



**ALLIANCE FOR
GAMBLING REFORM**

2020/21

**Submission prepared for
Campaspe Shire Council**

**Partnership proposal
Alliance for Gambling Reform**

INTRODUCTION

The Alliance for Gambling Reform is a collaboration of organisations with a shared concern about the harmful aspects of gambling and its normalisation in Australian culture. We campaign for reforms of the gambling industry that reduce the harm it causes – particularly to local communities.

It's been an extraordinary start to 2020, with first a summer of unprecedented bushfires and now the staggering impact of the coronavirus pandemic affecting communities. This has brought about the closure of gambling venues across the country as a prudent containment measure for COVID-19, but also resulted in a subsequent spike in and promotion of both legal and illegal online gambling products in Australia.

The Alliance is deeply concerned about the rise in online gambling products being promoted to people during this time of crisis. We know the community will be experiencing heightened levels of anxiety, increased physical and mental ill-health, instability and financial stress. We also know that people who are (necessarily) socially isolated are more vulnerable to gambling harm. Communities are in great need of protection from gambling harm at present. At the same time, the disruptive nature of these events means that we have an opportunity to reassess the pervasive and harmful presence of gambling in our society and the influence the industry has come to wield.

We know much more today about poker machines compared to when they were first introduced in Victoria some 29 years ago. We now understand the deliberately deceptive, addictive and misleading programming of poker machines and the devastating impact that this causes on hundreds of thousands of Australians and on our local communities.

The Alliance recognises gambling addiction as a public health issue, with no acceptable level of harm from poker machines. We pursue policy changes that prevent and reduce the harm that flows from poker machine gambling, including;

- changes to the licensing regulations for poker machines that enable communities to have a say over the location of machines in their community;
- elimination of machine design features that increase the likelihood of addiction such as losses disguised as wins and near misses; and
- \$1 maximum bet and maximum hourly loss rate of \$120 per hour.

These policies mark the beginning of a continuous process of preventing harm from poker machines, not the end.

The Alliance is seeking \$5,000 from Campaspe Shire Council. In requesting these funds, we invite Council to commence a partnership with the Alliance as part of the strong group of Leadership Councils. In 2019/20, 23 councils (Banyule, Brimbank, Darebin, Frankston, Glen Eira, Greater Dandenong, Hobsons Bay, Hume, Kingston, Knox, Maribyrnong, Maroondah, Melbourne, Mitchell Shire, Monash, Moonee Valley, Moreland, Mornington Peninsula, Noosa, Whitehorse, Whittlesea, Wyndham and Yarra) made financial contributions to the Alliance as Leadership Councils.

These funds enabled the Alliance to offer individual support to councils for activities to prevent harm from gambling and allowed us to continue our ground-breaking work pressuring big corporate actors like Woolworths to get out of the pokies business, raising awareness of the harmful effects of sports gambling advertising - especially on children - and furthering our campaign for meaningful regulatory reform.

The Alliance is especially keen to commence a partnership with Campaspe Shire Council because of the relatively high number of pokies per resident your community suffers (7.1 machines per 1000 adults versus the statewide average of 5). Campaspe Shire has too many machines and the impact of these machines on your local residents is substantial. Your residents deserve higher levels of protection which we aim to assist you to achieve. We have seen that poker machine operators cynically seek to concentrate machines in vulnerable communities and our collaborative efforts will be required to address this imbalance.

INFORMATION - CONTACTS

	Contact 1	Contact 2
Website	www.pokiesplayyou.org.au	www.pokiesplayyou.org.au

ALLIANCE FOR GAMBLING REFORM INFORMATION

Name of Organisation/Group	Alliance for Gambling Reform
Is your Organisation/Group known by another name	No
Australian Business Number (ABN)	14 829 021 950
Postal Address	Suite G06, Ground Floor, 60 Leicester St Carlton VIC
Incorporation Registration Number	266E
Type of organisation	Incorporated association
Registered for GST	Yes
Are you a charity	Yes
Charity type	Health Promotion Charity
Deductible Gift Recipient (DGR) ?	Yes
Do you have any Tax Concessions?	N/A
Public Liability Insurance	Insurer: Chubb Policy number: 01EL543968

SECTION 1 : PROJECT SUMMARY

History of the Alliance

Since the introduction of poker machines, individuals and organisations have been advocating for measures to reduce harm. Occasionally, advocacy efforts have led to improvements such as the removal of ATMs from gambling venues. However, the power of the gambling industry is such that operators quickly mitigate against harm minimisation efforts and find new ways to exploit their harmful and dangerous products.

Prior to the creation of the Alliance, advocacy efforts were often ad-hoc and uncoordinated. Advocates sometimes supported conflicting strategies and had different reform asks. The gambling industry benefited from this lack of coordination with a slick and unified publicity and lobbying machine to ensure that they achieved outcomes which maximized profits whilst doing little to protect Australians from harm.

Following the failure of national reforms proposed by federal independent Andrew Wilkie, a number of eminent Australians and longtime gambling reform advocates began conversations with a view to creating a body that could run a successful campaign to counter the power and influence of the gambling industry and see meaningful reform introduced to protect Australians from poker machine harm. The Alliance grew from these conversations. One of Australia's foremost communications and marketing experts, the late Neil Lawrence, was a key leader in this area and the ground-breaking documentary that he produced, *Ka-Ching*, marked a critical turning point in our ability to reframe debate around poker machines to focus on their dangerous, addictive and misleading features.

With the financial backing of some generous private philanthropy, the Alliance was created to forge a far more effective approach by driving collaboration across these different fronts. In doing so, the Alliance is building a powerful base of supporters at the grassroots to propel forward and re-frame the case for change so that it is more compelling and more likely to succeed than previous efforts.

We are a national alliance but have a heavy focus on Victoria and local government is very much at our core. Indeed the Alliance was formed shortly after the successful *Enough Pokies* campaign which Victorian councils formed in the lead up to the 2014 state election. Other organisations involved in the Alliance include the Salvation Army, the MAV, the VLGA and the Gambling Impact Society.

Summary of Alliance activity

The Alliance is advocating for reforms to the gambling industry to reduce the harms it causes. Our focus is on poker machines but we also advocate for changes to sports and online gambling which would also reduce harm.

We are confident that **our campaign can win** because we have a strong strategy:

1. **If we re-frame poker machine gambling** from an individual responsibility to a public health issue industry and governments have responsibility for, then we will reduce shame and stigma, and increase pressure on governments to act
2. **If we build a national supporter base** of individuals, 'Champions of Change' who've experienced gambling harm, Leadership Councils and community organisations that

share our commitment to preventing gambling harm, then we will increase our organisational power to influence effective policy outcomes

3. **If we reduce the credibility and influence of the gambling industry** and contrast with positive examples of gambling-free or pro-reform clubs, then we will limit the power of industry to influence perverse policy outcomes
4. **If we advocate to decision makers**, centering those with lived experience, then we will be more effective at achieving systemic policy reform

The past twelve months has seen continued achievements for the Alliance in terms of media profile and movement building. Notably, the Alliance has maintained pressure on big corporate actors to get out of the harmful business of gambling, with Woolworths announcing their intention to divest from pokies. The Alliance has run a strong campaign targeting Woolworths and their unconscionable conduct. In November 2017 Alliance Director, Dr. Susan Rennie, ran for the Woolworths Board where she gave [a powerful speech](#). This builds on the achievement of passing 'peak pokies' for the AFL and AFL clubs, with over 50% of clubs exiting or announcing their plans to get out of the poker machine business.

In addition, the Alliance has assisted community members and councils to actively participate in VCGLR licensing applications which has reduced the 90% plus success rate which poker machine operators used to achieve at the Commission with their applications.

Finally, the Alliance Champions for Change program is going from strength to strength. The program empowers people with experience of gambling harm to participate in reform advocacy in ways that are meaningful to them. The program is an innovative, impactful and essential part of the Alliance campaign for gambling reform.

The Alliance is keen to develop a partnership with Campaspe Shire Council. The shire unfortunately still has a high number of machines per person when compared to the state average, and your community deserves higher levels of protection.

SECTION 2 : OUR GRANT PROPOSAL

Campaign Name

The Alliance for Gambling Reform

How much funding is the Alliance requesting from Council?

\$5,000

How will Campaspe Shire Council benefit from this campaign?

The greatest benefit for Campaspe Shire Council of this campaign comes from working in concert with the Alliance, 23 other local councils and our partner organisations to advocate for state and national legislative reforms.

The legislative changes advocated by Campaspe Shire Council and the Alliance will reduce gambling harm and disadvantage far more than is possible by councils working in isolation from each other.

In addition to the benefits of working in collaboration, becoming a financial partner entitles Council to:

1. Opportunities to work directly with a member of the Alliance's politics and media strategy team at a grass roots level to ensure that local messaging is crafted in a way that amplifies, and is amplified, by the broader Alliance campaign.
2. Opportunities for Alliance spokespeople such as Chief Advocate the Rev. Tim Costello, Dr Susan Rennie and Champions for Change lived experience advocates to comment and support local media coverage of gambling issues in Campaspe Shire.
3. Media and strategic support for any matters relating to poker machine licencing and planning and Council advocacy.
4. Enhanced ability to develop and deliver effectively on local gambling policy, with a particular focus on advocacy, community consultation, support and education.
5. Promotion of Campaspe Shire Council gambling related events to Alliance supporters, such as consultation forums, festivals and community events, educational events or *Ka-Ching!* screenings.
6. Your residents and ratepayers will understand the relevance and timeliness of this issue and see their Council as a leader in this field.

SPECIFIC PROJECT / CAMPAIGN ACTIVITIES 2020/21

Below are some of the activities which we are looking to deliver over the next year.

- A. **SPORTS AND ONLINE GAMBLING CAMPAIGN:** We will roll out a campaign to call for the huge and growing losses and normalisation of gambling to be reigned in through evidence-backed harm reduction methods. These include: extending the ban on gambling ads to further reduce harm especially to children, furthering the harm reduction methods set out in the National Framework and making sure it's properly implemented. Like the awareness-raising campaign we ran during the Federal election, there will be exciting opportunities for councils to advocate on these issues and raise community awareness of harm and necessary reform as desired. In the new environment created by COVID-19 there is potential for gambling harm to shift online and we will need to work vigilantly to protect our communities from this threat in a time of increased isolation and vulnerability.
- B. **REFRAMING THE DEBATE:** The shift across the nation from states marking 'Responsible Gambling Week' to 'Gambling Harm Awareness Week' is a huge win and sign that the debate is changing to focus on the addictive nature of gambling rather than using the industry's self-serving messaging of 'responsible gambling'. It's important to keep using a public health lens whenever we talk about gambling harm so we support ongoing efforts to get industry to curb harm from its products, encourage decision-makers to take responsibility for protecting communities and lift the burden of stigma and shame

off individuals. Core to this is involving people with lived experience in our campaigning through the Champions for Change program.

- C. **VICTORIAN STATE REFORMS:** Following on from the high-impact work that councils did in raising awareness of the need to curb gambling harm during the Victorian state election, there are opportunities for real reform. The Victorian Government has recently released the reformed venue Code of Conduct for gaming licence holders which takes some positive steps to curbing harm from gambling but unfortunately doesn't go as far as it should. The Alliance and partner organisations continue to pursue our state reform asks, including extinguishment of unused EGM licences, banning harmful machine features like losses disguised as wins, reducing opening hours and introducing maximum \$1 bets. It's the ideal time for councils to be engaging with your local MPs on these issues to find out if they are going to be a champion for real reform in this term of parliament, and we can provide support to do this effectively.
- D. **WORKING WITH LOCAL SPORTING CLUBS TO REDUCE THEIR GAMBLING DEPENDENCE:** Increasingly, local council policies are tackling the unhealthy relationships between the gambling industry and local clubs. We will be working with Leadership Councils and sporting clubs to take advantage of opportunities to reduce their dependence on poker machine revenue or other gambling sponsorship, including championing the success of safe and inclusive clubs that have made the decision to be free from gambling harm.
- E. **LIVED EXPERIENCE AND LOCAL GOVERNMENT ADVOCATES:** Work with councils and Champions for Change to build relationships with politicians to secure policy wins, especially around extinguishment of unused licenses and establish a group of MPs prepared to advocate for reform in this term of parliament.

Role for Campaspe Shire Council residents

The Alliance will continue to work with Campaspe Shire Council to tailor the communications strategy and materials to suit residents so that they can:

- Learn more about the need for legislative reform to minimise gambling harm
- Share educational materials with their friends, family, neighbours and peers
- Get involved in advocacy for reform of the industry through social media, email or volunteer events in the council area
- Participate in community engagement activities organised by the council that have been designed to align with Council policy and Alliance goals

Role for Campaspe Shire Council

Cooperation at this level of advocacy is most effective when councils and the Alliance work together to develop and deliver materials and activities.

- Campaspe Shire communications team sharing relevant community demographic and communications research specific to the shire so that Alliance staff can tailor communications plans and materials to suit
- Use of Alliance communications materials in Campaspe Shire
- Promotion of relevant Alliance community engagement actions to residents and community groups in Campaspe Shire

- Campaspe Shire Council community development team working with Alliance staff and board members when developing community development activities
- Campaspe Shire Council advocacy team coordinating with Alliance staff and board on activities such as government submissions and meetings with Ministers

Credentials of AGR staff and board

The Board of the Alliance is made up of individuals who bring expertise, networks, and organisation and other skills required by the Alliance.

Members of the Board are;

Dr Susan Rennie, Chair

Dr Mark Zirnsak, Deputy Chair

Tom Cummings

Elizabeth O'Shea

Ethan Taylor

Anna Kennett

David Crosbie

Sharon Dickson

David Beguely

Jan Black, Municipal Association of Victorian (MAV), is an adviser to the Board

The Alliance has a number of employees who assist the Board and supporter organisations with Alliance activities and campaigns:

Tony Mohr, Executive Director

Margaret Quixley, Campaigns Director

Ashley Sutherland, Victorian Campaigner

Rebecca Thorpe, Communications Advisor

Kate de Costa, NSW Campaigns Coordinator

██████████ Council Gambling Harm Advisor

██████████ Council Gambling Harm Support Worker

Pepi Belfort, Champions for Change National Coordinator


Anna Bardsley, Champions for Change Victorian Coordinator

Isadora Poole, Digital Campaigner

The Rev. Tim Costello, Chief Advocate

AUTHORITIES & DECLARATIONS

I certify to the best of my knowledge, that the information provided in this submission is correct and discloses a full and accurate statement of the Alliance for Gambling Reform's details and proposal and agree to meet accountability set by Council.

