

Council Meeting Agenda

Campaspe Shire Council

Date: 17 November 2026

Time: 6:00pm

Venue: Echuca Function Room

Photo Left to Right: Cr Tony Marwood, Cr Luck Sharrock, Cr Paul Jarman, Cr Rob Amos, Cr Daniel Mackrell (Deputy Mayor), Cr Jessica Mitchell (Mayor), Cr Zoe Cook, Cr Adrian Weston and Cr John Zobec

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Present

For a meeting of the Campaspe Shire Council meeting held on Tuesday 17 November 2026, commencing at 6:00pm at the Council Chambers, Echuca Civic Centre.

Open and Welcome

Acknowledgement of Country and opening prayer

Acknowledgement of Country

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

We acknowledge all First Peoples and their deep and enduring connection to lands and waterways, upheld through their cultural responsibilities to Country.

We pay our respect to Elders past and present for their resilience, sharing of cultural knowledge, and strength in sustaining community and Culture.

With a shared commitment to mutual respect, we walk the path of reconciliation together.

Opening Prayer

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

Amen.

Meeting Procedures

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

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

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

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

1 Apologies and Requests for Leave of Absence

1.1 Apologies

1.2 Leave of Absence

As previously approved for Cr Cook.

2 Confirmation of Minutes and Attachments

RECOMMENDATION

That the Minutes of the Campaspe Shire Council Meeting held on 20 October 2026 and Campaspe Shire Council Unscheduled Meeting held on 27 October 2026 be confirmed.

3 Disclosure of Conflicts of Interest

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

4 Changes to the Order of Business

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

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

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

5 Public Question Time

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

All questions must:

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

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

6 Petitions / Joint Letters

Nil.

7 Acknowledgements / Councillor Reports

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

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

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

The CEO must be notified of any acknowledgment or report to be raised by a Councillor at a

Council Meeting at least three (3) hours before the commencement of the Council Meeting.

8 Council Decisions

8.1 Office of the CEO

8.1.1 Media Relations & Social Media Policies

Directorate:	Office of the CEO
Responsible Officer:	Manager Marketing and Communications
Manager:	Chief Executive Officer
Attachments:	1. Revised Media Relations and Social Media policy [**8.1.1.1** - 5 pages] 2. 055- Media-relations (2) [**8.1.1.2** - 4 pages] 3. 131- Social- Media (3) [**8.1.1.3** - 6 pages]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Enhance Community Participation and Wellbeing
Other Strategic Context:	This policy applies to all pillars within the Council and Wellbeing Plan in the context of information and engagement with media and the community on Council issues, strategy, projects and progress.

1. PURPOSE

The purpose of this report is to:

1. To seek Council endorsement of the proposed enhancements to Media Relations Policy 055, with expanded reference to social media to provide one retitled contemporary governance policy.

2. To seek Council endorsement to revoke Social Media Policy 131.

2. RECOMMENDATION

That Council:

1. **approves the reviewed and enhanced Media Relations Policy under the new name of Media Relations and Social Media Policy; and**

2. **revoke Social Media Policy 131.**

BACKGROUND

Previous Council Discussion

Council Briefing, 13 October 2026

Council's Media Relations Policy 055 establishes Council's official voice in responding to and anticipating media enquiries. It defines the roles of the Mayor, Chief Executive Officer and authorised or delegated spokespeople, and supports accurate, timely and consistent communication of Council's strategic objectives, decisions, services and projects.

The policy remains fit for purpose but contains procedural and operational instructions more appropriately managed through internal processes and the Staff Communications Guidelines. Removing that detail creates a clearer, higher-level governance policy that reflects current practice.

The current Social Media Policy 131 was established when social media was emerging, and additional guidance was needed to support Councillors and staff to understand expectations, risks and appropriate use.

Social media has rapidly evolved and is now a standard communication, engagement, and information sharing tool that can affect Council's reputation, public confidence, and the accuracy and consistency of Council communications.

However, it is not specifically detached from what can commonly be referred to as "media" given most traditional media outlets also run accompanying social media accounts on various platforms, and access to social media is available freely to individuals.

It is therefore proposed that an enhanced policy that specifically addresses social media as part of a broader media relations approach be considered. It will bring both subjects within one governance framework while retaining clear behavioral expectations and guide Councillors and staff in the appropriate use and management of media and social media interactions.

The combined policy is intended to support accurate, timely, and consistent communications aligned with Council's strategic objectives and respectful, constructive interactions with the community.

The changes made to the policy alongside the proposal to revoke the current social media policy do not remove or weaken their intent. They clarify where expectations are located, strengthen their application across contemporary communication channels, and distinguish governance requirements from internal procedures.

They also recognise the difficulty in separating media and social media, therefore providing one consistent policy to cover both.

In summary, the key changes in the reviewed document are:

- Combining Media Relations Policy 055 and Social Media Policy 131 into one contemporary governance policy.
- Clarifying the roles of the Mayor, Chief Executive Officer, and delegated spokespeople.
- Retaining specific references to Council's Election Period Policy during a Council election period.
- Including principles to guide Councillors and staff in the appropriate use and management of social media and interactions with the community.

- Retaining behavioural expectations for respectful, professional, lawful, secure and accountable communication.

- Removing procedural and operational instructions that are more appropriately contained in internal processes and the Staff Communications Guidelines.

- Recognising that Council communications now reach audiences beyond local media across a changing media and social media landscape.

3. DISCUSSION

As part of the policy review, a proposal was put to Council briefing on October 13, 2026 suggesting minor changes to the Media Relations policy, removing procedural and instructional information more appropriately contained for staff in internal processes and for Councillors via the Model Councillor Code of Conduct (October 2024) and the Victorian Government Guidance on the Model Councillor Code of Conduct.

Additionally, it was proposed that the Social Media Policy, while relevant when first drafted, no longer needed to be a standalone policy as it specifically related to behaviours and responsibilities sufficiently covered via the enhanced Media Relations Policy, and the internal processes for staff and the State Government's Model Councillor Code of Conduct for Councillors.

The proposal suggested revoking Social Media Policy 131.

Councillors felt if they were to revoke the Social Media Policy, there needed to be more of a social media presence within the revised Media Relations Policy.

The policy has been reworked to enhance the principles to guide Councillors and staff in the appropriate use and management of social media and interactions with the community while not duplicating guidance already available at State Government level and in internal Council processes.

Tracked changes have been applied to the Media Relations Policy presented at Council briefing on October 13, 2026.

4. STAKEHOLDER ENGAGEMENTSTAKEHOLDER ENGAGEMENT

Internal consultation:

- ELT various dates and discussions

- Office of the CEO Directorate

Councillors:

- Briefing Session - October 13, 2026

External consultation:

Not Applicable

Community Engagement

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

Nil.

Public Transparency Policy

Following adoption, the Privacy and Data Protection Policy will be published on Council's website and made available to the community.

5. LEGISLATIVE CONTEXT

Local Government Act 2020 - while the Act does not prescribe a specific media or social media policy, many councils choose to adopt policies to guide Councillors and staff conduct, clarify the role of the Mayor as official spokesperson and ensure alignment with the Model Councillor Code of Conduct and broader obligations under the Act.

Model Councillor Code of Conduct (October 2024)

Victorian Government Guidance on the Model Councillor Code of Conduct.

6. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

N/A

7. OPPORTUNITIES AND RISK

Opportunities:

This approach avoids duplication while retaining a clear and enforceable statement of Council's expectations for media relations and social media use.

It removes procedural and operational instruction more appropriately managed through internal processes for staff and the Model Councillor Code of Conduct for Councillors, creating one clear, high level governance policy that reflects current practice.

Providing media relations and social media principles in one policy will not remove or weaken expectations. It will make the policy framework clearer, more contemporary, and easier to apply consistently.

Risk:

Reputational Risk.

Failure to have a consistent and clearly defined policy outlining roles, responsibilities and behavioural expectations in relation to media and social media interactions for staff and Councillors, risks a loss of community trust and confidence.

Further, the risk of having multiple policies that do not align with the existing guidance provided by the State Government's Model Councillor Code of Conduct for Councillors, and Council's internal process for staff, risks confusion and inconsistency in approach and delivery of timely, respectful and consistent communications aligned with Council's strategic objectives.

8. CONCLUSION

Approving the revised Media Relations and Social Media policy and revoking the existing Social Media Policy provides a streamlined approach to media and social media relations for Councillors and staff.

Media Relations and Social Media Policy

Campaspe Shire Council

Policy Number	#055
Reference	ECM Reference 2869810
Date approved / adopted	TBC
Frequency of review	4 Years
Next review due	21/07/2030
Responsible Officer	Manager Marketing & Communications

1. Purpose

The purpose of this policy is to outline Campaspe Shire Council's approach to managing media relations and the use and management of social media, and to identify responsibility for these functions.~~this function.~~ It supports communications that are accurate, timely, consistent and aligned with Council's strategic objectives, and defines roles and responsibilities for engaging with the media,~~ and~~ **responding to enquiries**, and creating, publishing and managing social media content.

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2. Scope

This policy applies to Councillors; employees, including full-time, part-time and casual employees, agency staff and students; Community Asset Committees established under section 65 of the Local Government Act 2020; and contractors, volunteers and consultants engaged by Campaspe Shire Council. It applies to media engagement and to the use and management of official Council social media channels, as well as work-related use of personal social media accounts.

Councillors must consider this policy alongside the State Government's Model Councillor Code of Conduct, which **is the ultimate guide for Councillor conduct and** establishes standards of ethical behaviour, integrity and respect across all interactions, including **social media and other** online platforms.

~~Councillors must consider this policy alongside the State Government's Model Councillor Code of Conduct, which establishes standards of ethical behaviour, integrity and respect across all interactions, including online platforms.~~

Campaspe Shire Council employees must consider this policy alongside the Employee Code of Conduct and Internal~~Staff~~, Staff Communications Guidelines, which govern work-related communication, ~~set out standards and expectations for interactions with the~~ **media** interaction and the appropriate use of social media and other~~, including through~~ online platforms.

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3. Policy Statement

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Council ~~values~~ recognises the role of the media and **social media as part of its broader communication and engagement approach. It will** ~~will~~ foster constructive relationships with media organisations **while using Council-managed social media channels responsibly,** ~~as part of its broader communication and engagement approach~~. **Media and social media communications will** ~~These relationships~~ support the timely, **consistent, accessible and clear communication of Council decisions, services and priorities to the community. Council social media channels will be authorised, administered, monitored and moderated by designated employees in accordance with Council policies, approved procedures and records-management requirements.**

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4. Principles

The implementation of this policy is guided by the following principles:

4.1 Media Engagement
4.2 Authorised Spokesperson
4.3 Media enquiries and responses
4.4 Audience
4.4 Audience ~~Election Period~~
4.5 Social media use ~~Crisis~~ and ~~issues~~ management
4.6 Election period
4.7 Issue and/or Crisis Management

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4.1 Media Engagement

Media engagement must consider the intended audience, desired outcome, appropriate channels, likely community impact, government relationships, Council's reputation and legal risk. The Mayor and CEO will work in partnership with the Marketing and Communications team to develop and release key messages on behalf of Council.

The Marketing and Communications team is responsible for managing Council's media relations across traditional and online platforms.

Proactive and reactive media relations will cover:

4.1.1 Management of media inquiries

4.1.2 Identifying and actioning opportunities for media coverage

4.1.3 Development of key messaging for spokespersons

4.1.4 Maintenance of relationships with media stakeholders

4.1.5 Issuing of media releases

4.1.6 Development of communications plans to advance and protect council's reputation

4.2 Authorised ~~Authorized~~ Spokesperson

To ensure the elected Council's position is accurately represented, the Mayor is the principal spokesperson for Council decisions and strategic matters, including policy, major projects, changes to service levels and significant community issues.

The CEO is the principal spokesperson on organisational and operational matters.

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The CEO may authorise Directors or subject matter experts to speak on organisational or operational matters where appropriate. The Mayor may delegate the Deputy Mayor or another Councillor to speak on a specific Council matter. Employees must not engage with the media or provide comment or information unless authorised by the CEO.

Councillors may engage with the media in their individual capacity, provided they make clear that their comments are personal views and not the position of Council unless authorised to speak on Council's behalf. Councillors must not disclose confidential information and must comply with the Model Councillor Code of Conduct, Council's Governance Rules and the Election Period Policy.

4.3 Media enquiries and responses

To support consistent messaging, accurate information and appropriate approval before release, all media enquiries must be referred to the Marketing and Communications team as Council's first point of contact.

The Marketing and Communications team is responsible for:

- Providing written responses to media inquiries~~inquires~~
- Logging ~~j~~enquiries for record management
- Distributing communications via media and online platforms
- Seeking appropriate internal approvals

Written media responses must be approved by the authorised spokesperson: the Mayor for Council decisions and strategic matters, or the CEO, relevant Director or authorised delegate for organisational and operational matters.

4.4 Audience

The primary audience for Council media and social media communications is the Campaspe Shire community, reached through local media outlets and relevant online platforms.

This policy recognises that media commentary~~,~~ and communications can be consumed by a wider public and stakeholder audience, and that ~~wider~~ media interest can extend beyond the Shire. Social media content can reach audiences across Australia and around the world, regardless of the intended geographic audience, because it can be shared, republished and accessed beyond Shire boundaries.~~shire.~~

The intended audience must be considered when developing media responses and communications so that information is clear, relevant and appropriate, and Council's position is accurately represented.

4.5 Social media use and management

Council social media accounts must be established, administered, monitored and moderated only by employees authorised by the Manager Marketing and Communications. Content published on official Council accounts must be accurate, respectful, accessible, appropriate for the intended audience, consistent with approved Council positions and retained in accordance with Council's records-management requirements.

Council does not respond directly to posts made by, or messages sent through, individual or group social media accounts that are not official authorised Council accounts. Individuals and

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community groups are encouraged to use Council's established channels and processes to raise questions, concerns or claims as outlined on Council's website.

Councillors may use social media in their official or personal capacity but must clearly distinguish personal views from Council positions, protect confidential information, avoid implying Council endorsement where none exists, and act consistently with the Model Councillor Code of Conduct. The Victorian Government Guidance on the Model Councillor Code of Conduct expressly addresses the application of the Model Code to social media, including expectations regarding respectful ~~behaviour~~behavior, public comment, and interactions with the community.

Employees may contribute to Council social media only when authorised and within the scope of their role. When using personal social media, employees must not present personal views as Council positions, disclose confidential information, use Council branding without approval, or publish content that could reasonably undermine Council operations, workplace relationships or public confidence. The Employee Code of Conduct and Internal Staff Communications Guidelines govern staff conduct and are the primary guides for employees' work-related use of social media.

4.~~5~~6 Election period

During a Council election period, media relations, communications, council spokespersons and council communications resources are governed by the Election Period Policy ~~2024~~.

4.~~6~~7 Issue and/or Crisis Management

In the event of an emergency or crisis, Council's Crisis Management Plan and Crisis Communications Plan will be enacted under the direction of the Emergency Management Team.

The Marketing and Communications team is responsible for monitoring media activity and identifying emerging issues. A Councillor or employee who becomes aware of an issue that could affect Council operations, public confidence or Council's reputation must promptly notify the CEO, the relevant Director or the Marketing and Communications Manager.

5. Definitions

Terms and definitions used in this policy include:

Term	Details
Media	Any organisation or outlet that gathers, produces or distributes news and information to a public audience through print, radio, television or online channels.
Online platforms	Digital channels and services used to create, publish, discuss or share information, including websites, social media, blogs, vlogs, forums, applications and live-streaming services.
Social media	Online platforms that enable users to create, publish, share or interact with content and communities, including social networking, video-sharing, messaging and discussion services.

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6. Related legislation, strategies, policies and procedures

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This policy is approved by Council and will be reviewed in accordance with Council's policy review cycle, or earlier where legislative, operational or governance changes require it.

Related Legislation:	Local Government Act 2020 Victorian Charter of Human Rights and Responsibilities Act 2006 Gender Equality Act 2020 Victorian Disability Act 2020 Emergency Management Act 2013
Related Strategic Documents, Policies, or Procedures	Council and Wellbeing Plan 2025-2029 Election Period Policy 2024 State Government's Model Councillor Code of Conduct~~State Government's Model Councillor Code of Conduct~~ Employee Code of Conduct Internal Staff Communications Guidelines~~Staff Communications Guidelines~~

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7. Attachments

Nil.

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.

Traditional Owners

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung, and Yorta Yorta Peoples. We acknowledge all First Peoples and their deep and enduring connection to lands and waterways, upheld through their cultural responsibilities to Country. We pay our respect to Elders past and present for their resilience, sharing of cultural knowledge, and strength in sustaining community and Culture. With a shared commitment to mutual respect, we walk the path of reconciliation together.

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Media Relations

Council Policy Number	**055**
Date adopted	18 May 2022
Scheduled for review	May 2026

Campaspe Shire Council

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1. Preamble

The use of media is one tool used by Council to communicate key messages to the community.

Liaison with media outlets including print, television and radio is one of the core roles of the Communications team to ensure information provided is clear, accurate and assists Council in sharing information with its communities.

Council values the role of the media and will develop and foster positive relationships with journalists, editors and photographers.

2. Purpose

This policy outlines the approach to and resources available for managing media relations.

The policy aims to:

a. ensure a clear and effective presentation of Council's message to the media and the community;

b. ensure a clear and understood strategy for communicating a consistent message to the media; and

c. avoid any misunderstandings, misquotes or overtly negative coverage.

The Manager Communications and the Chief Executive Officer (CEO) have responsibility for implementation of this policy, and for ensuring that Council's communication practices meet its Council Plan commitments and Council's obligations in respect to open and accountable local government.

It is expected that both the Mayor and CEO will work in partnership to support the release of key messages on behalf of Council. At the commencement of each Mayoral term, the CEO and Mayor will agree on the parameters and approach to respond to media enquiries and ensure awareness of proposed media releases and their key messages in advance of being issued.

The Mayor, councillors and staff are required to work with the Communications team to identify opportunities to engage in a positive or meaningful way with media outlets.

3. Definitions

Media	Refers to any media organisation including print, online, radio and television.
Relevant Councillor	Councillor nominated to speak.

4. Policy Statement

4.1. Principal Council Spokesperson

The Mayor is the principal spokesperson for the Council in relation to Council decisions, policy, projects, changes to service levels or any major issue in the community. The Mayor has responsibility for ensuring that the views of the elected Council are appropriately represented.

In most cases, media releases will be drafted quoting the Mayor. By discretion, the Mayor may delegate spokesperson authority to a fellow councillor when the matter relates to a specific ward, a councillor portfolio, a Notice of Motion raised by a councillor, if the Mayor is unavailable.

In the event that the media release relates to an organisational matter, the Chief Executive Officer (CEO) will be quoted, unless the CEO determines that another officer would be more appropriate in the circumstances.

Council staff must not provide information to the media unless authorised by the CEO or the Manager Communications. In this case, statements and appropriate information should be provided to the Manager Communications so it can be recorded, checked for consistency and agreed format and issued to the appropriate media outlet.

Off the record statements should not be made. All comments to media should be considered "on the record".

4.2. Media Releases

Media releases are designed to raise the interest of journalists by providing information about a Council decision, project or issue. There is no guarantee information provided in a media release will result in a story being published or broadcast. Ensuring media releases are concise, interesting and newsworthy will add to the chances of it being published.

The appropriate spokesperson for statements made in the media release will be based on section 4.1 of this policy.

All media statements should be approved by the Mayor, CEO or their nominees before release. The Communications team is responsible for issuing the media release to appropriate media outlets.

Similarly, media releases issued by other organisations on behalf of Council should be provided to the CEO prior to release, to ensure consistency in the delivered message.

If media seek additional information to that contained in the media release, the Officer / Councillor nominated in the release should gather the information and provide it to the Communications team.

4.3. Media Enquiries

The Communications team is the first point of contact for all media enquiries.

Staff and Councillors must refer media enquiries to the Communications team who will log the questions, try to ascertain from the journalist what type of story will be written, whether the journalist has spoken to any other party and if the journalist has the appropriate background information. The deadline will also be established.

By fielding enquiries in this manner staff can ensure consistency in information provided to the media. This is particularly important if the organisation has already responded to a similar enquiry.

The Communications team will then identify the most suitable person in the organisation to provide a response. That person will be fully briefed and key messages formulated, taking into account the type of story being written, any links to messages in ongoing strategies, previous information provided and so on. The Communications team will also identify possible issues that could arise.

The Communications team will provide relevant background information to journalists, as may be required.

If in the rare situation that an appropriate Council staff member cannot be contacted because of deadline issues, but the correct information is available, the Communications team will respond on behalf of the organisation. This does not apply to policy or political issues, just operational issues. This is to avoid the journalist writing "the Campaspe Shire Council did not respond."

4.4. Media Interview Requests

If there is a television, radio or press interview request, the Mayor or their nominee is the first choice for spokesperson.

It is recognised that there will be instances when staff will be required to interact with the media and respond to requests for interviews. In the instance of responding to “voice grabs” for radio, the Communications team, in consultation with the CEO or General Manager, will authorise the appropriate staff member to fulfil the request. The staff member will be briefed as to the key messages and possible angles.

In the case of ‘face to face’ interviews, the councillor and/or staff member will be briefed as to key messages and potential angles the journalist may take. If appropriate, the Communications Manager will accompany the interviewee.

The Communications team will handle all contact with the media, with the exception of comment at or after Council meetings. This will allow effective briefings and advice to councillors and staff and support their effective interaction with the media.

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4.5. Issues and/or Crisis Management

The Communications team is responsible for monitoring media activity and identifying potential issues. If a councillor or officer becomes aware of an issue that has the potential to impact upon Council they should bring it to the attention of the CEO, relevant General Manager or the Communications Manager.

Statements made to the media may have far reaching effects and can be used later in legal proceedings against Council. Informal comment or discussion might prejudice Council's ability to manage its response to the media in the most appropriate way.

In the event of a crisis or unexpected issue the Communications Manager, in conjunction with the CEO, will manage Council's communication with the media. This includes identifying and briefing the most appropriate spokesperson. This will generally be the Mayor or the CEO who will comment on Council's behalf. The designated spokesperson will liaise with the Communications Manager, and, if appropriate, the Governance Manager, to determine the most appropriate response, including key messages.

5. Exclusions

Nil

6. Human Rights

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

7. Related Legislation

Nil

8. Related Policies, Procedures and Strategies

Council Policy 131 – Social Media

Councillor Code of Conduct

Employee Code of Conduct

9. Attachments

Nil

10. Review Period	Responsible officer
Four years	Manager Communications

11. Administrative Updates

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

12. Approval History

Adopted	28 January 1999	Minute Book Reference No	3383 (Item 13.1)
Revised	8 July 1999	Minute Book Reference No	3737 (Item 12.1)
Revised	12 September 2000	Minute Book Reference No	4658 (Item 12.1)
Revised	11 September 2001	Minute Book Reference No	5565 (Item 12.2)
Revised	13 August 2002	Minute Book Reference No	6305 (Item 12.1)
Revised	16 October 2007	Minute Book Reference No	11542 (Item 9.1)
Revised	21 October 2008	Minute Book Reference No	12868 (Item 9.5)
Revised	21 August 2012	Minute Book Reference No	1057 (Item 4.16)
Revised	17 December 2013	Minute Book Reference No	1664 (Item 6.4)
Revised	16 August 2016	Minute Book Reference No	731 (Item 6.2)
Revised	17 October 2017	Minute Book Reference No	2865 (Item 6.3)
Revised	25 June 2019	Minute Book Reference No	1988 (Item 7.1)
Revised	22 February 2021	Administrative update to apply consistent references to	

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Revised 18 May 2022

Campaspe Shire Council ('Council') and abbreviations
Minute Book Reference No (Item 9.1)

Chief Executive Officer: ……

Date: ……

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Social Media

Council Policy Number	**131**
Date adopted	18 May 2022
Scheduled for review	May 2025

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1. Preamble

Social media provides a range of communication platforms which can be used in addition to the traditional communication tools, such as media releases, website and newsletters.

2. Purpose

To guide Councillors, staff, contractors, agents and volunteers in the appropriate use of social media platforms and tools when conducting Campaspe Shire Council ('Council') business.

3. Definitions

Social media	Online digital spaces used for creating, conversing and sharing information and can include blogs, social networks, forums, podcasts or videos.
Social media user	Combined throughout policy to include Councillors, staff (permanent, temporary or casual), contractors, agents and volunteers.
Social media editor	Authorised by the Manager Customer Service to use a Council social media account, or one of its services or commercial businesses.
Personal use	Using social media privately, whether during business hours or outside of business hours.

4. Policy Statement

This policy applies to all social media users who want to use social media on behalf of Council.

It will also apply to agencies and individuals who provide services to Council and will be included in all relevant external supplier contracts (as applicable, as it relates to our work).

The policy outlines requirements for compliance with confidentiality, governance, legal, privacy and regulatory parameters when using social media to conduct Council business.

It aims to:

- inform appropriate use of social media tools for Council;
- promote the effective and productive provision of information through social media;
- minimise miscommunication or mischievous communications;
- help Council address the inherent expectations and challenges of communicative immediacy.

The policy applies to those digital spaces where people may comment, contribute, create, forward, post, upload and share content, and may include (though is not limited to):

- social networking sites and apps (eg. Facebook, Twitter, LinkedIn);
- video and photo sharing apps (eg. Instagram, YouTube, Snapchat);
- Blogs, including corporate blogs and personal blogs;
- Blogs hosted by media outlets (eg. comments on 'Your Say')
- Forums, discussion boards and groups (eg. Google groups)
- Review platforms (eg. TripAdvisor)
- Instant messaging (eg. Facebook Messenger, WhatsApp)

4.1 Personal use of social media

This policy is not intended to discourage personal expression however you are responsible for the content you publish in a personal capacity on any form of social media platform. The best advice is to approach online worlds the same way as you do the physical one. Have fun but be smart.

- The internet never forgets. Search engines, archives and other technologies make it virtually impossible to take something back. There is really no such thing as “delete” on the internet, so always think twice before you post.
- Nothing is ever truly private. Even if you use privacy tools assume that everything you write, exchange or receive on social media is public. Material posted in a relatively secure setting can still be copied and reproduced elsewhere.
- Assume that your personal life and professional life will merge online regardless of your care in separating them. Even if you do not identify yourself as a Campaspe Shire Councillor, staff member, contractor, agent or volunteer you could still be recognised as such, including when posting anonymously or using an alias or pseudonym.
- Own up to mistakes. If you make a mistake, correct it immediately and be clear about what you’ve done to fix it.
- Respect copyright. If it’s not yours, don’t use it. Before posting someone else’s work check with the owner first.

When using social media, you must not:

- Disclose confidential Council information.
- Disclose internal Council discussions or decisions.
- Imply that you are authorised to speak as a representative of Council, nor give the impression that the views you express are those of Council, unless you are an authorised social media editor, as outlined in point 3.
- Use any Council logos. Your Council email address cannot be used for personal accounts, however it is acceptable to use for accounts relating to your work, for example LinkedIn.
- Make any disparaging comment/post that may cause reputational damage to the Council.
- Make any disparaging comment/post about a Councillor, staff member, contractors, agents and volunteers.
- Post material that is false, offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright or is otherwise unlawful.

4.2 Using social media at work

Staff are encouraged to submit content to the Communications team relating to their work to be shared with Council’s social media followers.

When using social media at work you must do so in accordance with the ICT Policy, which requires staff to use the resources ‘reasonably’, in a matter that does not interfere with work and is not inappropriate or excessively accessed. It is not acceptable to spend hours using social media that is not related specifically to your work.

Examples of reasonable use include:

- Liking, sharing or retweeting content from a Council account on your own account
- Updating statuses and posting messages during breaks

When using social media, users are expected to:

- adhere to Council codes of conduct, policies and procedures;
- behave with caution, courtesy, honesty and respect;
- comply with relevant laws and regulations;
- adhere to and reinforce the integrity, reputation and values of Council.

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4.3 Authorised professional use of social media

Before engaging in social media as a representative of Council, social media editors must be authorised by the Manager Customer Service.

New Council social media accounts must be authorised by the Executive Management Team and enabled by the Manager Customer Service.

Once authorised to comment on behalf of Council, social media users should make comments and posts that:

- Offer advice and support in their area of expertise. Advice, support or comment from a colleague who has expertise relevant to the issue may also be relayed in liaison with them.
- Are factually correct and comply with the relevant policies, especially confidentiality and disclosure.
- Are respectful of all individuals and communities and respectful to others' opinions, even in times of heated discussion and debate.
- Adhere to Council's Communications and Writing Guideline and Social Media Plan.
- Adhere to this policy and seek to conform to the cultural and behavioural standards of the social media platform being used as well as the Terms of Use.

4.4 Monitoring and identifying inappropriate use

Social media users are one of our most vital assets for monitoring the social media landscape.

If you come across positive or negative comments about Council and its activities, please share them with the Communications team.

In the case of negative comments, notifying the Communications team before an issue reaches a crisis situation can enable potential issues to be resolved more effectively and efficiently.

If a social media user becomes aware of, or suspects content or activity that may breach this policy you must be report this to your immediate supervisor, Manager or General Manager.

Council uses social media reporting software, ArchiveSocial, to monitor comments for inappropriate use and comply with Public Records Acts requirements. It is not used to monitor private accounts.

4.5 Compliance

Depending on the circumstances, non-compliance with this policy may constitute a breach of employment or contractual obligations, misconduct, sexual harassment, discrimination, bullying or other breach of the law.

Social media users who fail to comply with this policy may face disciplinary action in accordance with the:

- Councillor Code of Conduct (Councillor);
- Disciplinary Action Procedure (staff), which may include termination of employment.

4.6 A-Z guide for using social media

Guidelines for using social media are as follows:

Access

Be mindful of the requisite government web standards for people with special needs. Information made available via non-compliant platforms should be made accessible in another form if possible.

Accuracy

Be accurate, constructive, helpful and informative. Correct any errors as soon as practicable. Do not publish information or make statements which you know to be false or may reasonably be taken to be misleading or deceptive.

Authorisation

Ensure appropriate authorisation has been obtained before using social media including, but not limited to uploading content and acting as a spokesperson on behalf of Council.

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Be responsive

Specify the type of comments and feedback that will receive a response and clearly communicate a target response time. Make it easy for audiences to reach Council via other methods by publishing Council's phone number, generic email, etc. On Facebook in particular, include 'manned' hours in the Information tab.

Be safe

Protect your personal privacy and guard against identity theft.

Defamation

Do not comment, contribute, create, forward, post, upload or share content that is malicious or defamatory. This includes statements which may negatively impact the reputation of another.

Disclosure

Only discuss publicly available information. Do not disclose confidential information, internal discussions or decisions of Council, employees or third parties. This includes publishing confidential, personal or private information where there is sufficient detail for potential identification of Councillors, Council staff or third parties.

Discrimination

Be mindful of anti-discrimination laws and do not publish statements or information which may be discriminatory.

Expertise

Do not comment outside your area of expertise. Do not commit Council to actions or undertakings.

Identity

Be clear about professional identity or any vested interests. Do not use fictitious names or identities that deliberately intend to deceive, mislead or lie. Do not participate anonymously or covertly via a third party or agency.

Intellectual property

Seek permission from the creator or copyright owner, to use or reproduce copyright material including applications, audio tracks (speeches, songs), footage (video), graphics (graphs, charts and logos), images, artwork, photographs, publications or music. Also seek permission before publishing or uploading material in which the intellectual property rights, such as trademarks, are owned by a third party, eg. company logos. Seek permission from the website's owner wherever possible before linking to another site.

Language

Be mindful of language and expression.

Media

Do not issue statements or make announcements through social media channels unless authorised. Do not respond directly if approached by media for comment through social media. Refer the inquiry to the communications team as per Council's media policy. Social media will point back to original sources of media releases and alerts, ie. website, not publish entire statements.

Modification and moderation

Ensure that any social media sites created or contributed to can be readily edited, improved or removed and appropriately moderated.

Opinion

Clearly separate personal opinions from professional ones and be mindful of Council's Code of Conduct when discussing or commenting on Council matters. In general, don't express personal opinions using Council pages or tags or other identifications. Only where this is not possible, consider using a formal disclaimer to separate official Council positions from personal opinions and distance Council from comments made by public and other outside interests.

Political bias

Do not endorse any political affinity or allegiance.

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Privacy

Be sensitive to the privacy of others. Seek permission from anyone who appears in any photographs, video or other footage before sharing these via any form of social media. If asked to remove materials, do so as soon as possible.

Respect

Always be courteous, patient and respectful of others' opinions, including detractors.

Reward

Do not publish content in exchange for reward of any kind.

State of mind

Do not use social media when inebriated, irritated, upset, angry or tired.

Transparency

Do not seek to buy or recompense favourable social media commentary. Encourage online publishers to be open and transparent in how they engage with, or review Council personnel, services or wares.

4.7 Site transparency

When available, filters will be used to restrict inappropriate comments. In addition, auto responses will be used to advise office hours for direct messages, to advise the customer of when the page is monitored.

The following comment policy will be attached to all Facebook pages, with wording adjusted to match the business service name:

Campaspe Shire Council's Facebook Page is designed to present matters of public interest in Campaspe, including its many residents, businesses and visitors. We encourage you to submit your questions, comments, and concerns, but please note this is a moderated Facebook Page.

Campaspe Shire Council reserves the right to delete submissions that contain:

- vulgar language;
- personal attacks of any kind;
- offensive comments that target or disparage any ethnic, racial, or religious group.

Further, Council also reserves the right to delete comments that are:

- spam or include links to other sites;
- clearly off-topic;
- advocate illegal activity;
- promote particular services, products or political organisations;
- infringe on copyrights or trademarks;
- use personally identifiable information.

Campaspe Shire Page administrators reserve the right to remove any comments at any time, for any reason and to remove access rights to any user who posts information in violation of this policy. If you have a comment or would like to report a post for review, send an email to comms@campaspe.vic.gov.au or contact Council's Communications team on (03) 5481 2200.

Posters that repeatedly disregard the guidelines will be removed and marked as spam.

4.8 Further information

If you have any doubt about applying the provisions of this policy, check with the Communications team before using social media to communicate. Depending on the nature of the issue and potential risk, it may also be appropriate to consider seeking legal advice.

5. Exclusions

Nil

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6. Human Rights

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

7. Related Legislation

Councillors and staff of the Council are expected to demonstrate standards of conduct and behaviour that are consistent with relevant legislation, regulations and policies. A list of relevant legislation may be used as a guide. Council policies and guideline provisions which must be adhered to in relation to the use of social media include the following:

- *Equal Opportunity Act 2010* (Victoria)
- *Charter of Human Rights and Responsibilities Act 2006*
- *Racial and Religious Tolerance Act 2001* (Victoria)
- *Occupational Health and Safety Act 2004* (Victoria)

8. Related Policies, Procedures and Strategies

A 072, Information and Communication Technology

Councillor Code of Conduct

Employee Code of Conduct

Council Policy 055, Media Relations

Council Policy 081, Privacy and Data Protection

Procedure PR130 - Disciplinary Action

9. Attachments

None

Review Period	Responsible officer
Three years	Manager Communications

Administrative Updates

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

Approval History

Adopted	19 July 2011	Minute Book Reference No 17821 (item 13.3)
Revised	5 February 2014	Executive Management Group
Revised	27 August 2014	Executive Management Group
Revised	9 September 2015	Executive Management Group
Revised	30 November 2016	Executive Management Group
Revised	6 September 2017	Executive Management Group
Revised	29 January 2019	Minute Book Reference No 18 (item 7.4)
Revised	21 July 2020	Minute Book Reference No 2882 (item 9.2)
Revised	23 September 2020	Administrative Change *(7. Related Legislation)*
Revised	22 February 2021	Administrative update to apply consistent references to Campaspe Shire Council ('Council')
Revised	18 April 2022	Minute Book Reference No.

Chief Executive Officer: Actg .....

Date: 23.5.22 .....

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8.2 Community and Culture

8.2.1 Reflect Reconciliation Action Plan (RAP)

Directorate:	Community and Culture
Responsible Officer:	First Peoples Engagement Officer
Manager:	Director Community and Culture
Attachments:	1. CSC Reflect RAP 2026-2028 Council Meeting 17.11 Final [**8.2.1.1** - 23 pages]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Accelerate Economic Development We understand current and future employment needs, employment is supported and developed Invigorate public spaces Visitors are attracted by and returning to a diverse range of events throughout the year Campaspe is attractive for people to live, work and play Natural environments are preserved and protected, including rivers, wetlands and native grasslands Enhance community participation and wellbeing Access to a diverse range of services and programs that enhance liveability and health and wellbeing outcomes Opportunity for genuine involvement in issues, strategies and plans Leadership and governance inspires community trust, participation and engagement
Other Strategic Context:	Events Strategy Municipal Public Health and Wellbeing Plan

1. PURPOSE

The purpose of this report is to present Council's Reflect Reconciliation Action Plan (RAP) 2026-2028 for endorsement.

2. RECOMMENDATION

That Council:

1. **endorses the Campaspe Shire Council Reflect Reconciliation Action Plan 2026-2028; and**

2. **acknowledges the important milestone in Council's reconciliation journey and supporting the ongoing work to strengthen relationships, respect and opportunities with First Peoples communities through the actions and deliverables outlined in the plan.**

3. BACKGROUND

Previous Council Discussion

A Councillor Briefing was held on 13 October 2026 to provide an overview of the Reflect Reconciliation Action Plan, the engagement undertaken during its development and the proposed actions and deliverables. No significant concerns or significant amendments were identified through the briefing process.

4. DISCUSSION

The RAP has been informed by ongoing engagement with Yorta Yorta Nation Aboriginal Corporation (YYNAC), Dja Dja Wurrung Clans Aboriginal Corporation (DJAARA), Taungurung Land and Waters Council TLaWC), local Aboriginal community members, Aboriginal organisations and Council staff. The RAP outlines actions and deliverables that will strengthen Council's internal capability, support respectful engagement with First Peoples communities and provide a framework for council's ongoing reconciliation journey.

Implementation of the RAP will occur across the organisation and be incorporated into existing business planning processes where appropriate. Officer recommendation is that Council endorse the Reflect Reconciliation Action Plan as presented.

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- Reconciliation Action Plan Working Group (RAPWG) Jan 2025 – Oct 2026
- Executive leadership team
- Senior Leadership Team
- Relevant Council officers responsible for implementation of RAP deliverables

Councillors:

- Council Briefings held through the development of the RAP including updates on engagement, development progress and final consideration of conditionally endorsed RAP.
    - 11th February 2025 – Development, method and community engagement
    - 28th October 2025 – Distributing draft externally to stakeholders and Reconciliation Australia for consultation and feedback
    - 13th October 2026 – Draft for considered endorsement

External consultation:

- Yorta Yorta Nation Aboriginal Corporation, Taungurung Land and Waters Council, DJAARA

- Njernda
- Cultural Consultant – Indigenous Cultural Consultation
- Aboriginal Elders and community members across the Campaspe Region
- Central Victorian Local Government Reconciliation Group representatives
- External stakeholder representation on RAP working Group nominated from the Traditional Owner Corporations
- Reconciliation Australia
- RAP artist and Graphic Designer

Community Engagement

In accordance with Council's Community Engagement Policy and the IAP2 Public Participation Spectrum, engagement on the development of the Reflect Reconciliation Action Plan was undertaken at the Consult level with Traditional Owner Corporations, Aboriginal organisations and community members.

Recognising the importance of self-determination, Aboriginal and Torres Strait Islander stakeholders were provided opportunities to identify priorities, share perspectives and contribute to the development of the RAP's actions and deliverables. Feedback received through this process directly informed the final Plan.

Public Transparency Policy

This report supports Council's commitment to transparency by publicly presenting the Reflect Reconciliation Action Plan and Council's proposed reconciliation actions.

6. LEGISLATIVE CONTEXT

The Reflect Reconciliation Action Plan supports Council's commitment to working respectfully with First Peoples communities in a manner consistent with relevant Victorian legislative frameworks.

This includes the Traditional Owner Settlement Act 2010 (Vic), which provides for the recognition of Traditional Owner groups and enables Recognition and Settlement Agreements that establish frameworks for partnership and engagement with government agencies.

The RAP also aligns with the Aboriginal Heritage Act 2006 (Vic), which recognises Aboriginal people as the primary guardians, keepers and knowledge holders of Aboriginal cultural heritage and supports Aboriginal participation in decisions relating to its protection and management.

The principles underpinning the RAP are also consistent with the Local Government Act 2020 (Vic), including community engagement, collaboration, inclusion and achieving positive outcomes for current and future generations.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

Implementation of the Reflect RAP will primarily be delivered through existing operational budgets, governance structures and staff resources.

Any future actions requiring additional resources with be considered through Council's annual budget and business planning processes.

8. ENVIRONMENTAL IMPLICATIONS

There are no direct environmental implications associated with endorsement of the Reflect Reconciliation Action Plan.

9. OPPORTUNITIES AND RISK

Opportunities:

- Strengthen relationships between Council and First Peoples communities.
- Support increased cultural understanding and capability across the organisation.
- Provide a clear framework for Council's reconciliation activities.
- Enhance opportunities for collaboration with Traditional Owners and Aboriginal organisations.
- Demonstrate Council's commitment to reconciliation and inclusive community outcomes.

Risk:

Without a formal framework, Council may miss opportunities to strengthen relationships with First Peoples communities and progress reconciliation outcomes.

The Reflect RAP provides a clear framework, governance arrangements and measurable deliverables to support implementation and accountability, including reporting requirements under the Reconciliation Australia RAP framework.

10. CONCLUSION

The Reflect Reconciliation Action Plan 2027-2028 provides a clear framework for Council's ongoing reconciliation journey. Developed through engagement with Traditional Owner Corporations, Aboriginal organisations, community members, Councillors and staff, the RAP provides practical actions and deliverables that will strengthen relationships, respect and opportunities with First Peoples communities.

Endorsement of the RAP demonstrates council's commitment to reconciliation and supports continued implementation across the organisation.

Campaspe Shire Council

DRAFT

RECONCILIATION ACTION PLAN

REFLECT

November 2026 – May 2028

(Inside Front Cover – Acknowledgment)

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung, and Yorta Yorta Peoples. We acknowledge all First Peoples and their deep and enduring connection to lands and waterways, upheld through their cultural responsibilities to Country. We pay our respect to Elders past and present for their resilience, sharing of cultural knowledge, and strength in sustaining community and Culture. With a shared commitment to mutual respect, we walk the path of reconciliation together.

We also acknowledge the Barapa Barapa People and their enduring cultural connections to Country in the western part of the shire and look forward to continuing to build our relationship through our reconciliation journey.

DRAFT

Reflect Reconciliation Action Plan

OFFICIAL: Sensitive

(Statement by CEO of Reconciliation Australia)

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes Campaspe Shire Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Campaspe Shire Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Campaspe Shire Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Campaspe Shire Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



DRAFT

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Grounded Together - In Circle, In Truth – Merring Jippa Murray - *Yorta Yorta, Wamba Wamba, Dja Dja Wurrung and Kamilaroi Woman*



This artwork is a representation and celebration of community, culture and the shared journey of reconciliation and healing. At its heart is a yellow central circle, surrounded by figures, symbolising the act of coming together in circle, in truth, in unity and in respect. This central motif is inspired by cultural practices of yarning, drawing strength from collective dialogue, deep listening and cultural exchange.

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Radiating from the centre are non-linear connecting lines, representing the journey toward reconciliation, a path that is not straight, but rich with learning, connection and growth. Woven throughout the piece are elements of both the Country of the Campaspe region and Victorian Aboriginal culture, honouring the enduring spirit, resilience and wisdom of First Nations peoples, their stories, knowledge systems and deep custodianship of Country.

These cultural elements include:

- **Possum skin cloaks** representing identity and belonging. The stories etched into every pelt tell a deep and living expression of culture and connection to Country.
- **Message sticks** symbolising traditional forms of dialogue and the passing of knowledge across peoples, generations and lands.
- **Representations of dance and music** reflecting cultural celebration, ceremony and the expression of identity, resilience and togetherness.
- **Yarning circles and community figures** representing the interconnectedness between people and place, between past and future, and between Aboriginal and non-Aboriginal communities standing side by side. These elements speak to truth-telling, cultural continuity, respectful exchange, unity, kinship and strength grounded in Country and walking together on a shared journey.

Following feedback from the RAP Working Group, the artwork has been enriched to reflect the unique identity, cultural significance and natural features of the Campaspe region. Incorporated throughout the design are representations of the Mt Camel Range, symbolising strength and permanence; wetlands, reflecting biodiversity, renewal and the life-giving nature of water; river gums, standing as resilient guardians of the waterways with deep-rooted connections to Country; and the region's open plains, speaking to continuity, freedom and the shared horizon of reconciliation.

To further honour the Traditional Owners and Aboriginal Nations connected to this region, the artwork incorporates significant moiety representations including Bunjil the Eagle, symbolising wisdom, leadership and spiritual guidance; the Long-Necked Turtle, representing resilience, longevity and connection to waterways; and Waa the Crow, embodying adaptability, resourcefulness and the importance of balance within community. These elements are woven throughout the artwork to ground it in both people and place, ensuring it reflects the unique stories, landscapes and living cultures of the Campaspe region.

At the base of the artwork flows the river and waterways, a powerful symbol of movement and healing. It reflects the flow of time, story and transformation, embracing change and shared progression. The artwork is composed of three Country elements, Land, Water and Sky, each representing a layer of existence and meaning:

- **Land** speaks to our care for Country, renewal and our grounded interconnectedness.
- **Water** embodies healing, movement and emotional flow.
- **Sky**, with the sun, symbolises hope and new beginnings, reflecting the light of understanding and the journey forward in reconciliation.

Together, these elements reflect the balance of life and our deep-rooted connection to Country, spiritually, physically and emotionally, while celebrating community, culture and our shared journey toward reconciliation.

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Campaspe on Country – Who we are and where we work

Campaspe Shire Council serves a diverse and culturally rich population of over 38,000 residents across northern Victoria. Our municipality encompasses major townships including Echuca, Kyabram, Rochester, Tongala, and Rushworth, as well as numerous smaller rural communities. The servicing region is situated on Country cared for by the Yorta Yorta, Dja Dja Wurrung and Taungurung Peoples, each of whom are formally recognised as Registered Aboriginal Parties under Victorian legislation. These Traditional Owner Corporations represent multiple clans, families, and Traditional Owners, and carry important cultural authority and statutory responsibilities for caring for land, waters, and cultural heritage across the Shire.

The Campaspe region also extends into Barapa Barapa Country to the southwest of Ghow Swamp and north of Terrick Terrick National Park. We recognise Barapa Barapa People having enduring cultural, spiritual, and historical connections to this region.

Campaspe Shire Council values and respects the cultural authority, diversity and complexity of all Traditional Owners and Aboriginal and Torres Strait Islander peoples connected to Country. We acknowledge the significant work undertaken by Registered Aboriginal Parties to achieve formal recognition and fulfil their responsibilities, and we are committed to engaging respectfully, inclusively and in accordance with appropriate cultural and governance frameworks.

Council operates five service centres located in Echuca, Kyabram, Rushworth, Tongala, and Rochester, each housing a public community library. In addition, Council manages a number of operational depots and maintains a large network of Council-owned properties and facilities. We support local community committees in the management and care of various Crown land and Council assets.

Campaspe Shire Council currently employs 560 people of which two staff members have identified as being Aboriginal and/or Torres Strait Islander people. Our workforce is spread across a wide geographic area, with most indoor staff based at the Echuca Civic Centre and outdoor teams operating from depots and community facilities throughout the shire.

From Echuca on the banks of Dungala (Murray River) to the rural towns that span our western and southern boundaries and split by Yakoa (Campaspe River), Campaspe's living landscapes reflect deep cultural connection and community resilience. Each place holds its own stories and strengths which continue to shape how we serve, grow and care for Country and community.

Council's presence across this wide region means we are not only delivering services we are working alongside communities in ways that reflect their unique identities and needs. As our towns and rural areas grow and change, our work stays grounded in the people and places that make Campaspe home. Guided by our vision "*Our Campaspe is welcoming, inclusive and diverse. Our People are supportive, resilient, and thriving. Our Places are vibrant, healthy, and sustainable. Stronger together, like the three rivers flowing through our Shire*" we are committed to creating a culturally safe, inclusive, and respectful organisation that recognises the authority, presence, and contributions of Aboriginal and Torres Strait Islander peoples, and fosters belonging and shared pride in a reconciled future.

Embedding Culture Across Council Services

Campaspe Shire Council delivers a wide range of services and programs aimed at supporting community wellbeing, environmental sustainability, and local prosperity. These efforts are coordinated across three directorates: Sustainable Growth, Community and Culture and Infrastructure and Environment. While each plays a critical role in meeting community needs, Council acknowledges there is more work to do. We are committed to strengthening our approach to service delivery by deepening our engagement with community, enhancing cultural responsiveness, and continuing to uphold our responsibilities to Country, Culture, and people.

Our governance and civic leadership are rooted in transparency, participation, and inclusion. We are committed to embedding reconciliation in our planning and decision-making, ensuring policies and frameworks reflect cultural safety, equity, and self-determination.

Our Infrastructure and Environment Directorate manages the delivery and maintenance of roads, bridges, open spaces, and community facilities, including waste and environment. While this work meets practical needs across the municipality, we acknowledge the need to consistently engage with Traditional Owner Corporations and Aboriginal and Torres Strait Islander Peoples in project planning and delivery. This includes respecting and incorporating protocols, protecting cultural heritage, and creating opportunities for cultural visibility in public spaces. We are also committed to working towards identifying employment and contract opportunities within our works programs, supporting local economic participation and capacity building.

Our Community and Culture Directorate delivers a diverse range of services including early years, youth, and social connection while ensuring strong governance and organisational development. It also oversees local events, tourism initiatives, and a range of open spaces, aquatics and indoor venues that support community use and connection. These programs and places play a key role in building a sense of belonging and wellbeing across the shire. We know that for Aboriginal and Torres Strait Islander communities, cultural safety and community control is central to effective service delivery. Council is working to deepen its partnerships with First Nations organisations and to create spaces including outdoor environments where culture is celebrated and embedded in the design, policies, and practices that shape these services. This area also has a key role to play in creating the structures and workplace culture that enable reconciliation to be embedded across Council. While steps have been taken to improve cultural awareness, employment pathways, and procurement practices, we recognise that greater investment and sustained commitment is needed to model true cultural inclusion.

Our Sustainable Growth Directorate oversees statutory and strategic long-term planning, supporting local enterprise, agriculture, and initiatives that strengthen environmental resilience and drive sustainable economic growth. It also ensures strong financial management and sustainability and internal systems. While this work supports local livelihoods, we have more to do in embedding Aboriginal and Torres Strait Islander peoples knowledge systems into land management practices, environmental stewardship, and strategic decision-making. We recognise that partnerships based on cultural practises such as cultural fire, traditional ecological knowledge, and place-based planning can benefit the environment and support the importance of cultural recognition.

Council contributes to emergency management across the region. As climate impacts intensify, it's critical that the knowledge of Aboriginal and Torres Strait Islander peoples is meaningfully included in preparedness, response, and recovery of Country. Council is continuing to build relationships and capability in this space, recognising the unique insights and resilience these communities bring to disaster response.

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Reflect Reconciliation Action Plan

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Our Council and Wellbeing Plan 2025–2029 outlines a vision that places inclusivity, resilience, and sustainability at the heart of our community. These guiding values underpin our Reflect Reconciliation Action Plan, reminding us that reconciliation is inseparable from community wellbeing. We are stronger together, like the three rivers that flow through our Shire, when we listen, respect, and collaborate with Aboriginal and Torres Strait Islander peoples. We will continue to embed respect for cultural values, self-determination, and connection to Country into our planning and decision-making so that all members of our community can flourish.

Why Reconciliation Matters to Campaspe – Laying Foundations for Meaningful Change

Campaspe Shire Council recognises the enduring strength of Aboriginal and Torres Strait Islander peoples, the truth of historical and ongoing injustices, and the responsibility we share in creating a more just and inclusive future. Reconciliation is a generational journey one that calls for cultural humility, listening, and meaningful action.

This Reflect Reconciliation Action Plan (RAP) is a structured starting point for building cultural awareness, strengthening relationships, and laying the foundation for respectful, long-term partnerships. It represents both a statement of accountability and a practical act of allyship, reaffirming our responsibility to lead with integrity, guided by Aboriginal and Torres Strait Islander peoples lived experience.

The development of this plan has been shaped through respectful engagement with Yorta Yorta Nations Aboriginal Corporation (YYNAC), DJAARA, Taungurung Land and Waters Council (TLaWC), Njernda Aboriginal Corporation, and local First Nations people. It honours the cultural authority of the Yorta Yorta, Dja Dja Wurrung, and Taungurung Peoples, whose Registered Aboriginal Parties play a vital role in caring for Country. We acknowledge all Aboriginal and Torres Strait Islander peoples and clan groups with ties to this land, whose ongoing presence, stories, and cultural practices deepen our collective understanding. Their knowledge systems, connection to Country, and leadership continue to shape our region's identity.

Our commitment is a whole-of-Council effort, led by our Executive and Senior Leadership teams and our Reconciliation Action Plan Working Group (RAPWG), which represents many parts of the organisation and community. Together, we will build a culturally safe organisation and a shire where Aboriginal and Torres Strait Islander peoples are respected, visible, and celebrated.

By setting these foundations now, we are taking a meaningful step towards truth-telling, healing, and shared responsibility ensuring that reconciliation is lived not just in words, but in action, across all areas of council and community life.

Our Vision for Reconciliation

Campaspe Shire Council envisions a future where reconciliation lives at the heart of our communities where truth-telling, mutual respect and equity shape all relationships between Aboriginal and Torres Strait Islander peoples and the broader Campaspe community.

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We see reconciliation as a living process, grounded in cultural inclusion and shared learning, shaped by the wisdom, resilience, and ongoing contributions of Aboriginal and Torres Strait Islander peoples. Traditional Owners histories, languages and care for Country are not just part of our past they are fundamental to who we are now and who we aspire to be.

As a local government, we are committed to celebrating the diversity of our shire and building a community where everyone feels respected, included, and connected. We seek to listen deeply, learn from one another, share leadership and work in genuine partnership with Registered Aboriginal Parties and Aboriginal and Torres Strait Islander owned and operated organisations to uphold cultural authority and advance social and economic justice.

Our Approach to Developing our RAP

Campaspe Shire Council's commitment to developing a Reflect RAP is grounded in an understanding of the enduring strength of Aboriginal and Torres Strait Islander peoples and a recognition of the ongoing impacts of colonisation, dispossession, and systemic injustice.

This RAP marks the beginning of a long-term cultural shift. Guided by respectful engagement and cultural governance, it begins the work of strengthening relationships and embedding cultural awareness across Council.

Our RAPWG is comprised of:

RAP Champion / RAP Chair: First Peoples Engagement Officer
Seona James, Yorta Yorta Nation - Managing Director of Indigenous Cultural Connections
Aunty Denise Morgan-Bulled, Yorta Yorta Nation - Yorta Yorta Nation Aboriginal Corporation
Local Government Lead - Taungurung Land and Waters Council
Jacinta Douglas Acting Manager - Dhelkunya Dja DJAARA
Director Community and Culture
Manager Community Wellbeing
Manager Waste and Environment
Manager Economy and Place
Senior Strategic Planner
Infrastructure and Environment Executive Assistant
Program Office Manager (Capital Works)
Senior Business Partner - People and Culture
Advocacy, Communications, Engagement Lead

We acknowledge and thank the following leaders who contributed to the development of this Reconciliation Action Plan. While they are no longer part of the RAPWG, their contributions have been valued and form an important part of this work. Manager Governance and Risk, Centre Based Care Coordinator (children's services), Maternal Child Health Nurse and Contracts and Procurement Lead.

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Putting the Plan into Action

Implementation of this Reflect RAP will be a whole-of-Council effort in partnership with Traditional Owner Groups and Aboriginal and Torres Strait Islander communities, organisations, and people. Guided by four focus areas strengthening relationships, deepening respect, enabling opportunities, and embedding cultural governance we will ensure reconciliation principles are woven into our daily work. Progress will be supported by ongoing cultural learning, greater opportunities for Aboriginal and Torres Strat Islander peoples, and clear systems to track and share outcomes. This marks the beginning of a longer journey, one that calls on all of us to walk together in shared leadership.

Campaspe Shire Council acknowledges the Victorian Aboriginal and Local Government Strategy (VALGS) as a key guiding framework for culturally informed local government practice. Through this Reflect RAP, Council commits to preparing the organisation to progressively align future reconciliation actions with the principles and directions of VALGS, ensuring our longer-term work is grounded in best practice and responsive to Aboriginal and Torres Strait Islander peoples voices.

Our Reconciliation Journey so far….

As part of our commitment to reconciliation, Campaspe Shire Council has a dedicated First Peoples Engagement Officer role to support our organisation and community on this journey. All staff and Councillors are guided by our First Peoples Engagement and Protocols Guide and undertake cultural awareness training to promote cultural safety. We formally recognise Traditional Owners across Council platforms from staff email signatures, our website, and publications to the display of Aboriginal and Torres Strait Islander flags and acknowledgement plaques at Council service centres and public facilities. An Acknowledgement of Country is a standing practice at all Council meetings, functions, and events, with a Welcome to Country actively sought for significant public gatherings. Council also encourages community groups and partner organisations to embrace these practices, fostering a shire-wide culture of respect and recognition.

Our relationship with Yorta Yorta Nation Aboriginal Corporation has grown steadily over time. In 2017, Campaspe Shire Council became the first local government in our region to establish a formal Memorandum of Understanding (MOU) with Yorta Yorta Nation Aboriginal Corporation, a landmark step that recognised cultural authority and set the foundation for collaboration. Since then, this partnership has continued to deepen, with a renewed MOU strengthening our shared commitment and expanding the ways we work together.

We are also developing stronger relationships with DJAARA and the Taungurung Land and Waters Council. Council is an active member of the Taungurung Local Government Forum and having proudly hosted its fourth gathering at Mount Camel and Toolleen that led to the development of a Walking Together Statement, aligning with the forum's shared priorities. This marks an important first step towards shaping a more formalised partnership with Taungurung, guided by cultural authority and community priorities. We recognise that each Traditional Owner organisation operates differently and is at a different stage in its journey, and we are committed to walking alongside each one in ways that are respectful, culturally appropriate, and community led. Council maintains regular ongoing meetings with DJAARA and is committed to strengthening our engagement in line with the Recognition and Settlement Agreement (RSA) and its Local Government Engagement Strategy. Together, we are working to identify shared priorities across the Dhelkunya Dja Country Plan and Council's strategic plans to support collaborative approaches to land and water management on Djandak.

