

Council Meeting - 19 March 2024 Attachments

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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.

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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.

Sport and Recreation Facilities Capital Contributions Policy



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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:

[Insert name of policy] Policy

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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	

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	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	

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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

[Insert name of policy] Policy

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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

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Related Strategic Documents, Policies, or Procedures	Council Plan 2021-2025 Contribution to recreation reserves maintenance Policy State Governments Fair Access Policy Roadmap		
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Click or tap to enter a date.	New Policy

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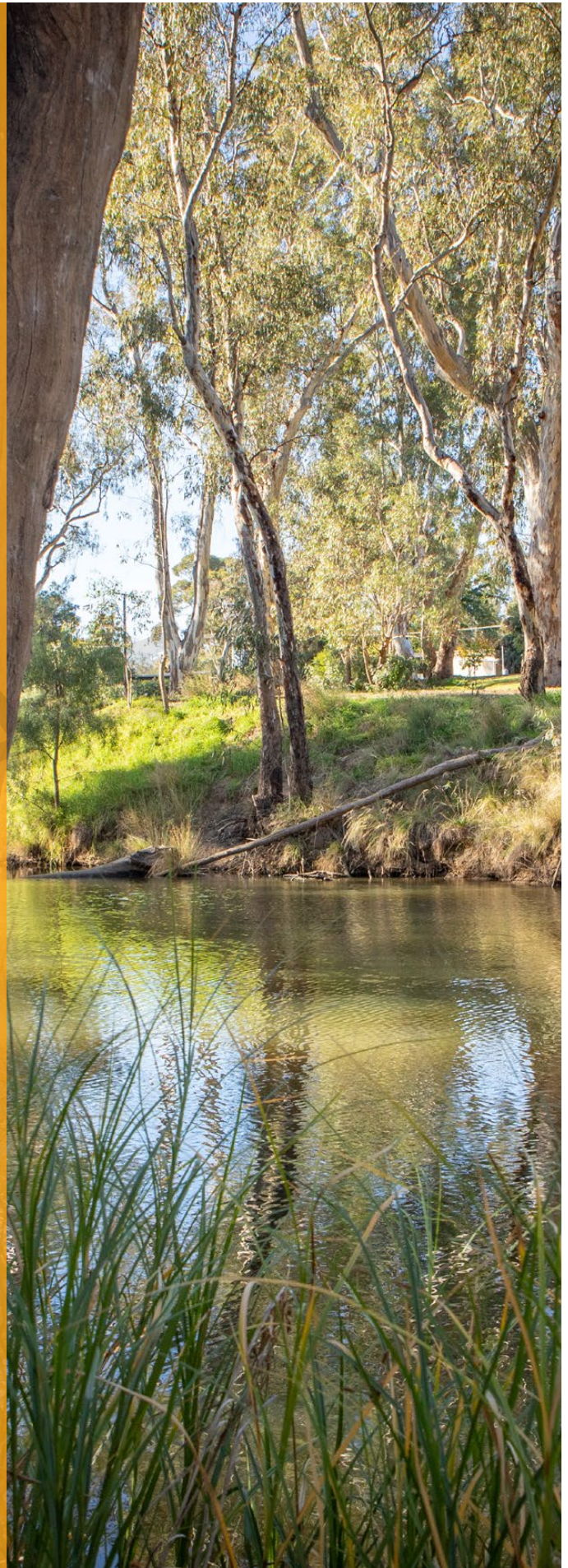
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Rochester Place Based Plan Future Rochester



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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