Authorised person's name	Tony Mohr
Signature of authorised person	
Position held	Executive Director
Date	06/04/2020

Attachment 9.2

CHILDRENS CROSSING SUPERVISOR SUBSIDY SCHEME

Financial Year: 2019 - 2020

VicRoads Region: Northern

Municipality: Campaspe

Contact Person:

Phone: 03 54812200

Email: shire@campaspe.vic.gov.au

Notes:

- 1 Primary (P), Secondary (S). Primary (bndarBoth (B)
- 2 School Crossing (CX), Pedestrian Signals (POS), Intersection Signals (IS), Zebra
- 3 Speed (Km/h) during time that crossing is operational.
- 4 Is this a school speed zone ? - Y or N. Y N
- 5 Local or arterial. Local Arterial
- 6 Does the crossing Abut the school or is it Remote? Abut Remote
- 7 Is the road a single or dual carriageway - S or D Single (S) Dual (D)

Where a crossing services both primary and secondary schools, please select School Type 'Both'.

No.	Road Name	Nearest Intersecting Road	Name of School(s) Served	No. of Supervisors	School Type ¹	Crossing Type ²	Hourly Ped Count (S)	Hourly Ped Count (P)	Hourly Vehicle Count (V)	PxV S	PxV P	Total PxV	Other Supporting Information for Special	Date of last count	Speed Zone Km/h		Type of Road ⁵	Remote Crossing ⁶	Single or dual carriageway ⁷
															Speed	SSZ			
1	High Street Echuca	Pakenham Street	Echuca Central (208)	1	Primary (P)	Intersection Signals (IS)		193	1728	0	333504	333504	Safety, Arterial road, heavy vehicles,		40	Y	Arterial	Abut	Dual (D)
2	Eyre Street Echuca	Sutton Street	Echuca East Primary	1	Primary (P)	School Crossing (CX)		20	156	0	3120	3120			40	Y	Local	Abut	Single (S)
3	Sutton Street	Eyre Street	Echuca East Primary	1	Primary (P)	School Crossing (CX)		49	155	0	7595	7595			40	Y	Local	Abut	Single (S)
4	Murray Valley Hwy Echuca	Bridlington Avenue	St Mary's Primary	1	Both (B)	Intersection Signals (IS)	35	36	725	25375	26100	51475	Safety, Arterial road, heavy vehicles, speed		80	N	Arterial	Remote	Dual (D)
5	McSwain Road Echuca	Wilkinson Drive	Twin Rivers Primary	1	Primary (P)	School Crossing (CX)		55	282	0	15510	15510	See Note 10		50	N	Local	Remote	Single (S)
6	Northern Hwy Echuca	McSwain Road	See Note 11	2	Primary (P)	School Crossing (CX)		9	1192	0	10728	10728	Safety, Arterial road, heavy vehicles, service road, hwy and speed		70	N	Arterial	Remote	Dual (D)
7	Murray Valley Hwy Gunbower	Gunbower Island	Gunbower Primary	1	Primary (P)	School Crossing (CX)		6	204	0	1224	1224	Safety, Arterial road, heavy vehicles, service road and hwy		40	Y	Arterial	Remote	Dual (D)
8	Northern Hwy Rochester	George Street	Rochester P - 12	1	Both (B)	School Crossing (CX)	13	13	459	5967	5967	11934	Safety, Arterial road, heavy vehicles, service road and hwy		40	Y	Arterial	Abut	Dual (D)
9	Edward Street Rochester	George Street	Rochester P - 12	1	Both (B)	School Crossing (CX)	27	3	57	1539	171	1710	Primary & Secondary School P -12		40	Y	Local	Remote	Single (S)
10	Midland Hwy Stanhope	Savage Road	Stanhope Primary	1	Primary (P)	School Crossing (CX)		9	197	0	1773	1773	Safety, Arterial road, heavy vehicles, speed		40	Y	Arterial	Abut	Dual (D)
11	Bendigo Murchison Rd Rochester	School Street	Rushworth P - 12	1	Both (B)	School Crossing (CX)		18	238	0	4284	4284	Safety, Arterial road, heavy vehicles, speed		60	N	Arterial	Remote	Dual (D)
12	Church Street Kyabram	Tulloh Street	St Augustines P - 12	1	Both (B)	School Crossing (CX)	23	71	255	5865	18105	23970	Primary & Secondary School P -12		40	Y	Local	Abut	Single (S)
13	Tulloh Street Kyabram	Church Street	St Augustines P - 12	1	Both (B)	School Crossing (CX)	52	78	97	5044	7566	12610	Primary & Secondary School P -12		40	Y	Local	Abut	Single (S)
14	Fischer Street Kyabram	Haslem Street	Kyabram Sec College P - 12	1	Both (B)	School Crossing (CX)	8	36	184	1472	6624	8096	Primary & Secondary School P -12		40	Y	Local	Abut	Single (S)
15	Haslem Street Kyabram	Fischer Street	Kyabram Sec College P - 12	1	Both (B)	School Crossing (CX)	27	61	141	3807	8601	12408	Primary & Secondary School P -12		40	Y	Local	Abut	Single (S)
16	Bridlington Ave	Whitby Close	St Marys Primary School	1	Primary (P)	School Crossing (CX)		167	274	0	45758	45758	See Note 12						
17										0	0	0							
19		Note 10 - Crossing began operation Feb 2018								0	0	0							
20		Note 11 This crossing began operating Feb 2019 using crossingsupervisors relocated from redundant crossings.								0	0	0							
21		Accommodates Twin Rivers Primary, St Marys Primary, Echuca Secondary and Rich River Christian School								0	0	0							
22		Mostly Primary with Small number of Secondary Students								0	0	0							
23		Note 12. Will begin operation from 15/7/2019. New Crossing . These are counts at the site that lead to								0	0	0							
24										0	0	0							



Kyabram Fauna Park

Strategic & Master Plan 2019 - 2024

Kyabram Fauna Park

75 Lake Road, Kyabram Victoria 3620

ABN: 17 952 842 905

Prepared by: Karen Oliver, KO Tourism

Updated: 14 January, 2020

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Introduction

Kyabram Fauna Park (KFP) has been a much-loved community asset for over 40 years. The Park was established in 1976 and grew to become the second largest collection of Australian fauna in Victoria. More than 600 native animals call the Park's 55 hectares of expansive parkland home. KFP has been actively involved in conservation programs with Australian and international partners since 1979 with a focus on threatened and vulnerable species.

The Park is an important regional attraction, providing visitors the opportunity to experience nature, while learning about birds and animals native to Australia. It provides environmental, economic and social benefits for the region. However in recent years, the viability of the Kyabram Fauna Park has been threatened by a range of operational issues, resulting in a decline in visitation and profitability.

Following the resignation of the previous Committee of Management (COM) in 2018, Campaspe Shire Council and Werribee Zoo committed to assisting Department of Environment, Land, Water and Planning (DELWP) to maintain the operation of the park and ensure appropriate governance practices are in place. An interim COM was formed in June 2018 to oversee operations, introduce planning and governance frameworks and to attract investment. Park General Manager, Lachlan Gordon, was appointed to manage the park and oversee day-to-day operations, commencing in March 2019.

Campaspe Shire Council and DELWP are committed to the long-term sustainability of Kyabram Fauna Park. The COM and Park General Manager have been working towards reinvigorating the park and has set a clear vision for the future. They have undertaken a comprehensive planning process to build the framework to support the business transformation process. Campaspe Shire Council was successful in securing a Regional Development Victoria (RDV) grant to develop a strategic development plan (site Master plan and business planning) to inform future business and development opportunities for the Park. Extensive community consultation has been undertaken to secure support for the Park's vision.

This plan outlines the strategic, business and marketing plan to achieve the Kyabram Fauna Park's vision over the next 5 years. This plan will be used in conjunction with the Wetlands and Park Master plans to guide the Park into the future.

Vision: *To be northern Victoria's premier wildlife attraction.*

Purpose: *To provide meaningful and memorable visitor experiences, that educate and inspire action to protect wildlife and its habitat.*

Strategic Pillars

Welfare

The welfare + wellbeing of

Conservation

We are committed to

Sustainability

Business

Experience

Interactions with our wildlife +

Strategic Priorities

paramount

wildlife + habitat conservation

will ensure we deliver ongoing benefits to the community +

make visitors feel part of nature

The Business

Registration details

Business name: Kyabram Fauna Park Inc.

Trading name: Kyabram Fauna Park

Date registered: 01 May 2000

Business structure: Kyabram Fauna Park is operated by a Committee of Management appointed under the Crown Lands Reserve Act.

ABN: 17 952 842 905

GST: Registered from 01 July 2000

Licences & permits: Wildlife Displayer License - No. 14699934

Business details

Business location: Kyabram Fauna Park is located on 55 hectares at 75 Lake Road, Kyabram, approximately one kilometre from the centre of town. The Park borders residential properties to the north.

John Pilley Reserve is located outside the entry of the Park and includes a fenced playground and all-abilities swing, toilets, BBQ and picnic shelter and an RV dump point.

Kyabram, the Shire of Campaspe's second largest town, is situated between the towns of Echuca and Shepparton and is close to the Murray River, Goulburn River, Campaspe River and Waranga Basin.

Business premises: The total 55ha site occurs on both Campaspe Shire Council and Crown land. Approximately two thirds of the site exists as artificially created wetlands that functions as a storm water runoff basin attracting a diverse range of waterfowl and other wetland species. The remaining third houses the wildlife park proper with a range of facilities including a cafe and souvenir shop, education centre, reptile house, historic Hazelman's Cottage and native animal exhibits.

Insurance

Liability insurance

Insurer: ASR Underwriting Agencies Pty Ltd

Policy number: AT131666V2990N

Period of cover: 30/6/2019 - 30/6/2020

Public liability: \$10,000,000

Pollution liability: \$10,000,000

Product liability: \$10,000,000

Business insurance

Insurer: Allianz Australia Insurance Limited

Policy number: 134A020636COM

Period of cover: 30/6/2019 - 30/6/2020

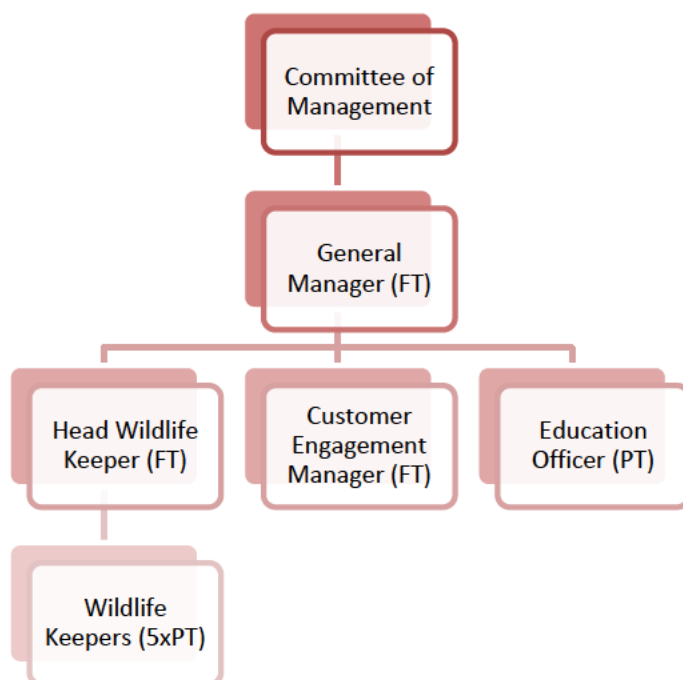
Property damage sum insured: Building (\$4,709,750), Contents (\$458,953)

Management & organisation

Ownership: The Kyabram Fauna Park land is owned jointly by Campaspe Shire Council and the Department of Environment, Land, Water and Planning (DEWLP).

Management: Kyabram Fauna Park is operated by a Committee of Management appointed under the Crown Lands Reserve Act. A General Manager oversees park operations.

Figure 1: Organisation Chart.



Key personnel

Committee of Management

Job Title	Name	Organisation	Role
Regional Director Loddon Mallee	Marg Allan	Department of Environment, Land, Water and Planning	Chair
Regional Manager, Land and Build Environment	Adam Melis	Department of Environment, Land, Water and Planning	Committee member
Director	Glenn Holland	Werribee Open Range Zoo	Committee member
Chief Executive Officer	Declan Moore	Campaspe Shire Council	Committee member
Economic + Community Development General Manager	Keith Oberin	Campaspe Shire Council	Committee member
General Manager - Corporate Services	Fleur Cousins	Campaspe Shire Council	Treasurer

Current staff

Job Title	Name	Role Description	Date started
General Manager	Lachlan Gordon	Full-time	March 2019
Customer Engagement Manager	Kellie Smith	Full-time	July 2019
Education Officer	Vacant	Part-time	<i>Not yet advertised</i>
Head Wildlife Keeper	Vacant	Full-time	<i>Role advertised</i>
Wildlife Keeper - Reptile	Sherrie Giles	Part-time [15hrs]	November 2018
Wildlife Keeper - Bird/Vet Nurse	Cassie Curtis	Part-time [7.5hrs]	September 2019
Wildlife Keeper - Mammal + Education	Kayla Cook	Part-time [19hrs]	August 2018
Wildlife Keeper - Reptile	Benjamin Stubbs	Part-time [22.5hrs]	May 2019
Wildlife Keeper - Mammal + Education	Zoe Keele	Part-time [15hrs]	June 2019

Paid staff are supported by a range of volunteers, including a maintenance volunteer (12 hours per week) and a project assistant (8 hours per week). Marketing support is being provided by the Program Manager Communications - DELWP.

Products/services

Kyabram Fauna Park provides visitors the opportunity to interact with nature, open daily from 10am-5pm for day visitors and groups.

The Park is home to free-ranging kangaroos, emus and wallabies as well as exhibits featuring koalas, echidna, wombats, quolls, native birds, dingoes, flying foxes and more. In the reptile house there are native snakes, crocodile, lizards and turtles. There is an extensive insect display located within the on-site Education Centre.

Visitors can get up close to cockatoos, parrots, brush turkeys, satin bower-birds, owls and endangered bush stone-curlew in the large aviaries, or enjoy the extensive wetlands, which are home to hundreds of native waterfowl.

Daily animal interactions are a chance to meet the keepers and learn about the Park's residents. Visitor facilities include picnic shelters, café and gift shop. A children's playground and free BBQs are located at the Park entrance.

