 5.4 Key Findings of Stakeholder Engagement

**Rochester community values a local aquatic service that offers a safe place to swim, provides programs for young and old and a social place where you can cool off and meet up with friends and family**

The key findings of the stakeholder engagement are:

- **Demographics:** The Rochester population includes a significant number of older individuals; it is important to ensure that the new aquatic facility caters to a diverse range of age groups and gender preferences and particularly for young and old people. Programs and facilities should be designed with inclusivity and accessibility in mind.
- **Operating hours:** The popularity of the 4.00 pm to 6.00 pm and 1.00 pm to 4.00 pm time slots suggests these times are peak periods of use. The community would like to access the pool for extending operational hours i.e. early morning and until 8pm, especially in the hotter months. Providing flexible time slots could accommodate various schedules.
- **Amenities:** A significant portion of pool visits is to cool down from hot weather and for recreational enjoyment. A new aquatic facility should offer amenities and features that enhance these social experiences. Incorporating shaded areas, a splash park and adventure play areas, comfortable seating, nice places to sit can contribute to the pool's appeal.
- **Inclusivity:** To accommodate individuals with disabilities, caregivers, and seniors, the new pool should prioritise accessibility features such as ramps, accessible changing rooms, and amenities. Additionally, providing a heated pool or heated sections may address sensitivity to cold water.
- **Programs and services:** The new pool should actively engage with the community, particularly schools and families, to offer programs that align with the reasons for pool visits. This can include swimming lessons, water safety programs, and senior-friendly activities like water aerobics. Consideration should also be given to diversifying features such as water play elements for family-friendly activities and health and gym equipment for fitness programs.
- **Well-maintained facility:** To enhance the overall experience, the pool should offer modern amenities, including well-maintained changing rooms, clear pool water, and shaded areas.
- **Pool Location:** As most respondents reside in Rochester and travel to the pool from their homes, the new pool's central location within the town is crucial to attracting and retaining local users.



Walking distance to schools, township shops and a short drive or bike ride to residential areas should be key factors in site selection. The existing site and 4Rs reserve site were identified as preferred locations.

- **Safety:** Providing a safe and regulated place for people to swim is important in Rochester where there are an abundance of farming channels, dams and water ways. The community identified this to be particularly important for young people in their community.
- **Cooling-off:** Rochester in the summer is a hot climate to live in. The climatic conditions during the Summer season sees Rochester experiencing average temperatures of over 30c and can be as high as 45c. Rochester requires a place for community to cool-off during this period.

In summary, building a new aquatic facility service in Rochester should consider the unique demographics, preferences, and needs of the community. By addressing these implications, the facility could become a vibrant and inclusive facility that meets the recreational, educational, and social aspirations of the residents of Rochester and its surrounding areas.

## 6. Strategic Direction

This section summarises the findings from the market research and engagement stages and includes a proposed vision and key facility components.

### 6.1 Key Issues and Opportunities

The infographic below summarises the key issues and opportunities:



### 6.2 Proposed Vision

*The Rochester aquatic service offers a safe place to swim, provides programs for young and old and a social place for the Rochester and District community to come together and cool off.*

## 6.3 Key Facility Components

The master plan for the site should include the following key facility components are proposed:

- 25m pool for cooling off, lap swimming, learn to swim water aerobics and adventure play (small water slide and inflatables).
- Creative water play park with leisure water, sprays and a water flow area.
- Café and social seating area with shade.
- Landscaped parkland area with an open grassed area and sensory garden.
- Small dry adventure play space area.
- Change rooms, toilets and storage.
- Plant room and maintenance shed.
- Future expansion area of 300m<sup>2</sup> to support potential future warm water program pool for learn to swim, water aerobics and therapy-based activities.

A partnership with the local private swim provider should be explored to provide for:

- Warm water program pool for therapy, learn to swim (Level 1-5) and water aerobics classes.

**The population size does not support a 50m pool or an indoor warm water program pool. These services should be provided within Echuca that has the largest population size to support a regional catchment.**

Please refer to **Appendix 3: Functional Design Components Schedule**.

## 6.4 Design Principles

The key facility design principles are:

- The building should be welcoming, accessible and fit for purpose throughout its interior and exterior spaces, providing a sense of excitement where appropriate, responding to the spectrum of community users and uses.
- Flexible and integrated with a seamless relationship across the facility and broader precinct.
- The development should embody an innovative and creative design reflecting the current and future needs and aspirations of the community.
- The design should provide the optimum functional and operating performance. Facilitating the delivery of community programs and engagement
- The facility will be of contemporary design. The architecture design should be visually exciting, stimulating and engaging.
- The facility should create an environment that reflects the qualities and development themes of the Campaspe Shire Council area projecting a positive future direction.
- The Centre should embody Environmental Sensitive Design (ESD) and Water Sensitive Urban Design (WSUD). The Centre should incorporate passive and active energy initiatives reflecting the priorities of reducing demand, minimising waste and water consumption through reuse and other means and seeking renewable sources; deliver a palette of materials and finishes that have demonstrable ESD credentials; and appropriate use of natural light and ventilation.

- The facility should be accessible and inclusive, using Creating Places for People, and Making Spaces for Girls, Healthy Active by Design and Female Friendly Design guidelines and resources, Universal Design and CPTED principles.
- Meet Life Saving Victoria guidelines.
- The Centre should be a community focal point providing a diversity of social, health and wellbeing benefits and incorporating universal design principles to maximise accessibility and use by all community members.
- Re-purpose / celebrate the reserve's historical features, i.e., Mural of Bluey, the world's oldest dog.

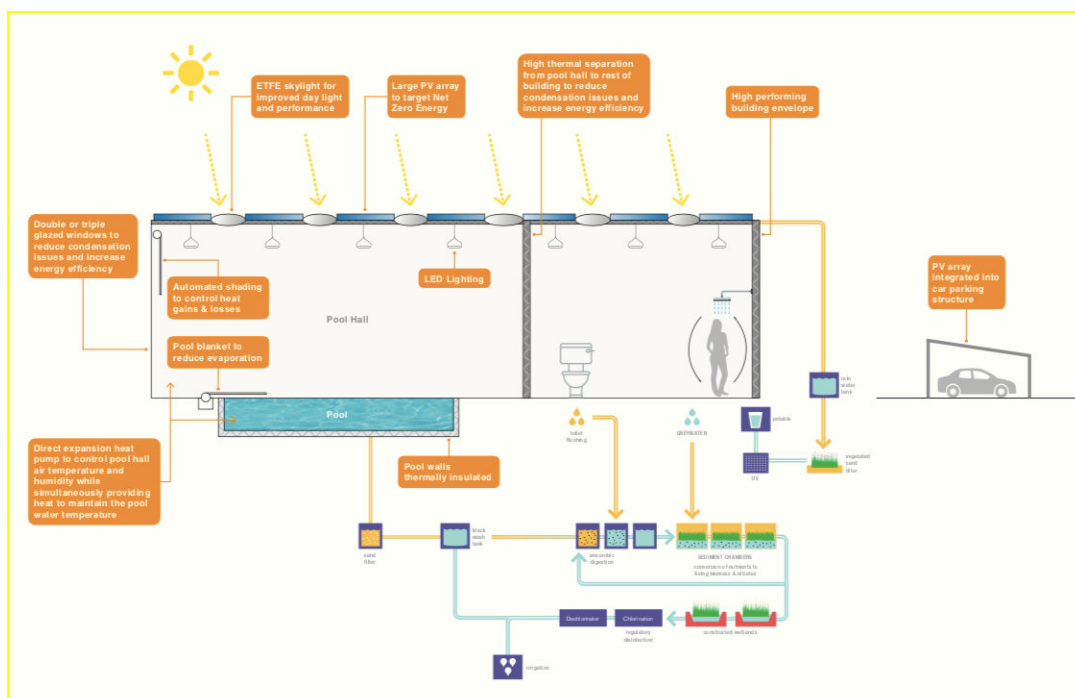
### Resource Links

The following reference documents are provided for guiding design principles:

- [Creating Places for People](#)
- [Making Places for Girls](#)
- [Healthy Active by Design](#)
- [Crime Prevention through Environmental Design](#)
- [Universal Design Principles](#)
- [Female Friendly Sports Infrastructure Design Guidelines](#).

### Environmentally Sustainable Design Principles

A range of Environmentally Sustainable Design principles should be explored as part of the design process. These are described in the following diagram.



### 6.5 Facility Component Precedent Images

25m pool for cooling off, lap swimming, learn to swim water aerobics and adventure play (small water slide and inflatables)



Creative water play park with leisure water, sprays and a water flow area



Café and social seating area with shade and sensory garden



Landscaped parkland area with an open grassed shaded area and dry adventure play



Historical features



## 6.6 Benchmark Capital Cost Estimates

The **Winchelsea Outdoor Pool Redevelopment Project** is a recent comparable benchmark project. The cost rate estimates were prepared by Quantity Surveyors Turner and Townsend. This benchmark cost is only provided as a guide to the likely capital cost based on 2023 figures.

The total project cost will likely be between \$10 million and \$12 million.

Component	Benchmark Cost (Low Range)	Benchmark Cost (High Range +10%)
<b>Building Works</b>		
Café and Social Seating Area with Sensory Garden	\$600,000	\$660,000
Reception and Administration	\$395,000	\$434,500
Amenities and Change Rooms	\$567,000	\$623,700
Allowances for plant room, foundations to buildings, AV, signage, building entrance canopy and ESD	\$794,000	\$873,400
<b>Sub Total Building Works</b>	<b>\$2,356,000</b>	<b>\$2,591,600</b>
<b>Aquatic Works</b>		
Outdoor heated 25M Program Pool	\$1,751,000	\$1,926,100
Leisure Pool / Water Splash Play	\$1,915,000	\$2,106,500
Allowances for pool equipment, excavation, foundations to pool plant room, foundations	\$255,000	\$280,500
<b>Sub Total Aquatic Works</b>	<b>\$3,921,000</b>	<b>\$4,313,700</b>
<b>External Works and Services</b>		
Demolition Works	\$49,350	\$54,285
Site Preparation and Earth Works	\$407,000	\$447,700
Landscaping including concourse, pathways, bench seating, fencing, shade, turf, new planting	\$910,000	\$1,001,000
Allowance for external services including stormwater	\$251,000	\$276,100
<b>Sub Total External Works and Services</b>	<b>\$1,617,350</b>	<b>\$1,779,085</b>
<b>Total Construction Costs</b>	<b>\$7,894,350</b>	<b>\$8,683,785</b>
<b>Contingencies</b>		
Design Contingency 10%	\$789,435	\$868,379
Construction Contingency 10%	\$789,435	\$868,379
Professional Fee Allowance	\$630,000	\$693,000
Authority Fees and Charges	\$75,000	\$82,500
Other Professional Fees inc. Legal, Permits	\$75,000	\$82,500
<b>Total Contingency Costs</b>	<b>\$2,358,870</b>	<b>\$2,594,757</b>
<b>Total Project Cost</b>	<b>\$10,253,220</b>	<b>\$11,278,542</b>

## 7. Site Assessment

This section assesses the potential sites for the proposed Rochester Aquatic Facility.

### 7.1 Potential Sites

The site inspection, research and engagement processes has identified two potential sites for the proposed Rochester aquatic service. These are:

- Existing Site (Rochester Outdoor Pool).
- RRRR Site (Rochester Racecourse Recreation Reserve – Campaspe Golf Course).

#### 7.1.1 Existing Site



The existing Rochester Outdoor Pool is 6,000m<sup>2</sup> in size and includes a building (change rooms, reception and kiosk), a 50m, 7 lane outdoor pool, toddler pool, onsite BBQ, open parkland (grassed) area, plant room and heritage murals.

The buildings, pools and plant are in poor condition and requires renewal. A greenfield development approach is required to deliver recommended facilities and services.

There is no known contamination.

The development of the site is an opportunity to maintain the recreation land use and continue an aquatic service on the site. There are no user groups that an aquatic facility development would impact.



**Planning Controls**

The site is zoned Public Park Recreation Zone (PPRZ) and is subject to a Land Subject to Inundation Overlay (LSIO) and Specific Controls Overlay (SCO2). The SCO2 relates to the Goulburn-Murray Water: Connections Project and Water Efficiency Project Incorporated Document, November 2021. The pool is an accepted purpose under the planning zone purpose for the land.



Figure 21: Existing Site – Planning Control Maps (VicPlan, 2023)

**7.1.2 RRRR (Rochester Racecourse Recreation Reserve – Campaspe Golf Course) Site**



The RRRR site includes the Rochester Tennis Club courts, the disbanded Rochester Golf Course (not operational) and a central pavilion that serviced the tennis and golf club.

There are two vacant open parkland (grassed) areas that could be developable areas for a new aquatic facility. These can be serviced from the existing pavilion and car park area. Both areas are 7,000m<sup>2</sup> in size.

The pavilion and car park area are 5,000m<sup>2</sup> in size. (Total of developable areas is 19,000m<sup>2</sup>. The building is in good condition but not fit for purpose and would require redevelopment. A greenfield development approach is required to deliver recommended facilities and services.

There is no known contamination.

The development of the site is an opportunity to maintain the recreation land use and continue an aquatic service on the site. The tennis club would need to be engaged as part of the project, however there would be no impact to their existing use of courts if an aquatic facility were to be developed on site.

**Planning Controls**

The site is zoned Public Park Recreation Zone (PPRZ) and is subject to a Land Subject to Inundation Overlay (LSIO), Specific Controls Overlay (SCO2) and is within a designated bushfire prone area. The SCO2 relates to the Goulburn-Murray Water: Connections Project and Water Efficiency Project Incorporated Document, November 2021. The pool is an accepted purpose under the planning zone purpose for the land.

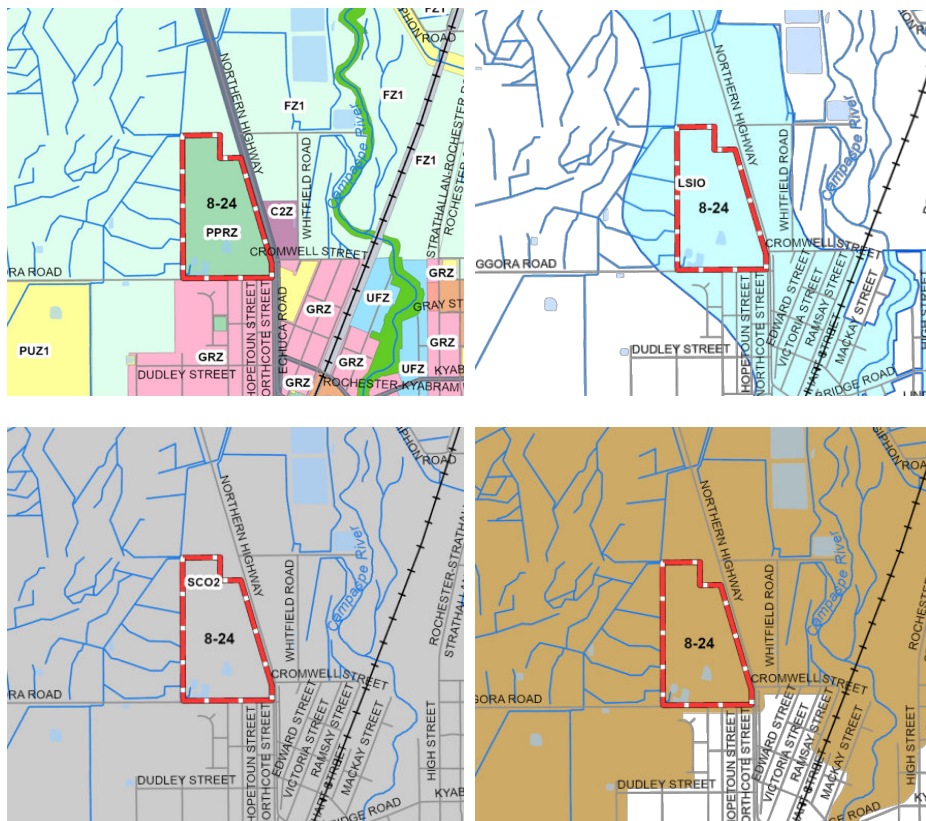


Figure 22: RRRR Site – Planning Control Maps (VicPlan, 2023)

### 7.1.3 Catchment analysis

Both proposed sites share the same facility catchment area. The catchment map on the left is the existing pool site, whilst the map on the right is the RRRR site. The maps show a 15min drive time that covers the Rochester and District area, down to Elmore and to the outskirts of Echuca.

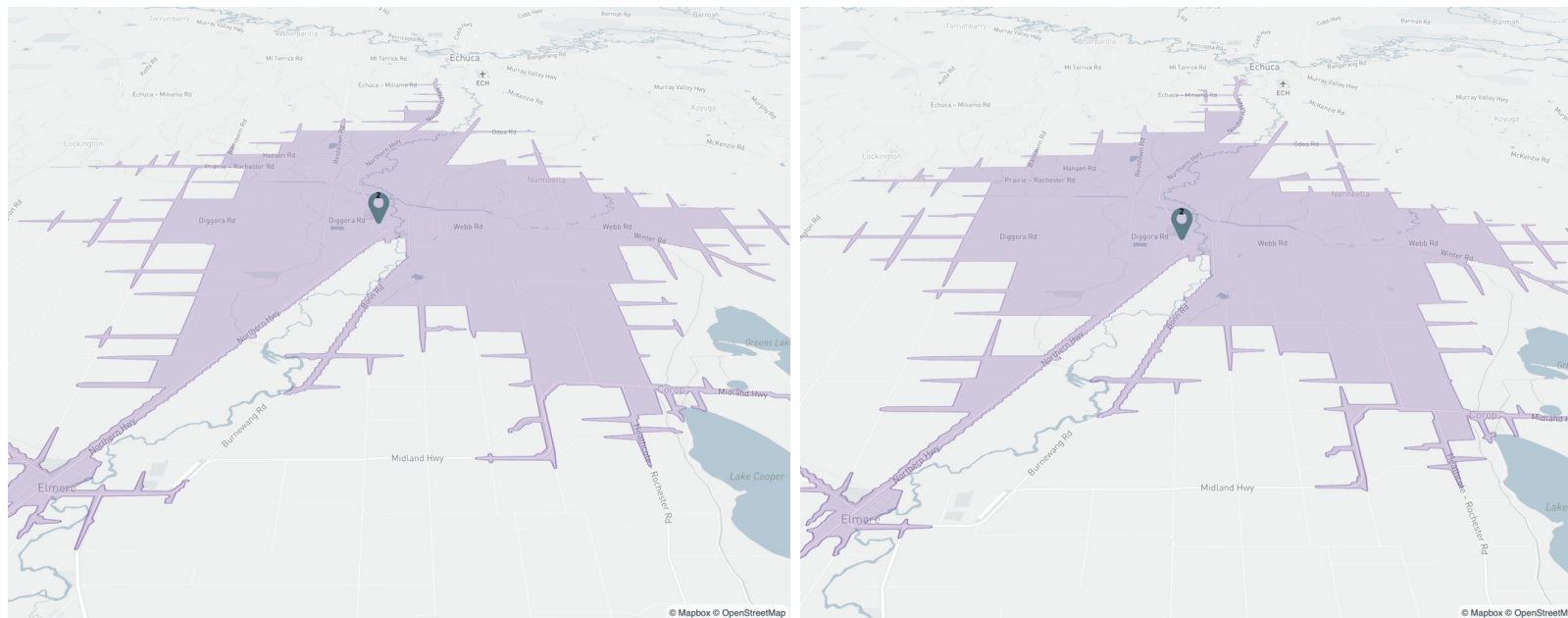


Figure 23: Facility Catchment Comparison (Planwisely, 2023)

The heat map plan below shows people movement data for Rochester. The map shows that both sites are within the high walkable areas of Rochester township. They are both within walking distance of local schools (Rochester Primary School and Rochester Secondary College) and central Rochester Township (local shops) for a regional / rural township. The RRRR site is 1km whereby the existing pool site is only 50m from the local shops.

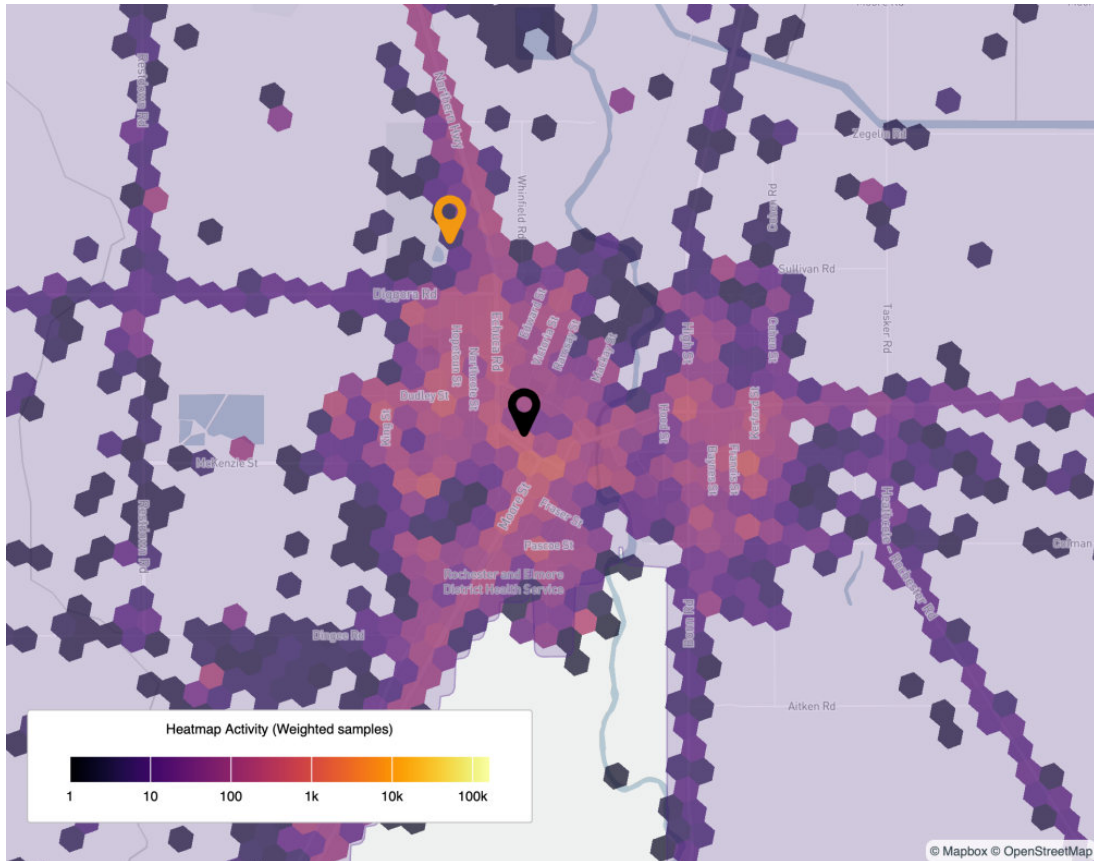


Figure 24: People Movement Data (Planwisely, 2023)

### 7.1.4 Site Assessment Criteria

To help in review and assess the sites the following two-stage site selection process was used:

- Stage One: Shortlist all sites into potential and non-potential sites. Assessment criteria assesses the suitability of the sites to provide for the proposed facility.
- Stage Two: Complete a more detailed assessment of the potential sites to determine final priority sites for more detailed investigation.

Stage One	Stage Two
<ul style="list-style-type: none"> <li>•Location to Catchment Population</li> <li>•Size of Site Meets Development Requirements</li> <li>•Public and Active Transport Access</li> <li>•High Visibility of Site</li> <li>•Land Suitability</li> <li>•Place (Transformative Place Making Criteria 1)</li> <li>•People (Transformative Place Making Criteria 2)</li> <li>•Access to Land and Timing of Development</li> </ul>	<ul style="list-style-type: none"> <li>•Planning/Zoning</li> <li>•Site Services</li> <li>•Site Geology</li> <li>•Site Access and Traffic Impacts</li> <li>•Impact on Current Users</li> <li>•Neighbourhood Effects</li> <li>•Compatibility of Site</li> <li>•Site Image</li> <li>•Shared Development Opportunities</li> <li>•Commercial Potential of Site</li> <li>•Future Facility Expansion Capability</li> <li>•Environmental Impact</li> <li>•Value of Site</li> <li>•Potential of Part Land Sale or Lease</li> <li>•Capital Cost of Development</li> </ul>

#### Stage One Primary Selection Criteria

Of all main success factors for high use community and leisure facilities (based on industry trends) the following eight are regarded as primary site selection criteria. The last two, people and place, relate to transformative place making.

##### 1. Location to Catchment Population

Central location to maximise use and how close it caters for the current and projected project area population (Primary and Secondary catchment zones).

The site is located within an existing residential catchment and is in close proximity to the greatest existing of planned density and diversity of housing types.

The site does not overlap catchments with other existing facilities in neighbouring suburbs.

##### 2. Size of Site Meets Development Requirements

The site is of sufficient size to accommodate facility requirements to enable efficient development and meets the minimum site size and configuration requirements.

##### 3. Public and Active Transport Access

The site is accessible by public transport and has active transport (shared use trails/footpath).

The site is within an existing street-based walking distance or is co-located with the primary open space and other community and recreational facilities in the local area.

**4. High Visibility of Site**

The site on major traffic zones, high profile corner site or road, with prominent street frontage and/or high volume of pedestrian traffic. The ability of the site to present high visibility to facilities.

**5. Land Suitability**

The site is a good fit for the type of facility purpose and range of activities.

The site should be relatively flat, have suitable stable soil conditions and be able to be protected from floods, high water table and not have a previous landfill or fill site history.

**6. Place (Transformative Place Making Criteria 1)**

Contributes to the productivity and sustainability of the local area through improved economy, community, diversity, connection and sustainability).

The site is abutting or in close proximity to other existing and clustered social infrastructure.

The site has the potential to act as a catalyst for revitalisation of an existing Town Centre or place.

**7. People (Transformative Place Making Criteria 2)**

Contributes to the wide engagement of people together in one place through being walkable, safe, vibrant and welcoming.

The site aligns with community preferences for location and is considered to be neutral space for the representative community demographic.

The site is abutting an existing community or civic public space.

**8. Access to Land and Timing of Development**

The site is available to develop in the short term and has no known land tenure or occupancy agreement constraints.

**Stage Two Secondary Selection Criteria**

For sites that meet all of stage one primary selection criteria they are then categorised as priority sites and these are assessed across a range of secondary site selection criteria, including:

**9. Planning/Zoning**

Capability of site to meet all current and proposed planning requirements.

The site and its intended use complement adjacent land use patterns, links with plans or developments, is supported by the location of transport infrastructure and fills an identified gap in the area.

**10. Site Services**

Major services are available on site or closely located to minimise cost and to ensure facility can be serviced?

- Electrical
- Water
- Gas
- Sewer
- Storm water.

**11. Site Geology**

Site geology affects overall design and construction costs. A flat site with good soil conditions and no history of rubbish deposits or poor drainage is essential.

**12. Site Access and Traffic Impacts**

Site Access and Traffic Impacts: Most site visitors (80% to 90%) will come by car so there needs to be adequate site access and provision of appropriate car parking, bus parking and group drop off and pick up.

The site is safe, comfortable and enjoyable to walk or cycle and has no physical or perceived barriers.

**13. Impact on Current Users**

If the site is within an open space, it does not reduce, replace or compromise open space that is valued for sport or play or impact negatively on the environment, amenity and value of the open space network.

**14. Neighbourhood Effects**

The intended use of the site is compatible with neighbouring activities and there is a low likelihood of reverse sensitivity issues. Identify any negative neighbourhood impacts likely to occur from the development in relation to surrounding neighbourhood i.e., noise, traffic, lighting and amenity.

**15. Compatibility of Site**

The site is located within or abutting a Town Centre or place. Close development links to existing or other site users/ uses or adjoining or close by facilities including the clustering of community facilities.

**16. Site Image**

Does site image complement the proposed development? (i.e., visual aesthetics/environmental issues).

**17. Shared Development Opportunities**

Are there any shared or compatible development/uses or management opportunities i.e., commercial/community partnerships?

**18. Commercial Potential of Site**

Is the site commercially attractive to other funding parties or commercial investors?

**19. Future Facility Expansion Capability**

The site is sufficiently flexible to accommodate an integrated or connected facility and meets the minimum site size and configuration requirements. Does the site have surrounding available land for future facility expansion?

**20. Environmental Impact**

The site has the potential to complement or enhance its local environment and cultural heritage. Assess the impact the development has on the local environment and cultural heritage.

**21. Value of Site**

The site is either set aside or is affordable to purchase for development. The cost to either purchase or create the development on the site can be compared to determine the likely development impost at each site.

**22. Potential of Part Land Sale or Lease**

The site offers an opportunity for part land sale or leasing. Does the site have extra area suitable for sale/lease to assist with development/funding opportunities?

**23. Capital Cost of Development**

The site allows for the development of a facility that is affordable. Which site provides the project with the lowest development capital cost?

**Site Assessment Scoring**

The site selection scoring system OPG have used is based on:

- 10 points = Meets every criterion and it is the best site.
- 8 to 9 points = Meets most criteria 80% to 90%.
- 6 to 7 points = Meets 60% to 70% of criteria.
- 4 to 5 points = Meets only 40% to 50% of criteria.
- 2 to 3 points = Meets only 20% to 30% of criteria.
- 1 point = Meets 10% of less criteria.
- 0 points = does not meet any criteria.



### 7.1.5 Site Assessment Outcomes

Table 18: Site Assessment

Criteria	Site 1 Existing Site		Site 2 RRRR Site	
	Score	Comments	Score	Comments
<b>Stage 1 Criteria (Suitability)</b>				
1. Location to Catchment Population	10	VH - Central to population and within walking distance (500m) of schools and town centre	8	H - Central to population and within walking distance of schools but 1km from town centre
2. Size of Site Meets Development Requirements	8	H – The site is of sufficient size for development	10	H – The site is of sufficient size for development; and could include other services or activities
3. Public and Active Transport Access	8	H – The site is accessible by bus service and Rochester Train Station. Close to township	7	MH – The site is accessible by bus service and Rochester Train Station
4. High Visibility of Site	8	H – Site is visible from Echuca Road (B75)	8	H – Site is visible from Echuca Road (B75)
5. Land Suitability	10		10	
6. Place (Transformative Place Making Criteria 1)	10	The site is close to social and economic infrastructure within the township and can act as a catalyst for local events and business activity	10	The site is close to social and economic infrastructure within the township and can act as a catalyst for local events and business activity
7. People (Transformative Place Making Criteria 2)	10	The site will bring all people in the community together in one safe and welcoming place	10	The site will bring all people in the community together in one safe and welcoming place
8. Access to Land and Timing of Development	10	Council freehold land. Council manage land. Site is available for development	10	Council freehold land. Council manage land. Site is available for development
<b>Stage 1 Outcome</b>	<b>Sub Total = 74</b>	<b>Site is suitable</b>	<b>Sub Total = 73</b>	<b>Site is suitable</b>
<b>Stage 2 Criteria (Priority Ranking)</b>				
9. Planning/Zoning	8	H – PPRZ supports proposed development	8	H – PPRZ supports proposed development
10. Site Services	8	H – Existing services located on site that can be upgraded	8	H – Existing services located on site that can be upgraded
11. Site Geology	7	MH - Flat land including open space areas clear of trees. Site is flood-prone	7	MH - Flat land including open space areas clear of trees. Site is flood-prone
12. Site Access and Traffic Impacts	6	M – Existing on road car parking. No on-site car parking	8	H – On-site car parking with access provided off Echuca Road

Criteria	Site 1 Existing Site		Site 2 RRRR Site	
	Score	Comments	Score	Comments
13. Impact on Current Users	8	H – No impact	7	MH – Limited impact to Tennis Club. Some access to building and car parking concerns at peak times
14. Neighbourhood Effects	7	MH – One side of site has a residential interface, there is moderate scope on site to provide buffering and there is no onsite car parking	8	H – Site can accommodate on-site car parking and provide buffer to adjacent uses
15. Compatibility of Site	8	H – Purpose is compatible with adjacent uses	8	H – Purpose is compatible with adjacent uses
16. Site Image	8	H – Located on Echuca Road (B75)	10	H – Located on Echuca Road (B75) and within a larger sport and open space precinct
17. Shared Development Opportunities	4	L – Limited opportunity for shared development opportunity	8	H – Opportunity for shared development that also supports tennis club
18. Commercial Potential of Site	6	M – Site suitable and attractive for café; and private swim and health fitness providers	6	M – Site suitable and attractive for café; and private swim and health fitness providers
19. Future Facility Expansion Capability	6	L – No room for expansion	10	VH – Significant area for future expansion
20. Environmental Impact	8	H – Limited environmental impact	8	H – Limited environmental impact
21. Value of Site	6	M – Site location would be attractive for commercial or residential development	6	M – Site location would be attractive for residential development
22. Potential of Part Land Sale or Lease	4	L - No opportunity	6	L – Large site where part could be sub-leased for complementary services
23. Capital Cost of Development	6	M - All infrastructure onsite would need to be demolished and rebuilt	8	H - Opportunity to use existing building and no need for demolishing – greenfield site
<b>Stage 2 Outcome</b>	<b>Sub Total = 100</b>	<b>Site ranked 2</b>	<b>Sub Total = 116</b>	<b>Site ranked 1</b>
<b>Combined Outcome</b>	<b>Overall Total = 174</b>		<b>Overall Total = 189</b>	

### Site Assessment Summary

The table below summarises the outcomes of the site assessment. The assessment found that **both sites are viable sites** with the RRRR site ranking higher than the existing site, but both sites have strengths over the other.

*Campaspe Shire Council has endorsed the existing site for the new Rochester Aquatic Centre.*

Table 19: Site Assessment Summary

Site	Stage 1 Score	Stage 2 Score	Overall Score	Rationale
Existing Site	74 Site is suitable for development	100 Site ranked 2	174	<p>Site is <b>suitable</b> for development and is <b>ranked two</b>.</p> <p>The site is highly visible from Echuca Road and accessible, within 50m of the town centre and walking distance from Rochester Primary School and Rochester Secondary School. It is serviced by a bus service and Rochester Train Station.</p> <p>The site is owned and managed by Council. It is flat and of sufficient size for development, however there is limited room for further expansion or co-location of services or shared development opportunities.</p> <p>The Public Park Recreation Zone supports development. There are no known contamination issues, however the site is subject to inundation. The design and cost will need to consider this constraint.</p> <p>One side of site has a residential interface, there is moderate scope on site to provide buffering and there is no capacity for onsite car parking. However, there is established on road carparking.</p> <p>A contemporary aquatic service would bring people together into Rochester Township, facilitate events and programs and see secondary spend opportunities at shops.</p> <p>If RRRR site is preferred, there is an opportunity to sell site for commercial or residential purposes to offset site cost of development.</p>
RRRR Site	73 Site is suitable for development	116 Site ranked 1	189	<p>Site is <b>suitable</b> for development and is <b>ranked one</b>.</p> <p>The site is highly visible from Echuca Road and is within 1km of the town centre and close walking distance from Rochester Primary School and Rochester Secondary School. It is serviced by a bus service and Rochester Train Station.</p>

Site	Stage 1 Score	Stage 2 Score	Overall Score	Rationale
				<p>The site is owned and managed by Council. It is flat and of sufficient size for development. There is room for further expansion and could provide for co-location of services or shared development opportunities i.e. tennis facility.</p> <p>The Public Park Recreation Zone supports development. There are no known contamination issues, however the site is subject to inundation. The design and cost will need to consider this constraint.</p> <p>A contemporary aquatic service would bring people together into Rochester Township, facilitate events and programs and see secondary spend opportunities at shops.</p> <p>The golf course site offers a unique opportunity to develop a second major sport, recreation and community precinct in Rochester where the existing pool site is limited to just the aquatic facility.</p> <p>There is an opportunity to sell part of the site for commercial or residential purposes to offset site cost for development.</p>

## 8. Operational Considerations

This section presents the financial operational performance for the proposed Rochester Aquatic Centre and are based on the proposed functional design components schedule.

Projections are made using Otium Planning Group's financial operational model, which is designed to highlight the likely base case business performance of each development option. The 10-year financial operational model software was established in collaboration with KPMG via the Business Case for Melbourne Sports and Aquatic Centre (MSAC) in 1996/97.

Over the last 25 years, the model has been used and refined for over 250 aquatic, sport, health and leisure facility projects and is recognised by local, state and federal governments as a reputable and reliable business financial forecasting and operational tool.

### 8.1 Financial Model Assumptions

This section summarises the global impacts and financial operational model assumptions for the proposed facility.

#### 8.1.1 Global Impacts

The 10-year projections are developed using the following global impact assumptions. The financial models assume 100% of revenue and usage in year three.

**Table 20: Community Family Pool Business Growth Assumptions**

Year									
1	2	3	4	5	6	7	8	9	10
98%	99%	100%	101%	102%	103%	104%	105%	105%	105%

Other global impact assumptions include:

- The financial model is annually impacted by a CPI increase. This has been set at 2.8% from year two to year 10. This reflects current financial environment.
- Fees price growth is set at 1% annually from year two onwards.
- An additional 2.5% is provided from year two to year 10 to account for increase to a range of different expenses.
- An additional 1.2% is provided every year to account for salary increases that may occur because of local enterprise bargain agreements and or salary increases.
- The business growth projections are based on aquatic facility benchmarks.

#### 8.1.2 Business Assumptions

Participation levels, operating hours, fees and charges, recurrent operating expenditure, maintenance, staffing assumptions are informed by Otium Planning Group benchmarking. The following list of business assumptions apply to the financial operational model.

### Community Pool Assumptions

The financial model assumes:

- **Season length:** Seasonal pool use (Start of November to end of March) open for 20 weeks each year.
- **Hours of operation:** Seven days per week from 1pm to 7pm (about 6 hours each day). 42 hours per week.
- **Visitation:** It is assumed the pool will provide for aquatic programming, one of bookings/events and casual visitation. A breakdown of visitation here. It is assumed that the aquatic facility will deliver:
  - Five school bookings each for five days each school, once a year. On average 50 students per class.
  - Three community group bookings i.e. local sports club use for 40 people.
  - VicSwim program for five days once a year. On average 40 students attend this program.
  - Bush Nippers program for three days once a year. On average 40 students attend this program.
  - School swimming carnivals (primary and secondary) for 150 students.
  - A six-week water aerobics class for 10 people.
  - Casual visitation from local catchment of 6,500 visits, plus tourist visitation (caravan park) of 1,500 visits (Total 8,000 visits). This is consistent with other similar regional Victorian outdoor pools near caravan park sites.
- **Fees and charges:** The table below provides a breakdown of fees.

**Table 21: Fee Category Breakdown**

Category	Proposed Fee
Child under 10 years	\$3
Student 10 to 18 years	\$4
Concessional Pass	\$4.50
Adult Pass	\$5
Family Pass	\$18.50
School Lesson Fee	\$3.50 per participant each lesson

- **Sundry Income (Café Lease - Food and Beverage Revenue):** The model assumes a \$50m<sup>2</sup> for a commercial lease to operate the 200m<sup>2</sup> café.
- **Operating Costs:** Most recurrent operating expenditure including utilities, marketing, maintenance, pool chemicals, IT and Point of Sales services, Licences, Office costs and cleaning are based on the industry benchmarks for similar facilities. A breakdown of major expenditure. The total expenditure of the pool is assumed at \$63,000 and is consistent with other similar regional Victorian outdoor pools.

Table 22: Major Expenditure Items Breakdown

Expenditure Item	Community Family Pool
Electricity	\$10,000
Water	\$7,500
Chemicals	\$5,000
Plant Maintenance Contract	\$5,000
Cleaning Contract and Material	\$5,000
Building and Equipment Maintenance	\$5,000
Marketing	\$3,000
Contractor Management Fee (8% of revenue)	\$4,000
Management Contractor Corporate Overheads (4% of revenue)	\$2,000
IT Costs	\$2,000
Insurances	\$5,000
Point of Sales Licence Fees	\$2,500
<b>Total</b>	<b>\$56,000</b>

- Staffing Costs:** The following organisational structure is adopted for the Community Family Pool Operation. The rates are based on industry awards used in external management models. A minimum of one Duty Supervisor and one Lifeguard is on duty when operating. Salary oncosts have been assumed at 25%. The total staffing costs for the community family pool is assumed at \$65,000 and is consistent with other similar regional Victorian outdoor pools.

Table 23: Staff Positions and EFT

Position	Salary (Excluding Super)	EFT (20-week season)
Duty Manager	\$55,000 per annum	0.5
Learn to Swim Instructors	\$26.00 per hour	Based on program hours
Lifeguard	\$25.30 per hour	0.5

- Asset Management Costs:** Industry trends indicate that aquatic facilities usually require an annual programmed maintenance allowance to ensure they are presented at a high standard. An allowance of \$20,000 for asset renewal has been included in the model.
- Depreciation and Cost of Capital:** No allowance for depreciation and capital costs.

## 8.2 Financial Operational Models Outcomes

The following section shows the outcomes of the financial operational modelling for the proposed facility. A base case, optimistic case and conservative case has been prepared for each facility component.

### 8.2.1 Community Pool – Base Case Model Summary

The table below summarises the Base Case 10-year business projections.

**Table 24: Base Case Model Projections**

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	9,119	9,212	9,305	9,398	9,491	9,584	9,677	9,770	9,770	9,770
Revenue	\$93,709	\$98,08	\$102,650	\$107,427	\$112,420	\$117,640	\$123,095	\$128,797	\$133,602	\$138,588
Expenditure	\$122,750	\$126,989	\$131,379	\$135,925	\$140,634	\$145,511	\$150,562	\$155,795	\$161,214	\$166,829
Operational Perf.	(\$29,041)	(\$28,908)	(\$28,729)	(\$28,498)	(\$28,214)	(\$27,871)	(\$27,467)	(\$26,998)	(\$27,612)	(\$28,240)
Asset Mgt	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Centre Perf.	(\$49,041)	(\$48,908)	(\$48,729)	(\$48,498)	(\$48,214)	(\$47,871)	(\$47,467)	(\$46,998)	(\$47,612)	(\$48,240)

**Note:** Does not include development costs such as depreciation, capital cost repayments, land tax, Council rates.

The projections indicate the following result over a 10-year period:

- The visitation in year 1 of 9,119 growing to 9,770 in year 10. An annual average visitation of 9,510 visits.
- The revenue in year 1 of \$93,709 growing to \$133,588 in year 10. An annual average revenue of \$115,601.
- The expenditure in year 1 of \$122,750 growing to \$166,829 in year 10. An annual average expenditure of \$143,759.
- The operational deficit in year 1 of \$29,041 declining to a deficit of \$28,240 in year 10. An annual average deficit of \$28,158.
- The model has factored in an estimated annual asset renewal allowance of \$20,000.
- An annual average Centre Performance deficit of \$48,158 over a 10-year period (inclusive of the asset renewal allowance).

The projected annual Council subsidy per visit is \$2.96 (average operating deficit divided by average visitation).



### 8.2.2 Community Pool – Optimistic Case Model Summary

The table below summarises the Optimistic Case 10-year business projections for the proposed facility. The optimistic performance model assumes a 10% increase in demand from the base case.

**Table 25: Optimistic Case Model Projections**

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	10,031	10,133	10,236	10,338	10,440	10,543	10,645	10,747	10,747	10,747
Revenue	\$102,080	\$106,860	\$111,858	\$117,083	\$122,545	\$128,255	\$134,224	\$140,463	\$145,715	\$151,165
Expenditure	\$122,750	\$126,989	\$131,379	\$135,925	\$140,634	\$145,511	\$150,562	\$155,795	\$161,214	\$166,829
Operational Perf.	(\$20,670)	(\$20,128)	(\$19,520)	(\$18,842)	(\$18,088)	(\$17,255)	(\$16,338)	(\$15,331)	(\$15,499)	(\$15,664)
Asset Mgt	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Centre Perf.	(\$40,670)	(\$40,128)	(\$39,520)	(\$38,842)	(\$38,088)	(\$37,255)	(\$36,338)	(\$35,331)	(\$35,499)	(\$35,664)

**Note:** Does not include development costs such as depreciation, capital cost repayments, land tax, Council rates.

### 8.2.3 Community Pool – Conservative Case Model Summary

The table below summarises the Conservative Case 10-year business projections for the proposed facility. The conservative performance model assumes a 10% decrease in demand from the base case.

**Table 26: Conservative Case Model Projections**

Category	Years									
	1	2	3	4	5	6	7	8	9	10
Visitations	8,207	8,291	8,375	8,458	8,542	8,626	8,709	8,793	8,793	8,793
Revenue	\$85,338	\$89,300	\$93,442	\$97,771	\$102,295	\$107,024	\$111,966	\$117,130	\$121,489	\$126,012
Expenditure	\$122,750	\$126,989	\$131,379	\$135,925	\$140,634	\$145,511	\$150,562	\$155,795	\$161,214	\$166,829
Operational Perf.	(\$37,412)	(\$37,688)	(\$37,937)	(\$38,155)	(\$38,339)	(\$38,487)	(\$38,597)	(\$38,664)	(\$39,725)	(\$40,817)
Asset Mgt	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Centre Perf.	(\$57,412)	(\$57,688)	(\$57,937)	(\$58,155)	(\$58,339)	(\$58,487)	(\$58,597)	(\$58,664)	(\$59,725)	(\$60,817)

**Note:** Does not include development costs such as depreciation, capital cost repayments, land tax, Council rates.

### 8.3 Financial Operational Models Summary

The proposed community pool is assumed to deliver an additional 1,500 visits year to the current outdoor pool operation, whilst introducing a café (commercial lease). The facility is projected to generate an annual deficit of \$28,158 (Council subsidy of \$2.96 per visit).

Table 27: Summary of 10 Year Average Projections

Category	Base Case Model 10 Year Average	Optimistic Case Model 10 Year Average	Conservative Case Model 10 Year Average
Visitations	9,510	10,461	8,559
Revenue	\$115,601	\$126,025	\$105,177
Expenditure	\$143,759	\$143,759	\$143,759
Operational Perf.	(\$28,158)	(\$17,734)	(\$38,582)
Asset Management (annual)	\$20,000	\$20,000	\$20,000
Centre Performance	(\$48,158)	(\$37,734)	(\$58,582)

OPG engagement with leisure service contractors has found an appetite to co-invest in aquatic facility projects. The quantum of investment relates to the component they invest in, the tenure and conditions. The contractor's appetite to invest usually relates to the components that will provide a positive commercial financial return and to achieve this request a minimum 20-year tenure to ensure a suitable return on investment.

## 9. Conclusion – Next Steps

The Rochester Pool is now 70 years old. The 50m pool is too shallow and has significant water losses through cracking, holes and the underground pipe network is in poor condition. The wading pool is also in poor condition.

Furthermore, in October 2022, the Rochester Pool was impacted by the flooding event that occurred throughout the whole town and across Victoria. This has compounded the asset issues at the facility where the pool shell, building and operational infrastructure was damaged.

**The pool has reached end of life and no longer meets industry or community standards.**

The Rochester Aquatic Services Review was conducted between June and December 2023. The project explored the feasibility of an aquatic facility in Rochester and featured input from community, contributing their ideas about what is needed in the future.

The project:

- Identifies the community need and service levels of an aquatic facility in Rochester that is financially viable, i.e. staff resources and long-term operational costs.
- Identifies a suitable location for a proposed aquatic facility in Rochester.
- Engaged with community to ensure a proposal is developed that meets community needs and is financially viable for Council to achieve.

The market research and engagement findings found:

- Rochester Pool is a low-patronised pool.
- Rochester Pool is of the age and condition that requires renewal.
- The pool has been impacted by flood.
- Future Rochester Pool needs to complement other pools in the Campaspe aquatic network.
- There is strategic support for developing an aquatic service/community destination that improves the health and wellbeing of Rochester community.
- Population growth will demand access to aquatic and leisure facilities and services.
- Demographic changes in Rochester show a need for a diverse mix of aquatic programs for families, seniors and people with disabilities.
- Contemporary aquatic and leisure facilities are community destinations or hubs offering a mix of facilities, diverse programming and experiences.
- There is reduced financial capacity of Councils to fund future aquatic facility development.
- Rochester community values a local aquatic service that offers a safe place to swim, provides programs for young and old and a social place where you can cool off and meet up with friends and family.
- Unsafe alternatives are being found like farming channels and waterways if a community pool.
- Schools need a local pool to support learn to swim program.
- There is an opportunity to provide a pathway from learn to swim to swimming as a sport.

The key facility components for the proposed facility include:

- 25m pool for cooling off, lap swimming, learn to swim water aerobics and adventure play (small water slide and inflatables).
- Creative water play park with leisure water, sprays and a water flow area.
- Café and social seating area with shade.
- Landscaped parkland area with an open grassed area and sensory garden.
- Small dry adventure play space area.
- Change rooms, toilets and storage.
- Plant room and maintenance shed.
- Future expansion area of 300m<sup>2</sup> to support potential future warm water program pool for learn to swim, water aerobics and therapy-based activities.

The Winchelsea Outdoor Pool Redevelopment Project was used as a comparable benchmark project to understand the proposed facility's cost estimate. The total project cost will likely be between \$10 million and \$12 million.

The proposed facility will service the Rochester District catchment that includes a growing population from 3,177 residents in 2023 to 3,355 in 2036, a caravan park that attracts visits in peak holiday periods, five schools that deliver intensive week-long learn to swim lessons, a private learn to swim provider (requiring a pool that can support Level 6 and 7 learn to swim classes) and swim club.

A review of the Rochester attendances over the five-year review period indicates a slight increase in attendances from 8,256 in 2013/2014 to 8,943 in 2018/19 an increase of 687 (8%) before the Covid 19 pandemic. Since the pandemic, between 2019 and 2022, the facility had been steadily gaining visitors with an average visitation of 5,990 visitors annually or 500 visitors monthly. It can be expected to reach pre-pandemic levels if a new aquatic service is provided for in Rochester.