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Council has built strong and enduring partnerships with Aboriginal Community Controlled Organisation (ACCO), Njernda Aboriginal Corporation and Elders within our regional areas and continues to collaborate on a range of initiatives that improve community wellbeing and strengthen cultural connection.

A key milestone in our reconciliation journey has been the annual National Reconciliation Week Community Walk, delivered in partnership with Njernda Aboriginal Corporation since 2017. In 2026, the event's creator made the meaningful decision to hand the responsibility to the next generation, ensuring the Community Walk continues to evolve and remain relevant for young people. The Echuca College First Nations Leadership Group took the lead in designing, developing, and delivering the event, supported by Vocational Major students, Njernda Aboriginal Corporation and Council. Guided by Elders, students learnt traditional songs and dances, created cultural items, and transformed the walk into a vibrant celebration of culture, identity, and community. The day highlighted the power of intergenerational knowledge sharing, with Elders passing cultural knowledge to young people who proudly stepped forward as leaders, demonstrating that culture remains strong, connected and thriving across generations.

Council plays an active role in local health and wellbeing partnerships, including participation in the Aboriginal Health Partnership Group and the Aboriginal Social and Emotional Wellbeing Group. Through these collaborations, Council works alongside Njernda Aboriginal Corporation and other partners to improve Aboriginal health outcomes, strengthen service coordination, and identify priority action areas that reflect community needs.

Council's Diversity and Inclusion Reference Group plays a key role in ensuring the voices and lived experiences of priority communities help inform Council decision-making, planning, and service delivery. The Group includes representation from First Nations communities through a local Kamilaroi and Yorta Yorta woman who works within the Aboriginal Community-Controlled sector. Through professional expertise, community connections and cultural knowledge, valuable advice and insights help strengthen Council's understanding of localised First Nation's community priorities to support more inclusive and culturally informed outcomes for the community. Through these collaborations Council has taken steps to support the most vulnerable members of our community through initiatives like the secure locker project for homeless individuals in Echuca. Delivered in partnership with Victoria Police, Anglicare Victoria, and Njernda Aboriginal Corporation, this initiative promotes dignity and security by providing a practical resource for people experiencing homelessness.

Through the Best Start Partnership, Council has collaborated with Njernda Aboriginal Corporation to analyse local data and increase participation in early years services such as kindergarten and maternal and child health (MCH) programs. Support for Aboriginal and Torres Strait Islander children and families has been further strengthened through the Kindergarten Central Registration Scheme and Supported Playgroups, helping to create accessible, welcoming environments for children's early development and school readiness. In line with this, Council is enhancing the physical environments of our childcare and early years facilities, commissioning local Aboriginal and Torres Strait Islander artists to create murals on Country in close consultation with educators and children. These murals reflect each centre's unique philosophy and embed cultural stories, symbols, and connections to Country into everyday spaces. By doing so, they serve as both educational tools and expressions of cultural pride, fostering understanding, respect, and belonging for our youngest community members from the earliest years of learning.

Our aquatics team has been supporting Njernda Aboriginal Corporation's Mulana Winyarr Dunguludja ('Strong Spirited Woman') program, offering water and land-based aerobics and recently piloted free baby and pre-school swimming lessons for Aboriginal and Torres Strait Islander children, supporting early engagement with water safety and wellbeing in a culturally safe environment. Working in partnership with Yorta Yorta Nation Aboriginal Corporation and community members, Council has explored the inclusion of river creatures and language as part of swim education to

strengthen connection to Country. Aboriginal artist and local Elder Aunty Neva Atkinson was engaged to create an artwork for the centre reflective of this so that children can connect to it through their swimming lessons and embedding culture and identity into the everyday learning environment.

Our ongoing engagement with Woka Walla and Yorta Yorta Nation Aboriginal Corporation, in environmental projects such as weed management and cultural burns demonstrates our commitment to working alongside Aboriginal and Torres Strait Islander peoples to care for Country. We are proud of this work which allows local native species to thrive, including the rare Red Swainson Pea at our Aerodrome.

Likewise, our positive relationships with Taungurung Land and Waters Council and DJAARA through Land Use Activity Agreements (LUAAs) notifications and assessments show our intent to embed cultural and legal responsibilities into everyday practice. Council is also represented on Taungurung Land and Waters Council's working party supporting the delivery of the Corop Cultural Waterscape Program and 100-Year Vision for the Corop Wetlands, contributing to opportunities for cultural restoration, environmental stewardship, and community connection. This involvement reflects Council's commitment to supporting Taungurung-led aspirations for Country and community and working collaboratively on long-term initiatives that support long-term cultural, environmental and community outcomes.

Building on this work, Council is engaging early and collaboratively with DJAARA's Malamiya (cultural heritage team) through strategic planning processes, including the Rural Land Use Strategy and town structure planning. These ongoing conversations are focused on ensuring First Nations cultural knowledge, including both pre- and post-colonial heritage, is considered at the earliest stages of planning to support meaningful outcomes and the protection of culturally significant places over time. By strengthening early engagement and applying everyday assessment tools, Council is working to ensure processes such as Land Use Activity Assessments (LUAAs), Aboriginal Cultural Heritage Register and Information System (ACHRIS) assessments, cultural heritage permits and Cultural Heritage Management Plans (CHMPs), where required, are used not only for compliance but as opportunities to uphold Traditional Owners' rights, protect Country, and strengthen reconciliation through our work.

As part of Council's commitment to building respectful relationships and strengthening cultural capability, all Executive members and approximately 80 per cent of managers have participated in cultural education delivered by each of the three Registered Aboriginal Parties. Around 20 per cent of Council's broader workforce has also participated in at least one cultural education session, with a staged approach in place to ensure remaining staff and all new employees undertake cultural learning during 2026–28.

In the arts and culture space, Council's Creative Campaspe strategy has led to deeper engagement with Aboriginal and Torres Strait Islander artists and community members, embedding Aboriginal and Torres Strat Islander perspectives in public art and creative programming. Council proudly supports initiatives such as Ripple Fest, a celebration of contemporary arts and culture that features local artists, Elders, and co-design groups based in Echuca and Rochester creating platforms for cultural expression, intergenerational storytelling, and healing.

The Acceptance Tree was a key project in 2025 supported by Council. A striking community sculpture and video installation developed in partnership with Njernda Aboriginal Corporation and artist Stuart Hearn. Located in Echuca, this project invites the wider community to reflect on stories of acceptance shared by local Elders, providing a powerful opportunity for truth-telling and education through art. The Acceptance Tree creates space for deep listening and contributes to a more inclusive public narrative centred on Aboriginal and Torres Strait Islander peoples lived experiences and identity and is currently being shared and displayed by community organisations locally.

More recently, the most significant reconciliation initiative over the past 12 months has been Weaving Waterways, a cultural and environmental project led by Yorta Yorta Elder Aunty Denise Morgan. The project was guided by Aunty Denise's vision, which began more than 20 years ago when she took young people to the river to teach traditional weaving and discovered the native reeds used by her Ancestors had disappeared from local waterways. From this experience grew a commitment to restore the reeds to Country, ensuring future generations could reconnect with an important cultural practice. Supported through flood recovery funding, Weaving Waterways has brought together Elders, environmental educators, artists, schools, and early years services in a shared effort to connect culture, community and caring for Country. Through a year of engagement, young people have learnt about the cultural significance of reeds, the health of local waterways, traditional weaving practices, cultural dance, and the environmental role reeds play in supporting biodiversity and landscape recovery. The project has also created opportunities for local Aboriginal leaders to share knowledge, stories, and cultural practices with the next generation.

In 2026, the project reached an important milestone with the unveiling of the Weaving Waterways public artwork, inspired by Aunty Denise's woven basket and celebrated through a community gathering that recognised the project's significance to both culture and place. The project has successfully delivered a Kindergarten Day on Country, with primary and secondary school activations continuing through late 2026 and into 2027. Council believes supporting projects such as Weaving Waterways is an important role for local government, creating opportunities for social cohesion, cultural understanding and community connection while demonstrating how environmental restoration, cultural revitalisation and reconciliation can work together for the benefit of future generations.

Walking Together: Engagement, Inclusion and Cultural Learning

Campaspe Shire Council is committed to fostering respectful relationships and meaningful engagement with Aboriginal and Torres Strait Islander peoples through a range of internal and external initiatives. These efforts aim to build cultural competency, promote inclusion, and embed reconciliation across all areas of Council operations.

RAPWG members include managers and staff from key areas within Council, representatives from the three Registered Aboriginal Traditional Owner organisations and Aboriginal consultant Seona James from Indigenous Cultural Connections. This group is instrumental in helping ensure our actions are informed by cultural knowledge and local context. We will schedule regular Lunch and Learn sessions as an avenue for all staff to learn more about specific topics related to our RAP and engage in open dialogue and reflection.

Looking Ahead: Strengthening Unity Through Reconciliation

Campaspe Shire Council is committed to ensuring that our Reflect Reconciliation Action Plan is action-oriented that drives meaningful change across all levels of our organisation and community. By continuing to prioritise local voices, embed cultural respect in our daily operations, create opportunities for Aboriginal and Torres Strait Islander peoples, and strengthen cultural governance, we are working towards a more inclusive, culturally safe, and respectful Campaspe.

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Reflect Reconciliation Action Plan

OFFICIAL: Sensitive

Campaspe Shire Council

Our intention is to help build a stronger, more connected Campaspe one that honours Country, values Aboriginal and Torres Strait Islander peoples cultural knowledge, and uplifts all communities. Together, we can shape a future where reconciliation lives not only in policy but in practice, and where every resident feels part of a shared story of truth, respect, and belonging.

Relationships			
Action	**Deliverable**	**Timeline**	**Responsibility**
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Build on our existing relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations through regular meetings with Traditional Owner Groups and other Aboriginal community organisations.	Dec 2026 with a review date being Apr and Oct 2027, and Apr 2028	CEO
	Develop an extensive list of Traditional Owner Corporations, Aboriginal Community Controlled Organisation's, Aboriginal and Torres Strait Islander peoples communities and organisations within our local area to contribute and participate on our reconciliation journey.	Dec 2026	First Peoples Engagement Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Feb 2027	First Peoples Engagement Officer
	Establish culturally appropriate, capacity aware meeting schedules with each Traditional Owner Organisations to share forward works, support early engagement, and explore alignment between Country Plans and Council priorities.	Feb 2027	First Peoples Engagement Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Promote National Reconciliation Week Community Walk and other activities to staff and community through staff intranet, Council's website, social media and other news and media channels.	30 Apr – 3 Jun 2027	Advocacy, Communications and Engagement (ACE) Lead
	Promote National Reconciliation Week (NRW) through Echuca CBD with flags and illumination of Council headquarters in Echuca in Aboriginal flag colour and explore recognition opportunities in smaller Campaspe towns where culturally appropriate.	May 2027	Lead: Festival and Events Coordinator Support: ACE Lead
	RAP Working Group to plan a staff/internal event for NRW.	27 May-3 Jun 2027	RAP Working Group (RAPWG) Chair

	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027	First Peoples Engagement Officer
	RAP Working Group members to participate in an external NRW event.	27 May- 3 Jun 2027	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun 2027	First Peoples Engagement Officer
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Mar 2027	Lead: Manager People, Safety and Culture Support: Director Community and Culture / ACE Lead
	Identify a broad range of like-minded organisations and community groups across the Shire such as sporting clubs, service groups, Landcare, schools, and business networks to explore opportunities to collaborate on our reconciliation journey.	Apr 2027	Lead: First Peoples Engagement Officer Support: Senior Business Partner – People and Culture
	Identify external stakeholders that our organisation can engage with on our reconciliation journey and encourage alignment.	Dec 2026	Lead: First Peoples Engagement Officer Support: Senior Business Partner - People and Culture
	Identify and map Victorian Aboriginal Local Government Strategy (VALGS) principles and priorities against Council's existing policies, strategies, and RAP focus areas to inform future reconciliation planning.	Feb 2027	First Peoples Engagement Officer
	RAP Working Group members to attend Council briefings and leadership meetings across the organisation, to inform teams about the RAP.	Feb 2027. May, Aug, Nov, 2027. Feb 2028	RAPWG Group Chair
	RAP Working Group members to advocate for and support community-led initiatives that promote shared understanding and participation across Campaspe.	Apr 2027	Lead: RAPWG Group Chair Support: ACE Lead
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Apr 2027	Lead: First Peoples Engagement Officer

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			Support: Manager People, Safety and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2027	Manager People, Safety and Culture
	Actively support and promote diverse representation on council advisory groups, management boards, and committees.	May 2027	Manager Community Wellbeing
	Establish an Aboriginal and Torres Strait Islander peoples Reference Group to guide council on cultural matters.	Jun 2027	Lead: Manager Community Wellbeing Support: First Peoples Engagement Officer/Community Development Coordinator
	Deliver cultural competency and anti-racism training for councillors, staff, and volunteers	Feb 2028	Lead: Manager People, Safety and Culture Support: First Peoples Engagement Officer
	Ensure councillors, executives, and senior leaders are visible champions of diversity and inclusion	May 2027	CEO
Ensure meaningful engagement with Aboriginal and Torres Strait Islander communities on wellbeing and service delivery priorities.	Work with Aboriginal and Torres Strait Islander stakeholders to identify service delivery areas which could be improved for First Nations community members.	Apr 2027	Manager Community and Customer Experience
	Co-design at least one wellbeing initiative for Mental Health Week, ensuring Aboriginal and Torres Strait Islander peoples help review current efforts to guide future work.	Nov 2027	Manager Community and Customer Experience

Respect			
Action	**Deliverable**	**Timeline**	**Responsibility**
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories,	Undertake a Workforce Strategy review to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	Aug 2027	Manager People, Safety and Culture

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knowledge, and rights through cultural learning.	Review staff induction process to ensure it includes accurate and meaningful information about the Traditional Owners of Campaspe Shire.	Mar 2027	Manager People, Safety and Culture
	Conduct a review of cultural learning needs within our organisation.	Mar 2027	Manager People, Safety and Culture
	Share resources with broader community about reconciliation and explore cultural education projects each year in partnership with Elders, artists, and local Aboriginal Community Controlled Organisation's.	Sep (annually)	Director Community & Culture
	Engage with local artists to develop and install artwork to display permanently in each of our service centres and libraries.	Dec 2026	Arts and Culture Coordinator
	Investigate alternative staff uniform options for teams that incorporate RAP artwork.	Mar 2026	Manager People, Safety and Culture
	Consider ecological knowledge held by Aboriginal and Torres Strait Islander people into environmental management and education programs through cultural learning partnerships.	Jun 2027	Manager Waste and Environment
	Improve intranet and directorate folders to provide easy access to key cultural resources to support consistent everyday practice.	Feb 2027	First Peoples Engagement Officer
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	Feb 2027	First Peoples Engagement Officer
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our Council's operational area.	Dec 2026	Lead: Manager Community Wellbeing Support: First Peoples Engagement Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jan 2026	Lead: First Peoples Engagement Officer

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			Support: Manager People, Safety and Culture and ACE Lead
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	30 Jun – 15 Jul 2027	Lead: First Peoples Engagement Officer Support: ACE Lead
	Introduce our staff to NAIDOC Week by promoting external events in our local area on our staff intranet and Council's website, internal newsletters, social media and other news and media channels.	Jul 2027	Lead: First Peoples Engagement Officer Support: ACE Lead
	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2026	Lead: RAPWG Chair Support: Festivals and Events Coordinator
	RAP Working Group to plan one staff/internal event for NAIDOC Week.	Jul 2026	Lead: RAPWG Chair Support: Manager People, Safety and Culture
	Promote NAIDOC Week through Echuca CBD with flags & illumination of Council HQ Echuca in Aboriginal flag colours.	Jul 2027	Lead: Festival and Events Coordinator Support: ACE Lead
	Review cultural programs and activities targeting Aboriginal and Torres Strait Islander communities within libraries and outreach programs that provide cultural education opportunities for the wider community, fostering reconciliation learning in inclusive community spaces.	May 2027	Lead: Manager Community Wellbeing Support: Library Services Coordinator
Encourage appropriate Acknowledgement of Aboriginal and Torres Strait Islander histories and cultures.	Recognise local and national Aboriginal and Torres Strait Islander peoples significant dates on staff intranet and Council's website.	Feb 2027	ACE Lead
	Include information regarding local Aboriginal and Torres Strait Islander peoples cultures and histories on Council's website.	Feb 2027	Lead: First Peoples Engagement Officer Support: ACE Lead

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	Consult with the Aboriginal and Torres Strait Islander community on appropriate recognition of the area surrounding Council's Echuca office and service centre, acknowledging its cultural significance.	Sep 2027	Lead: Manager Community Wellbeing Support: Arts and Culture Coordinator
	Explore inclusive ways to acknowledge Australia Day recognising its significance and impact for Aboriginal and Torres Strait Islander peoples.	Oct 2027	Lead: Manager Community Wellbeing / First People Engagement Officer Support: First People Engagement Officer /ACE Lead
	Research best practices and increase our understanding of culturally safe truth telling.	Jun 2027	First Peoples Engagement Officer
Recognise and Respect places of historical and cultural significance by supporting self-determined First Nations projects that reflect cultural values, land management, and community-led healing.	Advise Council partners to consult and consider perspectives of Aboriginal and Torres Strait Islander peoples and adopt a process of inclusion through strategic planning including Shire wide growth strategy and structure planning.	Aug 2027	Manager Integrated Planning
	Work with Traditional Owners to develop Council's understanding of culturally significant places, landscapes, and heritage values on Country, and how these should inform planning and decision making.	Aug 2027	Manager Integrated Planning
	Facilitate regular information sharing and early engagement sessions between Council teams and Traditional Owners to identify opportunities for alignment between environmental initiatives and Traditional Owner land management practices.	Apr 2027	Lead: Manager Waste and Environment Support: First People Engagement Officer

Opportunities			
Action	**Deliverable**	**Timeline**	**Responsibility**
Improve employment outcomes by increasing Aboriginal and Torres Strait	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jul 2027	Manager People, Safety and Culture

Islander recruitment, retention, and professional development.			Support: Senior People & Culture Business Partner
	Review the Workforce Plan to improve Aboriginal and Torres Strait Islander employment within our organisation.	Apr 2027	Manager People, Safety and Culture Support: Senior Business Partner - People and Culture
	Investigate employment pathways for Aboriginal and Torres Strait Islander people across Council.	May 2027	Lead: Manager People, Safety and Culture Support: First Peoples Engagement Officer
Increase participation by Aboriginal and Torres Strait Islander people in Council volunteering through ongoing consultation and co-design with First Nations advisors to support culturally appropriate, community-led opportunities and self-determination.	Partner with First Nations advisors and community networks to identify barriers and opportunities, and promote volunteering through culturally appropriate, flexible, and community-led approaches.	May 2027	Lead: Manager Community Wellbeing Support: Manager People, Safety and Culture
	Co-design and implement culturally appropriate, community-led volunteering opportunities with First Nations advisors that reflect community priorities, build capability, and support self-determination.	Aug 2027	Manager Community & Customer Experience
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Obtain approval to update Council's procurement policy to remove barriers to working with Aboriginal and Torres Strait Islander businesses.	Apr 2027	Lead: Contracts and Procurement Lead Support: Economic Development Lead
	Improve opportunities by developing a consent-based database of Aboriginal and Torres Strait Islander artists interested in Council public or corporate artwork commissions and broader Campaspe community opportunities, ensuring alignment with Indigenous Cultural and Intellectual Property (ICIP) principles.	Jul 2027	Arts and Culture Coordinator

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	Investigate Supply Nation or Kinaway membership.	Nov 2026	Contracts and Procurement Lead
Explore and support arts, culture, and tourism opportunities for Aboriginal and Torres Strait Islander people that strengthen cultural visibility, education, and reconciliation across Campaspe.	Consult with community to explore options for initiatives or spaces that best support First Nations cultural education, visibility, and connection across Campaspe.	Aug 2027	Lead: Manager Economy and Place
	Promote local Aboriginal and Torres Strait Islander peoples Culture and heritage as a primary strength of Campaspe, through arts, culture and events, tourism initiatives, and education programs.	May 2027	Manager Economy and Place
	Support community to improve the presence of Aboriginal and Torres Strait Islander peoples Culture and expression throughout Campaspe, including public art, workshops, and cultural learning opportunities.	Aug 2027	Lead: Manager Economy and Place Support: Arts and Culture Coordinator
Develop career pathways and promote equitable access to Council's grants programs and opportunities for Aboriginal and Torres Strait Islander young people.	Support culturally safe pathways for young Aboriginal and Torres Strait Islander people through work experience, school-based traineeships, and apprenticeships.	May 2027	Lead: Youth Community Development Officer Support: Manager People, Safety and Culture
	Connect local Aboriginal and Torres Strait Islander organisations and communities with the Youth Community Development Officer to share grant opportunities, provide tailored information sessions, and offer support with the application process.	Apr 2027	Lead: Community Development Coordinator Support: Community Grants Officer and First Peoples Engagement Officer

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	Consult and co-design with Aboriginal and Torres Strait Islander young people, in partnership with local training providers and community organisations, to identify opportunities, best practice approaches, and culturally safe pathways for participation in Council programs and career development initiatives.	Sep 2027	Manager People, Safety and Culture Support: Community Development Coordinator

Governance			
Action	**Deliverable**	**Timeline**	**Responsibility**
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation.	Oct (annually)	First Peoples Engagement Officer
	Review the terms of Reference for the RWG.	Sep (annually)	First Peoples Engagement Officer
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Oct (annually)	First Peoples Engagement Officer
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for Reflect RAP implementation and Innovate RAP Development.	Sep (annually)	First Peoples Engagement Officer
	Engage senior leaders in the delivery of RAP commitments.	Dec 2026	CEO
	Appoint a senior leader to champion our RAP internally.	Dec 2026	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Mar 2027	Lead: Director Community & Culture Support: Corporate Planning
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	Jun (annually)	First Peoples Engagement Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep (annually)	First Peoples Engagement Officer

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Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2028	First Peoples Engagement Officer

Contact details:
Position: First Peoples Engagement Officer
Phone: 03 5481 2200
Email: shire@campaspe.vic.gov.au

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8.2.2 2027 Council Meeting Dates

Directorate:	Community and Culture
Responsible Officer:	Governance and Risk Coordinator
Manager:	Manager Governance and Compliance
Attachments:	Nil
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Enhance community participation and wellbeing Leadership and governance inspires community trust, participation and engagement **Enablers** Governance.
Other Strategic Context:	Nil.

1. PURPOSE

The report presents proposed dates, times and locations for scheduled Council meetings in 2027 for consideration.

2. RECOMMENDATION

That Council adopt the following dates for the 2027 Scheduled Council Meetings to be held at the Echuca Civic Centre, 2 Heygarth Street Echuca, commencing at 1:00 pm:

1. **Tuesday, 16 February 2027**
2. **Tuesday, 16 March 2027**
3. **Tuesday, 20 April 2027**
4. **Tuesday, 18 May 2027**
5. **Tuesday, 15 June 2027**
6. **Tuesday, 20 July 2027**
7. **Tuesday, 17 August 2027**
8. **Tuesday, 14 September 2027**
9. **Tuesday, 19 October 2027**
10. **Tuesday, 16 November 2027**
11. **Tuesday, 14 December 2027**

3. BACKGROUND

In accordance with Governance Rule 2.1.1, Council is required to establish the dates and times for all scheduled Council Meetings for the upcoming calendar year by the final meeting of the current year.

Generally, the meetings will be held on the third Tuesday of each month, with the following exceptions;

January

No meeting will be held in January

September

The third Tuesday of September (21st) is within the school holiday period. Officers recommend given the school holidays, and the break between the scheduled 17 August 2027 meeting and 21 September 2027, that the September meeting is held on 14 September 2027.

This may require an unscheduled meeting later in the month for the presentation of draft financial and performance statements (and any other urgent matters).

December

December meeting is proposed to be held on the Tuesday, 14 December 2027 to accommodate the high number of event commitments occurring at that time of year.

As such, the following meeting schedule is proposed for the 2027 calendar year, with each meeting to commence at 1:00 pm at the Echuca Civic Centre, 2 Heygarth Street Echuca:

1. Tuesday, 16 February 2027
2. Tuesday, 16 March 2027
3. Tuesday, 20 April 2027
4. Tuesday, 18 May 2027
5. Tuesday, 15 June 2027
6. Tuesday, 20 July 2027
7. Tuesday, 17 August 2027
8. Tuesday, 14 September 2027
9. Tuesday, 19 October 2027
10. Tuesday, 16 November 2027
11. Tuesday, 14 December 2027

Previous Council Discussion

Councillors were briefed on a proposal to change the commencement time of Council meetings from 6.00 pm to 1.00 pm at the 13 October 2026 Council Briefing.

4. DISCUSSION

Traditionally, Council Meetings have been conducted outside of standard business hours to accommodate community attendance and the availability of elected representatives. However, live streaming of meetings, changing workplace practices, increasing governance responsibilities, and a growing focus on Councillor and employee wellbeing and workplace safety have prompted some local governments to review the timing of formal meetings.

Councillors and officers frequently travel either before and/or after meetings, often outside normal working hours. In some instances, travel occurs late in the evening following a full day at work and then lengthy meetings, creating potential fatigue, safety, and wellbeing concerns.

As Council continues to seek opportunities to improve operational efficiency, manage costs, and promote a safe workplace, consideration of meeting schedules is timely.

Consideration must be given to

- The availability of Councillors who undertake employment or business activities during standard working hours.
- Public attendance requirements.
- Officer involvement.

<u>Public access to meetings</u>

For the period 21 October 2025 – 22 September 2026, 15 Council meetings were held (11 scheduled and 4 unscheduled) with the following figures provided regarding public participation;

- 44 attendances were recorded as members of the public, comprising 36 in person and 8 online (through Zoom), the highest attendance was 9 people on 21 October 2025.
- Council meetings averaged 162 live-stream views and 256 archived-recording views. These figures include views by Council staff, which cannot be separately identified
- There were 14 questions to Council across the meetings, 7 of those 14 questions occurred at the 22 September 2026 meeting.

Council may need to consider convening unscheduled Council meetings where a matter is expected to attract significant public interest and the timing of an ordinary Council meeting would substantially

limit the community's ability to attend. Interest in matters that Council are deciding on could be gauged through various means including the number of objectors to planning permits or number of public questions to a matter.

Officer involvement

Holding Council meetings during normal business hours may facilitate greater attendance by Council officers. Council's Senior Leadership Team has indicated that they would be more likely to attend meetings held during business hours where they have a report on the agenda or where another agenda item is of interest.

5. STAKEHOLDER ENGAGEMENTSTAKEHOLDER ENGAGEMENT

Internal consultation:

- Executive Leadership Team
- Senior Leadership Team

External consultation:

- Council Briefing – 13 October 2027

External consultation:

- Nil

Community Engagement

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

Nil (Community influence: Nil).

This is an administrative function to enable the scheduling of Council Meetings. Community will be advised of the approved schedule.

6. LEGISLATIVE CONTEXT

Local Government Act 2020 (Vic).

Section 9(2)(a) of the Local Government Act 2020 (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

The Local Government Act 2020 (Vic) provides the framework within which Council's Governance rules are formed and updated.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

There are potential cost savings associated with daytime meetings may include:

- Reduced overtime expenditure / time-in-lieu accruals.
- Lower after-hours staffing requirements.

8. ENVIRONMENTAL IMPLICATIONS

There are no environmental implications arising from this report.

9. OPPORTUNITIES AND RISK

Issues:

Nil.

Risk:

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

Reputational Risk

Setting the dates for Council meetings in advance of the calendar year provides for transparency and certainty around the conduct of the business of Council and to the community around the Council decision making process.

Compliance Risk

Resolving on the future meeting dates minimises compliance risk through meeting its Governance Rules.

Safety Risk

Scheduling Council meetings during normal business hours may assist in reducing safety and fatigue risks associated with Councillors and Council officers travelling to and from meetings after dark and following a full working day.

8.2.3 Council Representative for various committees

Directorate:	Community and Culture
Responsible Officer:	Governance and Risk Coordinator
Manager:	Manager Governance and Compliance
Attachments:	Nil.
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Enhance community participation and wellbeing Leadership and governance inspires community trust, participation and engagement **Enablers** Governance.
Other Strategic Context:	Nil.

1. PURPOSE

The report presents the opportunities available for Council to make Councillor appointments for the upcoming calendar year.

2. RECOMMENDATION

That Council, from 17 November 2026:

1. **appoints Councillor Jarman and Councillor Cook to the Audit and Risk Committee in accordance with the Audit and Risk Committee Charter;**

2. **appoints Mayor Mitchell, Councillor Jarman, Councillor Amos and Councillor _____ to the CEO Performance and Remuneration Advisory Committee;**

3. **appoints:**

   3.1 Councillor Marwood as the Campaspe Shire Council Delegate for the Municipal Association of Victoria, and

   3.2 Mayor Mitchell as the sub delegate for the Municipal Association of Victoria;

4. **appoints Councillor Cook as Council's representative on the Diversity and Inclusion Reference Group;**

5. **appoints Councillor Cook as Council's representative on the Goulburn Marray Climate Alliance committee;**

6. **notes that Mayor Mitchell will represent Council on the following Local Government forums:**

   6.1 Murray River Group of Councils, and

   6.2 Loddon Campaspe Group of Councils; and

7. **notes that Councillor Amos' appointment on Rural Councils Victoria for the Rural North Central Region is in its third year of a four-year term.**

3. DISCUSSION

Audit and Risk Committee:

Section 53 of the Local Government Act 2020 (the Act) states:

1. *A Council must establish an Audit and Risk Committee.*

2. *An Audit and Risk Committee must—*

   a. *include members who are Councillors of the Council; and*

   b. *consist of a majority of members who are not Councillors.*

With three external committee members the maximum number of Councillors required is two.

The Audit and Risk Committee Charter requires that Councillor members are appointed annually. Councillors who are not appointed as members of the Committee may attend any meeting of the Committee as an observer.

CEO Performance and Remuneration Advisory Committee

Section 44 of the Act states:

1. *A Council must develop, adopt and keep in force a Chief Executive Officer Employment and Remuneration Policy.*

2. *A Chief Executive Officer Employment and Remuneration Policy must—*

    a. *provide for the Council to obtain independent professional advice in relation to the matters dealt with in the Chief Executive Officer Employment and Remuneration Policy.*

Campaspe Shire Council's Chief Executive Officer Employment and Remuneration Policy states that membership of the committee will comprise the following:

- The Mayor, who will be the Chairperson
- Three Councillors.
- An independent member who may be the alternative Chairperson if elected by the Committee.

Diversity and Inclusion Reference Group

Section 3 of the Terms of Reference for the Diversity and Inclusion Reference Group requires;

3.1 The Group will be a minimum of seven members, comprising of:

3.1.1 One Councillor, (non-voting rights, appointed by Council).

Goulburn Murray Climate Alliance Committee

Section 1 of the Memorandum of Understanding for the Goulburn Murray climate Alliance requires representation from member organisations that includes Campaspe Shire Council.

The Municipal Association of Victoria (MAV)

The Municipal Association Delegate is appointed by Council to attend State Council Meetings, exercise Council's vote and provide regular reports to Council on their activities. MAV requires that a sub-delegate be appointed to attend if the nominated delegate is unavailable.

Other Council roles

The role of Mayor includes the representation of Council on the following regional Local Government Forums:

- Murray River Group of Councils
- Loddon Campaspe Group of Councils

Rural Councils Victoria

Councillor Amos' appointment on Rural Councils Victoria (RCV) for the Rural North Central Region is in its third year of a four-year term.

4. STAKEHOLDER ENGAGEMENTSTAKEHOLDER ENGAGEMENT

Councillors:

- Council Briefing – 10 November 2026.

Community Engagement

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

Nil.

Public Transparency Policy

Not applicable.

5. LEGISLATIVE CONTEXT

Government Act 2020 (Vic).

Section 9(2)(a) of the Local Government Act 2020 (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

This matter is in response to Council's responsibilities under the Local Government Act 2020 (Vic).

6. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

There are no direct financial implications raised by this matter.

7. ENVIRONMENTAL IMPLICATIONS

The appointment of Councillors to committees lead to many positive indirect economic, social and environmental implications through the activities of these committees.

8. OPPORTUNITIES AND RISK

Issues

Committee appointments represent an opportunity for Councillors to provide their specific expertise to areas of Council business, or to broader representation.

Risk:

Compliance Risk

Risk is mitigated by careful consideration by Councillors prior to nomination.

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

8.2.4 Publication of Councillor Briefing Notes

Directorate: Community and Culture

Responsible Officer: Manager Governance and Compliance

Manager: Manager Governance and Compliance

Attachments:

1. CSC_Example_2026 09 08 Council Briefing Session Minutes Recommended [**8.2.4.1** - 2 pages]
2. CSC_Example_2026 09 08 Council Briefing Session Minutes Option 2 [**8.2.4.2** - 1 page]
3. Publication of Councillor Briefing Notes Procedure [**8.2.4.3** - 3 pages]

Conflict of Interest: In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

Council Plan Reference: Enhance community participation and wellbeing
Leadership and governance inspires community trust, participation and engagement

Enablers
Governance.

Other Strategic Context: Campaspe Shire Council Governance Rules

1. PURPOSE

The purpose of this report is to seek Council's adoption of the proposed Councillor Briefing Notes format and its endorsement of the procedure governing their review and publication.

2. RECOMMENDATION

That Council:

1. **notes that officers have worked with Councillors through the briefing program to develop the options presented;**

2. **adopts the format of Councillor Briefing Notes as contained in attachment 8.2.4.1;**

3. **endorses the ongoing publication of Councillor Briefing Notes from the first briefing in 2027;**

4. **acknowledges that the function will require additional FTE to support implementation of Councillor Briefing Notes;**

5. **notes the procedure at Attachment 8.2.4.3, which establishes the process for the Publication of Councillor Briefing Session Notes, to be reviewed and endorsed by the Chief Executive Officer prior to publication; and**

6. **endorses a review of the Public Transparency Policy.**

3. BACKGROUND

The following notice of motion was moved by Cr Weston and seconded by Cr Cook at the 21 July 2026 Council meeting:

That Council:

1. *Affirms its commitment to the principles of transparency, accountability and good governance as set out in the Local Government Act 2020 (Vic), Council's Governance Rules and Public Transparency Policy.*

2. *Recognises that Councillor Briefing Meetings play an important role in informing Council decision-making, notwithstanding that no formal Council decisions are made during those meetings.*

3. *Resolves to improve transparency by publishing a record of all Councillor Briefing Meetings on Council's website, subject to legislative requirements relating to confidential information.*

4. *Requests the Chief Executive Officer to prepare a report for Council within 60 days outlining:*
   - *the statutory requirements governing Councillor Briefing Meetings;*
   - *the format and content of briefing meeting minutes or summaries;*
   - *any legal, governance, privacy and resource implications; and*
   - *any amendments required to Council's Governance Rules, Public Transparency Policy or other governance documents to give effect to this resolution.*

5. *Notes that any published briefing meeting record should, where appropriate, include:*
   - *the date, time and location of the briefing;*
   - *councillors and officers in attendance;*
   - *apologies;*
   - *agenda items considered;*
   - *declarations of conflicts of interest;*
   - *actions arising; and*
   - *any matters withheld from publication in accordance with the confidentiality provisions of the Local Government Act 2020 (Vic)*

Previous Council Discussion

Councillors resolved to accept the notice of motion resulting in this report at the 21 July 2026 Council meeting.

Officers have briefed Councillors on two occasions regarding the proposed structure of the Councillor Briefing Notes following the moving of the notice of motion. Feedback from these discussions has been incorporated into this report and its attachments.

4. DISCUSSION

In line with the notice of motion, Officers have reviewed key governance issues relating to ensuring that any published record of Councillor Briefings noting per point 1 of the notice of motion, that these records aim to affirm Council's commitment to the principles of transparency, accountability and good governance as set out in the *Local Government Act 2020* (Vic), Council's Governance Rules and Public Transparency Policy.

Points 2 – 5 of the notice of motion are addressed as follows.

Decision making at briefings

The *Local Government Act 2020* does not contain a dedicated section regarding the requirements of Councillor Briefings (as it does Council Meetings), however there are statutory requirements that apply;

No decisions can be made

Section 59 of the *Local Government Act 2020* requires;

(1.) Where a Council is empowered to do any act, matter or thing, the decision to do the act, matter or thing is to be made by a resolution of the Council.

(2.) For the purposes of subsection (1), resolution of the Council means the following—

- *(a) a resolution made at a Council meeting;*
- *(b) a resolution made at a meeting of a delegated committee;*
- *(c) the exercise of a power or the performance of a duty or function of the Council by a member of Council staff or a Community Asset Committee under delegation.*

Accordingly, Councillor briefings may inform later decisions but cannot themselves be used to make Council decisions.

Publication and confidentiality

Section 58 of the *Local Government Act 2020* requires;

- *(a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;*
- *(b) Council information must be publicly available unless -*
  - (i) the information is confidential by virtue of this Act or any other Act; or
  - (ii) public availability of the information would be contrary to the public interest;
- *(c) Council information must be understandable and accessible to members of the municipal community;*

(d) public awareness of the availability of Council information must be facilitated.

Section 3 (1) of the *Local Government Act 2020* defines confidential information as;

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;

(b) security information, being information that if released is likely to endanger the security of Council property or the safety of any person;

(c) land use planning information, being information that if prematurely released is likely to encourage speculation in land values;

(d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;

(e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;

(f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;

(g) private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;

(h) confidential meeting information, being the records of meetings closed to the public under section 66(2)(a);

(i) internal arbitration information, being information specified in section 145;

(j) Councillor Conduct Panel confidential information, being information specified in section 169;

(k) information prescribed by the regulations to be confidential information for the purposes of this definition;

(l) information that was confidential information for the purposes of section 77 of the Local Government Act 1989;

Confidential information for the purposes of briefing session notes will be considered as above and no information in relation to items considered confidential will be included in Council Briefing Session Notes to be publicly published.

<u>*Conflicts of Interest must be declared*</u>

Section 131 of the *Local Government Act 2020* requires conflict of interest disclosures to be made at other Council related meetings

(1.) This section applies in respect of a conflict of interest in respect of a matter at a meeting conducted under the auspices of the Council that is not a meeting specified in section 130(1)(a), (b) or (c).

(2.) A Councillor who has a conflict of interest in respect of a matter must—

(a) disclose the conflict of interest in the manner required by the Council's Governance Rules; and

(b) comply with the procedures specified in the Council's Governance Rules for the purposes of this section.

For the purposes of Councillor Briefing Session Notes, conflicts of interest will be recorded in the notes, including Councillor movements.

Obligations under the Councillor Code of Conduct

The Councillor Code of Conduct and broader governance obligations continue to apply during briefing sessions.

Requests made under Freedom of Information

Documents created for or arising from briefings may be subject to public access requests under the Freedom of Information Act 1982 and public records legislation.

Public Transparency Policy

Amendments will be required to Council's Public Transparency Policy to incorporate Councillor Briefing Session notes, however publishing such notes prior to this review does not constitute a breach of policy.

Format for Councillor Briefing Session Notes

Attachment 8.2.4.3 "Publication of Councillor Briefing Notes Procedure" provides detail on what will be (and will not be) covered in the briefing notes along with the process for approval and publication. Whilst this procedure will be endorsed by the Chief Executive Officer it is appropriate for Council to review this procedure in line with the response to the notice of motion.

The proposed format of Councillor Briefing Session Notes (attachment 8.2.4.1) includes a short summary of each item within the body of the notes. If Council do not want to proceed with the inclusion of this summary, then they could proceed with the sample provided in attachment 8.2.4.2.

If Council are of mind to pursue the option presented in 8.2.4.2, the following recommendation can be used;

That Council:

1. **notes that officers have worked with Councillors through the briefing program to develop the options presented;**
2. **adopts the format of Councillor Briefing Notes as contained in attachment 8.2.4.2;**
3. **endorses the ongoing publication of Councillor Briefing Notes from the first briefing in 2027;**
4. **notes that the function will require additional FTE with the figure yet to be determined;**
5. **notes the procedure at Attachment 8.2.4.3, which establishes the process for the Publication of Councillor Briefing Session Notes, to be reviewed and endorsed by the Chief Executive Officer prior to publication; and**
6. **endorses a review of the Public Transparency Policy.**

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- Executive Leadership Team – various
- Senior Leadership Team – 29 October 2026

Councillors:

- Council Briefing – 8 September 2026
- Council Briefing – 27 October 2026

External consultation:

- Not applicable.

Community Engagement

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

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

Public Transparency Policy

The Public Transparency Policy has been considered and will require updating to incorporate Councillor Briefing Session Notes however publishing such notes prior to this review does not constitute a breach of policy.

6. LEGISLATIVE CONTEXT

Local Government Act 2020 (Vic).

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

The additional function will require additional staffing resources, and an increase in FTE will be required, it is currently unclear the extent of the resourcing requirements.

8. ENVIRONMENTAL IMPLICATIONS

Not applicable.

9. OPPORTUNITIES AND RISK

Opportunities:

The publication of Councillor briefing notes provides an opportunity to enhance transparency and community confidence by demonstrating that Councillors are well informed on Council business and operations. It also provides the community with greater visibility of upcoming matters and an opportunity to engage with Councillors and Council officers, where appropriate.

Risk:

Reputation Risk.

The publication of Councillor briefing notes supports Council's commitment to transparency and may strengthen community confidence in Council's decision-making processes. However, there is a risk that the publication of information that is preliminary, sensitive or provided without sufficient context may lead to misunderstanding or unnecessary community concern. This risk will be managed through an appropriate review process prior to publication.

Compliance Risk

The publication of Councillor briefing notes must ensure that information that is confidential is restricted from disclosure or otherwise inappropriate for public release is not published. A review process prior to publication will assist Council to meet its obligations under the *Local Government Act 2020*, including the public transparency requirements and protections relating to confidential information.

Campaspe Shire Council

Briefing Session Notes

10:00am, Tuesday 8 September 2026, Echuca Civic Centre

We acknowledge the Traditional Custodians of the lands and waterways of (the shire of) Campaspe, the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples. We pay our respects to Elders past and present, recognise their deep connection to Country and Culture, and honour our shared commitment to reconciliation.

Present and Apologies	**Notes**
Councillors: Cr Robert Amos, Cr Zoe Cook (part online), Cr Paul Jarman, Cr Daniel Mackrell, Cr Tony Marwood, Cr Jessica Mitchell, Cr John Zobec, Cr Luke Sharrock, Cr Adrian Weston Officers: Craig Niemann – Interim Chief Executive Officer, Kate Lemon – Director Infrastructure and Environment, Michael Sharp – Director Sustainable Growth, Jo Bradshaw – Director Community and Culture, Nikita Frawley – Manager Governance and Compliance Apologies: Nil	*Ie: Conflicts of interest declaration, Councillor movements*
Financial Statement 2025/26 To present to Council the 2025/26 Draft Financial Statements (Financial Statements) and Local Government Performance Reporting Framework ratios (LGPRF).	Councillor Sharrock left the room at 10.28am. Councillor Cook online.
Outdoor Pool Fees The purpose of this report is for Council to consider the merits of charging admission to the Outdoor Pools or waive fees for general admission.	Councillor Sharrock returned at 11.05am.
Aquatic Facilities To update Councillors on the progress of the draft Aquatic Facilities Strategy and the intent to bring the report to October council meeting.	
2025/2026 Governance Performance Reporting Framework Results This report presents Council with the draft results of the 2025/26 Local Government Performance Reporting Framework (LGPRF). These results will be presented to Council and submitted to the Minister for Local Government.	
2025/2026 Annual Report	

EXAMPLE

NOTE RED TEXT MAY NOT BE CORRECT FOR THE PURPOSES OF THIS SAMPLE

This report presents the Draft Annual Report 2025/26 for Councillors' review and feedback prior to completion of the statutory annual reporting process.	
Councillor Mandatory Training: In Person Community Representation A 3-hour face to face CPD Practical Intensive session combining three modules from Community Representation (noting that Complaints – a Councillor's role will be provided 3 as a Lunch and Learn recording for self-paced learning).	Councillor Cook joined the meeting in person at 2.07pm
Policy Review – Direction Signs – Community Facilities and Tourist Facilities To discuss the review of Council Policy 53 Direction Signs – Community Facilities and Tourist Facilities.	
Policy Review - Memorials To discuss the review of the Memorials Policy.	
Active Transport Fund Application Discuss the development and submission of an application under the Active Transport Fund for a municipality-wide shared user path lighting project.	
Workshop - Publication of Councillor Briefing Meeting Minutes Workshop with Councillors options for Council Briefing Minutes following the notice of motion in item 9.1 "Publication of Councillor Briefing Meeting Minutes" at the 21 July 2026 Council Meeting. The motion was moved by Cr Weston and seconded by Cr Cook.	

EXAMPLE

NOTE RED TEXT MAY NOT BE CORRECT FOR THE PURPOSES OF THIS SAMPLE

Campaspe Shire Council

Briefing Session Notes

10:00am, Tuesday 8 September 2026, Echuca Civic Centre

We acknowledge the Traditional Custodians of the lands and waterways of (the shire of) Campaspe, the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples. We pay our respects to Elders past and present, recognise their deep connection to Country and Culture, and honour our shared commitment to reconciliation.

Present and Apologies	**Notes**
Councillors: Cr Robert Amos, Cr Zoe Cook (part online), Cr Paul Jarman, Cr Daniel Mackrell, Cr Tony Marwood, Cr Jessica Mitchell, Cr John Zobec, Cr Luke Sharrock, Cr Adrian Weston Officers: Craig Niemann – Interim Chief Executive Officer, Kate Lemon – Director Infrastructure and Environment, Michael Sharp – Director Sustainable Growth, Jo Bradshaw – Director Community and Culture, Nikita Frawley – Manager Governance and Compliance Apologies: Nil	*Ie: Conflicts of interest declaration, Councillor movements*
Financial Statement 2025/26	Councillor Sharrock left the room at 10.28am. Councillor Cook online.
Outdoor Pool Fees	Councillor Sharrock returned at 11.05am.
Aquatic Facilities	
2025/2026 Governance Performance Reporting Framework Results	
2025/2026 Annual Report	
Councillor Mandatory Training: In Person Community Representation	Councillor Cook joined the meeting in person at 2.07pm
Policy Review – Direction Signs – Community Facilities and Tourist Facilities	
Policy Review - Memorials	
Active Transport Fund Application	
Workshop - Publication of Councillor Briefing Meeting Minutes	

EXAMPLE

NOTE RED TEXT MAY NOT BE CORRECT FOR THE PURPOSES OF THIS SAMPLE

Publication of Councillor Briefing Session Notes

Campaspe Shire Council

Procedure

Procedure Number:	#
Reference:	ECM Reference
Date approved / adopted	Click or tap to enter a date.
Frequency of review	2 Years
Next review due:	Click or tap to enter a date.
Responsible Officer	Manager Governance and Compliance
To be published on Council Website	No

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Purpose

The purpose of this procedure is to provide a consistent and transparent approach to preparing, reviewing and publishing a record of Councillor Briefing Session Notes, while protecting information that is confidential or otherwise inappropriate for public release.

Publication of briefing notes supports Council's public transparency obligations while maintaining the distinction between Councillor Briefing Sessions and formal Council decision-making, noting that briefing sessions inform decision-making but are not forums at which Council decisions are made.

Procedure Statement

1. Briefing Note Content

Councillor Briefing Sessions are information-sharing and discussion forums and are not formal decision-making meetings of Council. Council decisions may only be made in accordance with the *Local Government Act 2020* and Council's Governance Rules.

A Governance Officer, or other officer nominated by the Chief Executive Officer, will attend each Councillor Briefing Session and prepare the official briefing notes.

The notes will record, as applicable:

- Date, commencement and conclusion time and location;
- Councillors in attendance, apologies and not in attendance;
- Relevant officers (third line and above) and external presenters (organisation name) in attendance;
- Councillor arrival and departure times where relevant;
- Declarations of conflicts of interest and the Councillor's absence from the briefing where required;
- Agenda items considered (see exclusions)

- A brief factual description of each matter considered.

The notes will not record commentary in a way that attributes individual views, positions or statements to Councillors, unless Council expressly determines otherwise. They will provide a factual record of the matters considered rather than minutes of the discussion.

2. Exclusions

Confidential Matters

Before publication, each briefing item must be assessed to determine whether information is confidential under the *Local Government Act 2020*, another Act, or should otherwise not be publicly released. Consideration must be given to the categories of confidential information under section 3(1) of the *Local Government Act 2020*, including personal information, legal privileged information, Council business information, security information, law enforcement information and private commercial information.

Where an entire item is confidential, no information about that item, including its title, is to appear in the publicly available briefing notes. Where only part of an otherwise publishable item contains confidential information, the confidential information should be removed or redacted and the remaining information published where this can be done without revealing the confidential matter.

Items otherwise excluded

At the discretion of the Chief Executive Officer, an item, or information relating to an item, may be withheld from publication where the Chief Executive Officer considers that publication would not be appropriate or in the public interest. This may include circumstances where publication could cause unnecessary public concern, create a risk to Council or the community, prejudice an ongoing matter, or where the information is not yet sufficiently developed or verified for public release.

Any uncertainty regarding whether an item or information should be published must be referred to the Manager Governance and Compliance for consideration and, where necessary, escalated to the Chief Executive Officer or Council's legal adviser prior to publication.

3. Briefing Note Approval

Following completion of the review, the briefing notes are approved for publication by the Chief Executive Officer, Director Community and Culture or Manager Governance and Compliance.

Approval confirms that:

- The document is an accurate record for publication purposes;
- Confidential information has been appropriately excluded;
- Privacy considerations have been addressed; and
- The document is suitable for public release.

Approval is administrative and does not require the briefing notes to be formally adopted by Councillors, preserving the distinction between a briefing and a formal Council meeting.

4. Publication

Following approval, Governance will arrange for the briefing notes to be published on Council's website. Approved Councillor Briefing Notes will be published on Council's website within 10 business days of the briefing, unless publication is delayed to enable consideration of confidentiality, privacy, legal or other governance matters.

5. Corrections After Publication

Where an administrative or factual error is identified after publication:

- Governance may correct the published document;

Procedure Procedure Procedure Procedure DRAFT

- The correction should not alter the substance of the record unless authorised by the Manager Governance and Compliance; and
- Where the amendment is material, the document should identify that it has been amended and record the date of amendment.

Human Rights

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

Definitions

Not applicable.

Related Legislation

Local Government Act 2020.

Related Policies, Procedures and Strategies

Campaspe Shire Council Governance Rules.

Attachments

Nil.

Traditional Owners

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung, and Yorta Yorta Peoples. We acknowledge all First Peoples and their deep and enduring connection to lands and waterways, upheld through their cultural responsibilities to Country. We pay our respect to Elders past and present for their resilience, sharing of cultural knowledge, and strength in sustaining community and Culture. With a shared commitment to mutual respect, we walk the path of reconciliation together.

Craig Niemann
Chief Executive Officer

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8.2.5 Pound Update

Directorate: Community and Culture

Responsible Officer: Animal Pound Coordinator

Manager: Manager Governance and Compliance

Attachments:

1. CONFIDENTIAL REDACTED - Proposed Fees - Adoptions - Councillors [**8.2.5.1** - 1 page]

2. Proposed Fees and Charges - Adoptions - Public [**8.2.5.2** - 1 page]

Conflict of Interest: In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

Council Plan Reference: Revitalise assets and infrastructure
Services and infrastructure in place to sustainably support existing and future population and visitors

Enhance community participation and wellbeing
Access to a diverse range of services and programs that enhance liveability and health and wellbeing outcomes
Leadership and governance inspires community trust, participation and engagement

Other Strategic Context: Not applicable.

1. PURPOSE

The purpose of this report is to:

1. Provide Councillors with an update on the operational status of the pound following the transition from a shelter to a pound only service in October 2025.

2. Seek Council endorsement to offer adoptions from the Campaspe Animal Facility following community consultation around the proposed fees and charges as outlined in this report.

2. RECOMMENDATION

That Council:

1. **notes the work completed by officers in transitioning from a shelter and pound service to a pound-only service effective 1 October 2025;**

2. **acknowledges the commitment and support of animal rescue groups in assisting Council to rehome 565 animals from the facility between 1 July 2025 and 2 November 2026;**

3. **authorises officers to continue working with animal rescue groups to ensure that animals suitable for rehoming are transitioned to appropriate homes;**

4. **authorises the reinstatement of direct animal adoptions from Campaspe Animal Service, subject to Council adopting the associated fees and charges following the public consultation process outlined below;**

5. **authorises the proposed fees and charges contained in Attachment 8.2.5.2 to be placed on public exhibition for a minimum period of 28 days; and**

6. **notes that the proposed fees and charges contained in Attachment 8.2.5.2 will be presented to a future Council meeting for consideration and adoption and may be revised in response to submissions received during the public consultation period.**

3. BACKGROUND

Previous Council Discussion

4 August 2026

Councillors were provided a briefing relating to the Pound transition, this briefing covered areas of, Occupational Health and Safety, compliance with the Code of Practice for the Management of Dogs and Cats in Shelters and Pounds, status of working rescue organisations to take on the care and rehoming of our animals after statutory holding requirements and relevant opportunities/recommendations moving forward for the betterment of the community and animals in Council care.

July 2025

Councillors were provided an update on the progress of the animal shelter to pound transition.

April 2024

Officers provided a Council briefing on internal investigations into partnerships with third party external re-homing services with a recommendation on a preferred future operational service model.

In the Confidential section of the 23 April 2024 Council Meeting, Council resolved to cease operation of the Campaspe Animal Shelter and transition to a Pound only model by 1 October 2025.

November 2023

A Council Briefing Report was presented which provided an overview of the various operational service options identified within the review prepared by a consultancy firm.

4. DISCUSSION

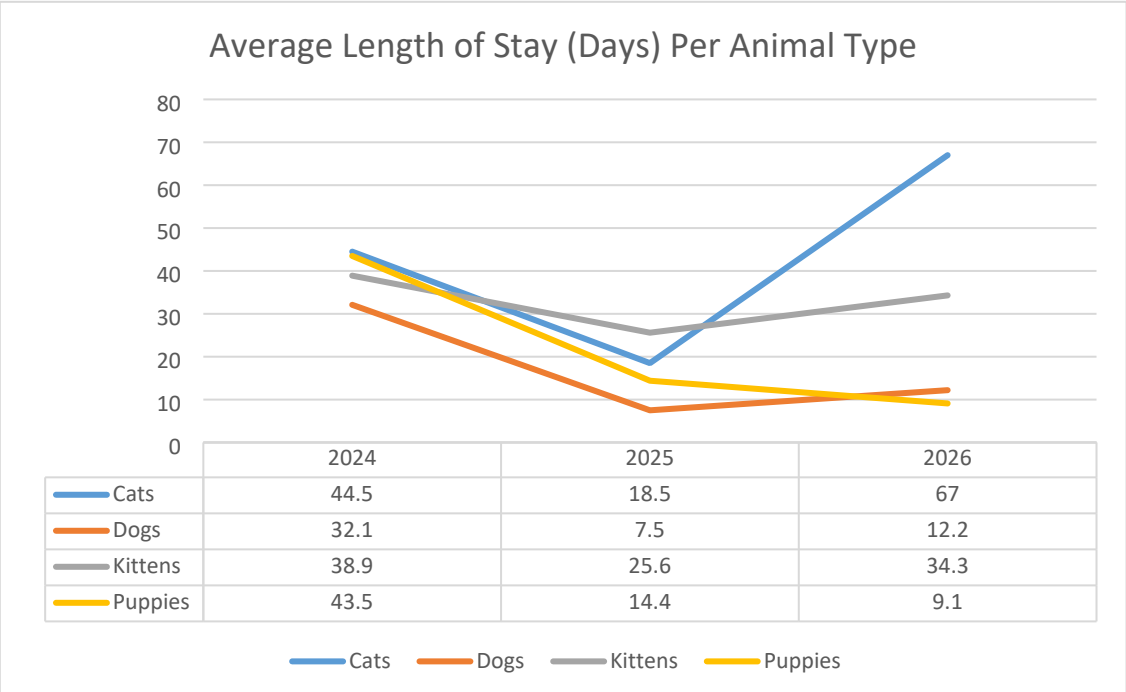
Following Council's decision in 2024 to transition from a Pound and Shelter Service to a Pound only service from 1 October 2025 animals have only left our facility post their stary hold period when they have been reclaimed, transferred via 84Y agreement or euthanised due to poor health, disease or temperament.

Under Section 84Y of the *Domestic Animals Act 1994* the requirements in relation to "agreements to seize, receive, retain or dispose of dogs or cats" are defined;

> *A Council may enter into an agreement in writing with a person or body under which the person or body may be able to do all or any of the following in accordance with the provisions of this Part—*
>
> *(a) seize any dog or cat under section 84;*
>
> *(b) receive and retain custody of any seized dog or cat;*
>
> *(c) sell or destroy any seized dog or cat;*
>
> *(ca) give a seized dog or cat to a pet rehoming organisation, on the condition that the dog or cat is desexed and implanted with a permanent identification device before it is given;*
>
> *(cb) give a seized dog or cat to an animal shelter;*
>
> *(d) charge fees for any of the above.*

In the 12 months since the transition, there have been learnings and animal welfare benefits achieved at the facility. The following information is presented for Council's information to assist in making an informed decision. All data relating to 2026 is to 31 October 2026.