Current pricing (as at 1 July 2019)

Product	Description	Ticket type	Price	GST applicable
Daily entry	Daily entry to park. Access to daily animal encounter program.	ADULT	\$20	Y
		SENIORS (government pension/seniors card)	\$16	Y
		CHILDREN (aged 4-16)	\$10	Y
		CHILDREN (under 4)	\$0	N/A
		FAMILY (2 adults, 2 children)	\$55	Y
		FAMILY (additional child)	\$10	Y
Annual membership	Unlimited day entry to park. Access to daily animal encounter program.	FAMILY (2 adults, 2 children)	\$110	Y
		FAMILY (additional child)	\$10	Y
		ADULT	\$55	Y
Group booking	Daily entry to park. Access to daily animal encounter program. Group pricing applies to minimum of 10 people.	PRESCHOOLS (per child aged 5 years and over)	\$9	N
		CHILDREN (not education related)	\$9	Y
		ADULTS	\$18	Y
		SENIORS	\$14	Y
		SCHOOL (non-affiliated, park entry only. Minimum 15 children)	\$9	N
		SCHOOL (non-affiliated, park entry + 3-hour guided session)	\$15	N
		SCHOOL (affiliated. Cost per student, per annum. Entry only. Meet the Keeper extra \$7 per student).	\$8	N
		SCHOOL (Additional teacher - ratio 1:10)	\$10	N
Kids parties	Animal encounter	Party (10-15 children)	\$75	Y
		Party (16-25 children)	\$100	Y
Venue hire	Theatre	Per 4 hours – maximum 150 ppl	\$250	Y
	Kitchen	Kitchen facilities - crockery/cutlery	\$50	Y
	Boardroom	Per 4 hours - maximum 30 ppl	\$150	Y
	Bird Hide Viewing Room	Per 4 hours - maximum 30 ppl	\$200	Y
	Animal interactive	30-minute duration. Price per animal.	\$50	Y

Trading hours: The Park is open from 10am – 5pm every day except Christmas Day and Good Friday. The Park closes on days when the temperature is forecast to be 40 degrees or higher for the safety and well-being of visitors and animals. There is potential to offer summer twilight opening hours and to open on Good Friday in the future.

Operations

Animal management

An Animal Management Review was undertaken in August 2018. An independent zoo industry appraisal of KFP animal management operations identified several opportunities to update current practices in order to support animal keeping staff and provided recommendations to inform future development initiatives for Kyabram Fauna Park. The review covered:

- Daily operations, communications and record keeping
- Standard operational procedures and protocols/occupational health and safety
- Collection planning and animal management
- Infrastructure: exhibits, enclosures, facilities, and other assets
- Vacant exhibits
- Visitor demographics
- Pest species management/perimeter predator exclusion fence

The report also included a specialised review of animal husbandry practices and welfare standards for the mammal and invertebrate collections. The recommendations from the review have been incorporated into the business and master planning process.

The General Manager has developed Animal Collection Plan projections based on the report recommendations to guide animal acquisition and exhibit investment priorities (*Appendix A*).

Human resources

The COM appointed the new Park General Manager in March 2019. An assessment of the staffing levels and structure were deemed to be inadequate to meet current workload requirements. Additional Keepers have been employed and daily tasks adjusted to support staff and ensure animal management standards are maintained. A Senior Wildlife Keeper will be employed to assist the General Manager to develop enhanced animal management procedures and deliver staff training.

A Customer Engagement Officer has been added to the organisational structure, to focus on business development, with an initial focus on growing the schools program and memberships. The role will also include front entrance ticketing and enquiries. Funding has been secured from the Department of Environment, Land, Water and Planning to employ a part-time Education Officer to deliver the schools program over the next two years.

The current volunteering arrangements are ad hoc. The volunteer program will be formalised to ensure the community can continue their support for and involvement in the Park.

Situation analysis

In recent years, the viability of the Kyabram Fauna Park has been threatened by a range of governance and staffing issues and challenging environmental conditions, resulting in a decline in visitation and profitability.

Key issues:

- Weak financial position: Falling visitation, limited revenue opportunities and increasing operating costs are undermining the financial viability of the business and restricting the Park's ability to invest in staff, visitor experience, animal management programs and infrastructure upgrades. A stronger financial position is needed in order to attract external capital investment and realise the full potential of the park.
- Significant maintenance and site upgrades needed: The Park has reached a stage where it requires significant upgrades and investment in the grounds, exhibits, infrastructure and public amenities in order to bring it up to a contemporary standard and deliver a high quality visitor experience. Ongoing upgrades are required to comply with Government regulations and to ensure visitor and staff safety.

- Complex management structure: Managing park repairs, upgrades and other management issues are more complex due to shared ownership of the KFP land across Campaspe Shire and DEWLP.
- Site challenges: The wetlands act as stormwater drainage for the township. It's multi-purpose use impacts resourcing and development decisions relating to the site.

Risk management

Running a wildlife park involves a broad range of risks in relation to managing the business, animals, staff, visitors and the site. KFP has identified a range of internal and external risks which may negatively impact the Park. Mitigation strategies are in place to minimise these risks.

Risk assessment

Risk	Likelihood /Impact	Mitigation Strategy
Financial viability of business	<i>High/High</i>	<ul style="list-style-type: none"> • Customer Engagement Officer employed to focus on business development. • Financial management systems introduced. • Diversify revenue streams to increase revenue. • Seek efficiencies and sponsorships to reduce operating costs.
Reputation damage due to poor visitor experience	<i>Med/High</i>	<ul style="list-style-type: none"> • Update website and marketing collateral to reflect current product offer. • Monitor and respond to online reviews. • Upgrades to facilities as budget allows.
Negative animal welfare outcomes due to current operations leading to loss of wildlife license.	<i>Low/High</i>	<ul style="list-style-type: none"> • Updated welfare standards and keeper training. • Apply for ZAA accreditation
Business disruption due to unforeseen event (i.e. extreme weather, animal activists)	<i>Low/High</i>	<ul style="list-style-type: none"> • Improve financial position to improve financial resilience. • Diversify revenue streams, including mobile animal interactions.
Loss of key personnel	<i>Med/Med</i>	<ul style="list-style-type: none"> • Update HR policies. • Document operating procedures. • Additional staff employed to ease workload on existing team. • Increased focus on staff health and wellbeing.
OH&S - risk to staff + visitors	<i>Low/High</i>	<ul style="list-style-type: none"> • Review animal handling procedures. • Assess visitor and staff safety of existing exhibits and address immediate risks. • Visitor and staff safety a key design principle of the Master plan.
Unsuccessful in attracting funding to invest in Park upgrade.	<i>Med/High</i>	<ul style="list-style-type: none"> • Develop business and marketing plan to support business continuity. • Increase revenue in order to re-invest in smaller projects. • Seek alternative funding sources via fundraising or philanthropic channels.
Lack of stakeholder support for Park.	<i>Low/Med</i>	<ul style="list-style-type: none"> • Stakeholder engagement plan and comprehensive community consultation process undertaken. • Promotion of positive news via social media and PR.

Risk	Likelihood /Impact	Mitigation Strategy
Loss of financial support from Campaspe Shire.	Low/High	<ul style="list-style-type: none"> 3 year MOU secured. Improve financial position in order to operate independently of Campaspe Shire funding in the long term.
Community objections for proposed Park upgrades.	Low/Med	<ul style="list-style-type: none"> Stakeholder engagement plan and community consultation.
Animal attrition - empty exhibits	Med/Med	<ul style="list-style-type: none"> Develop animal collection plan. Gain ZAA accreditation to enable access to zoo animal collections.
Environmental factors impacting Park - drought, flood, bushfire	Med/Med	<ul style="list-style-type: none"> Option to purchase water. Wetlands re-design will minimise flooding risk to Park and retain water. Animal/visitor evacuation procedures in place.

Financial management

The Park's current financial position is tenuous. Previous poor financial management processes, narrow revenue generating opportunities and falling admissions have contributed to the current financial position. Consequently, the Park has been reliant on grants and donations to offset operating costs. At the same time, operational expenses have increased due to the urgent need for repairs and maintenance around the Park. Wage costs have also increased to cover existing workload requirements. Commercial arrangements relating to the cafe and souvenir sales have previously restricted the Park's ability to generate income.

In order to continue trading, Campaspe Shire Council and DELWP have contributed additional funding to support urgent repairs and subsidise operational expenses. This funding was secured to support the Park in the short term, however should not be relied upon as an income stream into the future.

P&L Forecast Summary*	Description	FY 2019	FY 2020
Total Sales	Park sales including daily admissions, memberships, group bookings (education, general)	\$216,939	\$300,500
Total Revenue	Total sales + other income such as donations, DEWLP + Campaspe Shire grants, facility hire, souvenir sales	\$311,912	\$569,339
Total Cost of Sales	Cost of goods (souvenirs)	\$0	\$20,000
Gross Profit	Non-sales related income underpins the profitability of the Park.	\$311,912	\$549,339
Total Expenses	Increases in expenses driven by higher wage costs, BAS expenses and repairs + maintenance.	\$300,234	\$511,267
Net Operating Income		\$11,677	\$38,071

*P&L forecast supplied by KFP General Manager based on growth in memberships, school visits and introduction of souvenir sales. Full P+L forecast is in Appendix B

- Daily admissions were the largest revenue stream in FY 2019 (\$175,498), followed by grants/sponsorships/donations (\$67,735).
- In 2020, the reliance on non-sales income to generate a small net operating income increased. The 2020 budget forecast identifies \$195,000 in grants to support capital improvements and operations. Without these grants, the Park would achieve a Net Operating Income of -\$136,928.

In order to become financially independent, the Park needs to increase profitability in order to operate without the reliance of grants and donations.

Financial objectives

- Implement a financial administration and reporting system to ensure responsible fiscal management.
- Increase profitability via sales income, reducing reliance on grants to subsidise operations.
- Reduce operating costs through seeking efficiencies and containing wage costs as the business grows.
- Diversify revenue streams to reduce reliance on general admission income and increase spend per visitor.
- Update commercial arrangements with cafe/souvenir shop to provide the Park with new revenue streams.
- Seek capital funding to implement Master plan projects.

Revenue opportunities

Whilst the Park is non-profit, it needs to generate adequate income to cover operational costs and surplus to invest back into the Park and conservation programs. In order to improve the Park's financial position, the immediate focus should be on increasing revenue via sales income using existing Park infrastructure and staffing resources. Containing costs while delivering short-term growth will require careful planning and management.

In order to reduce the reliance on external funding bodies, additional sales revenue of \$211,000 beyond the forecast increases for 2020, is needed in order to cover current operational costs. Current sales income is generated primarily by general admission tickets. To deliver increased profitability, the Park needs to attract higher levels of visitation, in conjunction with increasing sales per visitor through offering value-added services.

To assess the revenue opportunities with the strongest revenue potential, financial scenarios have been developed based on different growth rates and stated assumptions for the priority revenue opportunities. Piloting of the proposed activities will be needed in order to test the market and enable refinements that will deliver maximum revenue growth in the longer term.

The Park took over management of the gift shop and cafe in September 2019. A scaled back food and beverage offer, along with changes to the products stocked in the gift shop, is already providing positive financial returns for the Park.

Priority revenue opportunities

- General admissions - grow day admission revenue via marketing and quarterly events
- Memberships - increased renewal rate, target lapsed members and grow new memberships
- School group bookings - revise pricing structure and attract more school bookings
- Animal encounters/tours - develop paid animal encounters and tours.
- Souvenir sales - product sales revenue via gift shop
- Cafe sales - food and drink sales via revamped café
- School holiday fun days – hold one each school holidays

Secondary revenue opportunities

- Venue hire - utilise Environmental Resource Centre for private hire.
- Non-school group bookings - promote revised group packages
- Birthday parties - Use existing keeper staff to deliver parties. Value add through animal interactions.
- Animal adoption program - Reintroduce program. Potential for value-add for memberships and gifts. Support conservation efforts for threatened species.
- Mobile keeper visits - opportunity to offer animal interactions/keeper talks for private hire.
- Twilight opening hours during summer - attract GA visitors or develop evening product.

Revenue scenarios - priority revenue opportunities

Revenue stream	Assumptions	Annual growth	FY2020	FY2021	FY2022
General admissions (GA)	<ul style="list-style-type: none"> No change to entry price No extra staff needed to service extra visitors Based on 14,000 visitors in 18/19 	-5%	\$199,975	\$189,976	\$180,477
		0%	\$210,500	\$210,500	\$210,500
		+5%	\$221,025	\$232,076	\$243,680
		+10%	\$231,550	\$252,600	\$273,650
		+20%	\$252,600	\$294,700	\$336,800
Memberships	<ul style="list-style-type: none"> No change to membership pricing 	-5%	\$22,800	\$21,600	\$20,400
		0%	\$24,000	\$24,000	\$24,000
		+5%	\$25,200	\$26,460	\$27,783
		+10%	\$27,720	\$29,106	\$30,561
		+20%	\$33,264	\$34,927	\$36,673
School groups	<ul style="list-style-type: none"> 30% increase in school group pricing to \$12.50/child Program delivered with existing staff and Education Dept. resource (fully funded) 	-5%	\$29,450	\$27,978	\$26,579
		0%	\$31,000	\$31,000	\$31,000
		+5%	\$32,550	\$34,177	\$35,886
		+10%	\$35,650	\$37,595	\$39,475
		+20%	\$41,850	\$45,114	\$47,370
Animal encounters/tours	<ul style="list-style-type: none"> Paid encounters commence July 2020 Average cost \$30/person 5% of GA buy an encounter/tour Income based on GA growth rate No extra wage costs 	-5%	\$0	\$18,953	\$18,005
		0%	\$0	\$21,000	\$21,000
		+5%	\$0	\$22,050	\$23,152
		+10%	\$0	\$23,100	\$25,200
		+20%	\$0	\$25,200	\$29,400
Souvenir sales	<ul style="list-style-type: none"> Sales commence November 2019 Av. spend \$5 per GA Excludes cost of sales Excludes sales via school bookings and memberships Income calculated on growth in GA 	-5%	\$43,890	\$63,175	\$60,016
		0%	\$46,200	\$70,000	\$70,000
		5%	\$48,510	\$77,175	\$81,034
		10%	\$50,820	\$84,000	\$91,000
		20%	\$55,440	\$98,000	\$112,000

Cafe sales	<ul style="list-style-type: none"> • Cafe sales commence November 2019 • Av. spend \$5 per GA • Income calculated on growth in GA • Excludes wage costs (estimated \$56,000 pa) • Excludes cost of sales • Excludes sales via school bookings and memberships 	-5%	\$43,890	\$63,175	\$60,016
		0%	\$46,200	\$70,000	\$70,000
		5%	\$48,510	\$77,175	\$81,034
		10%	\$50,820	\$84,000	\$91,000
		20%	\$55,440	\$98,000	\$112,000
GA Memberships Schools Encounters/tours Souvenir sales Cafe sales	All revenue streams pursued as per state assumptions	-5%	\$340,005	\$384,856	\$365,493
		0%	\$357,900	\$426,500	\$426,500
		+5%	\$375,795	\$469,113	\$492,569
		+10%	\$396,560	\$510,401	\$550,886
		+20%	\$438,594	\$595,941	\$674,243

Based on the conservative scenarios outlined above, if the Park pursues all priority revenue opportunities over the next 3 years and achieves a growth rate of 10%, the breakeven point whereby the Park can cover operating costs with sales income will be achieved in early 2022. This scenario is based on no significant capital improvements being delivered during the period which would result in a potentially significant increase in visitation.