The facility is projected to generate an annual deficit of \$28,158 (Council subsidy of \$2.96 per visit). This result considers a commercial lease for operating a café. The base case performance indicators show:

**Table 28: Summary of Base Case 10 Year Average Projections**

Category	Base Case Model 10 Year Average
Visitations	9,510
Revenue	\$115,601
Expenditure	\$143,759
Operational Perf.	(\$28,158)
Asset Management (annual)	\$20,000
Centre Performance	(\$48,158)

The proposed management arrangement is for the Council to initially manage the pool but to explore external management (community or provider) in the future.

There is an opportunity to explore a social enterprise model for the café if the facility is only open for four months of the year.

A separate Functional Design Brief has been prepared for the project. This brief will help inform the **next steps** for this project:

- Concept design
- Cost plan.

## 10. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence', and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium Planning Group's advice does not extend to, or imply professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than the client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

# Appendix 1: Story Board

## ROCHESTER AQUATIC SERVICE REVIEW

What do you want to see at your future Aquatic Facility?

Choose Your Top Three

### HAVE YOUR SAY

We invite you to Have Your Say and contribute your ideas into the future requirements of an aquatic service in Rochester

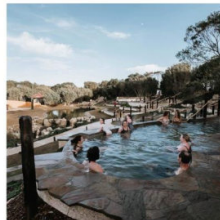
Please choose your top three features that you would like to see in the future Aquatic Facility.

### CONTEXT OF THE PROJECT

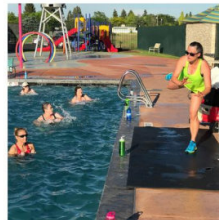
The 70-year-old Rochester Pool has significant issues, worsened by a recent flood.

This project will consider the needs and ideas community has for an aquatic service in Rochester.

To fill in the survey, visit here: <https://www.surveymonkey.com/r/RochesterPool>



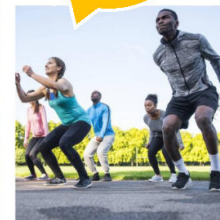
Warm Water/ Hydrotherapy Pool



Program Pool/ Lap Swimming Pool



Fitness Station for Young People to Seniors



Outdoor Group Fitness Sessions



Water play area with splash pad sprays and jets



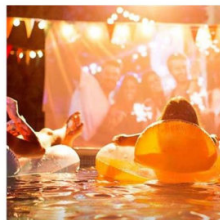
Native play integrated with water play



Water play area where people can divert and control water flow



Sensory Garden



Events



Café and Social Seating



Adventure Play



Water Slides

## Appendix 2: Rochester Pool Engineering Investigation Report 2022

Electronic copy provided separately.

**FMG**  
ENGINEERING

# Engineering investigation report

**FMG REF:** 283330 – S62226  
**ISSUE DATE:** 30 November 2022  
**SITE ADDRESS:** Rochester Swimming Pool, 28 Ramsay Street, ROCHESTER, VIC 3561  
**CLIENT:** McLarens Holdings Pty Ltd  
**CLIENT REF:** MAU.188166

**Engineering your success.** | ADELAIDE  
MELBOURNE  
SYDNEY



## Appendix 3: Functional Design Components Schedule

Table 29: Functional Design Components Schedule

Component	Description / Detail	Primary Function/s	Functional Relationship	Indicative Spatial Requirements
<b>Outdoor 25M Program Pool</b>	<ul style="list-style-type: none"> <li>Multi-Use Program and Lap Pool with 25m x 15m x 6 lanes (2.5m/lane) and access ramp (1.5m wide)</li> <li>Concourse (3m on each side and 4m each end)</li> <li>Depth (1.1m to 1.6m)</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Programs</li> <li>Fitness</li> </ul>	<ul style="list-style-type: none"> <li>Adjacent leisure pool / water splash play and seating areas</li> </ul>	<ul style="list-style-type: none"> <li>743m<sup>2</sup></li> </ul>
<b>Leisure Pool / Water Splash Play</b>	<ul style="list-style-type: none"> <li>Integrated free form leisure pool and zero depth water splash play with separate zones catering for early years to primary ages i.e. toddlers aged 2-4 and children aged 5-12</li> <li>Depth (0m to 0.6m)</li> <li>Sprays offer options to control each feature with random and sequenced patterns</li> <li>Consider water flow / divert area</li> </ul>	<ul style="list-style-type: none"> <li>Water Play</li> </ul>	<ul style="list-style-type: none"> <li>Splash Pad separated but linked to leisure pool with beach entry</li> <li>Close proximity to kiosk and change rooms</li> <li>Integrated with outdoor social and recreation spaces</li> <li>Ample shading</li> </ul>	<ul style="list-style-type: none"> <li>750m<sup>2</sup></li> </ul>
<b>Access and Circulation</b>	<ul style="list-style-type: none"> <li>Paths with suitable treatments at gradients that are inclusive</li> </ul>	<ul style="list-style-type: none"> <li>Access to key nodes</li> <li>Evacuation access</li> <li>Emergency access for vehicles</li> </ul>	<ul style="list-style-type: none"> <li>All areas</li> </ul>	<ul style="list-style-type: none"> <li>As required (20%)</li> </ul>
<b>Plant &amp; Equipment</b>	<ul style="list-style-type: none"> <li>Separate plant and water treatment systems within one built form</li> </ul>	<ul style="list-style-type: none"> <li>Services water body and water play area</li> </ul>	<ul style="list-style-type: none"> <li>Positioned in a non-obtrusive location</li> <li>Consider deliveries and maintenance access</li> </ul>	<ul style="list-style-type: none"> <li>100 m<sup>2</sup></li> </ul>
<b>Social Recreation Space</b>	<ul style="list-style-type: none"> <li>Small dry adventure play space</li> <li>High quality turfed areas with mature trees</li> </ul>	<ul style="list-style-type: none"> <li>Socialising and relaxing</li> <li>Informal recreation</li> </ul>	<ul style="list-style-type: none"> <li>Clear lines of sites to primary water body and water splash areas</li> </ul>	<ul style="list-style-type: none"> <li>Approx. 1,500m<sup>2</sup></li> </ul>

Component	Description / Detail	Primary Function/s	Functional Relationship	Indicative Spatial Requirements
		<ul style="list-style-type: none"> <li>Gatherings for functions such as birthdays</li> <li>Space for private health and fitness programs</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding landscaping and water play perimeter treatment to ensure water zones are designed with suitable low maintenance surfaces.</li> <li>Design to be sympathetic to parkland context</li> </ul>	
<b>Café and Social Seating Area with Sensory Garden</b>	<ul style="list-style-type: none"> <li>Café</li> <li>Provide social seating area with sensory garden</li> </ul>	<ul style="list-style-type: none"> <li>Food and beverage</li> <li>Social gathering space</li> </ul>	<ul style="list-style-type: none"> <li>Near entry/front of house and entry control</li> <li>Need to provide access and viewing to aquatic area and social recreation space</li> </ul>	<ul style="list-style-type: none"> <li>200m<sup>2</sup></li> </ul>
<b>Reception and Administration</b>	<ul style="list-style-type: none"> <li>Reception, first aid room and storage</li> </ul>	<ul style="list-style-type: none"> <li>Entry/front of house and entry control</li> <li>Service areas</li> </ul>	<ul style="list-style-type: none"> <li>Visibility into activity areas</li> <li>Storage adjacent to program pool</li> <li>First aid providing direct concourse access and external ambulance access.</li> </ul>	<ul style="list-style-type: none"> <li>Total 100m<sup>2</sup> (Reception 30m<sup>2</sup>, Storage 50m<sup>2</sup>, First aid 15m<sup>2</sup>)</li> </ul>
<b>Amenities and Change Rooms</b>	<ul style="list-style-type: none"> <li>Change rooms and amenities (Wet and dry)</li> </ul>	<ul style="list-style-type: none"> <li>All users</li> </ul>	<ul style="list-style-type: none"> <li>Locate so users can enter from foyer and on to pool concourse close to reception control</li> </ul>	<ul style="list-style-type: none"> <li>Total 190m<sup>2</sup> (Male 90m<sup>2</sup>, Female 90m<sup>2</sup>, Service areas 10m<sup>2</sup>)</li> </ul>
<b>Plant and Stores</b>	<ul style="list-style-type: none"> <li>Plant room and storage areas</li> </ul>	<ul style="list-style-type: none"> <li>Services all pools</li> </ul>	<ul style="list-style-type: none"> <li>Position in a non-obtrusive location</li> <li>Consider deliveries and maintenance access, chemical delivery compliance.</li> </ul>	<ul style="list-style-type: none"> <li>200m<sup>2</sup></li> </ul>
<b>Total without car parking</b>				<ul style="list-style-type: none"> <li><b>3,648m<sup>2</sup> plus circulation and car parking</b></li> </ul>
<b>Car Parking</b>	<ul style="list-style-type: none"> <li>Provision for 80 car spaces</li> </ul>	<ul style="list-style-type: none"> <li>Services all pools</li> </ul>	<ul style="list-style-type: none"> <li>Locate near entrance</li> </ul>	<ul style="list-style-type: none"> <li>Approx. 3150m<sup>2</sup></li> </ul>
<b>Future Expansion</b>	<ul style="list-style-type: none"> <li>Future expansion area to support potential future warm water program pool</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Programs</li> <li>Therapy</li> <li>Wellness</li> </ul>	<ul style="list-style-type: none"> <li>Potential future pool to support for learn to swim, water aerobics and therapy-based activities.</li> </ul>	<ul style="list-style-type: none"> <li>300m<sup>2</sup></li> </ul>
<b>Total with car parking</b>				<ul style="list-style-type: none"> <li><b>7,098m<sup>2</sup> plus circulation</b></li> </ul>

## 8.4.2 Community Facilities and Meeting Spaces Provision Policy

<b>Directorate:</b>	Communities
<b>Responsible Officer:</b>	Recreation Project Officer
<b>Manager:</b>	Manager Active Communities
<b>Attachments:</b>	<ol style="list-style-type: none"><li>1. Community Facilities and Meeting Spaces Provision Policy [8.4.2.1 - 4 pages]</li><li>2. 157- Places-of- Assembly- Community- Facilities (15) [8.4.2.2 - 4 pages]</li><li>3. MARKED UP 157 Places of Assembly Community Facilities 15 Feb [8.4.2.3 - 6 pages]</li></ol>
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Well planned places</b> Attractive and useable sites of importance Land and underlying infrastructure suitable for growing populations  <b>Growing quality of life</b> Communities have a say on local infrastructure and attractions that stimulate engagement and activity Effective and efficient services available locally Inclusive, connected, culturally diverse and safe
<b>Other Strategic Context:</b>	Access and Inclusion Strategy Asset Management Plans Municipal Public Health and Wellbeing Plan

### 1. PURPOSE

The purpose of this report is to seek Council endorsement of the Community Facilities and Meeting Spaces Provision Policy.

### 2. RECOMMENDATION

**That Council adopt and endorse the Community Facilities and Meeting Spaces Provision Policy.**

### 3. BACKGROUND

The Places of Assembly/Community Facilities Policy was adopted by Council in June 2019 and is due for review.

The Places of Assembly/Community Facilities Policy was first developed in 2014 in response to the Kyabram Places of Assembly/Community Facilities Study undertaken in 2013.

The overall aim of the policy was to ensure more effective use of places of assembly, that there is a demonstrated demand or need for the facilities, and to ensure that they are sustainable and fit for purpose. Additionally, the Places of Assembly/Community Facilities Policy introduced a hierarchy of facility provision that comprised of three tiers:

Hierarchy of Facilities	Ratio of Facilities	Catchment (Driving time from household)
Local	One facility per 2,000 people	0-15 minute drive
Township	One facility per 3,000 people	15–20 minute drive
District	One facility per 10,000 people	20+ minute drive

It should be noted that due to no available benchmarking to inform the number and type of community meeting spaces for rural communities, consultants extrapolated available research data and information to develop the above provisions.

### Previous Council Discussion

Not applicable.

## 4. DISCUSSION

Community Facilities and Meeting Spaces are important assets to the local community and must recognise and respond to the dynamic and changing nature of communities.

Council is committed to developing an aligned and coordinated approach to delivering an integrated and adaptive framework for community facilities across the municipality. It does not prescribe that all or any facilities available to communities are to be provided by Council.

Council will engage with the community to plan for, deliver and activate community facilities that respond to changing community needs. This includes providing equitable access to multi-purpose facilities throughout the municipality that are safe, inclusive and create a space for the community to connect.

The review of the Places of Assembly/Community Facilities Policy and naming update of the policy (Community Facilities and Meeting Spaces Provision Policy) seeks to show Council’s commitment to developing an aligned and coordinated approach to delivering an integrated and adaptive framework for community facilities and meeting spaces.

The Community Facilities and Meeting Spaces Provision Policy will utilise evidence-based indicators to develop a summary of works for both hard and soft infrastructure for community facilities and meeting spaces in the future and ensure more effective use and management of community facilities and meeting spaces throughout the municipality and ensure that they are fit-for-purpose, sustainable and follow best practice industry standards.

Additionally, minor updates to the principles will increase opportunities to integrate facilities with a place-based planning approach with a focus on developing mixed use, multipurpose community facilities and meeting spaces. The development of the framework will allow for a greater understanding of capacity, occupancy and usage within our community facilities and meeting spaces while reviewing the governance and management of facilities.

## STAKEHOLDER ENGAGEMENT

### Internal consultation:

- January 2024 Recreation Coordinator
- February 2024 Integrated Planning Manager
- 14 February 2024 Executive Leadership Team

### Councillors:

- 27 February 2024 Briefing Session

### External consultation:

- Not Applicable

## Community Engagement

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. The level of community engagement undertaken was:

Inform: Communicate a change, focusing on why, when and how it will happen (Community influence: Nil).

## Public Transparency Policy

Not applicable

## LEGISLATIVE CONTEXT

*Charter of Human Rights and Responsibilities Act 2006 (Vic)*

*Disability Act 2006 (Vic)*

*Equal Opportunity Act 2010 (Vic)*

*Local Government Act 2020 (Vic)*

## FINANCIAL AND OTHER RESOURCE IMPLICATIONS

Not Applicable

## ENVIRONMENTAL IMPLICATIONS

Not Applicable

## OPPORTUNITIES AND RISK

### Opportunities:

The policy will provide the opportunity to guide the development of an aligned and coordinated approach to the delivery of community facilities and meeting spaces across the municipality that respond to changing community needs.

**Risk:**

Asset Risk

A risk that the inadequate provision of community facilities and meeting spaces caused by Asset Management Plans that have not sufficiently matured may result in Council's infrastructure assets failing to maintain their service standard.

# Community Facilities and Meeting Spaces Provision Policy



Council Policy

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## 1. Purpose

The purpose of this policy is to outline Council's commitment to an evidence-based planning process for the integrated delivery and management of community facilities.

This policy should be applied whenever planning for new or upgraded community facilities or for proposed changes of use of existing Council facilities.

## 2. Scope

This policy applies to employees (including full time, part time, casual employees, agency staff and students). The policy is also applied in the management of contractors, volunteer groups, and consultants of Campaspe Shire Council.

The scope of this policy includes, but is not limited to, Council owned facilities including neighbourhood houses, community centres, senior citizens centres, community meeting spaces, public halls, and community owned facilities on Council land.

## 3. Policy Statement

Community Facilities and Meeting Spaces are important assets to the local community and must recognise and respond to the dynamic and changing nature of communities.

Council is committed to developing an aligned and coordinated approach to delivering an integrated and adaptive framework for community facilities across the municipality. It does not prescribe that all or any facilities available to communities are to be provided by Council.

Council will engage with the community to plan for, deliver and activate community facilities that respond to changing community needs. This includes providing equitable access to multi-purpose facilities throughout the municipality that are safe, inclusive and create a space for the community to connect.

## 4. Principles

The principles supporting this policy are:

1. Strategic and Integrated Planning
2. Innovation and Adaptability
3. Partnerships and Usage
4. Access, Inclusion and Equity
5. Sustainable and Financially Responsible

### 4.1. Strategic and Integrated Planning

- Decision making is consistent, transparent and evidence-based (considering community needs and priorities, usage fit for purpose, demographics etc.)
- Community facilities are planned and designed for the broadest possible use by a range of groups, services and activities, and are multi-purpose in nature.
- A range of facilities are available across the municipality to ensure that the community has access to a variety of different indoor spaces, settings and to cater for different needs.

**4.2. Adaptable and Innovative**

- Where possible community facilities are fit for purpose and delivered according to appropriate infrastructure standards and best practice.
- Facilities will be designed and managed to be flexible use spaces to meet a range of existing community needs, and when required, have the capacity to be responsive to new or emerging trends.
- Buildings enhance public streets, spaces and views and include best practice principles in Crime Prevention Through Environmental Design (CPTED) including appropriate lighting, and location.

**4.3. Partnerships and Usage**

- A collaborative approach be adopted between Council, community and stakeholders to support the day to day planning and management of community facilities.
- Facilities should be utilised to maximum potential.

**4.4. Access, Inclusion and Equity**

- Planning for facilities that contribute to a sense of place for all, are reflective of the community needs and provide supporting amenities.
- Facilities will be accessible to and welcome people of all ages, genders, abilities and cultural backgrounds.
- Equitable provision of facilities that are intergenerational, promote the diversity of our community needs into the future as demand requires.

**4.5. Sustainable and Financially Responsible**

- Planning for facilities that are financially viable, considerate of long-term capital and operational costs, and provide the best value for the community.
- Facilities will be located, designed and managed, having regard to longevity, relevance and financial viability.
- Consideration of funding, delivery and operating models to meet community needs in the confines of Council's resource limitations.
- Environmentally responsible and promotes long-term economic, health and wellbeing benefits.
- Assets which are no longer able to meet community needs and cannot feasibly be modified to do so should be rationalised to facilities reinvestment in more appropriate infrastructure.



## 5. Hierarchy and Ratio of Facilities

A hierarchy of the capacity for facilities has been established to determine appropriate provision of service is available across the municipality. The following criteria has been established for the level of facilities available for a range of purposes.

Hierarchy	Ratio	Description
Local	One facility per 2,000 people	Facilities are a 0-15 minute drive from household and are generally meeting places with low capacity and amenity. These facilities support activities and events conducted by the immediate surrounding community.
Township	One facility per 3,000 people	Facilities are a 15–20 minute drive and are the most commonly provided facilities, and typically have good flexibility of use due to their size, their location within a catchment, good provision of support infrastructure. These facilities have the capability to support a broad range of activities and events for surrounding communities
District	One facility per 10,000 people	Facilities are a 20+ minute drive and are generally designed and fitted out to higher level of amenity and can accommodate larger gatherings of people (200+). These facilities have the capacity to support a broad range of activities and events for surrounding districts.

## 6. Definitions

Terms and definitions used in this policy include:

Term	Details
Asset	A physical item that is owned or controlled by Council and provides or contributes to the provision of services to the community.
Community Facilities	Buildings or other assets owned or managed by Council, that support community services or provide community benefit, including health, support services or provide community benefit, including health, support services, education, arts and culture, information, community development, employment and training and active and passive recreation opportunities.
Community Infrastructure	Buildings and spaces that provide services, activities and opportunities.
Crime Prevention Through Environmental Design (CPTED)	A Crime Prevention theory focusing on tactical design and the effective use of the built environment, which when applied, reduces crime and the fear of crime.
Evidence Based Planning	The process of applying available research (evidence) to planning decisions.
Intergenerational	Focus on meeting the needs of all residents, especially children and older adults.
Multi-purpose Community Facility	A community facility which provides a range of flexible, functional spaces that support access to services and participation in a range of active and passive lifestyle activities.

## 7. Acknowledgements

### 7.1. Traditional Owners

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples. We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this country. We acknowledge their living culture and their unique role in the life of this region.

### Policy Information

<b>Document Number:</b>	<b>ECM Number when finalised</b>		
<b>Document Type:</b>	Council Policy		
<b>Document Status:</b>	Under Review		
<b>Policy Owner (by position):</b>	Manager Active Communities		
<b>Internal Endorsement Required:</b>	Not applicable		
<b>Final Approval By:</b>	Council		
<b>Date Approved:</b>	xx/xx/2024		
<b>Evidence of Approval:</b>	Minutes dated: xx/xx/2024		
<b>Version</b>	1	<b>Frequency of Review</b>	4 Years
<b>Review Date:</b>	xx/xx/2028		
<b>Related Legislation:</b>	Local Government Act 2020 Victorian Charter of Human Rights and Responsibilities Act 2006 Gender Equality Act 2020 Victorian Disability Act 2020		
<b>Related Strategic Documents, Policies, or Procedures</b>	Council Plan 2021-2025 Access and Inclusion Strategy 2020-2026 Asset Management Plan 2022-2032 Campaspe Service Planning Policy 155 Disposal of Council Property Policy 182 Sustainable Asset Management Policy 91 Asset Rationalisation Policy 118 Direction Signs Community Facilities & Tourist Facilities Policy 53 Leases for Local Community Organisations & Artisans Policy 161 Asset Capitalisation Policy 144 Signage Policy – Council Facilities Policy 185		
<b>Attachments:</b>	Not Applicable		
<b>Date Rescinded:</b>	Not Applicable <input checked="" type="checkbox"/>		

<b>Approval History: Date:</b>	<b>Reason for review</b>
Adopted 21 November 2017	Minute Book Reference No 3396 (item 6.6)
Revised 25 June 2019	Minute Book Reference No 1988 (item 7.1)
Revised 1 March 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

**Currency:** Documents are amended from time to time; therefore, you should not rely on a printed copy being the current version. Please consult the Campaspe Shire Council website to ensure that the version you are using is up to date. This document is available in alternative formats (e.g. larger font) if requested.

# Places of Assembly/Community Facilities

<b>Council Policy Number</b>	<b>157</b>
Date adopted	25 June 2019
Scheduled for review	June 2023



Council Policy

## 1. Purpose

To inform decisions on planning, provision and management of places of assembly and community facilities across the municipality.

## 2. Definitions

**Places of Assembly** meaning venues in which activities, meetings and other gatherings are conducted or a premises used for a community use which provides for artistic, social or cultural activities or community support services to the public and may include the preparation and service of food and drink.

**Community Facilities** meaning venues in which activities, meetings and other gatherings are conducted or a premises used for a community use which provides for artistic, social or cultural activities or community support services to the public and may include the preparation and service of food and drink.

*Note:* Places of Assembly and/or Community Facilities include halls (public, Church, school, etc), club rooms, sporting venue social rooms, meeting rooms (e.g. Churches, Service Clubs, Fire Stations), stadiums, conference centres, function rooms, neighbourhood houses, public houses, etc.

**Accessible** meaning includes, but is not limited to, reference to physical accessibility as understood in the *Disability Discrimination Act*, equity of access as understood in the *Equal Opportunity Act*, and; appropriate for a range of users as understood by the Principles of Universal Design.

## 3. Policy Statement

Places of assembly and community facilities are important assets in towns and districts as typically they are venues in which activities, meetings and other gatherings are conducted that collectively are the cornerstones for maintaining strong and inclusive communities. Such facilities are used for wide ranging purposes, such as sporting, cultural, educational and social activities.

Campaspe Shire Council ('Council') has an obligation to foster community cohesion and encourage participation in civic life. The availability of places of assembly and community facilities supports the achievement of these obligations.

This policy sets the framework by which Council will ensure the availability of places of assembly and community facilities across the municipality to meet community need. It does not prescribe that all or any facilities available to communities are to be provided by Council.

The framework adopted by Council is to be used to determine the availability of facilities and guide decision making for planning, provision and management and includes the renewal, upgrade, acquisition and disposal of places of assembly and community facilities.

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### 3.1 Principles

Seven principles are to be applied for the future planning, provision and management of places of assembly and other community facilities with the key function to accommodate public gatherings.

- |                                     |  |
|-------------------------------------|--|
| i) <i>Diverse</i>                   | <i>A range of facilities are to be available across the municipality to firstly, ensure that the community has access to a variety of different indoor spaces and settings, and secondly, to cater for different needs in relation to quality.</i> |
| ii) <i>Maximise Use</i>             | <i>Facilities must be utilised to maximum potential.</i>   |
| iii) <i>Accessible</i>              | <i>Facilities will be accessible to and welcome people of all ages, genders, abilities and cultural backgrounds.</i>   |
| iv) <i>Sustainable</i>              | <i>Facilities will be located, designed and managed, having regard to longevity, relevance and financial viability.</i>  |
| v) <i>Adaptable</i>                 | <i>Facilities will be designed and managed to be flexible use spaces to meet a range of existing community needs, and when required, have the capability to be responsive to new or emerging needs.</i>  |
| vi) <i>Partnerships</i>             | <i>A collaborative and partnership approach be adopted between Council, community and stakeholders to support the day to day planning and management of community facilities.</i>  |
| vii) <i>Financially Responsible</i> | <i>Financial viability and cost effectiveness of Council-owned facilities will be considered in all aspects of their planning, development, use and management.</i>  |

### 3.2 Hierarchy of Facilities

A hierarchy of the capacity and level of amenity for facilities has been established to determine appropriate provision of service is available across the municipality. The following criteria has been established for the level of facilities available for a range of purposes.

1. Local – level facilities are generally meeting places with low capacity and amenity. These facilities support activities and events conducted by the immediate surrounding community.
2. Township – level facilities are the most commonly provided facilities, and typically have good flexibility of use due to their size, their location within a catchment, good provision of support infrastructure. These facilities have the capability to support a broad range of activities and events for surrounding communities.
3. District – level facilities are generally designed and fitted out to a higher level of amenity and can accommodate larger gatherings of people (200+). These facilities have the capability to support a broad range of activities and events for surrounding districts.

The table below outlines the Hierarchy of provision of Places of Assembly/Community Facilities.

Criteria	Local	Township	District
Catchment (Driving time from household)	0 – 15 minutes	15 – 20 minutes	20+ minutes
Capacity (Number able to be seated)	Up to 80 people	80 – 300 people	200 – 400 people
Kitchen (see definitions below)	Kitchenette, or access to an urn/hot water and fridge while within the building.	Basin to large kitchen connected to room by a servery	Large to commercial kitchen connected to a room by a servery
Toilets	Available within the building or adjacent outside	Likely connected directly to the building	Likely connected directly to the building

Storage	Little or no storage space available for regular users	May have lockable space available for user groups	Will have lockable storage space available for user groups
Stage	No	May have a stage, or area designed to accommodate a portable stage or lectern	May have a stage, or area designed to accommodate a portable stage or lectern
Audio-Visual Equipment	Unlikely to be permanently installed. Not likely to have equipment available on site.	Unlikely to be permanently installed, but equipment available on site.	Likely to have permanently installed, but equipment available on site.
Disabled Access	Will have disabled car park and a disabled toilet	Will have disabled car park and a disabled toilet	Will have disabled car park and a disabled toilet
Car Parking	On-street parking	Off-street parking available for a minimum of 30 vehicles	Off-street parking available for a minimum of 50 vehicles
<b>Kitchen Definitions</b> Kitchenette = benchtop, sink and concealed fridge within the room Basic Kitchen = small in area with domestic sink, stove, fridge and other appliances Large Kitchen = large in area with multiple bench spaces, and likely to have at least one unit of each appliance and/or some commercial appliances Commercial Kitchen = designed and fitted out to commercial kitchen regulations			

### 3.3 Ratio of Facilities

The ratio of facilities to population for the municipality has been calculated as follows:

- District – One facility per 10,000 people
- Township – One facility per 3,000 people
- Local – One per facility per 2,000 people

#### 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*.

#### Related Legislation

*Local Government Act 1989*

#### Related Policies/Strategies

Council Policy 91 - Sustainable Asset Management

Internal Policy 118 - Asset Rationalisation

Places of Assembly Strategy

#### Attachments

Nil

#### Review Period

Four years

#### Responsible officer

Manager Community Development

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**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 November 2017  
Revised 25 June 2019  
Revised 1 March 2021

Minute Book Reference No 3396 (item 6.6)  
Minute Book Reference No 1988 (item 7.1)  
Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

Chief Executive Officer: ..... *[Signature]*  
Date: ..... *3/3/2021*

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Council Policy

# Places of Assembly/Community Facilities

**Council Policy Number** 157

Date adopted 25 June 2019

Scheduled for review June 2023



## 1. Purpose

~~To inform decisions on planning, provision and management of places of assembly and community facilities across the municipality.~~

The purpose of this policy is to outline Council's commitment to an evidence-based planning process for the integrated delivery and management of community facilities.

This policy should be applied whenever planning for new or upgraded community facilities or for proposed changes of use of existing Council facilities.

## 2. Definitions

~~Places of Assembly~~

~~meaning venues in which activities, meetings and other gatherings are conducted or a premises used for a community use which provides for artistic, social or cultural activities or community support services to the public and may include the preparation and service of food and drink.~~

~~Community Facilities~~

~~meaning venues in which activities, meetings and other gatherings are conducted or a premises used for a community use which provides for artistic, social or cultural activities or community support services to the public and may include the preparation and service of food and drink.~~

~~*Note:*—Places of Assembly and/or Community Facilities include halls (public, Church, school, etc), club rooms, sporting venue social rooms, meeting rooms (e.g. Churches, Service Clubs, Fire Stations), stadiums, conference centres, function rooms, neighbourhood houses, public houses, etc.~~

~~Accessible~~

~~meaning includes, but is not limited to, reference to physical accessibility as understood in the *Disability Discrimination Act*, equity of access as understood in the *Equal Opportunity Act*, and; appropriate for a range of users as understood by the Principles of Universal Design.~~

<u>Term</u>	<u>Details</u>
<u>Asset</u>	<u>A physical item that is owned or controlled by Council and provides or contributes to the provision of services to the community.</u>
<u>Community Facilities</u>	<u>Buildings or other assets owned or managed by Council, that support community services or provide community benefit, including health, support services or provide community benefit, including health, support services, education, arts and culture, information, community development, employment and training and active and passive recreation opportunities.</u>
<u>Community Infrastructure</u>	<u>Buildings and spaces that provide services, activities and opportunities.</u>

Council Policy

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Council Policy

<u>Crime Prevention Through Environmental Design (CPTED)</u>	<u>A Crime Prevention theory focusing on tactical design and the effective use of the built environment, which when applied, reduces crime and the fear of crime.</u>
<u>Evidence Based Planning</u>	<u>The process of applying available research (evidence) to planning decisions.</u>
<u>Intergenerational</u>	<u>Focus on meeting the needs and of all residents, especially children and older adults.</u>
<u>Multipurpose Community Facility</u>	<u>A community facility which provides a range of flexible, functional spaces that support access to services and participation in a range of active and passive lifestyle activities.</u>

## 2. Scope

This policy applies to employees (including full time, part time, casual employees, agency staff and students). The policy is also applied in the management of contractors, volunteer groups, and consultants of Campaspe Shire Council.

The scope of this policy includes, but is not limited to, Council owned facilities including neighbourhood houses, community centres, senior citizens centres, community meeting spaces, public halls, and community owned facilities on Council land.

## **3. Policy Statement**

Places of assembly and community facilities are important assets in towns and districts as typically they are venues in which activities, meetings and other gatherings are conducted that collectively are the cornerstones for maintaining strong and inclusive communities. Such facilities are used for wide ranging purposes, such as sporting, cultural, educational and social activities.

Campaspe Shire Council ('Council') has an obligation to foster community cohesion and encourage participation in civic life. The availability of places of assembly and community facilities supports the achievement of these obligations.

This policy sets the framework by which Council will ensure the availability of places of assembly and community facilities across the municipality to meet community need. It does not prescribe that all or any facilities available to communities are to be provided by Council.

The framework adopted by Council is to be used to determine the availability of facilities and guide decision making for planning, provision and management and includes the renewal, upgrade, acquisition and disposal of places of assembly and community facilities.

Community Facilities and Meeting Spaces are important assets to the local community and must recognise and respond to the dynamic and changing nature of communities.

Council is committed to developing an aligned and coordinated approach to delivering an integrated and adaptive framework for community facilities across the municipality. It does not prescribe that all or any facilities available to communities are to be provided by Council.

Council will engage with the community to plan for, deliver and activate community facilities that respond to changing community needs. This includes providing equitable access to multi-purpose facilities throughout the municipality that are safe, inclusive and create a space for the community to connect.

## **4. Principles**

The principles supporting this policy are:



1. Strategic and Integrated Planning
  2. Innovation and Adaptability
  3. Partnerships and Usage
  4. Access, Inclusion and Equity
  5. Sustainable and Financially Responsible
1. **Strategic and Integrated Planning**
    - Decision making is consistent, transparent and evidence-based (considering community needs and priorities, usage fit for purpose, demographics etc.)
    - Community facilities are planned and designed for the broadest possible use by a range of groups, services and activities, and are multi-purpose in nature.
    - A range of facilities are available across the municipality to ensure that the community has access to a variety of different indoor spaces and settings and to cater for different needs.
  2. **Adaptable and Innovative**
    - Where possible community facilities are fit for purpose and delivered according to appropriate infrastructure standards and best practice.
    - Facilities will be designed and managed to be flexible use spaces to meet a range of existing community needs, and when required, have the capacity to be responsive to new or emerging trends.
    - Buildings enhance public streets, spaces and views and include best practice principles in Crime Prevention Through Environmental Design (CPTED) including appropriate lighting, and location.
  3. **Partnerships and Usage**
    - A collaborative approach be adopted between Council, community and stakeholders to support the day to day planning and management of community facilities.
    - Facilities must be utilised to maximum potential.
  4. **Access, Inclusion and Equity**
    - Planning for facilities that contribute to a sense of place for all, are reflective of the community needs and provide supporting amenities.
    - Facilities will be accessible to and welcome people of all ages, genders, abilities and cultural backgrounds.
    - Equitable provision of facilities that are intergenerational, promote the diversity of our community needs into the future as demand requires.
  5. **Sustainable and Financially Responsible**
    - Planning for facilities that are financially viable, considerate of long-term capital and operational costs, and provide the best value for the community.
    - Facilities will be located, designed and managed, having regard to longevity, relevance and financial viability.
    - Consideration of funding, delivery and operating models to meet community needs in the confines of Council's resource limitations.
    - Environmentally responsible and promotes long-term economic, health and wellbeing benefits.
    - Assets which are no longer able to meet community needs and cannot feasibly be modified to do so should be rationalised to facilities reinvestment in more appropriate infrastructure.
1. Hierarchy and Ratio of Facilities
5. A hierarchy of the capacity for facilities has been established to determine appropriate provision of service is available across the municipality. The following criteria has been established for the level of facilities available for a range of purposes.

Hierarchy	Ratio	Description
Local	One facility per 2,000 people	Facilities are generally meeting places with low capacity and amenity. These facilities support activities and events conducted by the immediate surrounding community.
Township	One facility per 3,000 people	Facilities are the most commonly provided facilities, and typically have good flexibility of use due to their size, their location within a catchment, good provision of support infrastructure. These facilities have the capability to support a broad range of activities and events for surrounding communities
District	One facility per 10,000 people	Facilities are generally designed and fitted out to higher level of amenity and can accommodate larger gatherings of people (200+). These facilities have the capacity to support a broad range of activities and events for surrounding districts.

### 3.1 Hierarchy of Facilities

A hierarchy of the capacity and level of amenity for facilities has been established to determine appropriate provision of service is available across the municipality. The following criteria has been established for the level of facilities available for a range of purposes:

1. Local — level facilities are generally meeting places with low capacity and amenity. These facilities support activities and events conducted by the immediate surrounding community.
2. Township — level facilities are the most commonly provided facilities, and typically have good flexibility of use due to their size, their location within a catchment, good provision of support infrastructure. These facilities have the capability to support a broad range of activities and events for surrounding communities.
3. District — level facilities are generally designed and fitted out to a higher level of amenity and can accommodate larger gatherings of people (200+). These facilities have the capability to support a broad range of activities and events for surrounding districts.

The table below outlines the Hierarchy of provision of Places of Assembly/Community Facilities.

Criteria	Local	Township	District
Catchment (Driving time from household)	0—15 minutes	15—20 minutes	20+ minutes
Capacity (Number able to be seated)	Up to 80 people	80—300 people	200—400 people
Kitchen (see definitions below)	Kitchenette, or access to an urn/hot water and fridge while within the building.	Basin to large kitchen connected to room by a servery	Large to commercial kitchen connected to a room by a servery
Toilets	Available within the building or adjacent outside	Likely connected directly to the building	Likely connected directly to the building
Storage	Little or no storage space available for regular users	May have lockable space available for user groups	Will have lockable storage space available for user groups
Stage	No	May have a stage, or area designed to accommodate a portable stage or lectern	May have a stage, or area designed to accommodate a portable stage or lectern

Audio-Visual Equipment	Unlikely to be permanently installed. Not likely to have equipment available on site.	Unlikely to be permanently installed, but equipment available on site.	Likely to have permanently installed, but equipment available on site.
Disabled Access	Will have disabled car park and a disabled toilet	Will have disabled car park and a disabled toilet	Will have disabled car park and a disabled toilet
Car Parking	On-street parking	Off-street parking available for a minimum of 30 vehicles	Off-street parking available for a minimum of 50 vehicles
<b>Kitchen Definitions</b> Kitchenette = benchtop, sink and concealed fridge within the room Basic Kitchen = small in area with domestic sink, stove, fridge and other appliances Large Kitchen = large in area with multiple bench spaces, and likely to have at least one unit of each appliance and/or some commercial appliances Commercial Kitchen = designed and fitted out to commercial kitchen regulations			

### 3.2 Ratio of Facilities

The ratio of facilities to population for the municipality has been calculated as follows:

- District — One facility per 10,000 people
- Township — One facility per 3,000 people
- Local — One per facility per 2,000 people

#### 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*.

#### Related Legislation

*Local Government Act 1989*

#### Related Policies/Strategies

Council Policy 91 - Sustainable Asset Management

Internal Policy 118 - Asset Rationalisation

Places of Assembly Strategy

#### Attachments

Nil

#### Review Period

Four years

#### Responsible officer

Manager Community Development  
Active Communities

Council Policy

Council Policy

Council Policy

Council Policy

**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 November 2017	Minute Book Reference No 3396 (item 6.6)
Revised	25 June 2019	Minute Book Reference No 1988 (item 7.1)
Revised	1 March 2021	Administrative update to apply consistent reference to Campaspe Shire Council ('Council')

Chief Executive Officer: ..... 

Date: ..... 3/3/2021

Council Policy  
Council Policy  
Council Policy  
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## 8.4.3 Sport and Recreation Facilities Capital Contributions Policy

<b>Directorate:</b>	Communities
<b>Responsible Officer:</b>	Manager Active Communities
<b>Manager:</b>	Director Communities
<b>Attachments:</b>	1. Sport and Recreation Facilities Capital Contributions Policy [8.4.3.1 - 6 pages]
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Growing quality of life</b> Effective and efficient services available locally
<b>Other Strategic Context:</b>	Asset Management Plans Open Space Strategy

### 1. PURPOSE

The purpose of this report is to seek Council endorsement of the Sport and Recreation Facilities Capital Contributions Policy.

### 2. RECOMMENDATION

**That Council adopt and endorse the Sport and Recreation Facilities Capital Contributions Policy.**

### 3. BACKGROUND

Over several years, Council has received requests from Crown Land committees of management seeking Council assistance to provide or secure funding towards renewal, upgrade, or new assets on Crown Land.

There is no guiding policy or framework in place, however historical practice has been “not to” provide financial assistance for projects of a capital nature as the asset is not recognised as a Council asset and therefore, we can only provide assistance through the operating budget.

Project support has been restricted to:

- Acting as auspice when grant guidelines require this.
- Supporting grant applications where the Committee of Management provide the required matching contribution.
- Delivering projects that are fully grant funded through funding bodies such as the Local Roads and Community Infrastructure (LRCI) grant, Murray Darling Basin Authority Fund or Community Infrastructure Loan Scheme (CILS).

## Previous Council Discussion

With the frequency of requests for Council support of capital projects on Crown land, Councillors requested consideration of a policy that provided clear direction and opportunity for all Council owned and Crown owned capital renewal or upgrades.

Officers reviewed the limited policies available across the State to develop a set of principles and criteria that could be applied to projects in an equitable manner, subject to the level of effort and commitment from relevant clubs and committees.

Officers workshopped with Councillors and presented the progress of the policy development at the following briefing sessions:

- 12 October 2022
- 4 July 2023
- 30 January 2024

## 4. DISCUSSION

Council receives an increasing number of requests for financial support for renewal, upgrade and new infrastructure projects on both Council owned, Council managed, and Committee managed Crownland projects.

With no formal Council position regarding Council support for Crown land capital projects, Officers have previously advised Crown land committees that support from Council for projects is limited to the committee's ability to fully fund or provide a contribution towards a grant.

Councillors requested Officers develop a policy that will provide a formal Council position, principles and a guidance for committees to follow when requesting Council support.

Officers reviewed the limited existing policies from across the State to develop a set of principles to inform this policy. Consideration was also given to the Federal and State position regarding the provision of sport and active recreation infrastructure to support a diverse range of active sport and recreation activities to meet the needs of residents and visitors alike.

The following principles not only align with Council's priorities of co-location, increased participation, accessibility and inclusion, but also with State and Federal principles regarding infrastructure provision and support.

### Principle 1 Increasing Participation

Ensure the project will address an unmet need or identified gap in demand, will attract new participants, contributes to an improved pathway for the sport and is in a growth area, or the sport is seeing a significant growth phase.

### Principle 2 Shared Use/ Multi-Use

Encourages increased use by multiple users, including sport and community uses.

### Principle 3 Service Level

Ensure the development of sport and recreation facilities aligns with the Council endorsed classification and does not exceed the relevant State Sporting Association (SSA) recommended service provision.

#### **Principle 4 Strategic Justification**

The project must align with Council endorsed strategic documents and plans. Have a connection to Regional, State and National strategic documents, along with state sporting associations endorsement of the project.

#### **Principle 5 Accessibility and Inclusion**

Maximise social inclusion, accessibility and target a wide range of participants including but not limited to females, all abilities and culturally diverse.

#### **Principle 6 Compliance**

Provide sport and recreation facilities that are fit for purpose and mitigate noncompliance (defective or unsafe) challenges.

#### **Principle 7 Financially Responsible**

Ensure sustainability and value for money, the club is financially sustainable, financial contribution from community and have the ability to attract economic benefit to support the sustainability of the completed project.

This policy establishes a comprehensive set of principles that will be adapted to provide a selection criteria for all Council and Crownland projects, allowing officers to assess project proposals against a set criterion and scoring matrix.

### **5. STAKEHOLDER ENGAGEMENT**

#### **Internal consultation:**

- Manager Major Projects
- Capital Works Coordinator
- Executive Leadership Team

#### **Councillors:**

- 12 October 2022 Briefing Session
- 4 July 2023 Briefing Session
- 30 January 2024 Briefing Session

#### **External consultation:**

Not required

#### **Community Engagement**

Engagement has not been undertaken regarding the development of this policy. The purpose of the policy is to guide Council decision making regarding funding non-Council owned assets on Crown land only.

#### **Public Transparency Policy**

Not applicable

## **6. LEGISLATIVE CONTEXT**

*Crown Land (Reserves) Act 1978 (Vic)*

## **7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

Endorsement of this policy could have an implication on future capital and operational budgets over an extended period. The ten-year capital program, and long-term financial plan have been developed based on Council assets only.

## **8. ENVIRONMENTAL IMPLICATIONS**

Adoption of this policy will have no environmental impacts.

## **9. OPPORTUNITIES AND RISK**

### **Opportunities:**

The policy will guide a fair, inclusive and documented assessment process for evaluation of both Council and Crown land sport and active recreation infrastructure projects for consideration in future capital and operational budgets.

### **Risk:**

Reputation Risk

Should Council choose not to adopt and endorse the policy, there is a risk that community who use, and committee members who manage Crown land reserves will be negative regarding due to the perceived the inequity of Council's position regarding Crown land community sport and active recreation facilities.



# Sport and Recreation Facilities Capital Contributions Policy



Council Policy

Council Policy

Council Policy

Council Policy

## 1. Purpose

The purpose of this policy is to establish and provide principles for prioritising and funding capital works sport and active recreation projects across the Shire.

## 2. Scope

This policy applies to Council and Crown Land Sport and Active Recreation facilities only. Employees (including full time, part time, casual employees, agency staff and students). The policy is also applied in the management of contractors, volunteer groups, and consultants of Campaspe Shire Council.

## 3. Policy Statement

Campaspe Shire Council acknowledges the importance of sport and recreation facilities to communities across the Shire and the commitment of committees of management towards maintaining these facilities. Our recreation reserves and the associated facilities provide locations to support a diverse range of active sport and recreation activities to meet the needs of residents and visitors alike.

To support this commitment, Council will assess and support, where eligible as noted in the scope, a range of proposed renewal, upgrade and new capital projects through the implementation of guiding principles and a weighted assessment process that does not differentiate between Council or Crown owned land.

The principles and criteria will align with Council's Project Management Framework which provides processes, procedures and relevant controls to govern the various phases of projects.

## 4. Principles and Criteria for prioritising Projects

While there are many improvements to Recreation and sporting infrastructure required across the Shire, the capital works budget allocation and external funding opportunities each year are limited.

Council must assess and prioritise all capital projects based on project readiness. This is demonstrated by the following:

1. Landowners Consent.
2. Final plans suitable for tender documents to be developed.
3. Endorsement of plans by relevant peak body and other key stakeholders such as current and proposed user groups.
4. Written support from State Sporting Association/Peak Body and key stakeholders such as current and proposed user groups
5. Budget developed and supported by Quantity Surveyor or written independent Contractor Quotes
6. Confirmed funding contributions from partner clubs/ organisations evidenced by bank statements.

The principles supporting this policy are:

**Principle 1 Increasing Participation**

Ensure the project will address an unmet need or identified gap in demand, will attract new participants, contributes to an improved pathway for the sport and is in a growth area, or the sport is seeing a significant growth phase.

**Principle 2 Shared Use/ Multi-Use**

Encourages increased use by multiple users, including sport and community uses.

**Principle 3 Service Level**

Ensure the development of sport and recreation facilities aligns with the Council endorsed classification and does not exceed the relevant State Sporting Association (SSA) recommended service provision.

**Principle 4 Strategic Justification**

The project must align with Council endorsed strategic documents and plans. Have a connection to Regional, State and National strategic documents, along with state sporting associations endorsement of the project.

**Principle 5 Accessibility and Inclusion**

Maximise social inclusion, accessibility and target a wide range of participants including but not limited to females, all abilities and culturally diverse.

**Principle 6 Compliance**

Provide sport and recreation facilities that are fit for purpose and mitigate noncompliance (defective or unsafe) challenges.

**Principle 7 Financially Responsible**

Ensure sustainability and value for money, the club is financially sustainable, financial contribution from community and have the ability to attract economic benefit to support the sustainability of the completed project.

Principle	Criteria for Prioritising Projects	Weighting
1 Increasing Participation	Demonstrated the project will attract new participants, fill an identified gap, or unmet need in service, contributes to an improved pathway for the sport, the sport is in a growth area or growth phase.	
2 Shared Use/ Multi-Use	Demonstrated commitment of increased user groups through the delivery of the project	
3 Service Level	Is consistent with the Council identified reserve classification or hierarchy, the project is consistent with relevant SSA guidelines	
4 Strategic Justification	Alignment with Campaspe strategic document, policies and plans. Have a connection to Regional, State and National strategic documents, along with state sporting associations endorsement of the project.	
5 Accessibility and Inclusion	Demonstrated support of social inclusion, accessibility and target a wide range of participants	

	including but not limited to females, all abilities and culturally diverse.	
6 Compliance	Demonstrate the project is required due to the condition of the facilities or surface and is an identified risk, or noncompliance with SSA or State legislative requirements.	
7 Financially Responsible	The project must demonstrate value for money, be financially sustainable, financial contribution from community	

Council Policy

**5. Financial Contribution**

Depending on the project and scope of works, there will be times when the community will be required to contribute to the cost of the project. This includes where:

- the project exceeds the SSA or peak body facility guidelines and Council’s service level,
- Council is the applicant for an external grant and is required to make a financial contribution to submit an eligible project.

The community contribution required to support projects will apply as follows:

- Total project cost less the external funding (if applicable)
- The remaining balance of the project will be funded on a 2:1 ration (Council 2: Community 1)

The additional cost will need to be accompanied by itemised contractor quotes, or a Quantity Surveyor Costings.

In the event there are no suitable external funding sources, alternative funding sources will need to be identified subject to relevant Council Policies and process (e.g. Capital Works or the budget process). A contribution ratio of 2:1 may still be required at the discretion of Council.

Contributions from clubs or community will not imply ownership or control, does not result in discounted fees or charges, does not result in a project being delivered ahead of other projects, does not provide exclusive use or access to a facility.

Clubs or community groups must enter a written agreement with Council regarding commitment to a financial contribution which must be paid at the time of Council commitment to funding the project. Council may, at its sole discretion, negotiate for financial contributions to be paid in instalments, subject to the contribution being paid in full prior to construction contract award.

**6. Project Timelines**

Potential projects and all supporting documentation must be submitted for consideration as ‘project ready’ prior to the 30 September each year.

All projects will be assessed against the above principles to determine projects eligible for funding application and/ or inclusion in the capital program by the end of November each year.

Groups will be notified of the assessment outcome and Council support by the end of December each year.