<u>Average length of stay</u>



	2024	2025	2026
Cats	44.5	18.5	67
Dogs	32.1	7.5	12.2
Kittens	38.9	25.6	34.3
Puppies	43.5	14.4	9.1

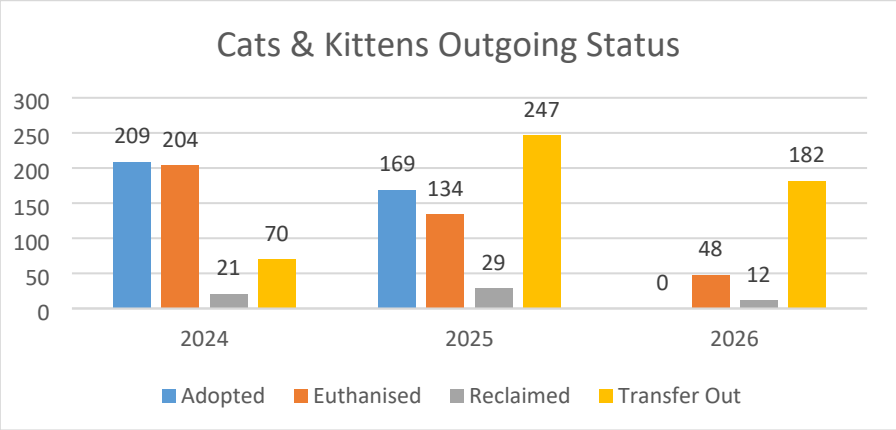
Whilst the average number of days spent in the pound decreased significantly in the first 12 months following the previous Council decision, the past 12 months has resulted in a steady decline in the number of animals exiting the facility in desirable timeframes following their stray hold period, this can be attributed to several factors;

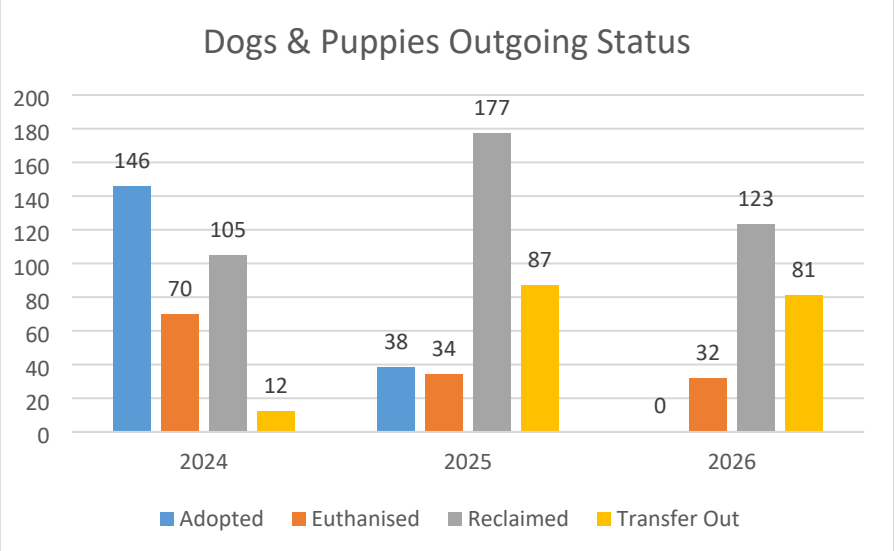
- Rescues are full and / or have limited foster carer availability
- Rescues not wanting to work with a Council "pound"
- Rescues wanting "vet-worked" animals to minimise costs for rescue organisations, with animals that are, moving to rescues quicker than animals that are not.

Outgoing animal statistics

Prior to the 2024 Council decision, Council relied heavily upon adoptions from the facility to members of the public to ensure animals were transitioned from the Campaspe facility to appropriate homes with 378 cats and kittens and 184 dogs and puppies adopted to members of the public in the 2024 and 2025 years compared with 0 in 2026.

Using 84Y agreements, Council has increased significantly the number of animals transferred to rescue from 70 cats and kittens and 12 dogs and puppies in 2024, to 247 cats and kittens in 2025 and 182 in 2026 along with 87 dogs and puppies in 2025 and 81 in 2026.





Public demand for local adoptions

Members of the public make enquiries to the facility daily (on occasion multiple) in relation to pets available for adoption from the pound. Between 25 March 2026 and 25 July 2026, officers fielded more than 100 requests (in person / over the phone / through social media) from members of the public looking to adopt animals (both cats and dogs). We continue to receive requests daily in relation to adoptions. Council's current approach is to refer these members of the public to rescue groups and neighbouring shelters, it is unclear how many of these referrals result in adoptions.

Proposed Future Approach

Officers recommend that Council continue to work with rescue organisations through existing and the addition of new, section 84Y agreements, alongside facilitating direct adoptions from the Campaspe Animal Services facility. This combined approach will provide animals with the best possible opportunity to find suitable homes and reduce the length of time animals remain in the facility, supporting their health and welfare.

Providing a direct adoption pathway will complement, rather than replace, Council's relationships with rescue organisations. It will address an identified gap in the current service locally, respond to community expectations and provide an additional pathway for animals to leave the facility and transition into suitable homes as quickly as possible.

Adoption Fees

The proposed adoption fees are non-statutory fees established by Council. In determining the proposed fees, consideration has been given to the cost of providing the service, animal preparation and veterinary costs, community expectations, affordability and the objective of facilitating timely adoption and rehoming of animals. The proposed fees are intended to provide an appropriate level of cost recovery while ensuring that pricing does not create an unreasonable barrier to adoption.

As outlined in attachments 8.2.5.1 (confidential) and 8.2.5.2, the adoption fees proposed cover the required vet work per animal. Where an animal requires veterinary treatment prior to adoption, the adopter will be required to pay a non-refundable deposit of 50% of the applicable adoption fee before any veterinary treatment is booked with the remaining 50% due on collection of the animal.

If Council proceeds with point 4 of the officer's recommendation, public consultation will be undertaken on the proposed fee structure. Following consultation, the proposed fees will be presented to Council for consideration and adoption.

Authorised Pet Rehoming Organisation Scheme

The Victorian Government's Authorised Pet Rehoming Organisation (APRO) scheme will commence on 10 April 2027. The voluntary scheme establishes a regulatory framework for eligible rescue groups and other pet rehoming organisations under the Domestic Animals Act 1994 and provides participating organisations with a range of regulatory and operational benefits.

The scheme is relevant to Council's pound operations given the important role rescue organisations play in transferring and rehoming animals from the Campaspe Animal Facility. From 10 April 2030, Council will only be able to enter section 84Y agreements with organisations participating in the APRO scheme. At this stage, it is unclear how many of the organisations with which Council currently has section 84Y agreements will become authorised under the scheme.

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- 3 June 2026 – Executive Leadership Team.

Councillors:

- 4 August 2026 – Council Briefing.

External consultation:

- Not applicable.

Community Engagement

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

No community engagement has been undertaken in relation to this report. Following this report, if Council resolves to again offer an adoption service, community consultation will be undertaken in relation to the proposed fees and charges relating to adoptions before they return to council for endorsement.

Public Transparency Policy

Not applicable.

6. LEGISLATIVE CONTEXT

Domestic Animals Act 1994 (Vic).

Section 33A of the Domestic Animals Act 1994 requires Council to accept dogs and cats surrendered by owners within the municipality who are no longer willing or able to care for them. Council must therefore maintain appropriate arrangements to receive and manage surrendered animals in accordance with its legislative obligations.

(1) A Council of a municipal district must accept any dog or cat kept in that municipal district which is given to the Council by the owner of the animal because the owner is no longer willing or able to care for that animal.

(2) On the Council taking possession of a dog or cat under subsection (1)—

a. ownership in the dog or cat passes from the owner to the Council; and

b. the Council must deal with the dog or cat in accordance with this Act, the regulations and any relevant business code of practice.

Section 12A (Dogs and cats must be permanently identified before sale or being given away) requires animals to be microchipped

(1) A person must not sell, or give away, a dog or cat unless the dog or cat has been implanted with a prescribed permanent identification device.

The Code of Practice for the Management of Dogs and Cats in Shelters and Pounds, is written under Section 59 (making of business codes of practice) of the Act, this code sets out

- The minimum standards of accommodation, management and care that are appropriate to the physical and behavioural needs of dogs and cats housed in establishments operating as an animal shelter or Council pound.

- The requirement for all animals rehomed from an establishment to be microchipped, wormed, desexed and vaccinated

Under Section 84Y of the *Domestic Animals Act 1994* the requirements in relation to "agreements to seize, receive, retain or dispose of dogs or cats" are defined;

> *A Council may enter into an agreement in writing with a person or body under which the person or body may be able to do all or any of the following in accordance with the provisions of this Part—*
>
> > *(a) seize any dog or cat under section 84;*
> >
> > *(b) receive and retain custody of any seized dog or cat;*
> >
> > *(c) sell or destroy any seized dog or cat;*
> >
> > *(ca) give a seized dog or cat to a pet rehoming organisation, on the condition that the dog or cat is desexed and implanted with a permanent identification device before it is given;*
> >
> > *(cb) give a seized dog or cat to an animal shelter;*
> >
> > *(d) charge fees for any of the above.*

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

It is anticipated that there will be an increase in both revenue and expenses if Council resolve to offer adoptions from the facility going forward.

All animals leaving the facility to a permanent home (through adoptions) are required to be microchipped, vaccinated and desexed which will be an expense incurred by Council in the first instance. This expense will be recouped through adoption fees, all adoptions will require a 50% holding deposit before vet work is booked with the remainder payable on collection.

Through implementing fees that account for cost recovery, Council will be able to recover veterinary services expenses, this is outlined in confidential attachment 1. Officers have undertaken a detailed review of fees associated with adoptions from other facilities to provide Council with proposed fees for public consultation, these are included in attachment 2.

Through moving animals out of the facility faster through adoptions, there is an expectation that ongoing feed and medical costs will decrease on a per animal basis. Given that animal adoptions will not be the only option for rehoming animals from our facility, there are no additional staffing requirements to be considered.

The proposed adoption fees will be subject to public consultation for a period of 28 days (minimum) before returning to a Council meeting for formal adoption.

8. ENVIRONMENTAL IMPLICATIONS

Not applicable.

9. OPPORTUNITIES AND RISK

Opportunities:

Council can contribute long term to animal welfare outcomes through reducing the number of animals kept within pounds, shelters and rescue services for ongoing periods of time whilst providing a

service that is limited in our immediate area for the adoption of cats & dogs, negating the need for local residents to travel for the purpose of finding their new pets.

Risk:

Compliance Risk.

Council must meet the various requirements of the *Domestic Animals Act 1994* including the provisions under section 12A, 33A, 59 including the Code of Practice for the Management of Dogs and Cats in Shelters and Pounds and 84Y.

Financial Risk.

Council needs to ensure that the fees charged are appropriate to cover costs incurred through obtaining ownership of the animal. Appropriate consideration has been given to this in the proposed fees and charges schedule.

Reputation Risk.

Council is provided with the opportunity to ensure it is a leader in animal welfare within the region through committing to appropriate animal management practices.

10. CONCLUSION

This report provides Council with an opportunity to review the current operating model of the Campaspe Animal Service, 12 months after the decision to transition to a pound-only service.

The reintroduction of direct adoptions from the service, supported by a revised fee structure, will complement existing rescue arrangements by providing an additional pathway for animals to be rehomed and potentially reducing the length of time animals remain in Council's care. Subject to Council endorsement, community consultation will be undertaken on the proposed adoption fees and charges before the fee structure is returned to Council for consideration and adoption.

Council will continue to monitor the operation of the service, its partnerships with rescue organisations and emerging regulatory changes to ensure the service remains sustainable and supports timely and appropriate rehoming outcomes.

Proposed Fees and Charges – Animal Adoptions

At the 17 November 2026 Council Meeting, Council resolved to make animals at Campaspe Animal Service available for direct adoption by members of the public. This will complement Council's continued work with rescue groups, with animals also able to be transitioned to participating rescue organisations through section 84Y agreements.

Council proposes to establish fees for the adoption of dogs and cats from Campaspe Animal Service. The proposed fees have been developed having regard to the costs associated with preparing animals for adoption, including desexing, vaccination and microchipping. These fees have been benchmarked with other like facilities.

The following outlines the proposed adoption fees. Where an animal requires veterinary treatment prior to adoption, the adopter will be required to pay a non-refundable deposit of 50% of the applicable adoption fee before any veterinary treatment is booked with the remaining 50% due on collection of the animal.

Table 1: Proposed canine adoption fees

	Male dog					**Female Dog**				
	0-10kg	11-20kg	21-30kg	31-40kg	41kg +	0-10kg	11-20kg	21-30kg	31-40kg	41kg +
Adoption Fee	**$425**					**$700**				

Table 2: Proposed feline adoption fees

	Male Kitten	**Male Cat**	**Female Kitten**	**Female Cat**
	Up to 6 months	Over 6 months	Up to 6 months	Over 6 months
Adoption Fee	**$250**		**$390**	

Table 3: Special Events and Promotions

	Male Dog					**Female Dog**				
	0-10kg	11-20kg	21-30kg	31-40kg	41kg +	0-10kg	11-20kg	21-30kg	31-40kg	41kg +
Adoption Fee	**Up to 50% off standard fee.**					**Up to 50% off standard fee.**				

	Male Kitten	**Male Cat**	**Female Kitten**	**Female Cat**
	Up to 6 months	Over 6 months	Up to 6 months	Over 6 months
Adoption Fee	**Up to 50% off standard fee.**		**Up to 50% off standard fee.**	

DRAFT

8.2.6 Future of School Crossing – Eyre Street, Echuca

Directorate:	Community and Culture Infrastructure and Environment
Responsible Officer:	Manager Governance and Compliance Manager Engineering
Manager:	Manager Governance and Compliance Manager Engineering
Attachments:	1. CONFIDENTIAL REDACTED - Eyre Street, Echuca - Crossing Data and Consultation [**8.2.6.1** - 20 pages] 2. School Crossings in Campaspe [**8.2.6.2** - 2 pages] 3. CONFIDENTIAL REDACTED - Financial Information - Staffing [**8.2.6.3** - 1 page]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Revitalise assets and infrastructure Services and infrastructure in place to sustainably support existing and future population and visitors Improve connectivity and accessibility of transport networks that considers the safety and wellbeing of all users
Other Strategic Context:	Road Management Plan.

1. PURPOSE

The purpose of this report is to:

1. Inform Council of funding received under the Victorian Governments Safer Local Roads and Streets Program (SLRSP) Supplementary Funding Round to replace the current school crossing on Eyre Street, Echuca with a raised pedestrian (wombat) crossing with kerb extensions.

2. Seek Council approval to:

    a. Replace the existing school crossing with a raised pedestrian (wombat) crossing with kerb extensions at Eyre Street, Echuca, on or before 31 May 2027.

    b. Cease the School Crossing Supervisor Service at Eyre Street, Echuca on or before 31 May 2027.

    c. Communicate with impacted stakeholders about the upcoming changes.

2. RECOMMENDATION

That Council:

1. **Acknowledges that whilst a School Crossing Supervisor Subsidy was received for the 2025/26 financial year from the Department of Transport and Planning, warrants calculated at this crossing location have not been met and future funding is not guaranteed;**

2. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Eyre Street, Echuca with a raised pedestrian (wombat) crossing with kerb extensions;**

3. **Endorses the removal of the existing school crossing on Eyre Street, Echuca;**

4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Eyre Street, Echuca;**

5. **Notes that at no point will the school community be left without a safe crossing location;**

6. **Ceases the School Crossing Supervisor Service at Eyre Street, Echuca on or before 31 May 2027; and**

7. **Advises Echuca East Primary School as the affected school community that:**

    7.1. **The existing school crossing located on Eyre Street, Echuca will be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will cease on or before 31 May 2027.**

3. BACKGROUND

Council has received funding through the Victorian Government's Safer Local Roads and Streets Program (SLRSP) Supplementary Funding Round to replace the existing school crossing infrastructure in Eyre Street, Echuca with a raised pedestrian (wombat) crossing incorporating kerb extensions. Once completed, the upgraded infrastructure will provide a safer crossing environment without the need for ongoing school crossing supervision.

Previous Council Discussion

Council have previously made decisions to remove school crossings including supervisors and / or infrastructure. These are detailed as follows;

<u>19 May 2020</u>

Council decommissioned school crossings in Edward Street, Rochester and Eyre Street, Echuca as they were no longer eligible for funding through the State Government Children's Crossing Supervisor Subsidy Scheme.

Note the Eyre Street, Echuca crossing was later revisited and re-instated as warrants were met (and is the crossing currently being reviewed).

17 March 2026

Council resolved to cease supervision and remove the school crossing infrastructure on Stratton Road, Echuca given that the crossing infrastructure was non-compliant and did not meet warrants for a funding subsidy.

Although not a Council decision, the school crossing on Northern Highway, Echuca was previously replaced with pedestrian operated signals which have now been removed in their entirety.

Officers have previously briefed Council on school crossings on the following dates;

10 June 2025

Officers provided Council with an overview of changes to the School Crossing Supervisor Program which may impact service delivery and funding provided to Campaspe Shire Council. This briefing included an overview of crossings in Campaspe, the interim School Crossing Supervisor Subsidy guidelines and advice in relation to Department of Transport and Planning (DTP) undertaking counts across Campaspe.

2 December 2025

Officers provided Council with an update on school crossings following the outcomes of School Crossing Risk Assessment Framework (SCRAF) reviews completed by DTP including the three current crossing locations that had been selected to proceed to the design and costing stage being, Fischer Street, Kyabram, Church Street, Kyabram and Eyre Street, Echuca

Officers advised Council that they were currently progressing with a grant application (requiring no Council co-contribution) for the above locations under the SLRSP Supplementary Funding Round.

Councillors were advised that Council had been successful in receiving the subsidy for 15 crossing supervisors at 15 crossing locations across Campaspe.

12 May 2026

Provided Council an update on the SLRSP funding application and project progression including the successful application for the Tulloh Street, Kyabram School Crossing under this program.

13 October 2026

Discussion with Council on the four school crossings planned for upgrade to raised pedestrian (wombat) crossings under the SLRSP and SLRSP Supplementary Funding Round. Following reviews completed by the DTP under the SCRAF program.

4. DISCUSSION

School Crossing Supervisor Program

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines road safety is a joint responsibility of State and Local government.

Under the model, each local government operates the program within their boundaries while the Victorian Government, through the Department of Transport and Planning (DTP), are responsible for the overarching program and provide a subsidy to local government to operate the program where

crossings meet the guidelines for funding. The subsidy covers approximately 48% of total operational costs of the service.

School Crossings in Campaspe

There are 20 school crossings in Campaspe Shire, these are detailed in attachment 8.2.6.2 and can be summarised as:

15 crossings have Council provided supervision, these are all subsidised through the school crossing supervisor program, one of these is subsidised for two supervisors in the 2026/2027 year.

Officers are aware of 5 crossings (of unknown standard) that exist in Campaspe however have no Council involvement in supervision.

Interim School Crossing Supervisor Subsidy Guidelines

In June 2024, the State Government introduced interim School Crossing Supervisor Subsidy guidelines. These guidelines outline:

- The appointment of supervisors.
- Eligibility requirements for the State Government subsidy.
- Training for supervisors.
- Administrative requirements of the program include payment for existing approved sites, reviews of current sites, and requests for new sites.

The interim guidelines set out that sites will be eligible for a subsidy under the program scheme if the following criteria are met:

- Children's crossings for primary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000.
- Children's crossings for secondary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 250) exceeds 25,000.
- Pedestrian operated signals – more than 20 primary school children per hour.
- Other crossings – where the Council obtains DTP agreement to the need for supervision on account of special needs (e.g. children with disabilities) or other factors affecting safety, such as excessive vehicle speed, road geometry, limited sight distance, volume of heavy vehicles, road width.
- Eligible crossings are located within 300m from the nearest school gate in urban areas and 700m in rural areas.

School Crossing Risk Assessment Framework (SCRAF)

In 2019, DTP launched a review to develop a more rigorous safe-system approach to assessing school crossings and identifying suitable treatment options. This resulted in the formulation of the School Crossing Risk Assessment Framework (SCRAF).

The Framework is methodology for assessing risks at school crossings and identifying crossing treatment solutions tailored to the site. The Framework involves assessing school crossings, using a broader range of road safety safe system factors including:

- Vehicle and pedestrian volumes,
- Sight distance and visibility,
- Road configuration,
- Driver and pedestrian behaviour,
- Types of vehicles,
- Existing infrastructure,
- Surrounding speed zones, and
- Considers whether alternative safety measures and treatments should be implemented.

Safer Local Roads and Street Program (SLRSP)

Developed by the DTP in partnership with the Transport Accident Commission (TAC), this $214 million program works directly with local councils to deliver safer local roads, intersections and precincts. This program aims at making local roads safer through the delivery of a range of projects including roundabouts, raised pedestrian (wombat) crossings, speed humps and safer speed limits.

Raised Pedestrian (Wombat) Crossings

Raised pedestrian (wombat) crossings to make it safer to cross the road by making pedestrians more visible and slowing down cars. The inclusion of kerb extensions reduces the effective width of the road and provides pedestrians a shorter crossing distance, meaning less time exposed to traffic. Raised pedestrian crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms.

The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

Eyre Street School Crossing, Echuca

The school crossing in Eyre Street, Echuca services Echuca East Primary School (EEPS), the 2025 EEPS Annual Report indicates an enrolment of 294 students in 2025. The crossing is located the northern boundary of the property with the school's southern boundary abutting the Echuca East Precinct.

During consultation with the school, it was recognised that the Echuca East Precinct is now a main drop off / pick up point for students resulting in limited numbers using the Eyre Street crossing.

Note that any decision made regarding the Eyre Street crossing do not impact on the Sutton Street crossing, also servicing Echuca East Primary School on the western boundary.



School Site	Echuca East Precinct	Eyre Street School Crossing	Sutton Street School Crossing

DTP's assessment of the Eyre Street, Echuca school crossing under the SCRAF recommends replacing the existing crossing with a raised pedestrian crossing incorporating kerb outstands. Separately, the crossing does not meet the warrants for a school crossing supervisor subsidy under the interim funding guidelines. It may therefore be deemed ineligible for a subsidy in future funding rounds.

Officers have commenced discussions with the EEPS and the impacted crossing supervisor in relation to the replacement of the school crossing with a raised pedestrian (wombat) crossing.

EEPS have been supportive of the replacement of the existing school crossing with a raised pedestrian (wombat) crossing, having provided a letter of support to the funding application. EEPS have discussed with officers, the small number of students who use the crossing given the proximity

and ease of access to the Echuca East Precinct where many students are now dropped off/picked up from.

Issues

Non-Compliant Infrastructure

The current Eyre Street school crossing infrastructure is non-compliant. Officers estimate costs of $15,000 to upgrade and renew this site with the installation of outstands that do not interfere with existing kerb and channel infrastructure. Any works of this nature would be fully funded by Council if not completed as part of this SLRSP funding.

Warrants for subsidy

It is unclear if the crossing at Eyre Street, Echuca will continue to qualify for the School Crossing Supervisor subsidy given that it does not currently meet the warrants under the Interim Funding guidelines.

Warrants for crossings for primary schools are met when the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000. In March 2025, counts undertaken by DTP were taken over three days at this location, with the average results being 27 students and 125 vehicles (AM) and 40 students and 117 vehicles (PM) resulting in the minimum supervision warrants (of 5,000) not being met.

Limited Hours

School Crossing Supervisors are present for a maximum of two hours each school day, limited to school terms. In contrast, a raised pedestrian crossing provides permanent pedestrian priority, delivering a broader and more consistent community benefit throughout the day, including outside school hours, weekends and school holidays. This includes providing a safe, round the clock north-south linkage for pedestrians who are traveling within the community including to the Echuca East Precinct.

Officers have considered the following alternate options;

Option 1

Replace the existing school crossing in Eyre Street, Echuca with a raised pedestrian (wombat) crossing with kerb extensions and cease the School Crossing Supervisor Service at Eyre Street, Echuca following the installation of the crossing (on or before 31 May 2027).

This option is recommended by officers because it combines grant-funded replacement of the non-compliant infrastructure with a raised pedestrian crossing that provides pedestrian priority throughout the day. It also removes the need for ongoing crossing supervision at a location that does not currently meet subsidy warrants.

Option 2

Continue providing the crossing supervisor at the Eyre Street, Echuca school crossing with the current infrastructure until such a time as Council is advised that the crossing will no longer be subsidised due to not meeting warrant requirements.

At this time Council may choose to:

a. Remove the crossing infrastructure and cease the School Crossing Supervisor Service, or

b. Continue to supervise the Eyre Street, Echuca school crossing at full cost to council.

Noting, that funding for alternative infrastructure, may or may not be available at this time.

This option is not recommended by officers because it retains infrastructure identified as non-compliant and leaves Council exposed to the possible loss of the supervision subsidy. Funding for alternative infrastructure may not be available when a future decision is required.

If Council are of mind to pursue this option, the following recommendation can be used:

That Council:

1. **Acknowledges that whilst a School Crossing Supervisor Subsidy was received for the 2025/26 financial year from the Department of Transport and Planning, warrants calculated at this crossing location have not been met and future funding is not guaranteed;**

2. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Eyre Street, Echuca with a raised pedestrian (wombat) crossing with kerb extensions;**

3. **Notes that the current school crossing infrastructure is non-compliant;**

4. **Elects not to proceed with the installation of the proposed raised pedestrian (wombat) crossing with kerb extensions on Eyre Street, Echuca;**

5. **Returns the $146,000 ex GST funding allocation to the Victorian Government;**

    5.1. **Continues to provide the School Crossing Supervisor service at the existing Eyre Street, Echuca school crossing;**

6. **Requests that officers advise Council if the Eyre Street, Echuca school crossing no longer meets the eligibility requirements for the provision of a School Crossing Supervisor Service; and**

7. **Advises Echuca East Primary School as the affected school community that:**

    7.1. **The existing school crossing located on Eyre Street, Echuca will not be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will continue in its current format.**

Option 3

Continue providing the crossing supervisor at the Eyre Street, Echuca school crossing and upgrade the school crossing infrastructure to a compliant state (at Council's cost), until such a time as Council is advised that the crossing will no longer be subsidised due to not meeting warrant requirements.

At this time Council may choose to:

a) Remove the crossing infrastructure and cease the School Crossing Supervisor Service, or

b) Continue to supervise the Eyre Street, Echuca School Crossing at full cost to council.

This option is not recommended by officers because it requires Council-funded infrastructure upgrades of approximately $15,000 while retaining ongoing supervision costs and uncertainty about future subsidy eligibility.

If Council are of mind to pursue this option, the following recommendation can be used;

That Council:

1. **Acknowledges that whilst a School Crossing Supervisor Subsidy was received for the 2025/26 financial year from the Department of Transport and Planning, warrants calculated at this crossing location have not been met and future funding is not guaranteed;**

2. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Eyre Street, Echuca with a raised pedestrian (wombat) crossing with kerb extensions;**

3. **Notes that the current school crossing infrastructure is non-compliant;**

4. **Elects not to proceed with the installation of the proposed raised pedestrian (wombat) crossing with kerb extensions on Eyre Street, Echuca;**

5. **Returns the $146,000 ex GST funding allocation to the Victorian Government;**

6. **Commit to an allocation of $15,000 from the 2027/28 budget to resolve infrastructure issues with the current school crossing infrastructure;**

7. **Continues to provide the School Crossing Supervisor service at the existing Eyre Street, Echuca school crossing;**

8. **Requests that officers advise Council if the Eyre Street, Echuca school crossing no longer meets the eligibility requirements for the provision of a School Crossing Supervisor Service; and**

9. **Advises Echuca East Primary School as the affected school community that:**

    9.1. The existing school crossing located on Eyre Street, Echuca will not be replaced with a raised pedestrian (wombat) crossing with kerb extensions;

    9.2. The existing school crossing infrastructure will be brought to a compliant state; and

    9.3. The School Crossing Supervisor Service at this location will continue in its current format at full cost to Council.

Option 4

Replace the existing school crossing infrastructure with raised pedestrian crossing with kerb extensions and investigate Council employing an individual in the capacity of supervising children (not directing traffic) using the pedestrian crossing.

This option is not recommended by officers because it retains an additional staffing cost that would be fully funded by Council. The proposed role would not meet the requirements for a school crossing supervisor and would have no capacity to direct traffic.

If Council are of mind to pursue this option, the following recommendation can be used;

That Council:

1. **Acknowledges that whilst a School Crossing Supervisor Subsidy was received for the 2025/26 financial year from the Department of Transport and Planning, warrants calculated at this crossing location have not been met and future funding is not guaranteed;**
2. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Eyre Street, Echuca with a raised pedestrian (wombat) crossing with kerb extensions;**
3. **Endorses the removal of the existing school crossing on Eyre Street, Echuca;**
4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Eyre Street, Echuca; and**
5. **Endorses the employment of an individual to monitor pedestrian movement during school crossing times at full cost to Council.**

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- Executive Leadership Team (various)
- Engineering Department including Road Services (various)
- Governance and Compliance Department including Local Laws (various)

Councillors:

- 13 October 2026 – Council Briefing
- 12 May 2026 – Council Briefing
- 2 December 2025 – Council Briefing
- 10 June 2025 – Council Briefing

External consultation:

- Department of Transport and Planning – various
- Echuca East Primary School

Community Engagement

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

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

Officers have consulted with school crossing staff and the Echuca East Primary School in relation to the changes outlined in this report, with the EEPS providing a letter of support for the proposed crossing change.

Public Transparency Policy

Not applicable.

6. LEGISLATIVE CONTEXT

Road Management Act 2004 (Vic).

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines that road safety is a joint responsibility of State and Local government.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

It is evident that Council contributes approximately 52% of the entire cost of the operational delivery of the crossing supervision program across Campaspe. In addition to operational costs there are administrative costs associated with management of crossing supervisors and costs associated with managing traffic counts, infrastructure and working with DTP and schools.

Financial and resource implications are summarised per the above options noting that confidential information is contained in attachment 8.2.6.3.

Option 1

Includes limited financial and no ongoing resource implications for Council.

Council have been successful in obtaining a grant for $146,000 ex GST to fully fund the installation of a raised pedestrian (wombat) crossing with kerb extensions in the Eyre Street, Echuca location, with no contribution required towards infrastructure from Council.

Option 2

Requires ongoing investment by Council. Consideration needs to be given to Council fully funding the crossing if the school crossing program subsidy is lost. This is estimated at $15,580 annually.

Option 3

Requires infrastructure upgrades of approximately $15,000 and ongoing investment by Council.

Consideration needs to be given to Council fully funding the crossing if the school crossing program subsidy is lost. This is estimated at $15,580 annually.

Option 4

Requires ongoing investment by Council estimated at $15,580, noting that this arrangement would not meet the requirement for the school crossing supervisor therefore would be fully funded by Council.

8. ENVIRONMENTAL IMPLICATIONS

Not applicable.

9. OPPORTUNITIES AND RISK

Opportunities:

Not applicable.

Risk:

Compliance Risk

The current infrastructure is non-compliant and Council is required to update this to current standards if the crossing is to be used in its current form.

Financial Risk

If Council do not proceed with the installation of a raised pedestrian (wombat) crossing at this location, Council will need to return the $146,000 (excluding GST) to DTP, any future work at this location would need to be fully funded by Council.

If Council continues to fund crossings deemed ineligible for funding, there will be a precedence set and potential for continued requirement for increased expenditure in this space.

Reputational Risk

Council has successfully secured grant funding to remove and replace the existing school crossing infrastructure with raised pedestrian (wombat) crossings at four locations. Should Council elect not to proceed with the funded works and return the grant funding to DTP, there is a potential risk that this may impact Council's ability to secure funding through future grant programs.

Regardless of the upcoming outcomes and future of the school crossings in question, there will be some amount of community interest, impact and potential for reputational damage on Council.

If the school crossings are converted to raised pedestrian crossings and there is no longer a supervisor present, this will likely result in community backlash with petitions and ongoing media directed at Council. There is an education piece that can be put out to the community to discuss the safe systems approach in providing safer environments for pedestrians. This would demonstrate that physical treatments delivering lower vehicle speeds provide substantially greater safety benefits and would provide a better understanding of the decision made.

If not progressing with the conversion to raised pedestrian crossings and Council continues to fund crossings deemed ineligible for supervisor subsidy funding, there will be a precedence set and potential for continued requirement for increased expenditure in this space. Particularly noting previous decisions on school crossings made by Council, as noted above.

Safety Risk

In road safety engineering, particularly under the Safe System approach, the "pyramid of priorities" for pedestrian crossing safety generally follows a hierarchy where the most effective treatments are those that eliminate or greatly reduce the risk of a severe collision, rather than simply warning road users. A typical hierarchy for road crossing locations is:

- Eliminate the conflict

- Reduce vehicle speeds to safe levels
- Separate or control movements
- Improve driver compliance and awareness
- Inform and educate.

Raised pedestrian (wombat) crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms. The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

10. CONCLUSION

The replacement of the existing school crossing with a raised pedestrian (wombat) crossing and kerb extensions will transition the location from a supervised crossing, operating for up to two hours each school day during school terms, to permanent pedestrian-priority infrastructure.

The raised pedestrian crossing will provide a more consistent community benefit throughout the day, including outside school hours, on weekends and during school holidays, while maintaining an important north-south pedestrian connection for people travelling through the area, including to the Echuca East Precinct.

School Crossings in Campaspe

OFFICIAL

Campaspe Shire Council

These crossings, meet State Government subsidy requirements and are supervised by Council in the 2026/2027 financial year.

Location of Crossing	Nearest Intersecting Road	Schools Served	Crossing type	No. of supervisors funded 26/27
Echuca				
High Street	Pakenham Street	Echuca Central Primary	Intersection Signals	2
Sutton Street	Eyre Street	Echuca East Primary School	School Crossing	1
Murray Valley Highway	Bridlington Avenue	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	Intersection Signals	1
McSwain Road	Wilkinson Drive	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Bridlington Avenue	Whitby Close	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Eyre Street	Sutton Street	Echuca East Primary	School Crossing	1
Wilkinson Drive	Lavender Street	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Gunbower				
Murray Valley Highway	Gunbower Island Road	Gunbower Primary	School Crossing	1
Kyabram				
Church Street	Tulloh Street	St Augustine's P-12 College	School Crossing	1
Tulloh Street	Church Street	St Augustine's P-12 College	School Crossing	1
Fischer Street	Haslem Street	Kyabram P-12 College	School Crossing	1
Haslem Street	Fischer Street	Kyabram P-12 College	School Crossing	1
Rochester				
Northern Highway	George Street	Rochester Primary School & Rochester Secondary College	School Crossing	1
Rushworth				
Bendigo Murchison Road	School Road	Rushworth P-12 College	School Crossing	1
Stanhope				
Midland Highway	Savige Road	Stanhope Primary School	School Crossing	1

These crossings have no Council involvement

- Gunbower Island Road, Gunbower
- Campaspe Street, Rochester
- Edward Street, Rochester
- Miller Street, Tongala
- Purdey Street, Tongala

All these crossings had a count last completed in March 2026 and do not meet warrants.

8.2.7 Future of School Crossing – Tulloh Street, Kyabram

Directorate:	Community and Culture
Responsible Officer:	Manager Governance and Compliance
Manager:	Manager Governance and Compliance Manager Engineering
Attachments:	1. CONFIDENTIAL REDACTED - Tulloh Street, Kyabram - Crossing Data and Consultation [**8.2.7.1** - 20 pages] 2. School Crossings in Campaspe [**8.2.7.2** - 2 pages] 3. CONFIDENTIAL REDACTED - Financial Information - Staffing [**8.2.7.3** - 1 page]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Revitalise assets and infrastructure Services and infrastructure in place to sustainably support existing and future population and visitors Improve connectivity and accessibility of transport networks that considers the safety and wellbeing of all users
Other Strategic Context:	Road Management Plan.

1. PURPOSE

The purpose of this report is to:

1. Inform Council of funding received under the Victorian Governments Safer Local Roads and Streets Program (SLRSP) to replace the current school crossing on Tulloh Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions.

2. Seek Council approval to:

    a. Replace the existing school crossing with a raised pedestrian (wombat) crossing with kerb extensions at Tulloh Street, Kyabram, on or before 31 May 2027.

    b. Cease the School Crossing Supervisor Service at Tulloh Street, Kyabram on or before 31 May 2027.

    c. Communicate with impacted stakeholders about the upcoming changes.

2. RECOMMENDATION

That Council:

1. **Acknowledges that whilst a School Crossing Supervisor Subsidy was received for the 2025/26 financial year from the Department of Transport and Planning, warrants calculated at this crossing location have not been met and future funding is not guaranteed;**

2. **Notes a funding allocation of $98,000 ex GST under the Safer Local Roads and Streets Program to replace the existing school crossing on Tulloh Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

3. **Endorses the removal of the existing school crossing on Tulloh Street, Kyabram;**

4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Tulloh Street, Kyabram;**

5. **Notes that at no point will the school community be left without a safe crossing location;**

6. **Ceases the School Crossing Supervisor Service at Tulloh Street, Kyabram on or before 31 May 2027; and**

7. **Advises St Augustine's College as the affected school community that:**

    7.1. **The existing school crossing located on Tulloh Street, Kyabram will be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will cease on or before 31 May 2027.**

3. BACKGROUND

Council has received funding through the Victorian Government's Safer Local Roads and Streets Program (SLRSP) to replace the existing school crossing infrastructure in Tulloh Street, Kyabram with a raised pedestrian (wombat) crossing incorporating kerb extensions. Once completed, the upgraded infrastructure will provide a safer crossing environment without the need for ongoing school crossing supervision.

Previous Council Discussion

Council have previously made decisions to remove school crossings including supervisors and / or infrastructure. These are detailed as follows:

<u>19 May 2020</u>

Council decommissioned school crossings in Edward Street, Rochester and Eyre Street, Echuca as they were no longer eligible for funding through the State Government Children's Crossing Supervisor Subsidy Scheme.

Note the Eyre Street, Echuca crossing was later revisited and re-instated as warrants were met (and is currently being reviewed).

17 March 2026

Council resolved to cease supervision and remove the school crossing infrastructure on Stratton Road, Echuca given that the crossing infrastructure was non-compliant and did not meet warrants for a funding subsidy.

Although not a Council decision, the school crossing on Northern Highway, Echuca was previously replaced with pedestrian operated signals which have now been removed in their entirety.

Officers have previously briefed Council on school crossings on the following dates;

10 June 2025

Officers provided Council with an overview of changes to the School Crossing Supervisor Program which may impact service delivery and funding provided to Campaspe Shire Council. This briefing included an overview of crossings in Campaspe, the interim School Crossing Supervisor Subsidy guidelines and advice in relation to Department of Transport and Planning (DTP) undertaking counts across Campaspe.

2 December 2025

Officers provided Council with an update on school crossings following the outcomes of School Crossing Risk Assessment Framework (SCRAF) reviews completed by DTP including the three current crossing locations that had been selected to proceed to the design and costing stage being, Fischer Street, Kyabram, Church Street, Kyabram and Eyre Street, Echuca

Officers advised Council that they were currently progressing with a grant application (requiring no Council co-contribution) for the above locations under the SLRSP Supplementary Funding Round.

Councillors were advised that Council had been successful in receiving the subsidy for 15 crossing supervisors at 15 crossing locations across Campaspe.

12 May 2026

Provided Council an update on the SLRSP funding application and project progression including the successful application for the Tulloh Street, Kyabram School Crossing under this program.

13 October 2026

Discussion with Council on the four school crossings planned for upgrade to raised pedestrian (wombat) crossings under the SLRSP and SLRSP Supplementary Funding Round. Following reviews completed by DTP under the SCRAF program.

4. DISCUSSION

School Crossing Supervisor Program

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines road safety is a joint responsibility of State and Local government.

Under the model, each local government operates the program within their boundaries while the Victorian Government, through the Department of Transport and Planning (DTP), are responsible for the overarching program and provide a subsidy to local government to operate the program where crossings meet the guidelines for funding. The subsidy covers approximately 48% of total operational costs of the service.

School Crossings in Campaspe

There are 20 school crossings in Campaspe Shire, these are detailed in attachment 8.2.7.2 and can be summarised as:

- 15 crossings have Council provided supervision, these are all subsidised through the school crossing supervisor program, one of these is subsidised for two supervisors in the 2026/2027 year.

- Officers are aware of 5 crossings (of unknown standard) that exist in Campaspe however have no Council involvement in supervision.

Interim School Crossing Supervisor Subsidy Guidelines

In June 2024, the State Government introduced interim School Crossing Supervisor Subsidy guidelines. These guidelines outline:

- The appointment of supervisors.

- Eligibility requirements for the State Government subsidy.

- Training for supervisors.

- Administrative requirements of the program include payment for existing approved sites, reviews of current sites, and requests for new sites.

The interim guidelines set out that sites will be eligible for a subsidy under the program scheme if the following criteria are met:

- Children's crossings for primary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000.

- Children's crossings for secondary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 250) exceeds 25,000.

- Pedestrian operated signals – more than 20 primary school children per hour.

- Other crossings – where the Council obtains DTP agreement to the need for supervision on account of special needs (e.g. children with disabilities) or other factors affecting safety, such as excessive vehicle speed, road geometry, limited sight distance, volume of heavy vehicles, road width.

- Eligible crossings are located within 300m from the nearest school gate in urban areas and 700m in rural areas.

School Crossing Risk Assessment Framework (SCRAF)

In 2019, DTP launched a review to develop a more rigorous safe-system approach to assessing school crossings and identifying suitable treatment options. This resulted in the formulation of the SCRAF.

The Framework is methodology for assessing risks at school crossings and identifying crossing treatment solutions tailored to the site. The Framework involves assessing school crossings, using a broader range of road safety safe system factors including:

- Vehicle and pedestrian volumes,

- Sight distance and visibility,
- Road configuration,
- Driver and pedestrian behaviour,
- Types of vehicles,
- Existing infrastructure,
- Surrounding speed zones, and
- Considers whether alternative safety measures and treatments should be implemented.

Safer Local Roads and Street Program (SLRSP)

Developed by DTP in partnership with the Transport Accident Commission (TAC), this $214 million program works directly with local councils to deliver safer local roads, intersections and precincts. This program aims at making local roads safer through the delivery of a range of projects including roundabouts, raised pedestrian (wombat) crossings, speed humps and safer speed limits.

Raised Pedestrian (Wombat) Crossings

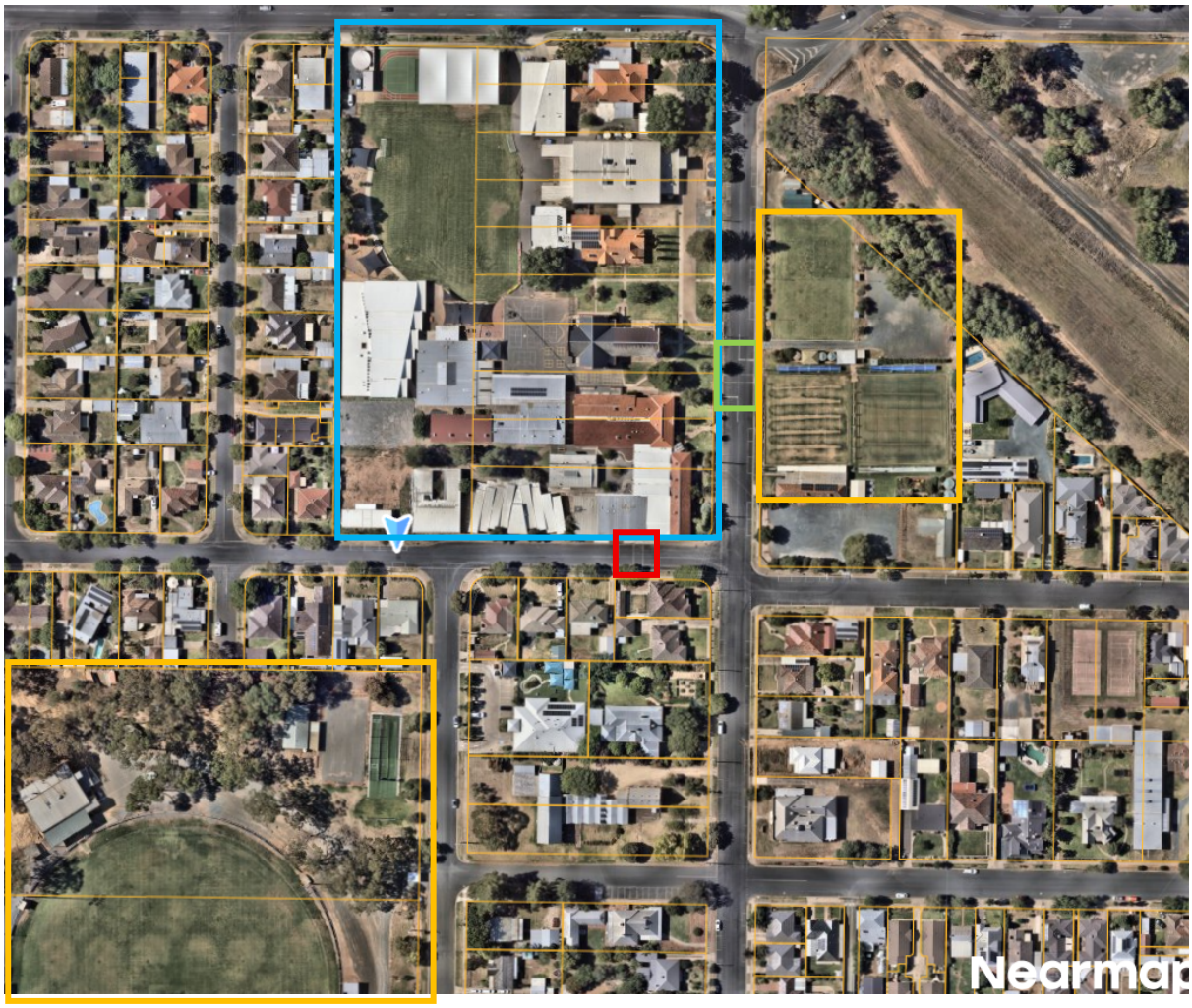
Raised pedestrian (wombat) crossings to make it safer to cross the road by making pedestrians more visible and slowing down cars. The inclusion of kerb extensions reduces the effective width of the road and provides pedestrians a shorter crossing distance, meaning less time exposed to traffic. Raised pedestrian crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms.

The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

Tulloh Street School Crossing, Kyabram

The school crossing in Tulloh Street, Kyabram services St Augustine's College (Prep – 12). The 2025 St Augustine's College Annual Report indicates an enrolment of 691 students in 2025. The crossing is located the southern boundary of the property. The school site is co-located with a stadium and church, with the bowls and croquet club directly opposite in Church Street and a short walk to the Kyabram Recreation Reserve and CBD.

Note that any decision made regarding the Tulloh Street crossing does not impact on the Church Street crossing, also servicing St Augustine's College on the eastern boundary.



School Site including, church, stadium	Community sporting facilities – bowls, croquet and recreation reserve	Tulloh Street School Crossing	Church Street School Crossing

DTP's assessment of the Tulloh Street, Kyabram school crossing under the SCRAF recommends replacing the existing crossing with a raised pedestrian crossing incorporating kerb outstands. Separately, the crossing does not meet the warrants for a school crossing supervisor subsidy under the interim funding guidelines. It may therefore be deemed ineligible for a subsidy in future funding rounds.

Officers have commenced discussions with St Augustine's College and the impacted crossing supervisor in relation to the replacement of the school crossing with a raised pedestrian (wombat) crossing.

St Augustine's College were initially supportive of the replacement of the existing school crossing in with a raised pedestrian (wombat) crossing in Church Street, having provided a letter of support for that funding application and in more recent conversations requesting the Tulloh Street crossing is moved slightly towards Unwin Street (west) to better align with pedestrian movements. Following this, the school have expressed concern relating to the crossing being unmanned particularly without flashing lights and the flow of traffic particularly after school.

Issues

Warrants for subsidy

It is unclear if the crossing at Tulloh Street, Kyabram will continue to qualify for the School Crossing Supervisor subsidy given that it does not currently meet the warrants under the Interim Funding guidelines.

The Tulloh Street crossing is assessed against warrants for crossings for primary schools, these are met when the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000. In April 2025, counts undertaken by DTP were taken over three days at this location, with the average results being 30 primary school aged pedestrians and 70 vehicles (AM) and 39 primary school aged pedestrians and 63 vehicles (PM) resulting in the minimum supervision warrants of 5,000 not being met.

Limited Hours

School Crossing Supervisors are present for a maximum of two hours each school day, limited to school terms. In contrast, a raised pedestrian crossing provides permanent pedestrian priority, delivering a broader and more consistent community benefit throughout the day, including outside school hours, weekends and school holidays. This includes providing a safe, round the clock linkage for pedestrians who are traveling within the community including to facilities around the school including the Croquet and Bowls clubs, the recreation reserve and the CBD.

Officers have considered the following alternate options:

Option 1

Replace the existing school crossing in Tulloh Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions and cease the School Crossing Supervisor Service at Tulloh Street, Kyabram following the installation of the crossing (on or before 31 May 2027).

This option is recommended by officers because it combines grant-funded replacement of the infrastructure with a raised pedestrian crossing that provides pedestrian priority throughout the day. It also removes the need for ongoing crossing supervision at a location that does not currently meet subsidy warrants.

Option 2

Continue providing the crossing supervisor at the Tulloh Street, Kyabram school crossing with the current infrastructure until such a time as Council is advised that the crossing will no longer be subsidised due to not meeting warrant requirements.

At this time Council may choose to:

a) Remove the crossing infrastructure and cease the School Crossing Supervisor Service, or

b) Continue to supervise the Tulloh Street, Kyabram school crossing at full cost to council.

Noting, that funding for alternative infrastructure, may or may not be available at this time.

This option is not recommended by officers as it leaves Council exposed to the possible loss of the supervision subsidy based on the recorded warrants. Funding for alternative infrastructure may not be available when a future decision is required.

If Council are of mind to pursue this option, the following recommendation can be used:

That Council:

1. **Acknowledges that whilst a School Crossing Supervisor Subsidy was received for the 2025/26 financial year from the Department of Transport and Planning, warrants calculated at this crossing location have not been met and future funding is not guaranteed;**

2. **Notes a funding allocation of $98,000 ex GST under the Safer Local Roads and Streets Program to replace the existing school crossing on Tulloh Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

3. **Elects not to proceed with the installation of the proposed raised pedestrian (wombat) crossing with kerb extensions on Tulloh Street, Kyabram;**

4. **Returns the $98,000 ex GST funding allocation to the Victorian Government;**

5. **Continues to provide the School Crossing Supervisor service at the existing Tulloh Street, Kyabram school crossing;**

6. **Requests that officers advise Council if the Tulloh Street, Kyabram school crossing no longer meets the eligibility requirements for the provision of a School Crossing Supervisor Service; and**

7. **Advises St Augustine's College as the affected school community that:**

    7.1. **The existing school crossing located on Tulloh Street, Kyabram will not be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will continue in its current format.**

Option 3

Replace the existing school crossing infrastructure with raised pedestrian crossing and investigate Council employing an individual in the capacity of supervising children (not directing traffic) using the pedestrian crossing.

This option is not recommended by officers because it retains an additional staffing cost that would be fully funded by Council. The proposed role would not meet the requirements for a school crossing supervisor and would have no capacity to direct traffic.

If Council are of mind to pursue this option, the following recommendation can be used;

That Council:

1. **Acknowledges that whilst a School Crossing Supervisor Subsidy was received for the 2025/26 financial year from the Department of Transport and Planning, warrants calculated at this crossing location have not been met and future funding is not guaranteed;**

2. **Notes a funding allocation of $98,000 ex GST under the Safer Local Roads and Streets Program to replace the existing school crossing on Tulloh Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

3. **Endorses the removal of the existing school crossing on Tulloh Street, Kyabram;**

4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Tulloh Street, Kyabram; and**

5. **Endorses the employment of an individual to monitor pedestrian movement during school crossing times at full cost to Council.**

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- Executive Leadership Team (various)
- Engineering Department including Road Services (various)
- Governance and Compliance Department including Local Laws (various)

Councillors:

- 13 October 2026 – Council Briefing
- 12 May 2026 – Council Briefing
- 2 December 2025 – Council Briefing
- 10 June 2025 – Council Briefing

External consultation:

- Department of Transport and Planning – various
- St Augustine's College

Community Engagement

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

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

Officers have consulted with school crossing staff and St Augustine's College in relation to the changes outlined in this report, with the College providing a letter of support for the proposed crossing change.

Public Transparency Policy

Not applicable.

6. LEGISLATIVE CONTEXT

Road Management Act 2004 (Vic).

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines that road safety is a joint responsibility of State and Local government.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

It is evident that Council contributes approximately 52% of the entire cost of the operational delivery of the crossing supervision program across Campaspe. In addition to operational costs there are administrative costs associated with management of crossing supervisors and costs associated with managing traffic counts, infrastructure and working with DTP and schools.

Financial and resource implications are summarised per the above options noting that confidential information is contained in attachment 8.2.7.3.

Option 1

Includes limited financial and no ongoing resource implications for Council.

Council have been successful in obtaining a grant for $98,000 ex GST to fully fund the installation of a raised pedestrian (wombat) crossing in the Tulloh Street, Kyabram location.

Option 2

Requires ongoing investment by Council. Consideration needs to be given to Council fully funding the crossing if the school crossing program subsidy is lost. This is estimated at $15,580 annually.

Option 3

Requires ongoing investment by Council estimated at $15,580, noting that this arrangement would not meet the requirement for the school crossing supervisor therefore would be fully funded by Council.

8. ENVIRONMENTAL IMPLICATIONS

Not applicable.

9. OPPORTUNITIES AND RISK

Opportunities:

Not applicable.

Risk:

Financial Risk

If Council do not proceed with the installation of a raised pedestrian (wombat) crossing at this location, Council will need to return the $98,000 (excluding GST) to the DTP, any future work at this location would need to be fully funded by Council.

If Council continues to fund crossings deemed ineligible for funding, there will be a precedence set and potential for continued requirement for increased expenditure in this space.

Reputational Risk

Council has successfully secured grant funding to remove and replace the existing school crossing infrastructure with raised pedestrian (wombat) crossings at four locations. Should Council elect not to proceed with the funded works and return the grant funding to DTP, there is a potential risk that this may impact Council's ability to secure funding through future grant programs.

Regardless of the upcoming outcomes and future of the school crossings in question, there will be some amount of community interest, impact and potential for reputational damage on Council.

If the school crossings are converted to raised pedestrian crossings and there is no longer a supervisor present, this will likely result in community backlash with petitions and ongoing media directed at Council. There is an education piece that can be put out to the community to discuss the safe systems approach in providing safer environments for pedestrians. This would demonstrate that physical treatments delivering lower vehicle speeds provide substantially greater safety benefits and would provide a better understanding of the decision made.

If not progressing with the conversion to raised pedestrian crossings and Council continues to fund crossings deemed ineligible for supervisor subsidy funding, there will be a precedence set and potential for continued requirement for increased expenditure in this space. Particularly noting previous decisions on school crossings made by Council, as noted above.

Safety Risk

In road safety engineering, particularly under the Safe System approach, the "pyramid of priorities" for pedestrian crossing safety generally follows a hierarchy where the most effective treatments are those that eliminate or greatly reduce the risk of a severe collision, rather than simply warning road users. A typical hierarchy for road crossing locations is:

- Eliminate the conflict
- Reduce vehicle speeds to safe levels
- Separate or control movements
- Improve driver compliance and awareness
- Inform and educate.

Raised pedestrian (wombat) crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms. The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

10. CONCLUSION

The replacement of the existing school crossing with a raised pedestrian (wombat) crossing and kerb extensions will transition the location from a supervised crossing, operating for up to two hours each school day during school terms, to permanent pedestrian-priority infrastructure.

The raised pedestrian crossing will provide a more consistent community benefit throughout the day, including outside school hours, on weekends and during school holidays, while maintaining an

important pedestrian connection for people travelling through the area, including to various community facilities surrounding the college.

School Crossings in Campaspe

OFFICIAL

Campaspe Shire Council

These crossings, meet State Government subsidy requirements and are supervised by Council in the 2026/2027 financial year.

Location of Crossing	Nearest Intersecting Road	Schools Served	Crossing type	No. of supervisors funded 26/27
Echuca				
High Street	Pakenham Street	Echuca Central Primary	Intersection Signals	2
Sutton Street	Eyre Street	Echuca East Primary School	School Crossing	1
Murray Valley Highway	Bridlington Avenue	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	Intersection Signals	1
McSwain Road	Wilkinson Drive	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Bridlington Avenue	Whitby Close	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Eyre Street	Sutton Street	Echuca East Primary	School Crossing	1
Wilkinson Drive	Lavender Street	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Gunbower				
Murray Valley Highway	Gunbower Island Road	Gunbower Primary	School Crossing	1
Kyabram				
Church Street	Tulloh Street	St Augustine's P-12 College	School Crossing	1
Tulloh Street	Church Street	St Augustine's P-12 College	School Crossing	1
Fischer Street	Haslem Street	Kyabram P-12 College	School Crossing	1
Haslem Street	Fischer Street	Kyabram P-12 College	School Crossing	1
Rochester				
Northern Highway	George Street	Rochester Primary School & Rochester Secondary College	School Crossing	1
Rushworth				
Bendigo Murchison Road	School Road	Rushworth P-12 College	School Crossing	1
Stanhope				
Midland Highway	Savige Road	Stanhope Primary School	School Crossing	1

These crossings have no Council involvement

- Gunbower Island Road, Gunbower
- Campaspe Street, Rochester
- Edward Street, Rochester
- Miller Street, Tongala
- Purdey Street, Tongala

All these crossings had a count last completed in March 2026 and do not meet warrants.

8.2.8 Future of School Crossing – Church Street, Kyabram

Directorate: Community and Culture

Responsible Officer: Manager Governance and Compliance

Manager: {custom-field-manager}

Attachments:

1. CONFIDENTIAL REDACTED - Church Street, Kyabram - Crossing Data and Consultation [**8.2.8.1** - 20 pages]
2. School Crossings in Campaspe [**8.2.8.2** - 2 pages]
3. CONFIDENTIAL REDACTED - Financial Information - Staffing [**8.2.8.3** - 1 page]

Conflict of Interest: In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

Council Plan Reference: Nil.

Other Strategic Context: Nil.

1. PURPOSE

The purpose of this report is to:

1. Inform Council of funding received under the Victorian Governments Safer Local Roads and Streets Program (SLRSP) Supplementary Funding Round to replace the current school crossing on Church Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions.

2. Seek Council approval to:

    a. Replace the existing school crossing with a raised pedestrian (wombat) crossing with kerb extensions at Church Street, Kyabram on or before 31 May 2027.

    b. Cease the School Crossing Supervisor Service at Church Street, Kyabram on or before 31 May 2027.

    c. Communicate with impacted stakeholders about the upcoming changes.

2. RECOMMENDATION

That Council:

1. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Church Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

2. **Notes that the Church Street, Kyabram crossing meets warrants required under the Interim School Crossing Supervisor Subsidy Guidelines however is to be replaced with a pedestrian crossing under the School Crossing Risk Assessment Framework.**

3. **Endorses the removal of the existing school crossing on Church Street, Kyabram;**

4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Church Street, Kyabram;**

5. **Notes that at no point will the school community be left without a safe crossing location;**

6. **Ceases the School Crossing Supervisor Service at Church Street, Kyabram on or before 31 May 2027; and**

7. **Advises St Augustine's College as the affected school community that:**

    7.1. **The existing school crossing located on Church Street, Kyabram will be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will cease on or before 31 May 2027.**

3. BACKGROUND

Council has received funding through the Victorian Government's Safer Local Roads and Streets Program (SLRSP) Supplementary Funding Round to replace the existing school crossing infrastructure in Church Street, Kyabram with a raised pedestrian (wombat crossing) incorporating kerb extensions. Once completed, the upgraded infrastructure will provide a safer crossing environment without the need for ongoing school crossing supervision.