The Market

Market analysis

Market position: Kyabram Fauna Park has the potential to become a must-see attraction in the Murray region. As the only native wildlife park in the region, it is uniquely positioned to tap into the large population base in Northern Victoria, the local education sector and the tourism market visiting the Murray region, and add to the growing mix of family-friendly attractions in Campaspe Shire.

Unique selling position: The Park is positioning itself as providing visitors the opportunity to get "Closer to nature." The Parks' unique selling points include its current position as the only native wildlife park in the region, its large native animal collection, natural bushland setting, expansive wetlands, affordable pricing, free daily animal interactions and ease of access (no traffic and ample parking).

Figure 2: KFP Brand Pyramid



Anticipated demand: There is an opportunity to encourage new and repeat visitation amongst locals, school groups and the tourism market through ongoing investment in infrastructure, exhibits and events. Annual memberships are strongest amongst the local market and there is scope to tap into the Visiting Friends and Relatives market (VFR) through this program.

Growth potential: Annual visitation to the Park has been in decline over the past 5 years, in contrast to the domestic and international tourism market in the Murray region, which has experienced growth. There is strong potential to increase domestic visitation through targeted strategies to attract repeat and new visitors to the Park.

Pricing strategy: The current pricing strategy is based on offering an affordable daily entry fee to encourage couples, families and groups to visit the park. Daily animal interactions are offered free of charge to add value to the day experience, however there will be a focus on increasing the spend per visitor to the Park through offering a range of value-add experiences and retail opportunities. There is currently no charge for special event days.

Competitor analysis

Competitors: KFP is operating in a competitive and crowded marketplace. Whilst it is the only wildlife park in the Murray region, there are 5 zoos located within a 3-hour radius. Further, it is competing to attract tourism expenditure with other attractions in the region.

The strongest competition in the wildlife and zoos sector comes from Zoos Victoria. They have strong brand awareness, are well resourced and have undertaken significant capital expenditure over the past 10 years. Across their three sites (Melbourne Zoo, Werribee Open Plains Zoo and Healesville Sanctuary) they have a large variety of native and exotic species, a wide variety of experiences and events on offer and a strong retail offering.

Within the local area, the strongest competition comes from other local attractions. For example, several new family friendly attractions, such as science-based TwistED, indoor trampoline park Gravity Shack and The Strawberry Pick, have opened in nearby Echuca over the past few years and established businesses in the region such as Murray River Paddlesteamers and Billabong Ranch continue to invest in developing their product to attract new customers.

Wildlife and Zoo sector competitor details

Name	Annual visitors	Size (acres)	Collection	Hours	Entry pricing	Encounters	Animal Adoptions	On-site accommodation
Kyabram Fauna Park	14,000	140	Native (#600)	10.00am – 5.00pm	– \$20 (A) \$10 (CH) \$55 (F)	Free (daily)	No	No
Mansfield Zoo	Unknown	30	Native & Exotic (#100)	10am – 5.30pm (6.30pm summer)	\$18 (A) \$10 (CH) \$54 (F)	Free (weekends only)	No	Yes – camping Sept-May \$65/adult
Ballarat Wildlife Park	Unknown	32	Native & Exotic (#400)	9am – 5pm	\$35 (A) \$19.50 (CH) \$95 (F)	Paid (#8) \$30 - \$40	Yes	No
Halls Gap Zoo	Unknown	52	Native & Exotic (#160)	10am – 5pm	\$35 (A) \$17.50 (CH) \$90 (F)	Paid (#10) \$15 - \$250	Yes	No
Moonlit Sanctuary	Unknown	25	Native (#400)	10am – 5pm	\$24 (A) \$12 (CH) \$64 (F)	Paid (#8) \$5 - \$260	Yes	No
Melbourne Zoo	1,410,000	55	Native & exotic	9 am – 5pm	\$37 (A) \$19 (CH – free w/e)	Paid (#6) + Free \$32 – \$55	Yes	Yes
Werribee Open Plains Zoo	601,000	560	Native & exotic	9 am – 5pm	\$37 (A) \$19 (CH – free w/e)	Paid (#5) + Free \$25 - \$109	Yes	Yes
Healesville Sanctuary	448,000	78	Native	9 am – 5pm	\$37 (A) \$19 (CH – free w/e)	Paid (#4) + Free \$20	Yes	No
Taronga Western Plains Zoo Dubbo	263,765	741	Native & exotic (#97 species)	8.30am - 4pm	\$42.30 (A) \$24.30 (CH) \$118.40 (F)	Paid (#3) \$7-\$79	Yes	Yes

S.W.O.T. analysis

Strengths	Weaknesses
<p><i>Strong awareness and support for KFP amongst local community.</i></p> <p><i>Close proximity to large population centres and popular tourist destinations.</i></p> <p><i>Only wildlife park in the Murray region.</i></p> <p><i>Affordable attraction accessible to low income visitors and families.</i></p> <p><i>A small group of loyal members of the Park.</i></p> <p><i>The wetlands attract native wildlife to complement the animal exhibits.</i></p> <p><i>Native-only market positioning.</i></p>	<p><i>Lack of investment in infrastructure maintenance and upgrades negatively impacting visitor experience and reputation.</i></p> <p><i>Staff skill development needed to support new products/experiences.</i></p> <p><i>Limited revenue sources - reliant on admissions, sponsorships and grants.</i></p> <p><i>Low brand awareness amongst non-locals.</i></p> <p><i>Outdated website and lack of online ticket sales.</i></p>
Opportunities	Threats
<p><i>Build on customer loyalty via membership program.</i></p> <p><i>Tap into local volunteers and businesses to support Park improvements.</i></p> <p><i>Generate additional revenue opportunities through experience development and restructuring commercial arrangements for the cafe and souvenir shop.</i></p> <p><i>Leverage wetlands to differentiate KFP from competitors.</i></p> <p><i>Package with local attractions to attract new visitors.</i></p>	<p><i>Inability to secure capital investment to upgrade Park and visitor experience.</i></p> <p><i>Loss of community and local business support for KFP due to reputation damage.</i></p> <p><i>Strong competition from other attractions (tourist attractions locally and zoo/wildlife attractions in Victoria.)</i></p>

Market research

There is limited customer data available to inform the target markets for Kyabram Fauna Park. The Park does not have a point of sale (POS) system, with tickets available to purchase over the counter via a cash register. The Park's current understanding of visitors to the park is based on observation and anecdotes from staff.

A hard-copy customer survey was introduced in April 2018 which captures basic customer information to gain further insights. 46 surveys had been completed at the time of analysis.

Key survey findings:

- When asked how visitors find out about Kyabram Fauna Park, Word of Mouth was the most popular information source (32%) followed by Social Media (15%) and Membership (15%).
- The majority of visitors rated their experience with cafe and keeper staff as Excellent (71%) or Good (26%).
- Visitors were generally satisfied with their experience with the animal encounters, with 47% rating Excellent and 31% rating Good, however there were three visitors were dissatisfied, providing a rating of Average or Poor.
- The Reptile and Koala encounters were the most popular, with the parrot feeding encounter the least popular.
- The most popular time to enter the Park was between 10am - 1pm. Few people entered the park after 2pm.
- On average, most visitors spent between 1.5 hours to 3 hours at the Park.
- More than half of visitors brought children to the park with the average travel party size 4 people.

Questionnaire and full survey results - Appendix C and D.

Target markets

Based on a market and competitor analysis, the following priority target markets have been identified for KFP.

Priority target markets:

Local young families <ul style="list-style-type: none"> • Live within 120km of KFP • Large population base in nearby population centres • Potential for repeat visitation • Access the VFR market 	Domestic visitors (in-region) <ul style="list-style-type: none"> • Close to popular tourist destinations • Potential to attract grey nomads and families already visiting the area • Partner with Echuca Moama Tourism 	School groups <ul style="list-style-type: none"> • Aligns to education strategic priority • Large number of schools within 90-minute radius • Attract mid-week and repeat visitation
KFP Members <ul style="list-style-type: none"> • Renewals of existing and lapsed members. • Attract new members. 		

A Customer Value Proposition Canvas has been developed for each target market - Appendix E

Local young families

KFP is located within 100km of key population centres in Northern Victoria, including Shepparton, Bendigo and Echuca. Whilst the local population in Kyabram and surrounds is relatively small (10,912 ABS 2016 Census), the local young families market is a priority for KFP for the following reasons:

- Easy access to the Park - good quality roads, no traffic and plenty of parking;
- The lack of direct competition in the wildlife/zoos sector;
- More likely to have some awareness of KFP or to have visited previously;
- Potential to attract repeat visitation through memberships and events;
- This market is more likely to be interested in learning about the flora and fauna of where they live;
- The opportunity to tap into the Visiting Friends and Relatives (VFR) market.

Key population statistics:

Shepparton Region SA4 - (Greater Shepparton, Campaspe Shire and Moira Shire)

- 129,971 resident population
- \$1,105 median weekly household income (\$1,419 VIC av.)
- 1,894 preschoolers
- 10,640 primary students
- 8,535 secondary students

Greater Bendigo LGA

- 110,477 resident population
- \$1,184 median weekly household income (\$1,419 VIC av.)
- 1,765 preschoolers
- 9,150 primary students
- 7,030 secondary students

Source: ABS 2016 Census



Domestic visitors (already in-region)

The tourism industry is a key economic driver for Campaspe Shire. The Park's close proximity to popular tourist destinations along the Murray River and the potential to increase the economic return to Kyabram via increased visitor spend makes this market a priority. Anecdotally, the Park attracts a high proportion of older visitors predominantly from Regional Victoria and Melbourne, with smaller numbers of interstate and international visitors.

According to the National Visitor Survey, grey nomads make up a large part of the market to the region. Nearly 40% of visitors to Echuca Moama are aged over 55, with 65 years and over the largest age group (21.4%). Visitors travelling as a family make up approximately 22% of visitors to Campaspe Shire. KFP has the potential to attract these visitors to the Park by developing desirable visitor experiences that actively target these segments.

Given the limited marketing resources, KFP should focus its efforts on attracting visitors already in the region. KFP has the potential to leverage the work of Echuca Moama Tourism, Murray Regional Tourism and Visit Victoria to grow the domestic holiday market to the region and attract these visitors to the Park. There is also an opportunity to develop a VFR marketing strategy to encourage locals to promote and visit the Park with their guests.

Given KFP's small marketing budget, KFP should seek to attract visitors already in-region
Key tourism statistics for the region:

Shepparton

- 326,000 domestic overnight visitors
- 27% holiday vs. 43% visiting friends & relatives (VFR)
- 771,000 domestic day trips

Echuca Moama

- 765,000 domestic overnight visitors
- 53% holiday vs. 29% VFR
- 914,000 domestic day trips

Yarrawonga Mulwala

- 659,000 domestic overnight visitors
- 55% holiday vs. 34% VFR
- 547,000 domestic day trips

Source: National Visitor Survey (NVS) YE Mar 19, Tourism Research Australia & LGA Profiles 2018



School groups

The school group market is important for the Park due to its potential to drive mid-week and off-peak visitation. One of the key strategic priorities for the Park is education. This strategic priority, along with the large number of schools in the surrounding region and the potential for annual bookings indicate that the schools market should be the priority initially. There is potential to target special interest and community groups once staffing levels allow.

Key education sector statistics:

Greater Shepparton

- 33 primary schools (6581 students)
- 2 primary + secondary schools (893 students)
- 4 secondary schools (3770 students)
- 3 tertiary institutions (La Trobe University, University of Melbourne & GoTAFE)

Campaspe Shire

- 18 primary schools (3159 students)
- 5 primary + secondary schools (1827 students)
- 2 secondary schools (1621 students)
- 1 tertiary institution (GoTAFE)

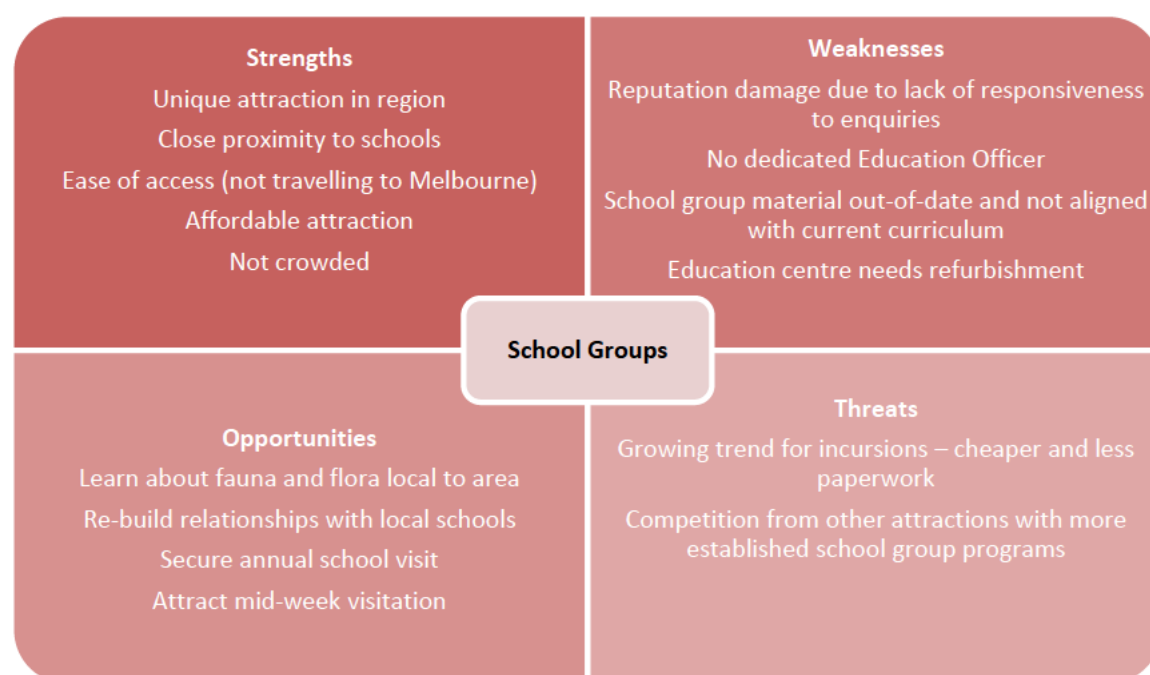
Moira Shire

- 15 primary schools (1972 students)
- 3 primary + secondary schools (1223 students)
- 5 secondary schools (1585 students)

Bendigo

- 30 primary schools (9275 students)
- 4 primary + secondary schools (2632 students)
- 6 secondary schools (6596 students)
- 4 tertiary institutions (Bendigo Kangan Institute, La Trobe University, La Trobe Rural Health School, Monash Rural Health)