**7. Definitions**

Council Policy

Council Policy

Council Policy

Terms and definitions used in this policy include:

Term	Details
Council Facility	Includes active recreation reserves with facilities, surfaces and land to support organised sport or active recreation.
Crownland Facility	Includes active recreation reserves with facilities, surfaces and land to support organised sport or active recreation owned by the state for public use.
Committee of Management	The organisation or incorporated association as named in a management contract or agreement to manage a community facility on Council's behalf and those located on Crown land operating under the Department
Shared use/ Multi use	Means more than one sport or active recreational club, group, association regularly using any sporting or recreational reserve, oval or other sporting or recreational facility on an annual basis
Recreation Reserves	Is a space primarily for the undertaking of organised sport and recreation activities. May include buildings, playing fields, courts, competition tracks and similar facilities
Sport	Is an activity involving physical exertion and skill as the primary focus of the activity with elements of competition where rules and patterns of behaviour governing the activity exist formally through organisations and is generally recognised as sport
Active Recreation	Activities are those engaged in for the purpose of relaxation, health and wellbeing or enjoyment with the primary activity requiring physical exertion, and the primary focus on human activity
State Sporting Association (SSA)	A SSA is the governing body for a sport at state level. They represent affiliated member leagues, associations clubs and participants.

## 8. Acknowledgements

### 8.1. Traditional Owners

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples. We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this country. We acknowledge their living culture and their unique role in the life of this region.

[Insert name of policy] Policy

OFFICIAL

## Policy Information

<b>Document Number:</b>	<b>ECM Number when finalised</b>		
<b>Document Type:</b>	Council Policy		
<b>Document Status:</b>	New Policy		
<b>Policy Owner (by position):</b>	Manager Active Communities		
<b>Internal Endorsement Required:</b>	Not applicable		
<b>Final Approval By:</b>	Council		
<b>Date Approved:</b>	Click or tap to enter a date.		
<b>Evidence of Approval:</b>	Minutes dated: Click or tap to enter a date.		
<b>Version</b>	1	Frequency of Review	4 Years
<b>Review Date:</b>	20/02/2027		
<b>Related Legislation:</b>	Local Government Act 2020 Victorian Charter of Human Rights and Responsibilities Act 2006 Gender Equality Act 2020 Victorian Disability Act 2020		
<b>Related Strategic Documents, Policies, or Procedures</b>	Council Plan 2021-2025 Contribution to recreation reserves maintenance Policy State Governments Fair Access Policy Roadmap		
<b>Attachments:</b>	Not Applicable		
<b>Date Rescinded:</b>	Not Applicable <input checked="" type="checkbox"/>		

<b>Approval History: Date:</b>	<b>Reason for review</b>
Click or tap to enter a date.	New Policy

**Currency:** Documents are amended from time to time; therefore, you should not rely on a printed copy being the current version. Please consult the Campaspe Shire Council website to ensure that the version you are using is up to date. This document is available in alternative formats (e.g. larger font) if requested.

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[Insert name of policy] Policy

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## 8.4.4 Rochester Place Based Plan

<b>Directorate:</b>	Communities
<b>Responsible Officer:</b>	Community Development Officer
<b>Manager:</b>	Acting Manager Community Partnerships
<b>Attachments:</b>	<ol style="list-style-type: none"><li>1. Rochester Place Based Plan 2024 [8.4.4.1 - 26 pages]</li><li>2. Rochester PBP Community Feedback Review [8.4.4.2 - 3 pages]</li><li>3. Rochester Place Based Plan updated 2024 [8.4.4.3 - 26 pages]</li></ol>
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<p><b>Flourishing local economy</b> A resilient long term economy attractive to local and external investors</p> <p><b>Well planned places</b> Land and underlying infrastructure suitable for growing populations Quality, attractive recreational spaces Improved walkability and cyclability within townships</p> <p><b>Growing quality of life</b> Communities have a say on local infrastructure and attractions that stimulate engagement and activity Effective and efficient services available locally Children, young people and families healthy and well</p>
<b>Other Strategic Context:</b>	Nil.

### 1. PURPOSE

To seek Council endorsement for the Rochester Place Based Plan (PBP).

### 2. RECOMMENDATION

#### That Council

1. Endorse the Rochester Place Based Plan
2. Thank the Rochester Place Based Committee and all members of the Rochester community who contributed to the development of this plan.

### 3. BACKGROUND

The Rochester PBP committee worked alongside Cred Consulting to guide the development of the plan.

For seven weeks starting 11 December 2023 to 28 January 2024, Campaspe Shire Council and the Rochester PBP committee released the Draft Rochester PBP to the public, seeking feedback and comment. This included drop-in sessions in the Rochester CBD.

During the consultation period Campaspe Shire Council received 11 feedback surveys (responses attached).

Whilst feedback received was insightful, changes were not required to the PBP. However, the committee requested immaterial changes to the first draft of the document to lessen the focus on floods and instead focus on the town's community spirit. There were no changes to the actions contained within the first draft of the Plan.

After several months of community consultation and engagement, the Rochester PBP committee approved the draft of the Rochester PBP.

### **Previous Council Discussion**

Not applicable

## **4. DISCUSSION**

The Rochester PBP was developed through wide-ranging consultation process where over 960 residents were engaged.

Consistent with effective place-based planning the community has identified a range of key strategic issues relevant to Rochester. In facilitating this work through this manner, it enabled the Rochester community to articulate in a fulsome way its aspirations.

Action items within the Rochester PBP arose from four key themes:

- **A progressive Rochy** – Actions which create a vibrant local economy, and diverse business and employment opportunities.
- **A town for everyone** – Actions which build community connections, capacity and wellbeing for everyone.
- **A sustainable and resilient environment** – Actions which support community and environmental resilience.
- **A strong local identity** – Actions which enhance and strengthen those unique place attributes that make Rochester special.

The identified actions within the Rochester PBP are detailed in pages 15 to 21 of the Rochester PBP.

## **5. CONSULTATION**

There was extensive consultation completed to ensure the documents tabled within this report were reflective of communities' aspirations.

### **Internal consultation:**

Throughout the process of developing these plans internal engagement of Council staff was undertaken, this was to provide advice and input into the viability and sustainability of ideas as they were being developed.



## Councillors:

Where relevant, Councillors took a proactive approach in attending meetings held between the community PBP committee, the Consultants and Officers.

## External consultation:

A range of community engagement activities was undertaken during the Place Based Planning process. They are described in the table below, along with their estimated participant numbers. These activities were largely promoted, led and facilitated by representatives of the PBP Committee and Campaspe Shire Council, with support from Consultants at Cred and CoFutures.

Engagement activity	Reach
Survey and discussion guide	262 responses The activity was often undertaken in small groups – it is estimated that around 600 people participated
Interviews	5 participants
Workshop	6 participants
Pop-ups	*200 participants
Activity with primary school students	*160 participants
<b>Total</b>	<b>965 people</b>

## Community Engagement

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. The level of community engagement undertaken was:

Empower: To build the capacity of our community to identify solutions and/or lead change (Community influence: Direct impact in finalising arrangements. Council will provide final endorsement).

## Public Transparency Policy

Not applicable

## 6. LEGISLATIVE CONTEXT

Not applicable.

## 7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

### Funding of projects:

Although recognised as an aspirational document, the Place Based Planning process enables the community to identify and develop projects that are focused upon the development of new and upgrading of community infrastructure. While some will be perceived as costly projects, these initiatives are the cornerstone to the aspirations of most communities.

The Rochester PBP will be reliant on grant funding to achieve many of the actions identified within the Plan, with the community and Council Officers working collaboratively to identify and secure funding where required.

**Volunteer input:**

A challenge for all Place Based Plans will be ongoing engagement of Community members to participate in the facilitation of the projects listed within these plans. Council's Community Engagement Team will work with the community members who drove the development of Place Based Plan to identify other members of the community to achieve the identified actions.

**8. ENVIRONMENTAL IMPLICATIONS**

The tabling of this document, and the actions within to council for its consideration will have a direct impact upon the economic, social, and environmental structure of the Rochester community. This document will be used as the basis of Councils decision making about the future of this community.

**9. OPPORTUNITIES AND RISK**

**Opportunities:**

The Rochester PBP presents an opportunity to work with the community to achieve the community's aspirations for the town.

**Risk:**

There is a risk that external funding required to achieve a number of these actions will not be acquired, leaving several identified actions within the report incomplete.



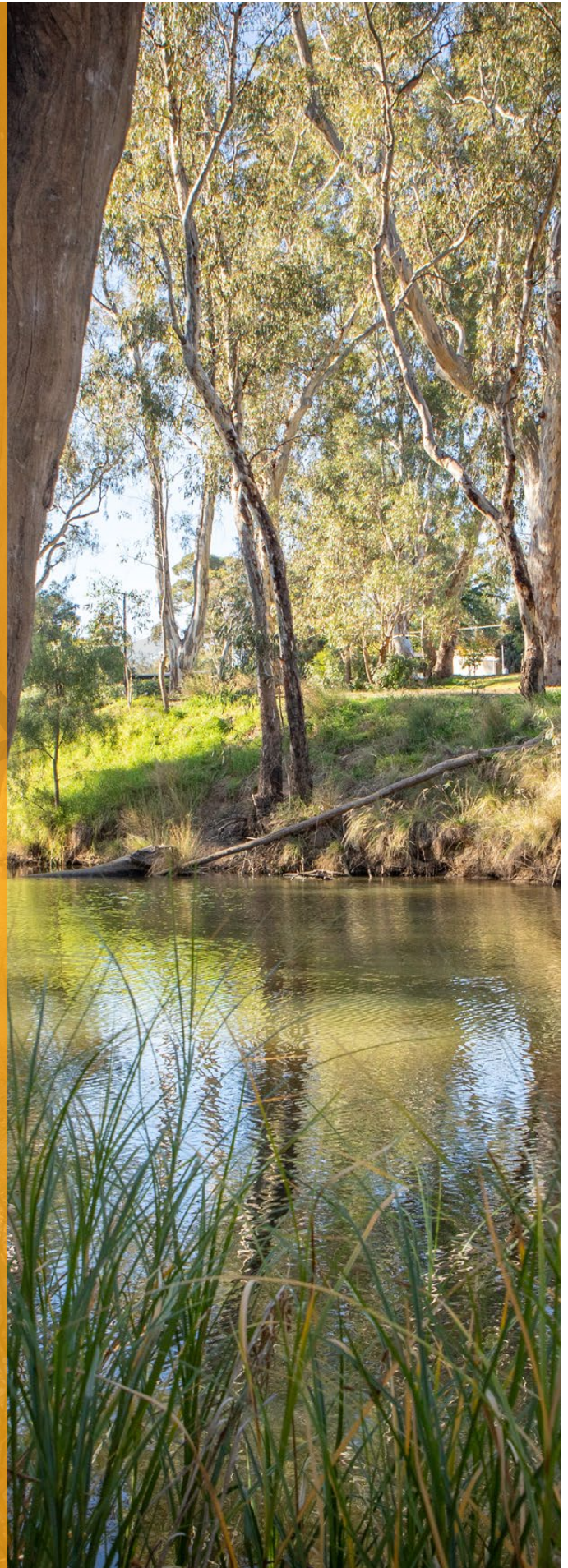
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# Rochester Place Based Plan Future Rochester



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

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

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

# 1. Introduction



Nestled on the banks of the Campaspe River, Rochester is a charming town, rich in heritage and home to a resilient and proud community.

This plan presents a shared vision for Rochy and actions to support local liveability and a thriving community.

Rochester is located in the heart of the Campaspe Shire Council local government area on the traditional lands of the Yorta Yorta, Dja Dja Wurrung and Taungunrung People who have called this area home for thousands of years. Traditional Custodians continue to hold connections to Country through lands, skies and waters.

There is a lot to love about Rochester. Nestled on the banks of the Campaspe River and surrounded by some of Victoria's most productive agricultural land, it is a naturally beautiful place – green and peaceful. Settled in the 1840s, the Rochester town centre continues to boast a rich and charming heritage character. But it is the people that make this town so special – this community is strong, resourceful and look out for each other.

Future Rochester is a place-based and community-led plan. It has been developed through a collaborative process with the Rochester community, and:

- Outlines those aspects which contribute to local character and identity
- Identifies key strengths, challenges and opportunities for the town and community
- Articulates a shared vision for the future
- Contains an action plan to guide collective effort, advocacy and investment.

This plan contains a range of actions from programs and events to infrastructure improvements, all aimed at enhancing the unique lifestyle and identity of Rochester. The plan will ultimately provide the basis for future planning, funding applications, service and program delivery, capital expenditure and collaboration between the community, government and other key stakeholders.

## Building on our success

This is not the first place-based plan for Rochester. The Rochester Community Economic Development Plan was developed in 2018 through a similar process, and over the last few years the community demonstrated their ability to organise, advocate and deliver. The plan's actions have been delivered through a range of partnerships, successful national, State and local grant applications and community drive.

Major achievements arising from the plan include:

- Silo art project
- Wirima at Rotary Park
- Additional V/Line service
- Experience Rochester brochure

## 1. Introduction

1

**Background and context review**

Policy analysis and review of key background, spatial and demographic information to understand the strategic, place and people characteristics and drivers for Rochester.

A review of the previous plan, Rochester Community Economic Development Plan 2018, was also undertaken.

2

**Community and stakeholder consultation**

Consultation with community and key stakeholders to understand local assets, values, issues, opportunities and aspirations. Refer to section 4 for more information about the engagement process and key messages.

3

**Draft Future Rochester Plan (current)**

Preparation of draft Future Rochester in collaboration with the Rochester Place-Based Plan Committee.

4

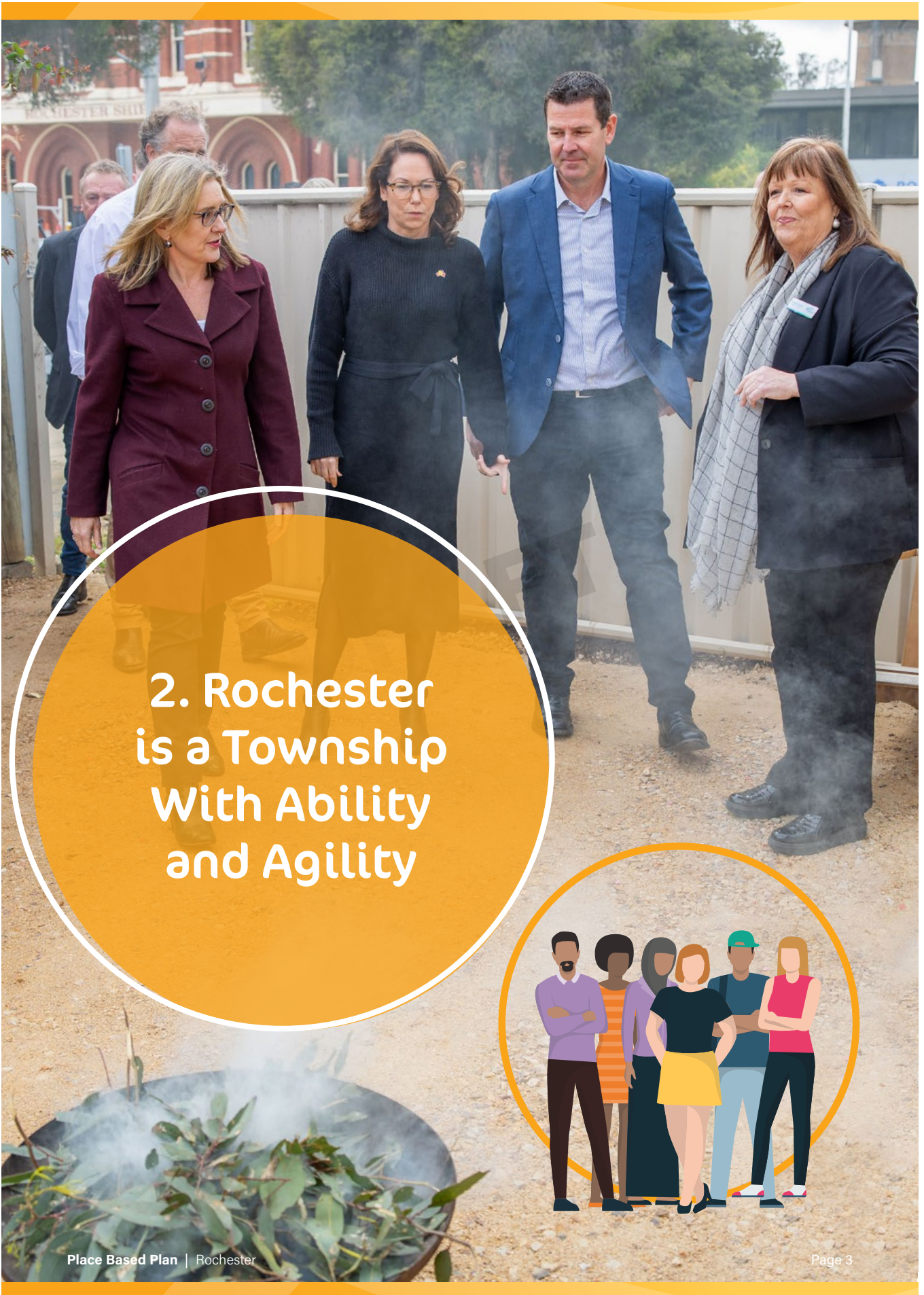
**Final Future Rochester Plan**

Finalisation of the Future Rochester Plan based on feedback from public exhibition, and in collaboration with the Rochester Place-Based Plan Committee.

5

**Implementation**

The delivery of this Place Based Plan will require the effort and collaboration from a range of stakeholders - including residents, community groups, businesses, service providers, Campaspe Shire Council, as well as State and Federal government.



**2. Rochester  
is a Township  
With Ability  
and Agility**





## 2. Rochester is a Township with Ability and Agility

### 2. Recovery From the October 2022 Flood Event

Rochester and district were significantly impacted by the October 2022 flood event, the worst of its kind in 150 years. More than 900 homes were either damaged or uninhabitable, there was significant impacts to businesses, infrastructure and the natural environment. The disaster has significantly disrupted the lives and livelihoods of the local community, and negatively impacted the mental health and wellbeing of many people.

What this event has highlighted is how much of a special place Rochester is, and what a special community it houses. They came together before, during and after the recent event to ensure the community prepared and responded to the best of their ability. This included preparing over 30,000 sandbags by hand and locals offering support and evacuation for their fellow residents. When a senior government representative visited the town after the flood they commented, "This community is amazing. You are days ahead of where you should be due to the amazing coordinated approach this community has established".

The community's sense of care, compassion and ability to just get on and take action, are some of the defining features of Rochester, and what makes it such an appealing place to live, work and invest.

The community led recovery saw on the ground engagement with community, business, and service organisations. This recovery worked with Campaspe Shire Council, State and Federal governments along with small, medium and corporate businesses and philanthropic organisations to assist the relief and recovery. The recovery has been enhanced by corporate offerings including Agnico Eagle as well as state government flood recovery funds to Rochester Community House and Rochester Business Network.

Campaspe Shire Council has sourced state and federal grants, delivered savings to residents, created community events and repaired council owned and managed assets. All together the representatives for Rochester have delivered advocacy for their residents, advocacy for future mitigation and are preparing plans to keep the community safe and prospering. This report will assist the community to prosper.



## 2. Rochester is a Township with Ability and Agility

### 2.1 Supporting recovery

Below are some of the key flood recovery activities that have been undertaken by Council, the Rochester Community House and others to support the Rochester community post the event:

- The Rochester Community House played a key role in leading volunteers to establish the initial relief centre which included gathering of information to assist the immediate relief efforts, offering food share along with meals.
- With Victorian Government funding, a fit-for-purpose Community Recovery Hub with dedicated flood recovery officers and mobile outreach service has opened in Rochester.
- Council staff working closely with the Rochester Community Recovery Committee, the Rochester Business Network and key community leaders and community groups to address locally-identified needs and priorities.
- The Rochester Community House has been the “go to place” where the community can find support and assistance as they navigate flood recovery.
- A 2022-23 rates relief package for identified flood-impacted properties was endorsed by Council.
- Repairs to damaged roads, buildings, sports facilities, paths, playgrounds and other Council-owned assets.
- Relocation and refurbishment of the Rochester Early Learning Centre which was kitted out with all new equipment for the children to enjoy.
- A regular newsletter is delivered to households to keep residents informed.
- A road maintenance blitz on residential streets in Rochester was conducted in addition to the emergency road repair works.
- With funding from the Youth Affairs Council of Victoria, a range of free leisure activities have been run for young people so they can learn new skills while socialising in a supportive and fun environment.
- More than 3,300 tonnes of flood waste was received at the Rochester emergency transfer station (equivalent to 30 years’ worth of waste usually received through the Rochester Resource Recovery Centre).
- Working with the Insurance Council of Australia to host insurance forums for residents.
- Supporting residents to lodge submissions to the Victorian Government Inquiry into the 2022 Flood Event in Victoria.



# 3. About Rochester



3. About Rochester

### 3.1 Our Community

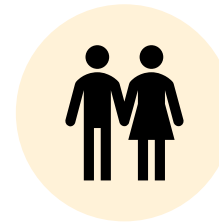
Most residents have lived in or around Rochester for generations, but there are others who have moved in more recently seeking an affordable small-town lifestyle.



**Current population**  
3,146 people



**Forecast population**  
3,229 by 2036



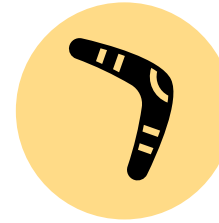
**Median age**  
53 (compared to 47 in Campaspe)



**People over 65**  
32% (compared to 25% in Campaspe)



**Living with disability**  
10% (compared to 7% in Campaspe)



**First Nations**  
2% (compared to 3% in Campaspe)



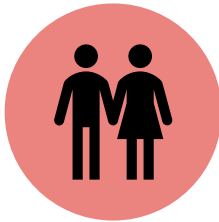
**Median household weekly income**  
\$1,114 (compared to \$1,284 in Campaspe Shire)



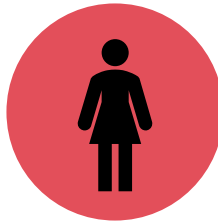
**Born overseas**  
6% (compared to 8% in Campaspe). Top places of birth are the United Kingdom, New Zealand, Malaysia, Italy and the Philippines.



**Languages spoken at home other than English**  
2% (compared to 4% in Campaspe). Top languages are Italian and Mandarin.



**Couples without children**  
31% (compared to 30% in Campaspe)



**Lone person households**  
31% live alone (compared to 28% in Campaspe)



**Homeowners**  
71% are homeowners, either outright or with a mortgage (compared to 67% in Campaspe)

### 3. About Rochester

## 3.2 Our strengths and challenges

### 3.2.1 Our Strengths

#### Campaspe River

Originating from the Great Dividing Range, the Campaspe River flows through Victoria before joining the Murray River in NSW. Rochester is located along the river's lower reaches as it nears Echuca and the Murray River.

Teeming with a diverse array of plant and animal species—including the common long-necked tortoise, squirrel gliders, platypus, and the small scurf-pea—the Campaspe River showcases rich biodiversity. Both locals and visitors enjoy various recreational activities along the river's banks, from fishing to scenic walks. Enthusiastic photographers often journey to capture the historic Red Bridge, constructed in 1876. Beyond its natural significance, the Campaspe River has the potential to draw tourists to Rochester, bolstering our local economy and promoting the growth and development of our community.

#### Public art

Rochester boasts a vibrant public art scene that showcases local art and add vibrancy and creativity to the town's identity. The Silo Art along the GrainCorp Silos by mural artist Jimmy DVate each showcase a native species: the Squirrel Glider, symbolizing the species' ability to thrive and adapt, and the Azure Kingfisher, a jewel of waterway habitats, and more recently a Platypus has been painted in the town. These silos are the 22nd installment of the Australian Silo Art Trail, a collection of painted silos and water towards across Australia.

There are also hand carved wood sculptures throughout Rochester, created by artist Brandon Kroon, also celebrating the theme of native species, as well as metal art works.

The Rochester Mural Festival, another creative highlight, features eight artists crafting murals that grace the Mural Park annually, celebrating art's power to uplift communities and unite diverse narratives.

#### History and heritage

Rochester Historical & Pioneer Society, preserves this heritage and history through its diverse collection, including the original Common School building from 1874. This site encompasses not only historical structures but also the stories of our history and heritage.

Noteworthy heritage buildings like St. Joseph's Church, the Presbyterian Church, Shire Hall, the Rochester Court House, and the Shamrock Hotel, stand as testament to our town's historical depth.

#### Range of community places and spaces

Rochester has a range of important community places, spaces and services that improve the quality of life of community members. The local parks and playgrounds provide people, especially families with young children, with spaces to play and socialise. One of the most recent additions to the local community network is Wimira in Rotary Park. This nature-based play space is located in the centre of town and provides opportunities for imaginative play for young and old, while also providing a beautiful place to pause, meet and socialise. This recent upgrade of Wimira in Rotary Park was one of the projects successfully delivered from the previous plan.

Rochester is also home to a local skate park which provides an important space for young people to meet and recreate.

The Rochester Community House is a vital link bringing localized programs and support to people of all ages across the community. Other community spaces include the Shire Hall for community events and meetings and Rochester Library.



### 3. About Rochester

#### **A strong business network**

There are a range of local businesses and services in Rochester. From the local hotels, IGA, bakery and cafes which support residents' daily needs to the local chemist, hospital, vet, medical and aged care facilities that help maintain the health and wellbeing of our community, while providing an important source of employment. The Tourist Information Centre at the Rochester Sports Museum in the historical Rochester Train Station is also a key facility to support local tourism.

There is strong network that exists across local businesses to support the vitality of the local economy.

#### **Local community spirit**

Our small size fosters an atmosphere of inclusivity and warmth, where our people are known for being proactive, welcoming and helpful. Whether its volunteering at a local sports club, or running into their neighbours at the local shops for a chat, our people are there for each other.

At the heart of our community are local community groups that drive action and go above and beyond to help improve our town. An example of this is the Rochester Sports Museum, which was a Rochester Lions Club Centenary project. This facility is popular amongst locals and visitors alike. Located in the Rochester Railway Station, and curated and run by the community, it takes people on a nostalgic journey through the recent sporting past.

#### **Strong sporting culture**

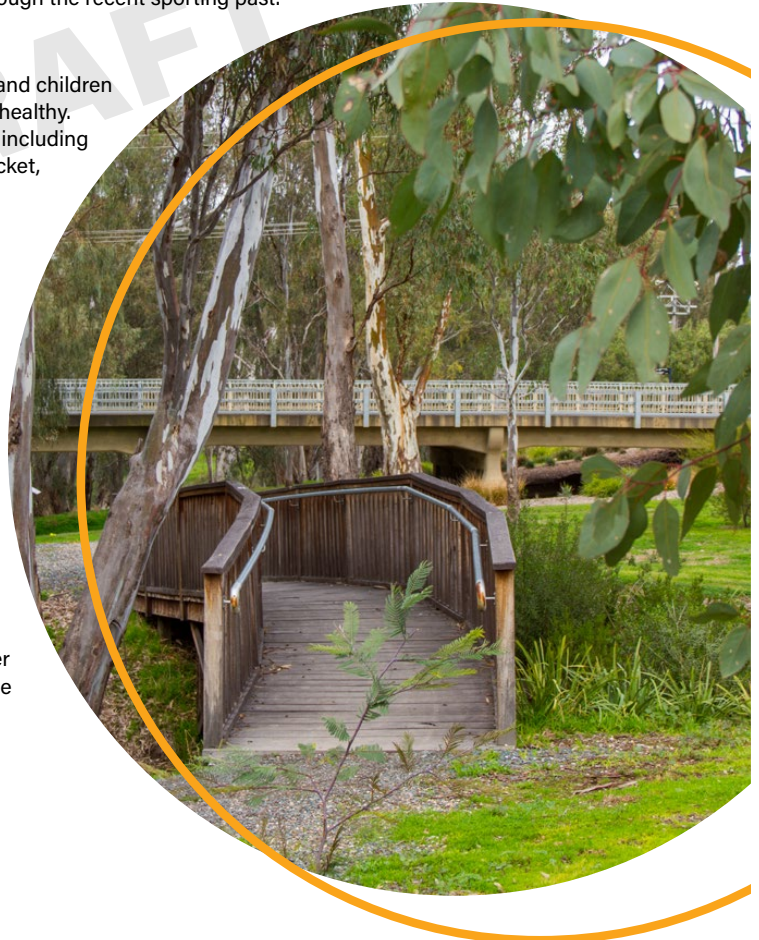
Sport is the heartbeat of Rochester, providing adults and children alike the opportunity to play sport, socialise and stay healthy. There are a range of sporting opportunities available, including football, netball, basketball, bowls, golf, pony club, cricket, angling, tennis – all with great facilities.

As residents gather to cheer on local sports teams, these spaces become a hub for community and intergenerational connections.

#### **Location - proximity to Echuca, Bendigo, Melbourne**

Rochester's location as a small regional town with strong connections to Echuca, Bendigo and Melbourne, is a key strength. Residents are able to enjoy the tranquil nature of a small town, while being able to access Echuca's historic Murray River port, Bendigo's vibrant arts scene, and Melbourne's cosmopolitan offerings relatively easily. Rochester also functions as a commuter town for many people who work in Echuca, Shepparton and Bendigo.

The location and transportation to and from Rochester is also important in attracting visitors and boosting the economy through tourism.



### 3. About Rochester

#### 3.2.2 Our Challenges

##### Ongoing recovery

Rochester is in a phase of recovery and renewal from the recent 2022 flood event. While the town has been impacted in a variety of ways, there are a range of actions and community momentum to continue to recover and improve the town.

##### Diversity of local business and employment opportunities

Rochester faces the challenge of attracting a diverse range of businesses and employment opportunities. In particular, there are challenges with the range of local shops, specialty stores and dining options across Rochester, as well as weekend trading hours. This can limit local employment and tourism opportunities for our town.

##### Things for young people to do

A key challenge we face is providing a range of engaging and enriching activities for our children and young people. We understand that they are looking for a greater range of places to socialise and "hang out", opportunities to access key services and local employment and study opportunities.

##### Housing diversity

Providing a range of well-located and affordable housing for people across different life stages and abilities – from young people to older residents is challenge for our community. It can be difficult to find smaller houses for people to downsize that are accessible, as well as aged care and supported living options.





## 4. What We Heard





4. What We Heard

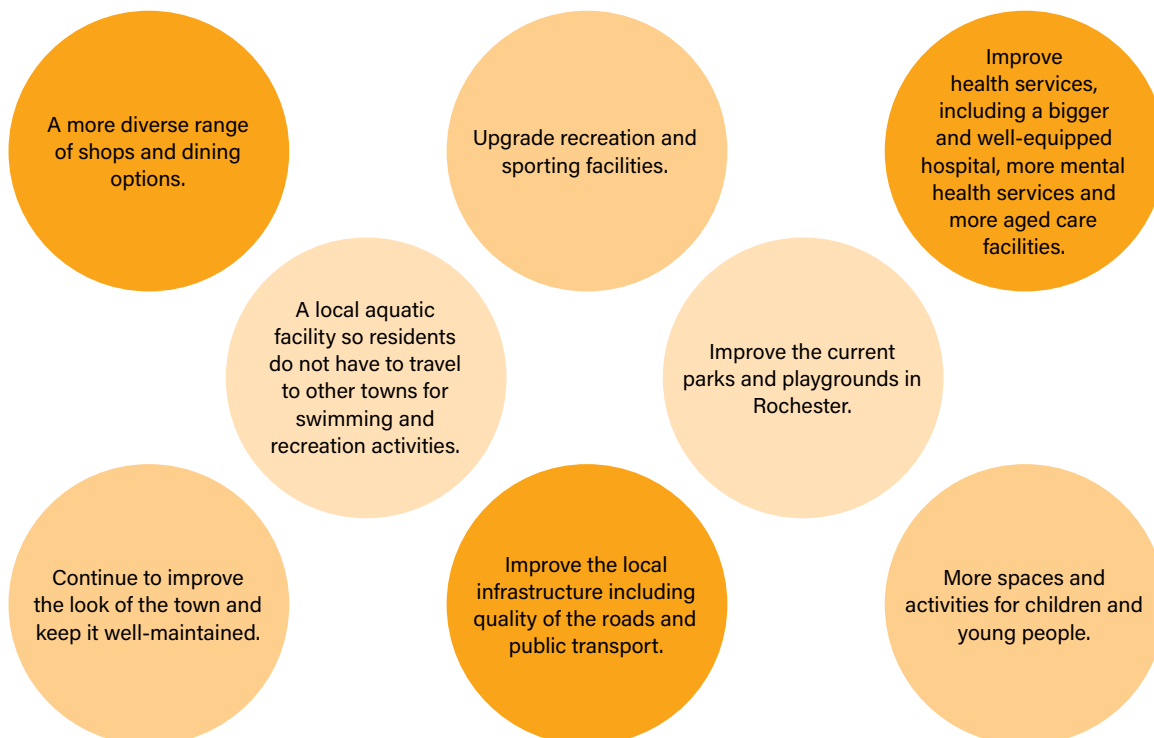
A range of community engagement activities were undertaken between 27 April and 4 June 2023. They are described in the table below, along with their estimated participant numbers. These activities were largely promoted, led and facilitated by representatives of the Place Based Plan Committee (PBPC) and Campaspe Shire Council, with support from the consultants at Cred and CoFutures.

Table 1- Summary of engagement activities

Engagement activity	Reach
Survey and discussion guide	262 responses <i>This activity was often undertaken in small groups – it is estimated that around 600 people actually participated</i>
Interviews	5 participants
Workshop	6 participants
Pop ups	*200 participants
Activity with primary school students	*160 participants
<b>TOTAL</b>	<b>965 people</b>

Key messages

People's top priorities for Rochester are:





## 5.Vision

Rochester is a thriving and progressive community, growing in a sustainable way.

**Great lifestyle**

**Strong community**

**Invest with confidence**

**All are welcome**



## 6. Action Plan

## 6. Action Plan

## 6. Action Plan

This section presents the action plan to improve the quality of life, wellbeing and resilience of the Rochester town and community.

The delivery of this action plan will require effort and collaboration from a range of different groups and stakeholders – including local residents, community groups, businesses, service providers and Campaspe Shire Council, as well as State and Federal government.

### Action themes

In order to achieve the vision for Rochester, four different themes of actions have been developed. The initiatives included in the action plan align with these, or sometimes multiple, themes.

#### A progressive Rochy

Actions which create a vibrant local economy, and diverse business and employment opportunities.

#### A town for everyone

Actions which build community connections, capacity and wellbeing for everyone.

#### A sustainable and resilient environment

Actions which support community and environmental resilience.

#### A strong local identity

Actions which enhance and strengthen those unique place attributes that make Rochy special.

### Action types

The actions have been grouped into the following categories:

#### Game changing projects: Strategic and transformational projects

These are key strategic projects to transform Rochester. They will involve collaboration and investment across a range of different stakeholders, including the community. They will require committed action over the short, medium and longer term, and are likely to continue beyond the life of this plan.

#### Seize the now: Short term actions

Actions to be delivered over the next 6 – 12 months.

#### For Rochy, with Rochy: Medium term actions

Actions to be delivered over the next 2 years

#### Keeping focus: Long term actions

Actions to be delivered in the next 3+ years

#### Advocacy

Actions for ongoing and collective advocacy across the community, business and Campaspe Council.

## 6. Action Plan

## 6.1 Game changing projects: Strategic and transformational projects

Action	Action theme(s)
<p><b>The Banks development</b></p> <p>The Campaspe River is a tremendous source of local identity, recreational asset, connectivity and economic ambition.</p> <p>This is an evolution from the initial Rochester Place Based Plan that saw interventions such as the Holiday Park upgrade and the installation of an all-abilities fishing pontoon provide a positive impact upon the Rochester economy and community.</p> <p>This project will look to reinstate both sides of the Campaspe River as the key locations for passive and active activation.</p> <p><b>Short term action:</b> Develop a Master Plan –that holistically considers improving accessibility, activation and linkages along the river and both sides of the riverbank. Consider experience from Red Bridge to Pascoe Street. The master plan should include staging and actions that can be delivered over time</p> <p><b>Medium term and long term:</b> Deliver on the projects identified in the master plan.</p>	All
<p><b>Reclaim and revive the factory</b></p> <p>Since the closure of the Saputo owned milk plant located in the Rochester town centre, there has been significant conjecture throughout the community about its future.</p> <p>Current owners Saputo have had limited to no engagement with community or council about its strategic or operational plans for the site.</p> <p>This project is based on reclaiming and reactivating this site for the economic and community benefit of Rochester.</p> <p><b>Short term action:</b> Led by Council and key strategic leaders, an advocacy program will seek to release the entire site.</p> <p><b>Medium/long term action:</b> Develop a concept plan that will identify what sustainable and innovative interventions are possible to reinstating the site as an active and participatory part of the Rochester community</p>	All

## 6. Action Plan

Action	Action theme(s)
<p><b>CBD Revitalisation</b></p> <p>Renowned for some of the most beautiful and unique buildings in country Victoria, the integrity of many key historical buildings within the town centre have been challenged.</p> <p>This project focuses on more than just reinstating these significant historical sites. It seeks to create new developments and opportunities to support the liveability and prosperity of Rochester. It will focus on:</p> <ul style="list-style-type: none"> <li>▪ Identification of key buildings and an assessment of their long-term integrity.</li> <li>▪ Development of intervention plans, where appropriate, for these key buildings.</li> <li>▪ Coordination of a structure plan for the Rochester CBD focusing on the spaces and areas to help with: <ul style="list-style-type: none"> <li>- Interconnection of spaces</li> <li>- Identification of development opportunities</li> <li>- Retail</li> <li>- Hospitality</li> <li>- Public Art</li> <li>- Customer and Tourist comfort</li> <li>- Opportunities for modernisation (e.g. CBD WIFI electronic signage)</li> <li>- Parking and traffic flow</li> <li>- Greening and landscaping</li> </ul> </li> </ul> <p><b>Short term action:</b> Assessment of heritage buildings.</p> <p><b>Medium/long term action:</b> Develop and implement the CBD Revitalisation Plan.</p>	All
<p><b>Unlocking the 4Rs</b></p> <p>The open space known as the 4Rs has been identified as a significant opportunity for development to generate economic and population growth and health and wellbeing outcomes for Rochester and the wider Campaspe region.</p> <p><b>Short term action:</b> Assessment of land use potential and infrastructure requirements to rezone and redevelop the land.</p> <p><b>Medium/long term action:</b> Development of land use plan, seek developer and investment interest in the site</p>	All

## 6. Action Plan

## 6.2 Seize the now: Short term actions

Action	Action theme(s)
<p><b>Resolve the future direction for aquatic facilities in Rochester</b></p> <p>Undertake community consultation to resolve the location and type of aquatic facility to be delivered to replace the end of life pool.</p>	<p>Town for everyone</p> <p>Progressive Rochy</p>
<p><b>Undertake a review of the Rochester Recreation Reserve Masterplan</b></p> <p>The review will focus on whether the existing strategies and actions are still relevant or if there is a need to update.</p>	<p>Town for everyone</p> <p>Strong local identity</p>
<p><b>Establish a youth hub in Rochester</b></p> <p>To provide a dedicated and safe place for young people in Rochester. The role and programming of this facility will evolve over time.</p> <p>Ultimately the aspiration is for the hub to provide a range of different activities, education and skill development opportunities and support services for young people. This will build on the strong work undertaken by the community house, schools and Council.</p> <p>This could include a program of “community classroom” / intergenerational activities where community members can share knowledge or skills with young people.</p>	<p>Town for everyone</p> <p>Progressive Rochy</p>
<p><b>Understand Rochester’s First Nations history and values</b></p> <p>Engage with local elders and First Nations peoples to understand the history, values and stories of Rochester and consider ways this can be reflected in the town.</p>	<p>Town for everyone</p> <p>Strong local identity</p>
<p><b>Review the Rochester wayfinding strategy</b></p> <p>Review the wayfinding strategy for Rochester and identify any updates.</p>	<p>Town for everyone</p> <p>Strong local identity</p> <p>Progressive Rochy</p>
<p><b>Improved RV and e-charging facilities</b></p> <p>Provide an improved RV and e-charging facilities in the Rochester town centre.</p>	<p>Progressive Rochy</p> <p>Sustainable and Resilient Rochy</p>
<p><b>Business activation and events strategy</b></p> <p>Develop a strategy to provide a calendar of events and activities to bring the community together and attract visitors. This strategy could also consider ways to attract more and diverse businesses and expand trading hours.</p>	<p>Progressive Rochy</p> <p>Town for Everyone</p>

## 6. Action Plan

Action	Action theme(s)
<p><b>Branding and tourism strategy</b></p> <p>Develop ongoing marketing and branding tourism strategy that evolves the established Rochester brand.</p> <p>This strategy should complement the Economic Development Strategy currently being developed by Campaspe Shire Council.</p>	Progressive Rochy
<p><b>Provide a new town entrance sign</b></p> <p>Design and install a new town entrance sign to Rochester. The design should be “low key” and in keeping with the unique character of Rochester.</p>	Progressive Rochy Strong identity
<p><b>Greening Rochester</b></p> <p>Identify programs and initiatives, in partnership with Landcare and other local groups, which provide planting and landscaping throughout Rochester.</p> <p>Deliver over time with relevant stakeholders, community groups and others.</p>	Sustainable and Resilient Rochester Strong identity



## 6. Action Plan

## 6.3 For Rochy, with Rochy: Medium term actions

Action	Action theme(s)
<p><b>Undertake an all abilities audit of the town centre</b></p> <p>Identify / map locations that do not have accessible footpaths or crossovers.</p> <p>The audit should be undertaken by an accredited professional, but also draw on the lived experience of people with limited mobility living in Rochester, to understand accessibility barriers across town and identify improvement opportunities.</p>	Town for Everyone
<p><b>Cycling Plan</b></p> <p>Develop cycling plan to identify locations for cycle paths and routes in, around and linking Rochester. The plan should identify opportunities to improve local movement, as well as potential tourist routes.</p>	Town for Everyone Progressive Rochy Sustainable and Resilient Rochester
<p><b>Upgrade the Shire Hall</b></p> <p>Undertake improvements to the shire hall to improve comfort, functionality and adaptability. Consider / explore installation of a lift in the building, improve heating and cooling, install concertina walls to allow for room to be divided up.</p>	Town for Everyone Strong identity
<p><b>Endorse and deliver the Rochester Recreation Reserve Masterplan</b></p> <p>Seek endorsement and implement the Rochester Recreation Reserve Masterplan.</p>	Town for Everyone Strong identity
<p><b>Sustainability Rochester</b></p> <p>Develop a local program of activities and initiatives to support a more sustainable lifestyle in Rochester. This could focus on opportunities and behaviour change centred around the principles of 'reduce, reuse, recycle', waste management or climate change action.</p>	Sustainable and Resilient Rochester

## 6. Action Plan

## 6.4 Keeping focus: Long term actions

Action	Action theme(s)
<p><b>Housing Strategy</b></p> <p>Develop a strategy to guide the location, type and improve the diversity of housing provided in Rochester.</p> <p>This strategy should review the current zoning, infrastructure availability, servicing and greenfield development opportunities across the town, and consider the outcomes from the floodplain study</p>	<p>Progressive Rochester</p> <p>A town for Everyone</p>
<p><b>Industrial land availability and zoning review</b></p> <p>Undertake a review of land available for industrial and commercial development in Rochester.</p> <p>Investigate demand, location, servicing and work with industry and key stakeholders to identify opportunities to attract and grow local business and employment.</p>	<p>Progressive Rochester</p>
<p><b>Maximise existing open space network</b></p> <p>Identify opportunities to maximise amenity and use of existing open space areas.</p>	<p>A town for Everyone</p> <p>Sustainable and Resilient Rochester</p>

## 6.5 Advocacy

Action	Action theme(s)
<p><b>Flood Mitigation</b></p> <p>The protection of Rochester from future flooding is the highest priority for the Community. Council commits to representing the needs of Rochester and working with all levels of government and relevant stakeholder agencies to develop an effective range of interventions that will protect Rochester.</p>	
<p><b>Public Transport</b></p> <p>To ensure the Rochester Community attains its Vision, it is essential that a focus remains on the evolving of public transport services to support modern rural living. It is acknowledged that Public Transport services have improved to support improved access to education and health services, but now a broader focus is required to ensure that public transport structures for Rochester help the community access entertainment and tourism opportunities expected in modern society.</p>	



7.  
Implementation

## 7. Implementation

# 7. Implementation

## 7.1 Governance

Council established the Place Based Plan Governance Committee to oversee the implementation of the Rochester Place Based Plan.

In line with previous processes, Council oversee an EOI process for all community members to self-nominate their interest

- Evaluation of applications was based on the following principles:
- They have strong community links
- Communication skills (online and verbal)
- Diversity of background
- Key interest in the projects identified in the Place Based Plan.

## 7.2 Implementation and monitoring

The annual delivery plan will set out the projects and activities for implementation, the timelines for the actions to be conducted and any budgetary considerations for these actions.

## 7.3 Evaluation

The Rochester Place Based Plan will be reviewed annually to determine progress status. This will be provided to Council to assist in community planning, budget development and community needs assessment.

A formal review and evaluation of the Rochester Place Based Plan will be undertaken every four years, in line with the Council term.