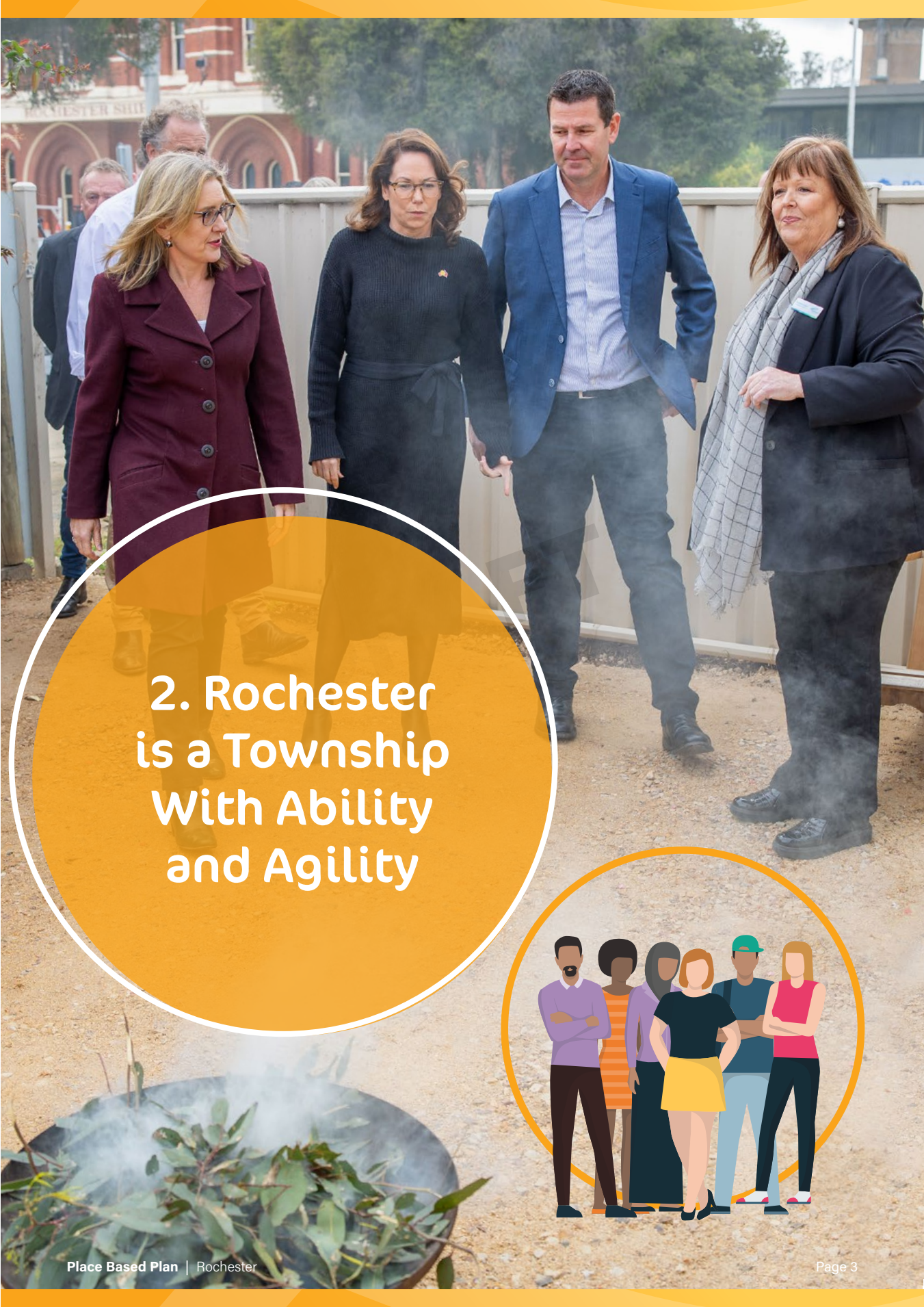
Final Future Rochester Plan

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

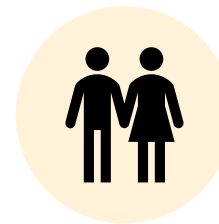
Most residents have lived in or around Rochester for generations, but there are others who have moved in more recently seeking an affordable small-town lifestyle.



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)



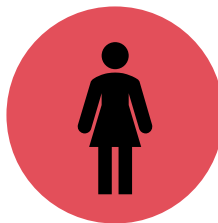
Born overseas
6% (compared to 8% in Campaspe). Top places of birth are the United Kingdom, New Zealand, Malaysia, Italy and the Philippines.