Previous Council Discussion

Council have previously made decisions to remove school crossings including supervisors and / or infrastructure. These are detailed as follows;

19 May 2020

Council decommissioned school crossings in Edward Street, Rochester and Eyre Street, Echuca as they were no longer eligible for funding through the State Government Children's Crossing Supervisor Subsidy Scheme.

Note the Eyre Street, Echuca crossing was later revisited and re-instated as warrants were met (and is currently being reviewed).

17 March 2026

Council resolved to cease supervision and remove the school crossing infrastructure on Stratton Road, Echuca given that the crossing infrastructure was non-compliant and did not meet warrants for a funding subsidy.

Although not a Council decision, the school crossing on Northern Highway, Echuca was previously replaced with pedestrian operated signals which have now been removed in their entirety.

Officers have previously briefed Council on school crossings on the following dates;

10 June 2025

Officers provided Council with an overview of changes to the School Crossing Supervisor Program which may impact service delivery and funding provided to Campaspe Shire Council. This briefing included an overview of crossings in Campaspe, the interim School Crossing Supervisor Subsidy guidelines and advice in relation to Department of Transport and Planning (DTP) undertaking counts across Campaspe.

2 December 2025

Officers provided Council with an update on school crossings following the outcomes of School Crossing Risk Assessment Framework (SCRAF) reviews completed by DTP including the three current crossing locations that had been selected to proceed to the design and costing stage being, Fischer Street, Kyabram, Church Street, Kyabram and Eyre Street, Echuca.

Officers advised Council that they were currently progressing with a grant application (requiring no Council co-contribution) for the above locations under the SLRSP Supplementary Funding Round.

Councillors were advised that Council had been successful in receiving the subsidy for 15 crossing supervisors at 15 crossing locations across Campaspe.

12 May 2026

Provided Council an update on the SLRSP funding application and project progression including the successful application for the Tulloh Street, Kyabram school crossing under this program.

13 October 2026

Discussion with Council on the four school crossings planned for upgrade to raised pedestrian (wombat) crossings under the SLRSP and SLRSP Supplementary Funding Round. Following reviews completed by DTP under the SCRAF program.

4. DISCUSSION

School Crossing Supervisor Program

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines road safety is a joint responsibility of State and Local government.

Under the model, each local government operates the program within their boundaries while the Victorian Government, through the Department of Transport and Planning (DTP), are responsible for the overarching program and provide a subsidy to local government to operate the program where crossings meet the guidelines for funding. The subsidy covers approximately 48% of total operational costs of the service.

School Crossings in Campaspe

There are 20 school crossings in Campaspe Shire, these are detailed in attachment 8.2.8.2 and can be summarised as:

- 15 crossings have Council provided supervision, these are all subsidised through the school crossing supervisor program, one of these is subsidised for two supervisors in the 2026/2027 year.

- Officers are aware of 5 crossings (of unknown standard) that exist in Campaspe however have no Council involvement in supervision. Counts were last undertaken at these locations in March 2026 and do not meet

Interim School Crossing Supervisor Subsidy Guidelines

In June 2024, the State Government introduced interim School Crossing Supervisor Subsidy guidelines. These guidelines outline:

- The appointment of supervisors.

- Eligibility requirements for the State Government subsidy.

- Training for supervisors.

- Administrative requirements of the program include payment for existing approved sites, reviews of current sites, and requests for new sites.

The interim guidelines set out that sites will be eligible for a subsidy under the program scheme if the following criteria are met:

- Children's crossings for primary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000.

- Children's crossings for secondary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 250) exceeds 25,000.

- Pedestrian operated signals – more than 20 primary school children per hour.

- Other crossings – where the Council obtains DTP agreement to the need for supervision on account of special needs (e.g. children with disabilities) or other factors affecting safety, such as excessive vehicle speed, road geometry, limited sight distance, volume of heavy vehicles, road width.

- Eligible crossings are located within 300m from the nearest school gate in urban areas and 700m in rural areas.

School Crossing Risk Assessment Framework (SCRAF)

In 2019, DTP launched a review to develop a more rigorous safe-system approach to assessing school crossings and identifying suitable treatment options. This resulted in the formulation of the School Crossing Risk Assessment Framework (SCRAF).

The Framework is methodology for assessing risks at school crossings and identifying crossing treatment solutions tailored to the site. The Framework involves assessing school crossings, using a broader range of road safety safe system factors including:

- Vehicle and pedestrian volumes,
- Sight distance and visibility,
- Road configuration,
- Driver and pedestrian behaviour,
- Types of vehicles,
- Existing infrastructure,
- Surrounding speed zones and
- Considers whether alternative safety measures and treatments should be implemented.

Safer Local Roads and Street Program (SLRSP)

Developed by the DTP in partnership with the Transport Accident Commission (TAC), this $214 million program works directly with local councils to deliver safer local roads, intersections and precincts. This program aims at making local roads safer through the delivery of a range of projects including roundabouts, raised pedestrian (wombat) crossings, speed humps and safer speed limits.

Raised Pedestrian (Wombat) Crossings

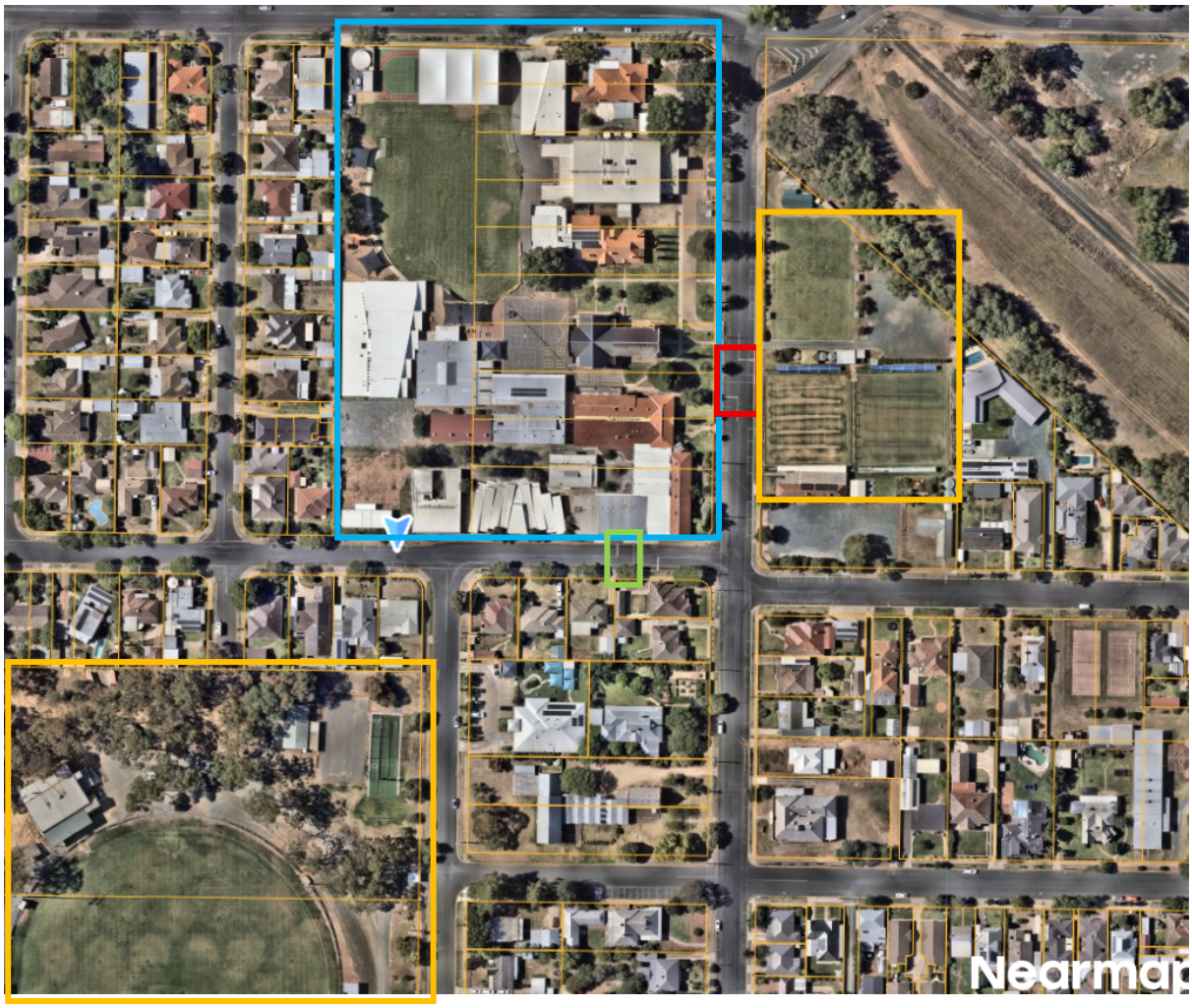
Raised pedestrian (wombat) crossings to make it safer to cross the road by making pedestrians more visible and slowing down cars. The inclusion of kerb extensions reduces the effective width of the road and provides pedestrians a shorter crossing distance, meaning less time exposed to traffic. Raised pedestrian crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms.

The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

Church Street School Crossing, Kyabram

The school crossing in Church Street, Kyabram services St Augustine's College (Prep – 12). The 2025 St Augustine's College Annual Report indicates an enrolment of 691 students in 2025. The crossing is located the southern boundary of the property. The school site is co-located with a stadium and church, with the bowls and croquet club directly opposite with a short walk from the college to the Kyabram Recreation Reserve and CBD.

Note that any decision made regarding the Church Street crossing does not impact on the Tulloh Street crossing, also servicing St Augustine's College on the eastern boundary.



School Site including, church, stadium	Community sporting facilities – bowls, croquet and recreation reserve	Church Street School Crossing	Tulloh Street School Crossing

Warrants for primary schools are met when the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000. In March 2025, counts undertaken by DTP were taken over three days at this location, with the average results being 40 students and 241 vehicles (AM) and 61 students and 231 vehicles (PM) resulting in the minimum supervision warrants (of 5,000) being met.

DTP's assessment of the Church Street, Kyabram school crossing under the SCRAF recommends replacing the existing crossing with a raised pedestrian crossing incorporating kerb outstands.

Officers have commenced discussions with St Augustine's College and the impacted crossing supervisor in relation to the replacement of the school crossing with a raised pedestrian (wombat) crossing.

St Augustine's College were initially supportive of the replacement of the existing school crossing with a raised pedestrian (wombat) crossing, having provided a letter of support to the funding application. Following this, the school have expressed concern relating to the crossing being unmanned particularly without flashing lights and the flow of traffic particularly after school.

Issues

Limited Hours

School Crossing Supervisors are present for a maximum of two hours each school day, limited to school terms. In contrast, a raised pedestrian crossing provides permanent pedestrian priority, delivering a broader and more consistent community benefit throughout the day, including outside school hours, weekends and school holidays. This includes providing a safe, round the clock linkage for pedestrians who are traveling within the community including to facilities around the school including the Croquet and Bowls clubs, the recreation reserve and the CBD.

Officers have considered the following alternate options;

Option 1

Replace the existing school crossing in Church Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions and cease the School Crossing Supervisor Service at Church Street, Kyabram following the installation of the crossing (on or before 31 May 2027).

This option is recommended by officers because it combines grant-funded replacement of infrastructure with a raised pedestrian crossing that provides pedestrian priority throughout the day, with no ongoing cost from Council for staffing.

Option 2

Continue providing the crossing supervisor at the Church Street, Kyabram school crossing with the current infrastructure until any future changes occur in relation to infrastructure or funding arrangements.

At this time Council may choose to:

a) Remove the crossing infrastructure and cease the School Crossing Supervisor Service, or

b) Continue to supervise the Church Street, Kyabram school crossing at full cost to council.

Noting, that funding for alternative infrastructure, may or may not be available at this time.

This option is not recommended by officers as funding for alternative infrastructure may not be available if a future decision is required, this may result in additional expenditure by Council.

If Council are of mind to pursue this option, the following recommendation can be used;

That Council:

1. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Church Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

2. **Notes that the Church Street, Kyabram crossing meets warrants required under the Interim School Crossing Supervisor Subsidy Guidelines**

3. **Elects not to proceed with the installation of the proposed raised pedestrian (wombat) crossing with kerb extensions on Church Street, Kyabram;**

4. **Returns the $146,000 ex GST funding allocation to the Victorian Government;**

5. **Continues to provide the School Crossing Supervisor service at the existing Church Street, Kyabram school crossing;**

6. **Requests that officers advise Council of:**

    6.1. **Any changes to funding arrangements that may impact Council's eligibility to receive the School Crossing Supervisor Subsidy for the Church Street, Kyabram school crossing, including where the crossing no longer meets the warrants for the provision of a School Crossing Supervisor Service;**

    6.2. **Any changes to the infrastructure at the Church Street, Kyabram school crossing that may result in the crossing infrastructure no longer being compliant; and**

7. **Advise St Augustine's College as the affected school community that:**

    7.1. **The existing school crossing located on Church Street, Kyabram will not be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will continue in its current format.**

Option 3

Replace the existing school crossing infrastructure with raised pedestrian crossing and investigate Council employing an individual in the capacity of supervising children (not directing traffic) using the pedestrian crossing.

This option is not recommended by officers because it retains an additional staffing cost that would be fully funded by Council. The proposed role would not meet the requirements for a school crossing supervisor and would have no capacity to direct traffic.

If Council are of mind to pursue this option, the following recommendation can be used;

That Council:

1. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Church Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

2. **Notes that the Church Street, Kyabram crossing meets warrants required under the Interim School Crossing Supervisor Subsidy Guidelines however is to be replaced with a pedestrian crossing under the School Crossing Risk Assessment Framework.**

3. **Endorses the removal of the existing school crossing on Church Street, Kyabram;**

4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Church Street, Kyabram; and**

5. **Endorses the employment of an individual to monitor pedestrian movement during school crossing times at full cost to Council.**

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- Executive Leadership Team (various)
- Engineering Department including Road Services (various)
- Governance and Compliance Department including Local Laws (various)

Councillors:

- 13 October 2026 – Council Briefing
- 12 May 2026 – Council Briefing
- 2 December 2025 – Council Briefing
- 10 June 2025 – Council Briefing

External consultation:

- Department of Transport and Planning – various
- St Augustine's College

Community Engagement

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

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

Officers have consulted with school crossing staff and St Augustine's College in relation to the changes outlined in this report, with the College providing a letter of support for the proposed crossing change.

Public Transparency Policy

Not applicable.

6. LEGISLATIVE CONTEXT

Road Management Act 2004 (Vic).

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines that road safety is a joint responsibility of State and Local government.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

It is evident that Council contributes approximately 52% of the entire cost of the operational delivery of the crossing supervision program across Campaspe. In addition to operational costs there are administrative costs associated with management of crossing supervisors and costs associated with managing traffic counts, infrastructure and working with DTP and schools.

Financial and resource implications are summarised per the above options noting that confidential information is contained in attachment 8.2.8.3.

Option 1

Includes limited financial and no ongoing resource implications for Council.

Council have been successful in obtaining a grant for $146,000 ex GST to fully fund the installation of a raised pedestrian (wombat) crossing with kerb extensions in the Church Street, Kyabram location.

Option 2

Requires ongoing investment by Council. Consideration needs to be given to Council fully funding the crossing if the school crossing program subsidy is lost. This is estimated at $15,580 annually.

Option 3

Requires ongoing investment by Council estimated at $15,580, noting that this arrangement would not meet the requirement for the school crossing supervisor therefore would be fully funded by Council.

8. ENVIRONMENTAL IMPLICATIONS

Not applicable.

9. OPPORTUNITIES AND RISK

Opportunities:

Not applicable.

Risk:

Financial Risk

If Council do not proceed with the installation of a raised pedestrian (wombat) crossing at this location, Council will need to return the $146,000 (excluding GST) to the DTP, any future work at this location would need to be fully funded by Council.

Reputational Risk

Council has successfully secured grant funding to remove and replace the existing school crossing infrastructure with raised pedestrian (wombat) crossings at four locations. Should Council elect not to proceed with the funded works and return the grant funding to the Department of Transport and Planning (DTP), there is a potential risk that this may impact Council's ability to secure funding through future grant programs.

Regardless of the upcoming outcomes and future of the school crossings in question, there will be some amount of community interest, impact and potential for reputational damage on Council.

If the school crossings are converted to raised pedestrian crossings and there is no longer a supervisor present, this will likely result in community backlash with petitions and ongoing media directed at Council. There is an education piece that can be put out to the community to discuss the safe systems approach in providing safer environments for pedestrians. This would demonstrate that physical treatments delivering lower vehicle speeds provide substantially greater safety benefits and would provide a better understanding of the decision made.

If not progressing with the conversion to raised pedestrian crossings and Council continues to fund crossings deemed ineligible for supervisor subsidy funding, there will be a precedence set and potential for continued requirement for increased expenditure in this space. Particularly noting previous decisions on school crossings made by Council, as noted above.

Safety Risk

In road safety engineering, particularly under the Safe System approach, the "pyramid of priorities" for pedestrian crossing safety generally follows a hierarchy where the most effective treatments are those that eliminate or greatly reduce the risk of a severe collision, rather than simply warning road users. A typical hierarchy for road crossing locations is:

- Eliminate the conflict
- Reduce vehicle speeds to safe levels
- Separate or control movements
- Improve driver compliance and awareness
- Inform and educate

Raised pedestrian (wombat) crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms. The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

10. CONCLUSION

The replacement of the existing school crossing with a raised pedestrian (wombat) crossing and kerb extensions will transition the location from a supervised crossing, operating for up to two hours each school day during school terms, to permanent pedestrian-priority infrastructure.

The raised pedestrian crossing will provide a more consistent community benefit throughout the day, including outside school hours, on weekends and during school holidays, while maintaining an important pedestrian connection for people travelling through the area, including to various community facilities surrounding the college.

School Crossings in Campaspe

OFFICIAL

Campaspe Shire Council

These crossings, meet State Government subsidy requirements and are supervised by Council in the 2026/2027 financial year.

Location of Crossing	Nearest Intersecting Road	Schools Served	Crossing type	No. of supervisors funded 26/27
Echuca				
High Street	Pakenham Street	Echuca Central Primary	Intersection Signals	2
Sutton Street	Eyre Street	Echuca East Primary School	School Crossing	1
Murray Valley Highway	Bridlington Avenue	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	Intersection Signals	1
McSwain Road	Wilkinson Drive	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Bridlington Avenue	Whitby Close	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Eyre Street	Sutton Street	Echuca East Primary	School Crossing	1
Wilkinson Drive	Lavender Street	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Gunbower				
Murray Valley Highway	Gunbower Island Road	Gunbower Primary	School Crossing	1
Kyabram				
Church Street	Tulloh Street	St Augustine's P-12 College	School Crossing	1
Tulloh Street	Church Street	St Augustine's P-12 College	School Crossing	1
Fischer Street	Haslem Street	Kyabram P-12 College	School Crossing	1
Haslem Street	Fischer Street	Kyabram P-12 College	School Crossing	1
Rochester				
Northern Highway	George Street	Rochester Primary School & Rochester Secondary College	School Crossing	1
Rushworth				
Bendigo Murchison Road	School Road	Rushworth P-12 College	School Crossing	1
Stanhope				
Midland Highway	Savige Road	Stanhope Primary School	School Crossing	1

These crossings have no Council involvement

- Gunbower Island Road, Gunbower
- Campaspe Street, Rochester
- Edward Street, Rochester
- Miller Street, Tongala
- Purdey Street, Tongala

All these crossings had a count last completed in March 2026 and do not meet warrants.

8.2.9 Future of School Crossing – Fischer Street, Kyabram

Directorate:	Community and Culture
Responsible Officer:	Manager Governance and Compliance
Manager:	Manager Governance and Compliance Manager Engineering
Attachments:	1. CONFIDENTIAL REDACTED - Fischer Street, Kyabram - Crossing Data and Consultation [**8.2.9.1** - 20 pages] 2. School Crossings in Campaspe [**8.2.9.2** - 2 pages] 3. CONFIDENTIAL REDACTED - Financial Information - Staffing [**8.2.9.3** - 1 page]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Revitalise assets and infrastructure Services and infrastructure in place to sustainably support existing and future population and visitors Improve connectivity and accessibility of transport networks that considers the safety and wellbeing of all users
Other Strategic Context:	Road Management Plan.

1. PURPOSE

The purpose of this report is to:

1. Inform Council of funding received under the Victorian Governments Safer Local Roads and Streets Program (SLRSP) Supplementary Funding Round to replace the current school crossing on Fischer Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions.

2. Seek Council approval to:

    a. Replace the existing school crossing with a raised pedestrian (wombat) crossing with kerb extensions at Fischer Street, Kyabram, on or before 31 May 2027.

    b. Cease the School Crossing Supervisor Service at Fischer Street, Kyabram on or before 31 May 2027.

    c. Communicate with impacted stakeholders about the upcoming changes.

2. RECOMMENDATION

That Council:

1. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Fischer Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

2. **Notes that the Fischer Street, Kyabram crossing meets warrants required under the Interim School Crossing Supervisor Subsidy Guidelines however is to be replaced with a pedestrian crossing under the School Crossing Risk Assessment Framework.**

3. **Endorses the removal of the existing school crossing on Fischer Street, Kyabram;**

4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Fischer Street, Kyabram;**

5. **Notes that at no point will the school community be left without a safe crossing location;**

6. **Ceases the School Crossing Supervisor Service at Fischer Street, Kyabram on or before 31 May 2027; and**

7. **Advises Kyabram P-12 College as the affected school community that:**

    7.1. **The existing school crossing located on Fischer Street, Kyabram will be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will cease on or before 31 May 2027.**

3. BACKGROUND

Council has received funding through the Victorian Government's Safer Local Roads and Streets Program (SLRSP) Supplementary Funding Round to replace the existing school crossing infrastructure in Fischer Street, Kyabram with a raised pedestrian (wombat) crossing incorporating kerb extensions. Once completed, the upgraded infrastructure will provide a safer crossing environment without the need for ongoing school crossing supervision.

Previous Council Discussion

Council have previously made decisions to remove school crossings including supervisors and / or infrastructure. These are detailed as follows:

19 May 2020

Council decommissioned school crossings in Edward Street, Rochester and Eyre Street, Echuca as they were no longer eligible for funding through the State Government Children's Crossing Supervisor Subsidy Scheme.

Note the Eyre Street, Echuca crossing was later revisited and re-instated as warrants were met (and is currently being reviewed).

17 March 2026

Council resolved to cease supervision and remove the school crossing infrastructure on Stratton Road, Echuca given that the crossing infrastructure was non-compliant and did not meet warrants for a funding subsidy.

Although not a Council decision, the school crossing on Northern Highway, Echuca was previously replaced with pedestrian operated signals which have now been removed in their entirety.

Officers have previously briefed Council on school crossings on the following dates:

10 June 2025

Officers provided Council with an overview of changes to the School Crossing Supervisor Program which may impact service delivery and funding provided to Campaspe Shire Council. This briefing included an overview of crossings in Campaspe, the interim School Crossing Supervisor Subsidy guidelines and advice in relation to Department of Transport and Planning (DTP) undertaking counts across Campaspe.

2 December 2025

Officers provided Council with an update on school crossings following the outcomes of School Crossing Risk Assessment (SCRAF) reviews completed by DTP including the three current crossing locations that had been selected to proceed to the design and costing stage being, Fischer Street, Kyabram, Church Street, Kyabram and Eyre Street, Echuca.

Officers advised Council that they were currently progressing with a grant application (requiring no Council co-contribution) for the above locations under the SLRSP Supplementary Funding Round.

Councillors were advised that Council had been successful in receiving the subsidy for 15 crossing supervisors at 15 crossing locations across Campaspe.

12 May 2026

Provided Council an update on the SLRSP funding application and project progression including the successful application for the Tulloh Street, Kyabram school crossing under this program.

13 October 2026

Discussion with Council on the four school crossings planned for upgrade to raised pedestrian (wombat) crossings under the SLRSP and SLRSP Supplementary Funding Round. Following reviews completed by DTP under the SCRAF program.

4. DISCUSSION

School Crossing Supervisor Program

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines road safety is a joint responsibility of State and Local government.

Under the model, each local government operates the program within their boundaries while the Victorian Government, through DTP, are responsible for the overarching program and provide a subsidy to local government to operate the program where crossings meet the guidelines for funding. The subsidy covers approximately 48% of total operational costs of the service.

School Crossings in Campaspe

There are 20 school crossings in Campaspe Shire, these are detailed in attachment 8.2.9.2 and can be summarised as:

- 15 crossings have Council provided supervision, these are all subsidised through the school crossing supervisor program, one of these is subsidised for two supervisors in the 2026/2027 year.

- Officers are aware of 5 crossings (of unknown standard) that exist in Campaspe however have no Council involvement in supervision.

Interim School Crossing Supervisor Subsidy Guidelines

In June 2024, the State Government introduced interim School Crossing Supervisor Subsidy guidelines. These guidelines outline:

- The appointment of supervisors.

- Eligibility requirements for the State Government subsidy.

- Training for supervisors.

- Administrative requirements of the program include payment for existing approved sites, reviews of current sites, and requests for new sites.

The interim guidelines set out that sites will be eligible for a subsidy under the program scheme if the following criteria are met:

- Children's crossings for primary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000.

- Children's crossings for secondary school children – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 250) exceeds 25,000.

- Pedestrian operated signals – more than 20 primary school children per hour.

- Other crossings – where the Council obtains DTP agreement to the need for supervision on account of special needs (e.g. children with disabilities) or other factors affecting safety, such as excessive vehicle speed, road geometry, limited sight distance, volume of heavy vehicles, road width.

- Eligible crossings are located within 300m from the nearest school gate in urban areas and 700m in rural areas.

School Crossing Risk Assessment Framework (SCRAF)

In 2019, DTP launched a review to develop a more rigorous safe-system approach to assessing school crossings and identifying suitable treatment options. This resulted in the formulation of the School Crossing Risk Assessment Framework (SCRAF).

The Framework is methodology for assessing risks at school crossings and identifying crossing treatment solutions tailored to the site. The Framework involves assessing school crossings, using a broader range of road safety safe system factors including:

- Vehicle and pedestrian volumes,

- Sight distance and visibility,

- Road configuration,
- Driver and pedestrian behaviour,
- Types of vehicles,
- Existing infrastructure,
- Surrounding speed zones, and
- Considers whether alternative safety measures and treatments should be implemented.

Safer Local Roads and Street Program (SLRSP)

Developed by the DTP in partnership with the Transport Accident Commission (TAC), this $214 million program works directly with local councils to deliver safer local roads, intersections and precincts. This program aims at making local roads safer through the delivery of a range of projects including roundabouts, raised pedestrian (wombat) crossings, speed humps and safer speed limits.

Raised Pedestrian (Wombat) Crossings

Raised pedestrian (wombat) crossings to make it safer to cross the road by making pedestrians more visible and slowing down cars. The inclusion of kerb extensions reduces the effective width of the road and provides pedestrians a shorter crossing distance, meaning less time exposed to traffic. Raised pedestrian crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms.

The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

Fischer Street School Crossing, Kyabram

The school crossing in Fischer Street, Kyabram services the Kyabram P-12 College. The 2025 College's Annual Report indicates an enrolment of 891 students in 2025. The crossing is located at the southern boundary of the property. The school site is co-located with a stadium and kindergarten, with the Bocce Club directly opposite and a short walk from the College to the CBD. The College oval and facilities are utilised by the community outside of school hours for activities such as Little Athletics and junior and senior cricket.

Note that any decision made regarding the Fischer Street crossing does not impact on the Haslem Street crossing, also servicing Kyabram P-12 College on the western boundary.



School Site including, church, stadium	Community sporting facilities	Fischer Street School Crossing	Haslem Street School Crossing

Warrants for primary schools are met when the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000. In March 2025, counts undertaken by DTP were taken over three days at this location, with the average results being 26 students and 233 vehicles (AM) and 22 students and 193 vehicles (PM) resulting in the minimum supervision warrants (of 5,000) being met.

DTP's assessment of the Fischer Street, Kyabram school crossing under the SCRAF recommends replacing the existing crossing with a raised pedestrian crossing incorporating kerb outstands.

Officers have commenced discussions with Kyabram P-12 College and the impacted crossing supervisor in relation to the replacement of the school crossing with a raised pedestrian (wombat) crossing.

Kyabram P-12 College were initially supportive of the replacement of the existing school crossing with a raised pedestrian (wombat) crossing, having provided a letter of support to the funding application. Following this, the school have expressed concern relating to the crossing being unmanned particularly without flashing lights and the flow of traffic particularly after school.

Issues

Limited Hours

School Crossing Supervisors are present for a maximum of two hours each school day, limited to school terms. In contrast, a raised pedestrian crossing provides permanent pedestrian priority, delivering a broader and more consistent community benefit throughout the day, including outside school hours, weekends and school holidays. This includes providing a safe, round the clock linkage for pedestrians who are traveling within the community including to facilities around the school including the Bocce club and the CBD.

Officers have considered the following alternate options:

Option 1

Replace the existing school crossing in Fischer Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions and cease the School Crossing Supervisor Service at Fischer Street, Kyabram following the installation of the crossing (on or before 31 May 2027).

This option is recommended by officers because it combines grant-funded replacement of infrastructure with a raised pedestrian crossing that provides pedestrian priority throughout the day, with no ongoing cost from Council for staffing.

Option 2

Continue providing the crossing supervisor at the Fischer Street, Kyabram school crossing with the current infrastructure until any future changes occur in relation to infrastructure or funding arrangements.

At this time Council may choose to:

a) Remove the crossing infrastructure and cease the School Crossing Supervisor Service, or

b) Continue to supervise the Fischer Street, Kyabram school crossing at full cost to council.

Noting, that funding for alternative infrastructure, may or may not be available at this time.

This option is not recommended by officers as funding for alternative infrastructure may not be available if a future decision is required, this may result in additional expenditure by Council.

If Council are of mind to pursue this option, the following recommendation can be used:

That Council:

1. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Fischer Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

2. **Notes that the Fischer Street, Kyabram crossing meets warrants required under the Interim School Crossing Supervisor Subsidy Guidelines**

3. **Elects not to proceed with the installation of the proposed raised pedestrian (wombat) crossing with kerb extensions on Fischer Street, Kyabram;**

4. **Returns the $146,000 ex GST funding allocation to the Victorian Government.**

5. **Continues to provide the School Crossing Supervisor service at the existing Fischer Street, Kyabram school crossing;**

6. **Requests that officers advise Council of:**

    6.1. **Any changes to funding arrangements that may impact Council's eligibility to receive the School Crossing Supervisor Subsidy for the Fischer Street, Kyabram school crossing, including where the crossing no longer meets the warrants for the provision of a School Crossing Supervisor Service;**

    6.2. **Any changes to the infrastructure at the Fischer Street, Kyabram school crossing that may result in the crossing infrastructure no longer being compliant; and**

7. **Advise Kyabram P-12 College as the affected school community that:**

    7.1. **The existing school crossing located on Fischer Street, Kyabram will not be replaced with a raised pedestrian (wombat) crossing with kerb extensions; and**

    7.2. **The School Crossing Supervisor Service at this location will continue in its current format at full cost to Council.**

Option 3

Replace the existing school crossing infrastructure with raised pedestrian crossing and investigate Council employing an individual in the capacity of supervising children (not directing traffic) using the pedestrian crossing.

This option is not recommended by officers because it retains an additional staffing cost that would be fully funded by Council. The proposed role would not meet the requirements for a school crossing supervisor and would have no capacity to direct traffic.

If Council are of mind to pursue this option, the following recommendation can be used:

That Council:

1. **Notes a funding allocation of $146,000 ex GST under the Safer Local Roads and Streets Program Supplementary Funding Round to replace the existing school crossing on Fischer Street, Kyabram with a raised pedestrian (wombat) crossing with kerb extensions;**

2. **Notes that the Fischer Street, Kyabram crossing meets warrants required under the Interim School Crossing Supervisor Subsidy Guidelines however is to be replaced with a pedestrian crossing under the School Crossing Risk Assessment Framework.**

3. **Endorses the removal of the existing school crossing on Fischer Street, Kyabram;**

4. **Endorses the installation of a raised pedestrian (wombat) crossing with kerb extensions on Fischer Street, Kyabram; and**

5. **Endorses the employment of an individual to monitor pedestrian movement during school crossing times at full cost to Council.**

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- Executive Leadership Team (various)
- Engineering Department including Road Services (various)
- Governance and Compliance Department including Local Laws (various)

Councillors:

- 13 October 2026 – Council Briefing
- 12 May 2026 – Council Briefing
- 2 December 2025 – Council Briefing
- 10 June 2025 – Council Briefing

External consultation:

- Department of Transport and Planning – various
- Kyabram P-12 College

Community Engagement

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

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

Officers have consulted with school crossing staff and Kyabram P-12 College in relation to the changes outlined in this report, with the College providing a letter of support for the proposed crossing change.

Public Transparency Policy

Not applicable.

6. LEGISLATIVE CONTEXT

Road Management Act 2004 (Vic).

The School Crossing Supervisor Program model is in line with the Road Management Act 2004 and the Transport Integration Act 2010 which outlines that road safety is a joint responsibility of State and Local government.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

It is evident that Council contributes approximately 52% of the entire cost of the operational delivery of the crossing supervision program across Campaspe. In addition to operational costs there are administrative costs associated with management of crossing supervisors and costs associated with managing traffic counts, infrastructure and working with DTP and schools.

Financial and resource implications are summarised per the above options noting that confidential information is contained in attachment 8.2.9.3.

Option 1

Includes limited financial and no ongoing resource implications for Council.

Council have been successful in obtaining a grant for $146,000 ex GST to fully fund the installation of a raised pedestrian (wombat) crossing with kerb extensions in the Fischer Street, Kyabram location, with no contribution required towards infrastructure from Council.

Option 2

Requires ongoing investment by Council. Consideration needs to be given to Council fully funding the crossing if the school crossing program subsidy is lost. This is estimated at $15,580 annually.

Option 3

Requires ongoing investment by Council estimated at $15,580, noting that this arrangement would not meet the requirement for the school crossing supervisor therefore would be fully funded by Council.

8. OPPORTUNITIES AND RISK

Opportunities:

Not applicable.

Risk:

Financial Risk

If Council do not proceed with the installation of a raised pedestrian (wombat) crossing at this location, Council will need to return the $146,000 (excluding GST) to DTP, any future work at this location would need to be fully funded by Council.

Reputational Risk

Council has successfully secured grant funding to remove and replace the existing school crossing infrastructure with raised pedestrian (wombat) crossings at four locations. Should Council elect not to proceed with the funded works and return the grant funding to DTP, there is a potential risk that this may impact Council's ability to secure funding through future grant programs.

Regardless of the upcoming outcomes and future of the school crossings in question, there will be some amount of community interest, impact and potential for reputational damage on Council.

If the school crossings are converted to raised pedestrian crossings and there is no longer a supervisor present, this will likely result in community backlash with petitions and ongoing media directed at Council. There is an education piece that can be put out to the community to discuss the safe systems approach in providing safer environments for pedestrians. This would demonstrate that physical treatments delivering lower vehicle speeds provide substantially greater safety benefits and would provide a better understanding of the decision made.

If not progressing with the conversion to raised pedestrian crossings and Council continues to fund crossings deemed ineligible for supervisor subsidy funding, there will be a precedence set and potential for continued requirement for increased expenditure in this space. Particularly noting previous decisions on school crossings made by Council, as noted above.

Safety Risk

In road safety engineering, particularly under the Safe System approach, the "pyramid of priorities" for pedestrian crossing safety generally follows a hierarchy where the most effective treatments are those that eliminate or greatly reduce the risk of a severe collision, rather than simply warning road users. A typical hierarchy for road crossing locations is:

- Eliminate the conflict
- Reduce vehicle speeds to safe levels
- Separate or control movements
- Improve driver compliance and awareness
- Inform and educate.

Raised pedestrian (wombat) crossings with kerb extensions are an engineered control that provide around the clock pedestrian priority rather than the crossing supervisors that are an administrative control, active for up to two hours of the day during school terms. The introduction of raised crossings creates a long-term behavioural change in drivers, as they are required to slow down to traverse the crossings (and stop / give way as needed, as per Road Safety Rules 2017 – Rule 81) which develops slower speeds throughout the area, or a change in use of the area where drivers change their preferred routes. In contrast, drivers don't always slow for supervised school crossings and there can be confusion regarding who has priority. Outside of the supervised times, there is no network benefit to the crossings to assist slowing vehicles.

9. CONCLUSION

The replacement of the existing school crossing with a raised pedestrian (wombat) crossing and kerb extensions will transition the location from a supervised crossing, operating for up to two hours each school day during school terms, to permanent pedestrian-priority infrastructure.

The raised pedestrian crossing will provide a more consistent community benefit throughout the day, including outside school hours, on weekends and during school holidays, while maintaining an important pedestrian connection for people travelling through the area, including to various community facilities surrounding the College.

School Crossings in Campaspe

OFFICIAL

Campaspe Shire Council

These crossings, meet State Government subsidy requirements and are supervised by Council in the 2026/2027 financial year.

Location of Crossing	Nearest Intersecting Road	Schools Served	Crossing type	No. of supervisors funded 26/27
Echuca				
High Street	Pakenham Street	Echuca Central Primary	Intersection Signals	2
Sutton Street	Eyre Street	Echuca East Primary School	School Crossing	1
Murray Valley Highway	Bridlington Avenue	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	Intersection Signals	1
McSwain Road	Wilkinson Drive	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Bridlington Avenue	Whitby Close	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Eyre Street	Sutton Street	Echuca East Primary	School Crossing	1
Wilkinson Drive	Lavender Street	Echuca Twin Rivers School, Twin Rivers Specialist School & St Mary's Primary School	School Crossing	1
Gunbower				
Murray Valley Highway	Gunbower Island Road	Gunbower Primary	School Crossing	1
Kyabram				
Church Street	Tulloh Street	St Augustine's P-12 College	School Crossing	1
Tulloh Street	Church Street	St Augustine's P-12 College	School Crossing	1
Fischer Street	Haslem Street	Kyabram P-12 College	School Crossing	1
Haslem Street	Fischer Street	Kyabram P-12 College	School Crossing	1
Rochester				
Northern Highway	George Street	Rochester Primary School & Rochester Secondary College	School Crossing	1
Rushworth				
Bendigo Murchison Road	School Road	Rushworth P-12 College	School Crossing	1
Stanhope				
Midland Highway	Savige Road	Stanhope Primary School	School Crossing	1

These crossings have no Council involvement

- Gunbower Island Road, Gunbower
- Campaspe Street, Rochester
- Edward Street, Rochester
- Miller Street, Tongala
- Purdey Street, Tongala

All these crossings had a count last completed in March 2026 and do not meet warrants.

8.3 Infrastructure and Environment

8.3.1 Quarterly Capital Works

Directorate: Infrastructure and Environment

Responsible Officer: Program Office Manager

Manager: Manager Operations and Projects

Attachments:

1. 2026/27 CWP Sept Dashboard [**8.3.1.1** - 2 pages]
2. 2026/27 CWP Sept New Works Summary Report [**8.3.1.2** - 4 pages]
3. 2026/27 CWP Sept Carry Overs Summary Report [**8.3.1.3** - 2 pages]
4. 2026/27 PLANT Dashboard Sept 2026 [**8.3.1.4** - 1 page]

Conflict of Interest: In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

Council Plan Reference:

Revitalise assets and infrastructure
Services and infrastructure in place to sustainably support existing and future population and visitors

Accelerate Economic Development
Campaspe iconic destinations are known and are inviting to visitors

Invigorate public spaces
Access to recreation spaces such as parks and green spaces
Campaspe is attractive for people to live, work and play

Enablers
Financial services.
Plant and fleet management.

Other Strategic Context: Nil.

1. PURPOSE

The purpose of this report is to provide a summary of Quarter 1 delivery under the 2026/27 Capital Works Program (CWP).

2. RECOMMENDATION

That Council receive and note the progress towards the delivery of the 2026/27 Capital Works Program.

3. BACKGROUND

Previous Council Discussion

The 2025/26 Quarter 4 update was provided to Council in August 2026.

4. DISCUSSION

This quarter's focus has been on delivery of carried over works, and procurement for new works.

Timely progress has been made against regular programs of work including Shire Gravel Resheeting, Shire Building Renewals and Shire Sealed Roads Resurfacing Program.

The following projects were practically completed this quarter:

- Kyabram Pedestrian Safety Program (TAC Funding)
- Echuca Riverboat Dock Accessible Ramp
- Echuca Landsborough Street Upgrade
- E&DLE Emergency Exit
- Kyabram South Boundary Road Stage 1
- Rochester Mary Street Stormwater Upgrade
- Echuca Crossen Street Kerb and Channel
- Echuca Eyre Street Kerb and Channel
- Echuca Montgomery Street Kerb and Channel
- Echuca Waratah Grove Kerb and Channel
- Echuca Rutley Crescent Kerb and Channel
- Kyabram Edis Street Kerb and Channel.

Spend to date

CWP Progress

The year to date (YTD) expenditure by 30 September 2026 for projects that were included in the 2026/27 budget as New Works or Carried Over from 2025/26 was $3.8million.

There is $18.7 million that has been committed YTD providing total actuals and commitments of $22.5 million, or 50% of the annual target spend.

It is noted that a significant portion of this commitment is carried in the paused Victoria Park projects.

Plant and Fleet Progress

The current annual target spend for the Plant & Fleet Program is $5.2 million.

The YTD expenditure is $1.7 million.

$1.7 million has been committed, providing total actuals and commitments of $3.4 million.

Issues

The following projects are at risk of delay or reduced delivery this financial year:

- Echuca Vic Park MP Building Construction and Echuca Vic Park Oval Renewal - both projects will be re-forecasted based on progress of the current Cultural Heritage Management Plan, with works carrying over to 2027/28 financial year.

5. STAKEHOLDER ENGAGEMENTSTAKEHOLDER ENGAGEMENT

Councillors:

- Council Briefing - 10 November 2026

Community Engagement

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

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

Appropriate communication plans are developed for individual projects on the Capital Works Program to ensure the community are informed of works and any impact on Council services.

Public Transparency Policy

Not applicable.

6. LEGISLATIVE CONTEXT

The requirements of Section 9(2)(a) of the Local Government Act 2020 (Vic), have been considered and there are no legislative implications arising from this report.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

The Capital Works Program is adopted annually and provides a target spend for the financial year. The body of this report provides a quarterly update on financial progress. External factors can result in delays to projects and result in financial carry over from one year to the next. Cash flow and expected spend is reviewed monthly to identify at risk projects for discussion with ELT and Council, as necessary.

8. ENVIRONMENTAL IMPLICATIONS

No environmental implications for the municipality have been identified with this report.

9. OPPORTUNITIES AND RISK

Risk:

Infrastructure Program Delivery Risk.

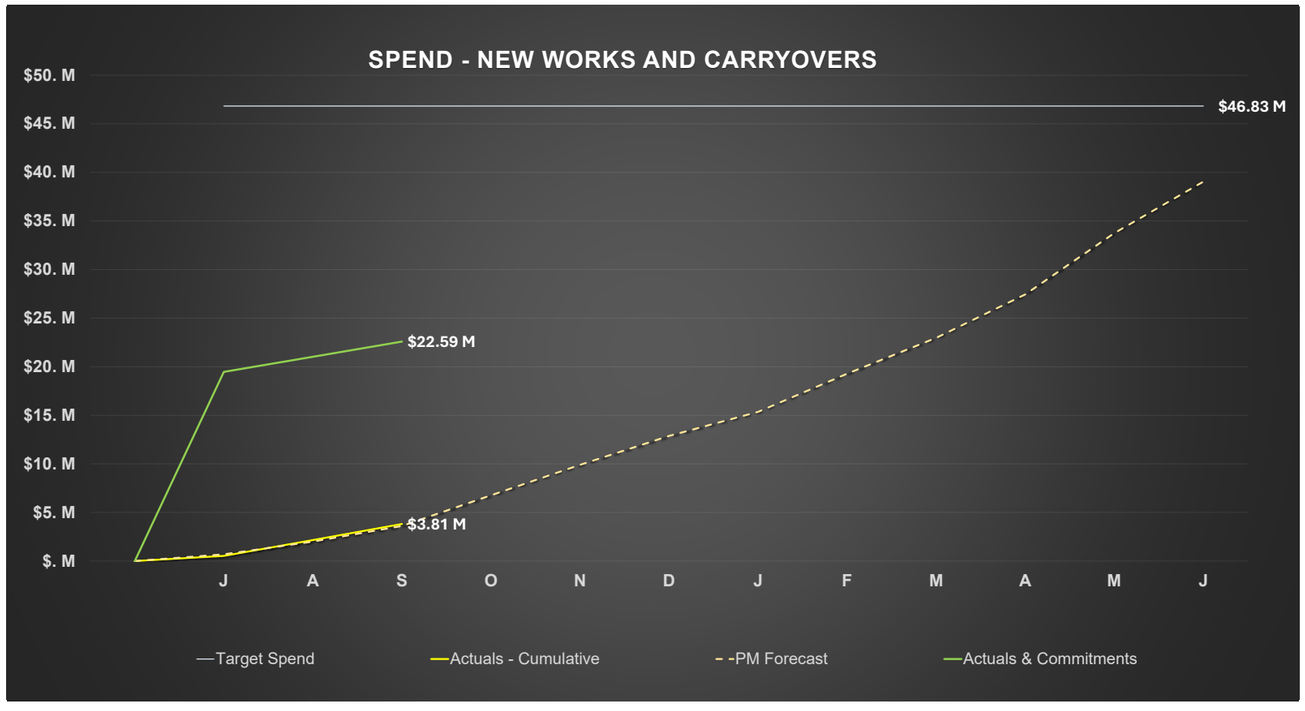
There is a risk of non-delivery of the adopted program resulting in reputational damage and council assets not being renewed in a timely manner. This is mitigated by regular monitoring and reporting of progress, and scheduling projects over multiple years to enable full design and approvals to be received and inform accurate delivery timelines.

Campaspe Shire Council

2026/27 Capital Works Program - September 2026

New Works

Asset Class	Original Budget*	Revised Target Spend**	Actual Spend	Commitments	Actuals & Commitments as % of target	Comments
Bridges	$1,620,000	$1,620,000	$18,234	$65,500	5%	
Buildings & Structures	$6,815,247	$7,575,247	$270,002	$478,723	10%	Target spend increased due to the inclusion of operational maintenance funds for Level 2 HQ renewal works, enabling better coordination and reduced staff disruption.
Drainage	$3,505,563	$3,505,563	$120,943	$390,152	15%	Shire Flood Barrier Civil Works procurement underway (closes 6/10/26)
Footpaths & Cycleways	$1,909,455	$1,634,455	$4,138	$29,400	2%	$275k reduction in target spend due to PR-101081 TAC Wombat Crossings being completed early (June 2026).
Other Infrastructure	$925,000	$925,000	$0	$0	0%	
Parks Open Space & Streetscapes	$240,000	$240,000	$971	$0	0%	
Recreation, Leisure & Community Facilities	$10,342,669	$12,655,034	$552,008	$10,721,539	89%	Revised spend includes Vic Park multi year project.
Roads	$11,814,144	$11,814,144	$956,658	$3,700,593	39%	Re-sheeting underway. Seals program 80% complete, spend to be aquitted in October.
Waste	$250,000	$250,000	$2,480	$16,858	8%	
Total	$37,422,079	$40,219,443	$1,925,434	$15,402,766	43%	



Spend Summary	New Works	Carry Over Projects	Total
Target Spend	$ 40,219,443	$ 6,609,665	$ 46,829,109
Actual Spend	$ 1,925,434	$ 1,888,411	$ 3,813,844
Commitments	$ 15,402,766	$ 3,369,336	$ 18,772,102
Actuals & Commitments	$ 17,328,200	$ 5,257,747	$ 22,585,947
Act & Comm compared to Target Spend	43%	80%	48%

Number of Projects Completed	New Works	Carry Over Projects	Total
Number of Projects on Program (including child projects)	91	35	126
Number of projects reaching Practical Completion	1	19	20
% Completed	1%	54%	16%

Project Manager Forecasts (updated monthly)	Forecast delivery % by eofy (inc savings)	Total
PM Forecast	83%	$ 39,048,048
Variance		$ 7,781,061
Estimated Carry Overs (Vic Park Multi Purpose Building)		$ 5,309,799
Estimated Savings		$ 2,471,262

2026/27 Capital Works Program - September 2026

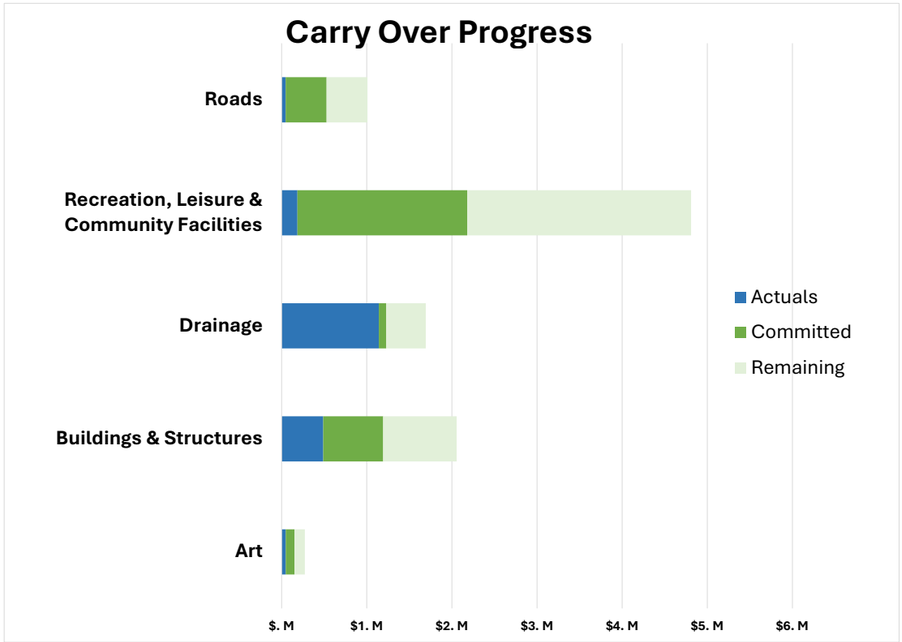
Carry Over Projects

Asset Class	Carry Over at 1/7/2026*	Revised Target Spend **	Actual Spend	Commitments	Actuals & Commitments as % of target	Comments
Art	$169,334	$169,334	$48,281	$102,995	89%	War Memorial Art installation design agreed - installation date to be confirmed.
Buildings & Structures	$1,517,624	$1,517,624	$465,914	$704,831	77%	EHP Cabins, Landsborough Street - works complete. Kyabram Service Centre works underway. Echuca Depot Shed underway. Nanneella Quarry shed pending Resources Vic Approval.
Drainage	$1,580,199	$1,580,199	$1,142,418	$87,156	78%	Kerb & Channel 2526 program 80% complete. Rochester Mary Street Drainage works complete with seeding works remaining.
Recreation, Leisure & Community Facilities	$2,815,564	$2,815,564	$185,434	$1,994,237	77%	Wilf Cox works 99% complete. Vic Park Oval - construction timings TBC.
Roads	$526,944	$526,944	$46,364	$480,116	100%	Bangerang Road - barriers and tree removal (construction pending DEECA approvals).
Total	$6,609,665	$6,609,665	$1,888,411	$3,369,336	80%	

Program Highlights - Achievements and Risks

Works Underway:
Kyabram Wilf Cox Pavilion Upgrade
Kyabram Service Centre Access Works
Echuca Dept Shed and Access Improvements
Shire Building Renewal Program
Shire Gravel Resheeting Program
Rochester and Campaspe Demountable Flood Barriers
Shire Kerb & Channel Program (25/26)
Echuca War Memorial Art Installation
Shire Sealed Roads Resealing Program
Shire Pool Repainting Program

Projects in procurement:
EWMAC Thermal Pool Covers
Echuca Foundry Arts Building Workshop Construction
Echuca HQ Windows (Building Renewal)
Echuca HQ Lift Design and Construction (Building Renewal)
Lancaster Kerb & Channel Renewal



* Original Budget as included in published annual budget or the value of carried over projects as of 1st July 2026

** Target spend is revised if project budgets increase (i.e. due to contingency releases or other additional funding requests).