## Rochester PBP Feedback Received

Response	Question What elements within the draft plan do you AGREE with?	Question What elements within the draft do you DISAGREE with?	Question On a scale 1-5, how supportive are you of the draft plan? (5 being extremely supportive, 1 being not supportive)
1	Improve Economic Development such as reclaim / revive former MG Dairy Factory or other industrial Developments to help restore the greater vibrancy that used to exist with major employer's etc and the employment associated from it significantly reduce mitigated risk of future floods from occurring	There seems to be additional emphasis on youth-oriented programs/ direction that might excessively cost money for little return benefit. I and many others didn't have difficulty in entertain ourselves responsibly or being constructive without time, so why can't youths do that today given the many sporting and other activities available to them?	4 – Only because '3' is too neutral on an outcome
2	The factory being used, and the swimming pool being restored and improving infrastructure however you have no plan to show how that's going to happen like maybe over rate that empty factory, so the owners have to sell it or use it out the money into the infrastructure projects like the pool and the hospital	well you have not really told us what the rest of the plan involves you have just said words that add up to nothing get back to me when you know how your going to make it happen	2
3	Flood Mitigation" I do agree because when everyone repairs their houses in the next two years we all have the threat of another flood event. Some people won't handle it, Everyone's got to move as a team and push hard for something to be done.	It Seems ok	4
4	A cycling plan is an idea that's been around for a long time (OPPY related) more tracks. A suspension bridge over the river linking the 2 sides as a circuit (Walk,Run,Cycle). Flooding needs to be prevented! Open the 4R's up to housing development. Great Idea History & Heritage - Have boards made up with pictures & short history of the hall, the Shamrock, courthouse, St Josephs, what house was on the corner of Gillies & Moore St?	Why try & open a pool, when Shire is proposing to close all the district pools. Not negative just can't see the point	5
5	Agree with the elements of the draft plan. All appears to be of benefit to long term future of an appealing want to be part of the community	No reference appears to be made of the need to improve the visual sight to people visiting/perhaps investing in Rochester by the sight of poor drainage-overflowing street drains - even following low level rainfall	4
6	Reclaim and revive the factory CBD Revitalisation Resolve the future direction of the pool The Banks Development Branding and tourism strategy Business activation and events strategy Housing strategy	Understand Rochester's first nations history and values	4
7	keeping Rochester moving forward, improving community facilities through new multi-function buildings (fast track planning approvals). Flood mitigation	No points stand out	4
8	I believe the summary of Rochester our strengths and challenges are accurate	Virtually the whole plan. It is too wishywashy, safe and boring. Compared to the last economic plan there are no concrete suggestions, just the use of money to get things "looked at". Last time there was a list of projects, none here just generalised suggestions. That is why we got things done, it was specific, this just will result in nothing done at all as no one knows who is doing what. Where is the creativity and the opportunity to make Rochester a destination and different as compared to other towns. This could be for anywhere. So disappointing. I understand that people are tired and cautious but should this have been postponed? I know of several 'out there' suggestions that were made that have been completely disregarded. It appears that one needed to be asked to be on the committee hence maybe the conservative result. It's too safe with little or no content and a lot of pages filled with pretty pictures	1
9	Section 2.1 Supporting recovery was admirable and there was much work done by the Shire of Campaspe in flood recovery for Rochester. BUT there was very little done prior (and there was 10-11 years to work with historical knowledge and ideas already presented by the Rochester community post 2011). Section 3.2 was pretty accurate. And Section 4 (we assume) is also accurate. Whilst community led, large parts of the plan require ongoing support and advocacy from the Shire of Campaspe and Rochester	.... I find the plan from and including Section 6 onwards very broad and non-committal. By that I mean that there is no detail as to how things might proceed. There are some good ideas but a lot is missing. I know this is a broad plan only, however there could be some more detail as to what real work needs to be done (given known pros/cons) to facilitate an outcome. There could be better feedback if this detail was provided so people could form a more educated opinion on the plans given the	3

Response	Question  What elements within the draft plan do you AGREE with?	Question  What elements within the draft do you DISAGREE with?	Question  On a scale 1-5, how supportive are you of the draft plan? (5 being extremely supportive, 1 being not supportive)
	needs assurance and detail from council of this commitment. The action plan (Section 6) has some great ideas BUT....	level of difficulty and/or simplicity. For example - 6.1 Reclaim and revive the factory. Most people would agree that an empty factory in the centre of town is not a positive, hence its inclusion in this document. The plan identifies an 'advocacy program' and 'innovative interventions' with regard to reinstating the site. I assume this refers to council led negotiation with the owner (Saputo). But how realistic is this?? Yes - anyone can write an email to Saputo. But the site is privately owned and the owner is under no obligation to sell, donate or for that matter even interact with council. I think suggestions like this, whilst understandable, should not be presented as strong action (which is what has been done here) unless there is some detail as to what this About the plan 1 of 2 advocacy and intervention actually is and how it could be done. It may be possible (who knows - maybe they will catch Lino Saputo in a generous mood), but it's a long shot and the people of Rochester are not in the mood for fluff or time-wasting on long-shots with no structure or strategy. These types of realities should be included in the mix. Similarly the Housing Strategy. Yes, council can review zoning, etc. but the fact is that the land in and around Rochester is tightly held. This is a huge undertaking - zoning restrictions, infrastructure upgrades (stormwater, etc), waste disposal, multi-dwelling, etc. I agree that housing in Rochester is in short supply and this is a necessary part of the plan. As a long term action, people should be kept up to date with the status of the project. Local people may be able to contribute valuable information if they are aware of what is needed. Not all will appreciate all outcomes, but all will appreciate being given facts and full explanations of what 'is possible' or 'is highly unlikely', why and an opportunity to contribute if of value. 'A local aquatic facility' is listed as one of the people's top priorities, however the action plan mentions more 'community consultation to resolve ..location...type'. Does this mean that a pool or similar is actually going to happen? If there was ONE thing council could (and should) do it is get going ASAP on details regarding re-vamping or re-building the pool. The past handling of this issue is a great shame and an ongoing source (among others) of mis-trust and disconnection between the people of Rochester and council. I also believe that any small projects that can be completed quickly and with a quality outcome should be done so. This will provide some evidence to the people of Rochester that the Shire of Campaspe is serious about moving forward. On a slightly different topic, the two shire representatives that attended the Rochester Place Based Plan drop-in session on Wednesday 24th outside the IGA supermarket in Rochester did well in very hot conditions. However, both were very new to the role and it was unfair to both of them that they were in a situation that they did not have historical familiarity with - a senior person with knowledge around Rochester and ability to answer queries with knowledge of various past and ongoing issues should have accompanied them. Unfortunately it was another example of the lack of consideration given by council to the people of Rochester.	
10	Enhancing what is unique to Rochy & utilising what we already have. Developing the river Art Bike trails - walking tracks - connecting Town entry signage - in previous plan there was a bicycle theme that would also tie in with art connection - could be revisited.	4R's rezone & redevelop without consultation or considering opportunities for the current space. Shire Hall lift Factory site - unsure what released means	3

Response	Question What elements within the draft plan do you AGREE with?	Question What elements within the draft do you DISAGREE with?	Question On a scale 1-5, how supportive are you of the draft plan? (5 being extremely supportive, 1 being not supportive)
	Review swimming pool Caravan stop / RV Flood mitigation Housing opportunities		
11	the factory being used, and the swimming pool being restored and improving infrastructure how ever you have no plan to show how that's going to happen like maybe over rate that empty factory so the owners have to sell it or use it put that money into the infrastructure projects like the pool and the hospital	well you have not really told us what the rest of the plan involves you have just said words that add up to nothing get back to me when you know how your going to make it happen	2



DRAFT

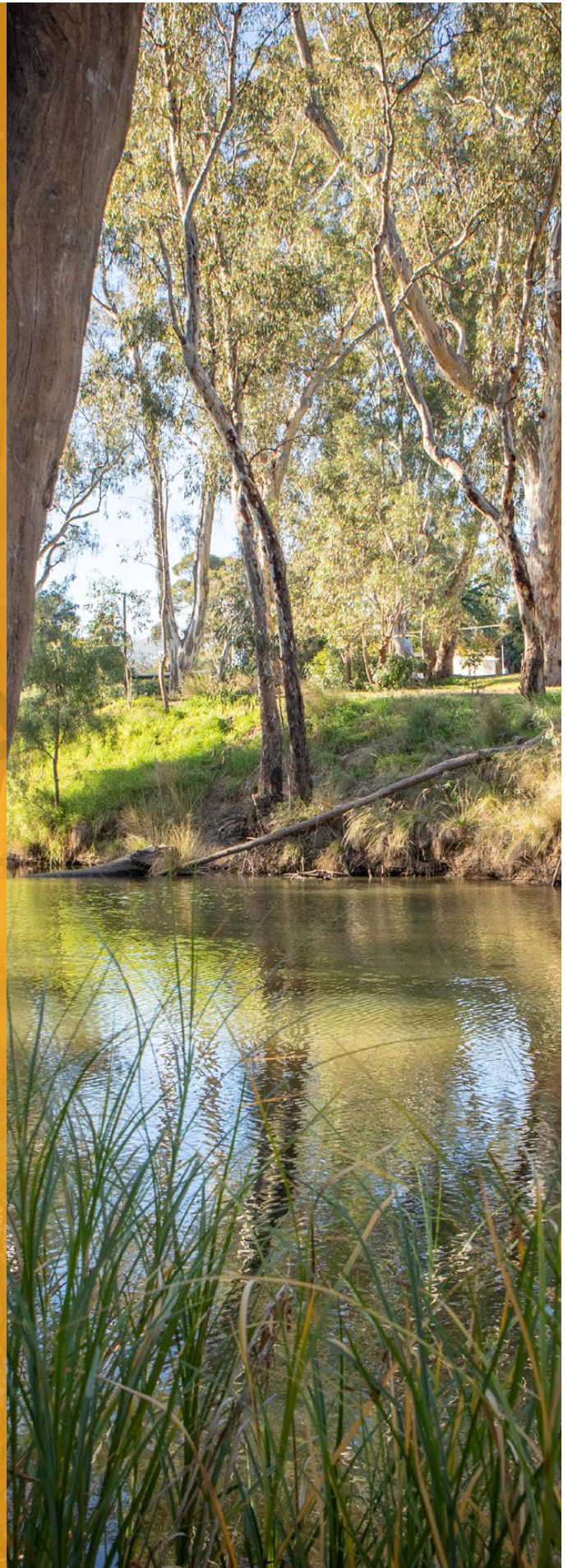
# Rochester Place Based Plan Future Rochester






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

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

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

# 1. Introduction



Nestled on the banks of the Campaspe River, Rochester is a charming town, rich in heritage and home to a resilient and proud community.

This plan presents a shared vision for Rochy and actions to support local liveability and a thriving community.

Rochester is located in the heart of the Campaspe Shire Council local government area on the traditional lands of the Yorta Yorta, Dja Dja Wurrung and Taungunrung People who have called this area home for thousands of years. Traditional Custodians continue to hold connections to Country through lands, skies and waters.

There is a lot to love about Rochester. Nestled on the banks of the Campaspe River and surrounded by some of Victoria's most productive agricultural land, it is a naturally beautiful place – green and peaceful. Settled in the 1840s, the Rochester town centre continues to boast a rich and charming heritage character. But it is the people that make this town so special – this community is strong, resourceful and look out for each other.

Future Rochester is a place-based and community-led plan. It has been developed through a collaborative process with the Rochester community, and:

- Outlines those aspects which contribute to local character and identity
- Identifies key strengths, challenges and opportunities for the town and community
- Articulates a shared vision for the future
- Contains an action plan to guide collective effort, advocacy and investment.

This plan contains a range of actions from programs and events to infrastructure improvements, all aimed at enhancing the unique lifestyle and identity of Rochester. The plan will ultimately provide the basis for future planning, funding applications, service and program delivery, capital expenditure and collaboration between the community, government and other key stakeholders.

## Building on our success

This is not the first place-based plan for Rochester. The Rochester Community Economic Development Plan was developed in 2018 through a similar process, and over the last few years the community demonstrated their ability to organise, advocate and deliver. The plan's actions have been delivered through a range of partnerships, successful national, State and local grant applications and community drive.

Major achievements arising from the plan include:

- Silo art project
- Wirima at Rotary Park
- Additional V/Line service
- Experience Rochester brochure

## 1. Introduction

1

**Background and context review**

Policy analysis and review of key background, spatial and demographic information to understand the strategic, place and people characteristics and drivers for Rochester.

A review of the previous plan, Rochester Community Economic Development Plan 2018, was also undertaken.

2

**Community and stakeholder consultation**

Consultation with community and key stakeholders to understand local assets, values, issues, opportunities and aspirations. Refer to section 4 for more information about the engagement process and key messages.

3

**Draft Future Rochester Plan (current)**

Preparation of draft Future Rochester in collaboration with the Rochester Place-Based Plan Committee.

4

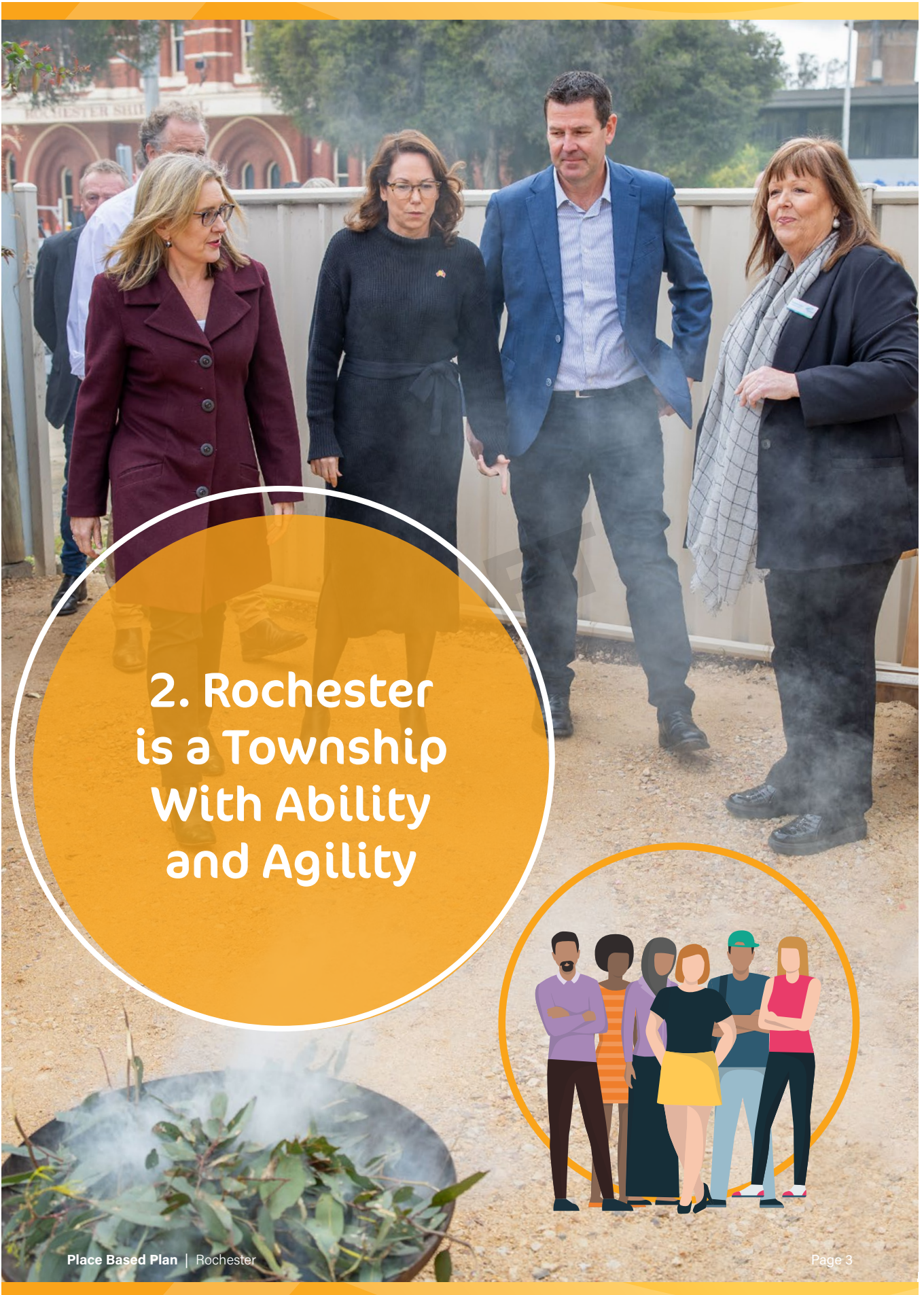
**Final Future Rochester Plan**

Finalisation of the Future Rochester Plan based on feedback from public exhibition, and in collaboration with the Rochester Place-Based Plan Committee.

5

**Implementation**

The delivery of this Place Based Plan will require the effort and collaboration from a range of stakeholders - including residents, community groups, businesses, service providers, Campaspe Shire Council, as well as State and Federal government.



## 2. Rochester is a Township With Ability and Agility



## 2. Rochester is a Township with Ability and Agility

### 2. Recovery From the October 2022 Flood Event

Rochester and district were significantly impacted by the October 2022 flood event, the worst of its kind in 150 years. More than 900 homes were either damaged or uninhabitable, there was significant impacts to businesses, infrastructure and the natural environment. The disaster has significantly disrupted the lives and livelihoods of the local community, and negatively impacted the mental health and wellbeing of many people.

What this event has highlighted is how much of a special place Rochester is, and what a special community it houses. They came together before, during and after the recent event to ensure the community prepared and responded to the best of their ability. This included preparing over 30,000 sandbags by hand and locals offering support and evacuation for their fellow residents. When a senior government representative visited the town after the flood they commented, "This community is amazing. You are days ahead of where you should be due to the amazing coordinated approach this community has established".

The community's sense of care, compassion and ability to just get on and take action, are some of the defining features of Rochester, and what makes it such an appealing place to live, work and invest.

The community led recovery saw on the ground engagement with community, business, and service organisations. This recovery worked with Campaspe Shire Council, State and Federal governments along with small, medium and corporate businesses and philanthropic organisations to assist the relief and recovery. The recovery has been enhanced by corporate offerings including Agnico Eagle as well as state government flood recovery funds to Rochester Community House and Rochester Business Network.

Campaspe Shire Council has sourced state and federal grants, delivered savings to residents, created community events and repaired council owned and managed assets. All together the representatives for Rochester have delivered advocacy for their residents, advocacy for future mitigation and are preparing plans to keep the community safe and prospering. This report will assist the community to prosper.



## 2. Rochester is a Township with Ability and Agility

### 2.1 Supporting recovery

Below are some of the key flood recovery activities that have been undertaken by Council, the Rochester Community House and others to support the Rochester community post the event:

- The Rochester Community House played a key role in leading volunteers to establish the initial relief centre which included gathering of information to assist the immediate relief efforts, offering food share along with meals.
- With Victorian Government funding, a fit-for-purpose Community Recovery Hub with dedicated flood recovery officers and mobile outreach service has opened in Rochester.
- Council staff working closely with the Rochester Community Recovery Committee, the Rochester Business Network and key community leaders and community groups to address locally-identified needs and priorities.
- The Rochester Community House has been the “go to place” where the community can find support and assistance as they navigate flood recovery.
- A 2022-23 rates relief package for identified flood-impacted properties was endorsed by Council.
- Repairs to damaged roads, buildings, sports facilities, paths, playgrounds and other Council-owned assets.
- Relocation and refurbishment of the Rochester Early Learning Centre which was kitted out with all new equipment for the children to enjoy.
- A regular newsletter is delivered to households to keep residents informed.
- A road maintenance blitz on residential streets in Rochester was conducted in addition to the emergency road repair works.
- With funding from the Youth Affairs Council of Victoria, a range of free leisure activities have been run for young people so they can learn new skills while socialising in a supportive and fun environment.
- More than 3,300 tonnes of flood waste was received at the Rochester emergency transfer station (equivalent to 30 years’ worth of waste usually received through the Rochester Resource Recovery Centre).
- Working with the Insurance Council of Australia to host insurance forums for residents.
- Supporting residents to lodge submissions to the Victorian Government Inquiry into the 2022 Flood Event in Victoria.



### 3. About Rochester





## 3. About Rochester

## 3.1 Our Community

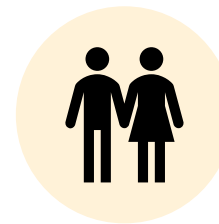
Most residents have lived in or around Rochester for generations, but there are others who have moved in more recently seeking an affordable small-town lifestyle.



**Current population**  
3,146 people



**Forecast population**  
3,229 by 2036



**Median age**  
53 (compared to 47 in Campaspe)



**People over 65**  
32% (compared to 25% in Campaspe)



**Living with disability**  
10% (compared to 7% in Campaspe)



**First Nations**  
2% (compared to 3% in Campaspe)



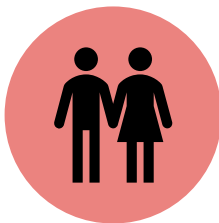
**Median household weekly income**  
\$1,114 (compared to \$1,284 in Campaspe Shire)



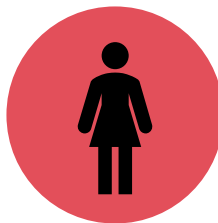
**Born overseas**  
6% (compared to 8% in Campaspe). Top places of birth are the United Kingdom, New Zealand, Malaysia, Italy and the Philippines.



**Languages spoken at home other than English**  
2% (compared to 4% in Campaspe). Top languages are Italian and Mandarin.



**Couples without children**  
31% (compared to 30% in Campaspe)



**Lone person households**  
31% live alone (compared to 28% in Campaspe)



**Homeowners**  
71% are homeowners, either outright or with a mortgage (compared to 67% in Campaspe)

### 3. About Rochester

## 3.2 Our strengths and challenges

### 3.2.1 Our Strengths

#### Campaspe River

Originating from the Great Dividing Range, the Campaspe River flows through Victoria before joining the Murray River in NSW. Rochester is located along the river's lower reaches as it nears Echuca and the Murray River.

Teeming with a diverse array of plant and animal species—including the common long-necked tortoise, squirrel gliders, platypus, and the small scurf-pea—the Campaspe River showcases rich biodiversity. Both locals and visitors enjoy various recreational activities along the river's banks, from fishing to scenic walks. Enthusiastic photographers often journey to capture the historic Red Bridge, constructed in 1876. Beyond its natural significance, the Campaspe River has the potential to draw tourists to Rochester, bolstering our local economy and promoting the growth and development of our community.

#### Public art

Rochester boasts a vibrant public art scene that showcases local art and add vibrancy and creativity to the town's identity. The Silo Art along the GrainCorp Silos by mural artist Jimmy DVate each showcase a native species: the Squirrel Glider, symbolizing the species' ability to thrive and adapt, and the Azure Kingfisher, a jewel of waterway habitats, and more recently a Platypus has been painted in the town. These silos are the 22nd installment of the Australian Silo Art Trail, a collection of painted silos and water towards across Australia.

There are also hand carved wood sculptures throughout Rochester, created by artist Brandon Kroon, also celebrating the theme of native species, as well as metal art works.

The Rochester Mural Festival, another creative highlight, features eight artists crafting murals that grace the Mural Park annually, celebrating art's power to uplift communities and unite diverse narratives.

#### History and heritage

Rochester Historical & Pioneer Society, preserves this heritage and history through its diverse collection, including the original Common School building from 1874. This site encompasses not only historical structures but also the stories of our history and heritage.

Noteworthy heritage buildings like St. Joseph's Church, the Presbyterian Church, Shire Hall, the Rochester Court House, and the Shamrock Hotel, stand as testament to our town's historical depth.

#### Range of community places and spaces

Rochester has a range of important community places, spaces and services that improve the quality of life of community members. The local parks and playgrounds provide people, especially families with young children, with spaces to play and socialise. One of the most recent additions to the local community network is Wimira in Rotary Park. This nature-based play space is located in the centre of town and provides opportunities for imaginative play for young and old, while also providing a beautiful place to pause, meet and socialise. This recent upgrade of Wimira in Rotary Park was one of the projects successfully delivered from the previous plan.

Rochester is also home to a local skate park which provides an important space for young people to meet and recreate.

The Rochester Community House is a vital link bringing localized programs and support to people of all ages across the community. Other community spaces include the Shire Hall for community events and meetings and Rochester Library.



### 3. About Rochester

#### **A strong business network**

There are a range of local businesses and services in Rochester. From the local hotels, IGA, bakery and cafes which support residents' daily needs to the local chemist, hospital, vet, medical and aged care facilities that help maintain the health and wellbeing of our community, while providing an important source of employment. The Tourist Information Centre at the Rochester Sports Museum in the historical Rochester Train Station is also a key facility to support local tourism.

There is strong network that exists across local businesses to support the vitality of the local economy.

#### **Local community spirit**

Our small size fosters an atmosphere of inclusivity and warmth, where our people are known for being proactive, welcoming and helpful. Whether its volunteering at a local sports club, or running into their neighbours at the local shops for a chat, our people are there for each other.

At the heart of our community are local community groups that drive action and go above and beyond to help improve our town. An example of this is the Rochester Sports Museum, which was a Rochester Lions Club Centenary project. This facility is popular amongst locals and visitors alike. Located in the Rochester Railway Station, and curated and run by the community, it takes people on a nostalgic journey through the recent sporting past.

#### **Strong sporting culture**

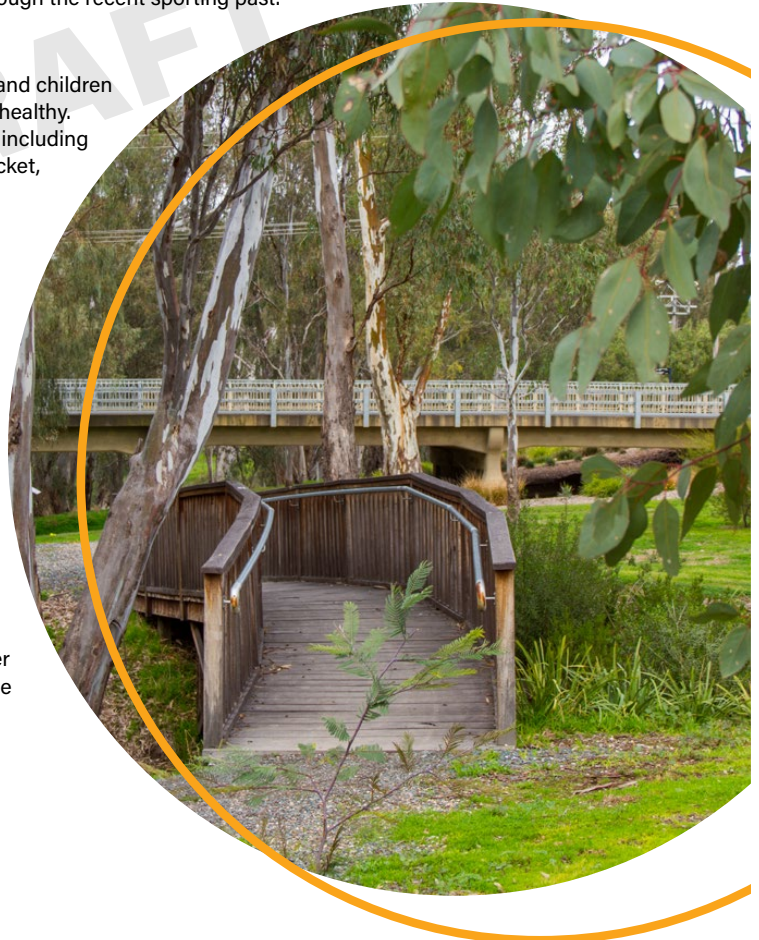
Sport is the heartbeat of Rochester, providing adults and children alike the opportunity to play sport, socialise and stay healthy. There are a range of sporting opportunities available, including football, netball, basketball, bowls, golf, pony club, cricket, angling, tennis – all with great facilities.

As residents gather to cheer on local sports teams, these spaces become a hub for community and intergenerational connections.

#### **Location - proximity to Echuca, Bendigo, Melbourne**

Rochester's location as a small regional town with strong connections to Echuca, Bendigo and Melbourne, is a key strength. Residents are able to enjoy the tranquil nature of a small town, while being able to access Echuca's historic Murray River port, Bendigo's vibrant arts scene, and Melbourne's cosmopolitan offerings relatively easily. Rochester also functions as a commuter town for many people who work in Echuca, Shepparton and Bendigo.

The location and transportation to and from Rochester is also important in attracting visitors and boosting the economy through tourism.



### 3. About Rochester

#### 3.2.2 Our Challenges

##### Ongoing recovery

Rochester is in a phase of recovery and renewal from the recent 2022 flood event. While the town has been impacted in a variety of ways, there are a range of actions and community momentum to continue to recover and improve the town.

##### Diversity of local business and employment opportunities

Rochester faces the challenge of attracting a diverse range of businesses and employment opportunities. In particular, there are challenges with the range of local shops, specialty stores and dining options across Rochester, as well as weekend trading hours. This can limit local employment and tourism opportunities for our town.

##### Things for young people to do

A key challenge we face is providing a range of engaging and enriching activities for our children and young people. We understand that they are looking for a greater range of places to socialise and "hang out", opportunities to access key services and local employment and study opportunities.

##### Housing diversity

Providing a range of well-located and affordable housing for people across different life stages and abilities – from young people to older residents is challenge for our community. It can be difficult to find smaller houses for people to downsize that are accessible, as well as aged care and supported living options.





## 4. What We Heard



4. What We Heard

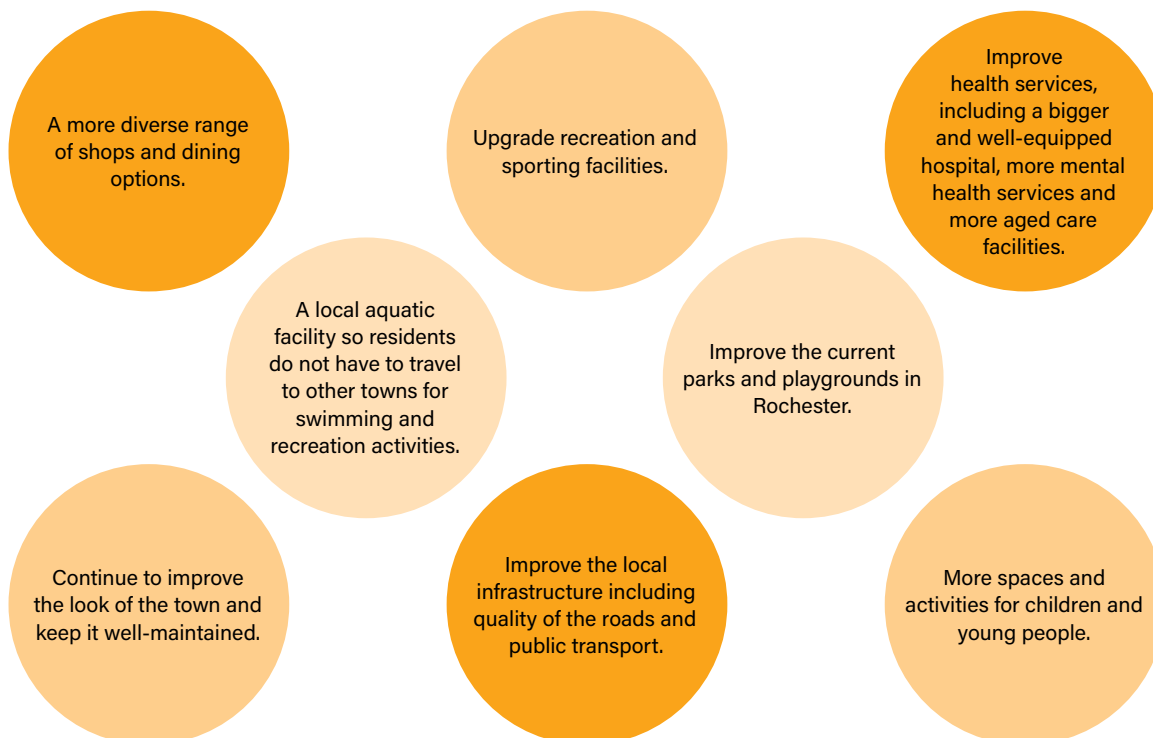
A range of community engagement activities were undertaken between 27 April and 4 June 2023. They are described in the table below, along with their estimated participant numbers. These activities were largely promoted, led and facilitated by representatives of the Place Based Plan Committee (PBPC) and Campaspe Shire Council, with support from the consultants at Cred and CoFutures.

Table 1- Summary of engagement activities

Engagement activity	Reach
Survey and discussion guide	262 responses <i>This activity was often undertaken in small groups - it is estimated that around 600 people actually participated</i>
Interviews	5 participants
Workshop	6 participants
Pop ups	*200 participants
Activity with primary school students	*160 participants
<b>TOTAL</b>	<b>965 people</b>

Key messages

People's top priorities for Rochester are:





## 5.Vision

Rochester is a thriving and progressive community, growing in a sustainable way.

**Great lifestyle**

**Strong community**

**Invest with confidence**

**All are welcome**



## 6. Action Plan



## 6. Action Plan

# 6. Action Plan

This section presents the action plan to improve the quality of life, wellbeing and resilience of the Rochester town and community.

The delivery of this action plan will require effort and collaboration from a range of different groups and stakeholders – including local residents, community groups, businesses, service providers and Campaspe Shire Council, as well as State and Federal government.

## Action themes

In order to achieve the vision for Rochester, four different themes of actions have been developed. The initiatives included in the action plan align with these, or sometimes multiple, themes.

### A progressive Rochy

Actions which create a vibrant local economy, and diverse business and employment opportunities.

### A town for everyone

Actions which build community connections, capacity and wellbeing for everyone.

### A sustainable and resilient environment

Actions which support community and environmental resilience.

### A strong local identity

Actions which enhance and strengthen those unique place attributes that make Rochy special.

## Action types

The actions have been grouped into the following categories:

### Game changing projects: Strategic and transformational projects

These are key strategic projects to transform Rochester. They will involve collaboration and investment across a range of different stakeholders, including the community. They will require committed action over the short, medium and longer term, and are likely to continue beyond the life of this plan.

### Seize the now: Short term actions

Actions to be delivered over the next 6 – 12 months.

### For Rochy, with Rochy: Medium term actions

Actions to be delivered over the next 2 years

### Keeping focus: Long term actions

Actions to be delivered in the next 3+ years

### Advocacy

Actions for ongoing and collective advocacy across the community, business and Campaspe Council.

## 6. Action Plan

## 6.1 Game changing projects: Strategic and transformational projects

Action	Action theme(s)
<p><b>The Banks development</b></p> <p>The Campaspe River is a tremendous source of local identity, recreational asset, connectivity and economic ambition.</p> <p>This is an evolution from the initial Rochester Place Based Plan that saw interventions such as the Holiday Park upgrade and the installation of an all-abilities fishing pontoon provide a positive impact upon the Rochester economy and community.</p> <p>This project will look to reinstate both sides of the Campaspe River as the key locations for passive and active activation.</p> <p><b>Short term action:</b> Develop a Master Plan –that holistically considers improving accessibility, activation and linkages along the river and both sides of the riverbank. Consider experience from Red Bridge to Pascoe Street. The master plan should include staging and actions that can be delivered over time</p> <p><b>Medium term and long term:</b> Deliver on the projects identified in the master plan.</p>	All
<p><b>Reclaim and revive the factory</b></p> <p>Since the closure of the Saputo owned milk plant located in the Rochester town centre, there has been significant conjecture throughout the community about its future.</p> <p>Current owners Saputo have had limited to no engagement with community or council about its strategic or operational plans for the site.</p> <p>This project is based on reclaiming and reactivating this site for the economic and community benefit of Rochester.</p> <p><b>Short term action:</b> Led by Council and key strategic leaders, an advocacy program will seek to release the entire site.</p> <p><b>Medium/long term action:</b> Develop a concept plan that will identify what sustainable and innovative interventions are possible to reinstating the site as an active and participatory part of the Rochester community</p>	All

## 6. Action Plan

Action	Action theme(s)
<p><b>CBD Revitalisation</b></p> <p>Renowned for some of the most beautiful and unique buildings in country Victoria, the integrity of many key historical buildings within the town centre have been challenged.</p> <p>This project focuses on more than just reinstating these significant historical sites. It seeks to create new developments and opportunities to support the liveability and prosperity of Rochester. It will focus on:</p> <ul style="list-style-type: none"> <li>▪ Identification of key buildings and an assessment of their long-term integrity.</li> <li>▪ Development of intervention plans, where appropriate, for these key buildings.</li> <li>▪ Coordination of a structure plan for the Rochester CBD focusing on the spaces and areas to help with: <ul style="list-style-type: none"> <li>- Interconnection of spaces</li> <li>- Identification of development opportunities</li> <li>- Retail</li> <li>- Hospitality</li> <li>- Public Art</li> <li>- Customer and Tourist comfort</li> <li>- Opportunities for modernisation (e.g. CBD WIFI electronic signage)</li> <li>- Parking and traffic flow</li> <li>- Greening and landscaping</li> </ul> </li> </ul> <p><b>Short term action:</b> Assessment of heritage buildings.</p> <p><b>Medium/long term action:</b> Develop and implement the CBD Revitalisation Plan.</p>	All
<p><b>Unlocking the 4Rs</b></p> <p>The open space known as the 4Rs has been identified as a significant opportunity for development to generate economic and population growth and health and wellbeing outcomes for Rochester and the wider Campaspe region.</p> <p><b>Short term action:</b> Assessment of land use potential and infrastructure requirements to rezone and redevelop the land.</p> <p><b>Medium/long term action:</b> Development of land use plan, seek developer and investment interest in the site</p>	All

## 6. Action Plan

## 6.2 Seize the now: Short term actions

Action	Action theme(s)
<p><b>Resolve the future direction for aquatic facilities in Rochester</b></p> <p>Undertake community consultation to resolve the location and type of aquatic facility to be delivered to replace the end of life pool.</p>	<p>Town for everyone</p> <p>Progressive Rochy</p>
<p><b>Undertake a review of the Rochester Recreation Reserve Masterplan</b></p> <p>The review will focus on whether the existing strategies and actions are still relevant or if there is a need to update.</p>	<p>Town for everyone</p> <p>Strong local identity</p>
<p><b>Establish a youth hub in Rochester</b></p> <p>To provide a dedicated and safe place for young people in Rochester. The role and programming of this facility will evolve over time.</p> <p>Ultimately the aspiration is for the hub to provide a range of different activities, education and skill development opportunities and support services for young people. This will build on the strong work undertaken by the community house, schools and Council.</p> <p>This could include a program of “community classroom” / intergenerational activities where community members can share knowledge or skills with young people.</p>	<p>Town for everyone</p> <p>Progressive Rochy</p>
<p><b>Understand Rochester’s First Nations history and values</b></p> <p>Engage with local elders and First Nations peoples to understand the history, values and stories of Rochester and consider ways this can be reflected in the town.</p>	<p>Town for everyone</p> <p>Strong local identity</p>
<p><b>Review the Rochester wayfinding strategy</b></p> <p>Review the wayfinding strategy for Rochester and identify any updates.</p>	<p>Town for everyone</p> <p>Strong local identity</p> <p>Progressive Rochy</p>
<p><b>Improved RV and e-charging facilities</b></p> <p>Provide an improved RV and e-charging facilities in the Rochester town centre.</p>	<p>Progressive Rochy</p> <p>Sustainable and Resilient Rochy</p>
<p><b>Business activation and events strategy</b></p> <p>Develop a strategy to provide a calendar of events and activities to bring the community together and attract visitors. This strategy could also consider ways to attract more and diverse businesses and expand trading hours.</p>	<p>Progressive Rochy</p> <p>Town for Everyone</p>

## 6. Action Plan

Action	Action theme(s)
<p><b>Branding and tourism strategy</b></p> <p>Develop ongoing marketing and branding tourism strategy that evolves the established Rochester brand.</p> <p>This strategy should complement the Economic Development Strategy currently being developed by Campaspe Shire Council.</p>	Progressive Rochy
<p><b>Provide a new town entrance sign</b></p> <p>Design and install a new town entrance sign to Rochester. The design should be “low key” and in keeping with the unique character of Rochester.</p>	Progressive Rochy Strong identity
<p><b>Greening Rochester</b></p> <p>Identify programs and initiatives, in partnership with Landcare and other local groups, which provide planting and landscaping throughout Rochester.</p> <p>Deliver over time with relevant stakeholders, community groups and others.</p>	Sustainable and Resilient Rochester Strong identity

## 6. Action Plan

## 6.3 For Rochy, with Rochy: Medium term actions

Action	Action theme(s)
<p><b>Undertake an all abilities audit of the town centre</b></p> <p>Identify / map locations that do not have accessible footpaths or crossovers.</p> <p>The audit should be undertaken by an accredited professional, but also draw on the lived experience of people with limited mobility living in Rochester, to understand accessibility barriers across town and identify improvement opportunities.</p>	Town for Everyone
<p><b>Cycling Plan</b></p> <p>Develop cycling plan to identify locations for cycle paths and routes in, around and linking Rochester. The plan should identify opportunities to improve local movement, as well as potential tourist routes.</p>	Town for Everyone Progressive Rochy Sustainable and Resilient Rochester
<p><b>Upgrade the Shire Hall</b></p> <p>Undertake improvements to the shire hall to improve comfort, functionality and adaptability. Consider / explore installation of a lift in the building, improve heating and cooling, install concertina walls to allow for room to be divided up.</p>	Town for Everyone Strong identity
<p><b>Endorse and deliver the Rochester Recreation Reserve Masterplan</b></p> <p>Seek endorsement and implement the Rochester Recreation Reserve Masterplan.</p>	Town for Everyone Strong identity
<p><b>Sustainability Rochester</b></p> <p>Develop a local program of activities and initiatives to support a more sustainable lifestyle in Rochester. This could focus on opportunities and behaviour change centred around the principles of 'reduce, reuse, recycle', waste management or climate change action.</p>	Sustainable and Resilient Rochester

## 6. Action Plan

## 6.4 Keeping focus: Long term actions

Action	Action theme(s)
<p><b>Housing Strategy</b></p> <p>Develop a strategy to guide the location, type and improve the diversity of housing provided in Rochester.</p> <p>This strategy should review the current zoning, infrastructure availability, servicing and greenfield development opportunities across the town, and consider the outcomes from the floodplain study</p>	<p>Progressive Rochester</p> <p>A town for Everyone</p>
<p><b>Industrial land availability and zoning review</b></p> <p>Undertake a review of land available for industrial and commercial development in Rochester.</p> <p>Investigate demand, location, servicing and work with industry and key stakeholders to identify opportunities to attract and grow local business and employment.</p>	<p>Progressive Rochester</p>
<p><b>Maximise existing open space network</b></p> <p>Identify opportunities to maximise amenity and use of existing open space areas.</p>	<p>A town for Everyone</p> <p>Sustainable and Resilient Rochester</p>

## 6.5 Advocacy

Action	Action theme(s)
<p><b>Flood Mitigation</b></p> <p>The protection of Rochester from future flooding is the highest priority for the Community. Council commits to representing the needs of Rochester and working with all levels of government and relevant stakeholder agencies to develop an effective range of interventions that will protect Rochester.</p>	
<p><b>Public Transport</b></p> <p>To ensure the Rochester Community attains its Vision, it is essential that a focus remains on the evolving of public transport services to support modern rural living. It is acknowledged that Public Transport services have improved to support improved access to education and health services, but now a broader focus is required to ensure that public transport structures for Rochester help the community access entertainment and tourism opportunities expected in modern society.</p>	



7.  
Implementation



## 7. Implementation

# 7. Implementation

## 7.1 Governance

Council established the Place Based Plan Governance Committee to oversee the implementation of the Rochester Place Based Plan.

In line with previous processes, Council oversee an EOI process for all community members to self-nominate their interest

- Evaluation of applications was based on the following principles:
- They have strong community links
- Communication skills (online and verbal)
- Diversity of background
- Key interest in the projects identified in the Place Based Plan.

## 7.2 Implementation and monitoring

The annual delivery plan will set out the projects and activities for implementation, the timelines for the actions to be conducted and any budgetary considerations for these actions.

## 7.3 Evaluation

The Rochester Place Based Plan will be reviewed annually to determine progress status. This will be provided to Council to assist in community planning, budget development and community needs assessment.

A formal review and evaluation of the Rochester Place Based Plan will be undertaken every four years, in line with the Council term.

## 8.4.5 Kyabram Wilf Cox - Regional Community Sports Infrastructure Fund

<b>Directorate:</b>	Communities
<b>Responsible Officer:</b>	Recreation Project Officer
<b>Manager:</b>	Manager Active Communities
<b>Attachments:</b>	1. Wilf Cox Design [8.4.5.1 - 19 pages]
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Well planned places</b> Attractive and useable sites of importance Land and underlying infrastructure suitable for growing populations Quality, attractive recreational spaces  <b>Growing quality of life</b> Inclusive, connected, culturally diverse and safe
<b>Other Strategic Context:</b>	Access and Inclusion Strategy Asset Management Plans Gender Equality Action Plan Municipal Public Health and Wellbeing Plan

### 1. PURPOSE

For Council to endorse an application for the Regional Communities Sports Infrastructure Fund (RCSIF). The application would progress the Kyabram Wilf Cox Pavilion redevelopment project that is a “shovel ready” project.

### 2. RECOMMENDATION

#### That Council:

1. Approve an application for a \$1,000,000 grant through the Regional Community Sports Infrastructure Fund for the Kyabram Wilf Cox Pavilion.
2. Endorse a commitment of \$2,200,000 co-contribution of Council funds towards the redevelopment of the Wilf Cox Pavilion in Kyabram, noting a successful grant application.
3. Endorse a commitment of the \$3,200,000 of the Kyabram Wilf Cox Pavilion redevelopment, noting an unsuccessful grant application.

### 3. BACKGROUND

The Wilf Cox Pavilion is located at the Kyabram Recreation Reserve and is classified as a regional level recreation reserve under Council's Open Space Strategy and the Contribution to recreation reserves maintenance policy .

The Pavilion operates as a major function and multi-use facility catering for general events, functions along with local sporting clubs operating from the reserve. The building is in sound structural condition but has non-compliant components including DDA access and change room amenities. Only general maintenance has occurred in the Wilf Cox Pavilion in the previous 10 years, which has included an upgrade to the air conditioning system.

To keep in line with the changing needs and standards of community facilities, the funding for this project will provide the opportunity to undertake a full redevelopment of the facility to cater for the needs of the growing local community in a fully compliant facility.

In 2014, a project charter and business case were developed by Council for the project to be undertaken in 2 stages with Phase 1 encompassing the preliminary design and costing and Phase 2 for the detail design and construction. It was initially anticipated that only the ground floor of the Pavilion would require refurbishment, however, upon further investigation, it was determined that more than 50% of the building would require renewal and therefore, the entire Wilf Cox Pavilion would require redevelopment to meet the facility guidelines of the AFL, Cricket Australia and Netball Australia.

In 2015 the Kyabram Recreation Reserve Infrastructure Plan was developed and provided Council with long term directions and recommendations on asset maintenance, renewal and development at the Kyabram Recreation Reserve.

The Infrastructure Plan, projected participation trends and infrastructure demands were identified through the central user groups of the facility. At the time the Infrastructure Plan was developed, participation in AFL by children, youth and women was expected to be the main source of growth for the use of amenities at the Recreation Reserve. The Infrastructure Plan recommended that with the anticipated growth, additional gender-neutral change spaces would be required to accommodate.

The Infrastructure Plan expected that cricket participation number would remain steady with some growth in the girls and women numbers as a result of strategies being rolled out by both Cricket Victoria and Cricket Australia. The Infrastructure Plan noted that the future key implications of this increase in participation in Cricket would require the shared use of the Wilf Cox Pavilion with the other user groups. The Infrastructure Plan recommended that a renewal and modification of the pavilion would be necessary to facilitate amicable shared use arrangements.

Netball was not expected to have a significant increase, but the Infrastructure Plan determined that it was critical for netball to have access to gender neutral change facilities as well as medical and storage facilities within the Wilf Cox Pavilion. The Infrastructure Plan recommended that this could be achieved through the better use, redesign and sharing of the Wilf Cox Pavilion.

In addition to the above recommendations made through the Plan, it was noted that the Wilf Cox Pavilion does not currently meet DDA standards, the current medical room, kitchen umpire change room and administration space only partially meet standards. The pavilion does not currently have a netball medical room or gender-neutral showers and toilets comprising standards of the facility.

Following on from the development of the Kyabram Recreation Reserve Infrastructure Plan, in 2021, the Kyabram Place Based Plan was established and endorsed by Council in 2023. The Place

Based Plan advocates for the upgrade of the Wilf Cox Pavilion to include female friendly change facilities as a medium to long term priority.

During the winter season, user numbers indicate that approximately 1,670 participants utilise the Recreation Reserve each week. Most of these users would be utilising the facilities multiple times a week (2 training sessions per week and a match day every second week). The projected user numbers indicate that approximately 1,965 participants will be utilising the facilities at the Recreation Reserve in the future, an increase of 18%.

Throughout the summer season, current data shows approximately 1,140 participants use the facilities each week. Again, the majority of users are repeat users due to training twice a week plus match day use. The projected user numbers show that approximately 1,320 participants will be utilising the facilities in the future, an increase of 16%.

During the 2023 calendar year, there were approximately 360 casual users of the facility.

The Wilf Cox Pavilion is a popular recreational facility within the Campaspe Shire. The redevelopment of the Pavilion will cater to the growing needs of the local sporting clubs and enhance accessibility to the local community who use the facility.

### **Previous Council Discussion**

Not applicable

## **4. DISCUSSION**

Council is eligible for funding through the 2023-2024 Regional Community Sports Infrastructure Fund (RCSIF) for a key recreation project, the redevelopment of the Kyabram Wilf Cox Pavilion.

The RCSIF is a competitive statewide Victorian Government investment program, open to Victorian rural and regional Local Government Authorities that aims to deliver new and upgraded community sports infrastructure. It funds the development of high-quality, accessible community sport and active recreation infrastructure.

Administered by Sport and Recreation Victoria, the Fund is underpinned by the Department of Jobs, Skills, Industry and Regions' priorities of driving a strong and resilient economy that benefits all Victorians – by creating more opportunities for people through jobs and skills, supporting businesses and industries to grow and prosper, and building vibrant communities and regions.

Applications are currently open, closing on 27 March 2024 and up to \$1,000,000 per project is available through the program.

Based on project readiness, the redevelopment of the Kyabram Wilf Cox Pavilion is deemed to have the potential to be competitive in the current funding round given it is 'shovel ready'.

Estimates for the redevelopment of the Wilf Cox Pavilion are \$3,200,000.

Pending a successful grant application to the RCSIF of \$1,000,000, a co-contribution would be required from Council for the remaining balance of the project, estimated to be \$2,200,000.

Like many older facilities at recreation reserves throughout Australia, the change rooms, showers and toilets available at the Wilf Cox Pavilion were built to cater for male use centred on Australian Rules Football and cricket.

Currently there is no provision for netball change facilities within the complex meaning netball players and umpires are changing in the public toilets or their cars.

Today, the Wilf Cox Pavilion accommodates the sport of netball and an ever-increasing level of female participation in both cricket and Australian Rules Football has not only increased the need for more change room facilities, but also changed the type of facilities required.

The focus for the redevelopment is:

- Ensuring that all change rooms and amenities are gender neutral
- Ensure that players and umpires of all genders have access to appropriate change, shower and toilet facilities
- Ensure the provision of change facilities for netball players and umpires
- Inclusion of a lift to ensure the facility is accessible.

The final component of the project is the planning permit which an application has been submitted.

Applications for the RCSIF close on 27 March 2024, options available for Council are:

#### Option 1

Council endorses a commitment to use Council funds to co-contribute \$2,100,000 in conjunction with a successful RCSIF application of \$1,000,000 for the Wilf Cox Pavilion redevelopment.

#### Option 2

Council endorses a commitment to fully fund the Wilf Cox Pavilion Redevelopment through Council funds if the RCSIF application is unsuccessful.

#### Option 3

Council does not proceed with RCSIF application and continues to look at other funding streams for the project.

## **5. STAKEHOLDER ENGAGEMENT**

### **Internal consultation:**

- Project Management Team
- Grants Officer

### **Councillors:**

- Councillor Briefing 5 March 2024

### **External consultation:**

Kyabram Recreation reserve users including Kyabram Football Netball Club, Kyabram Cricket Club and Kyabram Junior Football Club have been engaged through the life of the project including input into the detailed design.

The design has also been shared with and discussed with Sport and Recreation Victoria, Netball Victoria and the AFL.

### **Public Transparency Policy**

Not applicable

## **6. LEGISLATIVE CONTEXT**

*Disability Act 2006 (Vic)*

*Equal Opportunity Act 2010 (Vic)*

*Local Government Act 2020 (Vic)*

## **7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

If Council submits an application for the RCSIF and is successful, it will be expected that Council completes the project. The estimated total cost of the project is \$3,100,000. A successful application would contribute \$1,000,000 to the project with existing Council Funds being required to make up the remaining \$2,100,000.

## **8. ENVIRONMENTAL IMPLICATIONS**

Funding this project will benefit a diverse range of community and sporting user groups by improving infrastructure that meets the needs of community sporting standards. The facility would be a multi-user space, designed and developed to accommodate all the users of the site and to engage with the community to service wider community needs.

## **9. OPPORTUNITIES AND RISK**

### **Opportunities:**

Council committing funds to the redevelopment of the Wilf Cox Pavilion will allow for the colocation of the Kyabram Cricket Club at the pavilion and make use of underutilised space that can be used to provide unisex change rooms, showers and toilet facilities to accommodate demand for netball and female footballers.