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

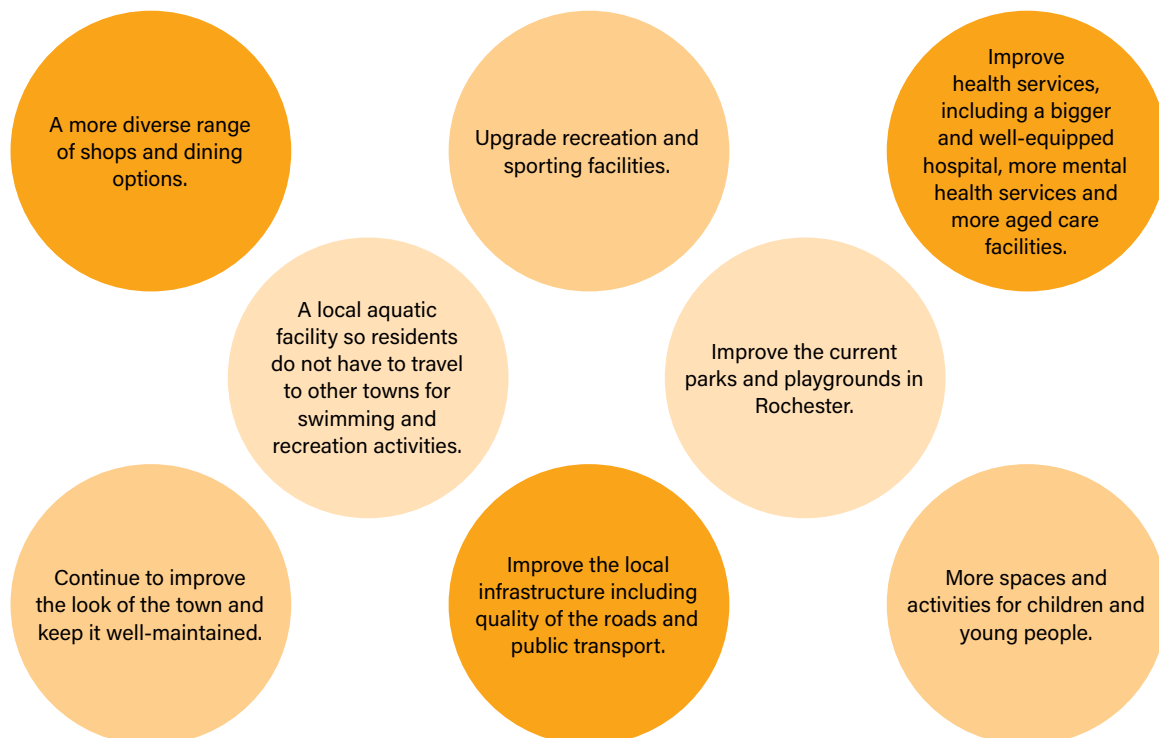
A range of community engagement activities were undertaken between 27 April and 4 June 2023. They are described in the table below, along with their estimated participant numbers. These activities were largely promoted, led and facilitated by representatives of the Place Based Plan Committee (PBPC) and 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
TOTAL	965 people

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>The Banks development</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>Short term action: 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>Medium term and long term: Deliver on the projects identified in the master plan.</p>	All
<p>Reclaim and revive the factory</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>Short term action: Led by Council and key strategic leaders, an advocacy program will seek to release the entire site.</p> <p>Medium/long term action: 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>CBD Revitalisation</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"> ▪ Identification of key buildings and an assessment of their long-term integrity. ▪ Development of intervention plans, where appropriate, for these key buildings. ▪ Coordination of a structure plan for the Rochester CBD focusing on the spaces and areas to help with: <ul style="list-style-type: none"> - Interconnection of spaces - Identification of development opportunities - Retail - Hospitality - Public Art - Customer and Tourist comfort - Opportunities for modernisation (e.g. CBD WIFI electronic signage) - Parking and traffic flow - Greening and landscaping <p>Short term action: Assessment of heritage buildings.</p> <p>Medium/long term action: Develop and implement the CBD Revitalisation Plan.</p>	All
<p>Unlocking the 4Rs</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>Short term action: Assessment of land use potential and infrastructure requirements to rezone and redevelop the land.</p> <p>Medium/long term action: 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>Resolve the future direction for aquatic facilities in Rochester</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>Undertake a review of the Rochester Recreation Reserve Masterplan</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>Establish a youth hub in Rochester</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>Understand Rochester's First Nations history and values</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>Review the Rochester wayfinding strategy</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>Improved RV and e-charging facilities</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>Business activation and events strategy</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>Branding and tourism strategy</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>Provide a new town entrance sign</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>Greening Rochester</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>Undertake an all abilities audit of the town centre</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>Cycling Plan</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>Upgrade the Shire Hall</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>Endorse and deliver the Rochester Recreation Reserve Masterplan</p> <p>Seek endorsement and implement the Rochester Recreation Reserve Masterplan.</p>	Town for Everyone Strong identity
<p>Sustainability Rochester</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>Housing Strategy</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>Industrial land availability and zoning review</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>Maximise existing open space network</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>Flood Mitigation</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>Public Transport</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.