Source: education.vic.gov.au & myschool.edu.au



Members

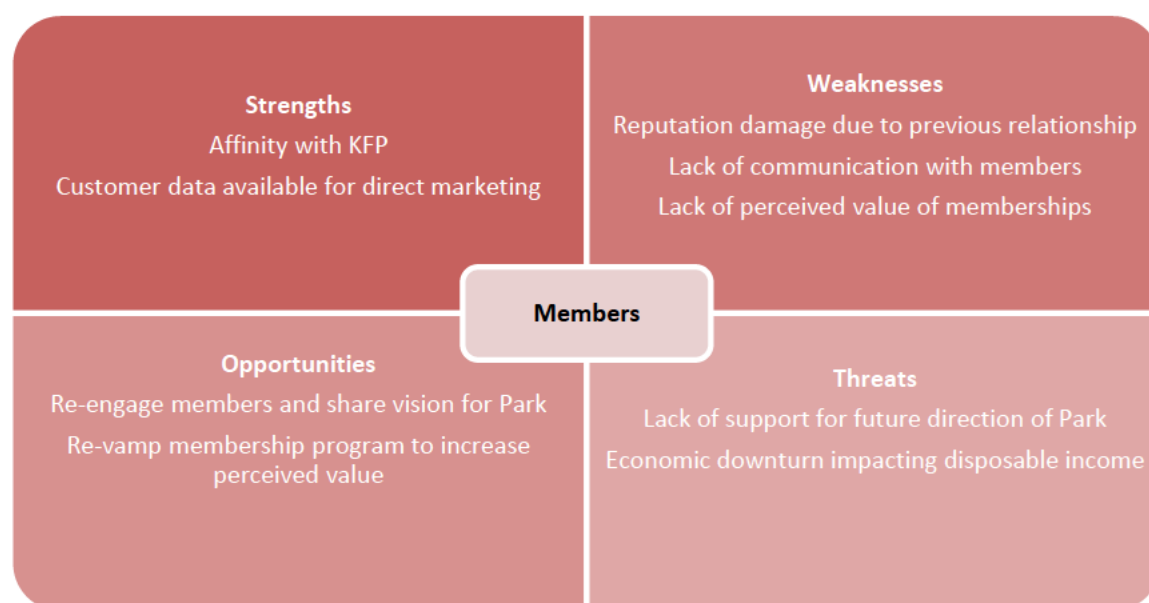
Members are an important source of repeat visitation and can show their support for the Park through positive word of mouth and encouraging visiting friends and family (VFR) to visit.

Growing the membership program by targeting lapsed members should be a priority, as this group already has awareness and a previous affinity with the Park.

The member database is also a valuable marketing tool to promote upcoming events and special offers.

Membership statistics:

- 282 current KFP members
- 97% of members live within the local area
- 80% have family memberships
- Over 700 lapsed members



International market

The international market is a secondary target market for KFP. Whilst international visitation is growing to Victoria, regional dispersal rates to distant regions (+2 hours from Melbourne) remains low.

International visitors and expenditure makes up less than 2% of the visitor economy in the region. The main source markets are New Zealand, United Kingdom and USA. Due to the small market size of existing visitation and high cost of servicing the international trade, targeting the international market should be considered in the longer term.

Key tourism statistics for the region:

Shepparton

- 12,000 international visitors

Echuca Moama

- 11,700 international visitors

Yarrawonga Mulwala

- 7,700 international visitors

(Source: International Visitor Survey (IVS) YE Mar 19, LGA Profiles 2018)



Marketing plan dependencies

With a small marketing budget and limited resources, it is extremely important that KFP is able to leverage cost effective marketing channels and maximise return on investment for marketing activities. In order to execute the marketing plan for maximum impact and growth, several marketing dependencies have been identified:

- **Point of Sale (POS) System**

The current sales transaction system (cash register and daily reconciliation) for KFP is inadequate. The manual cash handling and data entry process is time consuming, is subject to error and limits the amount of data available to inform operating decisions and assess the effectiveness of marketing programs. A POS system is fundamental to the management of the Park and should be implemented as a priority.

- **Website upgrade (with online ticketing)**

A new website is a high priority for the Park. The website is the online shopfront and provides many visitors with their first impression of KFP. The current website is dated, has limited functionality and is likely to be unappealing for target markets. Further, the website platform is no longer supported and content updates must be made by a third party provider.

E-commerce functionality for selling tickets (general admission, encounters and events) on the new website is essential. Visitors expect to be able to purchase tickets online and facilitating this sales channel will allow for detailed customer reporting, reduce administration, assist with resource planning and provide a clear call to action and sales conversion tool for marketing activities.

- **Customer database**

A customer database is a key sales and marketing tool which provides a cost effective communication channel direct to a captive audience. Linking the database to the POS and website will ensure comprehensive data can be captured. A key function of the database would be to manage member communication, renewals and promote events.

- **Marketing staff resources**

With limited staff resources, KFP works closely with the Program Manager Communications - Loddon Mallee, DELWP to deliver its marketing program, in particular its PR and social media activities. With the recent appointment of a Customer Engagement Officer, it will be important to confirm DEWLP's commitment to resource ongoing marketing support and clearly outline responsibilities and commitments with regards to the delivery of the Marketing Plan.

Marketing plan objectives and strategies

Marketing objectives

1. Build awareness - Build awareness amongst target markets to encourage new and repeat visitation to KFP.
2. Increase revenue - Grow revenue in order to generate profit to reinvest into the Park.
3. Create loyalty - Create a loyal customer base to encourage positive word-of-mouth and repeat visitation.

Marketing strategies

1. Build awareness

- Redevelop website - Update the KFP website to appeal to the target markets and reflect the KFP visitor experience and brand. Update images and copy, add group/school information packs and ensure website is search engine optimised. Include merchant facility for online ticket bookings. Update affiliate websites with new website information and link.
- Public relations (PR) - Leverage local PR contacts to continue to promote positive news about the Park.

- Social media - Build on current social media strategy to create engaging and interesting posts. Include sponsored posts to target specific markets or promote events. Use competitions to boost sharing and engagement. Include tourism # to promote content via other tourism organisations such as Murray Regional Tourism , Visit Victoria and Tourism Australia.
- Targeted print advertising - Select tourist publications and local newspapers that align with target markets.
- Marketing collateral - Ensure advertising and collateral is professionally designed, uses high quality images and is consistent with the KFP brand.
- Industry networking - Undertake industry briefing/famil with Visitor Information Centre (VIC) staff and local tourism operators. Attend industry networking events. Encourage links to KFP on affiliate websites.

2. Increase Park revenue

- Develop online ticketing system - Facilitate online sales and become the call-to-action for advertising (online + offline) for sales conversion.
- Expand product/experience offer beyond gate admission - Develop value-add experiences (encounters, tours, keeper for a day, twilight entry) to increase product available for general admission and group visitors.
- Attract school group bookings - Direct marketing to schools. Develop sales pack and return student offer.
- Develop packages with other businesses - Package with tourism operators to strengthen market position.
- Increase repeat visitation - Develop programs and offers targeted at repeat visitors.
- Develop annual events calendar - Events are a catalyst for first-time visitors and repeat visitors and a proven revenue earner for the Park.
- Corporate and local sponsorship - Update sponsorship program value proposition to attract increased sponsorship income.
- Leverage existing facilities for new revenue opportunities - Functions, venue hire and birthday parties.
- Re-introduce animal adoption program - Update value proposition to increase program revenue opportunity via animal adoptions.

3. Create loyalty

- Update membership program - Re-brand and re-vamp the membership program value proposition to attract new and renewed memberships.
- Develop a customer database and email communication strategy - Promote news, upcoming events and offers. Develop dedicated member communication.
- Manage online reputation - Actively manage online reviews and encourage positive feedback to be shared online.

The Marketing Action Plan is in Appendix F.

The Future

5 year Business Strategic Plan

The COM has defined the strategic framework to guide decisions relating to the future direction of the Park over the next five years.

Vision statement

To be northern Victoria's premier wildlife attraction.

Purpose

To provide meaningful and memorable visitor experiences, that educate and inspire action to protect wildlife and its habitat.

Strategic pillars

Welfare - The welfare and wellbeing of our wildlife is paramount

Conservation - We are committed to contributing to wildlife and habitat conservation

Sustainability - Business sustainability will ensure we deliver ongoing benefits to the community and environment

Experience - Interactions with our wildlife and environment will make visitors feel part of nature

Strategic priorities

Welfare

1. Accreditation - To be recognised as a facility that has animal welfare and wellbeing at the forefront of the business. Gaining Zoo and Aquarium Association (ZAA) accreditation will validate our standards, provide improved access to animal data and animal exchange programs and is essential to gaining the support of the industry.
2. Enrichment - Environmental enrichment is a foundation of good animal welfare. Our animal enrichment program will be an integral part of caring for our wildlife and will be on show for our visitors.
3. Training and conditioning - Training and conditioning programs will become part of daily operations. These programs will assist in the delivery of daily presentations + encounters, as well as aid keepers in their day-to-day operations.

Conservation

1. Education - Teach visitors about the wildlife + environment at KFP through education messaging delivered onsite, online and through our schools program
2. Endangered species conservation - KFP will contribute to the efforts to conserve endangered species (fauna + flora).
3. Research - Support conservation-based research programs within KFP that align to our business values.
4. Conservation funding - Establish a conservation funding program to deliver conservation outcomes within KFP + support external organisations to deliver local programs.

Sustainability

1. Business performance - Run a profitable business to support ongoing investment into the Park and conservation programs.
2. Environment - Reduce the environmental impact of the business and become recognised for our environmentally friendly business practices.
3. Workforce - Support a skilled, effective and motivated workforce of staff and volunteers.

Experience

1. Visitor engagement - Achieve a high level of visitor engagement through expansion of the animal collection, improved design of the built environment, immersive natural landscapes + interaction with staff + wildlife.
2. Experience development - Enrich the visitor experience through the delivery of a range of up-close animal interactions and ongoing investment in experience development through encounters, tours and events.

Key performance indicators (KPIs)

Strategic priority	KPI	Timing
Welfare		
To be recognised as a facility that has animal welfare at the forefront of the business.	Achieve ZAA Accreditation	Year 1
	Establish animal enrichment program	Year 1
	Establish training and conditioning program	Year 1
	Master plan developments relating to exhibit improvements and animal management processes commenced	Year 3-4
Conservation		
To contribute to the conservation of wildlife and habitat conservation.	Number of school groups engaged	Year 1
	Number of endangered species bred and released	Year 2
	Research partnerships established and research outcomes achieved	Year 2-3
Sustainability		
To build a sustainable business to ensure we deliver ongoing benefits to the community and environment.	Business profitability improvements	Year 1-3
	Environmentally friendly business practices introduced	Year 1-2
	Staff satisfaction and retention improvements	Year 1
Experience		
To deliver interactions with our wildlife and environment that make visitors feel part of nature.	Priority park infrastructure and landscaping improvements completed	Year 1
	Master plan developments relating to visitor experience commenced	Year 3-5
	Visitor feedback and satisfaction improvements	Year 1
	Visitor experience product range expanded	Year 1-2

The Strategic action plan is in Appendix G.

Master plan overview

Kyabram Fauna Park is over 40 years old and due to the need for significant park infrastructure upgrades, along with issues relating to drainage and water retention in the wetlands, Campaspe Shire initiated the development of a Wetlands and Park Master plan for the site. This investment in planning signalled their commitment to support the Park's ongoing operations and is an opportunity to reinvigorate the park in order to continue to drive positive outcomes for the local community, economy and environment in Kyabram and will set the development priorities for the next 20 years.

Two Master plans have been developed for the site:

- **Wetlands Master Plan** - Spiire consultants were engaged to develop a Wetlands Master plan to upgrade the drainage system design and develop the wetlands as an active space for the community, environment and visitors. The wetlands acts as the town drainage system, capturing stormwater runoff to prevent flooding.

Campaspe Shire has committed funds to deliver the drainage recommendations of the Wetlands Master plan. A preliminary wetlands plan design has been completed, with work continuing on the detailed design and landscape plan.

- **Kyabram Fauna Park Master plan** - Jon Coe Design Pty Ltd was appointed to develop the Park Master plan. The plan identifies opportunities to re-develop the wildlife park site, expand underutilised areas, leverage existing assets, improve the visitor experience and address animal management issues. A set of guiding principles were developed in conjunction with the COM to inform the design. Included in the plan are recommendations for core infrastructure and utilities upgrades to the existing site, as well as proposed new developments. The Park design is being developed in close collaboration with the Wetlands Master plan.

Kyabram Fauna Park Master plan

A summary of the key projects and recommendations is outlined below. Refer to 'Draft Kyabram Fauna Park Physical Master plan' for full project details.

Park Landscape Zones

The Master plan divides the Park into unique landscape zones, each with their own look and feel to give visitors an engaging experience. Each zone will include new exhibits and species, including non-native species.

1. Green Garden Zone

The green garden zone includes changes to parking, entry and the café so visitors feel welcome and get a sense of the exciting experience they are about to have. This zone includes a function lawn, semi-free ranging animals and lots of family activities including nature play and water play areas.

Proposed developments:

- Expanded parking in John Pulley Reserve
- New entry and drop-off plaza with new ticketing booth
- Cafe and gift shop upgrade
- Construction of a toilet block inside the entry
- New exhibits of active non-native animals
- Green garden area with partly shaded function lawn
- Nature-themed water play and nature discovery play area
- Refurbished Education Centre with new accessible entry ramp and updated exhibits
- School group picnic area
- New administration office in the original park building
- Restore Bird Lake
- Expansion of the Koala photo encounter area and upgrade koala enclosure

2. Grey Garden Zone

The grey garden zone will have drought resistant native trees and encompass the Park's existing heritage area, which will be expanded to include a hay barn play area and farm animals. Other new exhibits in this zone include a night encounter pavilion, reptile encounter, bird encounter and raptor encounter.

Proposed developments:

- Expand the Heritage Outpost area to include orchard/vineyard, domestic animal breeds and hay barn farm play area
- Develop Tasmanian Devil walk-through and pop-up display
- 'Gold mine' tunnel under the wombat exhibit
- Bird encounter through joining up and expanding existing aviaries
- Refurbish and expand reptile house
- Develop a night encounter pavilion for nocturnal immersion displays
- A fire circle (mini amphitheatre) for small group wildlife demonstrations
- Raptor encounter area for bird-of-prey training and enrichment
- Upgrade dingo habitat with walk-thru pedestrian mesh tunnel

3. River Trail

The river trail area contains flexible exhibits that can be used interchangeably for a range of animals. In this area, visitors will experience a meandering walk along boardwalks and other pathways with many interesting vistas of different landscapes.

Proposed developments:

- Four large flex exhibits for interchangeable displays.
- Visitor pathways and boardwalks through the exhibits and over the river system.
- River Lodge to provide close encounters and provide shade and shelter for visitors.

4. Seasonal lake landscape and ecosystems

Leveraging the wetlands is a key element of the Master plan design. This zone includes developing an event centre and restaurant on land reclaimed from the evaporation lagoon, which could be developed for a variety of Park events and private functions. The wetlands plan also provides for outdoor recreation opportunities.