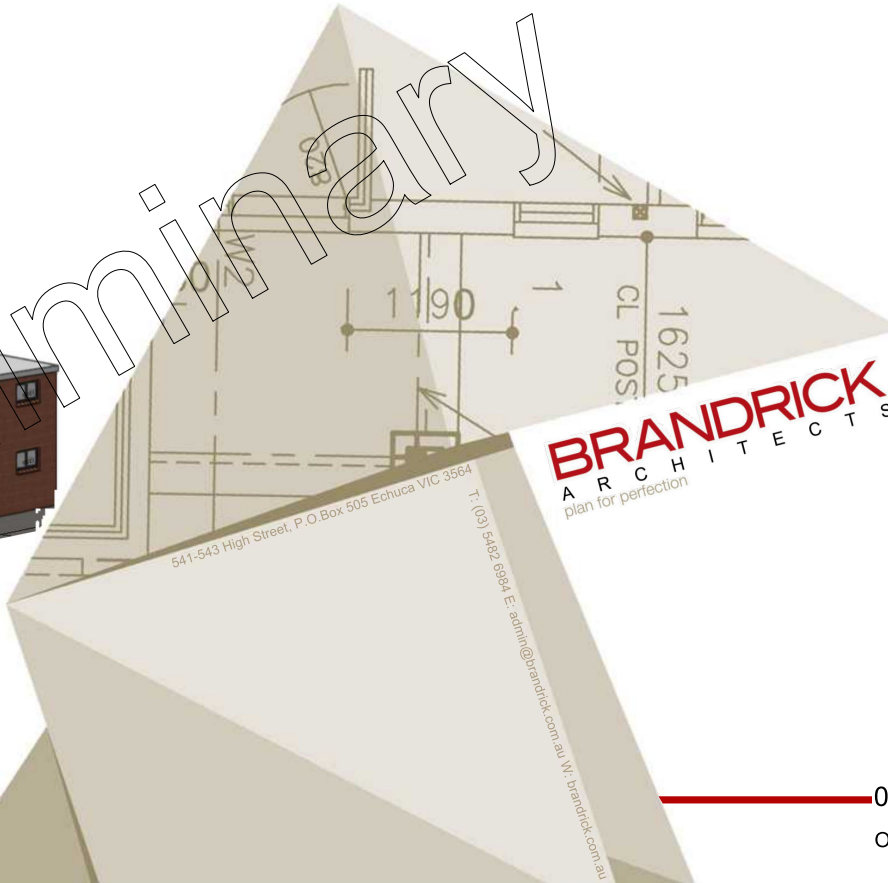
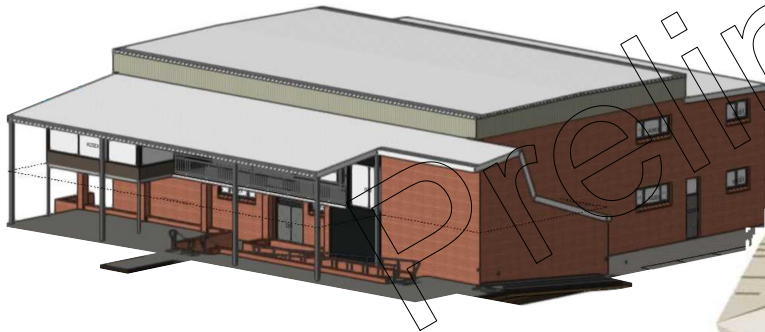
### **Risk:**

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

# Cover Sheet

2021-716

Drawing List				
Sheet No.	Sheet Name	Sheet Size	Rev. No.	Rev. Date
001	Cover Sheet	ISO A1		0
100	Existing Site Plan	ISO A1		0
101	Demolition Plan & Existing Elevations	ISO A1		0
102	Proposed Site Plan	ISO A1		0
103	Proposed Floor Plans	ISO A1		0
104	Reflected ceiling plan	ISO A1		0
200	Elevations	ISO A1		0
201	Sections 1	ISO A1		0
202	Sections 2	ISO A1		0
203	Sections 3	ISO A1		0
301	Internal Elevations 1 - Ground Floor	ISO A1		0
302	Internal Elevations 2 - Ground Floor	ISO A1		0
303	Internal Elevations 3 - Ground Floor	ISO A1		0
304	Internal Elevations 4 - First Floor	ISO A1		0
401	External Stair & Lift Detail	ISO A1		0
402	Internal Stair Details	ISO A1		0
403	Ramp Details	ISO A1		0
500	Door & Window Schedule	ISO A1		0
501	Finish Schedule	ISO A1		0



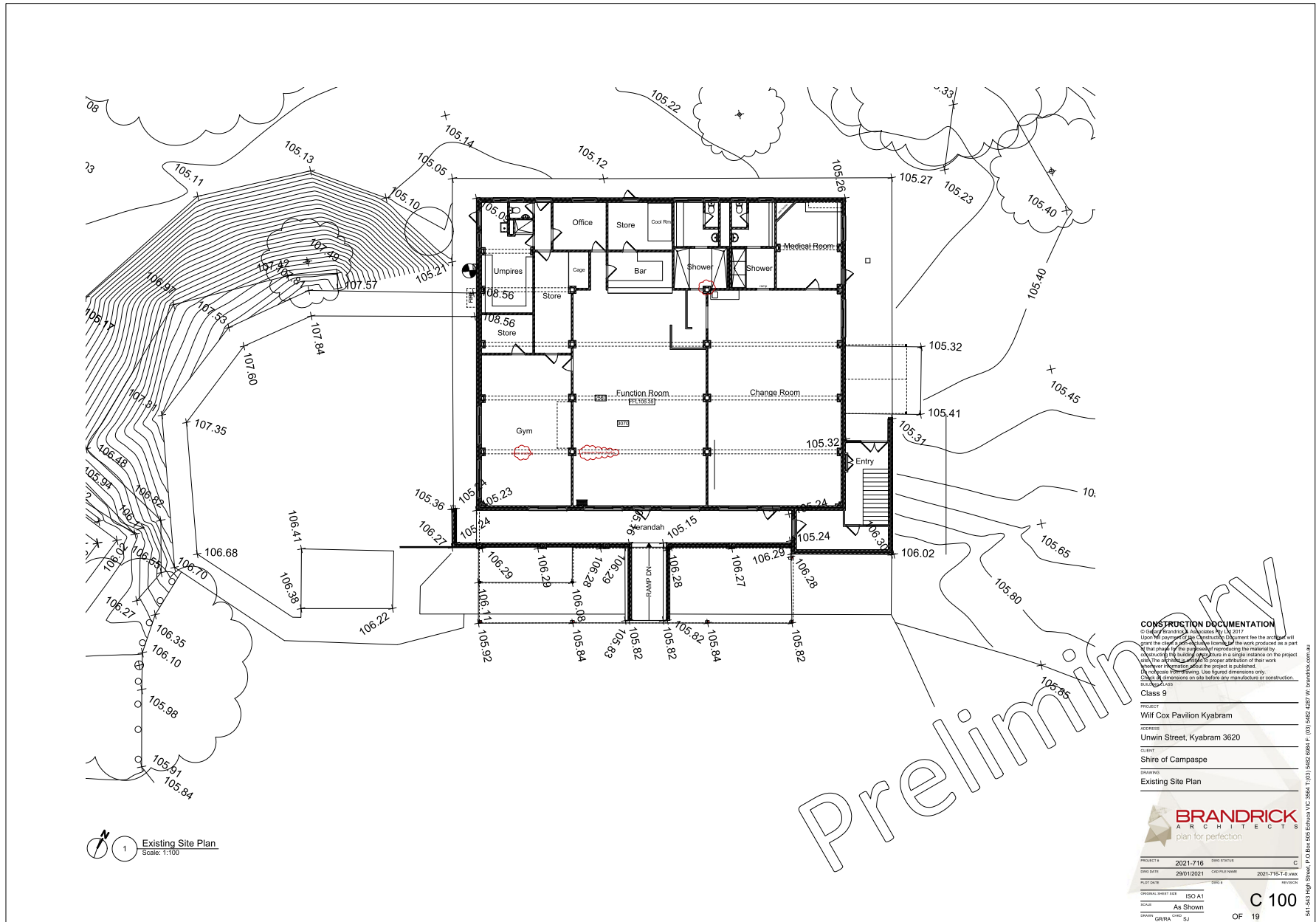
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541-543 High Street, P.O.Box 505 Echuca VIC 3564

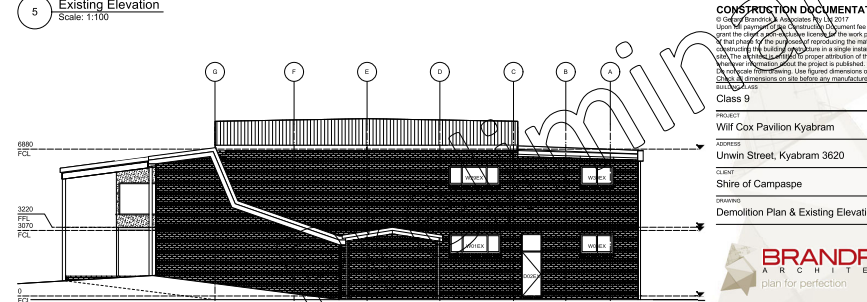
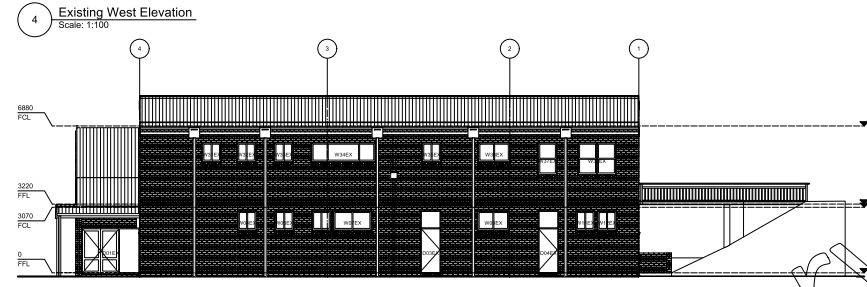
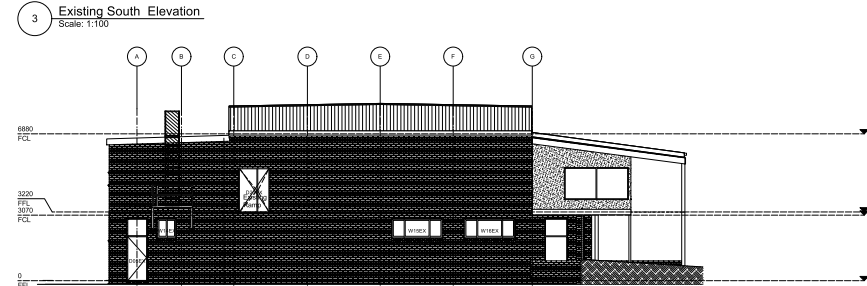
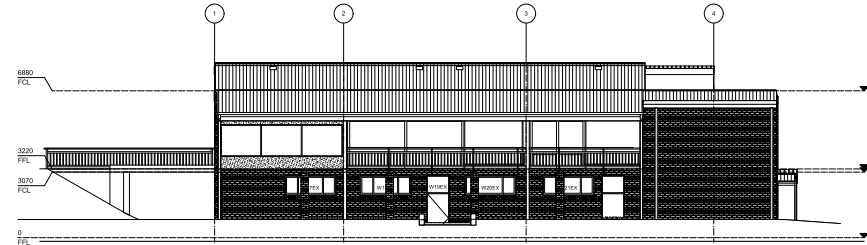
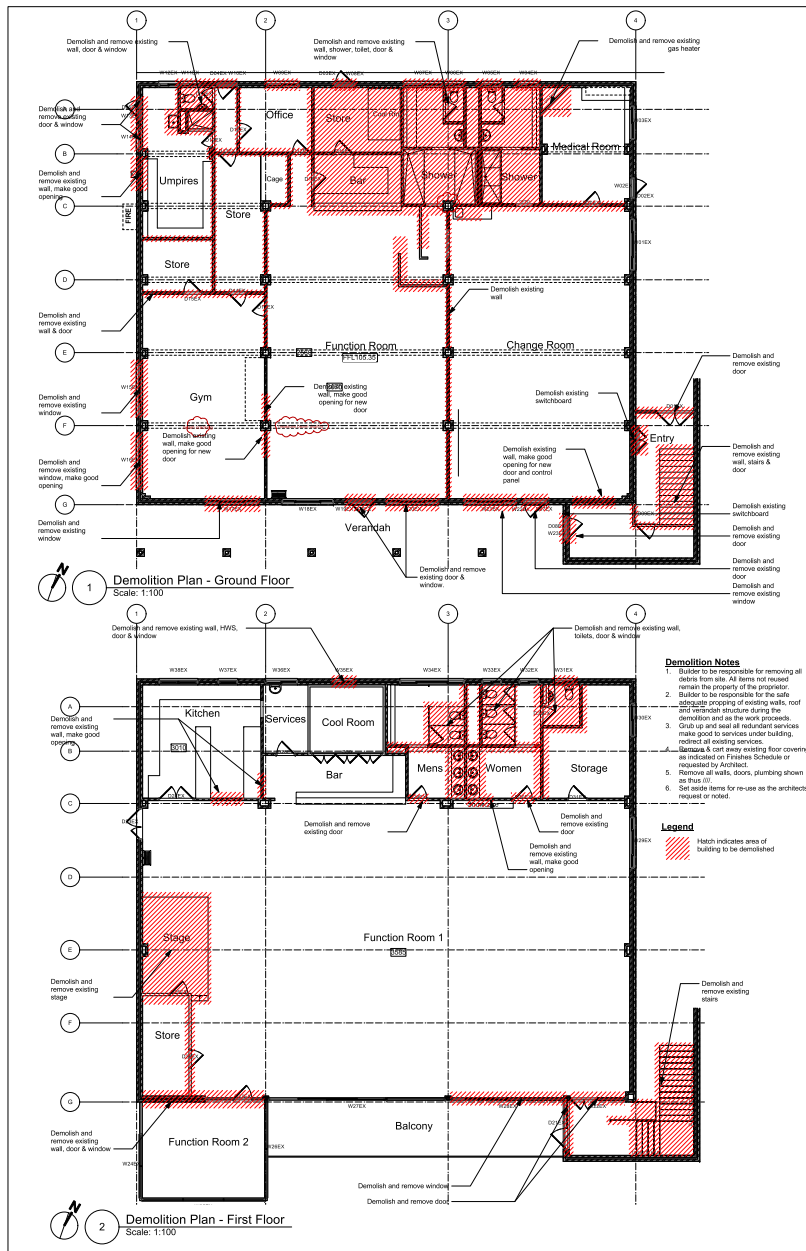
T: (05) 5462 5884 E: admin@brandrick.com.au W: brandrick.com.au

Wilf Cox Pavilion Kyabram  
Shire of Campaspe  
Unwin Street, Kyabram 3620

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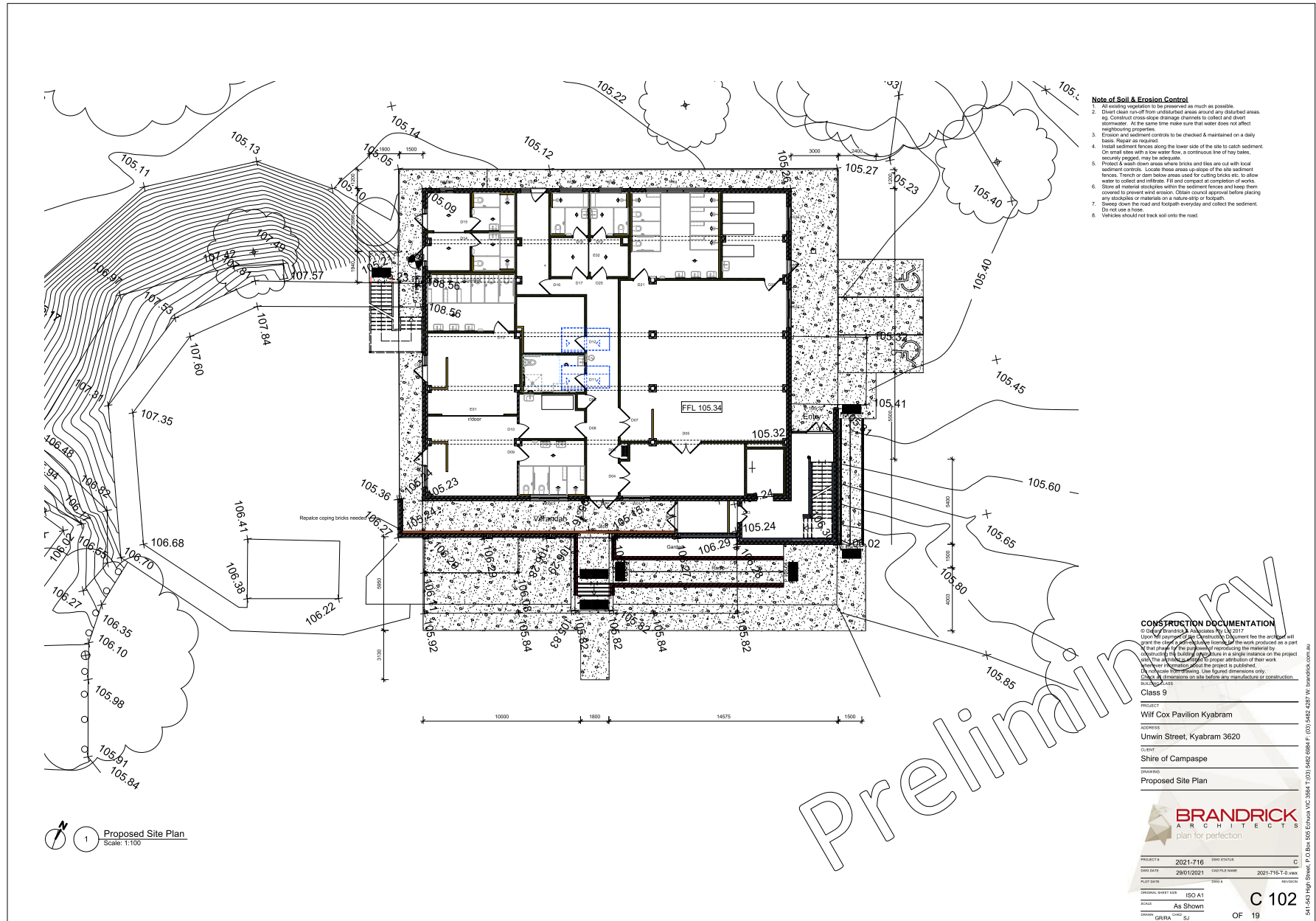
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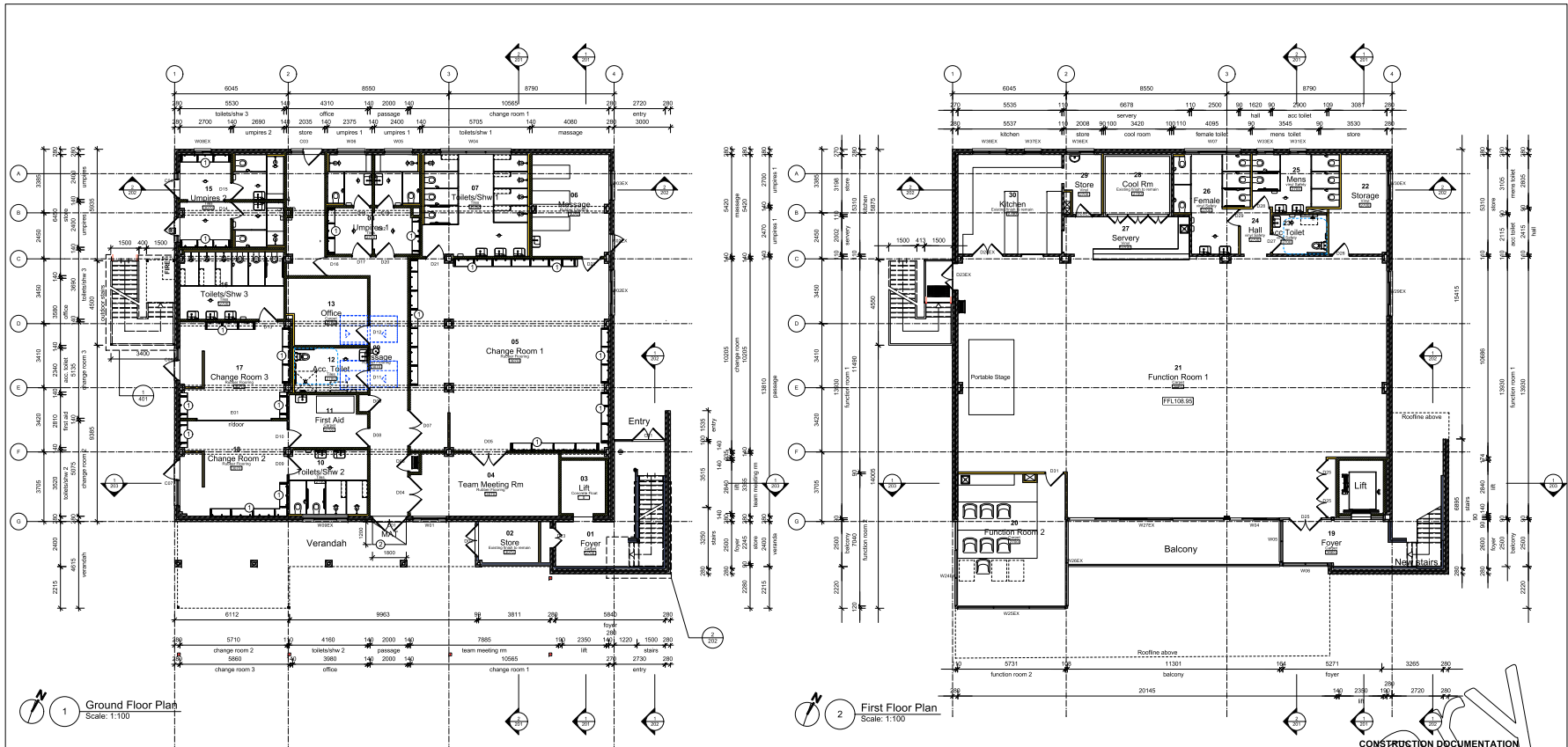
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ADDRESS: Unwin Street, Kyabram 3620  
CLIENT: Shire of Campaspe  
DRAWING: Demolition Plan & Existing Elevations

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PROJECT: 2021-1718 DWG STATUS: C  
ISSUE DATE: 28/01/2021 CAD FILE NAME: 2021-1718-17.dwg  
PLT DATE: DWG: 18/03/2021  
ORIGINAL SHEET NO.: ISO A1  
SCALE: As Shown  
DRAWN: ENRBA TPO SJ

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Class 9  
 PROJECT  
 Wilf Cox Pavilion Kyabram  
 ADDRESS  
 Unwin Street, Kyabram 3620  
 CLIENT  
 Shire of Campaspe  
 DRAWING  
 Proposed Floor Plans

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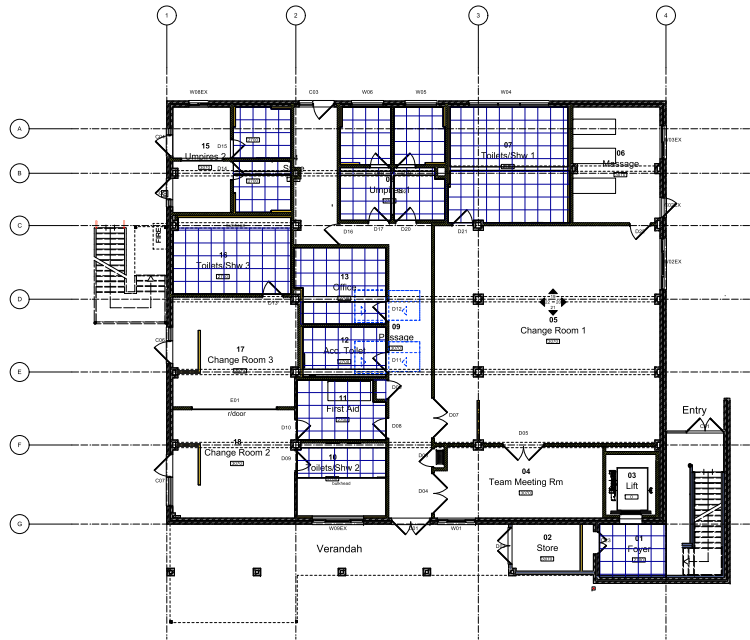
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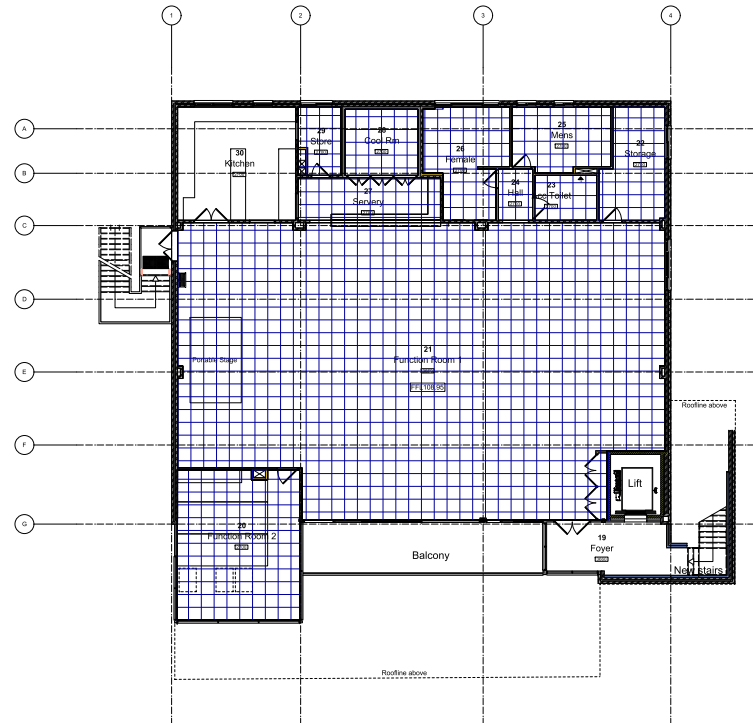
- Floor Plan Notes**
- All connections to be checked on site.
  - All services and surfaces damaged or disturbed during the progress of these works are to be made good with materials of a similar nature to match existing conditions.
  - Any new Class 9 over to comply with Council Engineer Department standard drawings.
  - Grids of all services under pavements and 500mm exposed shallow 20mm nominal size crushed rock Class 2 from above the service bedding material to be under the pavement upgrade.
  - Bedded service trenches as soon as possible after approval of bed and bedding service. Compact to the required density.
  - Below ground services penetrating external walls of buildings to have 25mm clear space around pipes. Annular space to be filled with an approved water tight flexible material.
  - Contractor to confirm all existing service locations on site prior to work commencing.
  - Do not scale drawings.
  - On completion of these works all debris and surplus excavated material shall be removed from site.
  - Refer to Engineer Drawings for Structural Control Joints.
  - Smoke Alarms - (Smoke alarms) to comply with Part 3.7.2 of NCC AS3786 2014, and all relevant standards. Smoke alarms to be hardwired and interconnected with battery backup.
  - Slabbing Construction
    - Public - R 115-190mm, G 200-355mm, slope 2R+G = 590-700 (Table D2 13 NCC V01), and
    - Consistent floor and grunge throughout each flight (not greater than 5mm variation between adjacent and maximum variation not exceed).
    - Be designed to take loading forces in accordance with AS202 1/10 1-2002
    - Provide noise breaks to all stairs in accordance with AS1429
  - The Contractor shall verify all levels, dimensions and locations of all works and services on site.
  - WC 3.8.3.3 Construction of Sanitary compartments.
    - The door to a fully enclosed sanitary compartment must:
      - (a) open outwards, or
      - (b) be able to
      - (c) be readily removable from the outside of the compartment, unless there is a clear space of at least 12m, measured in accordance with the Figure 3.8.3.3, between the closed pan within the sanitary compartment and the doorway.
  - Water Resistant External Waterproofer: All building elements in wet areas must be waterproof or water resistant in accordance with NCC table 3.8.1.1 and comply with AS3740.

- Floor Plan Legend**
- Structural reinforced steel fixed bench seating, refer to specification.
  - Provide selected heavy duty entrance matting (R12) fixed to concrete floor. Provide 15mm concrete section for the matting recess. Matting to flush with the concrete surface. Refer to Architectural specification.

Room	Name	Area
01	Verandah	20.00
02	Store	2.00
03	Foyer	2.00
04	Team Meeting Rm	10.00
05	Change Room 1	10.00
06	Change Room 2	10.00
07	Change Room 3	10.00
08	Office	10.00
09	Toilets/Shw 1	10.00
10	Toilets/Shw 2	10.00
11	Toilets/Shw 3	10.00
12	Office	10.00
13	Office	10.00
14	Office	10.00
15	Office	10.00
16	Office	10.00
17	Change Room 3	10.00
18	Change Room 2	10.00
19	Change Room 1	10.00
20	Change Room 1	10.00
21	Function Room 1	10.00
22	Function Room 2	10.00
23	Function Room 1	10.00
24	Function Room 2	10.00
25	Function Room 1	10.00
26	Function Room 2	10.00
27	Function Room 1	10.00
28	Function Room 2	10.00
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72	Function Room 2	10.00
73	Function Room 1	10.00
74	Function Room 2	10.00
75	Function Room 1	10.00
76	Function Room 2	10.00
77	Function Room 1	10.00
78	Function Room 2	10.00
79	Function Room 1	10.00
80	Function Room 2	10.00
81	Function Room 1	10.00
82	Function Room 2	10.00
83	Function Room 1	10.00
84	Function Room 2	10.00
85	Function Room 1	10.00
86	Function Room 2	10.00
87	Function Room 1	10.00
88	Function Room 2	10.00
89	Function Room 1	10.00
90	Function Room 2	10.00
91	Function Room 1	10.00
92	Function Room 2	10.00
93	Function Room 1	10.00
94	Function Room 2	10.00
95	Function Room 1	10.00
96	Function Room 2	10.00
97	Function Room 1	10.00
98	Function Room 2	10.00
99	Function Room 1	10.00
100	Function Room 2	10.00



1 Ground Floor - Reflected Ceiling Plan  
Scale: 1:100



2 First Floor - Reflected Ceiling Plan  
Scale: 1:100

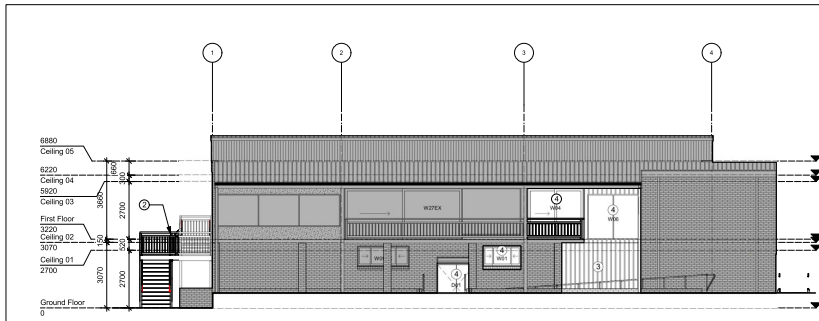
Preliminary

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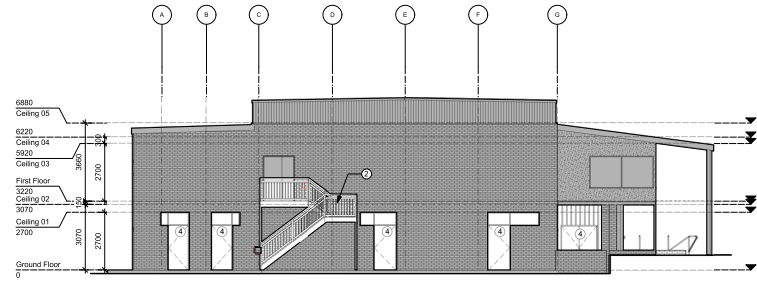
**Class 9**  
PROJECT: Wilf Cox Pavilion Kyabram  
ADDRESS: Unwin Street, Kyabram 3620  
CLIENT: Shire of Campaspe  
SUBJECT: Reflected ceiling plan

			
		plan for perfection	
PROJECT #	2021-716	DATE STATUS	C
DATE DATE	29/01/2021	DATE FILE NAME	2021-716-T-D.rvt
PLAT DATE		DATE	
ORIGINATING SHEET SIZE	ISO A1	REVISION	
SCALE	As Shown		
DRAWN	GR/RA	CHECK	SJ

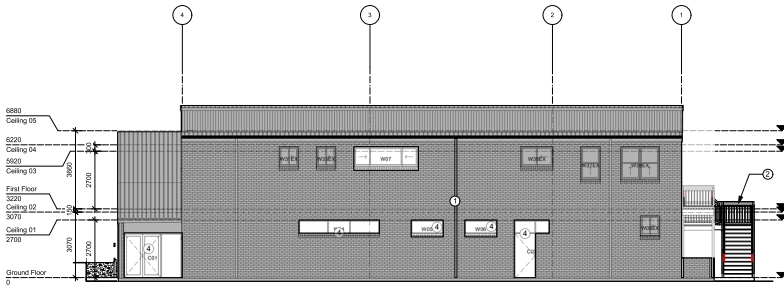
C 104  
OF 19



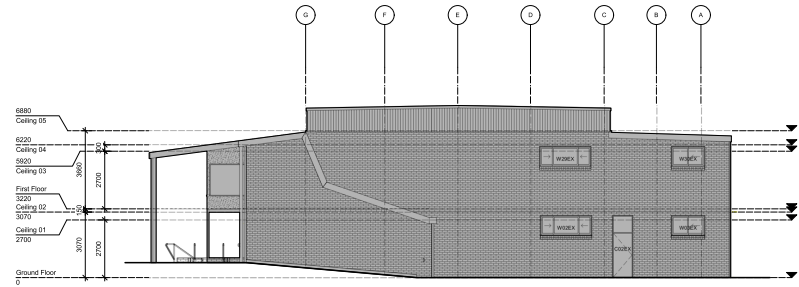
1 Proposed - South Elevations  
Scale: 1:100



2 Proposed - West Elevations  
Scale: 1:100



3 Proposed - North Elevation  
Scale: 1:100



4 Proposed - East Elevations  
Scale: 1:100

**Elevation Legend**

1. 50mm PVC sewer grade downpipe, painted finish colour to be match existing.
2. Galvanised external staircase, refer to engineer drawing.
3. External wall with vertical nail strip cladding.
4. Powdercoated sealed aluminium improved windows / doors refer to window schedule for sizes. All windows to have brick on edge sill. Finish match to existing.

Preliminary

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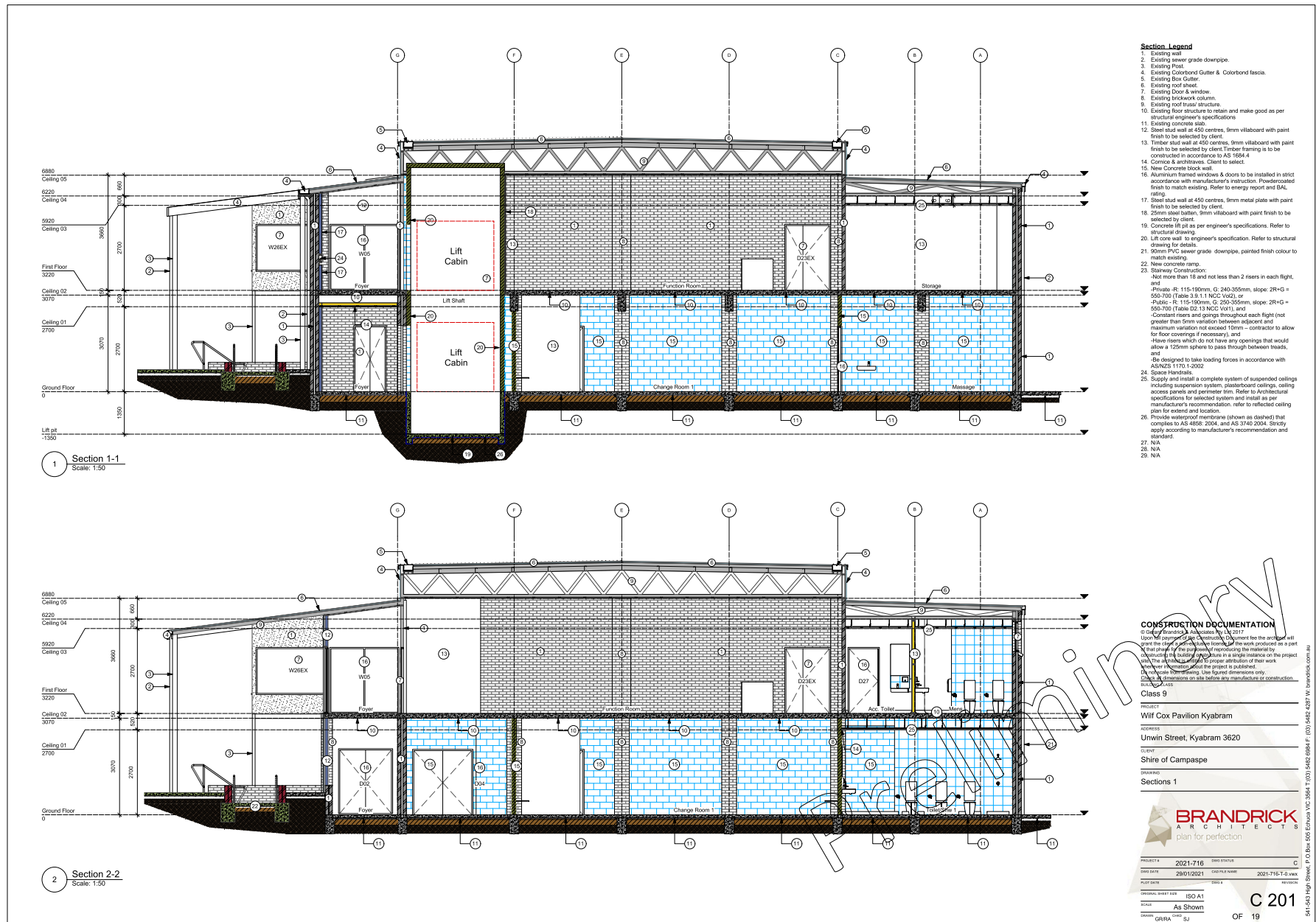
**Class 9**

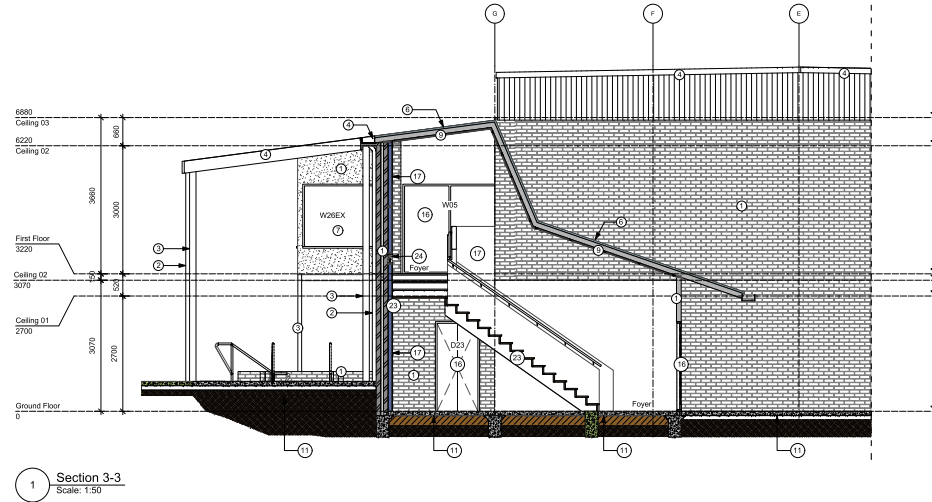
PROJECT: Wilf Cox Pavilion Kyabram  
 ADDRESS: Urwin Street, Kyabram 3620  
 CLIENT: Shire of Campaspe  
 DRAWING: Elevations

**BRANDRICK ARCHITECTS**  
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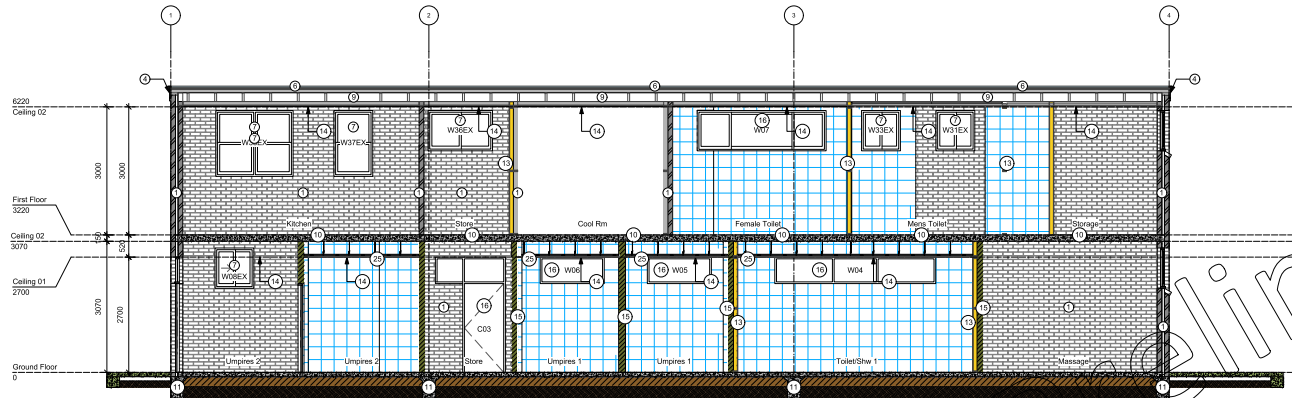
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DATE DATE	29/01/2021	CAD FILE NAME	2021-716-T-D-Rev 0
PLAT DATE		DATE	
ORIGNAL SHEET SIZE	ISO A1	REVISION	
SCALE	As Shown	<b>C 200</b>	
DRAWN	SRRLA	CHKD	SJ

OF 19





1 Section 3-3  
Scale: 1:50



2 Section 4-4  
Scale: 1:50

**Section Legend**

1. Existing wall
2. Existing sewer grade downpipe
3. Existing Pipe
4. Existing Coloured Gutter & Colourbond fascia
5. Existing Box Gutter
6. Existing roof sheet
7. Existing Door & window
8. Existing brickwork column
9. Existing roof truss structure
10. Existing floor structure to retain and make good as per structural engineer's specifications
11. Existing concrete slab
12. Steel stud wall at 450 centres, 9mm vilaboard with paint finish to be selected by client
13. Timber stud wall at 450 centres, 9mm vilaboard with paint finish to be selected by client. Timber framing is to be constructed in accordance to AS 1684.4
14. Cornice & architraves. Client to select.
15. New Concrete block wall
16. Aluminium framed windows & doors to be installed in strict accordance with manufacturer's instruction. Powdercoated finish to match existing. Refer to energy report and BAL rating
17. Steel stud wall at 450 centres, 9mm metal plate with paint finish to be selected by client
18. 25mm steel bottom, 9mm vilaboard with paint finish to be selected by client
19. Concrete lift pit as per engineer's specifications. Refer to structural drawing
20. Lift core wall to engineer's specification. Refer to structural drawing for details
21. 90mm PVC sewer grade downpipe, painted finish colour to match existing
22. New concrete ramp
23. Staircase Construction:  
- Not more than 18 and not less than 2 risers in each flight, and  
- Private R: 115-180mm, G: 240-355mm, slope: 2R+G = 550/700 (Table D2.13 NCC V10.3), or  
- Public R: 115-180mm, G: 250-355mm, slope: 2R+G = 550/700 (Table D2.13 NCC V10.3), and  
- Constant risers and goings throughout each flight (not greater than 5mm variation between adjacent and maximum variation not exceed 10mm) - contractor to allow for floor coverings if necessary, and  
- Have risers which do not have any openings that would allow a 125mm sphere to pass through between treads, and  
- Be designed to take loading forces in accordance with AS/NZS 1170.1:2002
24. Splice Handrails
25. Supply and install a complete system of suspended ceilings including suspension system, plasterboard ceilings, ceiling access panels and perimeter trim. Refer to Architectural specifications for selected system and install as per manufacturer's recommendation, refer to reflected ceiling plan for relevant location.
26. Provide waterproof membrane (shown as dashed) that complies to AS 4688, 2004, and AS 2740, 2004. Strictly apply according to manufacturer's recommendation and standards
27. N/A
28. N/A
29. N/A

**CONSTRUCTION DOCUMENTATION**

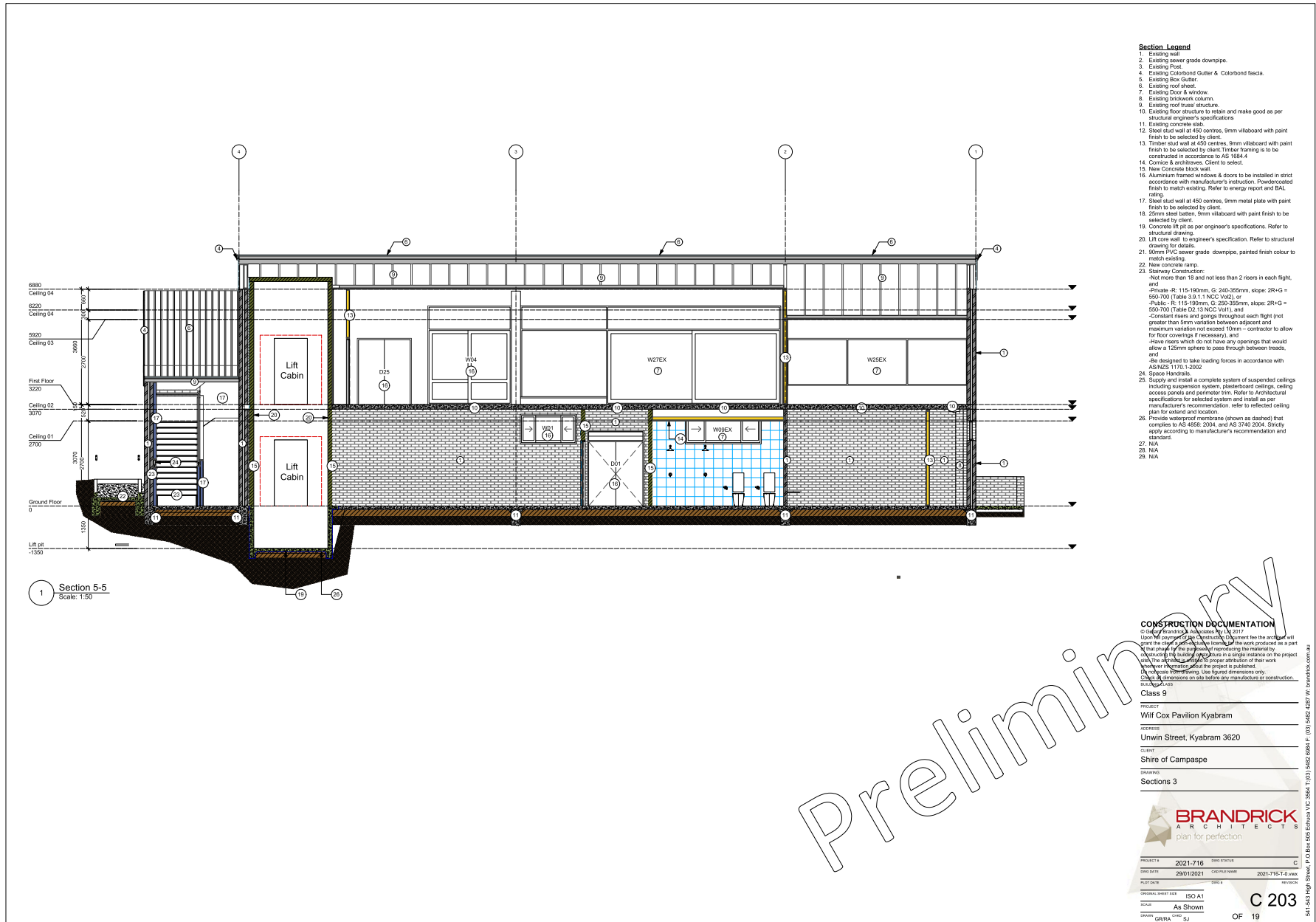
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Class 9	
PROJECT	Wilf Cox Pavilion Kyabram
ADDRESS	Unwin Street, Kyabram 3620
CLIENT	Shire of Campaspe
DOCUMENT	Sections 2

**BRANDRICK ARCHITECTS**  
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PROJECT #	2021-716	DATE STATUS	C
DATE DATE	29/01/2021	DATE FILE NAME	2021-716-T-0.dwg
PLT DATE		DATE #	
ORIGINATING SHEET SIZE	ISO A1	REVISION	
SCALE	As Shown		
DRAWN	GRUNA	CHECK	SJ

**C 202**  
OF 19



**Section Legend**

1. Existing wall
2. Existing sewer grade downpipe
3. Existing Post
4. Existing Catboard Gutter & Colourbond fascia
5. Existing Box Gutter
6. Existing roof sheet
7. Existing Door & window
8. Existing brickwork column
9. Existing roof truss structure
10. Existing floor structure to retain and make good as per structural engineer's specifications
11. Existing concrete slab
12. Steel stud wall at 450 centres, 9mm vilaboard with paint finish to be selected by client
13. Timber stud wall at 450 centres, 9mm vilaboard with paint finish to be selected by client. Timber framing is to be constructed in accordance to AS 1684.4
14. Cornice & architraves. Client to select.
15. New Concrete block wall
16. Aluminium framed windows & doors to be installed in strict accordance with manufacturer's instruction. Powdercoated finish to match existing. Refer to energy report and BRL rating
17. Steel stud wall at 450 centres, 9mm metal plate with paint finish to be selected by client
18. 25mm steel bottom, 9mm vilaboard with paint finish to be selected by client
19. Concrete lift pit as per engineer's specifications. Refer to structural drawing for details
20. Lift core wall to engineer's specification. Refer to structural drawing for details
21. 90mm PVC sewer grade downpipe, painted finish colour to match existing
22. New concrete ramp
23. Staircase Construction:  
- Not more than 10 and not less than 2 risers in each flight, and  
- Private R: 115-190mm, G: 240-355mm, slope: 2R+G = 550/700 (Table D2.13 NCC-Vol3), or  
- Public: R: 115-190mm, G: 250-355mm, slope: 2R+G = 550/700 (Table D2.13 NCC-Vol3), and  
- Constant risers and going throughout each flight (not greater than 9mm variation between adjacent and maximum variation not exceed 10mm - contractor to allow for floor coverings if necessary), and  
- Have risers which do not have any openings that would allow a 125mm sphere to pass through between treads, and  
- Be designed to take loading forces in accordance with AS/NZS 1170.1:2002
24. Staircase Handrails
25. Supply and install a complete system of suspended ceilings including suspension system, plasterboard ceilings, ceiling access panels and perimeter trim. Refer to Architectural specifications for selected system and install as per manufacturer's recommendation. Refer to reflected ceiling plan for location and location.
26. Provide waterproof membrane (shown as dashed) that complies to AS 4588: 2004 and AS 2160: 2004. Strictly apply according to manufacturer's recommendation and standards
27. N/A
28. N/A
29. N/A

1 Section 5-5  
Scale: 1:50

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Class 9

PROJECT  
 Wilf Cox Pavilion Kyabram

ADDRESS  
 Urwin Street, Kyabram 3620

CLIENT  
 Shire of Campaspe

SECTIONS  
 Sections 3

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PROJECT #	2021-716	DWG STATUS	C
DWG DATE	29/01/2021	CAD FILE NAME	2021-716-T-D.rvt
PLOT DATE		SCALE	
ORIGINIAL SHEET SIZE	ISO A1	REVISION	
SCALE	As Shown		
DRAWN	GRUNA	CHECK	SJ

**C 203**  
OF 19

5/1-5/1 High Street, P.O. Box 555 Echuca VIC 3684 T: (03) 5462 8844 F: (03) 5462 4297 W: brandrick.com.au



**1 Toilet/Shw 2**  
Scale: 1:50

**2 Plan - Toilet/Shw 2**  
Scale: 1:50

**3 Elevation - Toilet/Shw 2**  
Scale: 1:50

**4 Elevation - Toilet/Shw 2**  
Scale: 1:50

**5 Elevation - Toilet/Shw 2**  
Scale: 1:50

**6 Elevation - Toilet/Shw 2**  
Scale: 1:50

**7 Acc Toilet**  
Scale: 1:50

**8 Plan - Acc Toilet**  
Scale: 1:50

**9 Elevation - Acc Toilet**  
Scale: 1:50

**10 Elevation - Acc Toilet**  
Scale: 1:50

**11 Elevation - Acc Toilet**  
Scale: 1:50

**12 Elevation - Acc Toilet**  
Scale: 1:50

**13 Toilet/SHW 3**  
Scale: 1:50

**14 Plan - Toilet/SHW 3**  
Scale: 1:50

**15 Elevation - Toilet/SHW 3**  
Scale: 1:50

**16 Elevation - Toilet/SHW 3**  
Scale: 1:50

**17 Elevation - Toilet/SHW 3**  
Scale: 1:50

**18 Elevation - Toilet/SHW 3**  
Scale: 1:50

**Toilets/Shw 2 & 3 Legend**

- Shower top, refer to specification.
- Exposed concrete block wall.
- Existing brickwork columns.
- Mirror installed as per AS1428, refer to specification.
- 250mmx200mm wall tiles to approved substrate. Refer to specification.
- Hand dryer as per specification.
- Soap dispenser as per specification.
- Selected handbasin and tapware with all relevant standards. Refer to specification.
- 100mm skirting, refer to specification.
- Laminated toilet partition, refer to specification.
- Shower head, refer to specification.
- Selected toilet pan unit with cistern, refer to specification.
- Tissue holder, refer to specification.
- Door and window hardware as per schedule.
- Existing wall.
- Skirting skirting.
- Shower bench fixed on three sides using aluminium angle

**Acc Toilet Legend**

- 100mm skirting, refer to specification.
- 250mmx200mm wall tiles to approved substrate. Refer to specification.
- Exposed concrete block wall.
- Hand dryer as per specification.
- Selected handbasin and tapware with all relevant standards. Refer to specification.
- Soap dispenser as per specification.
- Shower SS grab rail with slider bar in accordance with AS1428.
- Grab rail s/s finish, allow for extra framing in wall for rail, contractor to ensure compliance with AS1428.1-2009 15.2.7 Grabrails.
- Caroma 660 Ambient Clear/Flush Easy Height Suite with single tap seat. Contractor to ensure compliance with AS1428.1-2009 Clause 15 Sanitary Facilities.
- Mirror installed as per AS1428, refer to specification.
- Door and window hardware as per schedule.
- Selected Surface Mounted Horizontal Baby Change Station installed as per AS1428.1.