AUDIT AND RISK COMMITTEE

Half Yearly Report.
1 July 2023 – 31 December 2023



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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>15 September 2023</p> <ul style="list-style-type: none"> 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. <p>26 October 2023</p> <ul style="list-style-type: none"> Noted the financial position of Council for the quarter ending 30 September 2023.
Internal Control Environment
<p>26 October 2023</p> <ul style="list-style-type: none"> Noted the status of the Policy Update Register. Endorsed the proposed Risk Management and Audit Plan Development scope. <p>1 December 2023</p> <ul style="list-style-type: none"> Noted changes to key systems and their impact on Council's risk profile. Reviewed and provided feedback into the Draft Strategic Internal Audit Plan.
Risk Management
<p>15 September 2023</p> <ul style="list-style-type: none"> 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. <p>26 October 2023</p>

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Audit & Risk Committee Half Yearly Report

<ul style="list-style-type: none"> • Noted that Council had completed its Strategic Risk Review in line with recommendations of the Committee. • Received a report regarding the Disaster Recovery System Council has in place and the proposed Data Recovery Testing Plan (including cyber security testing). • Received information of the increases in insurance premiums incurred by Council. <p>1 December 2023</p> <ul style="list-style-type: none"> • Noted the CSC Risk Register. • Discussed the Business Continuity Plan noting a review will be undertaken on the recruitment of a Manager Governance & Risk. • 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.
Fraud Prevention Systems & Controls
<p>15 September 2023</p> <ul style="list-style-type: none"> • The CEO brought a matter to the attention of the Committee. <p>26 October 2023</p> <ul style="list-style-type: none"> • Provided input into the Fraud Minimisation and Reporting Procedure, noting changes to the Australian Standards in respect of Fraud and Corruption definitions.
Internal Audit
<p>15 September 2023</p> <p>Three Internal Audits were completed by the Internal Auditor, AFS.</p> <p>1. Procurement & Contract Management</p> <p>The areas of scope of the Procurement and Contract Management Audit were to:</p> <ul style="list-style-type: none"> • Evaluate the CSC's procurement and contract management frameworks against best practice and guidelines within the industry. • Consider whether practices adopted over procurement promote best value, efficiency and sufficiently manage associate risks. • Assess procurement practices on a sample basis, including internal controls, delegated approvals and compliance with policies and procedures. • Evaluate CSC's contract management frameworks against best practice and guidelines within the industry. • Ensuring quality assurance over contract management exists. • Assess contract practices on a sample basis, including internal controls, delegated approvals and compliance with policies and procedures. • Evaluate performance monitoring, reporting and key performance indicators. • Confirm systems and processes are in place to support effective procurement and contract management. <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>2. Human Resources</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 <ul style="list-style-type: none">Noted the review of the external audit function and provided feedback to the external auditors and VAGO.
1 December 2023 <ul style="list-style-type: none">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>15 September 2023</p> <ul style="list-style-type: none"> Considered reports by regulatory agencies on investigations and relevance for Council
<p>26 October 2023</p> <ul style="list-style-type: none"> Received a summary of the recommendations coming out of the Operation Sandon report.
Reporting to Council
<p>15 September 2023</p> <ul style="list-style-type: none"> Noted the Audit and Risk Committee 2022-2023 Annual Report was reported to Council at the 15 September 2023 Council meeting.
Review of Charter
<p>26 October 2023</p> <ul style="list-style-type: none"> Received a review of the proposed change to the remuneration for the Audit and Risk Committee Chairperson and Independent Members. Reviewed and endorsed changes to the Audit and Risk Committee Charter.
Other Matters
<p>15 September 2023</p> <ul style="list-style-type: none"> 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.
<p>26 October 2023</p> <ul style="list-style-type: none"> Received a report summarising Councillor expenses & reimbursements received in accordance with Council's adopted Councillor Expenses Policy. Noted the Audit and Risk Committee Annual Work Plan. Received a Procurement report regarding Council's performance against Key Performance Indicators. Noted the staff excess leave report and resolved that it no longer requires this report. Noted the quarterly Occupational Health and Safety Report.
<p>1 December 2023</p> <ul style="list-style-type: none"> Received a report summarising Councillor expenses & reimbursements received in accordance with Council's adopted Councillor Expenses Policy. Noted the Audit and Risk Committee Annual Work Plan.