Proposed developments:

- Lake View Event Centre and Restaurant
- Southern Parkland Expansion

5. North service zone

The developments in this zone are intended to support park operations and are predominantly back-of-house. It is designed for staged construction and expansion as needed.

Proposed developments:

- Administration offices, animal health and wellness centre and staff facilities
- Staff parking, electric cart parking/re-charging, food preparation, commissary, hay barn and materials storage area
- Maintenance shop and storage facilities
- Equipment repair, charging and storage
- Horticulture, composting and recycling centre
- Off exhibit breeding facilities
- Animal quarantine area
- Koala browse plantation

6. South service zone

This zone includes off-exhibit holding and exercise yards combined with browse plantation and city stormwater inlet pond.

7. Safari camp

A safari-style "tented camp" accommodation will be developed beside a billabong, along with overnight wildlife experiences. Initially, an area for self-contained campers has been proposed.

Kyabram Fauna Park Masterplan



Master plan implementation

Benefits of the Master plan

The Master plan provides a clear vision to support KFP to achieve its strategic priorities over the next 20 years and has the potential to significantly improve the visitor experience, work environment and animal management practices at the Park. The 'unzoo' design, which creates an experience that immerses visitors in as close to a natural environment as possible, is sympathetic to the existing Park landscape, leverages and enhances current Park assets and the proposed developments expand upon the strengths of the Park.

The design incorporates front-of-house visitor experience developments and enhancements, as well as back-of-house operational design elements to support staff and animal management processes. Once implemented, the Master plan has the potential to drive positive economic and social outcomes for the region. The cumulative impact of increased visitation and increased expenditure by visitors as a result of the implementation of the Master plan has the potential to drive a large increase in the economic contribution made by visitors to KFP to Kyabram and the surrounding region. The upgrades will also create a renewed sense of community pride in the Park.

Challenges of Master plan

A significant capital investment will be required to achieve the Master plan vision. The ability to self-fund capital improvements is limited due to the Park's current financial situation. The Master plan includes a large list of upgrades and proposed new developments, several of which will need to be thoroughly assessed in terms of their feasibility and potential return on investment (ROI). Accessing public funding to invest in the proposed operational upgrades with limited ROI may be difficult.

There are several elements of the Master plan which will impact on adjoining neighbours, current staff and the community. New developments on underutilised areas of the site, the future removal of the public playground, BBQ and toilet block from John Pilley Reserve and the proposed introduction of non-native animals, are potential areas of contention. Continuing to receive the support of the community and staff for the Park's vision will be critical to delivering the Master plan.

Master plan implementation process

In order to gain support for implementing the Master plan, the following business transformation phases have been developed:

Phase 1 - Re-engage, Repair and Re-build (1-2 years)

Phase 2 - Re-evaluate, Re-design and Redevelop (2-5 years)

Phase 3 - Re-brand and Re-launch (5+ years)

Phase 1 - Re-engage, Repair and Re-build (1-2 years)

1. Re-engage with stakeholders:

- Staff
- Members
- Visitors
- Volunteers
- Community

2. Repair the damage:

- Refurbish and repair existing infrastructure
- Re-stock exhibits
- Rehabilitate the grounds

3. Re-build the business:

- Increase profitability to help fund Master plan projects
- Strengthen financial position to attract investment
- Test revenue generating opportunities
- Detailed planning for major capital projects (quantity survey, business case and feasibility work)

Phase 2 - Re-evaluate, Re-design and Redevelop (2-5 years)

1. Re-evaluate business and development priorities

- Re-assess development priorities based on outcomes of phase 1
- Review COM management structure and assess the viability of a transition to a skills-based COM or another external entity to oversee Master plan developments.
- Review shared land ownership arrangements with view to streamlining governance arrangements.

2. Redevelop the park

- Seek external funding for Stage 1 Master plan projects.
- Undertake capital works to deliver Stage 1 projects.

3. Redesign the visitor experience

- Redesign visitor experience to reflect Stage 1 developments.

Phase 3 - Re-brand and Re-launch (5+ years)

1. Re-brand the park to reflect new experience and product.

- Re-brand may include an updated name to reflect the new experience offer.

2. Re-launch the park

- Raise awareness of the changes to the park amongst industry and consumers.
- Concerted marketing investment to deliver ROI on capital investment.

Master plan project prioritisation

Community consultation

Community consultation was undertaken during July and August 2019 to seek feedback on the proposed Master plan developments. The consultation process was promoted via social media and local media.

Face-to-face briefing sessions were run with residents in the Kyabram township and at the Park. Briefings were also held with Campaspe Shire councillors and DEWLP stakeholders. A survey (online and hard copy) was promoted to the local community, with 317 surveys completed. A copy of the consultation survey is in Appendix H.

A consultation summary report was prepared by DEWLP. Overall, there was strong support amongst the community for the draft Master plan and the future direction of the Park.

Some of the key themes from the consultation feedback included:

- Strong support for increasing the number of animals on display;
- Preference for the focus of the Park to remain on native animals (45% of respondents);
- Support for developing a nature play area within the park, in addition to the retention of the current playground on John Pilley Reserve;
- The community identified the need to upgrade the cafe and park entrance;
- Concerns from neighbouring properties about the impact of changes to existing fencing and the location of onsite buildings.

KFP will continue to consult with the community throughout the development process.

Project assessment and development stages

A weighted scoring system was used to assess each Master plan project in order to prioritise them into development stages.

Master plan project assessment criteria:

1. Address immediate operational need
2. Revenue generation potential
3. Potential to drive visitation (new or repeat visitors)
4. Potential to attract public or private investment
5. Enhance visitor experience
6. Community and stakeholder support

Considering the consultation feedback, previous discussions with the COM and the project assessment scores, the proposed Master Plan rollout has been broken into three stages.

Stage 1 (project assessment score of 20 or above)

- Entry + cafe upgrade
- Education centre upgrade
- Nature play area
- Water play area
- Lake viewing area upgrade
- Lake View Event Centre and Restaurant
- Admin office/animal health and wellness centre

Stage 2 (project assessment score of 16 and 19)

- New exhibits at entry
- Koala encounter and upgrade exhibit
- Heritage outpost
- Reptile house
- Dingo habitat
- Flex exhibits
- River lodge

- Off exhibit breeding facilities

Stage 3 (project assessment score of 15 or less)

Remaining project stages should be re-assessed after stages 1 and 2 have been delivered.

The full project assessment scoring is in Appendix I.

Next steps

Further work is needed to develop detailed designs and costing estimates of the proposed capital projects in order to undertake cost-benefit analysis and calculate the potential return on investment. This will need to be undertaken as a separate piece of work in order to meet government grant eligibility requirements.

The COM has undertaken further work to prioritise capital works projects based on the availability of funding, operational requirements, construction efficiencies and market drivers.

Cost estimates have been developed for the following projects, which have been nominated as the highest immediate priority.

- Predator proof perimeter fence (full site) - \$180K
- Upgrade town water supply (already funded via DELWP grant) - \$35K
- Entry and cafe upgrade and development of administrative offices by conversion of dwelling - \$150K
- Nature play area - \$800K
- Education centre upgrade - \$200K
- Lake viewing area - protective head wall to be completed - \$10K
- Koala exhibit upgrade - \$50K
- Reptile house urgent works/refurbish - \$250K
- Maintenance shop and storage facilities - \$100K

Appendix

Appendix A - Animal collection plan projections

Collection Plan Overview

The collection plan includes those species that Kyabram Fauna Park currently holds, those species recently acquired and those species that are yet to be acquired. Some improvements are required to be made to the existing infrastructure of some of the animal exhibits and other exhibits are required to be replaced in order to be deemed appropriate for welfare standards.

The exotic species detailed below will only be acquired once the current facility is brought up to the required standard and that those native animals that can be obtained relatively easy, are acquired. Exotic species such as Meerkat's and Cotton Top Tamarins, which provide significant revenue generating opportunities and drastically improve visitor experience, may be acquired earlier dependent on opportunity/availability to acquire and appropriate enclosures to house them. The current exhibits which to be retained, are being improved utilising a variety of resources including, grant funds, in-kind support from community members and donations from local businesses.

If an animal dies which is marked as 'maintain' in the table below, then an animal would be acquired from another wildlife institution. Usually, the costs born are purely freight costs which are approximately \$50-\$200 depending on the size of the animal. Obviously if any exotic animals are to be freighted and they are a larger specimen then the cost will reflect this.

Activation of the collection plan will come about depending on infrastructure upgrades, opportunity and availability of funding to achieve the acquisitions. Many of the facilities currently in use are to an appropriate standard and will enable the Park to acquire some species earlier than others. Those exhibits that are currently vacant, are up to standards but previous occupants may have passed away and these animals will be replaced prior to acquiring any exotic species.

At this stage of the Masterplan process, costings are required for new exhibits and will be a significant factor when identifying the order of acquisitions.

Common name	Current Collection Numbers	Maintain/Acquire/Surplus	Comments
Kookaburra	0.0.1	Acquire	
Southern Koala	2.1.0	Acquire & Breed	
Tawny Frogmouth	0.0.4	Breed	
Eastern Grass Owl	1.0.0	Maintain	
Boobook Owl	1.0.0	Maintain	
Cunningham's Skink	0.0.8	Surplus and maintain	
Shingleback Lizards	0.0.7	Surplus and maintain, continue to breed	
Freshwater Crocodile	0.0.1	Maintain	
Centralian Carpet Python	0.0.1	Maintain	
Jungle Carpet Python	0.0.1	Maintain	
Lace Monitor	0.0.1	Maintain	
Common Death Adder	0.0.2	Maintain	
Murray Darling Carpet Python	0.0.1	Maintain/Surplus	
Red-bellied Black Snake	0.0.1	Maintain	
Murray River Short neck	0.0.1	Maintain	
Boyd's Forest Dragon	1.3.0	Maintain	

Brown Tree Snake	0.0.1	Maintain	
Green Tree Frog	0.0.9	Maintain	
Stimsons Python	0.0.4	Maintain	
Black-headed Python	0.0.1	Maintain	
Hosmer's Skink	0.0.1	Surplus	
Diamond Python	0.0.1	Maintain	
Central Bearded Dragon	0.0.6	Maintain	
Eastern Blue-tongued Lizard	0.0.4	Maintain	
Double-barred Finch	0.0.3	Maintain	
Gouldian Finch	0.0.1	Acquire	
Chestnut-breasted Mannikin	0.0.3	Maintain	
Star Finch	0.0.2	Maintain	
Red-browed Finch	0.0.5	Maintain	
Long-tailed Finch	0.0.23	Maintain/surplus	
Zebra Finch	0.0.1	Acquire	
King Quail	1.1.0	Maintain	
Southern Hairy-nose Wombat	1.0.0	Maintain/acquire	
Common Wombat	1.1.0	Maintain/acquire	
Dingo	2.2.0	Maintain	
Sulphur-crested Cockatoo	1.0.0	Maintain	
Red-tailed Black Cockatoo	2.1.0	Maintain	
Galah	2.2.0	Surplus all except 1	
Major Mitchell Cockatoo	2.1.0	Maintain	
Bush-stone Curlew	2.2.0	Breed and release program	
Satin Bowerbird	1.2.0	Maintain	
Swamp Wallaby	6.4.2	Maintain/Surplus and acquire other wallaby species	
Echidna	0.1.0	Acquire and breed	
Grey-headed Flying Fox	5.3.0	Maintain	
Budgerigar	7.1.0	Maintain/Surplus	
Regent Parrot	5.4.0	Maintain	
Alexandra's Princess Parrot	6.7.0	Maintain	
Superb Parrot	0.0.4	Maintain	
Cockatiel	0.0.1	Surplus	
Australian Ringneck	1.2.0	Maintain	
Bar-shouldered Dove	7.8.0	Surplus	
Crested Pigeon	0.0.32	Surplus	
Eastern Water Dragon	0.0.4	Maintain	
Bush Turkey	1.1.0	Maintain	
King Parrot	3.2.0	Maintain	
Turquoise Parrot	1.1.0	Maintain	
Scarlet-chested Parrot	1.1.0	Maintain	
Blue Bonnet	1.1.0	Maintain	
Bourkes Parrot	1.2.0	Maintain	
Mulga Parrot	2.1.0	Maintain	

Western Rosella	1.0.0	Maintain	
Eastern Rosella	1.1.0	Maintain	
Yellow Rosella	1.1.0	Maintain	
Crimson Rosella	1.0.0	Maintain	
Mallee Ring-neck	2.1.0	Maintain	
Pale-headed Rosella	1.1.0	Maintain	
Wonga Pigeon	1.1.0	Maintain	
Masked Lapwing	0.1.0	Maintain	
Carpet Python	1.0.0	Maintain	
Blotched Blue-tongue Skink	3.6.0	Maintain	
Kangaroo Island Kangaroo	6.6.0	Maintain	
Emu	4.0.0	Maintain/acquire & breed	
Red Kangaroo	20.20.0	Surplus/maintain 2.2.0	
Eastern Grey Kangaroo	10.14.0	Surplus/maintain 2.2.0	
Magpie Goose	15.15.0	Maintain	
Cape Barron Goose	1.1.0	Maintain	
Eastern Long-necked Turtle	2.0.0	Maintain	
Squirrel Glider	1.2.0	Breed and release program	New acquisition - 29.11.19
Albino Darwin Carpet	2.0.0	Maintain	New acquisition - 29.05.19
Inland Taipan	1.1.0	Maintain	New acquisition - 04.07.19
Brush-tail Possum	1.0.0	Maintain	New acquisition - 06.07.19
Fat-tailed Dunnart	10.15.0	Maintain	New acquisition - 06.07.19
Black-headed Monitor	1.0.0	Maintain	New acquisition - 21.08.19
Fringed Lizard	1.0.0	Maintain	New acquisition - 21.08.19
Mertens Water Monitor	1.0.0	Maintain	New acquisition - 29.08.19
Ringtail Possum	1.1.0	Maintain	New acquisition - 23.11.19
Mitchell's Hopping Mice	3.3.0	Maintain	New acquisition 29.11.19
Cotton Top Tamarin	5.5.5	Acquire	Planned
Capybara	1.2.0	Acquire	Planned
Ring-tailed Lemur	3.3.0	Acquire	Planned
Tasmanian Devil	1.2.0	Acquire	Planned
Burmese Python	0.0.1	Acquire	Planned
Plains Zebra	5.5.0	Acquire	Planned
Giraffe	2.2.0	Acquire	Planned
Cheetah	1.1.0	Acquire	Planned
Meerkat	3.3.0	Acquire	Planned
Galapagos Tortoise	1.1.0	Acquire	Planned
Bilby	2.2.0	Acquire	Planned
Masked Owl	2.0.0	Surplus	Planned
Barn Owl	2.0.0	Acquire	Planned
Barking Owl	1.0.0	Acquire	Planned
Brolga	1.1.0	Acquire	Planned
Spot-tailed Quoll	1.1.0	Acquire	Planned
Eastern Quoll	1.1.0	Acquire	Planned
Scaly-breasted Lorikeet	2.2.0	Acquire	Planned