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**Class 9**

PROJECT: Wilf Cox Pavilion Kyabram  
 ADDRESS: Unwin Street, Kyabram 3620  
 CLIENT: Shire of Campaspe  
 DRAWING: Internal Elevations 1 - Ground Floor

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PROJECT # 2021-716 DRAWN BY C  
 DATE 29/01/2021 CAD FILE NAME 2021-716-T-01.dwg  
 PLOT DATE: 29/01/2021 SCALE: 1:50 REVISION:  
 ORIGINAL SHEET SIZE: ISO A1  
 SCALE: As Shown  
 DRAWN: GR/RA  
 CHECK: SJ

**C 301**  
 OF 19

Preliminary

**1 Typical Umpiris 2 Toilet**

**2 Plan -Typical Umpiris 2 Toilet**  
Scale: 1:50

**3 Elevation - Typical Umpiris 2 Toilet**  
Scale: 1:50

**4 Elevation - Typical Umpiris 2 Toilet**  
Scale: 1:50

**5 Elevation - Typical Umpiris 2 Toilet**  
Scale: 1:50

**6 Elevation - Typical Umpiris 2 Toilet**  
Scale: 1:50

**7 Typical Umpiris 2 Toilet**

**8 Plan -Typical Umpiris 1 Toilet**  
Scale: 1:50

**9 Elevation - Typical Umpiris 1 Toilet**  
Scale: 1:50

**10 Elevation - Typical Umpiris 1 Toilet**  
Scale: 1:50

**11 Elevation - Typical Umpiris 1 Toilet**  
Scale: 1:50

**12 Elevation - Typical Umpiris 1 Toilet**  
Scale: 1:50

**13 Toilets/Shw 1**

**14 Plan -Toilets/Shw 1**  
Scale: 1:50

**15 Elevation -Toilets/Shw 1**  
Scale: 1:50

**16 Elevation -Toilets/Shw 1**  
Scale: 1:50

**17 Elevation - Toilets/Shw 1**  
Scale: 1:50

**18 Elevation -Toilets/Shw 1**  
Scale: 1:50

**Umpiris Toilet Legend**

- Exposed concrete block wall
- 200mmx200mm wall ties to approved substrate. Refer to specification.
- Laminate toilet partition, refer to specification.
- Shower head, refer to specification.
- Shower tap, refer to specification.
- Tissue holder, refer to specification.
- Selected toilet pan unit with cistern, refer to specification.
- 150mm skirting, refer to specification.
- Mirror installed as per AS1428, refer to specification.
- Soap dispenser as per specification.
- Hand dryer as per specification.
- Door and window hardware as per schedule.
- Bench seat, refer to specification.
- Selected handbasin and tapware with all relevant standards. Refer to specification.

**Toilets/Shw 1 Legend**

- Exposed concrete block wall
- 250mmx250mm wall ties to approved substrate. Refer to specification.
- Door and window hardware as per schedule.
- Laminate toilet partition, refer to specification.
- Shower head, refer to specification.
- Shower tap, refer to specification.
- Selected toilet pan unit with cistern, refer to specification.
- 150mm skirting, refer to specification.
- Selected handbasin and tapware with all relevant standards. Refer to specification.
- Soap dispenser as per specification.
- Existing brickwork column.
- Mirror installed as per AS1428, refer to specification.
- Hand dryer as per specification.
- Tissue holder, refer to specification.
- Existing wall.
- Shower bench fixed on three sides using aluminium angle.

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**Class 9**

PROJECT  
 Wilf Cox Pavilion Kyabram

ADDRESS  
 Unwin Street, Kyabram 3620

CLIENT  
 Shire of Campaspe

TITLE  
 Internal Elevations 2 - Ground Floor

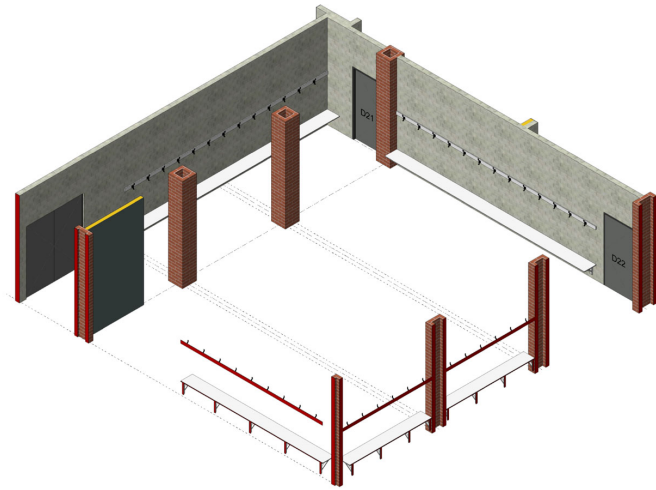
**BRANDRICK ARCHITECTS**  
 plan for perfection

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 DATE: 29/01/2021 CHECKED BY: C  
 PLOT DATE: 2021-716-T-01 REV: 0

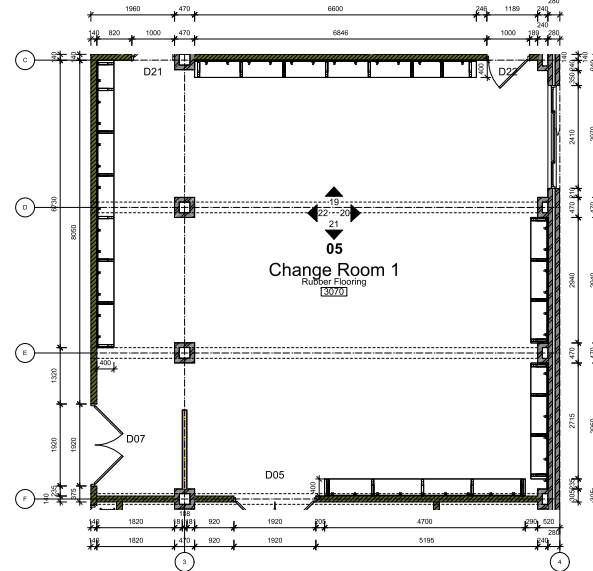
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**C 302**

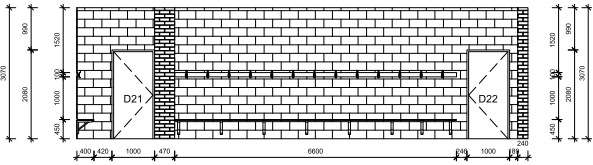
OF 19



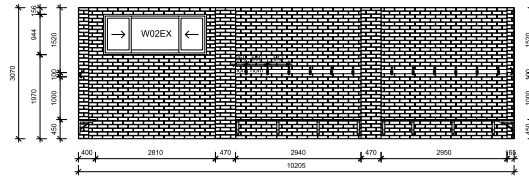
1 Change Room  
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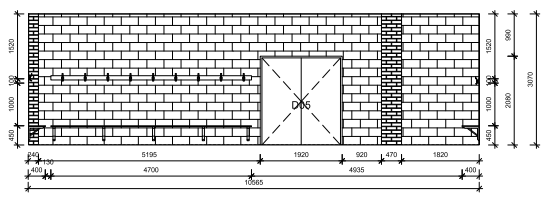
2 Plan - Change Room 1  
Scale: 1:50



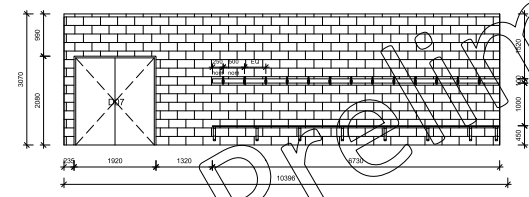
19 Elevation - Change Room  
Scale: 1:50



20 Elevation - Change Room  
Scale: 1:50



21 Elevation - Change Room  
Scale: 1:50



22 Elevation - Change Room  
Scale: 1:50

- Female, Mens & Acc Toilets Legend**
1. Canoma 600 Ambient Clear/flush Easy Height Suite with single file seat. Contractor to ensure compliance with AS1428.1:2009 Clause 15 Sanitary Facilities.
  2. Door and window hardware as per schedule.
  3. Laminate toilet partition, refer to specification.
  4. 205mmx200mm wall tiles to approved substrate. Refer to specification.
  5. Tissue holder, refer to specification.
  6. Selected toilet pan unit with cistern, refer to specification.
  7. 100mm skirting, refer to specification.
  8. Selected handbasin and tapware with all relevant standards. Refer to specification.
  9. Soap dispenser as per specification.
  10. Mirror installed as per AS1428, refer to specification.
  11. Existing wall.
  12. N/A.
  13. Hand dryer as per specification.
  14. Grab rail s/s finish, allow for extra framing in wall for rail, contractor to ensure compliance with AS1428.1:2009 15.2.7 Grabrails.
  15. N/A.

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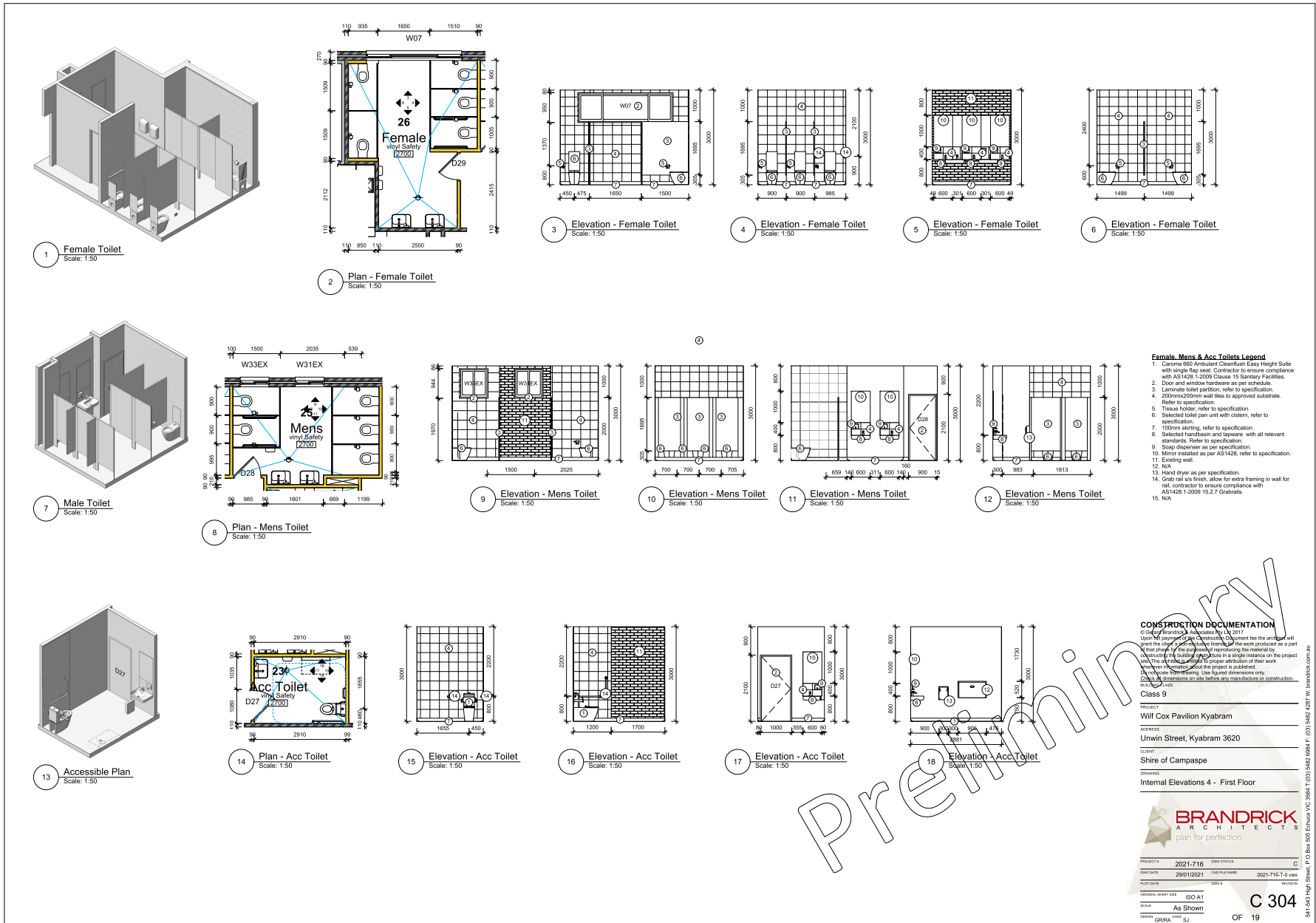
Class 9

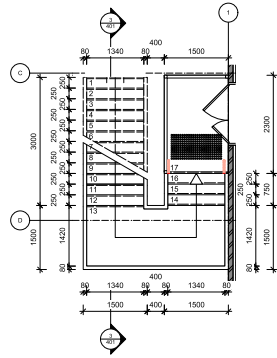
PROJECT	Wilf Cox Pavilion Kyabram
ADDRESS	Urwin Street, Kyabram 3620
CLIENT	Shire of Campaspe
DOCUMENT	Internal Elevations 3 - Ground Floor

**BRANDRICK ARCHITECTS**  
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PROJECT #	2021-716	DWG STATUS	C
DWG DATE	29/01/2021	CAD FILE NAME	2021-716-T-0.dwg
PLOT DATE		DWG #	
ORIGINAL SHEET SIZE	ISO A1	REVISION	
SCALE	As Shown		
DRAWN	GR/RA	CHECK	SU

**C 303**  
OF 19

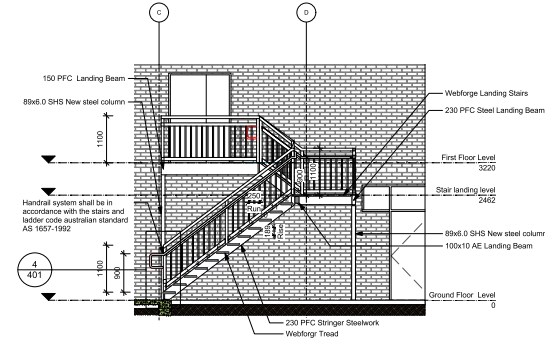




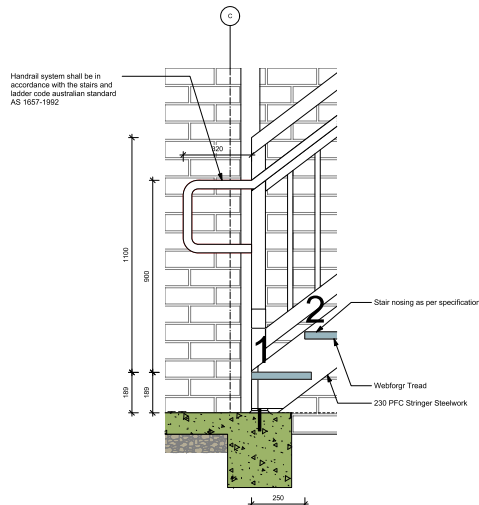
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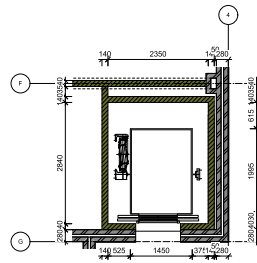
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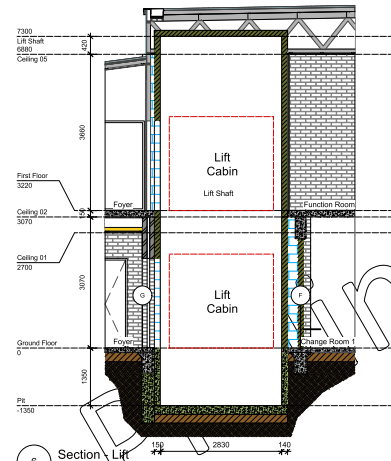
3 Section - External Stair  
Scale: 1:50



4 Handrail Detail  
Scale: 1:10



5 Plan - Lift Details  
Scale: 1:50



6 Section - Lift  
Scale: 1:50

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**Class 9**

PROJECT  
Wif Cox Pavilion Kyabram

ADDRESS  
Unwin Street, Kyabram 3620

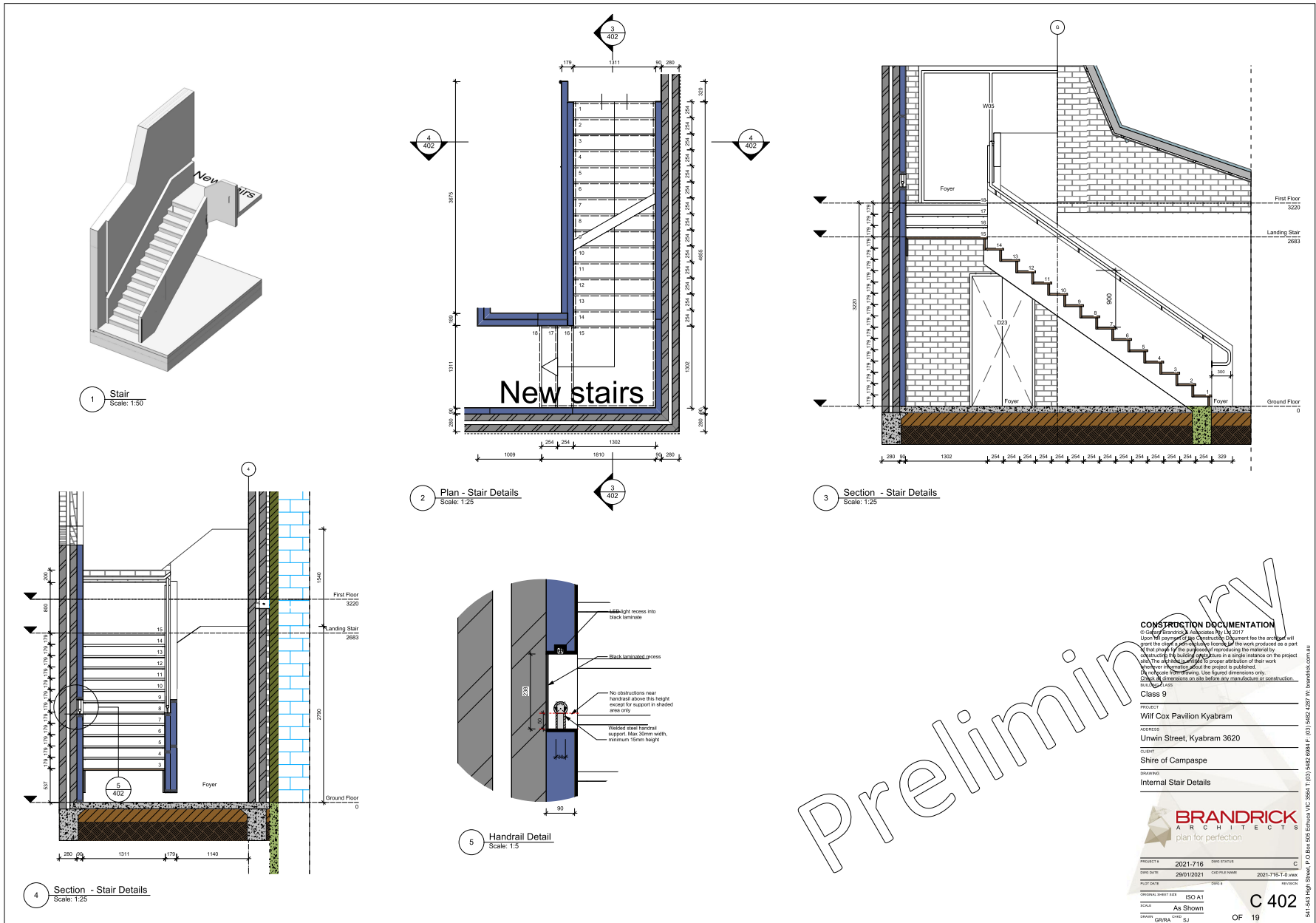
CLIENT  
Shire of Campaspe

DESCRIPTION  
External Stair & Lift Detail

**BRANDRICK ARCHITECTS**  
plan for perfection

PROJECT #	2021-716	DWG STATUS	C
DATE DATE	29/01/2021	CAD FILE NAME	2021-716-T-dwg
PLT DATE		DATE	
ORIGINATING SHEET SIZE	ISO A1		
SCALE	As Shown		
DRAWN	GRUNA	CHECK	SJ

**C 401**  
OF 19



Preliminary

**CONSTRUCTION DOCUMENTATION**  
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**Class 9**

PROJECT  
Wilf Cox Pavilion Kyabram

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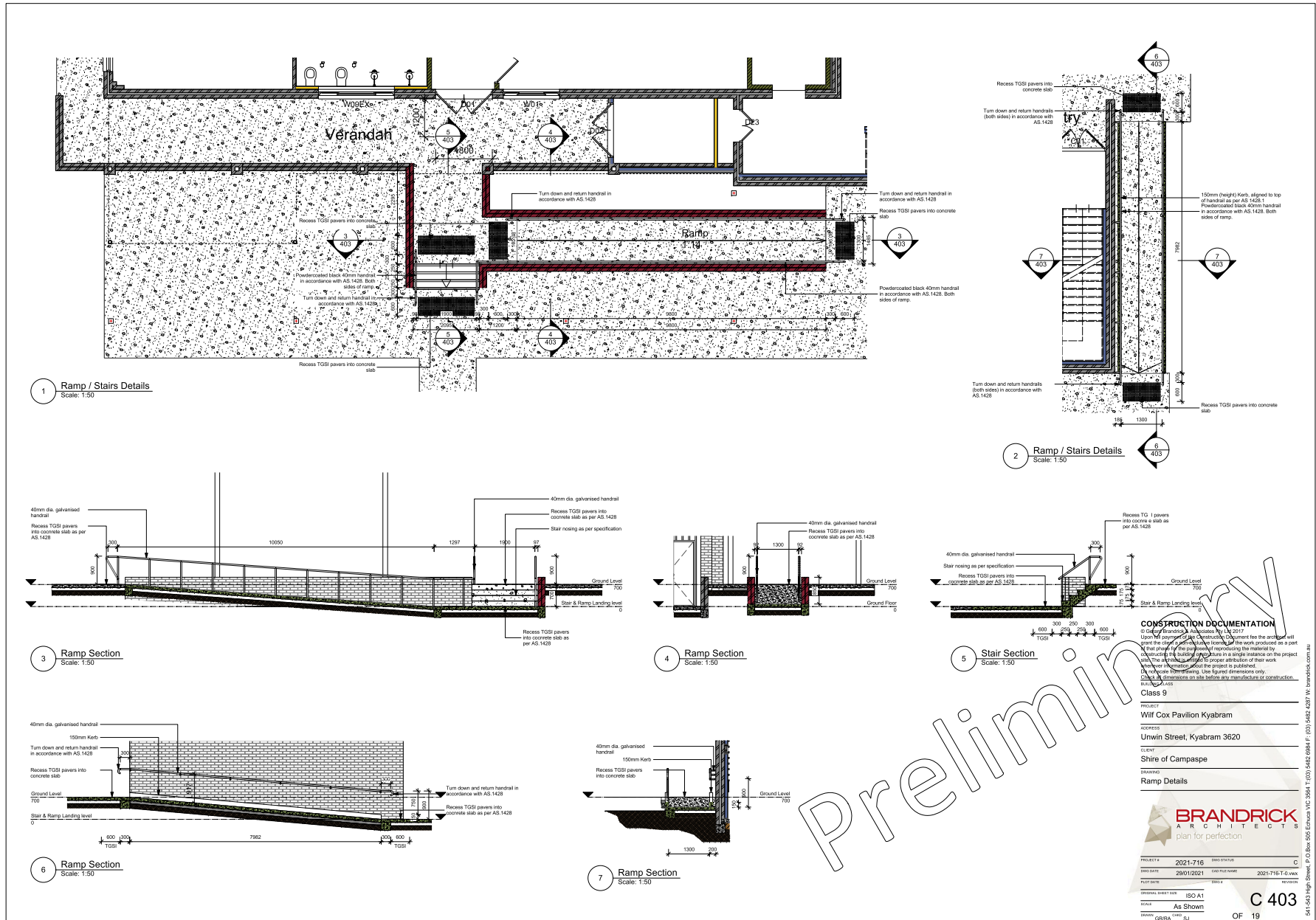
CLIENT  
Shire of Campaspe

DESIGNER  
Internal Stair Details

**BRANDRICK ARCHITECTS**  
plan for perfection

PROJECT #	2021-716	DESIGN STATUS	C
DATE DATE	29/01/2021	CAD FILE NAME	2021-716-T-01.rvt
PLOT DATE		SCALE	
ORIGINATING SHEET SIZE	ISO A1		
SCALE	As Shown		
DRAWN	SR/RA	CHECK	SJ

**C 402**  
OF 19







Room Finish Schedule								
Number	Room Name	Floor		Wall				Ceiling
		Finish	Skirting	North	East	South	West	
0	0	0	0	0	0	0	0	0
01	Foyer	[CPT1]	[N/A]	[Exist.]	[Exist.]	[PBW1]	[Exist.]	[PBC1]
02	Store	[Exist.]	[N/A]	[Exist.]	[PBW1]	[PBW1]	[PBW1]	[Nil]
03	Lift	[CNC]	[N/A]	[BL1]	[BL1]	[BL1]	[BL1]	[Nil]
04	Team Meeting Rm	[RUB]	[N/A]	[BL1]	[BL1]	[Exist.]	[BL1]	[Nil]
05	Change Room 1	[RUB]	[N/A]	[BL1]	[Exist.]	[BL1]	[BL1]	[Nil]
06	Massage	[RUB]	[N/A]	[Exist.]	[Exist.]	[BL1]	[BL1]	[Nil]
07	Toilets/Shw 1	[TIL]	[SK1]	[TIL]	[TIL]	[BL1]	[TIL]	[PBC1]
08	Umpires 1	[TIL]	[SK1]	[TIL]	[TIL]	[TIL]	[TIL]	[PBC1]
09	Passage	[RUB]	[N/A]	[BL1]	[BL1]	[Exist.]	[BL1]	[Nil]
10	Toilets/Shw 2	[TIL]	[SK1]	[BL1]	[BL1]	[BL1]	[TIL]	[PBC1]
11	First Aid	[CPT1]	[N/A]	[BL1]	[BL1]	[BL1]	[BL1]	[PBC1]
12	Acc. Toilet	[TIL]	[SK1]	[BL1]	[BL1]	[BL1]	[TIL]	[PBC1]
13	Office	[CPT1]	[SK1]	[BL1]	[BL1]	[PBW1]	[BL1]	[PBC1]
14	Store	[VNL]	[N/A]	[Exist.]	[BL1]	[BL1]	[BL1]	[Nil]
15	Umpires 2	[TIL]	[SK1]	[Exist.]	[TIL]	[TIL]	[Exist.]	[PBC1]
16	Toilets/Shw 3	[TIL]	[SK1]	[TIL]	[BL1]	[BL1]	[Exist.]	[PBC1]
17	Change Room 3	[RUB]	[N/A]	[BL1]	[BL1]	[BL1]	[Exist.]	[Nil]
18	Change Room 2	[RUB]	[N/A]	[BL1]	[Exist.]	[Exist.]	[Exist.]	[Nil]
19	Foyer	[CPT1]	[N/A]	[Exist.]	[PBW1]	[PBW1]	[PBW1]	[PBC1]
20	Function Room 2	[CPT1]	[Exist.]	[PBW1]	[PBW1]	[Exist.]	[Exist.]	[Exist.]
21	Function Room 1	[CPT1]	[Exist.]	[Exist.]	[Exist.]	[PBW1]	[Exist.]	[Exist.]
22	Storage	[VNL]	[SK1]	[Exist.]	[Exist.]	[PBW1]	[PBW1]	[PBC1]
23	Acc Toilet	[VNL2]	[BCM-2]	[PBW1]	[TIL]	[TIL]	[PBW1]	[PBC1]
24	Hall	[VNL2]	[VC]	[PBW1]	[PBW1]	[Exist.]	[PBW1]	[PBC1]
25	Mens	[VNL2]	[VC]	[Exist.]	[TIL]	[TIL]	[TIL]	[PBC1]
26	Female	[VNL2]	[VC]	[TIL]	[TIL]	[Exist.]	[TIL]	[PBC1]
27	Servery	[VNL]	[N/A]	[Exist.]	[Exist.]	[Exist.]	[Exist.]	[PBC1]
28	Cool Rm	[Exist.]	[Exist.]	[Exist.]	[Exist.]	[Exist.]	[Exist.]	[Exist.]
29	Store	[VNL]	[N/A]	[Exist.]	[PBW1]	[Exist.]	[Exist.]	[PBC1]
30	Kitchen	[Exist.]	[Exist.]	[Exist.]	[Exist.]	[Exist.]	[Exist.]	[Exist.]

Room Finish Legend	
<b>Ceiling</b>	
Nil	No ceiling to room
PBC1	Plasterboard
Exist.	Existing finish to remain
<b>Wall</b>	
BL1	Face quality blockwork
PBW1	Plasterboard with paint finish
TIL	Wall Tiles
Exist.	Existing finish to remain
<b>Base</b>	
Exist.	Existing finish to remain
N/A	N/A
SK1	100 high Aluminium skirting
COV	Coved vinyl flooring
<b>Floor</b>	
CPT1	Carpet
CNC	Float Finish Concrete
TIL	Tiles
VNL1	Vinyl
VNL2	Vinyl Safety Flooring
Exist.	Existing finish to remain
Rub	Rubber flooring

Preliminary

**CONSTRUCTION DOCUMENTATION**

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 Check all dimensions on site before any manufacture or construction.  
 In Accordance

**Class 9**

PROJECT: Wilf Cox Pavilion Kyabram

ADDRESS: Urwin Street, Kyabram 3620

CLIENT: Shire of Campaspe

DATE: 2021-716-T-0

FINISH SCHEDULE

**BRANDRICK ARCHITECTS**  
plan for perfection

PROJECT: 2021-716      DATE STATUS: C

DATE: 29/01/2021      CAD FILE NAME: 2021-716-T-0

DATE:      DATE:      REVISION:

ORIGINAL SHEET SIZE: ISO A1

SCALE: As Shown

DRAWN: GRINA      CHECK: SJ

**C 501**

OF 19

## 8.5 Community Safety and Recovery

### 8.5.1 Local Law Review 2024 - Project Plan

<b>Directorate:</b>	Community Safety and Recovery
<b>Responsible Officer:</b>	Manager Community Safety and Compliance
<b>Manager:</b>	Director Community Safety and Recovery
<b>Attachments:</b>	Nil
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	Not applicable
<b>Other Strategic Context:</b>	General Local Law No.9 2022

#### 1. PURPOSE

The purpose of this report is to seek adoption of the project plan and associated project timeframes for the review of the General Local Law 2024 – Phase 1.

#### 2. RECOMMENDATION

**That Council adopts the project timeframe for Phase 1 of the General Local Law Review 2024.**

#### 3. BACKGROUND

Section 71 of the Local Government Act 2020 (the Act) allows Councils the ability to make Local Laws for or with respect to any act, matter or thing in respect of which Council has a function or power under the Act or any other Act.

Council's current General Local Law No.9 was adopted by Council on 21 July 2022 under Section 74(4) and (5) of the Act. The sunset provision of the Act (Section 84) specifies that a Local Law is revoked 10 years after the day on which any provision of the Local Law came into operation.

Although the sunset provision for the existing Local Law expires 21 July 2032, recent review of the Local Law has found that there is an opportunity to improve the existing Local Law and to ensure the Local Law has greater consistency with the State Governments 'Guidelines for Local Laws Manual' 2010 (the Guideline).

The Guideline is intended to assist Councils in Victoria to achieve better practice when considering, making, implementing, enforcing and reviewing their Local Laws. Better practice will ensure that Local Laws are accessible and clear to the community, reduce the regulatory burden on business and assist Councils in achieving policy outcomes. Further, the Guideline aims to assist Councils in developing Local Laws that are:

- Necessary
- Consistent (in language and effect)
- Compliant (with the legislation under which they are made and other legislative requirements)
- Enforceable
- Accessible
- Efficient
- Accountable
- Transparent
- Current.

At the State level, regulation is subject to a rigorous regulatory impact process, befitting its impact on regulators, the community and business. The Regulatory Impact Statement (RIS) process is a critical part of developing regulatory measures because it requires policy makers to consider a range of pertinent matters.

Local government in Victoria is unique among Australian jurisdictions in not being required to undertake a robust process akin to the RIS as part of the development of subordinate legislation

(Local Laws). Further, during the review of Councils General Local Law No.9 in 2022, a robust and rigorous regulatory impact process did not occur.

The Guidelines develop this concept further by introducing the Local Law Community Impact Statement (LLCIS) as the explanatory document for the community and integrating its components into the Council's processes of better practice Local Law making.

Council intends to utilise the LLCIS principles in the review of the General Local Law 2024 which will ensure confidence in the process. However, in undertaking this process, it is envisaged that the Local Law review will take considerably more time than the previous process undertaken in 2022.

A detailed project plan has been prepared for the General Local Law 2024 review which takes into consideration the requirements of the Act and the Guidelines whilst ensuring a rigorous LLCIS process occurs. This report seeks Councils endorsement of the project plan and subsequent project timeframes and key milestones.

### **Previous Council Discussion**

The existing General Local Law No.9 2022 was adopted by Council at a meeting on 21 July 2022.

A Council briefing was held on 6 February 2024 regarding the intention to commence a review of the General Local Law with the option for Council to adopt a project plan for Phase 1 of the Local Law Review.

## **4. DISCUSSION**

A recent internal review of the Local Law has found that there is an opportunity to improve the existing Local Law and to ensure the Local Law has greater consistency with the Act and the Guidelines. In particular, the review found the following changes were necessary:

- Wording clarity, consistency and document order (e.g. removing pronouns);
- Improved and new definitions;
- Improved and more consistent approach to penalties;
- Enhancement of key areas and consideration of provisions for emerging issues;
- Consideration of the use of Codes of Practice vs adoption in Local Laws;
- Modernising and future proofing;
- Cross-referencing other legislation (avoiding duplication or conflict);
- Streamlining the Local Law with reference only to policy, permits and licensing and removing incorporated Codes of Practice;
- Correction of various contradictory provisions;
- Enhancement of existing provisions to be more encompassing and removal or amendment of provisions considered outdated and irrelevant;
- Inclusion of provisions allowing Council to amend permits for unintentional errors, omissions or material miscalculations;
- Addition of penalties for corporations; and
- Consideration of removing reference to the existing Compliance 11 policy.

In considering the requirements of the Act and the Guidelines whilst ensuring a rigorous LLCIS process takes place, it is envisaged that the review process will take some time and careful planning. In addition to the above-mentioned matters, there is an opportunity to review the existing open-air burning and campfire provisions of the Local Law to ensure they are consistent, transparent and modern. These provisions are likely to be contentious and will involve a significant level of community, business and external stakeholder engagement.

The current project plan has therefore been separated into two distinct phases:

1. Phase 1 – 2024
  - General Local Law 9 (full review)
  - Excludes Open Air Burning
2. Phase 2 – 2025
  - Adopt General Local Law
  - Open Air Burning (from General Local Law).

Phase 1 of the review will focus on the review of the General Local Law and will exclude the Open-Air Burning provisions and is scheduled to commence in March 2024. Phase 2 will seek to adopt the General Local Law 2024 and commence review of the Open-Air Burning Provisions and is scheduled for commencement in February 2025.

The following project timeframes and key milestones have been prepared to guide the review for Phase 1. A separate project timeframe and key milestone will be prepared in the future for Phase 2 of the review.

### Project Timeframes Phase 1

Phase 1 Key Activities	Dates
Councillor engagement (initial) <ul style="list-style-type: none"> <li>• Workshop on project approach/current and emerging issues to address in Local Law.</li> </ul>	February 2024
Benchmark activity <ul style="list-style-type: none"> <li>• Review of other LGAs Local Laws.</li> <li>• Preparation of a Benchmark Report for further consideration.</li> </ul>	March/April 2024
Councillor and Internal stakeholder assessment/consultation.	April/May 2024
External stakeholder consultation (e.g. Victoria Police, Water Authorities, State Government).	May/June 2024
Community and business consultation.	May/June 2024
Councillor engagement to discuss feedback from internal, community and business engagement.	July 2024
Draft Local Law and LLCIS prepared.	July/August 2024
Councillor engagement on draft Local Law. <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Briefing</li> </ul>	September 2024
Draft Local Law released for public submissions.	November 2024
Councillor engagement to discuss community submissions.	January 2025
Consideration of submissions/amendments to and final legal review of proposed Local Law.	February/March 2025

<p>Councillor engagement and proposed Local Law.</p> <ul style="list-style-type: none"> <li>• Briefing</li> <li>• Council meeting to adopt Local Law</li> </ul>	<p>April 2025</p>
---	-------------------

## 5. STAKEHOLDER ENGAGEMENT

Section 73 under the Act sets the requirements for Council in undertaking the Local Law process. In particular, the Act requires any Local Law process to be in accordance with the Councils Community Engagement Policy and further requires Council to make available the process undertaken in respect of the community engagement process undertaken.

Three key engagement milestones have been planned for the Local Law Review including internal stakeholders, external stakeholders and the community and businesses commencing in March 2024. To ensure compliance with the Act, these engagements activities will be undertaken in accordance with Councils Community Engagement Policy and the engagement provisions of the Guidelines for Local Laws Manual 2010.

The engagement process for all three cohorts will include various engagement mediums including in person workshops, online surveys and written submissions. This aspect of the review process is considered the most important in achieving a wide summary of current perceptions and is anticipated to be the most time-consuming aspect of the project.

### Internal consultation:

- Review Workshop with Communities Directorate – April 2024
- Review Workshop with Community Safety and Recovery Directorate – April 2024
- Review Workshop with Corporate Performance Directorate – April 2024
- Review Workshop with Infrastructure Directorate – April 2024

### Councillors:

- Councillor engagement (Workshop of approach to Local Law Review) – February 2024 (Completed)
- Councillor engagement – April 2024
- Councillor engagement (feedback from internal, community and business engagement) - July 2024
- Councillor engagement (Workshop on Draft Local Law) – September 2024
- Councillor engagement (Discuss community submissions) – January 2025
- Council Meeting (adoption of General Local Law 2024) - April 2025

## **External consultation:**

The external consultation of the project will commence in May 2024 and shall include Government agencies such as Victoria Police, Water Authorities, State Government etc.

These external agencies will be consulted in a number of mediums including a series of workshops, online surveys and the opportunity to present written submissions.

Further, to satisfy Section 74 of the Act, Council is required prior to adopting a Local Law to obtain a certificate from a qualified person stating that the person is of the opinion that the proposed Local Law is consistent with the Local Law requirements of the Act. The engagement of an Australian lawyer who has been admitted to the legal profession for at least 5 years satisfies this requirement.

- Legal Counsel (to be confirmed) engaged to review draft Local Law – July/August 2024.
- Legal Counsel engaged to review Local Law prior to adoption – January/February 2025
- Various external agencies including but not limited to Victoria Police, Water Authorities, Department of Energy, Environment and Climate Action (DEECA), Parks Victoria, Environment Protection Authority, Catchment Management Authorities etc – April/May 2024.

## **Community Engagement**

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. The level of community engagement to be undertaken includes:

- Community consultation workshops – May/June 2024
- Business consultation workshops – May/June 2024
- Online survey for community and businesses – May/June 2024
- Exhibition of Draft Local Law – November 2024

All engagement activities undertaken will be in accordance with Council's Community Engagement Policy and Guidelines for Local Law Review to ensure compliance with Section 73 of the Act.

## **Public Transparency Policy**

Public transparency principles are outlined within Section 58 of the Local Government Act 2020. In addition to the various sections of the Act relating to the process of implementing or reviewing Local Laws, the Local Law Review will be undertaken in compliance with the objectives of Council's Public Transparency Policy.

Additionally, under Section 73 of the Act, Council is required to publish the objectives of the proposed Local Law, the intended effect and ensure a copy of the proposed Local Law is available for inspection as well as advising of the community engagement process used in respect to the Local Law.

Upon adoption of a Local Law, Council is also required under Section 74 of the Act to publish a notice stating the title, objectives and effect of the Local Law and have this available for inspection at Council Offices and Council's website. Further, once adopted the Local Law must be published within the Government Gazette.

The Guidelines for Local Law Review 2010 also lists additional responsibilities in relation to the Local Law Community Impact Statement process which will be undertaken in accordance with the Guideline to further ensure public transparency.

## **6. LEGISLATIVE CONTEXT**

*Local Government Act 2020 (Vic)*

Division 3 – Local Laws provides the specific legislative requirements for Council when making Local Laws. The following sections apply in this instance:

- Section 11 (2) (j) Power of Delegation
- Section 55 (2) (c) Community Engagement Policy
- Section 71 Power to Make Local Laws
- Section 72 Local Law Requirements
- Section 73 Proposing a Local Law
- Section 74 Making a Local Law
- Section 75 Availability of a Local Law
- Section 76 Incorporation by Reference
- Section 77 Permits, Licenses, Fees and Charges
- Section 78 Delegation and Discretionary Authority
- Section 79 Penalties
- Section 80 Application of Local Law
- Section 81 Infringement Notices
- Section 82 Recovery of Penalty
- Section 83 Commencement of Local Law
- Section 84 Sunset Provision
- Section 313 (1) (a) (b) & (c) Proceedings
- Section 318 Obstructing Council
- Section 319 (1) & (2) Persons who are liable for offences

## **7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

The financial implications of the Local Law Review are negligible as most of the costs associated with the process relate to the use of existing Council resources including Council employees. To satisfy the Act, Council will need to engage the services of external Legal Counsel to review the draft and final Local Law prior to adoption. This financial implication has been accommodated within the Council budget process.



## 8. ENVIRONMENTAL IMPLICATIONS

Nil

## 9. OPPORTUNITIES AND RISK

### Opportunities:

The review of the existing General Local Law No.9 2022 presents an opportunity for Council and the community to develop a modern Local Law for the next decade which gives consideration to best practice characteristics including necessity, consistency, compliance, enforceability, accessibility, efficiency, accountability, transparency and currency.

The introduction of the principles of the Guidelines for Local Laws Manual 2010 within the review process will ensure that:

- A process to ensure that regulation is only implemented when there is a justified need;
- That only the most efficient forms of regulation are adopted; and
- That there is an adequate level of public consultation in the development of regulatory measures.

### Risk:

Compliance Risk

Although the current General Local Law No.9 2022 does not sunset until July 2032, a recent review of the Local Law has identified that there are a number of existing limitations and opportunities for improvement that necessitate the need for a review. Given the complexity and breadth of the General Local Law, it is difficult to undertake a detailed risk analysis of each particular provision within this report. Rather, to ensure Council manages the compliance risk associated with the process, the detailed LLCIS process for each proposed provision of the Local Law will include a detailed risk assessment which will form part of the draft Local Law and engagement processes.

## 10. CONCLUSION

Although the sunset provision for the existing Local Law expires 21 July 2032, recent review of the Local Law has found that there is an opportunity to improve the existing Local Law to ensure the Local Law has greater consistency and is sufficient in addressing the challenges for the next decade.

The presented project timeframes for Phase 1 of the Local Law Review include key milestones that ensure Council achieve the legislative requirements of the Local Government Act 2020, Guidelines for Local Laws Manual 2010 whilst also ensuring that internal, external and community engagement is undertaken consistently with existing Council policy and the Act.

## 8.6 Corporate

### 8.6.1 Audit & Risk Committee Half Yearly Report

<b>Directorate:</b>	Corporate
<b>Responsible Officer:</b>	Manager Governance and Risk
<b>Manager:</b>	Director Corporate
<b>Attachments:</b>	1. Audit Risk Committee Biannual Report to Council July-December 2023 [8.6.1.1 - 6 pages]
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Enablers</b> Governance Organisational strategy and performance
<b>Other Strategic Context:</b>	Audit & Risk Committee Charter

#### 1. PURPOSE

This report presents the activities of the Audit and Risk Committee for the period July 2023 to December 2023, in accordance with the Committee's Charter and section 54(5) of the Local Government Act 2020 (the Act).

#### 2. RECOMMENDATION

##### That Council

1. **Receives the biannual report of the Audit and Risk Committee for the period 1 July 2023 to 31 December 2023;**
2. **Affirms that the report demonstrates the Committee has discharged its responsibilities, as described in the Audit and Risk Committee Charter, for the reporting period; and**
3. **Thank outgoing Audit and Risk Committee Chair Linda MacRae for her service in that role.**

#### 3. BACKGROUND

Section 54(5) of the Act requires an Audit and Risk Committee to:

- a. prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and
- b. provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.

A half yearly report on the activities against the Committee's Charter was presented to the Audit and Risk Committee at its meeting on 16 February 2024, and the Committee endorsed it for presentation to Council.

### **Previous Council Discussion**

Not applicable.

## **4. DISCUSSION**

While the detailed report is attached, significant matters considered by the Committee in the six-month period include:

- Annual Financial and Performance Statements for 2022/23
- Provided feedback on the Draft Strategic Internal Audit Plan and endorsed the scope for the risk Management and Audit Plan Development audit.
- Received reports on the following internal audits:
  - Procurement and contract management
  - Human resources
  - Payment of reimbursements to staff and Councillors
- Provided feedback on the Strategic Risk Register
- Noted the review of the external audit function and the update on progress of the results of the Victorian Auditor General appointed auditors at the 2022-23 financial audit.