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2026/27 Capital Works Program Project Summary Report - New Works

Campaspe Shire Council

On hold
Issue identified that cannot be recovered without external intervention
Issues identified and under close management
No issues identified

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PROJECT DETAILS										Multi Year Projects		
Project No	Project Description	Status	Comments	Budget (Whole of Project Life)	Actual Cost (Whole of Project Life)	Committed Cost	Forecast Start	Forecast Finish		Current Financial Year Target Spend	Current Financial Year Actual Spend	Estimated Spend Next Financial Year
Open Projects												
Bridges												
PR-100891	Murray River Mooring Points	On Track	Designs and QS completed. NSW Development Approvals and all ancillary documentation to allow construction with payment has been submitted and is currently being distributed to referral authorities.	1,035,000.00	297,287.38	5,500.00	1/07/2024	30/06/2027		750,000.00	21,534.08	750,000.00
PR-101130	Gunbower Thompsons Bridge Renewal	On Track	Scoping meeting undertaken with Council sponsor and engineer. Review undertaken with bridge designer. Procurement to be undertaken in October/November 2026	870,000.00	0.00	60,000.00	1/07/2026	30/06/2027				
				1,905,000.00	**297,287.38**	**65,500.00**						
Buildings & Structures												
PR-100748	EWMAC Compliance Building Design	On Track	Project initiation underway.	100,000.00	0.00	0.00	1/07/2025	30/06/2027				
PR-100871	Echuca Foundry Arts Building	Monitor	Public Tender closed on the 2nd October & the panel has reviewed all submissions. Currently working with a preferred contractor in finalizing the total price & proposed Construction Start & Finish dates. Additional funding will be required for the landscaping elements required as part of planning permit (Heritage requirements).	574,000.00	85,702.49	10,214.08	1/07/2024	30/04/2027				
PR-101011	Shire Quarry Plant & Vehicle Wash Bays	On Track	Design underway for completion in November.	217,000.00	5,819.40	40,935.54	1/07/2026	30/06/2027				
PR-101026	Echuca Telley House & Star Toilet Upgrad	On Track	Process for Planning Permit and boundary realignment is underway and once completed will work through tenders.	855,000.00	25,136.20	29,180.00	1/07/2025	30/06/2027				
PR-101047	Shire Public Amenities - Edis Park	On Track	Feature Survey and Geotechnical investigations contracted 31 August 2026. Survey and Geotech finalised 22 September 2026. Quote sought for accessible amenity carpark and footpath 29 September 2026. Procurement plan and tender to be developed October 2026.	320,000.00	9,170.00	22,080.00	1/07/2026	30/06/2027				
PR-101095	Shire Building Renewal Program 26/27	On Track	Parent project for annual Shire Building Renewal program. Refer to child projects. Budgets transferred from parent project as cost estimates are confirmed. Remaining budget to be allocated to the supplementary projects under this program or planning projects for future years.	0.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101097	Girgarre Memorial Hall Renewal 2627	Monitor	Engineer's report received 24/09 after extensive delays. Updated plan TBC. Works still targeted for late Jan 2027.	412,158.00	27,560.50	34,834.02	1/03/2026	30/06/2027				
PR-101098	Rushworth Neighbourhood Centre Roof Renewal	On Track	Heritage and Planning reports underway. Ongoing Project Management Plans. Ongoing finalization of scope of works.	100,500.00	3,368.50	11,911.50	1/04/2026	30/06/2027				
PR-101100	Echuca High St Band Room Roof Renewal	On Track	Heritage and planning reports underway. Ongoing Project Management Plans. Ongoing finalization of scope of works. Getting quotes for Doors and Windows assessment	185,000.00	5,218.58	22,294.42	1/07/2026	30/06/2027				
PR-101101	Kyabram Service Centre Roof Renewal	On Track	Yet to mobilise.	280,000.00	72.20	19,927.80	1/07/2026	30/06/2027				
PR-101117	Echuca Civic Centre Second Floor	On Track	Landowner consent for the lift and emergency stairs has been received. Lift and windows tenders are currently being evaluated. HVAC design has been completed and tender documentation is being prepared. Switchboard renewals are in design. Fitout design is progressing and tender documentation is being prepared.	1,413,000.00	33,527.00	65,930.00	27/05/2026	30/06/2027				
PR-101120	Lockington Community Centre Air Con	On Track	Procurement underway	62,000.00	0.00	0.00	1/07/2026	30/12/2026				
PR-101122	Rochester Shire Hall Electrical Upgrade	On Track	Ongoing Project Management Plans. Ongoing finalization of scope of works.	100,000.00	4,506.50	7,593.50	1/07/2026	30/06/2027				
PR-101127	E&DLE Loading Ramp and Bugle Laneway	On Track	Project Kickoff in progress, PM Assigned.	754,000.00	0.00	52,383.92	1/07/2026	30/06/2027				
PR-101137	Girgarre Rec Reserve Facilities Design	On Track	Project Charter Review & discussions with Project Sponsor.	218,500.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101142	E&DLE Auto Gate Safety Upgrade	On Track	Department delivering works.	60,000.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101143	E&DLE Holding Yards	On Track	Project Kickoff in progress, PM Assigned.	243,500.00	0.00	29,652.89	1/07/2026	30/06/2027				
PR-101179	Nanneella Memorial Hall HVAC Renewal	On Track	Procurement completed, delivery to commence late Sept/ early October	80,000.00	0.00	28,565.00	1/07/2026	30/11/2026				
PR-101181	Echuca HQ Central Area Reconfig & Refurb	On Track	Architect engaged June 2026 to re-design the library to include the Echuca Customer Service. Stakeholder engagement undertaken in July with first draft design received August. Design refinement undertaken through September, including construction methodology review. Design to be presented to ELT prior to finalisation Echuca HQ refurbishment design on hold until Council know what is planned for Law Courts	500,000.00	26,212.00	57,585.00	1/07/2025	30/06/2027				
PR-101184	Rushworth Kinder Kitchen Renewal	On Track	Ongoing Project Management Plans. Ongoing finalization of scope of works.	79,500.00	2,750.00	6,270.00	1/07/2026	30/05/2027				
PR-101187	Echuca Senior Citizens HVAC Renewal	On Track	Procurement underway	75,000.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101188	E&DLE Machinery Shed	On Track	Civil works completed in September 2026, with practical completion achieved 8 October 2026 Shed build contract awarded 15 September 2026 with the shed scheduled to be installed in November 2026 Service design quoted and awarded September 2026. Site meeting held 6 Oct 2026. Preliminary design scheduled mid October 2026.	330,247.00	205,290.90	58,502.18	1/07/2025	30/12/2026				
PR-101129	Echuca Holiday Park Upgrades 26/27	On Track	See child projects - budgets to be transferred from parent project as cost estmates are confirmed PR-101199 Flood Mitigation Design PR-101198 Sewer Renewal PR-101200 Sythetic Turf PR-101201 Pool Plant Room Design PR-101202 East Amenities Renewal	977,000.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101198	Echuca EHP 2627 Sewer Renewal	On Track	Sewer works to be tendered in September and completed March 2027	0.00	0.00	0.00	1/07/2026	30/04/2027				
PR-101199	Echuca EHP 2627 Flood Mitigation Design	On Track	Quotation to be completed in September 2026	0.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101200	Echuca EHP 2627 Synthetic Turf Upgrade	On Track	Synthetic Turf upgrade to be tendered in September and completed March-June 2027	0.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101201	Echuca EHP 2627 Pool Plant Room Design	On Track	Design to be quoted in september 2026	0.00	0.00	0.00	1/07/2026	30/06/2027				
PR-101202	Echuca EHP 2627 East Amenities Renewal	On Track	Eastern Amenities block to be tendered in September and completed March-June 2027	0.00	0.00	0.00	1/07/2026	30/06/2027				
				7,936,405.00	**434,334.27**	**497,859.85**						
Drainage												
PR-100949	Echuca Flood Levees Functional Design	On Track	Concept design complete, funding confirmed from Regional Flood Risk Reduction Program, delivery and aquittal over 20 months therefore the functional design project will become multi-year. Forecast being revised.	1,025,000.00	218,218.69	23,135.23	1/07/2024	30/04/2028		tbc	23,135.00	tbc
PR-100991	Campaspe Shire Flood Review & Mitigation	On Track	Barriers for REL on order due mid-December. design for REL permanent wall due 30/09 then can go to Planning and RFQ. Design for Echuca sites due in October. Query with Procurement for purchase of barriers TBC at meeting 29/09.	2,950,000.00	135,292.10	277,132.16	1/08/2025	30/11/2027		1,300,000.00	77,980.00	995,000.00
PR-101108	Shire Kerb & Channel Renewal Parent Project 26/27	On Track	Parent project for 26/27 Renewal Program and Sections Renewal (PR-101131 - projects merged for delivery). See Child Projects - budget to be allocated to child projects when costs established.	867,664.00	0.00	0.00	1/07/2026	30/06/2027				

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PR-101056	Kyabram Lancaster Street K&C	On Track	Under evaluation.	203,500.00	9,059.00	0.00	1/07/2025	30/12/2026			
PR-101203	Rochester Victoria St K&C	On Track	Design underway.	0.00	5,050.68	4,967.55	1/07/2026	30/06/2027			
PR-101204	Rushworth High Street K&C	On Track	Design underway.	0.00	3,976.31	2,550.90	1/07/2026	30/06/2027			
PR-101205	Kyabram Faragher St K&C	On Track	Design underway.	0.00	3,996.99	2,550.90	1/07/2026	30/06/2027			
PR-101206	Echuca Francis St K&C	On Track	Design underway.	0.00	4,137.38	2,550.90	1/07/2026	30/06/2027			
PR-101207	Kyabram Union St K&C	On Track	Design underway.	0.00	9,806.63	9,263.79	1/07/2026	30/06/2027			
PR-101211	Echuca Collier St K&C	On Track	Design underway.	0.00	183.00	0.00	1/07/2026	30/06/2027			
PR-101212	Echuca Rutley Cres K&C	On Track	Design underway.	0.00	183.00	0.00	1/07/2026	30/06/2027			
PR-101213	Echuca Sturt St K&C	On Track	Design underway.	0.00	183.00	0.00	1/07/2026	30/06/2027			
PR-101214	Kyabram Julia St K&C	On Track	Design underway	0.00	122.00	0.00	1/07/2026	30/06/2027			
PR-101215	Kyabram Wilson St K&C	On Track	Design underway.	0.00	183.00	0.00	1/07/2026	30/06/2027			
PR-101216	Lockington Pannoo Rd K&C	On Track	Design underway.	0.00	488.00	0.00	1/07/2026	30/06/2027			
PR-101218	Kyabram Underwood Grove K&C	On Track	Design underway.	0.00	183.00	0.00	1/07/2026	30/06/2027			
PR-101113	Shire Kerb & Channel Missing Links	On Track	Parent project for 26/27 program. See child projects - budgets to be transferred from parent project as cost estimates are confirmed Echuca Leichardt Street K&C Missing Link Rochesster George Street K&C Missing Link	275,000.00	0.00	0.00	1/07/2026	30/06/2027			
PR-101209	Echuca Leichardt St K&C Missing Link	On Track	Design underway.	0.00	9,161.97	11,814.70	1/07/2026	30/06/2027			
PR-101210	Rochester George St K&C Missing Link	On Track	Design underway.	0.00	3,582.10	3,826.35	1/07/2026	30/06/2027			
PR-101131	Shire Kerb and Channel Sections Renewal Program 26/27	On Track	Parent project for 26/27 program. Merged with PR-101108 K&C Renewal.	0.00	0.00	0.00	1/07/2026	30/06/2027			
PR-101124	Rochester Cohen Street Drainage Renewal	On Track	In process of getting the detailed design completed, so we can go out to tender. Aiming for the project to be completed in the summer months.	250,000.00	0.00	42,780.00	1/07/2026	30/04/2027			
PR-101133	Shire Rural Culvert Renewals	On Track	Existing designs out to tender. New location design work underway internally.	522,387.00	2,657.00	4,020.00	1/07/2026	30/04/2027			
PR-101140	Echuca Mt Terrick Rd Pump Station Design	On Track	IPT Kickoff 15/7/2026. Two options to be considered. Feature Survey to be completed to determine if gravity pipe option is viable and approved by DOT. Once completed, both options to be presented to Sponsor to determine preferred option. Still pending as of 24/9/26.	40,000.00	488.00	0.00	1/07/2026	30/06/2027			
PR-101149	Shire Flood Civil Works Design	On Track	IPT Kickoff 15/7/2026. List of sites to be compiled to allow for prioritising. Still pending as of 24/9/26.	41,500.00	793.00	0.00	1/07/2026	30/06/2027			
				6,175,051.00	**407,744.85**	**384,592.48**					
Footpaths & Cycleways											
PR-100827	Riverboat Dock to Vic Park Levee Walkway	On Track	With design consultant undergoing minor updates and adjustments prior to going out to tender.	491,000.00	38,161.70	2,200.00	1/07/2022	30/06/2027			
PR-101092	Shire Footpath Renewal	On Track	Awaiting priority list from Road Services. Design to begin with construction earmarked for Feb 2026 onwards.	730,268.00	2,521.50	0.00	1/07/2026	30/04/2027			
PR-101112	Shire Footpath Missing Links	On Track	Initiating Project for delivery, Planning project scope and tender packages.	454,187.00	0.00	27,200.00	1/07/2026	30/06/2027			
				1,675,455.00	**40,683.20**	**29,400.00**					
Other Infrastructure											
PR-100979	Echuca Rural Fencing Vacant Land	On Track	Planning underway	122,500.00	0.00	0.00	1/07/2026	30/03/2027			
PR-101144	E&DLE Cattle Crush	On Track	Department delivering works.	63,000.00	0.00	0.00	1/07/2026	30/06/2027			
PR-101145	E&DLE Cattle Scanners	On Track	Department delivering project.	39,500.00	0.00	0.00	1/07/2026	30/06/2027			
				225,000.00	**0.00**	**0.00**					
Parks Open Space and Streetscapes											
PR-101154	Shire Open Space Renewal Program	On Track	Procurement underway - Edis park shelter repairs & Lockington park water fountain.	120,000.00	970.68	0.00	1/07/2026	30/06/2027			
PR-101182	Shire Irrigation Renewal	On Track	Project due to commence.	120,000.00	0.00	0.00	1/07/2026	30/06/2027			
				240,000.00	**970.68**	**0.00**					
Recreational Leisure and Community Facilities											
PR-100945	Echuca Vic Park MP Building Construction	Off Track	A Cultural Heritage Management Plan is underway full impact on project timelines is unknown	13,356,067.00	2,891,883.73	10,377,627.32	1/06/2024	30/06/2028	9,136,354.00	332,934.00	4,854,066.00
PR-100975	Shire Early Years Playspace Renewals	Monitor	Currently place on hold until service review completed.	127,315.00	0.00	0.00	1/07/2026	30/06/2027			
PR-101015	Echuca South Netball Powercor Upgrades	On Track	Powercor have been issued with an approved Purchase Order. ($400 K) Off-site works (Detail Designs / material procurement & organization) will happen from Sept through till December / January. Site works for the relocation of the overhead power lines will take place in Feb 2027. Waiting for a confirmed date from Powercor in Bendigo.	426,000.00	171,679.91	240,017.00	1/07/2026	30/01/2027			
PR-101023	Shire Interchange Box Renewals	On Track	Quotations being sought.	154,500.00	1,738.50	0.00	1/07/2026	30/06/2027			

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PR-101091	Echuca EWMAC Thermal Pool Covers	On Track	Procurement currently underway.	80,000.00	0.00	75,000.00	1/07/2026	31/12/2026			
PR-101119	Shire Sports Lighting Design Program	On Track	Detail Design work is completed for the Vic Park Site. (Oval & Netball Courts) Plus cost estimates for the proposed works. Detail Designs for the Ky Rec Res (Oval) & Echuca South Rec Res (Oval & Netball Courts) is currently underway & is expected to take approx 3 weeks to complete. Once completed we'll have full cost estimates for 3 Rec Reserves in the shire.	111,500.00	50,063.00	15,545.00	1/05/2026	30/11/2026			
PR-101138	Shire Swimming Pool Paint Program	On Track	Work commenced with expected completion end of October	109,500.00	26,060.00	23,500.00	1/07/2026	30/11/2026			
PR-101155	Shire Scoreboards Renewal 26/27	On Track	Project initiation underway.	88,500.00	0.00	0.00	1/07/2026	30/06/2027			
PR-101185	Ky Recreation Reserve Stage 2 Design	On Track	Project Charter Review & discussions with Project Sponsor.	200,000.00	0.00	0.00	1/07/2026	30/06/2027			
				14,653,382.00	**3,141,425.14**	**10,731,689.32**					
Roads											
PR-101028	Stanhope Two Tree Road Upgrade	On Track	Design review required. Flora and Fauna Assessment site visit to be completed. Application required for Planning Permit for removal of native vegetation. Preparation of Cultural Heritage Management Plan may be required. Construction planned for 2025/26.	4,727,640.00	0.00	115,876.98	1/07/2026	26/06/2029	378,211.00	0.00	1,512,845.00
PR-101031	Patho Davis Road Upgrade	On Track	Design review required. A-177 form required to be submitted to planning to confirm no planning permit required. Construction planned for 2025/26.	3,150,660.00	0.00	83,745.90	1/07/2026	26/06/2029	252,053.00	0.00	1,008,211.00
PR-101077	Tongala Finlay Road Construction	Monitor	Designs complete. Under review due to water main.	512,000.00	19,149.75	0.00	5/05/2025	30/06/2027			
PR-101082	Echuca Eyre & Hare Street Intersection	On Track	Multi-year project - majority of works will be completed in 2026/27 financial year Site investigations and concept designs completed October 2025 TAC contract executed Oct 2025 - Final report required 21 Jan 2027 Functional and lighting designs completed Site review with Arborist and design engineer February 2026 Stakeholder consultation has put hold on project until vehicle, bicycle and pedestrian volumes are measured and a decision on intersection requirements completed Volume data expected to be available late July 2026 to help guide outcome for the project	986,000.00	18,016.40	27,680.00	1/06/2025	28/02/2027			
PR-101083	Echuca Mitchell & Simmie Intersection	On Track	Multi-year project - majority of works will be completed in 2026/27 financial year Concept designs completed Site survey and service identification completed October 2025 TAC contract executed April 2026 Project to be closed Dec 2027 Detailed civil design completed June 2026 Electrical and lighting design underway - requiring Powercor input and approval	456,000.00	9,112.63	16,990.00	1/06/2025	28/02/2027			
PR-101089	Shire Sealed Road Resurfacing 26/27	On Track	Seals 2627 is underway. Started 14/9 and majority of Contract completed. Last 8 roads to be completed Oct 22 to 24th. Spend to date 1.8 million Pakenham st asphalt to be completed in christmas school holidays.	2,381,109.00	1,802,668.34	507,780.72	10/02/2026	30/11/2026			
PR-101109	Shire Road Rehab Advanced Designs	On Track	IPT Kickoff held 15/7/2026. Final list of roads to be finalised and approved by Zac before project proceeds to Design tender. Still pending as of 24/9/26.	185,000.00	793.00	0.00	1/07/2026	30/01/2027			
PR-101111	Echuca Nish Street Carpark Renewal	Monitor	IPT 6/7/26 to kick off project. Design already completed. Review of design being completed by Engineering. Items identified - lighting design required. Proposed change to design crossfall being considered. Waiting for Lighting design. Project documentation for tender on hold till design completed.	855,000.00	4,270.00	5,000.00	1/07/2026	30/06/2027			
PR-101121	Echuca Parking Meter Renewals		Project placed on hold. Scope being revised by Sponsor.	20,000.00	0.00	0.00	1/07/2026	30/06/2027			
PR-101134	Shire Road Patches Rehabilitations	On Track	Follow up IPT has identifed patches but need to clarify Capitalisation factor of 100m2. PM to follow up with Procurement as to whether to tender or set up panel for future Stabilised patching works.	496,771.00	854.00	0.00	1/07/2026	30/06/2027			
PR-101135	Shire Gravel Road Resheeting 26/27	On Track	Resheeting 26/27 project is underway. Spend to date $1.423 mil	3,080,000.00	1,423,244.50	1,085,128.29	10/02/2026	30/10/2026			
PR-101136	Shire Sealed Rd Unsealed Shlder Resheet	On Track	Project is setup and ready to go. Shoulder resheeting to start approx November	2,000,000.00	11,716.00	81,216.00	1/07/2026	30/06/2027			
PR-101146	Echuca School Wombat Crossings (SLR&SP)	Monitor	Letters sent to School and meetings with school undertaken July/August 2026 Schools concerned about removing crossing supervisor Councillors have asked for projects to be re-presented to them This will cause project delays or worse case project cancellation	292,000.00	0.00	20,440.00	1/05/2026	30/06/2027			
PR-101147	Kyabram School Wombat Crossings (SLR&SP)	Monitor	Letters sent to School and meetings with school undertaken July/August 2026 Schools concerned about removing crossing supervisor Councillors have asked for projects to be re-presented to them This will cause project delays or worse case project cancellation	292,000.00	0.00	20,440.00	20/05/2026	30/06/2027			
PR-101151	Echuca Scenic Drive Renewal Design	On Track	Caravan Levee project to be cross checked. Items raised and minuted for inclusion in Design brief for RFQ. Vic Park Master Plan to be consulted. Internal design produced concept drawing options for Design Brief. Levee Bank Sponsor to be consulted re direction. Going to RFQ for design 24/9/26.	50,000.00	1,586.00	0.00	1/07/2026	30/06/2027			
PR-101183	Shire DDA Car Parking Advanced Designs	On Track	Project initiation underway.	75,000.00	2,641.00	0.00	1/07/2026	30/06/2027			
PR-101195	Kyabram Tulloh Street Wombat Crossing	Monitor	Contract executed April 2026 Final report due July 2027 - Project closure required Dec 2027 TAC approval to engage with schools received June 2026 Letters sent to School and meetings with school undertaken July/August 2026 Schools concerned about removing crossing supervisor Councillors have asked for projects to be re-presented to them This will cause project delays or worse case project cancellation	148,000.00	2,240.00	8,120.00	1/07/2026	30/06/2027			
				19,707,180.00	**3,296,291.62**	**1,972,417.89**					
Waste Management											
PR-100996	Kyabram RRC Glass Handling Upgrade	On Track	Detailed design received. Circulating with Sub-contractors and Operations for comment. RFT to be released in Sept 26.	295,000.00	35,838.25	16,232.72	1/07/2025	30/06/2027			
				295,000.00	**35,838.25**	**16,232.72**					
				52,812,473.00	**7,654,575.39**	**13,697,692.26**					

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Works Complete * in financial closure											
Roads											
PR-101081	Kyabram Pedestrian Safety Program	On Track	TAC contract executed Nov 2025 - Final report required 11 Nov 2026 Functional and lighting designs completed and reviewed Dec 2025 Detailed design completed March 2026 Contract Awarded May 2026 Works completed June 2026 Some defects still outstanding Project Closure required	375,000.00	293,023.37	0.00	1/06/2025	28/02/2027			
				375,000.00	**293,023.37**	**0.00**					
				375,000.00	**293,023.37**	**0.00**					

OFFICIAL

2026/27 Capital Works Program Project Summary Report - Carry Over Projects

Campaspe Shire Council

- On hold
- Issue identified that cannot be recovered without external intervention
- Issues identified and under close management
- No issues identified

09-Oct-2026 13:30:53

PROJECT DETAILS									
Project No	Project Description	Status	Comments	Budget (Whole of Project Life)	Actual Cost (Whole of Project Life)	Committed Cost	Forecast Start	Forecast Finish
Open Projects								
Artworks Monuments Artefacts Exhibits								
PR-100870	Echuca War Memorial Redevelopment Design	On Track	Design of the area is completed. Artwork detailed design has been accepted and Artwork manufacture has started. It became evident that construction of the Artwork was not going to be complete by Remembrance Day and start has been delayed until after this day to ensure the area is free from any construction elements.	270,000.00	148,946.75	102,995.10	1/07/2024	31/12/2026
				270,000.00	**148,946.75**	**102,995.10**		
Buildings & Structures								
PR-100847	Echuca Saleyards Columns Rectification	On Track	Contractor has rescheduled works and is aiming for completion in October 2026 when sales are reduced in numbers.	153,633.80	99,279.57	52,324.71	1/07/2023	30/11/2026
PR-100976	Echuca Holiday Park Master Plan Implemen	On Track	Cabin refurbishment of 13 cabins complete, two additional cabins remaining to be completed mid october.	1,763,000.00	1,496,060.95	266,923.66	1/07/2025	30/10/2026
PR-101003	Nanneella Quarry Maintenance Shed	On Track	Minor delays due to land ownership concerns, construction on hold until consent is received from Resources Victoria and DEECA. Variation paperwork has now been completed by the Quarry Manager and sent back to property. From here it will be sent back to RSV for their decision and pending approval. If/once approval is received, request will go back to DEECA for landowners' consent prior to construction taking place.	144,000.00	5,032.50	119,885.46	1/07/2025	31/03/2027
PR-101012	Echuca Depot Shed and Access Improvement	On Track	Shed and stormwater connection complete. Delayed due top contractor on leave. Updated completion target 16/10.	135,609.00	89,900.21	35,613.02	1/07/2025	30/11/2026
PR-101020	Kyabram Service Centre Access Works	On Track	Works underway for target completion early Oct. KCLC lagging due to access issues (weekends only).	276,000.00	159,432.34	120,100.28	1/07/2024	30/10/2026
PR-101062	Echuca EWMAC Plantroom & Chemical Delive	On Track	Design has started with several meetings on-site. Roadway designs completed for distribution to VicRoads for approval. Specifics around chemical storage/dosage and therefore detail in design has been received and implications are being reviewed. Confined space report commissioned with physical checks scheduled for 02/10/2026.	60,000.00	16,247.77	6,020.00	1/07/2025	30/12/2026
				2,532,242.80	**1,865,953.34**	**600,867.13**		
Drainage								
PR-100915	Rochester and Campaspe Demountable Flood	On Track	RFQ for remaining carpark and sewer/stormwater isolation closes 06/10.	1,060,000.00	706,103.08	22,462.21	1/07/2024	30/11/2026
PR-101018	Shire K&C Renewal Program Parent Project 25/26	On Track	Parent project for 25/26 program.	0.00	0.00	0.00	1/07/2025	30/09/2026
PR-101054	Echuca Poplar Street K&C 25/26	On Track	Asphalting works still to take place. PC to occur once all sites completed.	115,700.00	76,676.99	37,963.80	1/07/2025	30/09/2026
PR-101057	Kyabram Anderson Street K&C 25/26	On Track	Removed from scope due to lengthy delays regarding VicTrack requirements. Currently sitting with consultant to rectify VicTrack issues/concerns, still will be required to go back to VicTrack for approval prior to being able to be delivered. Aiming to include in 26/27 program.	14,500.00	13,030.20	999.99	1/07/2025	30/09/2026
				1,190,200.00	**795,810.27**	**61,426.00**		
Recreational Leisure and Community Facilities								
PR-100360	Echuca Victoria Pk Masterplan (Design)	Off Track	Detailed design complete. Contract awarded. For Construction drawings issued and work underway. See PR-100945 for construction project.	880,318.00	781,161.66	21,187.66	1/07/2021	30/12/2026
PR-100788	Echuca Victoria Park Playing Field Drain	Off Track	The project is awaiting the completion of a CHMP and permits for excavation works. The project is in a position where they have completed as much as possible without excavation and can go no further, therefore the works have now been suspended until further notice.	3,086,020.00	964,408.33	1,827,065.92	1/07/2023	30/06/2027
PR-100793	Kyabram Wilf Cox Pavilion Construction	On Track	99% completed onsite pending final compliance certificates & working manuals from the main contractor before handover.	3,707,000.00	3,649,362.07	7,600.16	1/07/2024	30/10/2026
PR-100881	Colbinabbin MP Community Hub Design	On Track	Detailed design RFQ released by Colbo PCG. Clarifications sent 14 Sept 26 EOT provided to 24 Sept 26 Quotation evaluations underway Council procurement team confirming if a council contract can be issued	225,000.00	976.00	9,000.00	1/07/2025	30/06/2027
				7,898,338.00	**5,395,908.06**	**1,864,853.74**		
Roads								
PR-101171	Echuca Bangerang Road Upgrade	On Track	Stage 2 is council funded, following DRFA funded works already completed. Stage is dependent on DEECA approvals for tree removal.	1,928,745.00	1,416,485.61	472,895.44	1/07/2025	30/12/2026
				1,928,745.00	**1,416,485.61**	**472,895.44**		
				13,819,525.80	**9,623,104.03**	**3,103,037.41**		

OFFICIAL

2026/27 Capital Works Program Project Summary Report - Carry Over Projects

Campaspe Shire Council

- On hold
- Issue identified that cannot be recovered without external intervention
- Issues identified and under close management
- No issues identified

09-Oct-2026 13:30:53

PROJECT DETAILS								
Project No	Project Description	Status	Comments	Budget (Whole of Project Life)	Actual Cost (Whole of Project Life)	Committed Cost	Forecast Start	Forecast Finish
Works Complete * in financial closure								
Buildings & Structures								
PR-100626	Echuca Riverboat Dock Accessible Ramp	On Track	All construction works complete. Waiting for water to subside to undertake OC inspection and any minor rectification works.	800,000.00	757,727.24	12,309.33	1/07/2024	30/08/2026
PR-100819	Echuca Saleyards Bugle Laneway Design	On Track	Awaiting IFC drawings & final supplier invoice prior to project closure.	54,000.00	2,953.20	14,150.00	1/07/2023	30/08/2026
PR-100948	Echuca Landsborough Street Upgrade	On Track	All works are completed & the whole center / facility has been handed back to the User Groups. Project can be pushed into Review / closure Phase.	405,000.00	400,823.99	24.34	1/07/2024	30/08/2026
PR-100984	EDLE Emergency Exit	On Track	Works completed June 2026 with some defects left to complete Project closure required	170,000.00	102,389.09	1,099.00	1/07/2025	30/07/2026
				1,429,000.00	**1,263,893.52**	**27,582.67**		
Drainage								
PR-100838	South Boundary Rd Drainage	On Track	Stage 1 works complete. Stage 2 FFG Act approval applied for 29/07, response pending. Planning have confirmed Planning permit needed for removal of trees subject to FFG response. ATF sent to Assets. CLOSE	372,950.00	246,627.18	69.46	1/07/2023	31/07/2026
PR-100974	Rochester Mary Street Stormwater Upgrade	On Track	Works in this area are generally complete with handback to Council at the end of September. It has been agreed that the project will re-seed the area as a dust prevention measure as soon as a new water meter has been installed. (old meter was stolen)	488,500.00	429,905.06	24,363.98	1/07/2025	30/09/2026
PR-101049	Echuca Crossen Street K&C 25/26	On Track	Works completed on site. PC to occur once all sites completed.	107,000.00	105,987.21	0.00	1/07/2025	30/09/2026
PR-101050	Echuca Eyre Street K&C 25/26	On Track	Works completed on site. PC to occur once all sites completed.	113,000.00	111,161.64	912.54	1/07/2025	30/09/2026
PR-101051	Echuca Montgomery St K&C 25/26	On Track	Works completed on site. PC to occur once all sites completed.	179,300.00	178,544.51	0.01	1/07/2025	30/09/2026
PR-101052	Echuca Waratah Grove K&C 25/26	On Track	Works completed on site. PC to occur once all sites completed.	67,000.00	65,227.76	0.00	1/07/2025	30/09/2026
PR-101053	Echuca Rutley Crescent K&C 25/26	On Track	Works completed on site. PC to occur once all sites completed.	73,500.00	71,513.38	245.21	1/07/2025	30/09/2026
PR-101055	Kyabram Edis Street K&C 25/26	On Track	PC inspection completed. Minor rectification works required prior to issuing of PC and closure.	284,000.00	275,312.89	0.00	1/07/2025	30/09/2026
				1,685,250.00	**1,484,279.63**	**25,591.20**		
Roads								
PR-101172	CAMSC-1037-CE-0002 - Echuca-Nanneella Rd	On Track	Flood Recovery funded works. Works 100% complete, DRFA Claim submitted, Project closeout in progress.	0.00	309,925.99	0.00	1/07/2025	30/07/2026
PR-101173	CAMSC-1037-CE-0003 - 2022 Gravel Road Re	On Track	Flood Recovery funded works. Works 100% complete, DRFA Claim submitted, Project closeout in progress.	0.00	509,136.39	0.00	1/07/2025	30/07/2026
PR-101175	CAMSC-1037-CE-0005 - Headworks Rd Rehabi	On Track	Flood Recovery funded works. Works 100% complete, DRFA Claim submitted, Project closeout in progress.	0.00	407,954.63	0.00	1/07/2025	30/07/2026
PR-101176	CAMSC-1037-CE-0005 - Singer Rd Rehabilit	On Track	Flood Recovery funded works. Works 100% complete, DRFA Claim submitted, Project closeout in progress.	0.00	534,889.26	0.00	1/07/2025	30/07/2026
PR-101189	Shire Betterment Davis Rd Floodways	On Track	Flood Recovery funded works. Works 100% complete, DRFA Claim submitted, Project closeout in progress.	0.00	603,255.25	7,220.52	1/07/2025	30/07/2026
PR-101190	Anderson Rd Floodway	On Track	Flood Recovery funded works. Works 100% complete, DRFA Claim submitted, Project closeout in progress.	0.00	315,522.75	0.00	1/07/2025	30/07/2026
PR-101191	MacGreggor Rd Floodway	On Track	Flood Recovery funded works. Works 100% complete, DRFA Claim submitted, Project closeout in progress.	0.00	265,398.43	0.00	1/07/2025	30/07/2026
				0.00	**2,946,082.70**	**7,220.52**		
				3,114,250.00	**5,694,255.85**	**60,394.39**		

Campaspe Shire Council

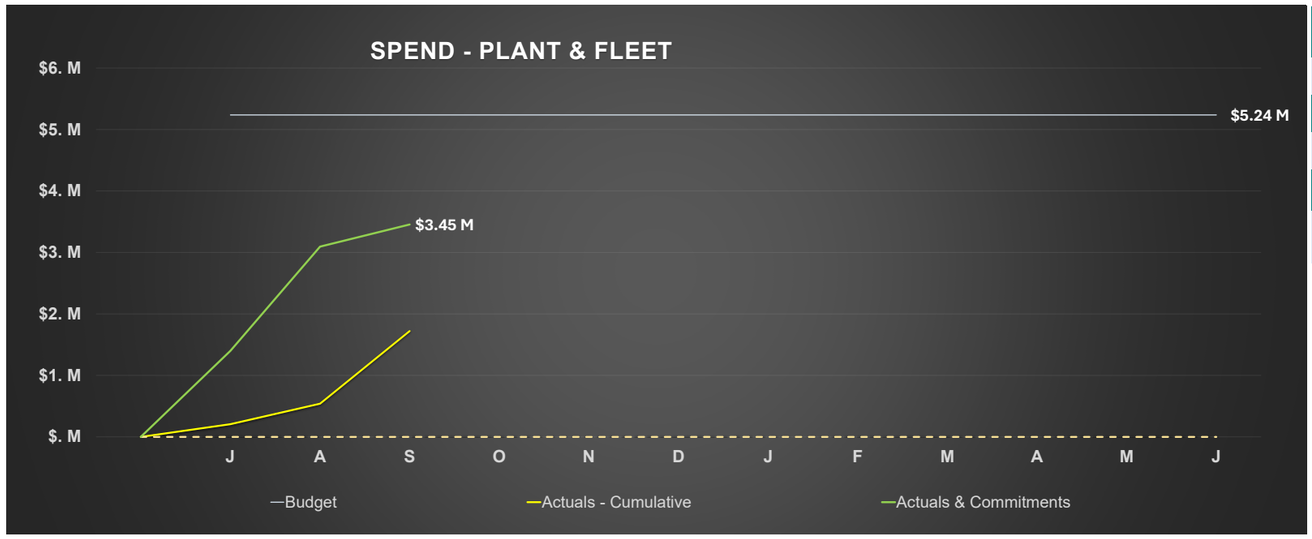
2026/27 Plant & Fleet Program - September 2026

New Works

	Project	Budget	Actual Spend	Commitments	Actuals & Commitments as % of budget	Comments
PR-101126	Shire Plant Replacement Program 26/27	$2,494,000	$501,084	$612,032	45%	Program underway
PR-100825	Shire Marine Vessels Renewal 26/27	$745,000	$745,000	$0	100%	CPE delivering works. AA and Adelaide being serviced this financial year.
	Total	$3,239,000	$1,246,084	$612,032	57%	

Carry Over Projects

	Project	Carry Over at 1/7/25	Actual Spend	Commitments	Actuals & Commitments as % of carry over	Comments
PR-101019	Plant Replacement Program 25/26	$604,770	$293,115	$0	48%	Program underway
PR-100894	Plant Replacement Program 24/25	$880,130	$31,980	$822,988	97%	Program underway
PR-100893	Portable Flood Pumps	$512,666	$150,561	$298,240	88%	Contract awarded for 8 flood pumps (Mini 6"). Expect delivery by Oct 15th RFQ for Trailers closed. LDK successful and order placed. Expect delivery by Dec 1st. Stage 2 flood pump purchase awarded (7 X large 6"). Expect delivery by Dec 15th.
	Total	$1,997,566	$475,656	$1,121,227	80%	



Spend Summary	New Works	Carry Over Projects	Total
Budget	$ 3,239,000	$ 1,997,566	$ 5,236,566
Actual Spend	$ 1,246,084	$ 475,656	$ 1,721,739
Commitments	$ 612,032	$ 1,121,227	$ 1,733,259
Actuals & Commitments	$ 1,858,115	$ 1,596,883	$ 3,454,998
Act & Comm compared to Budget	57%	80%	66%

8.3.2 Partial Road Discontinuance - Laneway Port of Echuca

Directorate:	Infrastructure and Environment
Responsible Officer:	Property Lead and Manager Engineering
Manager:	Manager Strategic Assets
Attachments:	1. Certificate of Title Volume 12486 Folio 775 Laneway 45-47 Murray Espl Echuca - Title & Plan [**8.3.2.1** - 3 pages] 2. Plan for Road Closure [**8.3.2.2** - 1 page]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Revitalise assets and infrastructure, inclusive of land and title management to enable services and infrastructure in place to sustainably support existing and future population and visitors.
Other Strategic Context:	Asset Plan Road Management Plan Road Closure Policy 69

1. PURPOSE

The purpose of this report is to seek approval from Council to initiate the statutory process for a proposed part road discontinuance for portion of laneway approximately fourteen square metres, between Murray Esplanade and High Street, adjoining 45 Murray Esplanade Echuca.

2. RECOMMENDATION

That Council:

1. **authorise the commencement of community engagement and invite submissions in accordance with section 223 of the Local Government Act 1989 of its intention to discontinue the portion of road, approximately 14m2 known as a part of the laneway between Murray Esplanade and High Street, adjoining 45 Murray Esplanade, Echuca and as depicted in the attached plan at 8.3.2.2; and**

2. **note that a further report will be presented to Council to consider the outcome of the community engagement.**

3. BACKGROUND

Council owns the freehold land comprising the laneway identified in the title and plan contained at Attachment 8.3.2.1. The land is deemed to be a road and is recognised as a public highway for the purposes of the Road Management Act 2004 due to its historic and continuing use.

The laneway has a long history of public use dating back to the late nineteenth century, when it was likely utilised for night cart access and the movement of pedestrians, bicycles and horses. Given its narrow width in part, the full laneway would not have functioned as a carriageway for horse-drawn vehicles, however, it would have provided a practical access route for pedestrians, bicycles and horses between properties and the riverfront. While the nature of its use has evolved over time, the laneway continues to be maintained by Council and provides an important pedestrian connection between Murray Esplanade and High Street.

Previous Council Discussion

Not applicable

4. DISCUSSION

A small northern portion of the laneway is occupied by building infrastructure associated with the adjoining property and has been used exclusively for this purpose since 2011, effectively preventing any practical public access through this section of the laneway. The structure was constructed in conjunction with approved development works on the adjoining property and extends over a small portion of the laneway. Relevant planning and development approvals were obtained at the time from the responsible authority, and the works were subsequently completed.

Council officers have identified this situation as a longstanding legacy land tenure anomaly, whereby the legal title boundaries do not align with the established physical occupation and approved use of the land. It is considered appropriate to rectify this inconsistency through a partial road discontinuance and correction of titles, thereby formalising the existing arrangement, public access, providing certainty regarding ownership and management responsibilities, and ensuring the legal boundaries accurately reflect the practical and authorised use of the land.

5. STAKEHOLDER ENGAGEMENTSTAKEHOLDER ENGAGEMENT

Internal consultation:

- Executive Leadership Team
- Manager Business and Development

Councillors:

- 27 October 2026 Council briefing session

External consultation:

- Council’s Surveyor
- Council’s Legal representative

Community Engagement

Council’s Community Engagement Policy identifies the level of community engagement to be undertaken in accordance with the IAP2 framework. The level of community engagement to be undertaken for road discontinuations is in accordance with Section 223 of the Local Government Act 1989, inviting public submissions to the proposed discontinuance. Council will have the opportunity to consider the results of the community engagement, prior to a final determination.

Public Transparency Policy

Not applicable

6. LEGISLATIVE CONTEXT

Local Government Act 1989 (Vic)*, Section 223*
Road Management Act 2004 (Vic) Part Three, Division 1, Section 10, 12

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

Nil ongoing implications

8. ENVIRONMENTAL IMPLICATIONS

Nil

9. OPPORTUNITIES AND RISK

Opportunities:

This proposal presents an opportunity to resolve a historical land tenure anomaly, formalise existing land use arrangements, and achieve alignment between legal property boundaries and physical occupation. The outcome will strengthen asset governance, provide long-term certainty regarding ownership and management responsibilities, and minimise the risk of future boundary, infrastructure and land use disputes.

Risk:

Asset Risk failure to align property titles with the partial road discontinuance and existing building structures presents a significant asset, legal and governance risk to Council. Misaligned boundaries may result in ambiguity over ownership, management and maintenance responsibilities, increasing the likelihood of boundary disputes, unauthorised use of Council land, mismanagement of Council infrastructure, and future legal or financial liabilities. The ongoing inconsistency between title boundaries and the physical occupation of land may also compromise Council's ability to effectively control, protect and manage its assets.

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The Victorian Government acknowledges the Traditional Owners of Victoria and pays respects to their ongoing connection to their Country, History and Culture. The Victorian Government extends this respect to their Elders, past, present and emerging.

REGISTER SEARCH STATEMENT (Title Search) Transfer of Land Act 1958
VOLUME 12486 FOLIO 775 Security no : 124121174218W
Produced 14/01/2025 08:53 AM

LAND DESCRIPTION
Lot 1 on Title Plan 843306K (formerly known as part of Crown Allotment 4 Section 5 Township of Echuca Parish of Echuca North).
PARENT TITLE Volume 02540 Folio 839
Created by instrument AW933247X 14/06/2023

REGISTERED PROPRIETOR
Estate Fee Simple
Sole Proprietor
CAMPASPE SHIRE COUNCIL of HARE STREET & HEYGARTH STREET ECHUCA VIC 3564
AW933247X 14/06/2023

ENCUMBRANCES, CAVEATS AND NOTICES

Any encumbrances created by Section 98 Transfer of Land Act 1958 or Section 24 Subdivision Act 1988 and any other encumbrances shown or entered on the plan set out under DIAGRAM LOCATION below.

DIAGRAM LOCATION
SEE TP843306K FOR FURTHER DETAILS AND BOUNDARIES

ACTIVITY IN THE LAST 125 DAYS

NIL

----------END OF REGISTER SEARCH STATEMENT----------

Additional information: (not part of the Register Search Statement)

ADMINISTRATIVE NOTICES
NIL

eCT Control 09860V CAMPASPE SHIRE COUNCIL
Effective from 30/06/2023

DOCUMENT END

Home	Account: **285100**		Authority Fee(GST exclusive): **$0.00** Service Fee(GST exclusive): **$0.00**	14/01/2025 08:53AM

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TITLE PLAN

EDITION 2

TP 843306K

LOCATION OF LAND

Parish: ECHUCA NORTH
Township: ECHUCA
Section: 5
Crown Allotment: 4 (PT)
Crown Portion: -

Last Plan Reference:-
Derived From: VOL. 2540 FOL. 839

Depth Limitation: NIL

Notations

ANY REFERENCE TO MAP IN THE TEXT MEANS THE DIAGRAM SHOWN ON THIS TITLE PLAN

Description of Land/Easement Information

THIS PLAN HAS BEEN PREPARED BY LAND REGISTRY, LAND VICTORIA FOR TITLE DIAGRAM PURPOSES

COMPILED: Date: 09/07/2008

VERIFIED: A. DALLAS
Assistant Registar of Titles

ENCUMBRANCES

ANY EASEMENTS AFFECTING THE SAME

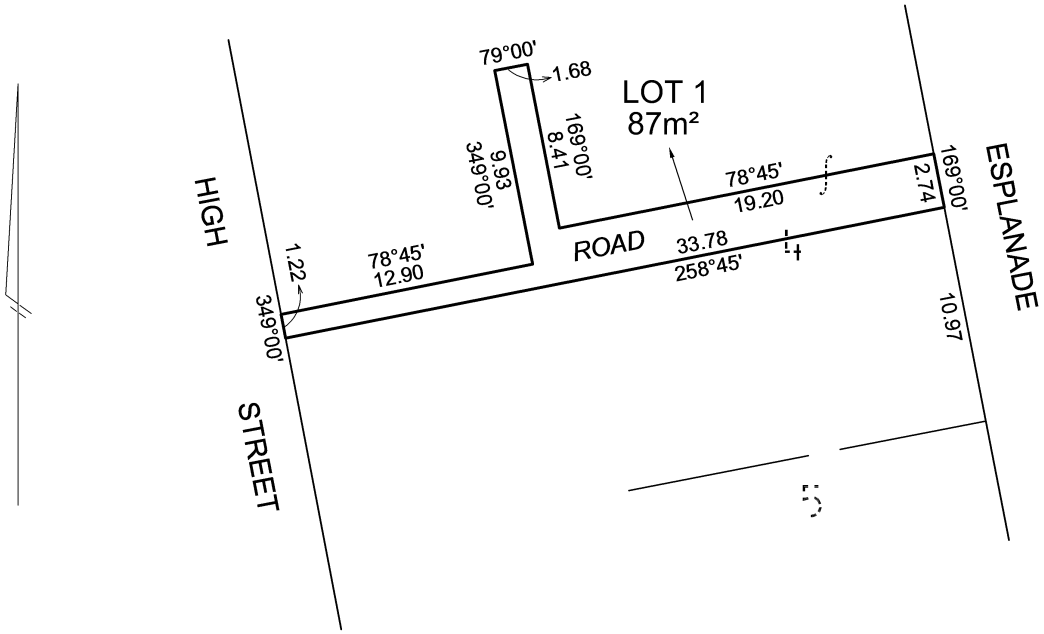


TABLE OF PARCEL IDENTIFIERS
WARNING: Where multiple parcels are referred to or shown on this Title Plan this does not imply separately disposable parcels under Section 8A of the Sale of Land Act 1962
LOT 1 = C.A.4 (PT) SECTION 5

LENGTHS ARE IN METRES	Metres = 0.3048 x Feet Metres = 0.201168 x Links		Sheet 1 of 1 Sheets

Delivered by LANDATA®, timestamp 14/01/2025 08:54 Page 2 of 2

MODIFICATION TABLE

RECORD OF ALL ADDITIONS OR CHANGES TO THE PLAN

PLAN NUMBER
TP843306K

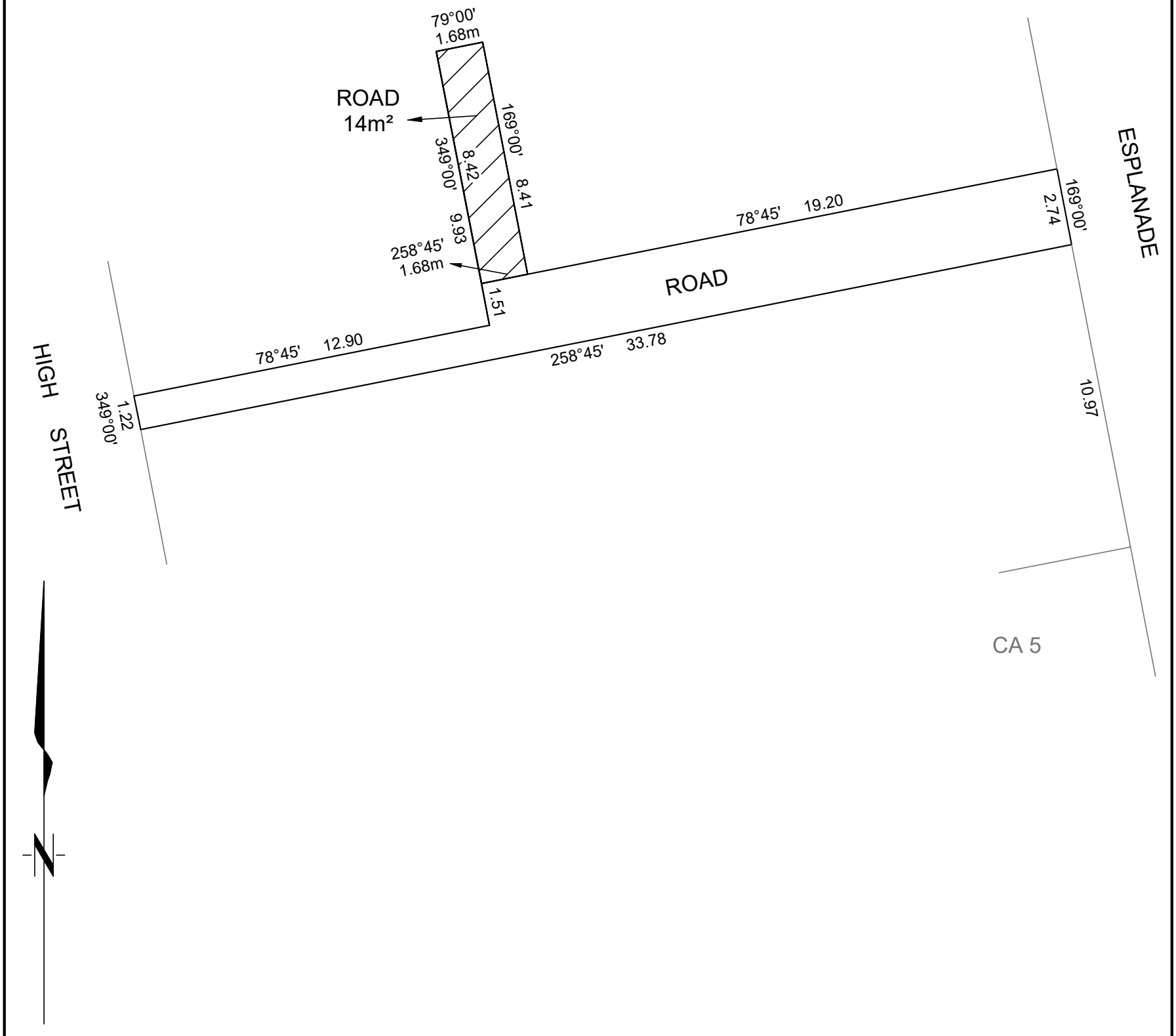
WARNING: THE IMAGE OF THIS DOCUMENT OF THE REGISTER HAS BEEN DIGITALLY AMENDED.
NO FURTHER AMENDMENTS ARE TO BE MADE TO THE ORIGINAL DOCUMENT OF THE REGISTER.

AFFECTED LAND/PARCEL	LAND/PARCEL IDENTIFIER CREATED	MODIFICATION	DEALING NUMBER	DATE	EDITION NUMBER	ASSISTANT REGISTRAR OF TITLES
LOT 1	-	VESTING OF ROAD	AW933247X	14/06/23	2	SN

PLAN FOR ROAD CLOSURE

PARISH OF ECHUCA NORTH
TOWNSHIP OF ECHUCA
SECTION 5
CROWN ALLOTMENT 4 (PART)

THE ROAD TO BE CLOSED IS SHOWN HATCHED.



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SCALE 1:150	1.5 0.75 0 1.5 3 4.5 6 LENGTHS ARE IN METRES	ORIGINAL SHEET SIZE: A3	SHEET 1 OF 1
SURVEYORS REF: 26109/02v1 DRAWN: RSJ 20/10/2026			

8.4 Sustainable Growth

8.4.1 Planning Scheme Amendment C131camp – Rezoning of Land at South Boundary Road, Kyabram

Directorate: Sustainable Growth

Responsible Officer: Strategic Planning Coordinator

Manager: Strategic Planning Coordinator

Attachments:

1. Campaspe C 131 camp 001 zn Map 24 Exhibition (3) [**8.4.1.1** - 1 page]
2. Amendment C131 - Draft Explanatory Report (v3.1) (South Boundary Rd Kyabram) [**8.4.1.2** - 16 pages]
3. ATTACH K - Instruction Sheet (South Boundary Rd, Kyabram) [**8.4.1.3** - 1 page]
4. Campaspe C 131 camp 001 zn Map 24 Exhibition (4) [**8.4.1.4** - 1 page]

Conflict of Interest: In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

Council Plan Reference: Nil.

Other Strategic Context: Nil.

1. PURPOSE

The purpose of this report is to seek Council's approval to request authorisation from the Minister for Planning to prepare and exhibit Amendment C131camp to the Campaspe Planning Scheme under Section 16 (F) of the *Planning and Environment Act 1987*.

The amendment proposes to rezone approximately 4.78 hectares of land at South Boundary Road and McEwan Road, Kyabram, from the Farming Zone (FZ) to the Low-Density Residential Zone (LDRZ). The rezoning will facilitate the continuation of the existing Belthorpe Drive low-density residential area, provide opportunities for additional residential lots and improve road connectivity within the surrounding residential area.

2. RECOMMENDATION

That Council:

1. **seek authorisation from the Minister for Planning under section 16F of the *Planning and Environment Act 1987* to prepare Amendment C131camp to the Campaspe Planning Scheme to rezone approximately 4.78 hectares of land at South Boundary Road and McEwan Road, Kyabram, from the Farming Zone to the Low-Density Residential Zone; and**

2. **exhibit Amendment C131camp to the Campaspe Planning Scheme in accordance with section 19 of the *Planning and Environment Act 1987,* following receipt of authorisation.**

3. BACKGROUND

Council has received a proponent-led request to amend the Campaspe Planning Scheme to rezone approximately 4.78 hectares of land at South Boundary Road and McEwan Road, Kyabram, from the Farming Zone (FZ) to the Low-Density Residential Zone (LDRZ).

The amendment applies to land comprising Lot 16 PS718873 and part of Lot CM1 PS718873.

The amendment applies to the following land:

- McEwan Road, Kyabram (Lot 16, PS 718873) (Site A) (3.195Ha)
- McEwan Road, Kyabram (Part Lot CM1, PS 718873) (Site B) (1.582Ha)

1.

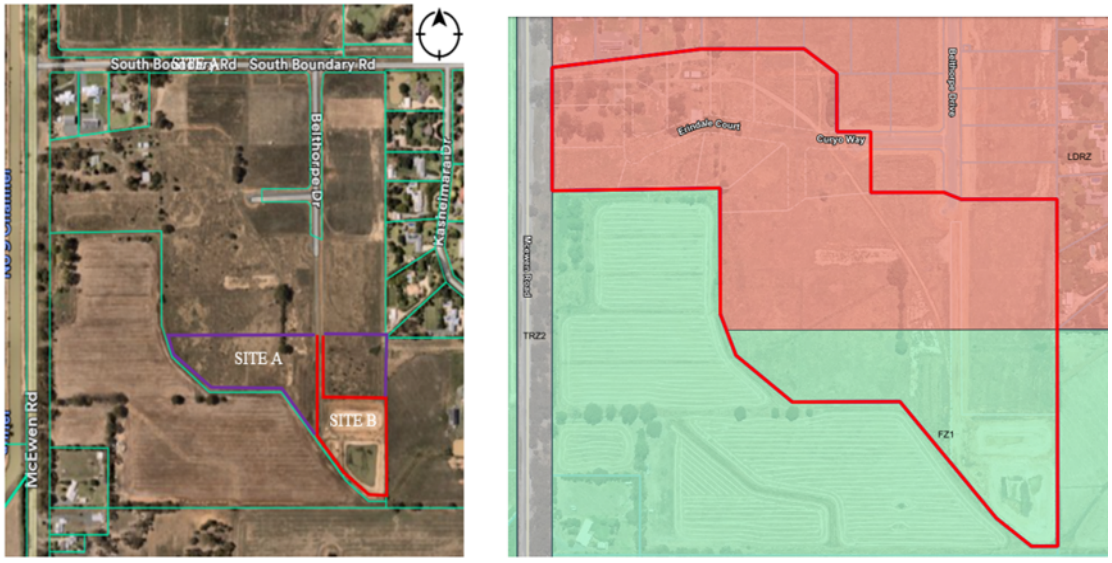


Figure 1. Site map

The subject land directly adjoins the established Belthorpe Drive low-density residential area to the north. The land to the north is under the same ownership as the land subject to the proposed amendment. The property is split horizontally into two zones, the southern portion FZ and the northern portion LDRZ. The proposed amendment will create one contiguous zoning within the one ownership.

The planning history of the area dates to Amendment C14 Pt1 in 2003. As part of that amendment, land immediately north of the subject site was rezoned from FZ to LDRZ. The land was identified for short-term low-density residential growth, while the subject land further south was identified as a

medium-term low-density residential growth area and remained within the Farming Zone. Development has since occurred on the land to the north.

The proposed amendment seeks to extend the existing LDRZ over the subject land, providing a logical continuation of the established residential area and aligning the zoning with the longer-term growth intentions for this part of Kyabram.

Previous Council Discussion

The amendment was presented during Council briefing on 10 November 2026.

4. DISCUSSION

Amendment C131camp seeks to rezone approximately 4.78 hectares of land from FZ to LDRZ to facilitate the continuation of the existing Belthorpe Drive low-density residential development.

The proposed rezoning will address the existing zoning inconsistency within the landholding and provide opportunities for approximately five additional low-density residential lots.

The amendment is consistent with the strategic direction identified in the Residential Land Review 2022, which recognises a shortfall in low-density residential land supply in Kyabram. This will also contribute to increased investment in construction and longer-term economic benefits to the town centre. The subject land is located within the existing Kyabram settlement boundary and directly adjoins established low-density residential development.

The rezoning will also provide an opportunity to improve local road connectivity. The proponent intends to improve the existing subdivision layout to replace two court bowls with a connecting loop road, improving circulation and access throughout the surrounding residential area. Discussions have also been held with the proponent regarding a contribution to the shared pedestrian and cycling path network. The proponent contribution involves the delivery of approximately 275m shared path in lieu of a public open space contribution.

It is proposed that this contribution be secured through an agreement under section 173 of the *Panning and Environment Act 1987.* The Draft Section 173 agreement will be exhibited as part of the amendment documentation.

Flooding and Drainage

Part of the subject land is affected by the Land Subject to Inundation Overlay (LSIO). A site-specific stormwater drainage assessment was undertaken by Engeny in 2025 to address existing planning permit requirements. The stormwater assessment is consistent with the existing LSIO as well as the proposed LSIO resulting from the Kyabram Flood Study. The Goulburn Broken Catchment Management Authority (GBCMA) reviewed the updated Engeny report dated 25 August 2025 for the purpose of addressing planning permit condition 27 and supports the proposed amendment. The amendment does not propose to remove or alter the existing LSIO affecting the land. Any future subdivision or development would remain subject to the relevant requirements and further assessment by GBCMA.

Goulburn-Murray Water (GMW) has confirmed there are no GMW assets within the land proposed to be rezoned. GMW identified the need to appropriately manage stormwater, and downstream drainage impacts as part of future development. These matters will be addressed further through a future subdivision application process but have been outlined the proponent's stormwater management plan.

Native Vegetation and Environmental Considerations

Environmental and native vegetation matters have also been considered. Information relating to the previous planning permit, biodiversity assessment and native vegetation removal has been provided to the Department of Energy, Environment and Climate Action (DEECA). DEECA has confirmed that it has no concerns with the proposed rezoning from FZ to LDRZ.

Bushfire

The subject land is within a Bushfire Prone Area, with surrounding vegetation predominantly comprising managed grassland and cropping land.

The amendment documentation identifies that the proposed LDRZ lot sizes provide capacity for measures including defendable space and static water supply, with detailed bushfire and emergency access requirements to be considered through any future subdivision process.

The proposal was referred to the Country Fire Authority (CFA) CFA has provided a response confirming its support for the amendment in its current form. While acknowledging that the land is not within the Bushfire Management Overlay (BMO), CFA noted the potential exposure to fast-moving grassfires and recommended that future development incorporate appropriate road widths to accommodate emergency vehicles and a reticulated water supply with adequate pressure and flow for firefighting purposes.

5. STAKEHOLDER ENGAGEMENTSTAKEHOLDER ENGAGEMENT

Internal consultation:

- Integrated Planning Team – assessment of the amendment documentation, strategic justification and supporting technical reports.
- Statutory and Engineering Team – consideration of subdivision, drainage and infrastructure matters.
- Executive Leadership Team – briefing 04 November 2026

Councillors:

- Councillors briefing 10 November 2026

External consultation:

- Department of Transport and Planning (DTP) – Initial consultation and preliminary review of the Explanatory Report.
- Goulburn Broken Catchment Management Authority (GBCMA) – has reviewed the updated Engeny Flood Study and has not identified any outstanding flood-related issues with the proposed amendment.
- Goulburn-Murray Water (GMW) – has confirmed that there are no GMW assets within the proposed rezoning area and has provided advice regarding drainage and downstream impacts.
- Department of Energy, Environment and Climate Action (DEECA) – has confirmed that it has no concerns with the proposed rezoning.
- Country Fire Authority (CFA) – confirmation of support, subject to consideration.

Community Engagement

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

The proposed level of engagement is Consult, which involves informing affected landowners and the broader community about the proposed amendment and providing opportunities to make submissions.

Following Ministerial authorisation, statutory exhibition will be undertaken in accordance with the *Planning and Environment Act 1987*, including:

- Section 19 – notice of the amendment.
- Section 21 – public submissions.

All submissions received during exhibition will be considered in accordance with the statutory amendment process before Council determines whether to progress the amendment.

Public Transparency Policy

This report is consistent with Council's Public Transparency Policy (Policy 179) and the Public Transparency Principles under section 58 of the *Local Government Act 2020.*

6. LEGISLATIVE CONTEXT

The proposed Amendment C131camp will be progressed under Part 3 – Amendment of Planning Schemes of the *Planning and Environment Act 1987*.

The Act establishes the statutory process for preparing planning scheme amendments, seeking Ministerial authorisation, undertaking exhibition, considering submissions and adopting and approving amendments.

Under section 16F of the Act, a planning authority must obtain authorisation from the Minister for Planning before preparing an amendment, unless an applicable exemption applies.

Council is also required to have regard to relevant Ministerial Directions, including Ministerial Direction No. 11 (Strategic Assessment of Amendments) and Ministerial Direction No. 15 (The Planning Scheme Amendment Process).

This report seeks Council's approval to request authorisation from the Minister for Planning to prepare and exhibit Amendment C131camp in accordance with the Act.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

The amendment is proponent-led, and all applicable statutory amendment processing fees and associated costs, including any Planning Panel costs, will be met by the proponent.

<u>Developer contributions</u>

The proposed shared path contribution is expected to be delivered by the proponent at their cost, with the arrangement proposed to be formalised through a Section 173 Agreement under the

Planning and Environment Act 1987. The agreement would establish the proponent's obligations regarding the delivery of the infrastructure, with the details to be finalised through the subsequent planning process. The proposed contribution for the shared path will be in lieu of the 2.5% open space contribution which would be a lesser amount than the cost of delivering the shared path. This is considered to be a good outcome in terms of net community benefit.

8. ENVIRONMENTAL IMPLICATIONS

The amendment has been assessed against relevant environmental considerations, including flooding, stormwater drainage, native vegetation and bushfire risk.

GBCMA, DEECA and CFA have reviewed the relevant supporting information and confirmed their support or that they have no concerns with the proposed rezoning.

While part of the land is affected by the LSIO and the site is within a Bushfire Prone Area, these matters can be further assessed and addressed through future subdivision and development approval processes.

The amendment is not anticipated to result in significant adverse environmental impacts, subject to compliance with applicable planning and development requirements.