Campaspe Shire Council

2023/2024 Quarterly Financial Report

Consolidated Comprehensive Income Statement

for the period from 01/07/23 to 31/12/23

		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				
Income / Revenue					
Rates and charges	1	49,184	48,918	266	1%
Statutory fees and fines		633	604	29	5%
User fees	2	7,452	7,138	314	4%
Grants - operating	3	1,367	5,499	(4,132)	(75)%
Grants - capital	4	2,079	512	1,567	306%
Contributions - monetary	5	242	58	184	317%
Contributions - non monetary	6	751	-	751	-
Net gain on disposal of property, infrastructure, plant and equipment	7	589	-	589	-
Other income	8	3,265	1,272	1,993	157%
Total income / revenue		65,562	64,001	1,561	2%
Expenses					
Employee costs	9	16,052	17,466	1,414	8%
Materials and services	10	16,720	16,354	(366)	(2)%
Depreciation	11	11,869	11,608	(261)	(2)%
Amortisation - Right of use assets		-	-	-	-
Bad and doubtful debts - allowance for impairment losses		-	-	-	-
Borrowing costs		73	66	(7)	(11)%
Finance Costs - Leases		-	-	-	-
Net loss on disposal of property, infrastructure, plant and equipment		-	-	-	-
Other expenses	12	4,857	3,546	(1,311)	(37)%
Total expenses		49,571	49,040	(531)	(1)%
Surplus/(deficit) for the year		15,991	14,961	1,030	6%

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				
Assets					
Current assets					
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%
Total current assets		124,092	84,946	39,146	32%
Non-current assets					
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)%
Total non-current assets		798,007	823,512	(25,505)	(3)%
Total assets		922,099	908,458	13,641	1%
Liabilities					
Current liabilities					
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)%
Total current liabilities		18,201	19,138	937	5%
Non-current liabilities					
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%
Total non-current liabilities		4,444	3,340	(1,104)	(33)%
Total liabilities		22,645	22,478	(167)	(1)%
Net assets		899,454	885,980	13,474	1%
Equity					
Accumulated surplus		312,781	319,531	(6,750)	(2)%
Reserves		586,673	566,449	20,224	3%
Total Equity		899,454	885,980	13,474	1%

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				
Cash flows from operating activities					
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%
Net cash provided by/(used in) operating activities		(7,604)	8,016	(15,620)	205%
Cash flows from investing activities					
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%
Net cash provided by/(used in) investing activities		5,789	(7,382)	13,171	228%
Cash flows from financing activities					
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%
Net cash flow provided by/(used in) financing activities		(859)	(1,028)	169	(20)%
Net Increase (decrease) in cash and cash equivalents		(2,674)	(394)	(2,280)	85%
Cash and cash equivalents at the beginning of the financial year		6,628	4,778	1,850	28%
Cash and cash equivalents at the end of the financial year		3,954	4,384	(430)	(11)%

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
Property								
Buildings	1	99	681	(582)	(587.9%)	4,261	3,069	3,131
Heritage buildings		-	-	-	-	47		
Total buildings		99	681	(582)		4,308	3,069	3,131
Total property		99	681	(582)	-	4,308	3,069	3,131
Plant and equipment								
Plant, Machinery and Equipment	2	1,053	805	248	23.6%	6,566	1,838	2,292
Total Plant and equipment		1,053	805	248		6,616	1,838	2,292
Infrastructure								
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	
Total Infrastructure		5,003	5,190	(187)		16,459	2,389	3,084
Total Capital Works		6,155	6,676	(521)	-	27,382	7,296	8,507

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.

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.

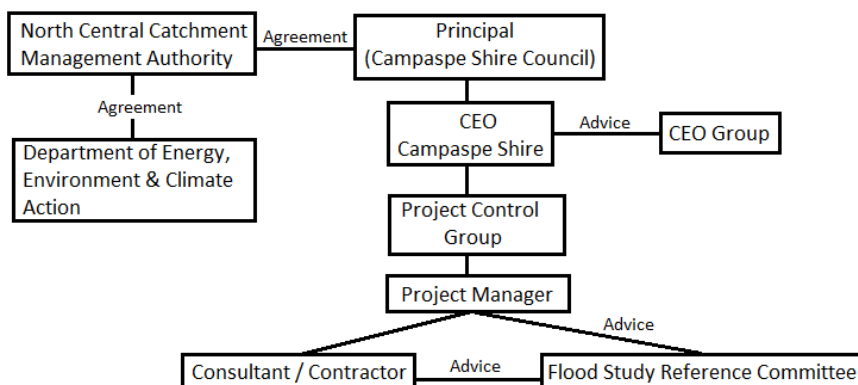


Figure 1 – Project Management Structure

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.