While outside the scope of the period of the biannual report, this report notes that at its meeting on 16 February 2024, the Committee appointed Independent Member Simone Knight as its Chair for the next 12 months and expressed its appreciation for the work and commitment of outgoing chair Linda MacRae.

The appointment, which was deferred from the December 2023 Audit and Risk Committee meeting due to the need to conclude the appointment of a new independent member, was undertaken in accordance with the Audit and Risk Committee Charter.

## **5. STAKEHOLDER ENGAGEMENT**

### **Internal consultation:**

- Audit and Risk Committee meeting 16 February 2024

### **Councillors:**

- Councillor Briefing 27 February 2024, presented by Chair Simone Knight
- 

### **External consultation:**

- Nil required

## Community Engagement

- Nil required

## Public Transparency Policy

This report meets the objective of Council's Public Transparency policy in that it provides information in relation to the performance of Council's Audit and Risk Committee.

## 6. LEGISLATIVE CONTEXT

*Local Government Act 2020 (Vic)*

Section 54(5) of the Local Government Act requires an Audit and Risk Committee to prepare a biannual report on its activities for Council, and for it to be tabled at a Council meeting.

## 7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

There are no financial implications in the preparation of this report.

## 8. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications in the preparation of this report.

## 9. OPPORTUNITIES AND RISK

### Opportunities:

The report presents an opportunity to demonstrate the role and value of the Audit and Risk Committee in providing assurance to the community of Council's management of its financial, performance and risk management activities.

### Risk:

Compliance Risk  
Reputation Risk

A risk exists that Council is non-compliant with the Act by failing to plan for the publication of the required biannual report from the Audit and Risk Committee, leading to adverse findings in an external or internal audit, and subsequent loss of confidence in the community.

Council controls for this risk by including the publication of the report in the Audit and Risk Committee's annual work plan.



# AUDIT AND RISK COMMITTEE

Half Yearly Report.  
1 July 2023 – 31 December 2023



OFFICIAL

## Audit & Risk Committee Half Yearly Report

### 1. INTRODUCTION

The Campaspe Shire Council Audit and Risk Committee (the Committee) operates in accordance with the Audit and Risk Committee Charter (the Charter) that was reviewed and adopted by Council at its meeting held on 21 November 2023.

The Charter, in alignment with the Local Government Act 2020, requires the Chairperson, through the Chief Executive Officer, to prepare a report to Council, twice per annum on the Committee's activities. The Committee has agreed that a report on activities will be prepared for July to December with a full year report covering July to June. Such reports will outline how the Committee has discharged its responsibilities contained in its Charter.

The Committee reviewed the half yearly report for the reporting period 1 July 2023 to 31 December 2023 at its meeting held on 16 February 2024 and confirmed that it is an accurate reflection of the Committee's work.

### 2. AUDIT AND RISK COMMITTEE ACTIVITIES

Within the reporting period, the Audit and Risk Committee met on three occasions, 15 September 2023, 26 October 2023 and 1 December 2023.

The following table outlines the activities of the Committee during the reporting period and is reported under the areas of responsibilities defined within the Audit and Risk Committee Charter.

Financial & Performance Reporting
<p><b>15 September 2023</b></p> <ul style="list-style-type: none"> <li>Reviewed the Annual Financial and Performance Statements for the 2022/23 year. The review included presentation and discussion of the Victorian Auditor General's Office (VAGO) drafts of the 2022/23 Management Letter and Closing Report. After review and consideration of all documentation, the Committee recommended to Council that the Annual Financial and Performance Statements be signed. The Committee noted that there are four unresolved audit issues and two partially resolved matters, comprising four low and two medium risks. Management have set realistic timeframes to implement the recommendations relating to these risks.</li> </ul> <p><b>26 October 2023</b></p> <ul style="list-style-type: none"> <li>Noted the financial position of Council for the quarter ending 30 September 2023.</li> </ul>
Internal Control Environment
<p><b>26 October 2023</b></p> <ul style="list-style-type: none"> <li>Noted the status of the Policy Update Register.</li> <li>Endorsed the proposed Risk Management and Audit Plan Development scope.</li> </ul> <p><b>1 December 2023</b></p> <ul style="list-style-type: none"> <li>Noted changes to key systems and their impact on Council's risk profile.</li> <li>Reviewed and provided feedback into the Draft Strategic Internal Audit Plan.</li> </ul>
Risk Management
<p><b>15 September 2023</b></p> <ul style="list-style-type: none"> <li>Reviewed Councils risk profile and significant changes to it and recommended to Council that the updated Strategic Risk Register be approved. The Committee also noted further refinement was required in relation to the description "Controls and Residual Risk Rating" of the added risk of climate change and extreme weather events.</li> </ul> <p><b>26 October 2023</b></p>

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## Audit & Risk Committee Half Yearly Report

<ul style="list-style-type: none"> <li>• Noted that Council had completed its Strategic Risk Review in line with recommendations of the Committee.</li> <li>• Received a report regarding the Disaster Recovery System Council has in place and the proposed Data Recovery Testing Plan (including cyber security testing).</li> <li>• Received information of the increases in insurance premiums incurred by Council.</li> </ul> <p><b>1 December 2023</b></p> <ul style="list-style-type: none"> <li>• Noted the CSC Risk Register.</li> <li>• Discussed the Business Continuity Plan noting a review will be undertaken on the recruitment of a Manager Governance &amp; Risk.</li> <li>• Received a report on Council's cyber security protection status and update on current activities designed for the ongoing improvement of Council's cyber protection systems.</li> </ul>
<b>Fraud Prevention Systems &amp; Controls</b>
<p><b>15 September 2023</b></p> <ul style="list-style-type: none"> <li>• The CEO brought a matter to the attention of the Committee.</li> </ul> <p><b>26 October 2023</b></p> <ul style="list-style-type: none"> <li>• Provided input into the Fraud Minimisation and Reporting Procedure, noting changes to the Australian Standards in respect of Fraud and Corruption definitions.</li> </ul>
<b>Internal Audit</b>
<p><b>15 September 2023</b></p> <p>Three Internal Audits were completed by the Internal Auditor, AFS.</p> <p><b>1. Procurement &amp; Contract Management</b></p> <p>The areas of scope of the Procurement and Contract Management Audit were to:</p> <ul style="list-style-type: none"> <li>• Evaluate the CSC's procurement and contract management frameworks against best practice and guidelines within the industry.</li> <li>• Consider whether practices adopted over procurement promote best value, efficiency and sufficiently manage associate risks.</li> <li>• Assess procurement practices on a sample basis, including internal controls, delegated approvals and compliance with policies and procedures.</li> <li>• Evaluate CSC's contract management frameworks against best practice and guidelines within the industry.</li> <li>• Ensuring quality assurance over contract management exists.</li> <li>• Assess contract practices on a sample basis, including internal controls, delegated approvals and compliance with policies and procedures.</li> <li>• Evaluate performance monitoring, reporting and key performance indicators.</li> <li>• Confirm systems and processes are in place to support effective procurement and contract management.</li> </ul> <p>The report outlined eight areas of strength that were deemed managed. Six risk findings were identified. Three were rated as moderate risks and three as minor. Management will progressively implement the audit recommendations relating to these identified risks.</p> <p><b>2. Human Resources</b></p> <p>The areas of scope of the Human Resources audit were to:</p>

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## Audit & Risk Committee Half Yearly Report

- Confirm the existence of core HR policies generally required in a HR Policy Framework to effectively manage HR risk.
- Identify software systems used within the HR business unit.
- Review recruitment policies and procedures including confirmation of new position approval controls (CEO and budget approval).
- Review the integrity (police) checking of internal appointments and promotions to mitigate potential fraud and corruption risks.
- Identify key HR metrics reporting and comment on any gaps.
- Assess employee performance appraisal processes, ensuring basic requirements are met.
- Assess staff development processes including budget allowances and consumption.
- Confirm the existence of employee exit procedures and controls including return of Council assets, removal of IT and site access.
- Assess return to work management.
- Assess Council's policies and procedures relating to claims/allegations and investigations (eg. Bullying and harassment) against better practice.

The report outlined nine areas of strength and deemed managed. Seven risk findings were identified comprising one major risk and three moderate and three minor risks. Management will progressively implement the audit recommendations relating to these identified risks.

### 3. Payment of Reimbursements to Staff and Councillors

The areas of scope of the Payment of Reimbursements to Staff and Councillors were to:

- Evaluate the framework, policies and procedures in place to manage reimbursements against industry guidelines and legislative requirements,
- Assess compliance of practices with the *Local Government Act 2020* and CSC's policies and procedures.
- Analysis on a sample basis of expense reimbursements made to Councillors and staff.
- Confirm appropriate governance and controls exist to support justification and evidence for reimbursements and seeking appropriate approval.

The report outlined five areas of strength and deemed managed. Three minor areas of risk were identified. Management will progressively implement the audit recommendations relating to these identified risks.

The meeting of 15 September 2023 also:

- Reviewed the status of the Internal Audit Program.
- Recommended to Council the appointment of an Internal Audit Provider.
- Met with the Internal Auditor in the absence of management.
- Met with the External Auditor in the absence of management.

### 26 October 2023

- Noted the Outstanding internal Audit Actions register.
- Were advised of an updated response to the Procurement and Contract Management Audit.



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## Audit & Risk Committee Half Yearly Report

### External Audit

#### 26 October 2023

- Noted the review of the external audit function and provided feedback to the external auditors and VAGO.

#### 1 December 2023

- Received an update of the progress of addressing management letter points raised by the Victorian Auditor General appointed auditors at the 2022-23 financial audit.

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## Audit & Risk Committee Half Yearly Report

Compliance Management
<p><b>15 September 2023</b></p> <ul style="list-style-type: none"> <li>Considered reports by regulatory agencies on investigations and relevance for Council</li> </ul>
<p><b>26 October 2023</b></p> <ul style="list-style-type: none"> <li>Received a summary of the recommendations coming out of the Operation Sandon report.</li> </ul>
Reporting to Council
<p><b>15 September 2023</b></p> <ul style="list-style-type: none"> <li>Noted the Audit and Risk Committee 2022-2023 Annual Report was reported to Council at the 15 September 2023 Council meeting.</li> </ul>
Review of Charter
<p><b>26 October 2023</b></p> <ul style="list-style-type: none"> <li>Received a review of the proposed change to the remuneration for the Audit and Risk Committee Chairperson and Independent Members.</li> <li>Reviewed and endorsed changes to the Audit and Risk Committee Charter.</li> </ul>
Other Matters
<p><b>15 September 2023</b></p> <ul style="list-style-type: none"> <li>Noted the timeline for the appointment of a new Audit and Risk Committee member noting the panel would consist of the CEO, Audit and Risk Committee Chair and a Councillor member.</li> </ul>
<p><b>26 October 2023</b></p> <ul style="list-style-type: none"> <li>Received a report summarising Councillor expenses &amp; reimbursements received in accordance with Council's adopted Councillor Expenses Policy.</li> <li>Noted the Audit and Risk Committee Annual Work Plan.</li> <li>Received a Procurement report regarding Council's performance against Key Performance Indicators.</li> <li>Noted the staff excess leave report and resolved that it no longer requires this report.</li> <li>Noted the quarterly Occupational Health and Safety Report.</li> </ul>
<p><b>1 December 2023</b></p> <ul style="list-style-type: none"> <li>Received a report summarising Councillor expenses &amp; reimbursements received in accordance with Council's adopted Councillor Expenses Policy.</li> <li>Noted the Audit and Risk Committee Annual Work Plan.</li> </ul>

## 8.6.2 Midyear Budget Review and Quarterly Financial Report

<b>Directorate:</b>	Corporate
<b>Responsible Officer:</b>	Manager Finance and Investment
<b>Manager:</b>	Director Corporate
<b>Attachments:</b>	1. Quarterly Financial Reports Q 2 2024 [8.6.2.1 - 10 pages]
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Enablers</b> Financial services
<b>Other Strategic Context:</b>	Budget Financial Plan

### 1. PURPOSE

The purpose of this report is to:

1. Present Council's financial position for the six months ended 31 December 2023.
2. Present the revised full 2023/24 financial year forecast to 30 June 2024.

### 2. RECOMMENDATION

#### That Council

1. **Receives the Financial Report, consisting of the Income Statement, Balance Sheet, Cash Flow Statement, and Statement of Capital Works for the period 1 July to 31 December 2023.**
2. **As per Section 97(3) of the Local Government Act 2020, resolve to accept the Chief Executive Officer's opinion that a revised Budget is not required.**
3. **Note the full 2023/24 financial year forecast budget improvement to a deficit of \$1,470,728.**

### 3. BACKGROUND

The *Local Government Act 2020 (The Act)* Section 97 requires that a quarterly budget report comparing budgeted revenue and expenditure for the financial year with actual revenue and expenditure year to date is presented to the Council at a Council meeting which is open to the public.

The purpose of this report is to inform the community of the performance of the Council at the end of the six months of the financial year, to 31 December 2023, as set out in the attachments:

- Income Statement Comparison of 2023/24 budget and 2023/24 actuals for the six months ended 31 December 2023.

- Balance Sheet Comparison of 2023/24 budget and 2023/24 actuals for the six months ended 31 December 2023.
- Cash Flow Statement Comparison of 2023/24 budget and 2023/24 actuals for the six months ended 31 December 2023.
- Statement of Capital Works Comparison of 2023/24 budget and 2023/24 actuals for the six months ended 31 December 2023.

## Previous Council Discussion

Councillor Briefing: 27 February 2024

## 4. DISCUSSION

### Quarterly Financial Statements

Council has had a positive six (6) months budget versus actual result to 31 December 2023, with an overall result of \$1,030,000 surplus.

It is important to note that while the budget net result of \$1,030,000 surplus is an improvement on original budget for the 6 months to 31 December 2023, this is not the full revised 2023/24 financial year forecast budget result.

Council's adopted operational budget position for the full 2023/24 financial year was a deficit of \$4,976,502. The \$1,030,000 surplus for the first 6 months goes towards reducing this operational deficit for the full financial year. Based on the adopted budget, Council is still left with an operating deficit for the current financial year of \$3,946,540 as of 31 December 2023.

### Income Statement

The major variations to budget for the six months ended 31 December 2023 are:

- Revenue is greater than budgeted by \$1.56 million. The variance is largely due to increased investment interest compared to budget of \$0.98 million, \$0.72 million contributed assets (non-monetary), sale of land \$17k and \$45k from trade-ins received on plant items due for replacement.
  - Rates revenue is greater than budget by \$26k due to new developments triggering the supplementary rate process.
  - Fees and charges are greater than budgeted with the following contributing to the variance, Quarry rock sales \$436k, Holiday Park \$557k, Water sales \$25k, Aquatic programs \$52k, Car parking \$77k. These revenue increases to budget are being offset by services less than budgeted, Transfer Station \$296k, Livestock Exchange \$53k, and Childcare \$147k.
  - Capital grants is greater than budgeted due to grants being received this year but budgeted in prior years, these are Waranga Rail Trail funding, Vic Park boat ramp funding, and \$1.65 million of Phase 4 LRCI funding being received. These are being offset by Roads to Recovery funding not yet being claimed.
- Expenses are greater than budgeted by \$0.53 million and include:
  - The payment of the full year contribution to Campaspe Port Enterprise of \$2.14 million in the second quarter. The contribution was budgeted to be paid quarterly. The full year payment has resulted in a higher actual vs budget variance of \$1.07 million.
  - Net increase in materials and services of \$0.36 million comprised of:

- Increases in consultant payments to either backfill vacant roles or undertake specialist work across the organisation for a total of \$1.421 million.
- Increases in legal expenses of \$126k across Council.
- Increases in IT support and licencing of \$118k across Council.
- Increases across various other service areas totalling \$170k.
- Savings in plant and fleet costs to date of \$289k, insurance \$315k, timing of receipt of invoices for waste \$567k and service level contributions \$304k.
- Higher depreciation than budgeted of \$261k
- Various other expenses that contributed a net total increase in expenditure of \$250k.
- Savings in employee expenses of \$1.41 million due to vacancies across the organisation offset the increased expenditure above.

### Capital Works Statement

The following comparisons can be made with reference to the Statement of Capital Works:

- \$7.3 million of the \$11.13 million carried over capital works have been completed in the first half of the year.
- There have been delays with renewal works planned for the Kyabram Service Centre and the Echuca Civic Centre.
- Boat ramp works have commenced but there have been delays due to high river levels.
- The delays in completing the Breen Avenue walking track in Kyabram are the result of VicTrack delays. These issues are taking time to work through.
- The kerb and channel replacement program for the current year is progressing ahead of schedule but the replacement of flood pumps has been delayed enabling a standard design for flood pumps to be investigated and implemented. This will allow easier replacement in the future.
- Vehicle and plant lead times continue to cause delays. Most of the items scheduled for replacement have been ordered but due to lead times will not be received in the current year.

### Mid-Year 2023/24 Financial Year Forecast Budget Review

The above sections of the report related to the financial performance of Council for the 6 months to 31 December 2023. This section relates to the forecast full year result.

To the period ending 31 January 2024, the leadership team have reviewed budgets and actual expenditure and have provided updated forecasts for revenue and expenditure for the balance of the 2023/24 financial year. As a result, the adopted full year budget deficit of \$4,976,502 has been reviewed and a forecast total of \$3,505,774 in net savings has been identified. The savings identified have amended Council's overall 2023/24 full year forecast deficit down to \$1,470,728:

2023/24 Forecast Variations: Report as at 7 Feb 2024		
Adopted 2023/24 Budget	(4,976,502)	<b>Deficit</b>
Reviewed 2023/24 Budget Forecast	(1,470,728)	<b>Deficit</b>
Net Movement in Forecast	3,505,774	

Income / Revenue	2023/24 Original Budget (\$)	2023/24 Forecast Budget (\$)	Forecast Variance (\$)
Rates & Charges	53,583,274	54,203,246	619,972
Fees & Charges	11,652,248	11,806,920	154,672
Interest Revenue	2,030,000	3,688,885	1,658,885
Other Income	1,143,813	2,848,564	1,704,751
Grants - Operating	16,116,463	16,459,967	343,504
Grants - Capital	2,622,794	4,701,745	2,078,951
Sale of Assets	110,000	764,136	654,136
<b>Total Revenue Forecast Movement</b>	<b>87,258,592</b>	<b>94,473,463</b>	<b>7,214,871</b>
<b>Expense</b>			
Employee Costs	34,780,089	33,431,275	(1,348,814)
Material & Contracts	25,743,238	29,791,572	4,048,334
Depreciation	23,292,323	23,651,245	358,922
Other Expenses	8,270,227	8,852,564	582,337
Interest Expense	149,217	155,881	6,664
Cost of Assets Sold	0	60,293	60,293
Write off Assets	0	1,361	1,361
<b>Total Expense Forecast Movement</b>	<b>92,235,094</b>	<b>95,944,191</b>	<b>3,709,097</b>
<b>Net Result (Deficit in Red)</b>	<b>(4,976,502)</b>	<b>(1,470,728)</b>	<b>3,505,774</b>

Some of the significant variations identified are detailed below. They make up the bulk variation of the \$3,505,774 net movement:

Directorate	Department	Item	Amount \$'000	Comments
<b>Revenue</b>				
Corporate	Capital Income	Grants - Capital	1,954	1st payment of Phase 4 of LRCI - All capital works related
<i>Other Income</i>				
Corporate	Capital Income	Contributions	751	Fixed assets transferred to Council's control on the completion of the Echuca Fields subdivision.
Infrastructure	Land Rentals	Property - Rent & Lease	636	Lease of waste facility at Mt Scobie for flood waste
<i>Interest Revenue</i>				
Corporate	Finance	Interest on Investments	1,659	Revised forecast based on investment level and expected interest rate on Term Deposits
<b>Total Revenue Movement - Significant Items</b>			<b>5,000</b>	

Directorate	Department	Item	Amount \$'000	Comments
<b>Expense</b>				
<i>Employee Costs</i>				
All Directorates	All Departments	Employee Costs	-1,535	Net saving in employee costs due to vacancies.
<i>Materials &amp; Contracts</i>				
Community Safety & Recovery	Natural Disaster Relief	Contractors	1,527	Expenditure brought to account in the 2023/24 budget for Natural Disaster operational expenditure. This is covered by funding received by Council in the previous financial year (2022/23) - a timing movement.
Council Wide	Department Wide	Consultants	1,024	Due to vacancies, consultants have been utilised to provide essential council services including Building Control, People and Culture and other services.
<i>Depreciation</i>				
Infrastructure	Strategic Asset Management		365	Reassessment of depreciation budget for the year
<b>Total Expense Forecast Movement - Significant Items</b>			<b>1,381</b>	
<b>Overall Net Forecast Movement - Significant Items</b>			<b>3,619</b>	

Other minor budget variations, as a cumulative total, make up the remaining movement forecast of (\$114,000).

### Section 97(3) Requirement

As part of this report, under Section 97(3) of the Local Government Act 2020, the second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

In accordance with Section 97(3) of the Act the Chief Executive Officer, supported by the Manager Finance and Investment, concludes that a revised budget for 2023/24 is not required.

## **5. STAKEHOLDER ENGAGEMENT**

### **Internal consultation:**

- Executive Team briefing

### **Councillors:**

- Briefing 27 February 2024

### **External consultation:**

Audit and Risk Committee – Mid-year financial performance was tabled and reviewed with the Audit and Risk Committee at its 16 February meeting. This committee comprises Councillors and independent community members with relevant experience and expertise.

### **Community Engagement**

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. The level of community engagement undertaken was:

Inform: Communicate a change, focusing on why, when and how it will happen (Community influence: Nil). This report is provided to inform the community on Council's progress against the 2023/24 budget when compared to the actual, as of 31 December 2023. It also provides a forecast, based on the best estimates of staff and including known variations in both revenue and expenditure to the end of January 2024 for the likely financial performance of Council for the full 2023/24 financial year.

### **Public Transparency Policy**

Under Council's Public Transparency Policy and Principles, outlined in section 58 of the Local Government Act (Vic) 2020, the six-monthly budget review allows for transparency and public awareness by reporting to the community on the progress of the 2023/24 financial year budget. The overall outcome of this process is to:

- (a) increase confidence and trust in the community through greater understanding and awareness.
- (b) provide information that is current, easily accessible and disseminated in a timely manner.
- (c) reassure the community that Council is spending public monies appropriately.

## 6. LEGISLATIVE CONTEXT

*Local Government Act 2020 (Vic) Section 97*

## 7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

The financial implications are detailed in the body of the report and attachments. For the six months to 31 December 2023, Council has an operating budget surplus of \$1,030,000 and for the full financial year, to 30 June 2024, Council has an improved operating forecast budget deficit of \$1,470,728.

## 8. ENVIRONMENTAL IMPLICATIONS

Environmental sustainability issues or opportunities are not directly related to this report.

## 9. OPPORTUNITIES AND RISK

### Opportunities:

Opportunities have been identified in the 2023/24 financial year budget that have led to an overall improvement in budgeted result and the full year forecast through budget savings and increased revenue opportunities.

### Risk:

**Compliance Risk** - Council is required, under Section 97 of the *Local Government Act 2020*, to undertake a quarterly budget review against the adopted 2023/24 budget. This report is provided to meet this legislated obligation. Failure to adhere to this compliance could result in Council receiving a formal breach notification from the Office of Local Government.

**Financial Risk** - Council monitors financial budget allocations on a regular basis, and as required under legislation, to identify opportunities for savings/improvements as well as to ensure adequate controls are in place to manage expenditure and revenue. The overall aim is to reduce the original 2023/24 operating deficit, whilst maintaining service delivery. Failure to monitor budgets could result in overspends going unchecked or revenue not being matched to budget expectations and Council running a larger deficit for the financial year.

**Reputation Risk** – Poor community engagement poses a significant reputational risk for Council; it is a service highly valued by the community and it helps to build long-term relationships and trust in government. Council must show that it can manage/control expenditure and pursue revenue opportunities that provide overall maximised benefit/return to the community. Council can measure this through reporting back to the community on progress of budget and variations.

### Risk Matrix Table

Risk	Likelihood	Consequence	Rating	Mitigation action
Compliance	Possible	Minor	Low	Report by due dates
Financial	Possible	Minor	Low	Regular monitoring
Reputation	Possible	Minor	Low	Transparency in reporting



## **10. CONCLUSION**

In accordance with Section 97(3) of the Act the Chief Executive Officer, supported by the Manager Finance and Investment, concludes that a revised budget for 2023/24 is not required.

## Campaspe Shire Council

2023/2024 Quarterly Financial Report

## Consolidated Comprehensive Income Statement

for the period from 01/07/23 to 31/12/23

		<b>Actual</b> 01/07/23 to 31/12/23 \$ '000	<b>Budget</b> 01/07/23 to 31/12/23 \$ '000	\$ Variance Actual vs. Budget \$ '000	% Variance Actual vs. Budget %
	Notes				
<b>Income / Revenue</b>					
Rates and charges	1	<b>49,184</b>	48,918	266	1%
Statutory fees and fines		<b>633</b>	604	29	5%
User fees	2	<b>7,452</b>	7,138	314	4%
Grants - operating	3	<b>1,367</b>	5,499	(4,132)	(75)%
Grants - capital	4	<b>2,079</b>	512	1,567	306%
Contributions - monetary	5	<b>242</b>	58	184	317%
Contributions - non monetary	6	<b>751</b>	-	751	-
Net gain on disposal of property, infrastructure, plant and equipment	7	<b>589</b>	-	589	-
Other income	8	<b>3,265</b>	1,272	1,993	157%
<b>Total income / revenue</b>		<b>65,562</b>	<b>64,001</b>	<b>1,561</b>	<b>2%</b>
<b>Expenses</b>					
Employee costs	9	<b>16,052</b>	17,466	1,414	8%
Materials and services	10	<b>16,720</b>	16,354	(366)	(2)%
Depreciation	11	<b>11,869</b>	11,608	(261)	(2)%
Amortisation - Right of use assets		-	-	-	-
Bad and doubtful debts - allowance for impairment losses		-	-	-	-
Borrowing costs		<b>73</b>	66	(7)	(11)%
Finance Costs - Leases		-	-	-	-
Net loss on disposal of property, infrastructure, plant and equipment		-	-	-	-
Other expenses	12	<b>4,857</b>	3,546	(1,311)	(37)%
<b>Total expenses</b>		<b>49,571</b>	<b>49,040</b>	<b>(531)</b>	<b>(1)%</b>
<b>Surplus/(deficit) for the year</b>		<b>15,991</b>	<b>14,961</b>	<b>1,030</b>	<b>6%</b>

**Campaspe Shire Council**  
**Comprehensive Income Statement for**  
the period from 01/07/23 to 31/12/23

2023/24 Quarterly Financial Report

**Notes to the Income Statement**

1. (Rates and Charges) - New development has triggered the supplementary rate process, additional rate revenue of \$266k has been generated.
2. (User Fees) - A favourable result with several services greater than budgeted, Quarry rock sales \$436k, Holiday Park \$557k, Water sales \$25k, Aquatic programs \$52k, Car parking \$77k. Being offset by services less than budgeted, Transfer Station \$296k, Livestock Exchange \$53k, and Childcare \$147k.
3. (Grants operating) – The 2023/24 Financial Assistance Grants were full pre-paid in June 2023. An underpayment of the 2022/23 allocation of \$612k will be paid quarterly in 2023/24.
4. (Grants capital) – An instalment of the Black Summer Bushfire grant (\$300k) for the Waranga Rail Trail, a progress payment for the redevelopment of the Vic Park boat ramp and \$1.65M of LRCI Phase 4 has been received. These are being offset by Roads to Recovery grants not yet being received.
5. (Contributions monetary) – Unbudgeted funding of \$100k has been received for the Healthy Loddon Campaspe program and \$74k developer contributions to public opens spaces.
6. (Contributions non-monetary) – Fixed assets transferred to Councils control on the completion of the Echuca Fields subdivision.
7. (Gain or loss on the disposal of property, plant & equipment) – \$445k has been received as trade ins when replacing plant and \$175k is from the sale of land at Gunbower, part of Moore Street carpark in Rochester and Greiner Court Tongala.
8. (Other income) - Interest rates being received on investments are much greater than the rate used for setting the budget. Due to the uncertainty in the economy at the time, a conservative approach was used. Also includes rental income for the Mount Scobie waste facility of \$744k which is unbudgeted revenue related to flood waste management.
9. (Employee expenses) – Vacancies across the organisation have resulted in savings in employee costs.
10. (Materials and services) – Savings in plant and fleet costs to date of \$289k, insurance \$315k and timing of receipt of invoices for waste \$567k and service level contributions \$304k are being offset by consultant payments in HR and Building of \$734k. There are many other minor savings that contribute to the variance to date. These may be timing issues or genuine savings. This will not be known until the budget review.
11. (Depreciation) – Actual depreciation is greater than budgeted due to revaluations completed at year end increasing the value of the infrastructure assets being depreciated. The increase is greater than expected when setting the budget.

**Campaspe Shire Council**  
**Comprehensive Income Statement** for  
the period from 01/07/23 to 31/12/23

2023/24 Quarterly Financial Report

12. (Other expenses) – Council’s financial contribution to Campaspe Port Enterprise was budgeted to be paid quarterly, the full year payment of \$2.144 m was made in the second quarter.

Campaspe Shire Council  
Consolidated Balance Sheet for the  
period from 01/07/23 to 31/12/23

2023/2024 Quarterly Financial Report

		Actual 01/07/23 to 31/12/23 \$ '000	Budget 01/07/23 to 31/12/23 \$ '000	\$ Variance Actual vs. Budget \$ '000	% Variance Actual vs. Budget %
	Notes				
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	1	3,954	4,384	(430)	(11)%
Trade and other receivables	2	34,606	38,000	(3,394)	(10)%
Other financial assets	3	82,000	40,505	41,495	51%
Inventories		843	900	(57)	(7)%
Other assets	4	2,689	1,157	1,532	57%
<b>Total current assets</b>		<b>124,092</b>	<b>84,946</b>	<b>39,146</b>	<b>32%</b>
<b>Non-current assets</b>					
Trade and other receivables		-	32	(32)	-
Other financial assets	3	-	19,514	(19,514)	-
Property, infrastructure, plant and equipment	5	793,214	798,887	(5,673)	(1)%
Intangible assets	6	4,261	3,919	342	8%
Right-of-use assets		532	1,160	(628)	(118)%
<b>Total non-current assets</b>		<b>798,007</b>	<b>823,512</b>	<b>(25,505)</b>	<b>(3)%</b>
<b>Total assets</b>		<b>922,099</b>	<b>908,458</b>	<b>13,641</b>	<b>1%</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	7	2,393	2,000	(393)	(16)%
Trust funds and deposits	8	1,910	2,216	306	16%
Unearned income/revenue	9	5,735	6,500	765	13%
Provisions	10	6,928	6,860	(68)	(1)%
Interest-bearing liabilities	11	808	1,230	422	52%
Lease liabilities		427	332	(95)	(22)%
<b>Total current liabilities</b>		<b>18,201</b>	<b>19,138</b>	<b>937</b>	<b>5%</b>
<b>Non-current liabilities</b>					
Trust funds and deposits	8	18	29	11	61%
Provisions	10	314	391	77	25%
Interest-bearing liabilities	11	3,991	2,331	(1,660)	(42)%
Lease liabilities		121	589	468	387%
<b>Total non-current liabilities</b>		<b>4,444</b>	<b>3,340</b>	<b>(1,104)</b>	<b>(33)%</b>
<b>Total liabilities</b>		<b>22,645</b>	<b>22,478</b>	<b>(167)</b>	<b>(1)%</b>
<b>Net assets</b>		<b>899,454</b>	<b>885,980</b>	<b>13,474</b>	<b>1%</b>
<b>Equity</b>					
Accumulated surplus		312,781	319,531	(6,750)	(2)%
Reserves		586,673	566,449	20,224	3%
<b>Total Equity</b>		<b>899,454</b>	<b>885,980</b>	<b>13,474</b>	<b>1%</b>

**Campaspe Shire Council**  
**Comprehensive Balance Sheet**  
for the period from 01/07/23 to 31/12/23

2023/24 Quarterly Financial Report

**Notes to the Balance Sheet**

1. (Cash & cash equivalents) – It is difficult to predict the exact cash position when setting the budget as this is dependent on the timing of the receipt of income and the payment of invoices.
2. (Trade & other receivables) – The collection of rates is above the target collection rate.
3. (Other financial assets current & non-current) – The budget was set based on business as usual, it did not account for the receipt in advance of disaster relief funding or grants received from other levels of government to assist in the flood recovery. In addition, the Financial Assistance Grants were fully prepaid in June giving an additional \$14 million available to invest. These funds will be redeemed for cash flow purposes as the year progresses.
4. (Other assets) – Other assets are recognition of an insurance claim and local roads and infrastructure grant accrued back to 2022-23 of \$632k and accrued investment interest of \$1.9 million.
5. (Property, plant & equipment) – Delivery of capital works is tracking well and includes the carryover capital works from 2022/23.
6. (Intangible assets) – The value of the water rights increased slightly more than was expected when setting the budget.
7. (Trade & other payables) – Trade payables are tracking well to budget.
8. (Trust funds & deposits current & non-current) – The budget for trust funds and deposits is based on the prior year, it is difficult to predict what might be received or returned as it is dependent on what work is being carried out that requires the payment of a bond.
9. (Unearned income) – Unearned income is made up of any grant payments that have been received in advance for specific projects. These funds will be recognised as revenue as the projects progress.
10. (Provisions current & non-current) – Provisions are tracking to budget.
11. (Interest bearing loans current & non-current) – The budget was set based on the assumption that we were due to draw down a loan in 21/22, the loan was drawn down in 22/23 which has impacted on the budget for non-current loans.

## Campaspe Shire Council

2023/2024 Quarterly Financial Report

## Consolidated Statement of Cash Flows

for the period from 01/07/23 to 31/12/23

		Actual 01/07/23 to 31/12/23 Inflows/ (Outflows) \$ '000	Budget 01/07/23 to 31/12/23 \$ '000	\$ Variance Actual vs. Budget \$ '000	% Variance Actual vs. Budget %
	Notes				
<b>Cash flows from operating activities</b>					
Rates and charges	1	20,042	24,516	(4,474)	(22)%
Statutory fees and fines	2	634	636	(2)	0%
User fees	3	6,289	7,800	(1,511)	(24)%
Grants - operating	4	1,367	8,088	(6,721)	(492)%
Grants - capital	5	2,080	384	1,696	82%
Contributions - monetary	6	242	-	242	100%
Interest received	7	2,104	1,014	1,090	52%
Trust funds and deposits taken		367	-	367	100%
Other receipts	8	706	126	580	82%
Net GST refund/payment		54	-	54	100%
Employee costs	9	(16,111)	(17,400)	1,289	(8)%
Materials and services	10	(20,521)	(13,776)	(6,745)	33%
Other payments	11	(4,857)	(3,372)	(1,485)	31%
<b>Net cash provided by/(used in) operating activities</b>		<b>(7,604)</b>	<b>8,016</b>	<b>(15,620)</b>	<b>205%</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	12	(14,862)	(13,732)	(1,130)	8%
Proceeds from sale of property, infrastructure, plant and equipment	13	651	-	651	100%
Payments for investments	14	(16,000)	-	(16,000)	100%
Proceeds from sale of investments		36,000	6,350	29,650	82%
<b>Net cash provided by/(used in) investing activities</b>		<b>5,789</b>	<b>(7,382)</b>	<b>13,171</b>	<b>228%</b>
<b>Cash flows from financing activities</b>					
Finance costs		(73)	(66)	(7)	10%
Proceeds from borrowings		-	-	-	-
Repayment of borrowings		(794)	(804)	10	(1)%
Interest paid - lease liability		-	(8)	8	-
Repayment of lease liabilities		8	(150)	158	1,975%
<b>Net cash flow provided by/(used in) financing activities</b>		<b>(859)</b>	<b>(1,028)</b>	<b>169</b>	<b>(20)%</b>
<b>Net Increase (decrease) in cash and cash equivalents</b>		<b>(2,674)</b>	<b>(394)</b>	<b>(2,280)</b>	<b>85%</b>
Cash and cash equivalents at the beginning of the financial year		6,628	4,778	1,850	28%
<b>Cash and cash equivalents at the end of the financial year</b>		<b>3,954</b>	<b>4,384</b>	<b>(430)</b>	<b>(11)%</b>

**Campaspe Shire Council**  
**Comprehensive Cashflow Statement for**  
 the period from 01/07/23 to 31/12/23

2023/24 Quarterly Financial Report

**Notes to the Cashflow Statement**

1. (Rates & charges) – cash collected from the payment of rates is below what was predicted when setting the budget, which is budgeted based on prior year profile of when cash was collected.
2. (Statutory fees & fines) – Cash collected from statutory fees and fines is tracking inline with what was expected when setting the budget.
3. (User fees) – The split between user fees and other receipts has been changed since the budget was set, which accounts for \$500k of the variance. The remainder can be attributed to a number of service being under budget in user fees.
4. (Grants operating) – The prepayment of the Financial Assistance Grants in 2022/23 is impacting on the cashflow, the budget was set based on receiving these payments in the current financial year.
5. (Grants capital) – Grants for projects that are multiyear projects are recognised in the year budgeted but the actual funds can be received in later years.
6. (Contributions monetary) - \$100k for the Healthy Loddon Campaspe program has been received, Murray Shire contribution to library operations \$64k and \$74k developer contribution to public open space.
7. (Interest received) – Interest rates being received on investments are much greater than the rate used for setting the budget. Due to the uncertainty in the economy at the time a conservative approach was used.
8. (Other receipts) – The split between user fees and other receipts has been changed since the budget was set, which accounts for \$500k of the variance.
9. (Employee costs) – Vacancies across the organisation resulting in savings of employee costs.
10. (Materials & services) – The greater than budgeted payment for materials and services also considers the actual movement in the balance sheet for trade payables between last year and this year as well as any additional costs greater than budgeted.
11. (Other payments) – Council’s financial contribution to Campaspe Port Enterprise was budgeted to be paid quarterly, the full year payment of \$2.144 m was made in the second quarter.
12. (Payments for property, infrastructure, plant & equipment) – The timing of the delivery of the capital program impacts on the actual result versus the budget. The delivery of the capital program is on track and the majority of carried forwards works are either completed or the funds have been committed for the delivery of the projects.
13. (Proceeds from sale of property, infrastructure, plant & equipment) – \$445k has been received as trade ins when replacing plant and \$175k is from the sale of land at Gunbower, part of Moore Street carpark in Rochester and Greiner Court Tongala.



**Campaspe Shire Council**  
**Comprehensive Cashflow Statement**  
for the period from 01/07/23 to 31/12/23

2023/24 Quarterly Financial Report

14. (Payments for and proceeds from sale of investments) – Investments are reinvested or redeemed to meet cashflow requirements.

**Campaspe Shire Council**  
**Statement of Capital Works**  
for the period from 01/07/23 to 31/12/23

		Actuals	Budget	Variances		Full Year Budget	Actual	Budget
	Notes	01/07/23 to 31/12/23 \$'000	01/07/23 to 31/12/23 \$'000	Actual v Bgt \$'000	%	30 Jun 2024 \$'000	Carryover works from 2022/23 \$'000	Carryover works from 2022/23 \$'000
<b>Property</b>								
Buildings	1	99	681	(582)	(587.9%)	4,261	3,069	3,131
Heritage buildings		-	-	-	-	47		
<b>Total buildings</b>		<b>99</b>	<b>681</b>	<b>(582)</b>		<b>4,308</b>	<b>3,069</b>	<b>3,131</b>
<b>Total property</b>		<b>99</b>	<b>681</b>	<b>(582)</b>	-	<b>4,308</b>	<b>3,069</b>	<b>3,131</b>
<b>Plant and equipment</b>								
Plant, Machinery and Equipment	2	1,053	805	248	23.6%	6,566	1,838	2,292
<b>Total Plant and equipment</b>		<b>1,053</b>	<b>805</b>	<b>248</b>		<b>6,616</b>	<b>1,838</b>	<b>2,292</b>
<b>Infrastructure</b>								
Aerodromes	3	-	-	-	-	3,177	433	425
Bridges	4	282	310	(28)	(9.9%)	859	8	42
Drainage	5	761	509	252	33.1%	1,928	117	335
Footpaths and Cycleways	6	110	162	(52)	(47.3%)	1,659	655	1,187
Parks, Open Space and Streetscapes	7	166	98	68	41.0%	200	138	86
Recreational, Leisure and Community Facilities		3	-	3	100.0%	1,044		
Roads	8	3,681	4,111	(430)	(11.7%)	6,690	1,034	1,009
Waste Management		-	-	-	-	901	4	
<b>Total Infrastructure</b>		<b>5,003</b>	<b>5,190</b>	<b>(187)</b>		<b>16,459</b>	<b>2,389</b>	<b>3,084</b>
<b>Total Capital Works</b>		<b>6,155</b>	<b>6,676</b>	<b>(521)</b>	-	<b>27,382</b>	<b>7,296</b>	<b>8,507</b>

**Campaspe Shire Council**  
**Statement of Capital Works** for  
the period from 01/07/23 to 31/12/23

2023/24 Quarterly Financial Report

1. (Buildings) – There have been delays with renewal works planned for the Kyabram Service Centre and the Echuca Civic Centre.

**Carryover projects** – There have been some delays with the completion of works at the Rushworth Service centre.

2. (Plant, machinery and equipment) - Vehicle and plant lead times continue to cause delays. The majority of the items scheduled for replacement have been ordered but due to lead times will not be received in the current year.

**Carryover projects** - Several large plant items ordered in the 2022/23 year have been delivered but others are being delayed due to lead times.

3. (Aerodromes) - The project to upgrade the aerodrome has received funding and has been included in the 2023/24 program.

4. (Bridges) – Boat ramp works have commenced but there have been delays due to high river levels.

**Carryover projects** - Thompsons Bridge project on hold pending boundary agreement with Gannawarra Shire Council.

5. (Drainage) - The kerb and channel replacement program for the current year is progressing ahead of schedule but the replacement of flood pumps has been delayed enabling a standard design for flood pumps to be investigated and implemented. This will allow easier replacement in the future.

**Carryover projects** - There were delays in commencing the culvert program but the program is nearing completion.

6. (Footpaths and cycleways) - Current year works are on track.

**Carryover projects** - Breen Avenue construction contract awarded but Vic Track requests are causing a delay to construction commencing. The remaining footpath works that carried over from 2022/23 are now under construction.

7. (Parks, Open Space and Streetscapes) - All carry over works are on track for completion.

**Carryover projects** - All carry over works are on track for completion.

8. (Roads) – Once again there have been delays to projects due to wet weather and flooding.

**Carryover projects** - The additional gravel road resheeting program is ahead of schedule.

## 8.7 Infrastructure

### 8.7.1 Adoption of Final Echuca Moama Torrumbarry Flood Study

<b>Directorate:</b>	Infrastructure
<b>Responsible Officer:</b>	Consultant Project Manager
<b>Manager:</b>	Director Infrastructure
<b>Attachments:</b>	Due to the size of the Flood Study Report, the document is attached separately.
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<u>Flourishing local economy:</u> A resilient long term economy attractive to local and external investors <u>Resilient protected and healthy natural environment:</u> Well managed resources for a sustainable future. Protected natural environment <u>Well planned places</u> Attractive and useable sites of importance Land and underlying infrastructure suitable for growing populations Quality, attractive recreational spaces Ability to travel safely and easily by road and rail <u>Growing quality of life</u> Effective and efficient services available locally Children, young people and families healthy and well Inclusive, connected, culturally diverse and safe
<b>Other Strategic Context:</b>	The study has been conducted in accordance with and complies with the Victorian Flood Plain Management Strategy, NSW Floodplain Management Program and associated State guidelines. A Community Reference Committee was established specifically for this study and wider community input has been openly sought throughout the project including extensive consultation with the broader community seeking comment on the completed Draft Flood Study Report

#### 1. PURPOSE

The purpose of this report is to:

1. To consider submissions following formal community consultation, and
2. To seek adoption of the final draft Echuca Moama Flood Study Report.

## 2. RECOMMENDATION

**That Council having considered the submissions made in response to exhibition of the draft Echuca Moama Flood Study Report September 2023 and associated recommendations:**

- 1. Adopt the final draft Echuca Moama Flood Study Report February 2024, and**
- 2. Publish the report and submit the associated data files to DEECA for inclusion in the Victorian Flood Database.**

## 3. BACKGROUND

As reported to the October 2023 Council meeting, Campaspe Shire and Murray River Councils were allocated funding by their respective State Governments to conduct flood studies to update flood information for Echuca and Moama respectively focussing on the urban and growth areas affected by riverine flooding. The North Central Catchment Management Authority (NCCMA) was also allocated funding for a flood study of the Torrumbarry section of the Murray River to establish the value of levee banks in that area. In November 2017 both councils and the NCCMA resolved to undertake a joint flood study involving the Murray River from Barmah to downstream of Torrumbarry together with the lower reaches of the Goulburn and Campaspe Rivers.

The Project comprises two components:

1. The Flood Study which models behaviour of the flood plain in its current state of development under the standard 'design' events (i.e. 20%, 10%, 5%, 2%, 1%, 0.5% and 0.2% Annual Exceedance Probability events and Probable Maximum Flood event) in terms of extents, depths and risks posed by those events, and
2. The Flood Plain Risk Management Plan which will investigate various mitigation options including physical works, development controls and flood warning systems and provide important intelligence for responding agencies.

The project was divided into the upper Echuca Moama section to be followed by the Torrumbarry section owing to the size and run times for the computer model. The Torrumbarry component has recommenced now the upstream section is complete.

Consideration of the draft Echuca Moama Flood Study Report was deferred in October 2022 as it coincided with the highest level recorded at the Echuca Wharf since the 1867 and 1870 events. It resulted in serious flooding around and within Echuca - Moama and stress and hardship for many residents but provided the community with a far greater understanding and appreciation of the potential extent and risk of flooding from this river system. Whilst a significant event, it was still 0.5m below the statistically derived 1% Annual Exceedance Probability (100 Year ARI) event employed for development regulation. As recently experienced at Rochester and Lismore NSW and Echuca in 1870, flood levels can and do exceed the 1% AEP event although it is generally rare and very infrequent.

The Echuca Moama flood model was subsequently calibrated to include the 2022 event for which far more data is available than the previous major flood in 1993. Design events and hazard mapping were also updated and the report reviewed to take account of this latest information.

## Previous Council Discussion

The Echuca Moama Flood Study Report was developed over a five-year period which included extensive community consultation and Council briefings. Council approved exhibition of the report at its October 2023 meeting to seek community feedback over a four-week period during November 2023.

## 4. DISCUSSION

Twenty written submissions and additional comments from the three drop-in sessions were received. The issues raised in these submissions relevant to the study are summarised in Appendix F of the final draft report together with recommendations and/or advice on how those issues have been responded to.

In summary, most submissions relate to information about the 2022 flood or required by responders to floods, works undertaken during the 2022 event and mitigation works the community would like to see implemented. These are more relevant and will be considered as part of the Flood Risk Management Plan which has commenced.

The key relevant issues related to the flood study report as exhibited are:

1. *Technical question about how the statistical analysis of past flood levels accounted for the missing years of records when assessing those records to determine the various 'design' flood levels at the wharf.*

The wharf gauge records were assessed in accordance with Australian Rainfall and Runoff guidelines and industry best practice to account for these gaps. Further explanation has been included in the report. Ultimately, the Annual Exceedance Probability (AEP) flows in the Goulburn and Campaspe Rivers were employed to set the AEP levels at the Echuca wharf gauge rather than statistical analysis of historical flood levels at the wharf. The two methods provide slightly different levels at the wharf gauge for the design events between 10% and 50% AEP but are consistent for floods of 1% AEP and greater

2. *Need to adjust the fringe of the areas mapped as being 'inundated' to accord with actual ground levels.*

The LiDAR survey particularly north of Perricoota Rd in Moama predates some of the more recently developed areas that have been filled. Fresh LiDAR survey has been taken for these areas and the model grid size reduced in other areas so the mapping more accurately reflects the boundaries of inundated areas.

3. *Accuracy of east Moama levee locations and heights.*

These have been reviewed, resurveyed where required and adjusted.

4. *How can the 2022 event be classed as just above a 5% Annual Exceedance Probability (AEP) event (i.e. 20 Yr) when it is the largest in 150 years?*

Flood events are based on probability and don't occur regularly at a frequency that reflects the long-term average. In addition, events in the range of 10% (10 Yr) to 2% (50 Yr) AEP are more difficult to classify due to the nature of the river system as it spills and fills 'Lake Kanyapella'. Different recognised classification methods result in different frequencies for floods in that range. But most importantly the 1% AEP level employed for development control and more severe flood levels and extents are consistent and unaffected.

5. *How can the 2022 Goulburn River flood at Shepparton be assessed as a '1 in 80 year' flood yet at Echuca a '1 in 20 year' event?*

The Echuca Moama event was in the range of 1 in 25 to a 1 in 40 year event. At Shepparton, flooding is dependent on the peak flow in the Goulburn River whereas at Echuca Moama it is dependent on the total volume of flood water entering 'Lake Kanyapella', not peak flows. In 2022, almost 50% of the Goulburn River flow at Shepparton broke out and travelled north of Lock Garry toward Barmah. As that flow was upstream of the Murray River choke between the Barmah and Madowla Park sandhills it could not enter Lake Kanyapella quickly enough to have much effect on its level.