9. OPPORTUNITIES AND RISK

Opportunities:

- Provides additional low-density residential land within the existing Kyabram settlement boundary.
- Supports the strategic direction of the Residential Land Review 2022.
- Addresses the existing zoning inconsistency within the landholding.
- Facilitates improved road connectivity through a proposed loop road.
- Provides opportunities to extend the shared pedestrian and cycling path network.
- Supports residential development and associated local economic activity.

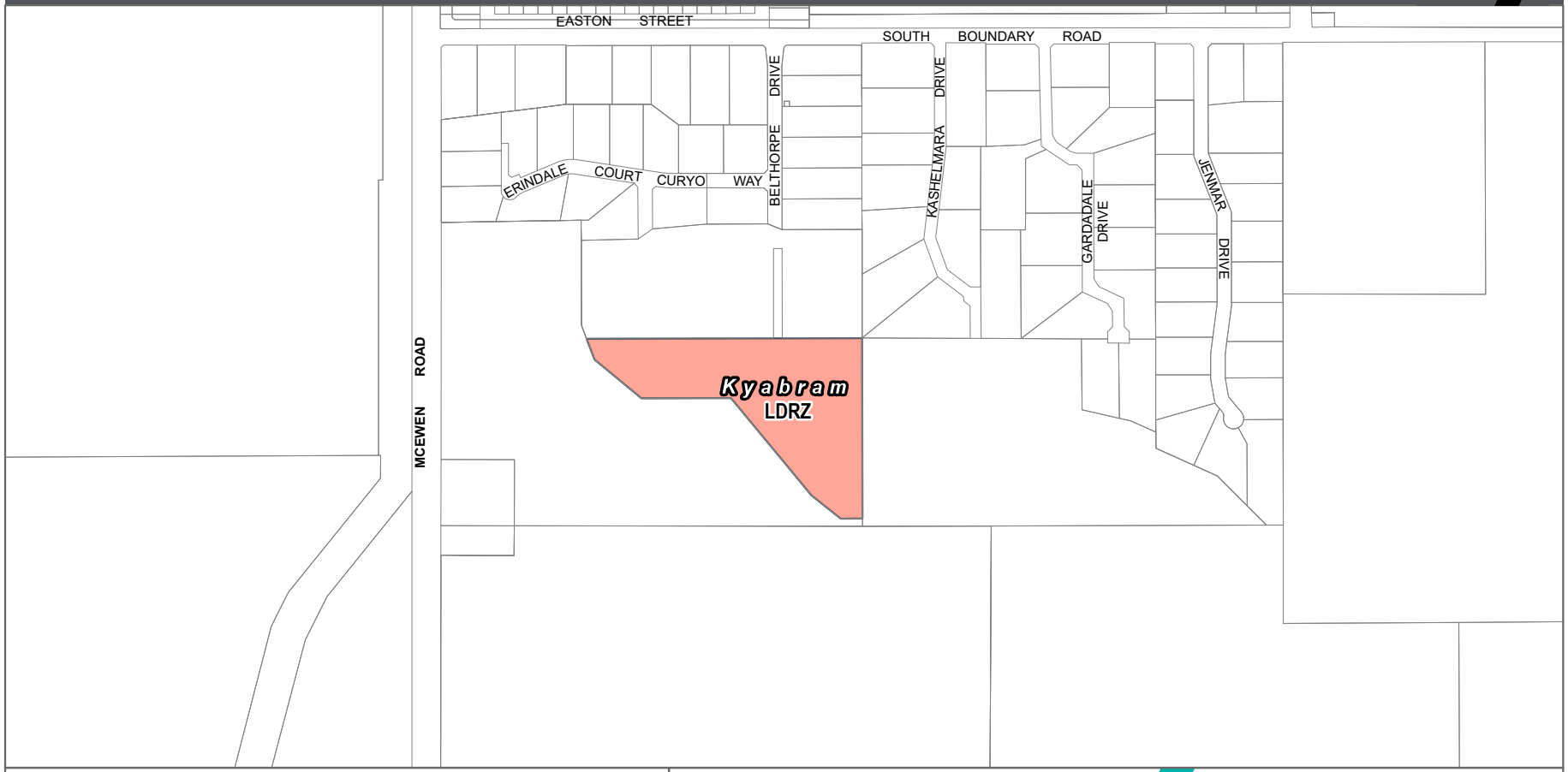
Risk:

Nil.

10. CONCLUSION

Amendment C131camp provides an opportunity to facilitate additional low-density residential development in Kyabram, consistent with the strategic planning direction for the area. Preliminary consultation with relevant authorities has identified no objections to the proposed rezoning. It is recommended that Council seek authorisation from the Minister for Planning to prepare and exhibit the amendment, allowing the proposal to progress through the statutory planning scheme amendment process.

CAMPASPE PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C131camp



LEGEND

LDRZ - Low Density Residential Zone

Local Government Area

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Planning Spatial Services
Print Date: 04/12/2025
Amendment Version: 1

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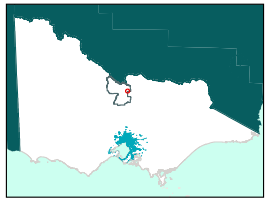
VICTORIA State Government | Department of Transport and Planning

Part of Planning Scheme Map 24



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OFFICIAL

Planning and Environment Act 1987

Campaspe Shire Planning Scheme

Amendment C131

Explanatory Report

Overview

The amendment removes the Farming (FZ) over Lot 16 & CM1, PS718873, McEwen Road Kyabram (the Site), rezoning the site to Low Density Residential Zone (LDRZ). This provides continuity to the existing zoning applying to land to the immediate north, allowing for the future residential expansion of Belthorpe Drive.

Specifically, the amendment will:

- Rezone approximately 4.78Ha of FZ land to LDRZ.
- The rezoning spans an irregularly dimensioned polygon that spans the width of the site whilst affected by a variable depth (sites A and B in Figure 1 below).
- Amend Planning Scheme Map 24 (zones) to reference the above change.

The site is shown in Figures 1 and 2 below.

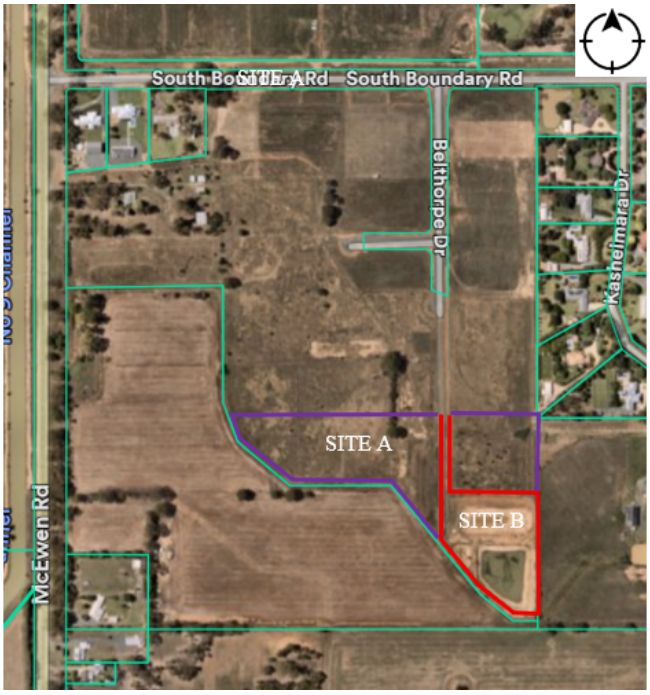


Figure 1: Aerial view of the site

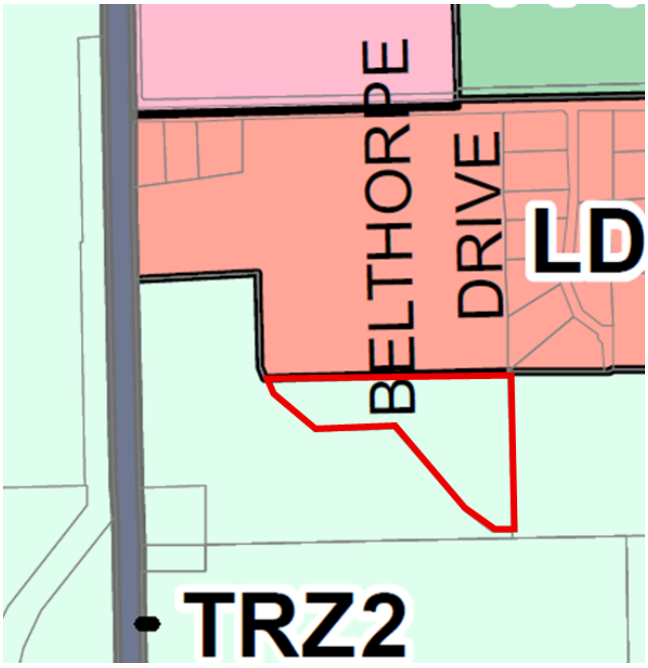


Figure 2: Proposed Low Density Residential Zone

Where you may inspect this amendment

The amendment can be inspected free of charge at the Campaspe Shire website at www.campaspe.vic.gov.au

The amendment is available for public inspection, free of charge, during office hours at the following places:

Echuca Civic Centre
2 Heygarth Street
Echuca

Kyabram Library
19 Lake Road
Kyabram

The amendment can also be inspected free of charge at the Department of Transport and Planning website at planning.vic.gov.au/public-inspection or by contacting the office on 1800 789 386 to arrange a time to view the amendment documentation.

Submissions

Any person may make a submission to the planning authority about the amendment. Submissions about the amendment must be received by [insert submissions due date].

A submission must be sent to: shire@campaspe.vic.gov.au

Panel hearing dates

In accordance with clause 4(2) of Ministerial Direction No.15 the following panel hearing dates have been set for this amendment:

- Directions hearing: [insert directions hearing date]
- Panel hearing: [insert panel hearing date]

Details of the amendment

Who is the planning authority?

This amendment has been prepared by the Campaspe Shire Council, which is the planning authority for this amendment.

The amendment has been made at the request of Ricoak Pty Ltd as the owner of Lot 16 Plan of Subdivision 718873.

Land affected by the amendment

The amendment applies to the following land:

- McEwan Road, Kyabram (Lot 16, PS 718873) (site A) (3.195Ha)
- McEwan Road, Kyabram (Part Lot CM1, PS 718873) (site B) (1.582Ha)

The land is zoned FZ, is affected by the Land Subject to Inundation Overlay – Schedule 1 (LSIO1) and Specific Controls Overlay – Schedule 2 (Goulburn-Murray Water Connections Project) (SCO2).

The site is shown in Figures 1 and 2 above.

A mapping reference table is enclosed at Attachment B to this Explanatory Report.

What the amendment does

The amendment seeks to rezone the land (Lot 16, PS 718873 & Pt Lot CM1, PS 718873) comprising an area of 4.78Ha from Farming Zone (FZ) to Low Density Residential Zone (LDRZ) as shown on Planning Scheme Map No. 24.

Strategic assessment of the amendment

Why is the amendment required?

The land to the north is under the same ownership as the land subject to this proposed amendment, as illustrated in Figure 3. The development paths are fragmented by a conflict in the zoning applied over the southern end of the site, in contrast to the existing subdivision to the immediate north. The amendment is required to provide for the future and continued expansion of existing low-density residential lots via a proposed extension to Belthorpe Road.

The amendment also rezones land occupied by drainage infrastructure required for the subdivisions.

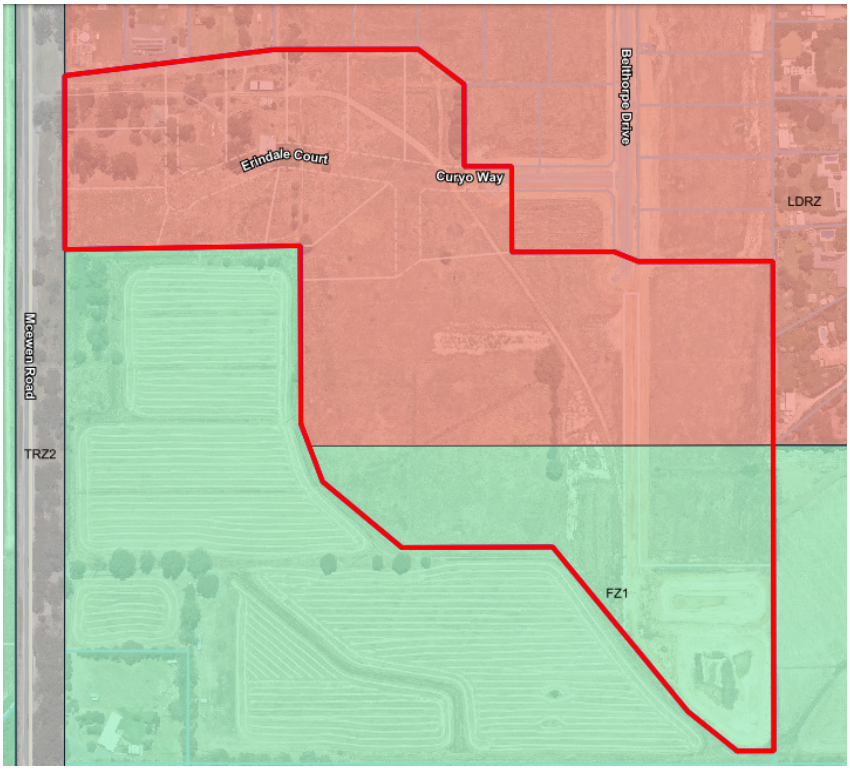


Figure 3: Contiguous land ownership

The land to the immediate north of the subject land was rezoned from FZ to LDRZ via Amendment C14 Pt1 as part of the first 3-year review of the Campaspe Planning Scheme in 2003. Under Amendment C14, Clause 21.06 (Settlement) recognised the need to:

- Provide a range of residential living opportunities from low density to medium

- density within existing towns.
- Restrict low density residential development to areas that:
    - *are on marginal agricultural land as determined by land capability assessment with a suitability score of ii) or iii)*
    - *are not liable to flooding*
    - *are adjacent to urban areas so that services and utilities are developed in an efficient manner*
    - *are capable of integrating residential development in an environmentally sound manner*
    - *do not negate long term options for the growth of existing urban centres*
    - *is identified on the Town Structure Plan as future or long term low density residential.*

The Kyabram Town Structure Plan (Figure 4) which was appended to Amendment C14 identified the land to the north as part of a short-term low density residential growth area, leading to the introduction of the LDRZ over that land. To the south, the land, including sites A & B, was identified as part of a medium-term low density residential zone growth area though was excluded from the rezoning at the time.

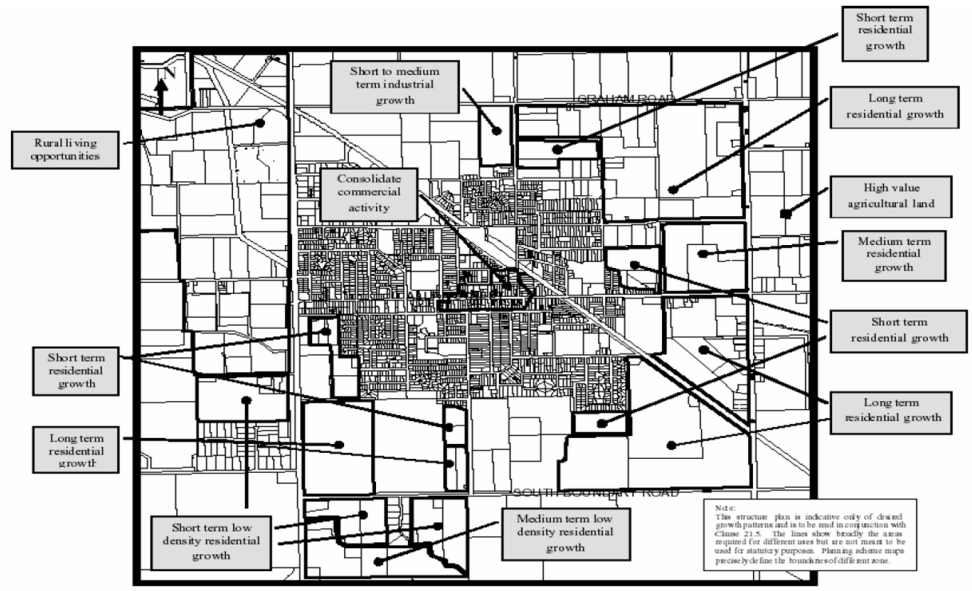


Figure 4: Kyabram Town Structure Plan

The rezoning under C14 Pt 1 gave no consideration to the servicing of a future subdivision of the land to the north. The original design response for the subdivision to the north informed a requirement for drainage infrastructure which was located on land outside of the Amendment C14 Pt 1 rezoning, meaning that the land being rezoned and the drainage infrastructure (site B – Figure 1) required to service it were in different zones. This proposed amendment seeks to address this discrepancy.

How does the amendment implement the objectives of planning in Victoria?

The amendment implements the following objectives for planning in Victoria as outlined in Section 4 of the *Planning and Environment Act 1987*:

- *(a) to provide for the fair, orderly, economic and sustainable use, and development of land;*
- *(f) to facilitate development in accordance with the objectives set out in paragraphs (a), (b), (c), (d) and (e);*

This amendment delivers on the visions of the Kyabram Town Structure Plan which identifies the land for low-density residential development in the medium-term. The amendment responds to and provides a continuity to the existing LDRZ applying to land to the immediate north. The rezoning advances the intent of State policy and local planning policy of the Campaspe Planning Scheme.

How does the amendment address any environmental, social and economic effects?

Environmental Impacts

The amendment will not give rise to any environmental impacts. The land presents itself in a disturbed state with no evidence of recent agricultural use and no significant native flora or fauna present. The amendment does not propose to removal or alter the alignment of the Land Subject to Inundation Overlay (LSIO) which partially encumbers the land. A site-specific flood report was commissioned in 2025 (refer to Attachment C) which does not cite concern with the future development of the land for residential purposes. The future development of the land will however remain subject to separate consideration and approval from the Catchment Management Authority.

Economic Impacts

The amendment will not give rise to any economic impacts. The land is not used for productive agricultural land uses and any commercial activity of the land is compromised by the existing retention basins and proximity to housing.

The amendment provides positive economic impacts by increasing the supply of low-density residential land on the fringe of the township, consistent with the shortfall in supply identified in the Residential Land Review 2022. This will contribute to increased investment in construction and longer-term economic benefits to the town centre.

The land remains within the township identified in the Kyabram framework plan at Clause 02.04, avoiding costly infrastructure extensions leapfrogging undeveloped land.

Social Impacts

The amendment will not give rise to any social impacts. The amendment will instead provide positive social effects, increasing low-density residential housing opportunities and providing a diversity in lot choices within the Kyabram township.

Although the site is not within convenient walking distance of education, commercial and recreation facilities, the site remains in proximity to education, commercial and recreational opportunities including:

- Kyabram Secondary College – 3.4km (ne)
- Kyabram town centre – 2.9km (n)
- Kyabram fauna park – 1.9km (ne)

Does the amendment address climate change?

The requirement for the amendment to increase resilience to climate change is relevant as the amendment proposes the rezoning of land that would facilitate an increase in development potential and intensification. The assessment concluded that the amendment provides adequate resilience to climate change by reason of the following:

- The delivery of residential opportunities within the settlement boundary of Kyabram, reducing the demand on extensions to public infrastructure, utilities, services and car related trips;
- Facilitates larger low-density residential lot sizes that can accommodate stormwater harvesting, optimises solar orientation and provides generous area for canopy tree planting to minimise the urban heat island effects;
- Minimises the risk to life and property from potential flood events through the recommendations contained in the 2025 Site Flood Study prepared by Engeny (Attachment C).

Does the amendment address relevant bushfire risk?

There will be no increase in the level of bushfire risk, or threat to life, resulting from the amendment. The land remains within a bushfire prone area and the risk of fire is low, with the surrounding vegetation characteristics predominated by managed grassland and crops. The LDRZ provides for lot sizes of minimum 4000m² (without sewer) enabling adequate area for defendable space, static water supply and an ability for all lots to achieve a BAL 12.5 rating or less as specified through Clause 13.02-1S and Australian Standard 3959-2018 – *Construction of Buildings in Bushfire-prone areas*. Fire hydrants will be required as part of a future subdivision application along roadways in accordance with FRV requirements.

Does the amendment comply with the requirements of any other Minister's Direction applicable to the amendment?

The amendment is of local significance only and complies with all relevant Minister's Directions under Section 12 of the Planning and Environment Act 1987 including -

- Ministerial Direction 1 – assessment mandatory
- Ministerial Direction No. 11 Strategic Assessment of Amendments
- Ministerial Direction on the Form and Content of Planning Schemes

The amendment is consistent with the Strategic Assessment Guidelines and includes the required documentation to support the amendment.

The proposed change to the zone boundary is strategically justified, identified with the Kyabram Town Structure Plan (Figure 3) and is consistent with the strategic visions of Council under Clause 02.03-1 (Settlement) which seek to:

- Facilitate development in towns subject to land capability, infrastructure availability, environmental considerations and demonstrated demand.
- Balance the growth of townships with the protection of agricultural, heritage and natural assets.
- Avoid the growth of towns that encroach on environmentally sensitive areas.

How does the amendment support or implement the Planning Policy Framework and any adopted State policy?

The amendment supports the Planning Policy Framework.

Clause 11: Settlement

Clause 11 states that planning is to anticipate and respond to the needs of existing and future communities through the provision of zoned and serviced land for housing, employment, recreation and open space, commercial and community facilities and infrastructure.

- Clause 11.02-1S (Development Capacity) has the objective 'to ensure sufficient development opportunities are available to meet the needs of current and future Victorians.'

The amendment replicates the existing low-density residential character and features of the local neighbourhood to the southern side of South Boundary Road. The amendment delivers on the Policy objective by:

- Ensuring that at least 15-years of land supply and development capacity is available within Kyabram to meet housing targets.
- Accommodate housing targets within a location previously identified for residential growth (low-density).
- Adjoins an existing low-density housing estate ensuring that:
    - The liveability of neighbourhoods and delivery of quality urban landscapes can be achieved.
    - The avoidance of any impact on environmentally sensitive land.

- Can address the presence and hazard of the Land Subject to Inundation Overlay (LSIO).
- Extension and leap-frogging of infrastructure is minimised.

Clause 13: Environmental Risks & Amenity

Clause 13 states that planning should identify, prevent and minimise the risk of harm to the environment, human health, and amenity through:

- Land use and development compatibility.
- Effective controls to prevent or mitigate significant impacts.

- Clause 13.02-1S (Bushfire Planning) has the objective to strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life.
- Clause 13.03-1S & 13.03-1L (Floodplain Management) has the objective to assist the protection of:
  - Life, property and community infrastructure from flood hazard, including coastal inundation, riverine and overland flows.
  - The natural flood carrying capacity of rivers, streams and floodways.
  - The flood storage function of floodplains and waterways.
  - Floodplain areas of environmental significance or of importance to river, wetland or coastal health.

Relevant strategies to achieve these objectives include -

- Encourage flood levels of buildings to be above the 1 per cent AEP flood level.
- Locate effluent disposal areas for dwellings on land that is free from flooding.

The amendment does not compromise the objectives of bushfire planning by introducing residential zoned land which would expose life and property to an unreasonable risk through fire or flood. The flood risk has been addressed through the 2025 Engeny Flood Risk Report (Attachment C). It is not proposed to alter the alignment of the Land Subject to Inundation Overlay. Future work as part of the development of any lots will need to consider, in consultation with the Catchment Management Authority, minimum finished floor levels in the context of the flood risk.

Clause 16: Housing

Clause 16 states that, amongst other matters, planning should provide for housing diversity; ensure the efficient provision of supporting infrastructure; and should ensure the long-term sustainability of new housing, including access to services, walkability to activity centres, public transport, schools and open space.

- Clause 16.01-1S (Housing Supply) has the objective to facilitate well-located, integrated and diverse housing that meets community needs.

- Clause 16.01-3S (Rural Residential Development) has the objective to identify land suitable for rural residential development.

The amendment recognises the opportunities that the site presents to expand upon the existing residential subdivision of Belthorpe Drive as identified in the Kyabram Town Structure Plan, providing a continuous road network for improved pedestrian and vehicle connectivity throughout the estate. The rezoning contributes to lot and housing diversity, introducing a wider choice to the common conventional lot sizes predominantly available across Kyabram. The land is within the Kyabram settlement boundary, and has access to electricity, water and sealed rural road access. The location and continuance of an existing low-density estate avoids the high costs of infrastructure connections and servicing by Council, the developer and future landowners.

The land has not been identified within any local structure plan or by way of an environmental significance overlay as being high-quality productive agricultural land. The rezoning will not introduce residential land at the interface with rural industry. There is no animal production, or dairy farming occurring on any immediate land abuttal, maintaining the buffer between commercial agricultural uses and low-density residential land. There is no waterway adjoining or proximate to the site.

Clause 19: Infrastructure

Clause 19 states that planning should ensure that the growth and redevelopment of settlements is planned in a manner that allows for the logical and efficient provision and maintenance of infrastructure.

- Clause 19.03-3S (Integrated Water Management) has the objective to sustainably manage water supply and demand, water resources, wastewater, drainage and stormwater through an integrated water management approach.

The amendment applies the LDRZ over land comprising two existing retention basins located in the southeast corner of the site. The amendment recognises the purpose of the retention basins as the drainage outfall for the existing development in Belthorpe Drive. The amendment will not impact the role and purpose of these basins as part of the broader flood management and drainage of land.

Is the amendment consistent with the delivery of the relevant housing target set out in the Planning Policy Framework?

The State Housing Targets anticipate an additional 4200 homes by 2051 within Campaspe Shire. The amendment contributes to the delivery of the State's housing targets for Campaspe, providing the opportunity for an additional 5 low-density residential lots introducing housing choice and diversity to conventional residential lots within the township.

The land remains within the settlement boundaries, close to the town centre,

community and recreational opportunities and consistent with the visions and objectives of Cl 11.02 (Managing Growth) and Cl 16.01-1S (Housing Supply) which encourage sustainable growth and housing diversity.

How does the amendment support or implement the Local Planning Policy Framework, and specifically the Municipal Strategic Statement?

- Clause 11.01-1L-01 (Settlement - Campaspe) seeks to facilitate opportunity for urban growth in and around Kyabram where infrastructure can be provided cost-effectively, sequentially and in an environmentally sound manner, whilst avoiding encroachment on productive agricultural land.

Council's Vision recognises the potential for further growth in Kyabram, with a shortfall in the supply of rural residential lots. State housing targets forecast a growth of 4200 housing lots for the Shire over the next 25 years.

Kyabram is the municipality's second largest centre with a population at the 2021 Census of 7640, experiencing 1.4% growth over the previous 5 year period.

Council's vision for Kyabram is to facilitate continued long-term urban growth of the centre, ensuring that residential areas can be efficiently serviced with extensions to the existing infrastructure network in an environmentally sound manner. This amendment advances the growth opportunities in the southwest of Kyabram in an area already well established as a low-density housing precinct. The additional 4.78 hectares proposed by the amendment represents a logical continuation of the LDRZ as the land is tied to the balance of the estate through:

- common property that accommodates wetlands and retention basins; and,
- the subject land being landlocked, where the site is only accessible from South Boundary Road reducing the agricultural and commercial opportunities for the land.

Although the policy aspirations for Settlement in Campaspe calls upon the avoidance of urban expansion and subdivision into rural zones, the amendment represents an minor encroachment extension. The rezoning of the land will not lead to leap frogging of infrastructure, service delivery, or drive residential growth outside the town's growth boundaries. The rezoning will not fragment productive agricultural land.

The rezoning of the subject land represents a logical continuation and completion of the development approved within Belthorpe Rd to the north of the site.

- Clause 13.03-1L (Floodplain management in Campaspe) seeks, amongst other objectives, to ensure development and subdivision does not contain lots that are wholly in the 1 per cent annual excess probability flood extent;

and to design subdivision to enable buildings to be sited above the 1 per cent annual excess probability.

The land affected by the amendment is partially affected by the Land Subject to Inundation Overlay. Any future application for the subdivision of the land will need to demonstrate that proposed residential lots are sited above the 1% AEP and satisfy the requirements of the Catchment Management Authority.

- Clause 16.01-5L (Rural residential development in Campaspe) recognises that the towns and their associated infrastructure face considerable pressures from urban sprawl. Council's strategic vision for housing includes the avoidance of rural residential development that may compromise irrigation water supply and discourages rezoning of land for low density residential purposes where there is an existing supply of more than 10 years.

The Residential Land Review 2022 identified a significant shortfall in the supply of rural residential lots in and around Kyabram. The rezoning will not lead to outcomes that would compromise the delivery of irrigation water supply to farming land. Existing retention basins on the land will remain and continue to serve a purpose for overland flow and drainage discharge from Belthorpe Drive.

The amendment provides an opportunity for an improved road structure and network with the removal of two existing court bowls as part of any future subdivision application. This is consistent with the objectives and strategies of Clause 15.01-3S (Subdivision design) which seeks to promote easy movement within and between neighbourhoods.

The amendment is consistent with and supports the Campaspe local planning policies.

How does the amendment support or implement the Municipal Planning Strategy?

The amendment does not conflict with any visionary statements or objectives contained within the MPS.

Council's visionary statement for the Municipality is for the:

Sustainable use of land, which encourages population growth whilst ensuring the viability of farming and industry, and development which consolidates and respects the historical built environment.

Council's key strategic directions through Clause 02.03-1 (Settlement) seek to:

- Facilitate development in towns subject to land capability, infrastructure availability, environmental considerations and demonstrated demand.
- Balance the growth of townships with the protection of agricultural, heritage and natural assets.

- Avoid the growth of towns that encroach on environmentally sensitive areas.

Clause 02-03-6 (Housing) seeks to provide a range of lifestyle opportunities, including low density housing, with a focus on growth opportunities in greenfield locations surrounding Echuca West and Kyabram with access to existing infrastructure.

The amendment delivers well-located low-density residential land which can be efficiently serviced and provides an immediate abuttal to LDRZ to the north. The area has been developed and is distinguished from South Boundary Road as a precinct of larger residential lots and the development aligns with the visions of the Kyabram Town Structure Plan.

The amendment does not conflict with the strategic directions and visions of other policies within the MPS.

Does the amendment make proper use of the Victoria Planning Provisions?

The amendment makes proper use of the Victoria Planning Provisions. The amendment uses the most appropriate planning tool to implement the objectives and planning strategies of the Campaspe Planning Scheme.

Clause 32.03: Low Density Residential Zone is the appropriate zone to be applied, complementing the residential zone to the immediate north of the land.

The purposes of the LDRZ include:

- To implement the Municipal Planning Strategy and the Planning Policy Framework.
- To provide for low-density residential development on lots which, in the absence of reticulated sewerage, can treat and retain all wastewater.

The application of a residential based zoned aligns Principle 2 of Planning Practice Note 91 – Using the Residential Zones:

Principle 2

- All residential zones support and allow increased housing inside established settlement boundaries, unless environmental constraints or special characteristics exist.

The site is located within the identified settlement boundary of the Kyabram Town Structure Plan providing certainty about the future development of land and facilitating housing growth consistent with the Structure Plan.

How does the amendment address the views of any relevant agency?

Goulburn Broken Catchment Management Authority (GBCMA)

The proposed amendment has been discussed with the Goulburn Broken Catchment Management Authority (GBCMA) during the preparation of the supporting flood investigations. GBCMA reviewed the updated Engeny Flood Study (25 August 2025) and confirmed that the revised flood extents are consistent with the Water Modelling Solutions flood model that informs the amendment. No outstanding flood-related issues have been identified through this consultation.

Country Fire Authority (CFA)

The proposal was referred to the Country Fire Authority (CFA) CFA has provided a response confirming its support for the amendment in its current form. While acknowledging that the land is not within the Bushfire Management Overlay (BMO), CFA noted the potential exposure to fast-moving grassfires and recommended that future development incorporate appropriate road widths to accommodate emergency vehicles and a reticulated water supply with adequate pressure and flow for firefighting purposes.

Goulburn-Murray Water (GMW)

Goulburn-Murray Water has reviewed the proposed amendment and confirmed there are no GMW assets within the land proposed to be rezoned. GMW recommended that the amendment be supported by appropriate flood and drainage investigations and ongoing consultation with GBCMA. These matters have been addressed through the supporting flood study, drainage strategy and consultation undertaken during the preparation of the amendment.

Does the amendment address relevant requirements of the Transport Integration Act 2010?

The amendment does not impact the transport network. The proposal facilitates the future potential of delivering two street connections with the existing (approved) local street network. The amendment does not require an assessment against the transport system objectives, as set out in Part 2 Div 2 of the *Transport Integration Act 2010* or the decision making principles, as set out in Part 2.

How does the amendment have regard to the principles set out in the *Yarra River Protection (Wilip-gin Birrarung murron) Act 2017* in relation to Yarra River land and other land, the use or development of which may affect Yarra River land?

The amendment does not affect Yarra River land under Part 3 of the Yarra River Protection (Wilip-gin Birrarung murron) Act 2017.

Resource and administrative costs

What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?

The new provisions will have a negligible impact on the resources and administrative function of the responsible authority.

OFFICIAL

Attachment B – Mapping reference table

Location	Land /Area Affected	Mapping Reference	Address	Proposed Zone changes	Proposed Overlay changes	Proposed deletion changes
Kyabram	Land bounded to the north by lot A PS718873; to the east by lot S2 PS316332; and to the south / west by lot 1 PS518716	Campaspe C131 znMap24 Exhibition	Lot 16 & CM1, PS718873 McEwans Rd Kyabram	Rezone from FZ to LDRZ	-	-

Planning and Environment Act 1987

CAMPASPE PLANNING SCHEME

AMENDMENT C131

INSTRUCTION SHEET

The planning authority for this amendment is the Campaspe Shire Council.

The Campaspe Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of one (1) attached map sheet.

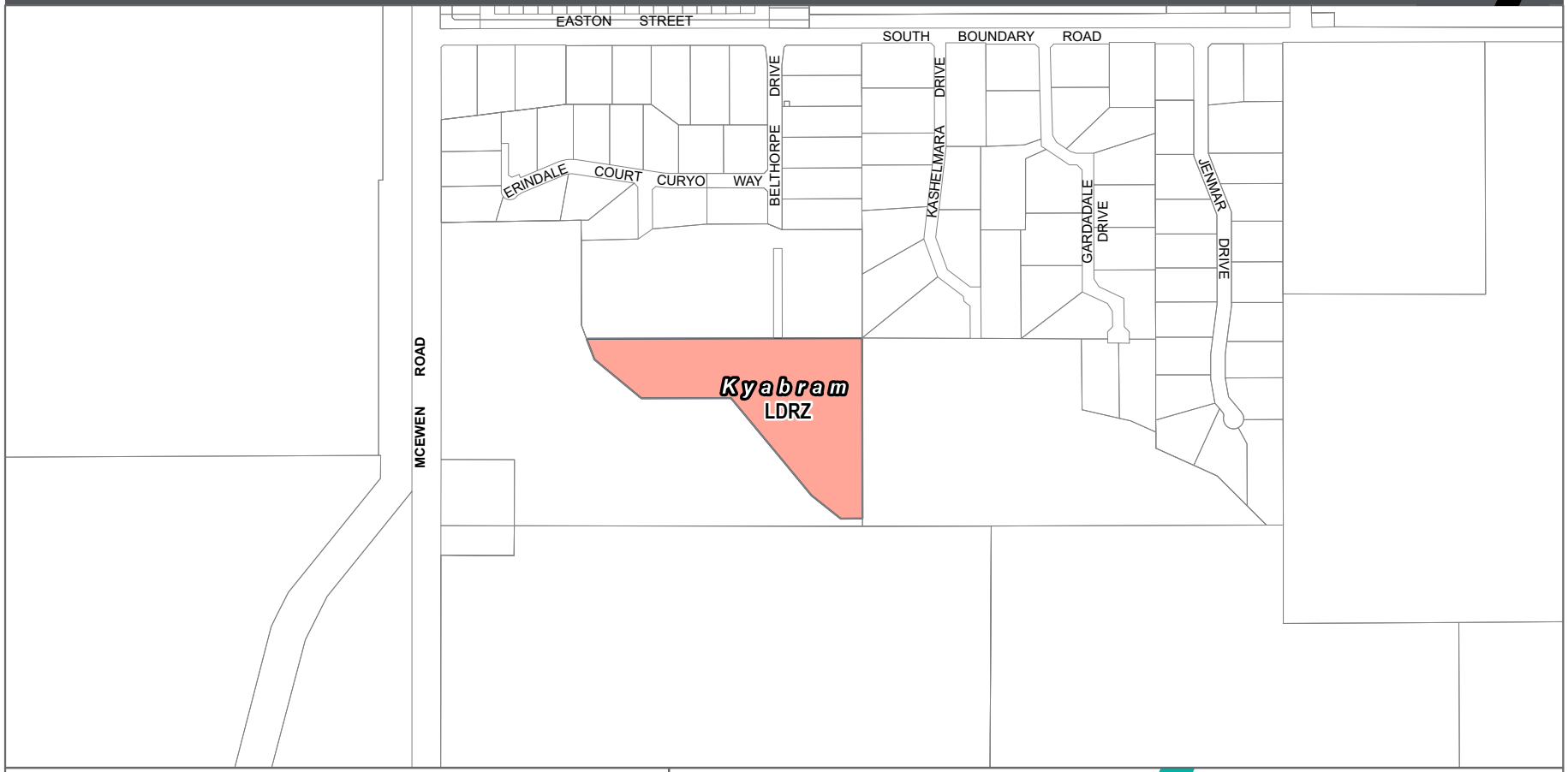
Zone Maps

1. Amend Planning Scheme Map No 24ZN in the manner shown on the attached map marked Campaspe C131 24ZN Exhibition.

Planning Scheme Ordinance

No change is required to any Planning Scheme Ordinance.

CAMPASPE PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C131camp



LEGEND

LDRZ - Low Density Residential Zone

Local Government Area

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Planning Spatial Services
Print Date: 04/12/2025
Amendment Version: 1

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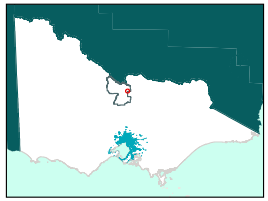
Part of Planning Scheme Map 24



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8.4.2 Planning Scheme Amendment C129camp – Rezoning of Land at Northern Highway, Echuca

Directorate:	Sustainable Growth
Responsible Officer:	Strategic Planning Coordinator
Manager:	Manager Integrated Planning
Attachments:	1. Campaspe C 129 camp 001 zn Map 10 Exhibition [**8.4.2.1** - 1 page]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Accelerate Economic Development We understand current and future employment needs, employment is supported and developed
Other Strategic Context:	Campaspe Planning Scheme

1. PURPOSE

The purpose of this report is to:

1. Present the outcomes of the public exhibition of Planning Scheme Amendment C129camp to the Campaspe Planning Scheme.

2. Seek Council's adoption of Amendment C129camp as exhibited and its submission to the Minister for Planning for approval.

2. RECOMMENDATION

That Council:

1. **notes the submissions and agency responses received during the exhibition of Amendment C129camp to the Campaspe Planning Scheme; and**

2. **adopts Amendment C129camp as exhibited, pursuant to section 29 of the *Planning and Environment Act 1987* and submit to the Minister for Planning for approval pursuant to section 31 of the *Planning and Environment Act 1987*.**

3. BACKGROUND

Amendment C118, prepared by Council and approved in November 2022, sought to update the Campaspe Planning Scheme in line with the State Government's Smart Planning Policy and Program. Among other matters, it proposed rezoning 52–86 Northern Highway, Echuca, from a General Residential Zone (GRZ) to a Commercial 2 Zone (C2Z) to consolidate all parcels within one consistent commercial zone.

During the exhibition, submissions opposing the rezoning were received from landowners within neighbouring established residential uses, who considered the Commercial 2 Zone inappropriate. In response, the Council resolved to retain 79, 80, and 84–86 Northern Highway within the General Residential Zone, and to rezone only 52–70 Northern Highway to a Commercial 2 Zone. The Council adopted the revised amendment, which was later gazetted by the Minister for Planning on 24 November 2022.

As a result, the land at 78–84 Northern Highway remained split between two zones (GRZ and C2Z), creating a zoning anomaly that complicates future land use and development for the three sites.

Amendment C129 – 78-84 Northern Highway

Planning Scheme Amendment C129 seeks to resolve that dual-zoning anomaly affecting the three parcels of land and to ensure consistent application of the Commercial 2 Zone along the Northern Highway. Single parcels of land within two zones are discouraged within the Victorian Planning System as it raises confusion on which zone provisions apply to the land.

The proposed amendment is minimal in scope and reflects the surrounding commercial land use pattern and is not expected to result in adverse environmental, social, or amenity impacts.

From a strategic perspective, the rezoning will deliver an economic benefit by enabling the more efficient use of serviced land and supporting highway-oriented commercial activities. It is not anticipated that this will impact on any further rezoning or future growth potential of Commercial 2 Zone land within this precinct, as most of the affected parcels are already operating established commercial businesses, consistent with the intended land use patten. This aligns with the initial findings from the Draft Campaspe Retail Analysis.

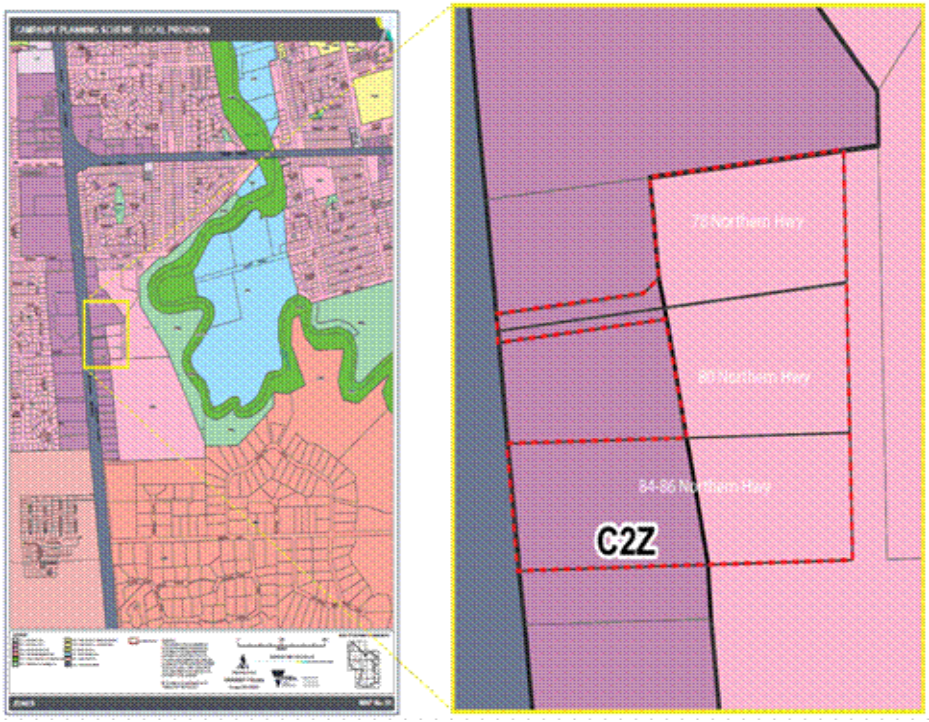


Figure 1. Current Site Zoning Map

Previous Council discussion

The amendment was initially presented during Council briefing on 10 February 2026.

During Council meeting on 17 February 2026, Council resolved to:

1. Seek authorisation from the Minister for Planning under Section 8A of the Planning and Environment Act 1987 to prepare Amendment C129camp to the Campaspe Planning Scheme to rezone land at 78, 80 and 84–86 Northern Highway, Echuca from the General Residential Zone to the Commercial 2 Zone.

2. Exhibit Amendment C129camp in accordance with Section 19 of the *Planning and Environment Act 1987* following receipt of authorisation.

Council received authorisation from the Minister for Planning to prepare Amendment C129camp on 24 April 2026.

4. DISCUSSION

Exhibition Outcomes

Amendment C129camp was publicly exhibited for six weeks, from 17 June to 29 July 2026, with notice provided in accordance with section 19 of the *Planning and Environment Act 1987*.

Six responses were received from the affected landowners and relevant authorities:

- Landowners of 78, 80 and 84–86 Northern Highway;
- Country Fire Authority (CFA);
- Environment Protection Authority (EPA);
- Goulburn-Murray Water (GMW);
- North Central Catchment Management Authority (NCCMA); and
- Department of Transport and Planning – Head, Transport for Victoria (TfV).

Submission 1

Name/Authority: Landowners - 78, 80 and 84–86 Northern Highway, Echuca

Summary of submission:

Proposed amendment will;

- Support the continued and coordinated commercial use of the land
- Provide additional appropriately located commercial land within Echuca
- Support local business activity, employment and investment
- Make efficient use of existing infrastructure and services and,

- Reinforce Echuca's role as the principal commercial and employment centre within the municipality.

- Officer response: The amendment is supported as proposed.

Changes required: No changes required.

Submission 2

Name/Authority: CFA

Summary of submission: The proposed amendment has no implications in terms of bushfire risk, as long as emergency access is provided for emergency vehicles as well as fire hydrants.

Officer response: The submission is noted and matters raised will be addressed through a future subdivision application. CFA have no objection to amendment.

Changes required: No changes required.

Submission 3

Name/Authority: Environment Protection Authority (EPA)

Summary of submission: EPA have no objection to the proposed amendment.

Officer response: The submission is noted. Ministerial Direction No. 19 (MD19) relates to the consideration of potential contamination impacts when preparing planning scheme amendments. Following clarification from Council that MD19 is not triggered by the proposed amendment, EPA confirmed that no further assessment or correspondence was required and closed the matter without objection.

Changes required: No changes required.

Submission 4

Name/Authority: Goulburn Murray Water

Summary of submission: GWM do not have any assets or infrastructure within 30m of the affected parcels and therefore have no objection to the proposed amendment.

Officer response: The submission is noted. GMW have no objection.

Changes required: No changes required.

Submission 5

Name/Authority: North Central CMA

Summary of submission: NCCMA have no objection to the proposed amendment.

Officer response: The submission is noted. NCCMA have no objection.

Changes required: No changes required.

Submission 6

Name/Authority: Transport for Victoria (TfV)

Summary of submission: TfV have no objection to the proposed amendment or proposed changes to make or request.

Officer response: The submission is noted. TfV have no objection to amendment.

Changes required: No changes required.

No objections to the amendment were received. The submissions either supported the amendment or raised no objection.

No objections or requests for modifications were received.

Next steps and planning considerations

The amendment seeks to correct the existing dual-zoning arrangement rather than establish a new commercial precinct.

The proposed Commercial 2 Zone is consistent with the established commercial activities along Northern Highway and supports the efficient use of existing serviced land.

The amendment is not expected to result in significant adverse environmental, social or amenity impacts. It is also consistent with the initial findings of the Draft Campaspe Retail Analysis.

Consideration of Submissions and Council Options

Under section 22 of the *Planning and Environment Act 1987*, Council, as the planning authority, is required to consider submissions received during exhibition.

Where submissions request changes to an amendment, section 23 establishes the process for considering those requests, including referral to an independent Planning Panel where applicable.

As no submissions requested changes to Amendment C129camp, referral to a Planning Panel is not required.

Following consideration of the submissions, Council may:

1. Adopt the amendment as exhibited under section 29 of the Act.

2. Abandon the amendment in accordance with section 28 of the Act.

It is recommended that Council adopt Amendment C129camp as exhibited, as the proposed rezoning is strategically justified and no objections or requests for modifications have been received.

Subject to Council's resolution, the adopted amendment will be submitted to the Minister for Planning for approval under section 31 of the Act.

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- The amendment has been considered through Council's internal strategic planning processes, including preparation of the amendment documentation, coordination of exhibition and review of responses received.

- Executive Leadership Team – briefing 5 February 2026 and 4 November 2026

Councillors:

- Councillors briefing 10 November 2026

External consultation:

- Consultation was undertaken and advise sought from relevant statutory authorities during exhibition, including:

  - Department of Planning and Environment (DTP)
  - Country Fire Authority (CFA);
  - Environmental Protection Agency (EPA);
  - Goulburn-Murray Water (GMW);
  - North Central Catchment Management Authority (NCCMA); and
  - Department of Transport and Planning – Head, Transport for Victoria (TfV).

- No objections were received from the authorities consulted.

Community Engagement

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

Amendment C129camp was subject to statutory notice and public exhibition requirements under the *Planning and Environment Act 1987*, including section 19, which sets out the requirements for giving notice of a proposed planning scheme amendment.

In accordance with these requirements, the amendment was publicly exhibited from 17 June to 29 July 2026. Notice of the amendment was provided through;

- Direct notification letters to affected landowners and occupiers.
- Publication of a notice in the Victorian Government Gazette.
- Public notice published in local newspaper.
- Notification to prescribed Ministers and relevant authorities.

The exhibition provided an opportunity for interested parties to review the proposed amendment and make submissions. No objections or requests for changes to the amendment were received.Public Transparency Policy

This report is consistent with the Council's Public Transparency Policy (Policy 179) and the Public Transparency Principles in section 58 of the *Local Government Act 2020*.

6. LEGISLATIVE CONTEXT

The amendment has been prepared and exhibited in accordance with the *Planning and Environment Act 1987*.

The relevant provisions include:

- **Section 16F:** Authorisation from the Minister for Planning to prepare the amendment. The authorisation requirements previously contained in section 8A were transferred to section 16F following amendments to the *Planning and Environment Act 1987.*
- **Section 19:** Requirements for giving notice of the amendment.
- **Section 22:** Consideration of submissions received during exhibition.
- **Section 23:** Consideration of submissions requesting changes to an amendment, including referral to a Planning Panel where applicable.
- **Section 28:** Abandonment of an amendment.
- **Section 29:** Adoption of an amendment by the planning authority.
- **Section 31:** Submission of an adopted amendment to the Minister for Planning for approval.

Council's consideration of the amendment is also consistent with the overarching governance principles under section 9 of the *Local Government Act 2020*, particularly transparent decision-making, community engagement and the promotion of economic, social and environmental sustainability.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

Amendment C129camp is a proponent-led amendment, with all applicable statutory fees and associated amendment costs to be met by the proponent. There are no financial implications for Council.

8. ENVIRONMENTAL IMPLICATIONS

The amendment is unlikely to result in adverse environmental impacts. The land is already developed and used for commercial purposes and is not affected by flood, bushfire or other environmental constraints. Any future development may still require a planning permit and must comply with relevant environmental and design standards under the Planning Scheme and other applicable regulations.

9. OPPORTUNITIES AND RISK

Opportunities:

- Supports economic development and local employment.
- Resolves an existing zoning anomaly.
- Improves certainty for landowners and investors.

Risk:

Nil.

10. CONCLUSION

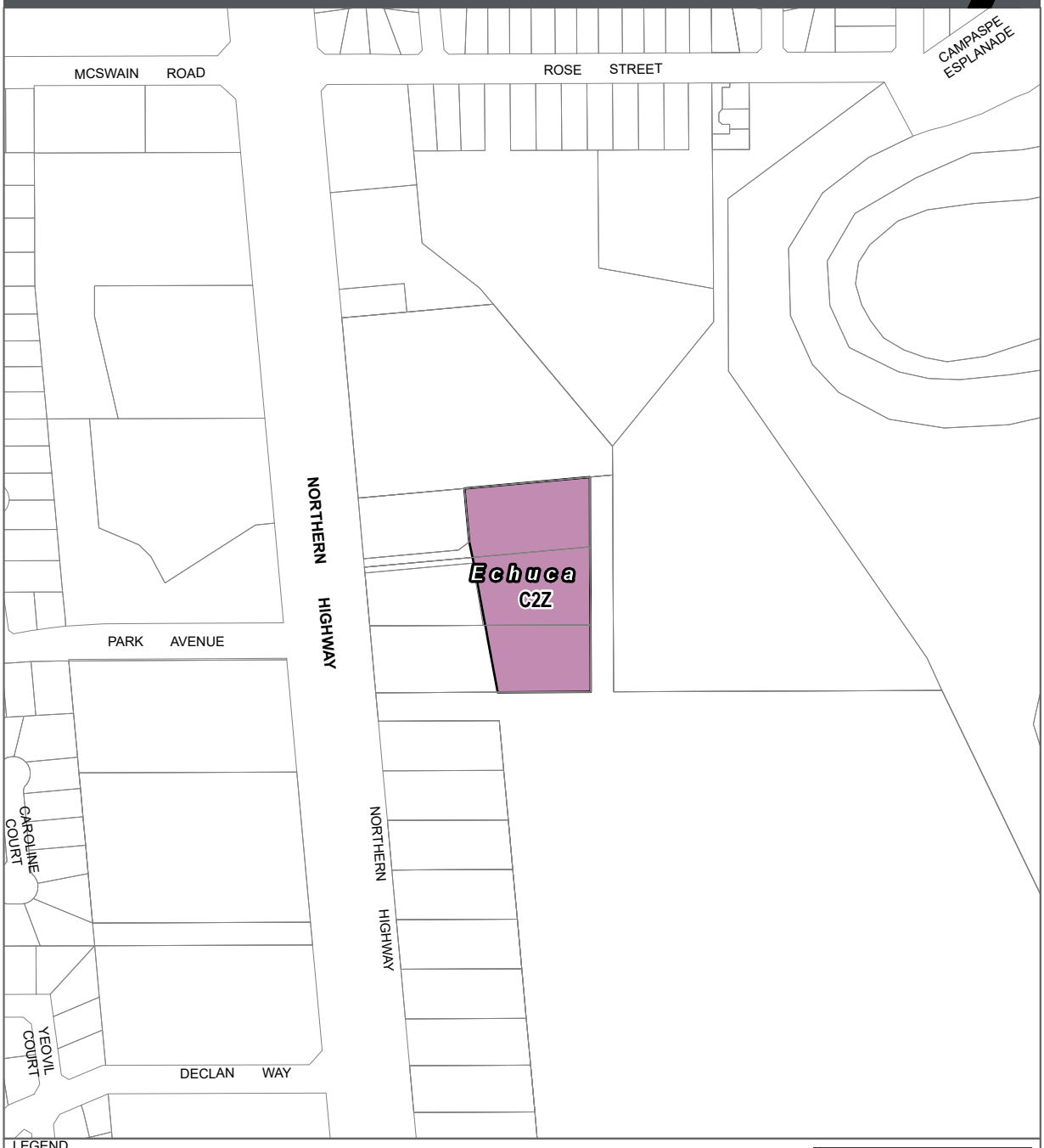
Amendment C129camp seeks to correct an existing dual-zoning anomaly affecting three properties at 78, 80 and 84–86 Northern Highway, Echuca.

The amendment has completed statutory public exhibition, with no objections or requests for modifications received.

The amendment is considered strategically justified and consistent with the established commercial land use pattern along Northern Highway.

It is recommended that Council adopt Amendment C129camp as exhibited and submit the adopted amendment to the Minister for Planning for approval

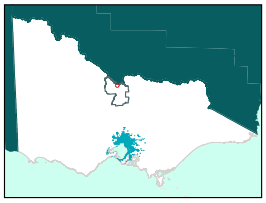
CAMPASPE PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C129camp



LEGEND

C2Z - Commercial 2 Zone

Local Government Area



Part of Planning Scheme Map 10

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8.4.3 Quarterly Council and Wellbeing Plan Progress Report (Q1 2026/27)

Directorate:	Sustainable Growth
Responsible Officer:	Corporate Planner
Manager:	Manager Integrated Planning
Attachments:	1. Council Plan Dashboard - Council Meeting [**8.4.3.1** - 22 pages]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Nil.
Other Strategic Context:	Nil.

1. PURPOSE

The purpose of this report is to present the 2026/27 Quarter 1 Council and Wellbeing Plan progress report for noting.

2. RECOMMENDATION

That Council note the progress of the Council and Wellbeing Plan for Quarter 1 2026/27.

3. BACKGROUND

The Council and Wellbeing Plan 2025-2029 (the Plan) is Council's key strategic document for the term of the Council. It was developed in collaboration with Councillors and through an extensive community engagement program, including the formation of a Citizen Panel to meet the deliberative engagement requirements under the *Local Government Act 2020*.

This Progress Report is for Quarter 1, 2026/27 (July 2026 - September 2026). The Council and Wellbeing Plan Progress Report is presented in Attachment 1.

Previous Council Discussion

The Council and Wellbeing Plan 2025-2029 was adopted in October 2025. Since the development of the Plan there has been quarterly reports presented to Council through briefing and noted at the following meetings:

- Quarter 1 2025/26 - 9 December 2025 Council meeting
- Quarter 2 2025/26 - 17 February 2026 Council meeting

- Quarter 3 2025/26 - 19 May 2026 Council meeting
- Quarter 4 2025/26 - presented as part the Annual Report 2025/26. This was presented to Council at the 20 October 2026 Council meeting.
- Quarter 1 2026/27 - 10 November 2026 Councillor briefing session.

4. DISCUSSION

Council and Wellbeing Plan Reporting

To provide a clearer and more strategic view of progress, related key initiatives have been grouped into broader outputs. Each output represents a significant area of work that contributes to delivering the Council and Wellbeing Plan 2025-29.

The number of key initiatives within each output varies. Some outputs are supported by a single key initiative, while others bring together multiple related initiatives. This reflects the different scope and complexity of the work being delivered across the organisation.

Reporting at the output level helps focus attention on the overall outcomes being achieved for the community, rather than the detailed progress of individual actions. It also provides a more concise view of progress while still ensuring that all key initiatives are monitored and delivered.

As this is the first progress report for the 2026/27 financial year, additional detail has been included to provide context for the year ahead. This includes updates on key initiatives from 2025/26 that are continuing into 2026/27, as well as new key initiatives commencing in 2026/27.

Outputs

Early progress against the Council and Wellbeing Plan 2025–29 is encouraging, with all outputs either complete or actively progressing. Six outputs have been completed, 19 are in progress, and two outputs, while still in progress, are being monitored. These monitored outputs include the Bridge-to-Bridge project, which has progressed through internal planning discussions to Executive Leadership Team and the Campaspe Economic Development and Tourism Strategy, where some of the economic development initiatives have experienced delays due to resourcing constraints.

Fourteen outputs have achieved at least 50% completion, with 10 outputs now more than 70% complete, including six that have been fully delivered. This indicates that implementation of the Plan is tracking well, key initiatives are continuing to advance, and significant progress is being made towards delivering the intended outcomes and benefits for the community.