Rainbow Lorikeets	2.2.0	Acquire	Planned
Red-collared Lorikeet	2.2.0	Acquire	Planned
Musk Lorikeet	2.2.0	Acquire	Planned
Plains Wanderer	2.2.0	Acquire	Planned
Orange-bellied parrot	2.2.0	Acquire	Planned
Regent honey eater	2.2.0	Acquire	Planned
Helmeted honey eater	2.2.0	Acquire	Planned
Wedge-tailed Eagle	1.1.0	Acquire	Planned
Swift Parrot	1.1.0	Acquire	Planned
Tiger Snake	1.0.0	Acquire	Planned
Eastern Brown Snake	1.0.0	Acquire	Planned
King Brown Mulga	1.0.0	Acquire	Planned
Green tree Snake	1.0.0	Acquire	Planned
Broad headed snake	1.0.0	Acquire	Planned
Coastal Taipan	1.0.0	Acquire	Planned
Long-nosed Potoroo	3.3.0	Acquire	Planned
Eastern-barred Bandicoot	3.3.0	Acquire	Planned
Peregrine Falcon	2.0.0	Acquire	Planned
Saltwater/Estuarine Crocodile	1.0.0	Acquire	Planned
Southern Brush-tailed Rock Wallaby	2.6.0	Acquire	Planned
Pretty face/Whiptail Wallaby	2.6.0	Acquire	Planned
Red-tailed Phascogale	10.10.0	Acquire	Planned
Platypus	1.1.0	Acquire	Planned
Antechinus	10.10.0	Acquire	Planned
Southern Cassowary	1.1.0	Acquire	Planned

Appendix B - Profit and loss forecast

PROFIT & LOSS FORECAST	2019	2020
Income		
Donations	\$ 17,061.21	\$ -
Facility hire	\$ 1,090.92	\$ 7,200.00
Grants - Capital	\$ -	\$ 65,000.00
Grants - Operating	\$ -	\$ 130,000.00
Rental income	\$ 999.90	\$ 2,400.00
Sales		
Annual memberships	\$ 22,663.74	\$ 51,000.00
Daily admissions	\$ 175,498.23	\$ 210,500.00
Group bookings - education	\$ 16,405.00	\$ 35,400.00
Group bookings - general	\$ 2,372.28	\$ 3,600.00
Total Sales	\$ 216,939.25	\$ 300,500.00
Sponsorship	\$ 50,674.68	\$ -
Sales of product income	\$ -	\$ 47,040.00
Uncategorised income	\$ 4,599.12	\$ 4,599.12
Workcover - Reimbursements	\$ 20,547.11	\$ 12,600.00
Total Revenue	\$ 311,912.19	\$ 569,339.12
Cost of sales		
Cost of sales	\$ -	\$ 20,000.00
Total Cost of Sales	\$ -	\$ 20,000.00
GROSS PROFIT	\$ 311,912.19	\$ 549,339.12
Expenses		
Accountanting and bookkeeping	\$ 2,639.91	\$ 3,740.00
Advertising & marketing	\$ 10,536.18	\$ 15,000.00
Animal food	\$ 18,245.28	\$ 11,000.00
Bank fees & charges	\$ 2,555.15	\$ 3,600.00
BAS expense	\$ -	\$ 49,000.00
Cleaning supplies	\$ 640.87	\$ 1,800.00
Contractor Expenses (non salary)	\$ 1,295.00	\$ -
Council rates	\$ 845.15	\$ 1,155.00
Equipment rental	\$ -	\$ 4,152.00
Equipment repairs & maintenance	\$ 1,716.22	\$ 2,400.00
Fuels & oils	\$ 2,230.24	\$ 2,400.00
Gas & electricity	\$ 9,654.20	\$ 12,000.00
Insurance	\$ 11,745.71	\$ 12,854.00
Medical costs	\$ 2,777.20	\$ 2,431.60
Motor vehicle expenses	\$ 877.15	\$ 1,000.00
Office expenses	\$ 1,244.03	\$ 1,078.55
Postage & shipping	\$ 145.46	\$ 118.18
Printing, stationary & supplies	\$ 118.32	\$ 118.32
Purchases	\$ 1,022.73	\$ -
Repairs & maintenance	\$ 9,712.90	\$ 53,000.00
Salary and wages - staff	\$ 200,923.85	\$ 312,000.00
Subscriptions	\$ 784.00	\$ 600.00
Telephone & internet	\$ 7,930.08	\$ 7,800.00
Training & conferences	\$ 165.00	\$ 1,000.00
Uniforms & PPE	\$ 1,715.63	\$ 1,675.48
Veterinary expenses	\$ 1,834.84	\$ 2,500.00
Waste disposal	\$ 859.60	\$ 1,000.00
Water	\$ 2,344.80	\$ 2,344.80
Workcover expenses	\$ 5,674.70	\$ 5,500.00
Total expenses	\$ 300,234.20	\$ 511,267.93
NET OPERATING INCOME	\$ 11,677.99	\$ 38,071.19
Other income		
Interest income	\$ 382.46	\$ 2,500.00
Total Other income	\$ 382.46	\$ 2,500.00
Other Expenses		
Other Expense	\$ 7,135.86	\$ 6,682.22
Total Other expenses	\$ 7,135.86	\$ 6,682.22
NET OTHER INCOME	-\$ 6,753.40	-\$ 4,182.22
NET PROFIT	\$ 4,924.59	\$ 33,888.97

Appendix C - Visitor feedback survey

CUSTOMER SATISFACTION SURVEY



In our continued commitment to provide quality customer service we would greatly appreciate your feedback.

How did you find out about the Kyabram Fauna Park?

- ☐ SOCIAL MEDIA ☐ WORD OF MOUTH ☐ TELEVISION ☐ MEMBER
☐ OTHER _____

What time did you enter & leave the park? _____

How many people are with you? (Please record adult & child)

How was your experience with our café staff and animal keeper staff?

- ☐ POOR ☐ AVERAGE ☐ GOOD ☐ EXCELLENT

How was your experience at our encounters?

- ☐ DIDN'T GO ☐ POOR ☐ AVERAGE ☐ GOOD ☐ EXCELLENT

How would you rate our encounters from your favourite (1) to your least favourite (4) please number the boxes

- ☐ KANGAROO ☐ KOALA ☐ PARROT FEED ☐ REPTILE

Is there anything you would change about the service provided?

- ☐ NO ☐ YES, I WOULD CHANGE _____

Is there anything else you would like to see at Kyabram Fauna Park?

- ☐ NO ☐ YES, I WOULD CHANGE _____

Thank you for your time in completing this survey.

Please fill in your details below and your survey will go into our barrel. Each month one survey will be drawn and the participant will receive a **complementary Family Day Pass for 2 Adults & 2 Children to Kyabram Fauna Park.**

NAME _____ DATE _____

ADDRESS _____

STATE/COUNTRY _____ POSTCODE _____

EMAIL ADDRESS _____

- ☐ YES, I WOULD LIKE TO RECEIVE NOTICE OF SPECIAL DEALS & PROMOTIONS

PLEASE RETURN TO PO BOX 519

YOUR PRIVACY Kyabram Fauna Park is subject to the provisions of the Privacy Act 1988. Your information is used for marketing purposes in an effort to improve our services & facilities.

Appendix D - Visitor feedback survey results

How did you find out about Kyabram Fauna Park?	Number of responses
Local resident	4
Member	7
Social media	7
Word of mouth	15
Visited previously	4
Internet	2
Advertising	3
Other	4
TOTAL	46

How was your experience with our cafe staff and animal keeper staff?	Number of responses
Excellent	33
Good	12
Average	1
Poor	0
TOTAL	46

How was your experience at our encounters?	Number of responses
Excellent	21
Good	14
Average	2
Poor	1
Didn't go	7
TOTAL	45

How would you rate our encounters from favourite (1) to least favourite (4)?				
Rating	Kangaroo	Koala	Reptile	Parrot
1 (favourite)	9	13	15	8
2	13	10	3	4
3	10	8	10	1
4 (least favourite)	2	2	3	18
N/A	12	11	13	15

Location of visitors	Number of responses
Local (Kyabram)	8
<50km VIC (Shepparton, Rochester, Tatura)	8
>50km VIC	8
Interstate	12
International	2
TOTAL	38

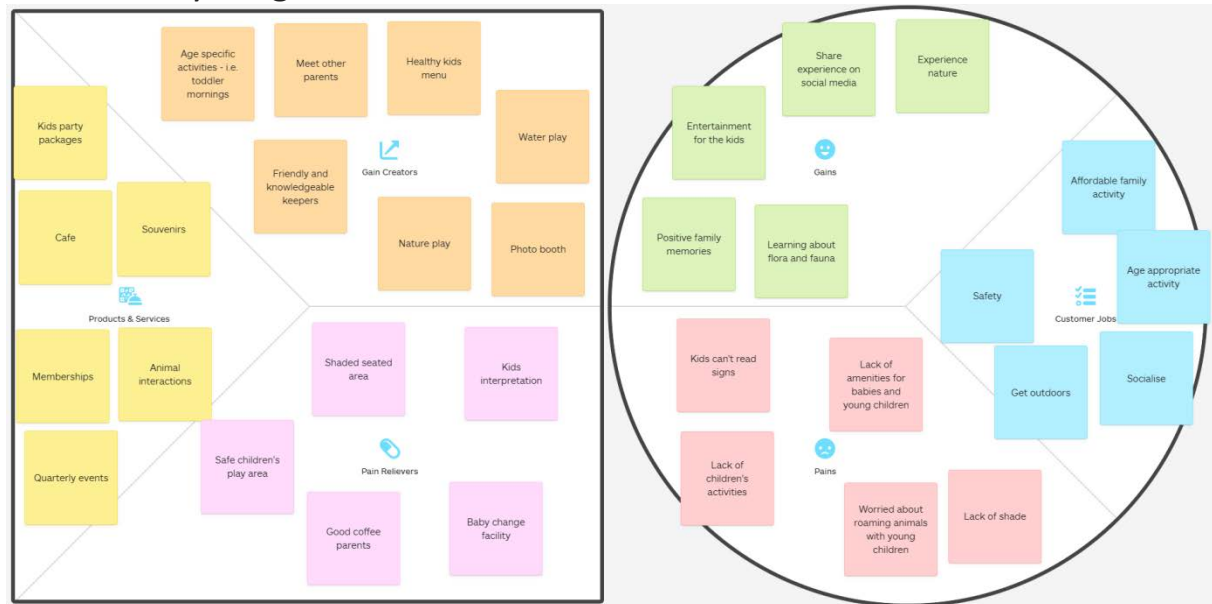
Time entered the Park	Number of responses
<10am	7
<11am	17
<12pm	5
>12pm	11
TOTAL	45

Time exited the Park	Number of responses
<12pm	2
>12pm	10
>1pm	13
>2pm	4
>3pm	5
>4pm	7
TOTAL	42

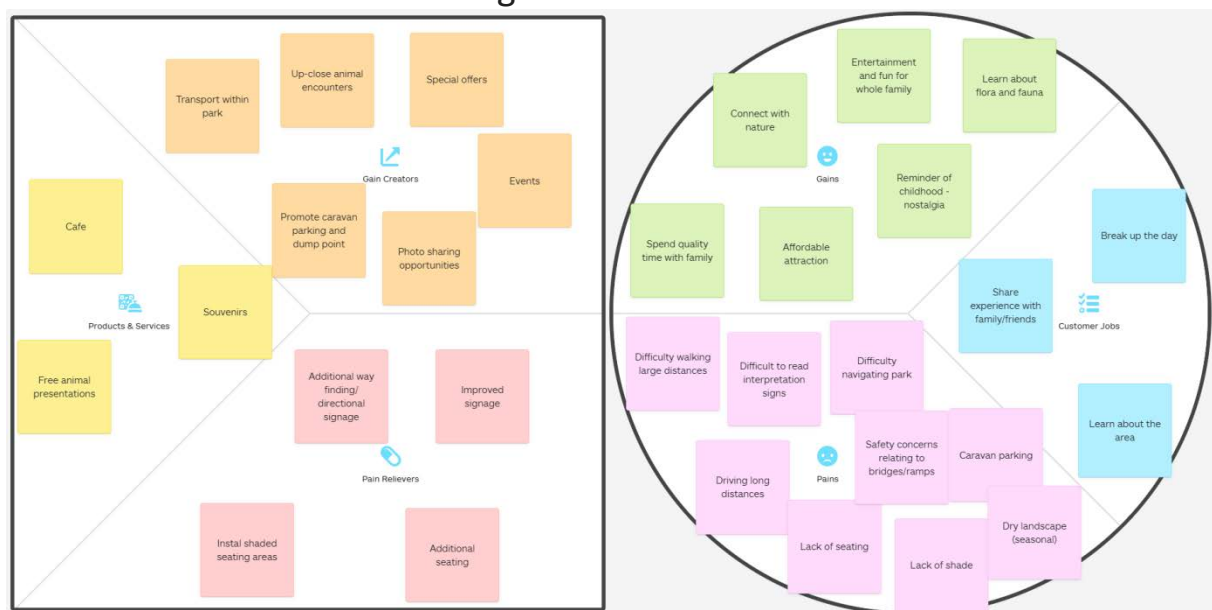
Appendix E - Customer Value Proposition Canvas