6. *Claim that flood levels east of Moama are greater than in the previously adopted SKM report whereas the SKM levels closely matched observed levels at that location and should be relied on rather than the new study.*

The SKM report did not model the 2022 event and was based on a water gradient along the river and extrapolating those levels out across the flood plain. The current computer model is far more accurate, and models flows both along the river and independently out across and along the flood plain once they leave the river. In east Moama flows depart the Murray to the north just downstream of the Bama sandhills into Lake Kanyapella. They travel in a westerly direction around the northern perimeter before heading south to re-join the Murray just upstream of Moama. Water following this course is at a higher level than that opposite in the Murray which largely explains the level difference. The levels produced by the model closely match all of the surveyed 2022 flood marks east of Moama.

## 5. OPTIONS

1. Disregard and not adopt the report.

Council may disregard and not adopt the report and associated mapping. In doing so, Council may be exposed in having disregarded the best available information relating to flood risk available to it and not extending an appropriate duty of care to the community.

This option is not recommended.

2. Adopt the report as presented

Council may adopt the report with or without modification. Council will need to clearly articulate why it has determined to vary the report prior to adoption if it elects that course of action. Alternatively, Council may, after considering the summary of submissions, adopt the report as presented.

This is the recommended course of action.

## 6. STAKEHOLDER ENGAGEMENT

### Internal consultation:

- 28 February 2024 - Executive Leadership Team

### Councillors:

- 5 March 2024 – Councillor Briefing

### **External consultation:**

- Murray River Council Officers,
- North Central Catchment Management Authority
- Goulburn Broken Catchment Management Authority
- NSW Department Climate Change, Energy, the Environment and Water
- NSW and Vic State Emergency Services
- Vic Department Energy Environment and Climate Change.

### **Community Engagement**

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. Extensive community consultation was undertaken over a 5 year period in preparing this report. Consultation involved:

- Appointment of a Community Reference Committee comprising representatives from the State Emergency Service (Vic & NSW State and local), Goulburn Murray Water, Bureau of Meteorology, DELWP (Flood Plain Unit, Forestry & Parks), NCCMA, GBCMA, Yorta Yorta Nations, Moama Land Council, Rural Roads Victoria, Transport for NSW, NSW Department of Planning and Environment (Flood Plain Management Unit), NSW Forestry, Murray River and Gannawarra Shire Councils, the Vic and NSW urban and rural communities which met approximately 10 times over the five year period to provide community feedback during the study's development;
- Meetings with stakeholders from Torrumbarry, Moama East and many individuals from the Echuca Moama area; and
- An extensive program during the report's four-week exhibition period in November 2024 that included press releases, advertisements, on-line presentation of the mapping and report together with 'have your say' pages, three x one-on-one drop-in sessions and availability of hard copies including summaries and response boxes at the Echuca Library and Murray River Council office.

### **Public Transparency Policy**

Not Applicable

## **7. LEGISLATIVE CONTEXT**

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

The Echuca Moama Torrumbarry Flood Study Project is being undertaken in accordance with the overarching governance principles embodied in Section 9 of the *Local Government Act 2020* including:

- Compliance with relevant laws,
- Giving priority to achieving the best outcomes for the community and future generations,
- Considering economic, social and environmental sustainability and climate change risks,



- Engaging in strategic planning,
- Collaboration with neighbouring councils,
- Taking regional and State plans into account, and
- Ensuring transparency of Council's decisions in relation to flood plain management.

## **8. FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

This study is funded from existing grant funds and Council budget allocations. There are no financial or resource implications in adopting this report.

## **9. ENVIRONMENTAL IMPLICATIONS**

This report documents the existing flood plain and its behaviour to natural flood events. There are no Environmental implications in adopting this report.

## **10. OPPORTUNITIES AND RISK**

### **Opportunities:**

This report underpins Stage 2 of this project comprising the Flood Risk Management Plan which will be a key strategic document to support applications for funding for mitigation works. Its adoption is an essential foundation to that report and future funding applications.

The report also accurately maps out the flooding to be expected from various sized future events providing emergency responders with critical information to assist in responding as the draft information did during the 2022 event. It also provides information to assist in managing development, so it is less impacted by flooding events. This in turn enables the community to be better prepared and more able to minimise the risks and associated impacts.

### **Risk:**

Other, please specify

Council has a legislative responsibility to identify and address risk to strategic planning and to mitigate and plan for climate change risks. This report is a key step toward identification and assessing those risks for the Echuca Moama community. It will enable better strategic planning to manage those risks during Stage 2 of this project involving preparation of the Flood Risk Management Plan Flood.

## **11. CONCLUSION**

In summary the final draft Echuca Moama Flood Study Report is considered to accurately reflect the flood levels, extents and risks associated with flooding of the Murray, Goulburn, and Campaspe Rivers' system at locations around the Echuca Moama area under current topographical and development conditions for wide a range of 'design' flood events. It is considered to provide a sound basis for the second component of this project – the Flood Plain Risk Management Study.

It is important to recognise that no two floods behave in exactly the same manner even though they may rise to the same maximum height at a given location. This is especially the case at Echuca Moama. Here there are three separate rivers involved subject to an almost infinite combination of flows and timing.

## 8.7.2 Mackay Street Rochester, Part Road Discontinuation and Sale of Land

<b>Directorate:</b>	Infrastructure
<b>Responsible Officer:</b>	Property Manager
<b>Manager:</b>	Manager Properties and Facilities
<b>Attachments:</b>	<ol style="list-style-type: none"><li>1. Certificate of Title Volume 10216 Folio 793 Mackay Street Rochester - Title &amp; Plan [8.7.2.1 - 3 pages]</li><li>2. CONFIDENTIAL REDACTED - Confidential Attachment [8.7.2.2 - 1 page]</li></ol>
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Resilient protected and healthy natural environment</b> Well managed resources for a sustainable future  <b>Well planned places</b> Land and underlying infrastructure suitable for growing populations
<b>Other Strategic Context:</b>	Asset Management Plans Council Policy 182 Disposal of Council Property Council Policy 69 Road Closures Council Policy 118 Asset Rationalisation Council Policy 91 Sustainable Asset Management

### 1. PURPOSE

To initiate the statutory process for the proposed part road discontinuance of the Mackay Street, Rochester car park and the sale of the portion of land approximately 175m<sup>2</sup> to the adjoining landowner, as depicted in the plan.

### 2. RECOMMENDATION

#### That Council

1. Endorse the commencement of community engagement and invite submissions in accordance with section 223 of the Local Government Act 1989 and section 114 of the Local Government Act 2020, of its intention to discontinue the portion of road and sell the land approximately 175m<sup>2</sup>, known as part of the Mackay Street, Rochester car park to the adjoining landowner.
2. Note that a further report will be presented to Council to consider the outcome of the community engagement.

### 3. **BACKGROUND**

Murray Goulburn Trading Co Pty Ltd and Tenth Yaldara Pty Ltd have owned or leased the adjoining AG Warehouse property formerly known as the MG Trading Shop in excess of 20 years on the land fronting Moore Street, Rochester which services Rochester and the surrounding townships.

Behind the shop sits Council car park, known as the Mackay Street, car park. The AG Warehouse is an important part of the Rochester community employing and servicing Rochester and district.

Adjoining the subject land to the East is a small parcel of land owned by Council and leased to the Country Fire Authority. This portion of land is not a part of the proposed road discontinuation and sale.

#### **Previous Council Discussion**

Council Briefing Session 5 March 2024

#### **DISCUSSION**

Council holds freehold title to the subject land. Legal advice has determined the land to be deemed a public highway for the purposes of the Road Management Act, and therefore it is required to be treated as a partial road discontinuation and sale of land. The land serves no operational need for Council as a part of the service delivery to the community.

Policy 69 Road Closures sets out the requirements of road discontinuations and sale of land. The Policy seeks reimbursement of Council costs in dealing with the time-consuming process of a road closure and sale.

Council has the authority under Clause 3 of Schedule 10 of the Local Government Act 1989 to discontinue the road.

If the proposed discontinuance is completed, Council may sell the land in accordance with section 114 of the Local Government Act 2020.

To commence the process Council must give public notice in accordance with section 223 of the Local Government Act 1989 and undertake community engagement in accordance with section 114 of the Local Government Act 2020 and invite submissions.

<b>Property</b>	<b>Title</b>	<b>Area</b>	<b>Zone</b>	<b>Background</b>
Part of Mackay Street car park Rochester  Land in Plan of Consolidation 355456M	Volume 10216 Folio 793	175m2 approximately	Commercial 1	Land a part of Council car park



The subject land is bordered in yellow and the adjoining landowner's property is bordered in red.

As depicted in the aerial plan above, the subject land has already been fenced off by the adjoining landowner and has been for some time, being utilised by their business, the AG Warehouse (former MG Trading Shop).

## **STAKEHOLDER ENGAGEMENT**

### **Internal consultation:**

- Manager Assets (former), Director Infrastructure and all relevant Service Managers.
- Executive Leadership Team 28 February 2024

### **Councillors:**

- 5 March 2024 Council Briefing Session

### **External consultation:**

- Licensed Valuer, Council solicitor and Purchaser and their Legal Representative

## **Community Engagement**

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. Community engagement is undertaken as a

part of a s223 and s114 public notice and government gazette process. This allows for transparency to the community with public advertising of an intention to discontinue and sell a portion of road. This provides opportunity for public submissions from the community and a further review by Council, following the closing period, before Council determines a decision on the proposed discontinuation and sale.

### **Public Transparency Policy**

The policy has been considered and an activity identified as Council business information contained in the confidential attachment to this report, that would prejudice Council's position in a commercial negotiation if prematurely released.

### **LEGISLATIVE CONTEXT**

*Local Government Act 2020 (Vic)*  
*Local Government Act 1989 (Vic)*  
*Road Management Act 2004 (Vic)*  
*Subdivision Act 1986 (Vic)*  
*Transfer of Land Act 1958 (Vic)*  
*Valuation of Land Act 1960 (Vic).*

### **FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

The sale of surplus land will generate income and create savings in depreciation and ongoing maintenance costs of the portion of the land. The land will be sold at or above a minimum value determined by a licenced valuer.

No resource implications identified.

### **ENVIRONMENTAL IMPLICATIONS**

No implications identified

### **OPPORTUNITIES AND RISK**

#### **Opportunities:**

Council can dispose of a Council portion of land, no longer required for the purposes of operational or delivery of service requirements.

#### **Risk:**

Asset Risk

Ownership of assets that are identified as surplus to Council and no longer meet the community need under Council ownership. Low risk.

### **CONCLUSION**

Officer review has identified the land as surplus to Council operational and service requirements and support the commencement of the road discontinuation and disposal process of the property for community engagement.



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**REGISTER SEARCH STATEMENT (Title Search) Transfer of Land Act 1958**

VOLUME 10216 FOLIO 793

Security no : 124078700695U

Produced 06/08/2019 01:12 PM

**LAND DESCRIPTION**

Land in Plan of Consolidation 355456M.

PARENT TITLES :

Volume 09767 Folio 802      Volume 09775 Folio 311      Volume 09778 Folio 783  
 Volume 09780 Folio 208      Volume 09807 Folio 828      Volume 09825 Folio 261  
 Volume 09829 Folio 506      Volume 09832 Folio 654  
 Volume 09874 Folio 130 to Volume 09874 Folio 131  
 Created by instrument PC355456M 14/02/1995

**REGISTERED PROPRIETOR**

Estate Fee Simple

Sole Proprietor

CAMPASPE SHIRE COUNCIL of HARE STREET & HEYGARTH STREET ECHUCA VIC 3564

[AK970353T](#) 18/03/2014

**ENCUMBRANCES, CAVEATS AND NOTICES**

Any encumbrances created by Section 98 Transfer of Land Act 1958 or Section 24 Subdivision Act 1988 and any other encumbrances shown or entered on the plan set out under DIAGRAM LOCATION below.

**DIAGRAM LOCATION**

SEE [PC355456M](#) FOR FURTHER DETAILS AND BOUNDARIES

**ACTIVITY IN THE LAST 125 DAYS**

NIL

-----END OF REGISTER SEARCH STATEMENT-----

Additional information: (not part of the Register Search Statement)

Street Address: MACKAY STREET ROCHESTER VIC 3561

**ADMINISTRATIVE NOTICES**

NIL

eCT Control      09860V CAMPASPE SHIRE COUNCIL

Effective from 19/03/2014

DOCUMENT END

<a href="#">Home</a>	Account: <b>285100</b>		Authority Fee (GST exclusive):	<b>\$0.00</b>	06/08/2019 01:12PM
			Service Fee(GST exclusive):	<b>\$0.00</b>	

[https://www.landata.vic.gov.au/landata.net/img\\_document\\_resp.aspx?searchstring=102...](https://www.landata.vic.gov.au/landata.net/img_document_resp.aspx?searchstring=102...) 6/08/2019

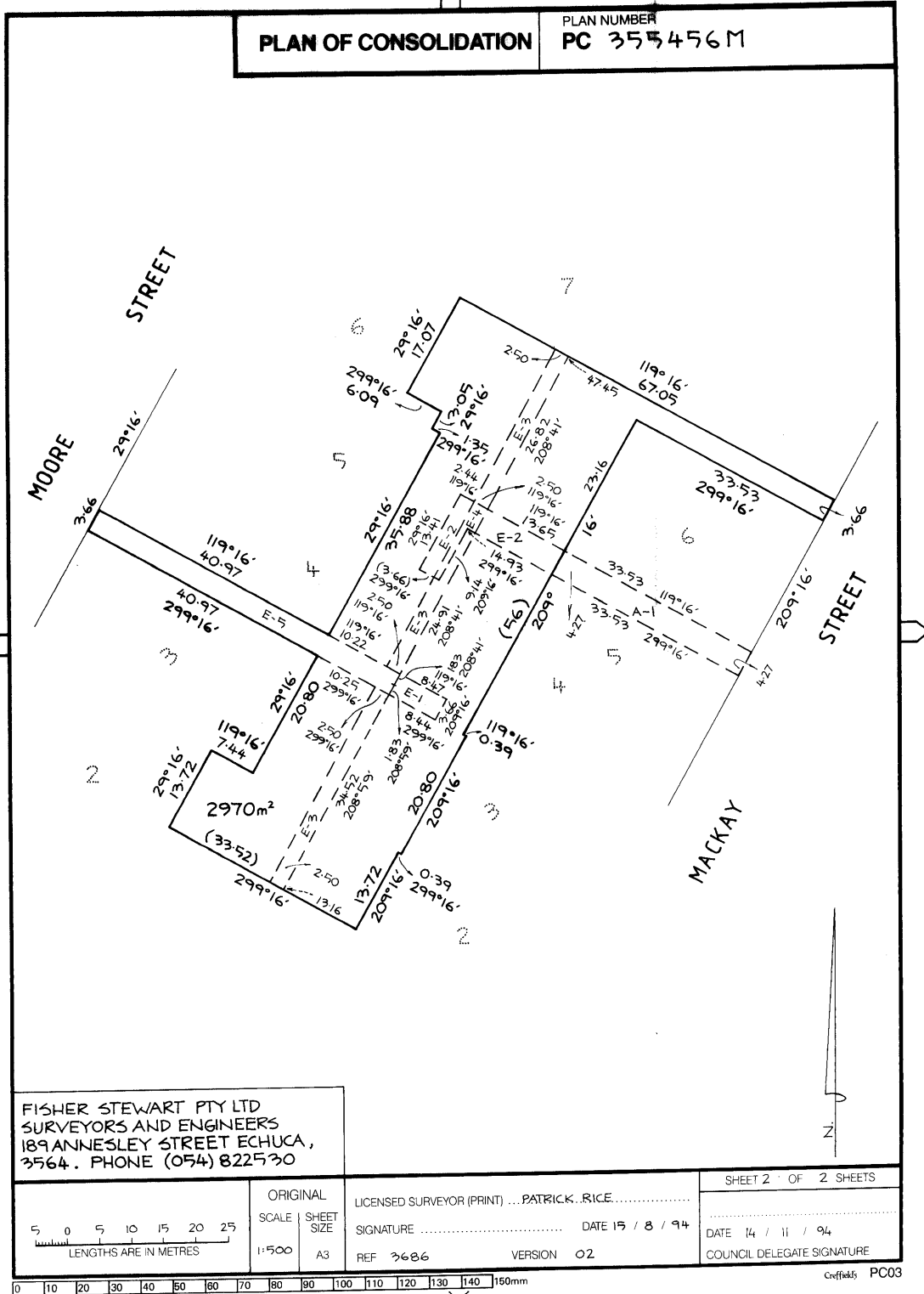


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PLAN OF CONSOLIDATION LTO USE ONLY EDITION 1 PLAN NUMBER PC 355456 M
LOCATION OF LAND PARISH: ROCHESTER WEST TOWNSHIP: ROCHESTER SECTION: 2A CROWN ALLOTMENT: PART OF 2, 3, 4, 5 & 6 CROWN PORTION:
COUNCIL CERTIFICATION AND ENDORSEMENT COUNCIL NAME: SHIRE OF ROCHESTER REF: S15/94/1890 Shire
1. This plan is certified under Section 6 of the Subdivision Act 1988.
2. This plan is certified under Section 11(7) of the Subdivision Act 1988.
3. This is a statement of compliance issued under Section 18 of the Subdivision Act 1988.
Council Delegate Council Seal Date 14 / 11 / 94
Re-certified under Section 11(7) of the Subdivision Act 1988.
Council Delegate Council Seal Date / /
NOTATIONS DEPTH LIMITATION DOES NOT APPLY
SURVEY: THIS PLAN IS NOT BASED ON SURVEY THIS SURVEY HAS BEEN CONNECTED TO PERMANENT MARKS No(s) IN PROCLAIMED SURVEY AREA No.
EASEMENT INFORMATION LEGEND A - Appurtenant Easement E - Encumbering Easement R - Encumbering Easement (Road)
Easement Reference Purpose Width (Metres) Origin Land Benefited/In Favour Of
E-1, E-5 CARRIAGEWAY 3.66 INSTR 658214 C/T VOL 4249 FOL 649
656277 C/T VOL 7273 FOL 406
656256 C/T VOL 9915 FOL 962
E-2, E-4 CARRIAGEWAY SEE PLAN TRANSFER 370927 C/T VOL 9916 FOL 384 (PART)
A-1 CARRIAGEWAY 4.27 TRANSFER 370927 C/T VOL 9874 FOL 131
E-3, E-4, E-5 SEWERAGE SEE PLAN THIS PLAN CAMPASPE REGION WATER AUTHORITY
LTO USE ONLY STATEMENT OF COMPLIANCE/ EXEMPTION STATEMENT RECEIVED [checked] DATE 6 / 12 / 94
LTO USE ONLY PLAN REGISTERED TIME 9.10 am DATE 14 / 2 / 95 Assistant Registrar of Titles SHEET 1 OF 2 SHEETS
FISHER STEWART PTY LTD SURVEYORS AND ENGINEERS 189 ANNESLEY STREET ECHUCA, 3564. PHONE (054) 822530 LICENSED SURVEYOR (PRINT) ... PATRICK RICE SIGNATURE DATE 15 / 8 / 94 REF 3686 VERSION 02 DATE 14 / 11 / 94 COUNCIL DELEGATE SIGNATURE ORIGINAL SHEET SIZE A3



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## 8.7.3 Rochester Flood Study and Mitigation Plan

<b>Directorate:</b>	Infrastructure
<b>Responsible Officer:</b>	Consultant Project Manager
<b>Manager:</b>	Director Infrastructure
<b>Attachments:</b>	1. Draft Rochester Flood Study TOR [8.7.3.1 - 6 pages]
<b>Conflict of Interest:</b>	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
<b>Council Plan Reference:</b>	<b>Flourishing local economy</b> A resilient long-term economy attractive to local and external investors  <b>Resilient protected and healthy natural environment</b> Well managed resources for a sustainable future Protected natural environment  <b>Well planned places</b> Attractive and useable sites of importance Land and underlying infrastructure suitable for growing populations Ability to travel safely and easily by road and rail  <b>Growing quality of life</b> Effective and efficient services available locally
<b>Other Strategic Context:</b>	Not Applicable

### 1. PURPOSE

The purpose of this report is to seek endorsement of the governance and management arrangements for conduct of the Rochester Flood Management Plan Review and Update.

### 2. RECOMMENDATION

#### That Council:

- Note the funding agreements with DEECA and North Central Catchment Management Authority to fund the Rochester Flood Management Plan Review and Update (the Study) with Campaspe Shire Council to contribute project management costs.**
- Note the proposed management and governance arrangements for conduct of the Study as set out in detail in Attachment 1 and more generally providing for:**  
  
**Campaspe Shire Council as the Principal to the Study contracts;**  
  
**A Project Control Group comprising the Director Infrastructure or delegate, and a representative from each of the North Central Catchment Management Authority, Department of Energy, Environment and Climate Action, Victorian State Emergency Service and Goulburn Murray Water to advise Campaspe Shire Council on conduct of the Study;**

**Establishment of a Flood Study Reference Committee comprising representatives from relevant State agencies, local organisations and the affected rural and urban communities in the broader Rochester area to provide local input and guidance on issues and proposals arising during conduct of the study;**

**Establishment of a Chief Executive Officers Group comprising the lead executives from the two municipalities involved in the study area (Campaspe and Bendigo), the two water authorities with an interest in Lake Eppalock, (GMW and Coliban Water) and DEECA to provide advice and keep their organisations abreast of developments.**

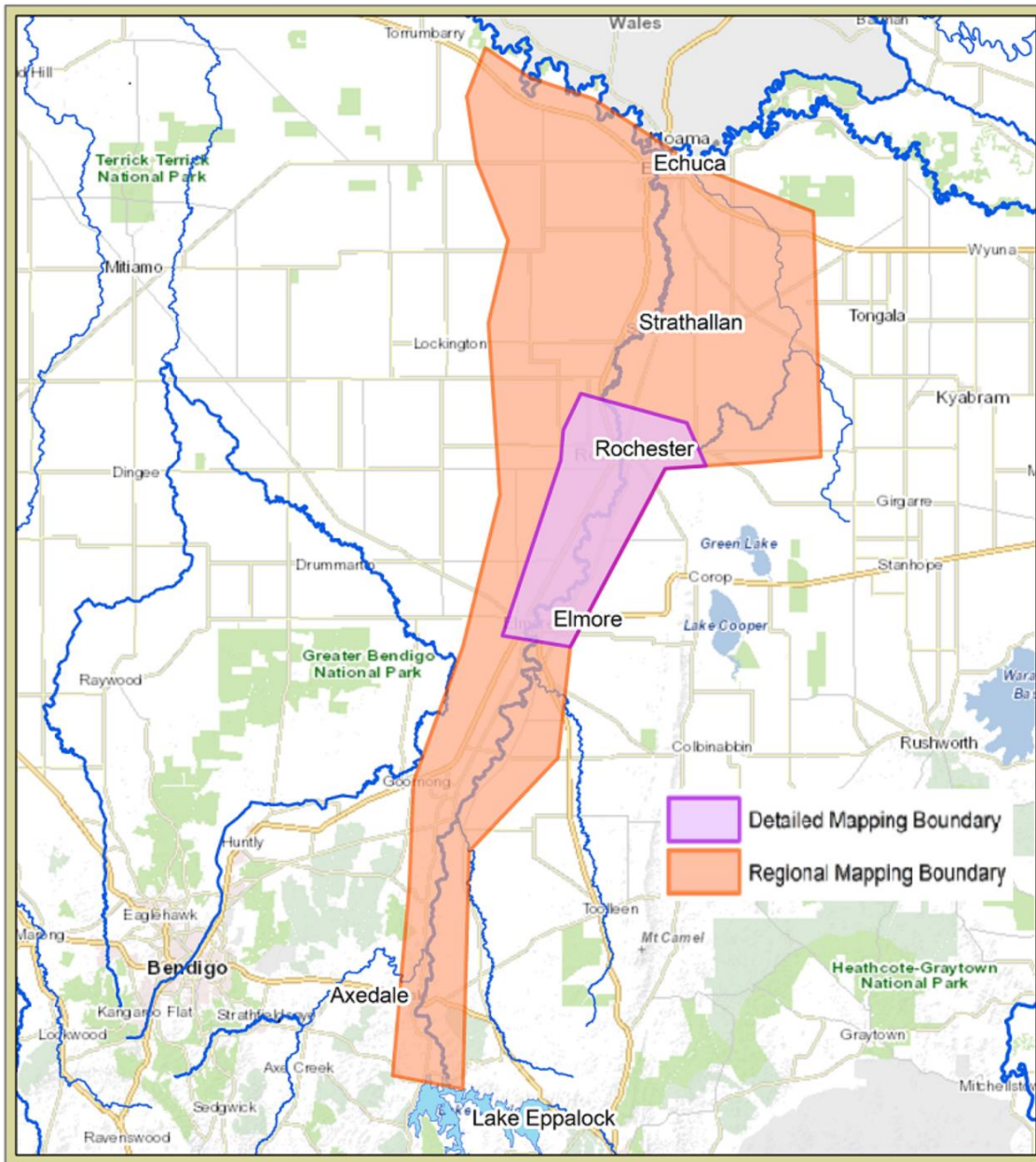
### **3. BACKGROUND**

Council received funding via the North Central Catchment Management Authority (NCCMA) from the Department of Energy, Environment and Climate Action (DEECA) to deliver a review and update of the Rochester Flood Management Plan (2013) in response to the devastating flood of October 2022 that inundated the majority of the township, including most homes and businesses, the hospital, all three schools and majority of the community infrastructure.

The project will update and extend flood modelling beyond the 0.5% Annual Exceedance Probability (AEP) event (200 year) of the previous 2013 study to the Probable Maximum Flood. It will also model the Campaspe River and breakout flows from below Lake Eppalock to the Murray River and investigate new and previously proposed mitigation works in search of ways to protect Rochester. These investigations will include detailed examination of the benefits to Rochester of the options assessed in the Lake Eppalock Technical Assessment Report.

DEECA is contributing \$940,000 to the North Central Catchment Management Authority toward this study of which Council is to receive \$895,000. Council is required to separately fund the project management costs over the estimated 18-24 month period of the study.

The study will provide detailed modelling of Rochester and surrounds and of the benefits of identified mitigation options. Sufficiently refined modelling of the whole study area including the areas impacted by breakout flows to the east and west of the Campaspe will be undertaken to inform flood warning, planning scheme amendments and understand the impact of existing infrastructure and possible mitigation works. The study area is outlined in Figure. 1 below.



**Figure 1 – Study Area**

**Previous Council Discussion**

Not Applicable

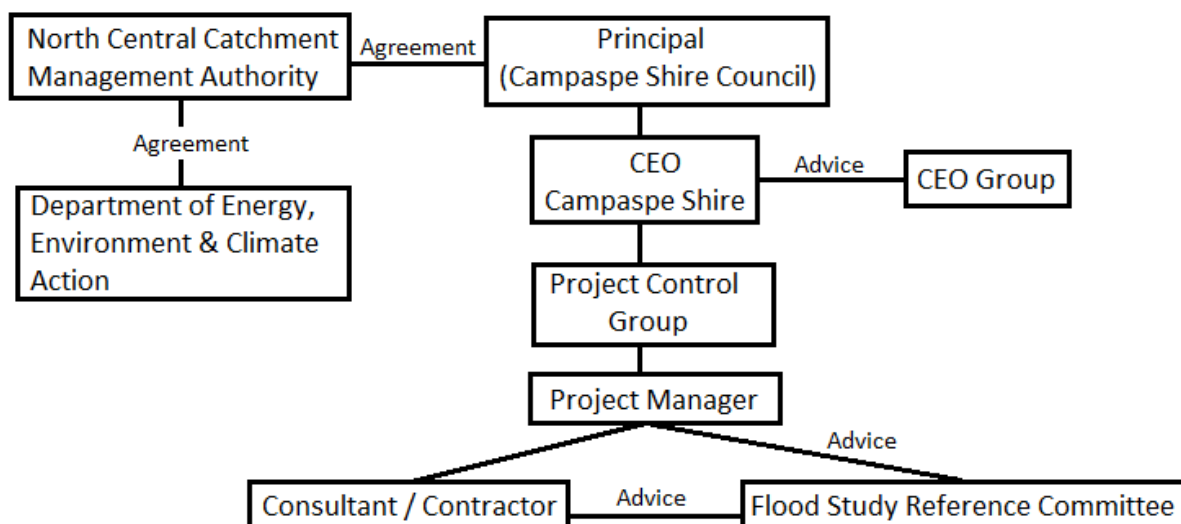
**4. DISCUSSION**

**Study Framework**

The following Figure 2 sets out the proposed management structure for the project.

- 1) Campaspe Shire Council to act as Principal, be in direct control of the study contracts and appoint a project manager to manage the project.
- 2) The study will be overseen by a Project Control Group comprising representatives of key agencies involved in flood or Campaspe River management:
  - a) Director Infrastructure, Campaspe Shire Council or delegate (Project Sponsor);
  - b) Flood Plain Manager - North Central Catchment Management Authority or delegate;

- c) Director, Department of Energy Environment and Climate Action or delegate;
  - d) Managing Director, Goulburn Murray Water or delegate; and
  - e) Director, Victorian State Emergency Services, or delegate.
- 3) A Chief Executive Officers Group will be established comprising the lead executives from the two municipalities involved in the study area (Campaspe and Bendigo), the two water authorities with an interest in Lake Eppalock, (GMW and Coliban Water) and DEECA. Its role will involve provision of advice and keeping their organisations abreast of developments.
  - 4) Council will engage a firm of specialist engineering consultants experienced in hydraulic and hydrological modelling in a similar manner to the Echuca Moama flood study to conduct the technical work.
  - 5) A Flood Study Reference Committee to be appointed to act as a forum to provide local knowledge and input and assist in reviewing study results as it progresses. It is to comprise community leaders and representatives from local authorities, organisations and the rural and urban community, particularly people with an interest and knowledge of flooding events. As the Lake Eppalock study is a key input to this study, the Committee will also include representatives from the authorities and water users involved with Lake Eppalock.



**Figure 2 – Project Management Structure**

**Project Control Group Terms of Reference:**

The Project Control Group’s role is to review and provide recommendations to the Project Manager and Principal regarding the scope, technical conduct and findings of study investigations. It is an advisory body only and does not possess decision making powers. Campaspe Shire Council as Principal will be legally responsible and in ultimate control of the contract with the specialist engineering consultants. Notwithstanding these legal responsibilities, it is expected the study will be conducted under the guidance of the Project Control Group on a consensus basis.

**Flood Study Reference Committee Terms of Reference:**

The Flood Study Reference Committee’s role is to inform the study of implications effecting the broader community based on member’s local and other special knowledge they may possess. Its role is to represent the interests and provide a feedback mechanism for the local community, organisations and others who may be affected by issues under consideration as part of the study.

It is not expected to provide technical advice nor is it a forum for members to pursue their own pecuniary interests.

## **5. STAKEHOLDER ENGAGEMENT**

### **Internal consultation:**

- 28 February 2024, Executive Leadership Team

### **Councillors:**

- 5 March 2024, Council Briefing Session

### **External consultation:**

- North Central Catchment Management Authority
- Department of Energy Environment and Climate Action
- Goulburn Murray Water
- Victorian State Emergency Service.

### **Community Engagement**

Council's Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. This report sets out the basic framework to oversee this project including establishment of the Flood Study Reference Committee. The detail of the community engagement program will be developed once Project Control Group is established.

### **Public Transparency Policy**

Not Applicable

## **6. LEGISLATIVE CONTEXT**

The Rochester Flood Study Project is being undertaken in accordance with the overarching governance principles embodied in Section 9 of the Local Government Act 2020 including:

- Compliance with relevant laws,
- Giving priority to achieving the best outcomes for the community and future generations,
- Considering economic, social and environmental sustainability and climate change risks,
- Engaging in strategic planning,
- Collaboration with neighbouring councils and affected statutory authorities,
- Taking regional and State plans into account, and
- Ensuring transparency of Council's decisions in relation to flood plain management.

## **7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

This study is predominantly funded via \$895,000 grant sourced from the Department of Energy Environment and Climate Action via the North Central Catchment Management Authority and Council's allocation for project management in accordance with the conditions of the grant.

There are no financial implications in establishing the recommended Project Control Group, Chief Executive Officers' Group and Flood Study Reference Committee beyond the approved budget for undertaking the study.

## 8. ENVIRONMENTAL IMPLICATIONS

Not Applicable

## 9. ISSUES AND RISK

### Issues:

#### Issue 1:

Flood Study Reference Committee representation. Membership will be sought by open invitation as well as targeted representation from key community organisations / agencies. Membership shall be approved by the Project Control Group to ensure all interest groups are appropriately represented consistent with the Terms of Reference.

#### Issue 2:

Flood Study Reference Committee behaviour. The terms of reference provide guidelines for the Committee serving to focus its attention for the benefit of the study and community.

### Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
Inadequate or over representation on Flood Study Reference Committee	Moderate	Inadequate local input or group too large to be effective	Low	Membership numbers consistent with Terms of Reference. Targeted invitations to overcome any shortfalls.
Committee member(s) pursuing vested / pecuniary interests	Moderate	Committee becomes ineffective in representing community interests	Low	Chair to ensure members adhere to terms of reference. Removal of member.

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

## 10. CONCLUSION

The proposed management structure is considered appropriate providing for a sound technical team to direct the study via the Project Control Group and incorporating community wide representation via the Flood Study Reference Committee. The structure is consistent with that successfully applied to the Kyabram Flood Study, the previous Rochester Study and that being applied to the Echuca Moama Torrumbarry Study.

# Terms of Reference



## ROCHESTER FLOOD STUDY & MITIGATION PLAN 2024

### CEO Group, Project Control Group and Flood Study Reference Committee

#### 1. Background

Campaspe Shire Council has received funding via the North Central Catchment Authority from the Department of Energy, Environment and Climate Action (DEECA) to deliver a review and update of the Rochester Flood Management Plan (2013). This is in response to the devastating flood of October 2022 that significantly impacted the township of Rochester. The October 2022 flood event inundated the majority of the township, including most homes and businesses, the hospital, all three schools and majority of the community infrastructure.

The October 2022 flood exceeded all flood events modelled in the previous 2013 study which included the 0.5% Annual Exceedance Probability (AEP), or the 1 in 200 year Average Recurrence Interval (ARI) event. There is now an urgent need to better understand the flood risk for Rochester for the full range of flood events, to update flood mapping and investigate potential mitigation options for the town. This includes but is not limited to previously considered mitigation options and the results of the technical assessment of the operating and infrastructure arrangements at Lake Eppalock.

This project also presents an opportunity to update the original modelling by calibrating to the largest flood in recorded history, utilising the improved modelling practices introduced by Australian Rainfall and Runoff 2019 and recent advances in flood modelling software, and incorporating the latest guidance climate change considerations.

The project will involve modelling and analysis to define existing flood behaviour in the study area and the identification and evaluation of measures to mitigate and manage flood risk in the study area - including recommendations for flood planning overlays, investigating potential mitigation works, reviewing the flood warning systems and emergency management plans.

The recommendations of the Lake Eppalock Technical Assessment Report prepared by HARC for DEECA that examines potential changes to operating rules and infrastructure at Lake Eppalock to increase flood mitigation along the Campaspe River will also be considered. It provides a high level assessment of the impacts on Rochester, other properties and wider community. It is envisaged DEECA will engage a separate specialist consultant to work in close consultation with the consultant to undertake a more detailed assessment of the socio-economic effects of any proposed alterations to the operation and infrastructure of Lake Eppalock should that be necessary.

The study area is to be confirmed by the appointed contractor and will generally include the Campaspe River and associated flood plain from downstream of Lake Eppalock where the floodplain is relatively confined through to Echuca. The area will extend sufficiently on both sides of the Campaspe River to accurately model flood characteristics of the entire Campaspe River floodplain which includes the full extent and length of breakout flow paths from the Campaspe River. The study does not include modelling of urban stormwater runoff within Rochester.

Detailed modelling is required for the Rochester township and adjoining area around Rochester. The rural community between Rochester and Echuca was also significantly impacted. Modelling in sufficient detail is sought in this area to inform flood warning, planning scheme amendments and understand the impact of existing infrastructure and possible mitigation works.

Campaspe Shire Council will be legally responsible and in sole control of the Contract under which the Consultants are to be engaged. Campaspe Shire Council will be responsible for determining whether the Flood Study and Flood Risk Management Plan as they relate to its municipal district and

# Terms of Reference



infrastructure is adopted, applied or implemented. The other public authorities including Goulburn Murray Water, Coliban Water and the State Government are responsible for determining what alterations are made to infrastructure they manage. The primary involvement of other organisations and bodies referred to in these Terms of Reference is to assist in preparing these documents so that they are technically sound and represent the best interests of the community before being presented to Campaspe Shire Council for its determination.

## 2. Study Structure

Management of the study is structured as set out in the following Figure 1. It provides for:

**2.1.** Campaspe Shire Council to act as Principal with direct legal responsibility for the study contract(s). Campaspe Shire Council to appoint a Project Sponsor as the Principal's owner or representative for the project with the following non-negotiable responsibilities:

- a) Approve the Project Charter on endorsement of Project Control Group (PCG).
- b) Appoint a Project Manager.
- c) Approve all major scope and budget changes subject to consideration of any recommendations from the PCG.
- d) Provide all reports to Campaspe Shire Council required by the project.
- e) In absence of elected Chairman, Chair all Project Control Group meetings.
- f) Receiving PCG minutes and taking appropriate action.
- g) Approve the Project Closure Report.

The Project Sponsor may authorise a Sponsor's Representative to act on their behalf.

**2.2.** The Study to be overseen by a Project Control Group advising Campaspe Shire Council comprising:

- a) Director of Infrastructure, Campaspe Shire Council (CSC) or delegate (Project Sponsor).
- b) Director, Department of Energy, Environment and Climate Action (DEECA) or delegate.
- c) Flood Plain Manager - North Central Catchment Management Authority (NCCMA) or delegate.
- d) Managing Director, Goulburn Murray Water (GMW) or delegate
- e) Director, Victorian State Emergency Services (VicSES) or delegate
- f) Project Manager (PM - advisory only).

**2.3.** Funding / project agreements between Campaspe Shire Council and the NCCMA and between NCCMA and DEECA (existing Agreement).

It is intended that Campaspe Shire Council engage a firm of specialist engineering consultants experienced in hydraulic and hydrological modelling and flood studies to carry out all of the project works including modelling, risk assessment, flood-mapping and reporting and participate in community consultation. In this case the study process will need to consult closely with the authorities possessing an interest in Lake Eppalock. Assessment and guidance on engagement of the consultants will be provided by the Project Control Group.

**2.4.** Chief Executive Officers' Group (CEOG) is to be established to provide advice, guidance and recommendations to the Project Control Group. The CEOG shall comprise:

- a) CEO of Campaspe Shire Council or nominee,
- b) CEO of the City of Greater Bendigo or nominee,
- c) Director, Department of Energy, Environment and Climate Action (DEECA) or delegate.
- d) CEO of North Central Catchment Management Authority



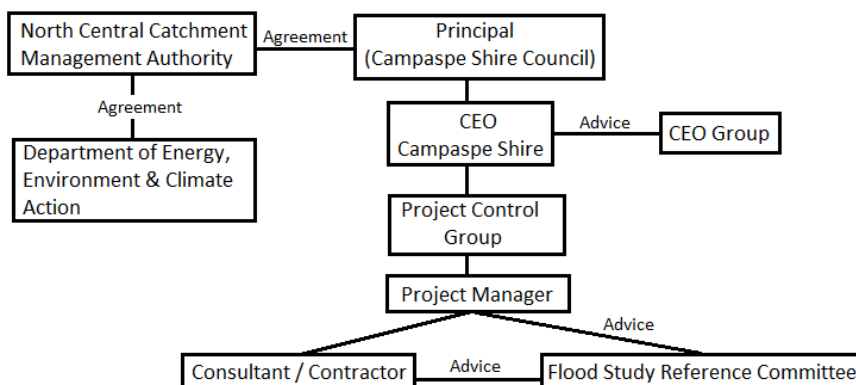
# Terms of Reference



- e) Managing Director, Goulburn Murray Water (GMW) or delegate
  - f) Managing Director, Coliban Water or delegate
- 2.5.** A Flood Study Reference Committee (FSRC) is to be established and overseen by the PCG. The Committee's role is:
- a) Advisory Committee – i.e. to inform and recommend only, not decision making.
  - b) Provide a focus and forum for discussion of technical, social, economic and ecological issues.
  - c) Provide a link between the community and Campaspe Shire Council in relation to flood risk and management issues.
  - d) Ensure a 'balanced study' i.e. to ensure all important aspects of the study are given due consideration.
  - e) Provide support to development and implementation of a floodplain risk management plan.
- 2.6.** The Flood Study Reference Committee shall be initially formed by the Project Manager with base membership to comprise:
- a) Indigenous Heritage Representatives (1 from each RAP).
  - b) SES Representative (1 local unit).
  - c) Environmental Representative (1 DEECA, 1 Other).
  - d) Goulburn Murray Water (as Eppalock Manager 1 member).
  - e) State Flood Agency Representatives (North Central CMA, DEECA).
  - f) Bureau of Meteorology Representative.
  - g) Local Government Engineering (2 No. - Campaspe Shire, and City Greater Bendigo).
  - h) Local Government Land Use Planning (2 No. - Campaspe Shire and City Greater Bendigo Council Planning Managers)
  - i) 2 Councillors (1 No. Campaspe Shire Council and 1 No City Greater Bendigo Council).
  - j) Urban community representatives (To include representatives from flood affected landowners (residential (4) & commercial / industrial (2), local industry leaders, community organisations, those considered to possess key local knowledge.
  - k) Rural community representatives (4 – 2 along river and 2 in the general floodplain ensuring irrigators represented).

The FSRC shall be chaired by the Project Manager or delegate;

The PCG may appoint additional members to the Flood Study Reference Committee where it considers those persons will contribute additional knowledge or value to the project.



**Figure 1 – Project Management Structure**

# Terms of Reference



### 3. Project Funding

Project funding has been committed by Campaspe Shire Council and NCCMA via Agreement with DEECA.

### 4. Project Control Group (PCG)

#### 4.1 Objectives

The PCG's primary objective is to provide advice and recommendations to the Project Sponsor to ensure the study investigates and considers all issues relevant to the Project Charter within the study area. Members are required to consider the issues and implications for the whole community within the study area and not just for their authority's area of jurisdiction.

#### 4.2 Purpose and Role

The PCG is an advisory committee appointed by Campaspe Shire Council and responsible for providing guidance and recommendations to the Project Sponsor on conduct of the study. The role of the PCG is to:

- a) Assist the Principal ensure the study meets the three parties' funding Agreement's requirements (time, cost, budget and objective achievement) in view of it being a project funded via 3 separate organisations. (Primary Role).
- b) Endorse key documents including Charter, Project Plan, Risk Plan, Specification etc.
- c) Assess Contractor submissions and recommend appointment of suppliers.
- d) Provide direction to the Project Manager and Consultant via recommendations to the Project Sponsor.
- e) Recommend payments to consultant as recommended by Project Manager.
- f) Recommend variations to the Study within Budget.
- g) Assist the Project Sponsor with the definition of the project vision and objectives.
- h) Provide a forum for reviewing and approving recommendations on key project issues.
- i) Provide guidance and direction in relation to overall project planning and priorities.
- j) Review progress and monitor risk to key performance parameters, such as budget, schedule and any relevant legislative matters prior to the completion of each project milestone.
- k) Provide strategic information and assistance to the Project Manager in delivering the project.
- l) Oversee the Flood Study Reference Committee including reviewing its operation and performance, adjusting membership, assisting in scheduling meetings and facilitating discussion with the committee.

The Principal and Project Sponsor will consult and seek input from the PCG on all aspects of project implementation, as described above.

The PCG shall keep the Principal informed of all matters that may affect the consultancy contract including keeping the CEOG informed of project progress.

#### 4.3 Meetings

The PCG is to be chaired by a PCG member elected by PCG or the Project Manager in absence of elected Chairman.

# Terms of Reference



The Project Manager shall:

- a) Distribute an agenda prior to meetings and provide reasonable prior notice.
- b) Ensure minutes are recorded of each meeting including dates, attendees, summary of information provided, record of issues discussed and recommendations made. Recommendations should be made by consensus but in the absence of a consensus shall be made by vote of the majority of members present.

PCG members are responsible for reporting back to the authority they represent. The Project Manager shall assist by providing periodic reports to assist with that process.

## 5. Chief Executive Officer's Group (CEOG)

### 5.1. Objectives

The CEOG is an advisory group comprising the lead executives from the two affected municipalities, the two water supply authorities with interests in Lake Eppalock's water and the State's Department responsible for the State's water resources. Its primary objective is to:

- Keep those organisations informed of the study's progress particularly with respect to their agencies' interests, and
- Provide direct feedback to the Campaspe Shire CEO and the PCG on implications of aspects of the study as it progresses.

The CEOG's role is to provide advice, guidance and recommendations to the Campaspe Shire CEO and the Project Control Group relating to the interests of their respective organisations as they are affected by the Study. The PCG will consider the advice provided by the CEOG in its conduct of the Study and in particular the wider implications of that advice.

## 6. Flood Study Reference Committee (FSRC)

### 6.1. Objectives

The FSRC's primary objective is to provide a forum to discuss and provide feedback relating to issues and outputs of the flood study investigations and modelling as they relate to the local community and member's areas of interest as the project proceeds. It is intended the Committee act as a sounding board to inform the PCG of likely community concerns and interests as the study progresses. Members are required to consider the issues and implications for the whole community within the study area and not just for their authority's area of jurisdiction. It is not a forum for pursuing personal pecuniary interests.

### 6.2. Purpose and Role

The FSRC is an advisory committee appointed by Campaspe Shire Council and responsible for providing guidance and recommendations to the PCG on the full range of issues associated with conduct of the study as it affects the local community and associated authorities and organisations. The role of the FSRC is to:

- 1) Provide advice on findings and proposals put forward under the study in terms of their experiences, knowledge and possible impacts on the local community. (Primary Role).
- 2) Provide feedback on draft key documents as the study progresses.
- 3) Provide a forum for discussing, reviewing and advising on key project issues.
- 4) Provide locally sourced information to assist in delivering the project.

The Project Manager, consultants and PCG will consult and seek input from the FSRC on key aspects of the project as it progresses.

## 7. Role of Campaspe Shire Council

## Terms of Reference



Campaspe Shire Council is the statutory authority responsible for its municipal district. It alone manages and makes decisions with respect to the application, adoption and approval of the proposed Flood Study Report and Flood Risk Management Plan as it affects its municipality and its infrastructure. It has no jurisdiction over areas outside of its municipal district or over assets of other public authorities.

In addition, Campaspe Shire Council is legally responsible for the Contract under which these documents are to be prepared.

The Chief Executive Officer's Group, Project Control Group and Flood Study Reference Committee's roles are advisory only. Their primary role is to assist and provide, guidance, support and recommendations concerning the study. All decision-making powers reside with the Council and its authorised delegates.

## 8.8 Council Information

### 8.8.1 Notes of Appreciation

Directorate: Office of the CEO

#### 1. PURPOSE

To present the notes of appreciation that Council has received since its last meeting.

#### 2. RECOMMENDATION

**That Council acknowledge the notes of appreciation as listed and convey this appreciation to the relevant parties.**

#### 1. Wayne and Julie McInnes, Echuca

*"Thank you again to the excellent parks and gardens Team for mowing our nature strip and reserve in Wisteria St last week."*

#### 2. Brooke, Echuca

*"I would like to acknowledge and recognise, the outstanding and exemplary kindness of a Campaspe Shires Parking Inspector earlier today.*

*A dear friend of mine could not locate her car, and a very kind Parking Inspector from Campaspe Shire provided her with help and assistance. He took the time to help her search for her car, calmed her and provided great mental health first aid.*

*The very kind Inspector moved her to a safe place, where I was able to come and collect her, locate her car and take her home.*

*This is an outstanding example of kindness and compassion. We all would be ever so grateful if you could pass on our thanks and acknowledge this 'gentleman'."*

#### 3. Ron, Stantons Buses

Regarding Thomsons Bridge Road, Gunbower:

*"Thank you for the prompt grading of the road"*

#### 4. Robyn, Moora

*"I just wanted to give you some positive feedback of an interaction we have had with your roads crew. I rang the Shire around three weeks ago and spoke to someone regarding the condition of our unsealed road. It was in a terrible state with large potholes and major corrugation. I had a call from Mark who said he would be out to have a look the following day.*

*On inspection Mark called me to say the job would needed to be done and would be put on the list. Our road has been completed and we are so happy with what has been done. I called Mark this week to say thank you for such a quick turn around and the works being completed to such a high standard."*

#### 5. Anonymous

Thanked the Local Laws team for their "speedy reply and advice" in relation to an infringement matter.

#### 6. What We Can Do Group, Kyabram District Health Service

A certificate of appreciation was submitted by the What We Can Do Group.

The award was given to Council for our support in celebrating International Day of People with a Disability, an event facilitated by Kyabram District Health Service (KHDS) event in December 2023.

The Kyabram District Health Service received a Community Event Sponsorship (\$1,000) to assist with hosting this event.

## 9 Notices of Motion

## 10 Urgent Business

## 11 Confidential Business

### Closure of Public Meeting

#### RECOMMENDATION

That pursuant to the provisions of the *Local Government Act 2020* (the Act), the meeting will now be closed to members of the public in accordance with section 66(2)(a) of the Act to enable consideration to be given to items that contain confidential information as defined in section 3(1) of the Act as follows:

#### Item 11.1 Government Contract

- k) information prescribed by the regulations to be confidential information for the purposes of this definition;

The location is not to be divulged until formalised through Ministerial announcement.

#### Item 11.2 CEO Performance Review

- f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs

This report relates to the performance of the Chief Executive Officer.

### Resumption of Public Meeting

## 12 Close Meeting

Pauline Gordon

Chief Executive Officer