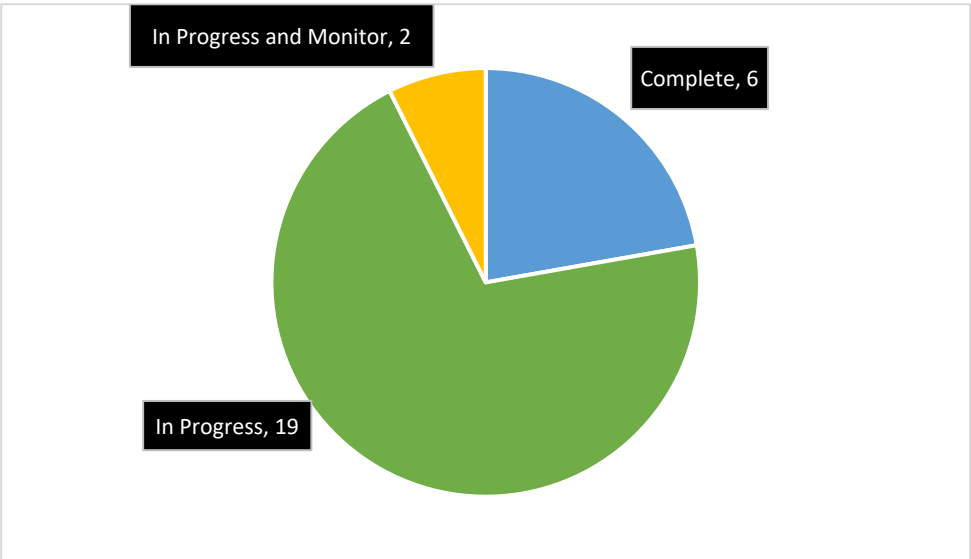

Figure 1: Status of outputs

Three outputs are continuing to be progressed but have progressed slower than originally planned when the Plan was developed. In these instances, draft documents have commenced, or key milestones have been achieved (i.e. progressed to ELT). The updates below provide further detail on the work completed to date and the planned next steps towards delivery.

Table 1: Outputs continuing to progress

Output	Comment
Prepare policy and framework for development contributions by 30 June 2026	The draft Development Contributions Policy and Framework is in progress. The first draft has been reviewed by ELT. The Development Contributions Policy and Framework is expected to be finalised and presented to Councillors for approval in the 2026/27 financial year
Community Engagement Policy is developed for consideration by 30 June 2026	The Community Engagement Policy has been reviewed by the Executive Leadership Team and Councillors and will be released for public engagement in October 2026. It is expected that once consultation is complete and incorporated into the draft Policy it will be presented to Council for consideration in early 2027.
Develop and deliver Governance Framework by 30 June 2026	Development of a draft Governance Framework is currently underway. It is expected that this will be completed by 30 June 2027.

Key Initiatives

Implementation of the Council and Wellbeing Plan 2025-2029 continues into Year 2 with:

- 23 new key initiatives commencing in 2026/27 (Table 2)
- 13 key initiatives continuing from 2025/26 into 2026/27
- 39 key initiatives currently in progress and not yet due
- 13 ongoing annual activities

The attachment provides an overview of all the key initiatives under each priority area.

During Quarter 1 2026/27 two key initiatives were completed, 68 are in progress with 20 yet to start. The completed key initiatives are:

- Translation of key communications for our multicultural community
- Develop a Community Facilities Policy

Table 2: Key initiatives that are new in 2026/27

Revitalise assets and infrastructure

Key Initiative
1.1.8 Investigate potential opportunities for the civic precinct, including civic building (and court house) and historic pump house.
1.2.4 Commence construction of Echuca Riverboat Dock to Vic Park path project.

Accelerate economic development

Key Initiative
3.2.3 Implement key priorities of the Visitor Services Strategy.
1.1.6 Commence a review and implementation program of community infrastructure to assess fitness for purpose and determine potential community hubs.
1.2.2 Develop access and movement network plan as part of the township structure plans
2.2.1 Develop a Housing Diversity Strategy
2.2.5 Investigate development feasibility and identify the barriers to address housing availability.

3.3.5 Develop a Community Infrastructure Assessment to inform the structure planning for our towns.
4.1.1 Advocate to the Department of Health for a mental health recovery plan following traumatic and large-scale emergencies impacting communities.

Table 3: Key initiatives that are new in 2026/27 (Cont.)

Invigorate Public Spaces

Key Initiative
2.1.11 Partner with key stakeholders to explore and identify key sites for event spaces and facilities.
3.2.5 Explore opportunities for satellite events that work with existing state recognised events.
3.3.13 Develop an Arts and Culture Strategy.
3.3.3 Partner with user groups to explore potential mountain and pump bike tracks.
1.3.2 Develop a framework to assess climate impact for Council projects.
3.1.6 Explore opportunities to implement more native vegetation in open space designs and reduce water usage.
3.3.9 Investigate how Council can support the community to reduce emissions and become climate resilient.
3.4.3 Review of Environmental Strategy 2022.
3.4.4 Develop an education and awareness program to reduce impact to native grasslands across the shire.
3.4.5 Work with State Government to increase awareness of native vegetation in Patho Plains.

Enhancing community capacity and wellbeing

Key Initiative
4.2.3 Implementation of Reconciliation Action Plans.
3.3.6 Work with sporting clubs, community groups and organisations to reduce smoking, vaping and to promote responsible serving of alcohol across the community, including at events and facilities.
3.3.12 Support State Government with the implementation of the Tobacco Licensing Scheme.
3.1.5 Assessment of community facility needs and requirements across our townships.

5. STAKEHOLDER ENGAGEMENT

Internal consultation:

- 28 October 2026, Executive Leadership Team

Councillors:

- 10 November 2026, Councillor briefing session

External consultation:

- Not Applicable

Community Engagement

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

{custom-field-community-engagement}

While detailed engagement is not undertaken for progress reporting, the Council and Wellbeing Plan 2025-2029 which it relates to was developed following extensive community consultation

Public Transparency Policy

The Council and Wellbeing Plan 2025-29 is published on Council's website, and progress against it reported to public meetings, consistent with the Public Transparency Policy.

6. LEGISLATIVE CONTEXT

Local Government Act 2020 (Vic).

Council is required, under section 90 of the *Local Government Act 2020*, to prepare and adopt a four-year Council Plan, and under section 18, to report to the municipal community, at least once each year, on the implementation of the Council Plan.

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

All outputs in the Council and Wellbeing Plan have been accounted for in the 2025-26 Budget or are subject to appropriate funding being obtained.

8. ENVIRONMENTAL IMPLICATIONS

Multiple outputs in the Council and Wellbeing Plan address environmental considerations but do not have any adverse environmental implications

9. OPPORTUNITIES AND RISK

Opportunities:

Progress reports against the Council and Wellbeing Plan provide an opportunity for Council to monitor and report to the community its progress against its commitments, building trust in the delivery of the Council and Wellbeing Plan's Area of Priorities.

Risk:

Reputation Risk.

Council risks reputational damage if it doesn't effectively monitor and report the progress of the Council and Wellbeing Plan 2025-2029.

10. CONCLUSION

The Quarter 1 2026/27 Council and Wellbeing Plan Progress Report demonstrates strong progress in delivering the priorities of the Council and Wellbeing Plan 2025-2029. All outputs are either complete or progressing, with a number of initiatives already delivered and many others advancing as planned.

The commencement of new initiatives alongside continuing projects reflects Council's ongoing commitment to achieving the outcomes identified by the community. Regular reporting supports transparency, accountability and effective monitoring of progress toward the areas of priority identified in the Council and Wellbeing Plan 2025-2029.

Revitalise assets and infrastructure

Quarter 1 - 2026/27

Campaspe Shire Council owns and operates a diverse range of assets and infrastructure across the shire. This area of priority helps us to ensure these are fit-for-purpose to best meet the needs of our changing community and to enable future growth and community capacity.

Output	Progress (%)	RAG Status	Acheivements - Last Quarter	Progress - Next Quarter
10 year Asset Plan is endorsed by October 2025	100	**Complete**	Asset Plan completed and endorsed October 2025	
Road Management Plan is Completed by 30 October 2025	100	**Complete**	Road Management Plan completed and endorsed in October 2025	
Prepare policy and framework for development contributions by 30 June 2026	50	**On Track**	The draft Development Contributions Policy and Framework is in progress. First Draft has been reviewed by the Executive Leadership Team.	The Development Contributions Policy and Framework is expected to be finalised and presented to Councillors for approval in the 2026/27 financial year.
Footpath and Shared Pathway Program developed for approval by Council by 30 June 2027	12	**On Track**	Council has applied for Active Transport Fund support to install up to 370 solar-powered LED lights along shared paths in Echuca, Kyabram and Rushworth. If successful, the project would improve safety and visibility, make it easier for people to walk, cycle and use mobility aids, support healthier travel choices, and deliver sustainable, low-maintenance infrastructure for the community.	Officers will continue to progress the footpath and shared pathway programs through the capital works program.
Bridge to Bridge Program	25	**Monitor**	Project scoping for the Bridge-to-Bridge Plan is ongoing, including the overall strategy and individual project scopes. While this initiative was originally due to be finalised by 30 June 2026, completion has been extended to 2026/27 to allow more time for planning and development.	Officers will continue working through the initial planning and development of the Bridge to Bridge project.
Northern Highway Echuca West PSP	83	**On Track**	Draft Echuca West Precinct Structure Plan and Development Contributions Plan has been presented at Council briefing and is scheduled for October Council meeting.	Planning Scheme Amendment request to be presented at the October Council meeting. The request seek's authorisation from the Minister for Planning to commence the Planning Scheme Amendment process. Further work with the Department of Transport and Planning is required for the long term plan.
Emergency Management and Flood	53	**On Track**	Council continued to strengthen community and staff preparedness for emergencies and extreme weather events. Key activities included delivering staff training, promoting emergency information through Council's Emergency Dashboard, delivering the First 72 Hours preparedness program, contributing to regional emergency planning and advocacy, and progressing Council's Relief and Recovery Plan.	Council will continue progressing the Rochester Flood Study and is working towards sharing results of investigations with the community. An engagement and communications plan is being prepared with engagement expected to commence in November with the Community Reference Committee and broader engagement early 2027. Further progress of Council's Relief and Recovery Plan will be dependant on the relese of the Regional Relief and Recovery Plan as Council should ensure that our plan supports the Regional Relief and Recovery Plan

Revitalise assets and infrastructure

Quarter 1 - 2026/27

Strategic objectives
1.1 Services and infrastructure are in place to sustainably support the existing and future population and visitors.

Key Initiative	Quarter 1 Comments
1.1.1 Prepare policy and framework for development contributions by 30 June 2026	The draft Development Contributions Policy and Framework is in progress. First Draft reviewed has been reviewed by Executive Leadership Team. The Development Contributions Policy and Framework is expected to be finalised and presented to Councillors for approval in the 2026/27 financial year.
1.1.4 Commence a phased assessment of buildings and facilities to seek improvements for better energy efficiency and emission reduction including electrification.	The energy assessment tool has been completed and is ready for use. Council is now determining how and when building data will be collected, maintained and updated to support consistent energy assessments and future investment decisions. Energy usage data from the previous financial year has also been reviewed, and service managers will provide context for significant changes to help identify priorities. HVAC systems across several Council buildings have been (Ky Valley Hall, Ky Kinder), or are in the process of being (Nanneella Memorial Hall, Echuca HQ, Ky service centre, Echuca senior citizens, Rochester Shire hall), renewed with modern day equivalents that are more efficient (20–50%). The energy profiles of these buildings are being monitored to assess the impact of the upgrades and inform future works.
1.1.5 Aquatics and Wet Play Strategy is developed by June 30 2027	The first draft of the Aquatics and Wet Play Strategy has been presented to councillor briefing and officers are preparing a further briefing and report for councillors to determine next steps required, including further engagement.
1.1.6 Commence a review and implementation program of community infrastructure to assess fitness for purpose and determine potential community hubs.	
1.1.8 Investigate potential opportunities for the civic precinct, including civic buildings (and court house) and historic pump house	This Key initiative is due for completion June 30, 2028. Project scoping for the Bridge-to-Bridge Plan is ongoing, including the overall strategy and individual project scopes.
Commence PSA Echuca West PSP/DCP Review by 30 June 2026	Draft Echuca West Precinct Structure Plan (PSP) and Development Contributions Plan (DCP) has been presented at Councillor briefing and has been scheduled for October Council Meeting. The plan includes updates to movement and connectivity throughout the precinct, including connection to Echuca CBD.

Strategic objectives
1.2 Improve connectivity and accessibility of transport networks that considers the safety and wellbeing of all users.

Key Initiative	Quarter 1 Comments
1.2.1 Footpath and Shared Pathway Program is developed for approval by Council by 30 June 2027	The footpath and shared pathway program progressed as part of Council's capital works program. Campaspe Shire Council completed three missing links footpath projects during 2025/26 at Fischer Street, Kyabram; Simmie Street, Echuca; and Echuca Road, Rochester. Future pathway improvements will continue to be delivered through the ongoing capital works program.
1.2.2 Develop access and movement network plan as a part of township structure plans	To be completed as a part of the structure plans
1.2.3 Develop a solution to address the challenges of the Northern Hwy and Murray Valley Hwy, including catering for Echuca West Precinct Structure Plan.	The draft Echuca West Precinct Structure Plan and Development Contributions Plan has been presented at Council briefing and is scheduled for October Council Meeting.

Revitalise assets and infrastructure

Quarter 1 - 2026/27

Strategic objectives
1.2 Improve connectivity and accessibility of transport networks that considers the safety and wellbeing of all users (Cont).

Key Initiative	Quarter 1 Comments
1.2.4 Construction of the shared path between Echuca riverboat doc to vic park has commenced by 30 June 2027	Planning into the shared path is underway
1.2.6 Explore opportunities for supporting infrastructure along shared user paths across the shire	Following the September Council Meeting, the application to the Active Transport Fund for the solar lighting along shared paths throughout the shire will be submitted by the 30th September 2026

Strategic objectives
1.3 A safe and resilient community is achieved, by mitigating the effects of natural disasters and climate change.

Key Initiative	Quarter 1 Comments
1.3.1 Raise public awareness of spaces that are available during heatwave and cold weather conditions	Council continues to share Department of Health messaging during times of extreme weather. This messaging will also be delivered through the Emergency dashboard and Council's Relief, Resilience & Recovery team will continue to deliver the First 72 Hours program which is an all hazard preparedness program. The Northern Victorian Emergency Management Cluster (for which Council is a member) has submitted a response to the bushfire enquiry, which includes extreme weather condition considerations, funding and training.
1.3.3 Review and update key drainage systems, manuals and reports	During 2025/26, Campaspe Shire Council completed the South Boundary Road Drainage Project in Kyabram, delivering important drainage improvements to support local flood mitigation and enhance the resilience of surrounding infrastructure. Officers are investigating the functionality of Kyabram Fauna Park Lakes and future water storage levels. Conversation will be held with Zoo's Victoria in the near future.
1.3.4 Complete Rochester Flood study and Flood Mitigation Plan	Rochester Flood Study is continuing to progress. Council is looking to engage an external communication and engagement support to assist with the delivery of the flood mitigation options to the community.
1.3.5 Commence implementation of the Rochester, Echuca, Torrumbarry and Kyabram Flood studies	Council continued to implement recommendations from the Echuca, Torrumbarry and Kyabram flood studies during 2025/26. In Echuca, the contract for the first stage of eight flood pumps was awarded, and design work progressed on the Echuca East levee. Actions identified through the Torrumbarry Flood Study are being progressed by Goulburn Broken Catchment Management Authority (GBCMA). Council is working through the process to implement the Echuca and Kyabram flood studies into the planning scheme.
1.3.6 Continue to work with Northern Vic Emergency Management Cluster to improve operational planning and response preparedness	Council is continuing to improve its operational planning and emergency response and recovery preparedness through training and aligning with the Northern Victorian Emergency Management Cluster (NVEMC). There are 10 meetings per year for the Emergency Management Working Group that Council participate and actively engage in sharing collateral, knowledge and working on joint advocacy and training opportunities.
1.3.7 Implement Emergency Management Workforce training	Completed training and exercises from July 2026 to September 2026 included: Emergency Management Liaison Officer (EMLO) Training – July (2 staff), September (5 staff). MEMO and Municipal Recovery Manager (MRM) Training – July (32 staff). Evidence and Record Keeping Training, including a Moot Court Exercise - August (32 staff). H5-N1 Avian Influenza Preparedness Training – August (104 staff). Exercise Lethe - a council-led flood operational response and waste management preparedness exercise involving key emergency managment and operational staff designed to assess Council's response arrangements for a major Flood event - Sept (32 staff), and 7 state agency observers. Emergency Management staff attended the Emergency Services Foundation Emergency Management Conference in Melbourne 2 days – July (2 staff) and the AFAC Emergency Management Conference in Melbourne 3 days – August (2 staff).

Revitalise assets and infrastructure

Quarter 1 - 2026/27

Strategic Performance Indicators:
Strategic performance indicators enable Council to set targets and measure success. The strategic performance indicators for revitalise assets and infrastructure are outlined below.

Strategic Performance Indicator	Target/Result	Progress (%)	RAG Status	Comment
Deliver the Capital Works Program to an agreed standard	80%	8	**On Track**	26/27 Capital Works Program target spend is $46.8m. Quarter 1 2026/27 spend was $3.8m with a further $18.7m committed (48% of program). Year to date actual is ~8% of target. Financial, scope and timing risk remains around the two substantive Victoria Park projects. The project Manager forecast indicates 80% of delivery is achievable by 30/6/27.
Deliver the road renewal projects to an agreed standard	80%	25	**On Track**	Gravel road resheeting is running to schedule. Road seals program was mostly completed in September (spend to be acquitted October) therefore physical delivery of works is 25% of program as of 30th September.
Undertake one community preparedness activity per quarter	4 per year	25	**On Track**	Officers completed a draft Flood Resilient Homes Guide and four accompanying Flood Resilient Fact Sheets to support the Campaspe community. As part of the First 72 Hours public awareness campaign for the high-risk weather season, a series of short videos was developed in partnership with the Youth Action Group. Council also secured CFA funding for a dedicated Community Resilience Officer (0.6 FTE) for two years to continue delivering targeted First 72 Hours preparedness messaging, with a particular focus on bushfire resilience
Deliver the footpath renewal program to an agreed standard	80%	9	**On Track**	Footpath designs have commenced
Complete planned condition assessments annually	80%	15	**On Track**	Open drains, retaining walls and levees condition assessments have commenced with internal resources. Officers are progressing Requests for Quotations (RFQs) for Gravel Roads and Shoulders, pits, pipes and Sports courts and lighting condition assessments.
Deliver one emergency management workforce training activity for relevant staff per quarter	4 per year	25	**On Track**	Council continued to build its emergency preparedness with more than 150 staff completing specialist training and attending key emergency management conferences. The delivery of Exercise Lethe, a council-led flood response and waste management exercise involved 32 staff and seven state agency observers. This work strengthened Council's capability to respond effectively to emergencies and support a safer, more resilient community.

Accelerate economic development

Quarter 1 - 2026/27

Campaspe Shire Council has a key role in supporting and enabling business and economic activity in our shire. By building relationships, facilitating development and making Campaspe an attractive destination, we help drive prosperity.

Output	Progress	RAG Status	Acheivements - Last Quarter	Progress - Next Quarter
Campaspe Economic Development and Tourism Strategy	36	**Monitor**	This output includes five key actions from the Campaspe Economic Developemnet and Tourism Strategy, related to both economic development and growth of tourism. Key actions from the Visitor Services Strategy were progressed, including commencing an independent review of the Visitor Information Centre, a digital audit that is informing a new tourism website, and customer service training for local businesses, staff and volunteers. Echuca awarded Gold as Victorian Top tourism Town and Bronze as Australia's Top Tourism Town. Workplans have been established with internal stakeholders to guide investment attraction, place branding and promotion of Campaspe. The 2026 Campaspe Murray Business Awards progressed in partnership with Murray River Council, and Council worked with local business groups to strengthen networking and capacity building opportunities.	New Destination website to be launched prior to the end of the calendar year. Campaspe Murray Business Awards delivered.
Campaspe Growth Strategy is developed by June 30 2027	7	**On Track**	Work is underway on a shire-wide growth strategy and a series of township structure plans to guide future growth across Campaspe Shire. The growth strategy will be delivered over an 18-month period, with township strategies and structure plans to follow. This work will continue into 2026/27.	Background work will continue with a shire wide bushfire assessment and review of residential supply across our key townships.
Advocacy	29	**On Track**	Council continued to build on the success of our 2025/26 advocacy program by working with the Murray River Group of Councils to seek $140 million in water buy-back compensation funding. This investment would support communities affected by water recovery programs and deliver lasting local benefits. Council also progressed key advocacy priorities through ongoing engagement with State and Federal representatives. To support local jobs and economic resilience, we hosted a Campaspe Manufacturers Workshop, bringing together industry, business and government representatives to explore workforce and energy solutions that strengthen local businesses and our regional economy.	As we approach the November 2026 state election, we will aim to meet with all local candidates to share our advocacy priorities and investment ready projects.

Accelerate economic development

Quarter 1 - 2026/27

Strategic objectives
2.1 Promote and grow the identity of the Campaspe region including agriculture, manufacturing, tourism, health and other economic drivers to become an attractive destination for investment and lifestyle.

Key Initiative	Quarter 1 Comments
2.1.1 Engage with industry and stakeholders to seek their advocacy requirements for Murray Darling Basin Plan	This advocacy action is ongoing. Officer's current focus is advocacting to the Victorian Government on how best to allocate $140M in water buy-back compensation (SCP funding) for impacted communities. This is being done in conjunction with the Murray River Group of Councils (MRGC).
2.1.2 Bridge to Bridge Master Plan is commenced by June 30 2026	Project scoping for the Bridge-to-Bridge Plan is ongoing, including the overall strategy and individual project scopes. Internally this work has been presented to the Executive Leadership Team and is under development.
2.1.3 Educate businesses on healthy and sustainable food options	The Campaspe Food Systems Roadmap was finalised during Quarter 1 2026/27, providing a framework for future education and engagement with local businesses and producers on healthy and sustainable food options. Implementation priorities and partnership opportunities are now being considered.
2.1.4 Develop a Rural Industry and Land Strategy	Officers have developed the project scope and budget for the rural industry and land strategy. This will be used as an input to the shire wide growth strategy and structure plans, and the work will continue as planned, for the 2026/27 financial year.
2.1.5 Engage with partners and key stakeholders to understand external environmental threats to agriculture and industry so Council can advocate, partner or lead key initiatives	This advocacy action is ongoing. Officers are working with local manufacturers to assess their major areas of concern. Another workshop is scheduled for Quarter 2 2026/27.
2.1.7 Review potential of the saleyards and consider Council's role in the service.	
2.1.8 Review potential of Echuca Aerodrome to generate economic opportunities for the shire	Officers will be looking at establishing a project scope next quarter.
2.1.9 Partner with regional local government areas to gain efficiencies and promote circular economy solutions and opportunities	Waste Services continues to take part in the Loddon Mallee Circular Economy Reference Group (CERG) and the equivalent former Goulburn Valley waste and resource recovery group, sharing knowledge and identifying regional collaboration opportunities. Council contributed data to the CERG 10-year asset forecasting project and sits on its steering committee. The project brings together asset forecasts from councils across the region to show demand for recycled materials and opportunities for joint procurement. Council signed up as a reference council for Tidal Circular's Circular Soft Plastics Directory. The project is led by Lake Macquarie City Council and the Circular Economy Living Lab. The Directory lists recycled soft-plastic products for councils and includes demand-pooling and whole-of-life cost tools. Although it was set up for NSW councils, Council confirmed that Victorian councils can use it. Council then shared it with CERG members, the Goulburn Murray Climate Alliance and a statewide network of more than 50 Victorian council officers. This is being explored internally as a platform to assist with major projects.
2.1.10 Attract more businesses and industry investment, including development of a program of investment attraction and branding to promote Campaspe.	A workplan to develop a program of investment attraction and branding to promote Campaspe has been established with internal stakeholders.
2.1.11 Partner with key stakeholders to identify key sites for event spaces and facilities	Connected Basketball Victoria with Moama Grammar to showcase the new stadium as new asset, and highlighted St Josephs College Echuca planned stadium with them. Connected Ok Rochester with Elmore Events Centre as a suitable site for a major concert and attended Echuca-Moama Loco Shed briefing.
2.1.12 Support farmers markets, food hubs and other events that connect producers with consumers	Supported an event application for a new Friday twilight market at Echuca Lions Park, creating additional opportunities for traders to connect with residents and visitors while complementing the region's existing market offering.

Accelerate economic development

Quarter 1 - 2026/27

Strategic objectives
2.2 A diverse range of housing options are available in Campaspe for different households, employers and workers, including more affordable housing.

Key Initiative	Quarter 1 Comments
2.2.1 Develop a Housing Diversity Strategy by 30 June 2027	This initiative will be completed with the Growth Strategy
2.2.2 Develop a Shire Wide Growth Strategy	Work is underway on a shire-wide growth strategy and a series of township structure plans to guide future growth across Campaspe Shire. The growth strategy will be delivered over an 18-month period, with township strategies and structure plans to follow. This work will continue into 2026/27.
2.2.3 Review Campaspe Planning Scheme	A review of Campaspe Planning Scheme has commenced in line with the planning advice from the Victorian Government. Officers have been liaising with Department of Transport and Planning to present the future work program that will inform future planning scheme reviews.
2.2.5 Investigate development feasibility and identify the barriers to address housing availability	This initiative will be completed with the Growth Strategy

Strategic objectives
2.3 We understand current and future employment needs, employment is supported and developed, by advocating for training opportunities and fostering connections.

Key Initiative	Quarter 1 Comments
2.3.2 Promote Campaspe as a desirable place to 'live, work and play' including developing consistent branding and communication of the advantages of living in the Shire.	A workplan to develop a program of investment attraction and branding to promote Campaspe has been established with internal stakeholders.
2.3.4 Deliver business networking events and programs	We are working closely with Murray River Council to deliver the Campaspe Murray Business Awards in October 2026. A joint meeting with Campaspe Business Groups (C4EM, Rochester Business Network, Kyabram Development Committee, Tongala Business Network, Callaghan Hospitality Group) was held to explore opportunities for working together to deliver business events and programs.
2.3.5 Identify additional residential development that supports industry needs for staff and workers accommodation	This work will be progressed in 2026/27 and will be incorporated in the rural industry and land strategy and the shire-wide growth strategy
2.3.6 Work with first peoples and and traditional owners community groups and organisations to deliver community led initiative (employment)	Working in collaboration with Njernda to lead the VICHealth Partners in Place Campaspe Coalition. Officers assisted in developing the position description for the project officer role to develop the Theory and Change, annual plan and place-based scan for upcoming co design. Discussions with People and Culture are being held around the upcoming Work Plan review and a plan to incorporate Firat Peoples perspectives for employment equity. A mural at EWMAC is being created to improve cultural safety and champion recognition and education for the centre - Aunty Neve and her daughter Dede were contracted to complete this at their pace to support their additional employment and family obligations. Discussions around Njernda use of EWMAC due to their wellness centre closing and potential pathways for wellness programs into training and employment opportunities are being held.

Accelerate economic development

Quarter 1 - 2026/27

Strategic objectives
2.4 Campaspe iconic destinations are known for their unique history and offerings and are inviting destinations for visitors.

Key Initiative	Quarter 1 Comments
2.4.1 Advocate World Heritage Listing Bid includes Balaclava Mine in Whroo	Council officers had a briefing from the project lead in August. the next milestone for the bid will be in 2027.
2.4.2 Review Arts Precinct Masterplan and Aquatic Reserve Plan in collaboration with Bridge to Bridge master planning project	A desktop review of the Arts Precinct Masterplan and the Aquatic Reserve Plan has been completed and is being considered in the scoping and project plan for the Bridge-to Bridge Plan.
2.4.3 Support development and activation opportunities for key precincts, buildings and areas	To support delivery of this key initiative, funding has been included in the 2026/27 Budget for priority projects, including the redevelopment of the outdoor area at The Foundry Arts Space. These projects will help bring new life to the area and create welcoming spaces for residents and visitors to enjoy.
2.3.4 Deliver business networking events and programs	We are working closely with Murray River Council to deliver the Campaspe Murray Business Awards in October 2026. A joint meeting with Campaspe Business Groups (C4EM, Rochester Business Network, Kyabram Development Committee, Tongala Business Network, Callaghan Hospitality Group) was held to explore opportunities for working together to deliver business events and programs.

Accelerate economic development

Quarter 1 - 2026/27

Strategic Performance Indicators:
Strategic performance indicators enable Council to set targets and measure success. The strategic performance indicators for accelerate economic development are outlined below.

Strategic Performance Indicator	Target/Result	Progress (%)	RAG Status	Comment
80% of the business attendees felt that the events were beneficial	80%	25	**On Track**	A second manufacturers workshop was held on Thursday 10th September. The workshop brought together 19 internal and external participants from across the manufacturing, business, and government sectors. Representatives from Greenham & Sons, ACM, Kyabram Cold Storage, Lactalis, Regional Development Victoria and the Committee for Echuca Moama joined Council staff and Councillors to discuss two key priorities identified by local manufacturers: workforce skills and transition, and regional energy solutions. The workshop explored future workforce needs in food and agricultural manufacturing, facilitated by the Victorian Skills Authority, and opportunities to improve energy security and affordability through regional energy initiatives. Outputs delivered from this meeting will determine the success of the event including the outcome of a proposal by the Victorian Skills Authority for a local workforce skills and transition training program.
60% of planning applications decided within 60 days.	60%	65	**On Track**	The target has been met, however the resolution of a number of long running applications has resulted in a reduced percentage than last year.
80% of VicSmart applications decided within 10 days.	80%	25	**On Track**	All vicsmart applications have been progressed within the required timeframe.
Attend minimum 2 per year youth activities that promote training and upskilling opportunities	Two per year	100	**Complete**	Economy and Place attended the following events: - Beacon Pledge with Echuca College, Moama Grammar, St Joesphs College and Twin Rivers students featuring local children talking about their careers and study journey's post school. - Campaspe Cohuna Local Learning and Employment Network (CCLLEN) and Rushworth Secondary College Youth Takeover Project with Forest Fire Management - CCLLEN and Rochester Secondary college Youth Takeover Project with Rochester and Elmore District Health Service (REDHS) focusing on workforce attraction and retention. Partnership with Council's Strategic Planning Manager to tie in with the Town Structure Plan. Also met with Kyabram P-12 Careers advisors to discuss opportunities for tours and partnerships with local employers including Kyabram District Health Service (KDHS), Jamestrong and Agrana Resources

Invigorate Public Spaces

Quarter 1 - 2026/27

Bringing public spaces to life across our natural and built environments creates connection, belonging and vibrancy in our communities. With more diverse, accessible and connected spaces for people to gather, we drive cohesion and belonging.

Output	Progress (%)	RAG Status	Acheivements - Last Quarter	Progress - Next Quarter
Environment	27	**On Track**	Council continues to make good progress on key environmental sustainability and climate resilience initiatives. An energy assessment tool has been completed to help guide future improvements to Council buildings, while energy-efficient heating and cooling systems have been, or are being, installed across several Council owned facilities. Council has exceeded its first-quarter tree planting target under the Urban Forest Plan, with more than 500 trees expected to be planted in this quarter. In addition, Council secured $85,000 in funding to continue roadside weed and pest management activities, helping to protect native vegetation and biodiversity across the Shire.	Council will continue to build a strong foundation for future climate resilience and environmental stewardship. We are working with regional organisations and universities to help Council investigate climate risks, improve environmental planning, and support community education on biodiversity and sustainable land management.
Open Space Strategy	41	**On Track**	Council progressed several projects that will improve community facilities, recreation opportunities and public spaces across the Shire. Work advanced on upgrades to recreation reserves in Rochester and Colbinabbin, planning for a new play space in Tongala, and consultation on improvements at Victoria Park. Progress was also made on new and upgraded bike facilities in Kyabram, Rochester and Echuca, creating more opportunities for active recreation and healthy lifestyles for young people and families. Funding was secured for environmental improvements and better traffic management around the Victoria Park Boat Ramp precinct.	Progress to continue on a number of projects including the missing link walkway between Riverboat Dock and Victoria Park boat ramp; renewing the toilet block at Edis Park in Kyabram and undertake community consultation on a concept plan for a play space in Tongala.
Festival and Events Strategy	20	**On Track**	Council strengthened opportunities for community events, tourism and local economic activity by connecting event organisers with suitable venues and promoting key facilities across the Shire. The adoption of the Festival and Events Strategy and delivery of event training programs have helped build the skills of local event organisers, while continued support for events across the Shire has increased opportunities for community participation, visitor attraction and local business growth.	Continue to progress the implementation of the Festival and Events Strategy

Invigorate Public Spaces

Quarter 1 - 2026/27

Strategic objectives
3.1 Community has access to recreation spaces such as parks and green spaces to encourage physical activities and lead to better health outcomes.

Key Initiative	Quarter 1 Comments
3.1.1 Continue to implement open space strategy	Designs being developed for an upgrade to sport facilities at Rochester Recreation Reserve in co-design with community; design project for upgrade to facility at Colbinabbin Recreation Reserve progressing to tender stage; discussions to develop a concept plan for new play space in Tongala.
3.1.2 Implementation of the Urban Forest Plan is "on track"	Delivery of the 2026/27 tree planting program is on track, with 509 trees forecast to be planted by 30 September 2026 against the Stage 1 target of 490 trees. This represents 52% of the annual planting target of 970 trees. The remaining 480 trees will be delivered through Stage 2, with stock to be secured by December 2026 and planting scheduled for April to June 2027.
3.1.3 Develop a leisure strategy to better understand our community's recreation needs by June 30 2027	The aim of the leisure strategy is to guide how Council will provide recreation, sports and leisure activities to the community. Council submitted a successful planning grant application under the Local Sports Infrastructure Fund through Sport and Recreation Victoria and this will help with the development of Council's leisure strategy to be developed by 30 June 2027 as planned.
3.1.4 Continue implementation of the Victoria Park Masterplan	Consultation on the multipurpose facility upgrade and oval redevelopment continues with key stakeholders.
3.1.5 Assessment of community facility needs and requirements across our townships.	This will be progressed with the township structure plans
3.1.6 Explore opportunities to implement native vegetation in open space design to reduce water	Planning is in infancy for this project

Strategic objectives
3.2 Visitors are attracted and returning to Campaspe Shire by a diverse range of events throughout the year, with effective promotion.

Key Initiative	Quarter 1 Comments
3.2.1 Determine a phased shire wide implementation of Campaspe Festival and Events Strategy (initiatives of the Campaspe Events Strategy detialed in the Council Plan are "on track") 2627	The Festival and Events Strategy was adopted by Council in May 2026. In June 2026, the Australian Centre for Regional Events (ACRE) bootcamp was held for local event organisers. In August/September the Festival and Events Team undertook the ACRE Local Government Regional Event Leadership Program.
3.2.2 Audit of current event infrastructure to determine the types of events that can accommodate and identify opportunities for infrastructure improvements.	An audit of event infrastructure was completed as a part of the Festival and Events Strategy 2026-2031 including a gap analysis of event infrastructure to highlight opportunities for improvement. Priority improvement projects have been identified from this work. Sept 2026 - no further progress
3.2.3 Implement Key Priorities of the Visitor Services Strategy 2627	A number of actions have been progressed. The main ones include: Sparrowly Group currently conducting first independent review of physical Visitor Information Centre since the opening of the site in the Port. Little Big Marketing conducting ongoing audits on Visit Echuca Moama digital offering – resulting in new website to be delivered in late September. Institute of Excellence delivered a customer service and visitor experience workshop to local businesses, Visitor Information Centre staff and volunteers.

Invigorate Public Spaces

Quarter 1 - 2026/27

Strategic objectives
3.2 Visitors are attracted and returning to Campaspe Shire by a diverse range of events throughout the year, with effective promotion (Cont).

Key Initiative	Quarter 1 Comments
3.2.4 Support initiatives to encourage event attraction	Officers provided a Welcome video for the RV Aircraft Association Fly In, supported the inaugural Festival of Stories event and unsuccessfully applied for Triple J One Night Stand.
3.2.5 Explore opportunities for satellite events	Officers supported Winter Blues Youth Bootcamp to take place in Kyabram

Strategic objectives
3.3 Campaspe Shire is attractive for people to live, work and play.

Key Initiative	Quarter 1 Comments
3.3.1 Assess key spaces and community places using crime prevention through environmental design principals and develop a program to implement key actions (2026/27))	Campaspe Shire Council incorporates the Crime Prevention Through Environmental Design (CPTED) principles in all open space upgrades and development. Some examples of this in the past year include: Jaycee Park Master Plan, upgrade to the Gunbower playground, lighting design at Tongala dog park.
3.3.2 Design of Jaycee Park Masterplan in Kyabram in consultation with the user groups and seek funding opportunities for delivery.	Concepts for play space have been developed with detail design to occur over the next six months. Construction has been listed in the 27/28 capital works program, pending budget approval process.
3.3.3 Partner with user groups to explore potential for Mountain and pump bike tracks	Discussions have taken place for redevelopment of bike track in Kyabram to a pump track and for the development of a bike track in Rochester. The business plan for design of a dirt jumps bike track in Echuca has been approved.
3.3.4 Finalise detailed design for Rochester Aquatic facility and funding	Council has secured $8.95M for the Rochester Aquatic Facility. Officers are waiting for the federal government's 'Growing Region Fund' to open to apply for the remaining $3.95M. The grant is scheduled to open before end 2026. Lisa Chesters MP has confirmed her support for this project. Council formally adopted the plans for the Rochester Aquatic Facility in December 2025.
3.3.5 Develop a community infrastructure assessment to inform structure planning	This will be progressed with the township structure plans
3.3.6 Work with sporting clubs, community groups to reduce smoking vaping and promote RSA	Funding was secured from VicHealth for a Coalition project with Njernda Aboriginal Corporation and Echuca Regional Health to deliver a dedicated resource working with Young People to improve smoking and vaping awareness among Young People. Council is a member of the Echuca Liquor Accord, working with licenced venues to support responsible service and consumption of alcohol. The Engage! and Amplify programs which supports programs for Young People, all events are conducted at non-gaming and non-licenced venues.

Invigorate Public Spaces

Quarter 1 - 2026/27

Strategic objectives
3.3 Campaspe Shire is attractive for people to live, work and play (Cont.)

Key Initiative	Quarter 1 Comments
3.3.9 Investigate how council can support community to reduce emissions and become climate resilient	Council attended the Victorian Greenhouse Alliances conference. A key theme was Community Climate Resilience – Strengthening links between councils and community, which focused on building community partnerships and shared resilience. What we learned will help shape how Council involves the community in climate risk and resilience planning. Council is also exploring more ways to encourage the installation of electric vehicle (EV) chargers across the region, including joining a request for proposal (RFP) process led by the Central Victorian Greenhouse Alliance (CVGA).
3.3.10 Formalise traffic movement arrangements in the Victoria Park Boat Ramp precinct by June 30 2027.	Funding secured for revegetation projects near the boat ramp, which will include rural fencing to enhance traffic management controls in the area to protect the natural environment.
3.3.11 Plan an open space network in the Echuca West PSP that prioritises connectivity to education and community facilities, retail areas, parks and other key areas.	Draft Echuca West Precinct Structure Plan (PSP) and Development Contributions Plan (DCP) has been presented at Councillor briefing and has been scheduled for October Council Meeting. The plan includes updates to movement and connectivity throughout the precinct, including connection to Echuca CBD.
3.3.12 Support State Government with the implementation of the Tobacco Licensing Scheme.	Council are beginning preparations for a new 3 year service agreement in the last quarter of 2026. Officers will continue checking compliance of licenced businesses following the commencement of the new agreement. Officers are continuing to educate businesses about the requirements if they don't have a licence when undertaking inspections.
3.3.13 Develop an Arts and Culture Strategy by 30 June 2027	The Strategy brief and Request for Quotation (RFQ) have been developed.

Invigorate Public Spaces

Quarter 1 - 2026/27

Strategic objectives
3.4 Natural environments are preserved and protected, including rivers, wetlands and native grasslands.

Key Initiative	Quarter 1 Comments
3.4.1 Removal of pests and weeds in a sustainable way to ensure preservation and protection 2627	The 2025–26 Roadside Weeds and Pests Program (RWPP) has been fully acquitted, with all reporting and expenditure requirements met. For 2026–27, Council has secured $85,000 in RWPP funding and appointed four contractors through a competitive tender process. Funding has been allocated across four areas of the Shire based on the length of roadside with very high, high and medium conservation value. This directs treatment to where it gives the greatest protection to native vegetation. Works will continue to use targeted spot-spraying by qualified contractors, consistent with previous years, when audits found no overspray or impact on native vegetation. African lovegrass has been added to the Roadside Weeds and Pests Control Plan as a target species, with Agriculture Victoria's support. It is a regionally controlled weed that has recently been reported in Runnymede and Toolleen. Adding it now allows early treatment before it becomes established.
3.4.2 Development of Roadside Conservation Management Plan and Roadside Conservation Strategy 2627	Council's Operations team has provided detailed feedback on the draft Roadside Conservation Management Plan, which has required significant rework of the document. The draft Plan was also presented to the Campaspe Landcare Steering Committee for wider consultation. The draft Plan is expected to be presented to ELT for review and direction later in the 2026 calendar year, before broader community consultation
3.4.3 Review of Environmental Strategy is completed by June 30 2027	Review to commence in the New Year
3.4.4 Develop an education and awareness program to reduce impact to native grasslands across the shire	Council is working with the Northern Plains Conservation Alliance (NPCA) to support landholders by providing practical advice, improving awareness of local conservation values, and increasing access to environmental education. The partnership aims to build landholder knowledge and encourage informed land management practices that support the protection and enhancement of biodiversity across the region.
3.4.5 Work with State Government to increase awareness of native vegetation in Patho Plains	Officers met with Department of Energy, Environment and Climate Action (DEECA's) Biodiversity Assessment Services team to discuss how to improve community and landholder awareness of native vegetation within the Patho Plains. While current DEECA resourcing constraints have affected the capacity to progress education initiatives, Council continues to explore opportunities for collaboration.
3.4.6 Engage and Involve First Peoples and Traditional Owners in Councils environmental program	Weaving Waterways project was led by Elders and delivered with intergenerational cultural knowledge sharing around the traditional reeds, caring for Country and Waterways, the practice of weaving with Elders, young people and children for healing. A replica Weaving Basket support through Arts and Culture was installed and celebrated that this project centeredcentred around important for ongoing cultural recognition of the work being done and continuing with community. Request for Quotations (RFQ's) and opportunities continuing to go out to the Registered Aboriginal Parties (RAP's) and their land management arms. Second cultural burn was completed at the airport. Multiple Traditional Owner Corporation and Aboriginal Businesses approached to submit for RFQ opportunities in read side week and pest and landfill maintenance.
3.4.7 Support Traditional Owners and State Government Initiatives to heal and care for country	Progress continued on the Corop Wetlands Cultural Landscape Project through ongoing collaboration with Taungurung Land and Waters Council. Council also supported Njernda Aboriginal Corporation's planning for the Baroona Youth Healing Centre and future on-Country programs. Further engagement with Elders built on the work undertaken through Ripple Fest, with a focus on cultural and creative responses to Care for Country.

Invigorate Public Spaces

Quarter 1 - 2026/27

Strategic Performance Indicators:
Strategic performance indicators enable Council to set targets and measure success. The strategic performance indicators for invigorate public spaces are outlined below.

Strategic Performance Indicator	Target/Result	Progress (%)	RAG Status	Comment
Increase Number of major events held	2	10	**On Track**	Wonderland on the Murray - Fire & Ice confirmed for Winter 2027.
Increase trend over four years in utilisation of library and community facilities	>3.4 visits per population*	25	**On Track**	2025/26 result, data is collected as a part of the Local Government Performance Reporting Framework and 2026/27 results will be available in August 2027.
A minimum of 80% of event assets and infrastructure audited	80%	100	**Complete**	Audit completed as part of Festival & Events Strategy development. Strategy was adopted by Council May 2026.
Completion of Reconciliation Action Plans	100	85	**On Track**	We have received conditional endorsement from Reconciliation Australia and are preparing a report for the Executive Leadership Team, council briefing and council meeting for potential endorsement.
Number of community events supported through the grant program.	We support community events that are selected in a fair manner through the Community Grants Program	25	**On Track**	Milestone Celebration grants and Festive grants introduced to increase the support for community events. 46 grant applications received under the Event and Tourism, Milestone Celebration, Festive Grant, Seniors Grant and Youth Go Grant programs to support community events.

** Target is derived from a 4 year rolling average*

Enhancing community capacity and wellbeing

Quarter 1 - 2026/27

This area of priority helps Council to ensure that our communities are supported, and have access to the services, facilities and programs that enable them to engage and participate in civic life.

Output	Progress (%)	RAG Status	Acheivements - Last Quarter	Progress - Next Quarter
Review Councils Gender Equity Action Plan by June 30 2026	95	**On Track**	Campaspe Shire Council's Gender Equity Action Plan (GEAP) was completed and submitted to the Commission for Gender Equality in the Public Sector on May 1 2026.	Expect Endorsement of the GEAP from the Commissioner for Gender Equality in November 2026
Develop a Workforce Plan by 30 June 2027	100	**Complete**	The Workforce Plan has been endorsed by the executive leadership team and is in use. The Workforce Plan guides Campaspe Shire Council to have appropriate resources to meet the challenges and opportunities of local government operations beyond 2026.	Implement Workforce Plan
Community Engagement Policy is developed for consideration by 30 June 2026	90	**On Track**	The Community Engagement Policy is currently being reviewed by the Executive Leadership Team and Councillors before being released for community consultation. To support the policy, Council is updating our engagement tools, including a new social engagement platform, Campaspe Connect, that can easily translate into many different languages. These improvements will make it easier for community members to have their say, improve the customer experience, and support a more consistent and interactive approach to engagement across the organisation.	The new social engagement platform, Campaspe Connect, will be launched next quarter, with some initial consultation opportunities in October, including the Community Engagement Policy, Annual Budget and play space renewal.
Develop Customer Experience Strategy by 30 December 2026	50	**On Track**	Following completion of community, Councillor and staff engagement in 2025/26, the draft Customer Experience Strategy is nearing finalisation and will progress to internal consultation ahead of presentation to Councillors	Continue to progress the Customer Experience Strategy through to internal consultation with staff.
Community Grants	100	**Complete**	The 2025/26 financial year saw the successful implementation of the SmartyGrants program, an online grant application service that is user-friendly for community members wishing to submit grant applications for Council's Community Grants Program. The Community Grants Program was expanded during this quarter with the introduction of the Milestone Celebration grants and Festive grants. Grant programs available to individuals and community groups during this quarter included: Inclusive Community Grants, Community Equipment Grants, Event and Tourism Grants, Junior Development Grants, Responsive Grants, Youth Go Grants, Seniors Grants, Milestone Celebration Grants and Festive Grants.	The Smarty Grants process is now operational and completed as a part of everyday business, we look forward to seeing continued opportunities for community created from this system. Grant programs that will be available during the forthcoming quarter are: Inclusive Community Grants, Community Equipment Grants, Event and Tourism Grants, Junior Development Grants, Responsive Grants, Youth Go Grants and Milestone Celebration Grants
Develop an Information, Communication and Technology Strategy by 30 June 2027	20	**On Track**	Officers have commenced engagement with senior leadership to gain a clear understanding of business needs and requirements. This will assist in forming priority areas and establishing a 5 year road map.	Further engagement to still occur. The strategy is currently being drafted, completion is expected by 30 June 2027.

Enhancing community capacity and wellbeing

Quarter 1 - 2026/27

Output	Progress	RAG Status	Acheivements - Last Quarter	Progress - Next Quarter
Develop and deliver Governance Framework by 30 June 2026	50	**On Track**	Development of a draft Governance Framework is currently underway for approval by the Executive Leadership Team and for comment to the Audit and Risk Committee. The draft Governance Framework will then be presented to Council for adoption	Progress the draft Governance Framework as planned.
10 Year Financial Plan developed by October 2025	100	**Complete**	Financial Plan completed and endorsed in October 2025	
Reconciliation Action Plan developed by December 2026	90	**On Track**	A major achievement was receiving conditional endorsement of Council's Reconciliation Action Plan by Reconciliation Australia. Partnerships with Njernda and other First Peoples organisations supported community wellbeing, cultural recognition, local employment, and shared decision-making. Projects such as the EWMAC mural and Weaving Waterways celebrated culture, strengthened connections to Country, and helped pass knowledge between Elders, young people, and children. Council supported caring for Country initiatives, recognised NAIDOC Week through community events and cultural learning opportunities, and worked with Traditional Owners on projects across Campaspe.	Council will have the opportunity to endorse the Reflect Reconciliation Action Plan. Council will then roll out the ready to go First Peoples Protocols and Engagement Guide with the Reconciliation Action Plan (RAP) along with engagement with departments to understand their role in reconciliation and assist them with understanding and learnings, support their ideas and further develop business as usual function that contribute to reconciliation. will complete the development of the RAP and then begin implementation of the deliverables over 18 months.
Library Strategy is implemented	20	**On Track**	Implementation of the Campaspe Library Service Strategic Plan 2025–2030 continues across its four goals of Read, Belong, Access and Grow. Quarter 1 2026/27 progress included, introducing the Library Social Connector role, preparing to roll out the Words Grow Minds initiative, progressing Kyabram Library upgrades, transitioning Tongala Library to a two day per week service and continuing literacy, digital inclusion and outreach programs across the library network.	Libraries will provide a range of programs and events that help people connect, learn and stay informed. These include NBN information sessions, election information, literary events, and participation in the Festival of Stories. New early years programs will support children's learning and reading, while community projects will promote social connection, inclusion and awareness of important issues such as gender-based violence. Library services will also continue to support sustainability through the environmentally sustainable deselection of books.
Review and update Council's Domestic Animal Management Plan by 30 June 2026	100	**Complete**	Domestic Animal Management Plan has been reviewed, updated and adopted by Council following extensive community consultation.	

Enhancing community capacity and wellbeing

Quarter 1 - 2026/27

Output	Progress	RAG Status	Acheivements - Last Quarter	Progress - Next Quarter
Health and Wellness Priorities	26	**On Track**	Council continued to support initiatives that promote the health, safety and wellbeing of the Campaspe community. Funding secured through a partnership with VicHealth, Njernda Aboriginal Corporation and Echuca Regional Health will help raise awareness of smoking and vaping among young people, while ongoing participation in the Echuca Liquor Accord supports responsible alcohol service. Council also worked with local partners to strengthen responses to family violence and improve access to support services. Youth programs and events, including driver safety education, mock job interviews, self-defence classes, wellbeing activities and community events, helped young people build skills and confidence.	Council will partner with Women's Health Loddon Malle and Echuca Regional Health to organise a '16 Days of Activism' event, an international campaign to highlight and combat violence against women and girls. Two free sessions will be held to allow Young People to obtain their First Aid certificate, improving health and safety knowledge, enhance skills and improve employment prospects among Young People. The Kyabram Youth Expo to be held for secondary school students in Kyabram, Rushworth and Rochester to raise awareness of services and opportunities available to Young People within the local area.
Service Review - Feasibility and future options	24	**On Track**	Council is reviewing key services to ensure they remain equitable, responsive to community needs and provide value for money. Planned service reviews include childcare, saleyards operations and aquatic services. Work is also progressing on the Echuca Holiday Park contract arrangements and the transition of Campaspe Port Enterprise to a not-for-profit company limited by guarantee.	Further reviews are progressed as planned.
Waste Strategy	15	**On Track**	Council is working with regional partners to improve resource recovery and identify opportunities that support a circular economy. Through participation in regional working groups and planning projects, Council is helping to identify future demand for recycled materials and opportunities for more cost-effective procurement across local government.	Planning for the updated Waste Management Strategy and community engagement activities will continue through Quarter 2.

Enhancing community capacity and wellbeing

Quarter 1 - 2026/27

Strategic objectives
4.1 The community have access to a diverse range of services and programs that enhance liveability and health and wellbeing outcomes.

Key Initiative	Quarter 1 Comments
4.1.1 Advocate to the Department of Health for a mental health recovery plan following traumatic and large-scale emergencies impacting communities.	This remains a community recovery priority item from the Rochester Community Recovery Committee and has been delivered by the Dept of Health. Victorian government has a 10 year mental health plan - Wellbeing in Victoria: A Strategy to Promote Good Mental Health 2025-35 | health.vic.gov.au. Council has undertaken advocacy through formal Emergency Management frameworks including the Integrated Emergency Management Planning Committee and the Regional Emergency Management Planning Committee while also including mental health in the Northern Victorian Emergency Management Cluster (NVEMC) submission to the January Fires Inquiry.
4.1.2 Develop a Relief and Recovery Plan as a sub plan of the Municipal Emergency Management Plan by June 30 2026	The Regional Emergency Management Plan is out for comment. Relief, Resilience & Recovery, and Emergency Management teams were part of a working group that reviewed the Relief and Recovery section of the plan. The Regional plan will inform Council's municipal plan to ensure alignment.
4.1.3 Review and implement Waste Management Strategy including Vic Gov Kerbside Reforms by June 30 2026	Review of the Waste Management Strategy has progressed more slowly than planned, as resources have been prioritised to operational service delivery. The revised Strategy and its community engagement will be progressed during 2026/27. Council continues to advocate, with 40 other Victorian councils, against the mandatory glass-only kerbside service and the broader Kerbside Reforms, and sits on the advocacy group's steering committee.
4.1.4 Continue implementation of WickED (waste) education program across the Shire	The WickED (Waste in Campaspe – Know, Educate, Do) Program continued to provide a community-based approach to waste and resource recovery education across the shire.
4.1.5 Develop a family violence Action Plan by 30 June 2027	Member of a working group for 16 Days of Activism with local health service providers to raise awareness of domestic violence. Working Group also developing a Primary Prevention Action Plan.
4.1.6 Partner with services to improve early identification and referral pathways for family violence	Loddon Family Violence Systems Leadership Group, which Campaspe Shire is a member, is in the process of developing a comprehensive list of support services across the Loddon region. Statewide ERC Guidelines have been updated to include reference to family violence in an emergency. Council's internal documents have been updated to reflect this change.
4.1.8 Identify key Services for review and implement reviews	Council is reviewing key services to ensure they remain equitable, responsive to community needs and provide value for money. Planned service reviews include childcare, saleyards operations and aquatic services. Work is also progressing on the Echuca Holiday Park contract arrangements and the transition of Campaspe Port Enterprise to a not-for-profit company limited by guarantee.
4.1.9 Library Strategy is implemented	Implementation of the Campaspe Library Service Strategic Plan 2025–2030 continues across its four goals of Read, Belong, Access and Grow. Q1 progress included introducing the Library Social Connector role, preparing to roll out the Words Grow Minds initiative, progressing Kyabram Library upgrades, transitioning Tongala Library to a two day per week service and continuing literacy, digital inclusion and outreach programs across the library network.
4.1.13 Develop youth events and activities in collaboration with youth networks.	Supported Victoria Police's Cool Heads Young Driver Program and the Beacon Foundation Mock Job Interview program. First 72 Hours video reels developed in codesign with Youth Action Group. Self Defence classes for Young People attracted 17 people. Youth Awards held in August to showcase youth achievements from Campaspe residents with 9 award winners and over 100 people in attendance on the night. Youth Trivia night held in September. Supported the Echuca College Wellbeing Day. Kyabram Teen Takeover held fortnightly at Kyabram Library. Commenced collaboration with Ky P-12 for the Ky Youth Fest.

Enhancing community capacity and wellbeing

Quarter 1 - 2026/27

Strategic objectives
4.2 The community has the opportunity for genuine involvement in issues, strategies and plans that may directly or indirectly affect them.

Key Initiative	Quarter 1 Comments
4.2.1 Review Councils Community Engagement Policy by 30 June 2026	The Community Engagement Policy is currently being reviewed by the Executive Leadership Team and Councillors before being released for community consultation. To support the policy, Council is updating our engagement tools, including a new Campaspe Connect website. These improvements will make it easier for community members to have their say, improve the customer experience, and support a more consistent and interactive approach to engagement across the organisation.
4.2.3 Reconciliation Action Plan developed by December 2026	Council has received conditional endorsement from Reconciliation Australia for the Reconciliation Action Plan and are preparing a report for the Executive Leadership Team, councillor briefing and Council Meeting for potential endorsement.
4.2.4 Ongoing support and facilitation of Diversity and Inclusion Reference Group.	Meeting of the Diversity and Inclusion Refence Group held in August 2026 considered Council's recruitment processes and waste services and how these can be improved for greater inclusivity.
4.2.5 Ongoing partnerships with stakeholders to implement health and wellbeing priority actions	Council continued to work with regional and local health partners through Healthy Loddon Campaspe and the Healthy Campaspe network. During Quarter 1 2026/27, partners used local health data and shared priorities to plan collaborative initiatives focused on active living, healthy eating and mental wellbeing, with proposed projects pending approval by the Regional Steering Group before implementation.

Strategic objectives
4.3 Leadership and governance that inspires community trust, participation and engagement.

Key Initiative	Quarter 1 Comments
4.3.3 Develop and implement a Customer Experience Strategy	Following completion of community, Councillor and staff engagement in 2025/26, the draft Customer Experience Strategy is nearing finalisation and will progress to internal consultation ahead of presentation to Councillors.
4.3.5 Develop and deliver Governance Framework by 30 June 2026	Development of a draft Governance Framework is currently underway for approval by the Executive Leadership Team and for comment to the Audit and Risk Committee. The draft Governance Framework will then be presented to Council for adoption
4.3.7 Develop an Information, Communication and Technology Strategy by 30 June 2027	Officers have commenced engagement with senior leadership to gain a clear understanding of business needs and requirements. This will assist in forming priority areas and establishing a 5 year road map. Further engagement to still occur. The strategy is currently being drafted, completion is expected by 30 June 2027.
4.3.8 Review Councils Gender Equity Action Plan by June 30 2026	Endorsement of the Gender Equity Action Plan (GEAP) 2026-2030 by the Commission for Gender Equality remains pending. This is expected in November 2026.
4.3.9 Deliver bystander training to 80% required Council Staff by 30 June 2026	Additional training sessions were conducted in August 2026. This has resulted in 65% of staff completing the training.

Enhancing community capacity and wellbeing

Quarter 1 - 2026/27

Strategic Performance Indicators:
Strategic performance indicators enable Council to set targets and measure success. The strategic performance indicators for enhancing community capacity and wellbeing are outlined below.

Strategic Performance Indicator	Target/Result	Progress (%)	RAG Status	Comment
An increase in recycling and FOGO with reduction in waste to landfill measured by the average kerbside landfill diversion per household.	>48%*	Data available August 2027	**On Track**	2025/26 result is 48.2%, data is collected as a part of the Local Government Performance Reporting Framework and 2026/27 results will be available in August 2027.
Number of advocacy activities undertaken with Members of Parliament along with state and federal government representatives, departments and agencies.	Advocacy activities are taken in accordance with the advocacy action plan and as required	25	**On Track**	Deputy Mayor and officers attended opposition leader Ms Jess Wilson MP, Leader of the opposition's visit to Echuca in July. Mayor, CEO and officers met with Minister Suleyman's Senior advisor in August.
Trend increase over the four-year period of community satisfaction for community engagement.	>49.5%*	Data available June 2027	**On Track**	2025 Annual Customer Survey demonstrated an increase in community satisfaction with Councils community consultation and engagement increased to 61%. 2026 Annual Customer Satisfaction Survey will be completed in March 2027 and data from that survey will be available in June 2027.
Number of community engagement opportunities conducted for key projects and initiatives.	The community is appropriately engaged for key projects and initiatives	10	**On Track**	Opportunities for Community to engage with council have been many and varied including; through the grants program, business awards, the my Campaspe photo competition, Campaspe times newsletter, asking community groups to help shape Australia Day 2027, waste education and the Victorian goldfields world heritage bid.
Number of actions completed from the Gender Equity Action Plan	80%	10	**On Track**	For Year 1, there are eight planned actions, in addition to two ongoing and two annual actions. Progress is underway across all actions.
Number of Council initiatives actioned in partnership with key stakeholders from Family Violence Action Plan.	The Council partners with key stakeholders to work through actions identified in the Family	30	**On Track**	The role of Campaspe Shire Council in this initiative is to act as a supporter and an enabler but not a driver of these solutions. In this quarter. planning commenced for a number of events including the 16 Days of Activism as Council's main event standing against family violence.

** Target is derived from a 4 year rolling average*

Enhancing community capacity and wellbeing

Quarter 1 - 2026/27

Strategic Performance Indicators:
Strategic performance indicators enable Council to set targets and measure success. The strategic performance indicators for enhancing community capacity and wellbeing are outlined below (Cont).

Strategic Performance Indicator	Target/Result	Progress (%)	RAG Status	Comment
Number of health and wellbeing programs, activities and actions completed.	Council partners with key stakeholders and actively participates in the healthy Loddon Program and other health and wellbeing programs	25	**On Track**	Planning commenced for key community events including 16 Days of Activism, Seniors Festival, the Rushworth Seniors Services Expo, Mental Health Month and the Lockington International Day of Rural Women Lunch. Support was provided to Victoria Police's Cool Heads Young Driver Program, while RU OK? Day resources were distributed across Council facilities. Staff collaborated with partner agencies on housing and homelessness initiatives, developed Mental Health Month awareness videos, facilitated the LGBTQIA+ services network, and attended regional housing, health and Aboriginal wellbeing network meetings.

8.4.4 September 2026 Quarterly Budget Review

Directorate:	Sustainable Growth
Responsible Officer:	Finance and Revenue Lead
Manager:	Chief Financial Officer
Attachments:	1. September 2026 Quarter Financial Report [**8.4.4.1** - 21 pages]
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	**Enablers** Financial services Governance
Other Strategic Context:	Budget Financial Plan

1. PURPOSE

The purpose of this report is to present Council's financial performance and position for the three (3) months to 30 September 2026.

2. RECOMMENDATION

That Council receive the September quarter 2026/27 Financial Report, consisting of the Income Statement, Balance Sheet, Cash Flow Statement and Statement of Capital Works for the three months to 30 September 2026.

3. BACKGROUND

The *Local Government Act 2020* (the Act) s97 requires that:

(1) As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public.

(2) A quarterly budget report must include—

(a) a comparison of the actual and budgeted results to date.

(b) an explanation of any material variations; and

(c) any other matters prescribed by the regulations.

(3) In addition, the second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

Previous Council Discussion

Report provided to Council Briefing 10 November 2026.

4. DISCUSSION

The September 2026 Quarterly Report is provided to the Council for information purposes only.

This Quarterly Report provides the financial performance and position of Campaspe Shire Council compared to the adopted 2026/27 Annual Budget, for the 3 months to 30 September 2026. Council adopted the original 2026/27 Annual Budget on 16 June 2026. Further analysis is provided in detail in the attached document.

Council's financial performance at 30 September 2026 remains strong, with an operating surplus above budget and a favourable underlying result. The improved position has been driven by stronger-than-anticipated quarry sales, increased investment earnings, and higher revenue from user fees and charges. Council's cash and investment holdings also remain well above budget, supporting a healthy liquidity position and providing flexibility to meet operational and capital commitments throughout the year. The strong cash position reflects the timing of rate collections, carry-forward capital works projects, reserve balances and grant funding held for future expenditure.

Council continues to maintain a disciplined financial position, with rates revenue and collection performance tracking favourably and borrowings remaining well below industry benchmarks. Employee expenditure is currently below budget due to ongoing vacancies and workforce management initiatives. While this has generated budget savings, Council continues to actively recruit to critical positions and monitor any impact on service delivery outcomes. Debt levels continue to reduce, with all existing loans expected to be repaid during the 2026/27 financial year, strengthening Council's balance sheet and reducing future financing costs.

The capital works program has expanded significantly during the year due to carried-forward projects from 2025/26, increasing the revised program to $51.28 million. While expenditure on capital projects is slightly ahead of budget overall, the scale of the program presents an ongoing delivery challenge. Council will continue to closely monitor project delivery and expenditure to ensure planned infrastructure outcomes are achieved, and that asset renewal and upgrade targets are met by year end.

The year to date operating surplus of $39.27 million should not be interpreted as Council's expected year end result. The majority of annual rates and charges are recognised as revenue in July each year, while many operating costs are incurred progressively throughout the financial year. As a result, the operating surplus will reduce over the remaining nine months. Council's original full year budget forecasts an operating surplus of $9.65 million.

When looking at the 3-month budget position versus actual result to 30 September 2026, there is a favourable $5.97 million variance. The net movements accounting for this favourable result are detailed in the document attached to this report. It is important to note that while the budget favourable variance of $5.97 million is an improvement on the original budget forecast for the 3-months to 30 September 2026, this is not the budgeted full 2026/27 financial year result.

Overall, Council's financial position remains strong at the end of the first quarter, with operating performance, cash holdings, investment returns and debt levels all tracking favourably against budget. While several favourable variances are timing-related, employee cost savings and stronger revenue performance are currently expected to positively contribute to the full-year result. Continued focus will be required on delivery of the expanded capital works program to achieve planned infrastructure outcomes.

While financial performance remains strong, Council continues to face several challenges including delivery of the significantly expanded capital works program, ongoing workforce vacancies impacting service delivery capacity, and uncertainty around future economic conditions and grant funding. These matters will continue to be monitored throughout the year and incorporated into future budget forecasts.

A pack of the financial statements that makes up the quarterly budget report is included and contains:

- Consolidated Comprehensive Income Statement comparison of 2026/27 budget and actuals for the three months ended 30 September, with commentary.
- Balance Sheet comparison of 2026/27 budget and actuals for the three months ended 30 September with commentary.
- Statement of Cash Flows comparison of 2026/27 budget and actuals for the three months ended 30 September, with commentary.
- Statement of Capital Works comparison of 2026/27 budget and actuals for the three months ended 30 September, with commentary.

The Key Financial Highlights table below compares the year to date actual against the latest adopted Budget. The Consolidated Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, and Statement of Capital Works attached to this Quarterly Report also reference the adopted Budget.

Key Financial Highlights

Financial Year	2026/2027
Year to Date (YTD) Ending	30/09/2026

Results Summary	Year to Date				Full Year
	Actual ($'000)	Budget ($'000)	Variance Actual to Budget ($'000)	Status	Original Budget ($'000)
Operating Surplus / (Deficit)	39,268	33,299	5,969		9,654
Underlying Operating Surplus / (Deficit)	39,181	33,237	5,944		(12,836)
Developer Contributed Assets	-	-	-		10,159
Cash and Cash Equivalents	17,410	13,920	3,490		15,234
Total Cash and Investments	83,410	63,920	19,490		59,734

5. STAKEHOLDER ENGAGEMENT

Internal Consultation:

- Executive Briefing 4 November 2026.

Councillors:

- Council Briefing 10 November 2026.

External Consultation:

- Audit and Risk Committee – September 2026 quarter financial performance and position will be tabled to the Audit and Risk Committee's December 2026 meeting. This committee comprises Councillors and independent community members with relevant experience and expertise.

Community Engagement

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

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

Public Transparency Policy

Under Council's Public Transparency Policy and Principles, outlined in section 58 of the Act, the September quarterly budget review allows for transparency and public awareness by reporting to the community on the progress of the 2026/27 financial year budget. The overall outcome of this process is to:

(a) increase confidence and trust in the community through greater understanding and awareness.

(b) provide information that is current, easily accessible and disseminated in a timely manner.

(c) reassure the community that Council is spending public monies appropriately.

6. LEGISLATIVE CONTEXT

Local Government Act 2020 (Vic).

7. FINANCIAL AND OTHER RESOURCE IMPLICATIONS

No additional financial implications arise from this report. The report provides an update on financial performance against Council's original adopted 2026/27 budget and supports Council's statutory reporting obligations. For the 3 months to 30 September 2026, Council has recorded an operating surplus of $39.27 million. Council's original full year budget forecasts an operating surplus of $9.65m to 30 June 2027.

8. ENVIRONMENTAL IMPLICATIONS

Environmental sustainability issues or opportunities are not directly related to this report.

9. OPPORTUNITIES AND RISK

Opportunities:

Opportunities for improvement in the budgeted operating surplus will be assessed and reported as part of the 2026/27 mid-year budget forecast review (December 2026).

Risk:

Compliance Risk - Council is required, under Section 97 of the Act, to undertake a quarterly budget review against the adopted 2026/27 Budget. This report is provided to meet this legislated obligation. Failure to comply could result in Council receiving a formal breach notification from the Office of Local Government.

Financial Risk - Council monitors financial budget allocations on a regular basis, and as required under legislation, to identify opportunities for savings/improvements as well as to ensure adequate controls are in place to manage expenditure and revenue. Target is to retain an operating surplus for the full financial year, whilst maintaining service delivery. Failure to monitor budgets could result in overspends going unchecked or revenue not being matched to budget expectations, leading to an operating deficit for the financial year.

Reputation Risk – Failure to effectively monitor and report on Council's financial performance could reduce community confidence in Council's stewardship of public funds and its ability to deliver services and infrastructure in accordance with the adopted budget.

Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
Compliance	Possible	Moderate	Moderate	Report by due dates
Financial	Possible	Minor	Low	Regular monitoring
Reputation	Possible	Minor	Low	Transparency in reporting

10. CONCLUSION

That Council receive the September 2026 Quarterly Budget Review Report.

Campaspe Shire Council

SEPTEMBER 2026 QUARTER FINANCIAL REPORT

for the period from 01/07/26 to 30/09/26

Campaspe Shire Council

September 2026 Quarter Financial Report

for the period from 01/07/26 to 30/09/26

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Notes to the Financial Statements **n/a**

OFFICIAL

September 2026 Quarter Financial Report

Understanding Council's Financial Statements

1. Key Financial Highlights

Key Financial Highlights

Financial Year 2026/2027
Year to Date (YTD) Ending 30/09/2026

Results Summary	Year to Date Actual ($'000)	Year to Date Budget ($'000)	Year to Date Variance Actual to Budget ($'000)	Year to Date Status	Full Year Original Budget ($'000)
Operating Surplus / (Deficit)	39,268	33,299	5,969		9,654
Underlying Operating Surplus / (Deficit)	39,181	33,237	5,944		(12,836)
Developer Contributed Assets	-	-	-		10,159
Cash and Cash Equivalents	17,410	13,920	3,490		15,234
Total Cash and Investments	83,410	63,920	19,490		59,734

At 30 September 2026, Council is reporting a favourable operating result compared with budget. Key drivers include higher quarry sales revenue, stronger investment earnings, employee cost savings arising from vacancies, and timing differences across several expenditure programs. Most variances are currently assessed as timing-related and will continue to be monitored as part of the mid-year budget review.

When reviewing the underlying operating result, there is very little difference to the operating result due to Council only receiving, and budgeting for, around $1 million in capital grant funding, of which this is primarily Roads to Recovery funding (a recurrent capital grant).

Council's cash position, including investments, remains stronger than budget at the end of the first quarter, with the favourable variance predominantly driven by timing differences rather than permanent operational savings. The cash flow position continues to be monitored, and budget phasing adjustments will be considered as part of the mid-year budget review.

Overall, Council's financial position remains strong at the end of the first quarter, with operating performance, cash holdings, investment returns and debt levels all tracking favourably against budget. While several favourable variances are timing-related, employee cost savings and stronger revenue performance are currently expected to positively contribute to the full-year result. Continued focus will be required on delivery of the expanded capital works program to achieve planned infrastructure outcomes.

2. Key Insights and Analysis

'k' refers to thousands and 'm' refers to millions.

2.1 Rates and Charges

Results Summary	Year to Date Actual	Budget	Variance Actual to Budget	Status	Full Year Original Budget
Rates and charges revenue ($'000)	57,001	56,616	385		57,138
Rates and charges cash collected ($'000)	13,167	11,717	1,450		56,914
Rates and charges concentration	85.17%	86.95%	-1.78%		54.36%
Outstanding rates arrears	5.95%	7.60%	-1.65%		7.60%

Rates and charges performance is tracking favourably against budget, with rates and charges revenue of $57.0 million exceeding budget by $385k and cash collections of $13.2 million ahead of budget by $1.45 million. Collection performance remains strong, with the rates concentration ratio of 85.17% slightly below the budget target of 86.95%, while outstanding rates arrears have reduced to 5.95%, significantly better than the budgeted 7.60%. Overall, the results indicate effective revenue collection and debt management practices, with arrears remaining well below target and supporting Council's cash flow position.

2.2 Employee and Workforce Costs

Results Summary	Year to Date Actual ($'000)	Budget ($'000)	Variance Actual to Budget ($'000)	Classification	Full Year Original Budget
Employee costs	10,132	10,733	(601)	Permanent	44,936
Vacant funding redirected to agencies/ contractors	142	-	142	Permanent	-
Total workforce cost	10,274	10,733	(459)	Permanent	44,936

Employee costs year-to-date are $10.13 million, which is $601k (5.6%) below budget of $10.73 million. The favourable variance is primarily attributable to genuine net vacancy savings of $459k, with a further $142k of vacant positions being redirected to agency and contractor resources. Overall workforce expenditure remains below budget, reflecting ongoing vacancies and workforce management initiatives. The variance has been classified as permanent, indicating the savings are expected to be retained for the financial year, against a full-year employee cost budget of $44.94 million.

While the financial outcome is favourable, management continues to monitor workforce pressures and potential impacts on service delivery arising from prolonged vacancies in selected areas.

2.3 Revenue, User Fees and Grants

Results Summary	Year to Date Actual ($'000)	Budget ($'000)	Variance Actual to Budget ($'000)	Classification	Full Year Original Budget
User fees	5,063	4,491	572	Permanent/ Timing/ One-off	19,947
Operating grants	1,608	1,477	131	Timing	17,326
Capital grants	1,067	1,062	5	Timing	16,035
Contributions - monetary	547	217	330	Timing	749

Total revenue from user fees, grants and contributions is performing favourably against budget year-to-date. The most significant variance relates to user fees and charges, which are $572k above budget, driven by higher service activity levels. Operating grants and monetary contributions are also ahead of budget, mainly due to timing differences in revenue recognition and receipt. At this stage, the favourable user fee performance is expected to be sustained, while grant and contribution income is forecast to remain broadly consistent with budget expectations.

2.4 Cash and Treasury

Results Summary	Year to Date Actual ($'000)	Year to Date Budget ($'000)	Year to Date Status	Full Year Original Budget ($'000)
Cash at bank - Council only	13,979	10,503		12,362
Investments < 12 mths	63,000	47,000		44,500
Investments > 12 mths	3,000	3,000		-
Cash at bank - Campaspe Port Enterprise only	3,431	3,417		2,872
Total cash and investments	83,410	63,920		59,734
Indicative unrestricted cash	26,027	15,926		12,104
Interest received	973	814		3,556

Total cash and investments at year-to-date are $83.41 million, which is $19.49 million above budget of $63.92 million. This favourable position is primarily driven by investments held for less than 12 months of $63.0 million, exceeding budget by $16.0 million, together with Council cash balances of $13.98 million, which are $3.49 million above budget. Cash held by the Campaspe Port Enterprise is in line with budget at $3.42 million, while investments greater than 12 months remain on budget at $3.0 million. As a result, indicative unrestricted cash is $26.03 million, exceeding budget by $10.1 million, and interest revenue received of $973k is $159k above budget, reflecting the stronger-than-expected cash and investment position.

The stronger cash position improves Council's liquidity and provides greater capacity to manage cash flow requirements throughout the year. However, a significant proportion of the variance relates to timing differences in capital expenditure and the receipt of grant funding and therefore may reduce as planned projects progress.

2.5 Debt and Borrowings

Results Summary	Year to Date Actual	Year to Date Budget	Year to Date Status	Full Year Original Budget
Interest -bearing liabilities ($'000)	253	276		-
Borrowing costs ($'000)	4	3		11
Loans & borrowings / own source revenue	1.62%	1.62%		0.00%
Loan repayments / own source revenue	0.54%	0.54%		1.35%

Borrowings remain well controlled and in line with budget, with interest-bearing liabilities of $253k marginally below the budgeted $276k. The loans and borrowings to own-source revenue ratio of 1.62% remains consistent with budget and indicates a very low level of debt relative to Council's revenue base. Similarly, the loan repayments to own-source revenue ratio of 0.54% remains within forecast expectations. Council's debt position continues to strengthen, with all existing loans scheduled to be fully repaid during

the 2026/27 financial year, eliminating external borrowings and providing greater financial flexibility for future capital and operational priorities.

2.6 Capital and Asset Investment

Results Summary	Year to Date Actual ($'000)	Budget ($'000)	Variance Actual to Budget ($'000)	Status	Full Year Original Budget
Total capital program	4,720	4,214	506		40,661
New assets	275	333	(58)		3,813
Renewal	2,830	2,907	(77)		18,213
Upgrade	1,615	974	641		18,635

The capital works program has recorded year-to-date expenditure of $4.72 million, which is $506**K** ahead of budget, primarily driven by stronger-than-anticipated delivery of upgrade projects, which are $641**K** ahead of budget. While expenditure on new assets and renewal projects is currently below budget by $58**K** and $77**K** respectively, overall delivery remains on track. The revised full-year capital program has increased to $51.28 million, compared with the original budget of $40.66 million, largely reflecting the inclusion of $10.62 million in carried-forward capital works from the previous financial year. This carryover has significantly expanded the program and will require a sustained rate of project delivery throughout the remainder of the year to achieve the revised forecast.

The significant increase in the capital program creates delivery risk, and project progress will continue to be closely monitored to ensure expenditure and project completion targets are achieved by year end.

2.7 Underlying Financial Sustainability

Results Summary	Year to Date Actual	Budget	Financial Plan Comparator	Status	Full Year Original Budget
Operating result ($'000)	39,268	33,299	2,951		9,654
Adjusted underlying result ($'000)	39,181	33,237	(4,292)		(12,836)
Adjusted underlying ratio	58.67%	51.10%	(3.97%)		(12.21%)
Asset renewal and Upgrade ratio	80.25%	135.37%	157.80%		135.37%

Year-to-date, Council has achieved an operating surplus of $39.27 million, which is $5.97 million above budget. The adjusted underlying result is also favourable at $39.18 million, exceeding budget by $5.94 million, while the adjusted underlying ratio of 58.71% remains well above the budgeted position of 51.1%, indicating a strong underlying financial performance. However, the asset renewal and upgrade ratio of 80.25% is significantly below both the budgeted ratio of 135.37% and the Financial Plan comparator of 157.80%, reflecting the timing of capital works expenditure and indicating that asset renewal and upgrade activity is currently tracking behind planned levels. Overall, Council's financial operating performance is strong, although continued monitoring of capital delivery will be important to ensure infrastructure investment targets are achieved by year end.

Campaspe Shire Council

Consolidated Comprehensive Income Statement

for the period from 01/07/26 to 30/09/26

$ '000	Note	Actual 01/07/26 to 30/09/26	Original Budget 01/07/26 to 30/09/26	$ Variance Actual vs. Original Budget	Original Annual Budget 01/07/26 to 30/06/27
Income / Revenue					
Rates and charges	IS1	57,001	56,616	385	57,138
Statutory fees and fines		426	396	30	2,009
User fees	IS2	5,063	4,491	572	19,947
Grants - operating		1,608	1,477	131	17,326
Grants - capital		1,067	1,062	5	16,035
Contributions - monetary	IS3	547	217	330	749
Contributions - non monetary		–	–	–	10,159
Other income	IS4	1,427	1,052	375	4,237
Total income / revenue		67,139	65,311	1,828	127,600
Expenses					
Employee costs	IS5	10,132	10,733	601	44,936
Materials and services	IS6	9,730	12,760	3,030	37,752
Depreciation		6,556	6,804	248	27,221
Depreciation - Right of use assets		–	7	7	28
Allowance for impairment losses		–	–	–	10
Borrowing costs		4	5	1	11
Finance Costs - Leases		–	–	–	3
Net loss on disposal of property, infrastructure, plant and equipment		–	–	–	1,300
Other expenses		1,449	1,703	254	6,685
Total expenses		27,871	32,012	4,141	117,946
Surplus for the year		39,268	33,299	5,969	9,654
Total comprehensive result		39,268	33,299	(5,969)	9,654

The above comprehensive income statement should be read in conjunction with the accompanying notes.

September 2026 Quarter Financial Report

Income Statement

Council has adopted a materiality threshold of the lower of 10 per cent or $500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is material because of its nature.

'k' refers to thousands and 'm' refers to millions.

At 30 September 2026, Council is reporting a favourable operating result compared with budget. Key drivers include higher quarry sales revenue, stronger investment earnings, employee cost savings arising from vacancies, and timing differences across several expenditure programs. Most variances are currently assessed as timing-related and will continue to be monitored as part of the mid-year budget review.

Revenue commentary

Line Item	Note	Classification Commentary
Rates and charges	IS1	Favourable net variance of $385k. Key drivers include: Permanent variance - Favourable revenue variance for rates and municipal charge of $78k - Favourable revenue variance for waste charges of $32k as a result of additional supplementary rates and charges. Timing variance - Payment in lieu of rates revenue of $275k was invoiced earlier than budgeted and recognised before 30 September. Budget of $290k was set for the month of October.
User fees	IS2	Favourable net variance of $572k. Key drivers include: Permanent variance - Favourable revenue variance for livestock sales of $99k due to strong sale activity. - Favourable revenue variance for caravan park cabin stays of $69k. Timing variance - Overall unfavourable revenue variance in landfill revenue of ($40k). A further three months of revenue data is required to determine whether this variance is temporary or permanent. To be updated in mid-year budget review. - Overall unfavourable revenue variance in aquatic pool memberships of ($75k). Treating this as a timing variance for now and re-assess as part of the mid-year budget review once 6 months data is available. Mixed variance - Favourable revenue variance for quarry sales of $614k due to wet weather, completion of flood works and other road projects carried over from the 2026/27 financial year. Quarry sales exceeded budget due to increased demand associated with wet weather and flood recovery works. The variance contains both one-off and timing-related components.

Line Item	Note	Classification Commentary
		- Unfavourable revenue variance for childcare centres of ($70k). Childcare centres have operated below capacity due to staffing constraints, resulting in the centres having to cap numbers. There is demand for the service and Council is looking to backfill roles to increase capacity.
Contributions - Monetary	IS3	Favourable net variance of $330k. Key drivers include: Mixed variance - Campaspe Port Enterprise (CPE) favourable contributions of $453k. At the time of preparing this report, breakdown of this amount was not available. Awaiting on response from CPE. Timing variance - Unfavourable variations of ($90k) due to timing of issue of invoicing for tourism ($50k – moved to Feb 2027) and library operations ($40k – issued in October).
Other income	IS4	Favourable net variance of $375k. Key drivers include: Permanent variance - Favourable revenue variance for interest on investments of $199k. Additional investment income of $199k reflects higher-than-budgeted cash balances and favourable market interest rates. Accounting/ Classification variance - Legal recovery fees of $98k. In the original budget, recovery legal fees was netted off against legal expenses. Accounting treatment requires the separation of the revenue and expense, with $95k shown as revenue and $99k shown as the expense (a net $4k cost to Council). This variance does not change the budgeted operating surplus.

Expense Commentary

Line Item	Note	Commentary
Employee costs	IS5	Favourable net variance of $601k. Key drivers include: Permanent variations - A favourable variation of $641k relates to employee cost savings due to vacant roles not filled during the reporting period. At this stage, these savings are expected to be realised for the financial year. Of this amount, $142k has been reallocated to Materials and Services to fund agency and contractor backfill arrangements, resulting in a net saving of $499k. - There was ($72k) in redundancy costs as part of the organisation restructure. Timing variance - A favourable saving of $32k in other employee costs. Considered timing variance as some of this cost relates to staff recognition.
Materials and services	IS6	Favourable net variance of $3.03m. Key drivers include: Permanent variations - $212k net saving on information technology renewed licenses for Microsoft, CrowdStrike, and other software licences. - $98k favourable saving on property insurance. Budget estimate was set high to factor in above increase around premium impact due to market conditions and natural disaster events. Timing variances - $406k favourable variance in Works, including drainage of $200k and road infrastructure maintenance of $138k. Considered a timing variance – to be reassessed as part of the mid-year budget review. - $368k relating to building facilities maintenance. Budget alignment not in line with programmed maintenance works but expected to be spent. - $285k favourable variance in parks and gardens, including powerline tree clearance of $131k and amenity cleaning $128k. Treating this as a timing variance for now and re-assess as part of the mid-year budget review once 6 months data is available. Work is expected to be completed during the financial year. - $153k for recreation reserve service level contributions. Budget phasing to be realigned as contributions are paid over the year. - $144k favourable variance for stadiums. Treating this as a timing variance for now and re-assess as part of the mid-year budget review once 6 months data is available. - $144k favourable variance in aquatic operations. Treating this as a timing variance for now and re-assess as part of the mid-year budget review once 6 months data is available. All pools will also be open for the 2026/27 season shortly, which will see increase in expenses. - $131k for training and development. Various training programs expected to be undertaken by Council but have not commenced yet. - The remaining $1.089m favourable variance relates to numerous budget movements across operational areas, each individually below the reporting threshold of $100k.

Campaspe Shire Council

Consolidated Balance Sheet

for the period from 01/07/26 to 30/09/26

$ '000	Note	Actual 01/07/26 to 30/09/26	Original Budget 01/07/26 to 30/09/26	$ Variance Actual vs. Original Budget	Original Annual Budget 01/07/26 to 30/06/27
Assets					
Current assets					
Cash and cash equivalents	BS1	17,410	13,920	3,490	13,052
Trade and other receivables		53,566	55,999	(2,433)	8,360
Other financial assets		63,000	47,000	16,000	44,500
Inventories	BS2	2,151	1,176	975	1,599
Other assets	BS3	1,646	1,761	(115)	2,740
Total current assets		137,773	119,856	17,917	70,251
Non-current assets					
Trade and other receivables		16	19	(3)	19
Other financial assets		3,000	3,000	–	–
Property, infrastructure, plant and equipment	BS4	1,017,764	898,213	119,551	936,450
Intangible assets		4,291	4,135	156	4,135
Right-of-use assets		101	101	–	80
Total non-current assets		1,025,172	905,468	119,704	940,684
Total assets		1,162,945	1,025,324	137,621	1,010,935
Liabilities					
Current liabilities					
Trade and other payables		3,651	3,478	(173)	8,316
Trust funds and deposits	BS5	4,494	2,254	(2,240)	2,710
Contract and other liabilities		2,519	1,686	(833)	2,405
Provisions		6,382	6,225	(157)	6,790
Interest-bearing liabilities		771	836	65	–
Lease liabilities		29	28	(1)	25
Total current liabilities		17,846	14,507	(3,339)	20,246
Non-current liabilities					
Trade and other payables		–	18	18	18
Trust funds and deposits		18	–	(18)	–
Provisions		965	1,442	477	1,877
Lease liabilities		79	80	1	55
Total non-current liabilities		1,062	1,540	478	1,950
Total liabilities		18,908	16,047	(2,861)	22,196
Net assets		1,144,037	1,009,277	134,760	988,739
Equity					
Accumulated surplus		348,299	351,131	(2,832)	321,892
Reserves		795,738	658,146	137,592	666,847
Total Equity		1,144,037	1,009,277	134,760	988,739

The above consolidated balance sheet should be read in conjunction with the accompanying notes. Refer to Notes for the Balance Sheet (BS) page.

Balance Sheet

Council has adopted a materiality threshold of the lower of 10 per cent or $500,000 where further explanation is warranted. Explanations have not been provided for variances below the materiality threshold unless the variance is material because of its nature.

'k' refers to thousands and 'm' refers to millions.

As at the reporting date, Total Equity is $134.76 million (13%) higher than budget. The most significant contributor to the favourable position is the increase in property, infrastructure, plant and equipment values following asset revaluations undertaken as part of the 2025/26 financial statements process.

Council's financial asset position is also stronger than budget, with cash and investments exceeding original forecasts due to a higher-than-expected opening balance, supplementary rates growth, stronger user fee revenue and lower employee costs.

Trade and other receivables are below budget as a result of stronger collection of rates and debtor balances, improving Council's liquidity position. Trust funds and deposits are above budget due to normal forecasting variations and timing differences throughout the year. Overall, the balance sheet reflects a stronger financial position than originally anticipated in the adopted budget.

Commentary on Balance Sheet – Assets

Line Item	Note	Commentary
Cash and cash equivalents	BS1	Mixed variance - Favourable variance of $3.49m. This is made up of timing variance, with greater than expected rates collected, as well as permanent variance, such as additional rates (through supplementary rates), user fee revenue, and savings in employee costs.
Trade and other receivables	BS2	Timing variance - Favourable collection outcome resulting in a balance sheet variance of $2.43m. Trade receivables are lower than budget due to stronger than anticipated collection of rates and charges and earlier settlement of sundry debtor invoices. This has improved Council's cash position and reduced outstanding debtor balances.
Other financial assets	BS3	Permanent variance - Other financial assets are $16.0 million above budget, largely due to a stronger than anticipated closing cash and investment position at 30 June 2026. Actual cash and investments totalled $93.34 million compared with the budget estimate of $72.35 million.

Line Item	Note	Commentary
Property, infrastructure, plant and equipment	BS4	Permanent variance - Property, infrastructure, plant and equipment is $119.55 million above budget. The primary driver is the recognition of asset revaluations at 30 June 2026, particularly for buildings, footpaths and sealed roads. These revaluations increased asset values by $147.27 million, compared with the $9.84 million increase assumed in the budget. This favourable variance was partially offset by the carry forward of uncompleted capital works from 2025/26. Actual capital expenditure in 2025/26 was $29.97 million compared with a budget of $45.58 million, resulting in expenditure of $15.61 million below budget.

Commentary on Balance Sheet – Liabilities

Line Item	Note	Commentary
Trust funds and deposits	BS5	Timing variance - Trust funds and deposits are $2.24 million above budget. Movements in trust funds and deposits are inherently difficult to forecast as they depend on external transactions and the timing of capital works activity. Budget estimates are therefore based on information available at the time the budget is prepared.

Campaspe Shire Council

Consolidated Statement of Cash Flows

for the period from 01/07/26 to 30/09/26

$ '000	Note	Actual 01/07/26 to 30/09/26 Inflows/ (Outflows)	Original Budget 01/07/26 to 30/09/26	$ Variance Actual vs. Original Budget	Original Annual Budget 01/07/26 to 30/06/27
Cash flows from operating activities					
Rates and charges	CF1	13,167	11,771	1,396	56,914
Statutory fees and fines		388	366	22	1,712
User fees		4,404	4,491	(87)	19,766
Grants - operating		1,175	1,477	(302)	17,326
Grants - capital	CF2	1,463	1,062	401	16,754
Contributions - monetary		547	217	330	749
Interest received		995	834	161	3,342
Trust funds and deposits taken		2,798	2,950	(152)	13,877
Other receipts		(1,571)	369	(1,940)	1,480
Net GST refund/payment	CF3	1,084	–	1,084	–
Employee costs	CF4	(10,262)	(10,733)	471	(44,467)
Materials and services	CF5	(16,171)	(14,760)	(1,411)	(38,325)
Short-term, low value and variable lease payments		176	(72)	248	(294)
Trust funds and deposits repaid		(414)	(333)	(81)	(13,746)
Other payments		(1,745)	(1,703)	(42)	(6,391)
Net cash provided by/(used in) operating activities		(4,948)	(4,064)	(884)	28,697
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	CF6	(4,720)	(4,214)	(506)	(40,660)
Proceeds from sale of property, infrastructure, plant and equipment		–	125	(125)	500
Payments for investments		(8,500)	(9,000)	500	(53,500)
Proceeds from sale of investments	CF7	17,500	15,000	2,500	65,000
Net cash provided by/(used in) investing activities		4,280	1,911	2,369	(28,660)
Cash flows from financing activities					
Finance costs		(4)	(3)	(1)	(11)
Repayment of borrowings		(253)	(276)	23	(1,112)
Interest paid - lease liability		–	–	–	(3)
Repayment of lease liabilities		–	–	–	(28)
Net cash flow provided by/(used in) financing activities		(257)	(279)	22	(1,154)
Net Increase (decrease) in cash and cash equivalents		(925)	(2,432)	1,507	(1,117)
Cash and cash equivalents at the beginning of the financial year		18,335	16,352	1,983	16,352
Cash and cash equivalents at the end of the financial year		17,410	13,920	3,490	15,235

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes. Refer to Notes for the Statement of Cash Flows (CF) page.

Statement Of Cash Flows

Council has adopted a materiality threshold of the lower of 10 per cent or $500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is material because of its nature.

Summary of Cash and Investment Totals	Amount ($'000)
CSC Cash and cash equivalents (cash in bank)	13,979
Investments (with maturities < 12 months)	63,000
Investments (with maturities > 12 months)	3,000
End of Period Total - Campaspe Council	**79,979**
Add:	
CPE Bank Account and Investments	3,431
End of Period Total - Consolidated	**83,410**

'k' refers to thousands and 'm' refers to millions.

Council's closing cash balance at 30 September 2026 was $18.392 million, compared to a budgeted balance of $14.827 million, resulting in a favourable variance of $3.565 million. This balance excludes Council's investment portfolio and reflects operating, investing and financing cash movements to 30 September. The favourable position is predominantly attributable to the timing of rate receipts, the earlier receipt of payment in lieu of rates revenue, and term deposit maturity movements.

Commentary on Cash Flows – Operating Activities

Line Item	Note	Commentary
Rates and charges	CF1	Total favourable variance of $1.39m Permanent variance - Favourable variance of $110k considered a permanent variance, relating to additional rates revenue of ($78k) and waste charges of ($32k). Timing variance - Favourable variance of $1.01m considered a timing variance. Original budget estimate for the same period was underestimated. Budget phasing to be reviewed for the mid-year report. - Favourable variance of $275k considered a timing variance. Payment in lieu of rates revenue was invoiced earlier than budgeted and recognised before 30 September. Budget of $290k was set for the month of October. -
Other receipts	CF2	Accounting/ timing variance - Unfavourable variance of $1.94m. This is to do with movements in prepayments and inventory. Prepayments tend to be paid in the latter part of the financial year, and inventory will also increase and decrease during the financial year, depending on when quarry product is generated and issued.

Line Item	Note	Commentary
Net GST refund/ payment	CF3	Accounting/ classification variance - Favourable variance on net GST refund/ payment of $1.08m. Council does not set a budget allocation for GST but will report on it during the financial year.
Employee costs	CF4	Permanent variance - Favourable variance of $471k. This is in line with the overall year-to-date budget savings reported on the Income Statement commentary. -
Materials and services	CF5	Total unfavourable variance of $1.41m Permanent variance - Favourable variance of $310k in software licences and property insurance, as identified on the Income Statement commentary Accounting/ classification and timing variances - Unfavourable variance of $1.72m, which includes the allocation of GST ($973k). With the Income Statement, materials and services variation is $3.03m below budget, which suggests that the net cashflow result should also be a favourable (positive) adjustment. At the time of setting the original budget, an estimate is made for cash movements based on historical review. Budget phasing to be reviewed as part of the mid-year budget review.

Commentary on Cash Flows – Investing Activities

Line Item	Note	Commentary
Payments for property, infrastructure, plant and equipment	CF6	Timing variance - Unfavourable variance of $506k. This is in alignment with the Statement of Capital Works. This net variance is predominately due to the kerb and channel works program.
Payments and proceeds for investments	CF7	Timing variance - Favourable variation of $2.50m. The variance relates to the timing of term deposit maturities and reinvestments and does not represent additional revenue or operating cash generated by Council. Efforts are made to align term deposit maturities and placements with expected cash flows. Maturities are reviewed based on Council's cash requirements at the time.

Commentary on Cash Flows – Financing Activities

No commentary.

Campaspe Shire Council

Statement of Capital Works

for the period from 01/07/26 to 30/09/26

$ '000	Note	Actual 01/07/26 to 30/09/26	Original Budget 01/07/26 to 30/09/26	$ Variance Actual vs. Original Budget	Original Annual Budget 01/07/26 to 30/06/27
Property					
Buildings	CW1	736	469	(267)	9,093
Total buildings		736	469	267	9,093
Total property		736	469	267	9,093
Plant and equipment					
Heritage plant and equipment		–	–	–	745
Plant, machinery and equipment		906	906	–	3,712
Total plant and equipment		906	906	–	4,457
Infrastructure					
Roads	CW2	1,003	1,441	438	12,340
Bridges		18	10	(8)	1,620
Footpaths and cycleways		4	8	4	1,633
Drainage	CW3	1,263	1,005	(258)	5,085
Recreational, leisure and community facilities	CW4	737	370	(367)	15,470
Parks, open space and streetscapes		1	–	(1)	–
Other infrastructure		52	5	(47)	1,096
Total infrastructure		3,078	2,839	239	37,734
Total capital works expenditure		4,720	4,214	506	51,284
Represented by:					
New asset expenditure		275	333	58	4,965
Asset renewal expenditure		2,830	2,907	77	23,448
Asset upgrade expenditure		1,615	974	(641)	22,871
Total capital works expenditure		4,720	4,214	506	51,284

The above consolidated statement of capital works should be read in conjunction with the accompanying notes. Refer to Notes for the Statement of Capital Works (CW) page.

The above statement of capital works should be read in conjunction with the accompanying notes.

Statement of Capital Works

Council has adopted a materiality threshold of the lower of 10 per cent or $500,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is material because of its nature.

It should be noted that the carryover works of $10.62 million is included in the Statement of Capital Works report, along with the original budget of $40.66 million

'k' refers to thousands and 'm' refers to millions.

The capital works program is tracking broadly in line with budget expectations, with several project variances attributable to project timing rather than changes in project scope or overall budget outcomes. A comprehensive review of the capital works program will be undertaken as part of the December 2026 Mid-Year Budget Review. Key timing variances this quarter relate to building projects, drainage works and recreation facility projects, partially offset by favourable timing outcomes within the roads program.

Commentary on Capital Works

Line Item	Note	Classification Commentary
Buildings	CW1	Timing variance - Unfavourable timing variance of $267k, primarily attributable to the Echuca Holiday Park Master Plan Implementation ($190k) and the Echuca & District Livestock Exchange Machinery Shed ($143k), partially offset by savings across other building projects.
Roads	CW2	Timing variance - Favourable timing variance of $438k, primarily attributable to the Shire-wide Gravel Road Resheeting Program ($154k) and Bangarang Road Flood Rehabilitation ($209k).
Drainage	CW3	Timing variance - Unfavourable variance of $258k, primarily attributable to the Kerb and Channel Program of ($143k) across many locations and Rochester Mary Street Stormwater Upgrade of ($65k).
Recreational, leisure and community facilities	CW4	Timing variance - Unfavourable timing variance of $367k, primarily attributable to the Echuca Victoria Park Building Construction project ($332k) and Echuca South Netball Complex Power Upgrades ($170k), partially offset by favourable timing outcomes relating to the Kyabram Wilf Cox Pavilion Construction project ($188k).

Ratio Definitions and Formulas

Ratio Heading	Description	Formula
Adjusted underlying result (%)	This measures Council's ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions, to fund capital expenditure from its net result.	Adjusted underlying surplus or deficit (adjusted underlying revenue less total expenditure) / Adjusted underlying revenue (total income less non-recurrent capital grants/ contributions and non-monetary asset contributions) The result is multiplied by 100
Working capital	This measures Council's ability to pay existing liabilities in the next 12 months. A ratio of 100% or more means that an entity has more cash and liquid assets than short-term liabilities	Current assets (less statutory reserves) / Current liabilities (less leave greater than 12 months and contract liabilities) The result is multiplied by 100
Cash compared to current liabilities	Assessment of council's abilities to pay bills on time. Higher cash relative to liabilities suggests councils can pay bills in a timely manner.	All cash equivalents and investments / Current liabilities The result is multiplied by 100
Loans and borrowings compared to own source revenue	Assessment of whether council's level of interest-bearing loans and borrowings are appropriate to the size and nature of council's activities.	Interest bearing loans and borrowing balances / Own source revenue The result is multiplied by 100
Loans and borrowings repayments compared to own source revenue	Assessment of whether council's level of repayments on interest-bearing loans and borrowings are appropriate to the size and nature of council's activities.	Interest and principal repayments on interest bearing loans and borrowings / Own source revenue The result is multiplied by 100

Ratio Heading	Description	Formula
Indebtedness	Assessment of whether council long-term liabilities are appropriate to the size and nature of council activities. Lower proportion of non-current liabilities suggests greater capacity to meet long-term obligations.	Non-current liabilities / Own source revenue The result is multiplied by 100
Asset renewal and upgrade	Assessment of whether council assets are being renewed or upgraded as planned. It compares the rate of spending on existing assets through renewing, restoring, replacing, or upgrading existing assets with depreciation.	Asset renewal and asset upgrade expenditure / Asset depreciation The result is multiplied by 100

Glossary of Terms

Definitions

Key Terms	Definition
Status	A management assessment indicating the level of financial or delivery concern associated with a reported measure. **Green** means the measure is on track with no material concern; **Amber** means the position requires monitoring or management attention due to a material variance, forecast risk, uncertainty or incomplete information; and **Red** means the measure is materially adverse to budget, forecast, target or Council's financial sustainability objectives and requires corrective action. Status should primarily reflect the expected full-year position rather than YTD timing differences alone.
Classification	A description of the nature of a financial variance used to distinguish its expected effect on the full-year result. Variances are classified as **Timing**, **Permanent**, **One-off**, **Accounting/Classification**, **Emerging Risk**, or **Mixed**, where more than one classification applies.
Timing variance	A variance caused by differences between when income or expenditure was budgeted and when it is recognised or incurred. It is expected to substantially reverse by the end of the financial year and therefore normally has no material full-year impact.
Permanent variance	A variance that is not expected to reverse during the financial year and is therefore expected to change the full-year financial result compared with the current budget or forecast.

Key Terms	Definition
One-off variance	A non-recurring financial movement arising from an event or transaction that is not expected to form part of Council's ongoing operating position.
Accounting/Classification variance	A variance arising from the accounting treatment, coding or classification of income or expenditure rather than an underlying change in Council's overall financial position. This may include expenditure moving between employee costs and materials and services without changing total organisational expenditure.
Emerging Risk	A financial issue or condition that has not yet resulted in a confirmed full-year variance but has a reasonable potential to adversely affect the forecast financial result, cash position, capital program or financial sustainability.
Mixed variance	A variance containing more than one underlying cause or classification, for example a combination of genuine savings, timing differences and costs transferred to another expenditure category.
Financial Plan Comparator	The corresponding financial result, ratio or measure derived from Council's adopted Financial Plan and used to assess whether current or forecast performance remains consistent with Council's longer-term financial sustainability trajectory. Where a directly comparable Financial Plan measure is unavailable, this should be clearly identified rather than estimated.
Forecast	Management's most recent estimate of Council's expected full-year financial position based on information available at the reporting date. Where an updated quarterly forecast has not been completed, the report should identify the latest available approved or adopted forecast and clearly disclose that limitation.
Forecast Variance	The difference between the latest full-year forecast and the relevant revised annual budget or other approved budget comparator. It indicates the expected financial impact at year end rather than the timing difference arising at the reporting date.
Indicative Unrestricted Cash	The portion of Council's cash and investments estimated to remain available after allowing for relevant statutory restrictions, grant and contractual obligations, committed expenditure and other identified commitments or reserves. It should not be interpreted as available until the underlying restrictions and commitments have been reconciled.

8.4.5 Statutory Planning Decisions

Directorate:	Sustainable Growth
Responsible Officer:	Manager Business and Development
Manager:	Manager Business and Development
Attachments:	Nil
Conflict of Interest:	In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.
Council Plan Reference:	Not applicable
Other Strategic Context:	Not applicable

1. PURPOSE

The purpose of this report is to provide Council with an update on the matters that have been considered by Statutory Planning during the period 1 August 2026 to 31 October 2026.

2. RECOMMENDATION

That Council notes the matters that have been considered by Statutory Planning during the period 1 August 2026 to 31 October 2026.

3. DISCUSSION

Statutory Planning is responsible for the assessment of applications for the use and development of land. Applications can be diverse from business identification signs, commercial, industrial and residential developments, to large-scale subdivisions.

The assessment of applications requires engagement with the community, consultants, internal stakeholders and external referral authorities.

Planning officers are accountable for:

- Undertaking pre-application meetings
- Providing planning advice verbally and in writing
- Assessing diverse planning applications
- Consideration of 97N applications (existing use rights)
- Facilitating and chairing consultation meetings
- Preparing delegate or Council reports
- Reviewing plans to satisfy conditions
- Supporting subdivisions achieve Certification and Statement of Compliance
- Undertaking street naming checks

- Representing Council at the Victorian Civil and Administrative Tribunal (VCAT) or supporting legal representation.

Specialist independent advice is sought to help officers undertake their assessment on complex matters such as heritage if required, as Council does not have specialist resources internally.

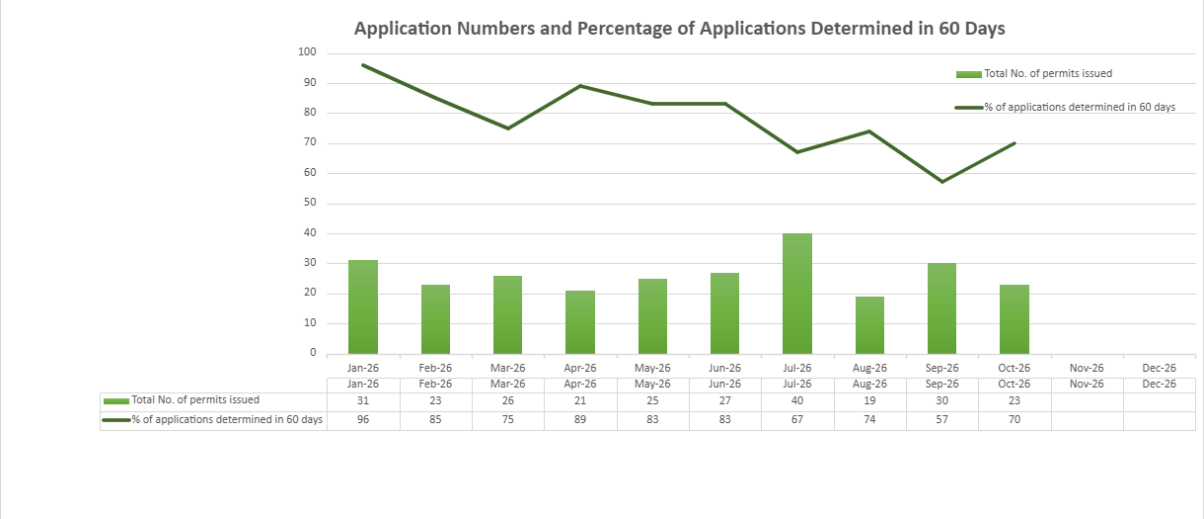
The snapshot below provides an overview of the type and number of matters that have been considered by Statutory Planning during the period 1 August 2026 to 31 October 2026.



For the period 1 August 2026 to 31 October 2026:

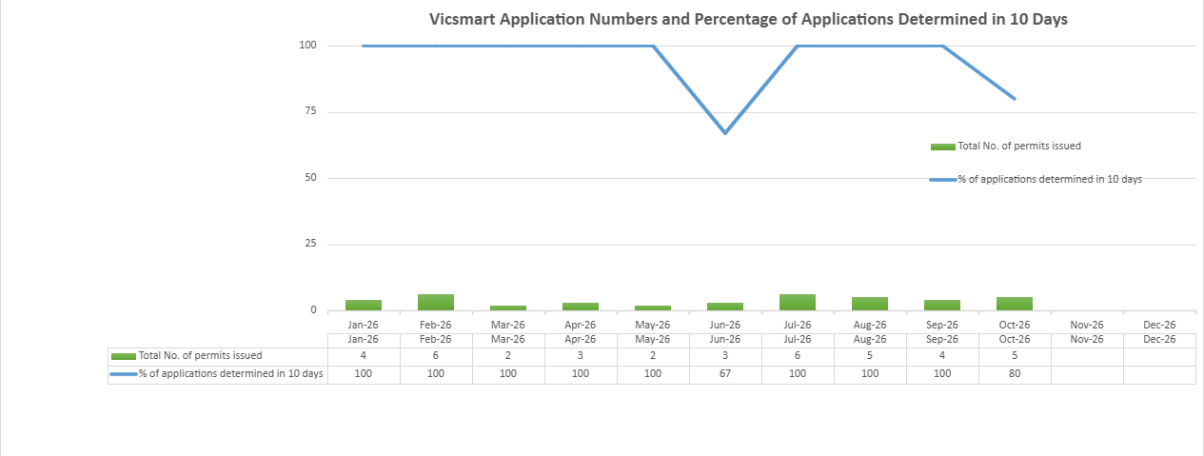
- The highest number of planning applications received was 30 in September which is 10 less than the highest month for the year.
- The highest number of standard permits issued was 30 in September, which was down 10 permits from the highest month in the last reporting period but higher than 7 months of this year.
- The number of standard permits being issued for this period is lower than the previous reporting period, however a number of longer running applications were resolved.
- There has been a decrease in the number of planning applications received this reporting period, down to 80 compared to 107 applications received last period.
- The highest number of VicSmart permits issued was 5 in August and October, with a median 7 days taken to decide on these applications. This is well below the 10 statutory day timeframe.

The below graph shows the number of applications determined each month and those determined within the statutory timeframe of 60 days.



It is noted that the percentage of applications determined in 60 days decreased in September. This is attributed to a number of longer standing applications being resolved with permits issued. The percentage determined within timeframe has increased again in October.

The below graph shows the number of VicSmart applications determined each month and those determined within the statutory timeframe of 10 business days.



In October, one application was determined within 13 days instead of the statutory timeframe of 10 business days. All other months for this reporting period have had 100 percent of applications determined within the statutory timeframe which is consistently above the State average.

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

During this period there have been a range of legislative changes that have occurred. Some of these changes include:

- Increase the estimated cost of development thresholds for classes of VicSmart applications.
- Updates to Bushfire Management Overlay and Clause 53.02 Bushfire Planning.
- Clarification around hemp brick production and its inclusion in rural industry.

- Strengthening support to extractive industries within areas such as Strategic Extractive Resources Areas and Interest Areas.
- Additional changes to residential development required and canopy tree provisions.
- Introduction of VicSmart for certain applications in Erosion Management Overlay.
- Updates to policy and introducing new flood planning controls for risk-based rating system.
- Increase the number of dwellings that can be considered under VicSmart from two to four.
- Introduction of new Clause 45.13 Live Music Overlay and updates to live music provisions to support ongoing operations and growth.

8.5 Council Information

8.5.1 Notes of Appreciation

Directorate: Office of the CEO

Responsible Officer: Executive Officer

Manager: Executive Officer

1. PURPOSE

To present the notes of appreciation that Council has received since its last meeting.

2. RECOMMENDATION

That Council acknowledge the notes of appreciation as listed and convey this appreciation to the relevant parties.

1. Sally, Lockington

Council received a phone call from resident Sally, wishing to pass on her appreciation to the works team for grading Whinfield Road, Lockington.

2. Ross, Echuca Village

Ross phoned council to thank the tree crew for the work they performed out the front of his property in Echuca Village. He wanted to let us know it was a job well done.

3. Xavier, Campaspe

Council received an email to convey their heartfelt recognition of the amazing work, pride and dedication of our Parks, Gardens and Roads teams, in keeping our community looking its best.

4. Adrian, Echuca

Adrian called into Echuca Customer Service to pass on his thanks to the events team for their excellent work in conducting the Citizenship Ceremony and a special mention to Nicole for her assistance regarding accessible parking for a mobility impaired attendee.

5. Amanda, Yield Insurance

Council received an email from Amanda regarding the Business Awards recently held to say " *Events like that take an enormous amount of planning and effort, and we want to congratulate everyone involved on a great evening.*

6. Judd, Echuca

Council received the follow positive feedback regarding the running of the Campaspe Murray Business Awards Gala Dinner.

" *Just wanted to shoot you all a quick email to say thanks and congratulations on putting together such a great event.*
We had a fantastic night and thought the whole event was extremely well run. Brian Nankervis, what a star! You should all be really proud of what you've put together.
We're incredibly grateful to have won the award and the team were absolutely buzzing when they found out the following morning.
We hope to be involved again next year in some capacity. It's a great initiative for the region and we'd love to be part of it again.
Thanks again to everyone involved. We really appreciate the effort that goes into making a night like that happen."

7. Ron, Tennyson

Ron phoned to say thanks for the great job of grading the roads around Tennyson, particularly the section of O'Donnell Rd - Trounson to seal.

8. Paul, Tennyson/Diggora

Paul provided feedback on how pleased they were to see earth roads being graded around Tennyson and Diggora.

9. Michael, Tongala

Council received an email from Michael expressing his appreciation following maintenance matters being addressed in Tongala.

“I am writing to express my sincere appreciation and thanks to two Campaspe Shire Council employees, Josh and Tim, for their assistance, cooperation and commitment to addressing important maintenance and improvement matters within the township of Tongala.

I believe it is important that Council employees who demonstrate a genuine willingness to assist their local communities receive recognition for their efforts.

Josh
I would particularly like to acknowledge Josh for his ongoing assistance in helping to identify, address and resolve various issues throughout Tongala that require Council's attention.

Josh has demonstrated a positive and cooperative approach when matters have been brought to his attention. His willingness to listen, investigate concerns and assist in getting issues corrected or necessary works undertaken is greatly appreciated.

Having Council employees who are approachable, responsive and prepared to work with the community makes a significant difference to the ongoing maintenance, presentation and improvement of our township.

Tim
I would also like to extend my sincere thanks to Tim for his assistance with the road maintenance works behind Potts Village Green in Tongala.

The maintenance of this area has been an important matter, and Tim's assistance in addressing the road conditions is greatly appreciated.

His efforts and willingness to assist with these works demonstrate the importance of Council staff taking an active interest in maintaining local infrastructure for the benefit of residents and the wider community.

9 Notices of Motion

9.1 Notice of Motion - 3 Borpa Place Kyabram

Councillor Weston

RECOMMENDATION

That Council:

1. **requests the CEO provide a report to Council explaining why the dwelling at 3 Borpa Place Kyabram was required to be constructed with a finished floor level approximately one metre higher above ground level than the surrounding dwellings; and**

2. **requests the above report be provided to Council by 28 February 2027.**

Rationale:

This motion is to provide Council the opportunity to inform itself in relation to 3 Borpa Place Kyabram the following including:

1. the administrative processes that led to the current outcome at 3 Borpa Place Kyabram.
2. if the floor height requirement determined by Council was deliberative or inadvertent.
3. any deficiencies in administrative processes, and if so, any measures taken to address this.
4. any consequences arising out of the finished floor height requirement by Council for this dwelling.

There are currently no flood-related planning or land use controls affecting 3 Borpa Place Kyabram and no controls the same proposed to be applied to this property within the Kyabram Flood Study draft Planning Scheme Amendment C128.

Officer comment:

This matter was raised with Council in 2024, with an update provided to Councillors in 2025.

A further report can be prepared by the end of February 2027.

9.2 Notice of Motion - Big Weather Committee Kyabram

Councillor Weston

RECOMMENDATION

That Council:

1. **acknowledges that the Kyabram Development Committee has established a subcommittee called the Big Weather Committee;**
2. **acknowledges the Big Weather Committee was convened as a community response to the stormwater inundation experienced by Kyabram in early March 2026; and**
3. **agrees to engage with the Big Weather Committee on matters relevant to and related to flooding, inundation and stormwater management in Kyabram.**

Rationale:

Community engagement is recognised as a key component of building community resilience in managing flooding and inundation, both during and post flood events. Access to local knowledge in communities is valuable in assisting Council to plan, prepare and manage its flood related assets and resources. This motion provides Council the opportunity to utilise local knowledge and work with the Big Weather Committee to help ensure effective stormwater management in Kyabram.

Officer Comment:

Council officers acknowledge and support the intent of the Notice of Motion, including the recognition of the Big Weather Committee as a subcommittee of the Kyabram Development Committee and the encouragement of ongoing engagement with the Committee on matters relating to flooding, drainage infrastructure and stormwater management.

Since March 2026, officers have engaged with individual members of the Big Weather Committee on several occasions to consider localised knowledge and observations and to further understand the performance of Council's infrastructure during periods of peak demand.

Local knowledge provided by Committee members is a valuable source of information that complements Council's technical and operational assessments. This ongoing engagement can assist Council in identifying local priorities, informing maintenance planning, and developing and prioritising future capital works associated with drainage and stormwater infrastructure.

10 Urgent Business

Nil.

11 Confidential Business

Items 11.1, 11.2 and 11.3 contain confidential information as defined under section (3)(f) of the Local Government Act 2020: personal information, being information which if released would result in the unreasonable disclosure of information.

Closure of Public Meeting

RECOMMENDATION

That pursuant to the provisions of the *Local Government Act 2020* (the Act), the meeting will now be closed to members of the public in accordance with section 66(2)(a) of the Act to enable consideration to be given to items that contain confidential information as defined in section 3(1).

12 Close Meeting

There being no further business, the Mayor closed the meeting at {time}.

.....

Cr Jessica Mitchell

Mayor