Credit: Customer Value Proposition (CVP) Canvas, Strategyzer AG

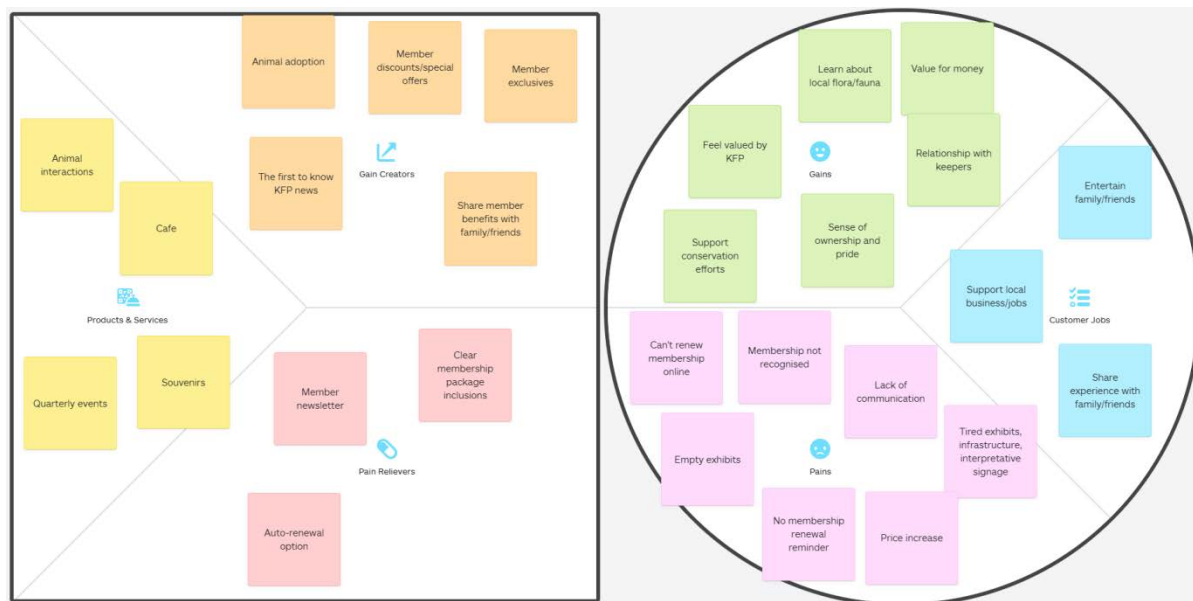
CVP - Local young families



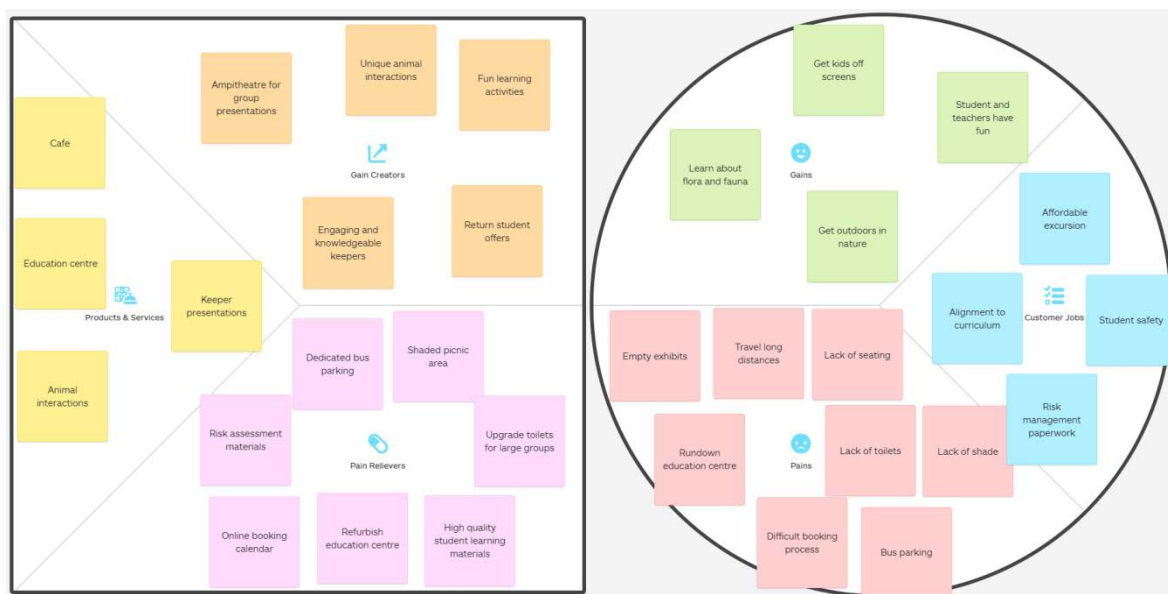
CVP - Domestic travellers in-region



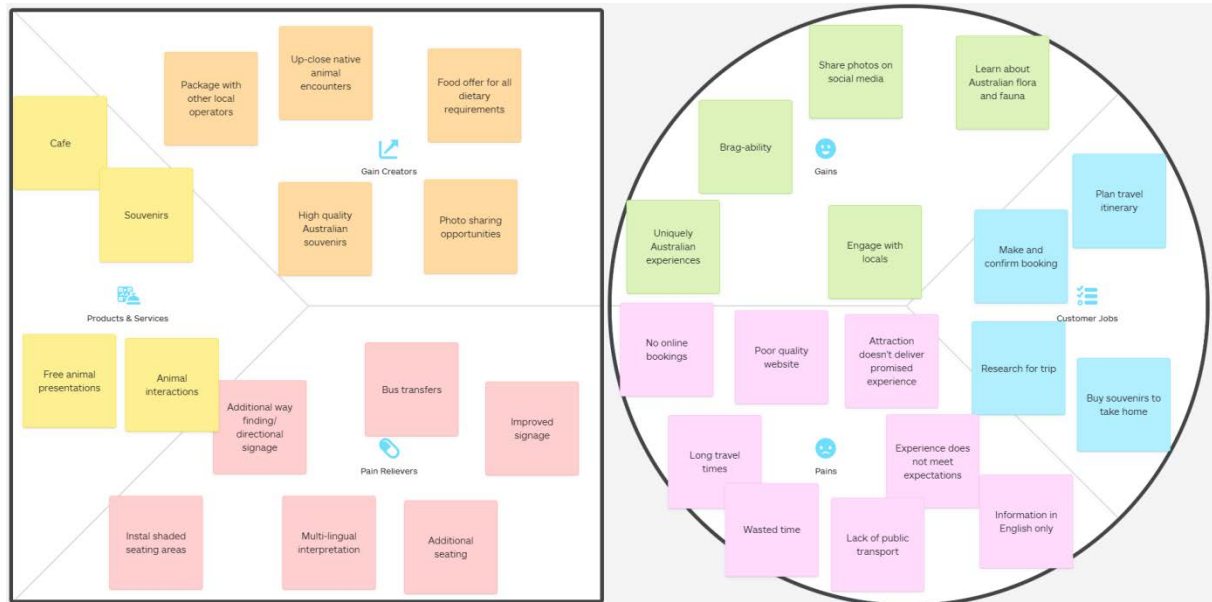
CVP - KFP Members



CVP - Schools



CVP - Internationals



Appendix F - Marketing action plan 2019/2020

Marketing objective	Strategies	Tactics	Target Market	Timing	Priority	Budget	Resource	KPIs
Grow awareness of KFP	Re-develop website	Refresh layout, update images and copy, add group/school info, search engine optimisation	All	Year 1	HIGH	\$10,000	DEWLP Marketing/Comms , GM	Increase in website visits, average time on website, SEO ranking
	PR	Leverage local PR contacts to continue to promote positive news about the Park.	Local Young Families, School groups, members	Ongoing	MED	\$0	DEWLP Marketing/Comms	PR value generated
	Build profile on social media	Build on existing social media strategy to create engaging and interesting posts. Sponsored posts to target specific markets. Competitions to boost sharing and engagement. Promote tourism # to promote content. Deliver targeted content/messaging via social media channels. Sponsor posts to target specific market segments. Run competitions and promotions to boost sharing and engagement. Leverage campaign # to increase reach.	Local Young Families, Domestic travellers	Ongoing	HIGH	\$1,000	DEWLP Marketing/Comms, GM	Increased social media engagement
	Targeted advertising	Advertise in publications relevant for target market (i.e. tourist publications, regional newspaper, education magazines, radio, OVG).	All	Ongoing	LOW	\$3,000	DEWLP Marketing/Comms	Advertising reach
	Industry networking	Industry memberships VIC Staff Famil Participate in industry networking events. Host an industry event/famil at KFP.	Domestic travellers	Ongoing	MED	\$1,450	GM	Number of famil participants
Increase park revenue	Online ticket booking	Link to website and social media channels	Local Young Families, Domestic travellers	Year 1	HIGH	TBC - 10% ticket commission	Customer Engagement Officer	Online ticketing revenue
	Expand product/ experience offer	Develop value-add experiences: Encounters, Tours, Keeper for a day Twilight entry evenings	All	Year 1	HIGH	\$0	GM, Customer Engagement Officer	Increase admissions, increase average spend,

	Attract group bookings	Develop sales kit and distribute to schools. Develop return student offer.	School groups	Ongoing	HIGH	\$0	Customer Engagement Officer	Increased school group bookings
	Increase repeat visitation	Develop locals/VFR offer to encourage return visits. Run school holiday activities to attract new/repeat visitors.	Local Young Families, Domestic travellers	Ongoing	MED	\$0	Customer Engagement Officer	Increase admissions
	Develop packages with business partners	Collaborate with local attractions/businesses to develop a family/grey nomad package.	Domestic travellers	Year 2	LOW	Ticket incentive	Customer Engagement Officer	Package bookings
	Develop events calendar	Generate news/different experiences to prompt visitation (new/repeat visitors)	Local Young Families, Domestic travellers	Year 1	HIGH	\$2,500	GM, Customer Engagement Officer	GA ticket sales Cafe/souvenir sales
	Attract increased corporate and local sponsorship	Update sponsorship program value proposition and promote via website.	Local Young Families	Year 1	MED	\$0	Volunteer Marketing Support	Sponsorship revenue (\$ and in-kind value)
	Leverage existing venue facilities for new revenue opportunities	Develop functions, venue hire and birthday party packages	All	Year 1	MED	\$250	Volunteer Marketing Support	Venue package sales
	Re-introduce animal adoption program	Update value proposition - promote on website, social media, local PR	Local Young Families, Domestic travellers	Year 2	MED	\$0	Volunteer Marketing Support	Value of animal adoptions
Build customer loyalty	Update membership program	Update member value proposition - add value to membership and encourage repeat visitation Member specials/discounts	Local Young Families	Year 1	MED	\$0	Customer Engagement Officer	New and renewed memberships and re-engage previous members
	Develop a customer database	Promote news, events and offers. Develop dedicated member communication.	All	Year 1	MED	\$0	Customer Engagement Officer	Size of customer database Email open rate
	Manage online reputation	Manage online reviews Encourage positive online feedback. Update keeper presentations, follow up emails, signage within Park.	All	Ongoing	MED	\$0	Customer Engagement Officer	Online review ratings and comments

Appendix G - Strategic action plan

(Updated 8 October 2019)

A series of short to medium term actions have been developed to address each of the four Strategic Pillars.

WELFARE: The welfare and wellbeing of our wildlife is paramount					
OBJECTIVES	ACTIONS	PRIORITY LEVEL	BUDGET	TIMING	RESPONSIBLE
1. Gain ZAA Accreditation	a. Develop an animal welfare policy.	HIGH	Within role	18 months	GM
	b. Undertake self-assessment against ZAA accreditation criteria + undertake required actions.	HIGH	Within role	18 months	HK
2. Implement a strategic enrichment program for all species kept at KFP	a. Undertake an animal welfare audit and prioritisation program to guide enrichment programs.	MEDIUM	Within role	12 months	HK
	b. Deliver enrichment training for Keepers.	MEDIUM	Within role	12 months	GM
	c. Design enrichment programs for each species.	MEDIUM	Within role	12 months	HK/K
	d. Implement enrichment programs with all species.	MEDIUM	Within role	12-18 months	HK/K
3. Implement training + conditioning programs	a. Design and implement training and conditioning programs through Keeper workshops + the design of training plans.	MEDIUM	Within role	12 months	GM/HK
	b. Restructure Keeper time delegation to incorporate training + conditioning program.	MEDIUM	Within role	12-months	GM/HK

Committee of Management (COM), General Manager (GM), Head Keeper (HK), Keeper (K), Education Coordinator (EC), Marketing (M), Customer Engagement Officer (CE)

CONSERVATION: We are committed to contributing to wildlife and habitat conservation					
OBJECTIVES	ACTIONS	PRIORITY LEVEL	BUDGET	TIMING	RESPONSIBLE
1. Strengthen education messaging + delivery for KFP	a. Adapt current school education program material to deliver on immediate education sector demands.	HIGH	Within role	6 months	EC
	b. Seek funding to re-appoint an Education Officer.	HIGH	\$100,000	6 months	GM
	c. Revamp education program to align with current curriculum standards.	HIGH	Within role	9 months	EC
	d. Seek funding to update education centre building + exhibits.	HIGH	\$50,000	6 months	GM
	e. Develop education messaging relating to KFP wildlife + environment and apply to keeper presentations, signage and website.	MEDIUM	Within role	18 months	GM/M
	f. Assess existing interpretative signage and seek funding for replacement signs.	MEDIUM	\$100,000	24 months	GM
2. Contribute to endangered species conservation	a. Develop conservation programs for endangered species (fauna + flora).	MEDIUM	Within role	24 months	GM/HK
3. Support conservation-based research programs	a. Develop ethics policy for KFP for animal research programs.	LOW	Within role	24 months	GM
	b. Engage with research partners to conduct conservation-based research programs in collaboration with KFP.	LOW	Within role	24 months	GM
4. Establish conservation funding program	a. Revamp the KFP animal adoption program.	LOW	Within role	24 months	HK
	b. Develop conservation funding program concept.	LOW	Within role	24 months	GM
	c. Seek funding for in-situ conservation initiatives (fauna + flora).	LOW	TBC	24 months	GM

SUSTAINABILITY: Business sustainability will ensure we deliver ongoing benefits to the community and environment					
OBJECTIVES	ACTIONS	PRIORITY LEVEL	BUDGET	TIMING	RESPONSIBLE
1. Improve business performance	a. Set up a streamlined governance process for ongoing management of the Park.	HIGH	\$0	18 months	COM
	b. Develop an asset maintenance schedule + identify funding sources for asset upgrades.	HIGH	Within role	12 months	GM
	c. Increase revenue + identify new funding opportunities.	HIGH	Within role	Ongoing	GM
	d. Employ a staff member focused on business development (Customer Engagement Officer).	HIGH	\$65,000	3 months	GM
	e. Assess Park expenditure + seek operational efficiencies.	HIGH	Within role	Ongoing	GM
	f. Develop financial systems + reporting to track business performance + inform decision making.	HIGH	\$5,000	9 months	GM
	g. Implement 12 month Marketing Action Plan.	HIGH	\$10,000	12 months	GM/M
2. Reduce business impact on the environment	a. Assess existing business and operational practices + implement initiatives to adapt to climate change + reduce environmental impact.	MEDIUM	TBC	24 months	GM
	b. Investigate the criteria + viability of Ecotourism membership.	LOW	TBC	24 months	GM
	c. Pursue environmental grants to improve existing infrastructure.	LOW	TBC	24 months	GM
3. Skilled, effective and motivated workforce	a. Ensure adequate staffing + volunteer resources available to deliver current and future operational requirements.	HIGH	Within role	6 months	GM
	b. Develop a structured volunteer program to enable ongoing community involvement within the Park.	MEDIUM	Within role	12 months	GM/HK
	c. Develop a training + development program for staff and volunteers.	MEDIUM	\$200	12 months	GM

EXPERIENCE: Interactions with our wildlife and environment will make visitors feel part of nature					
OBJECTIVES	ACTIONS	PRIORITY LEVEL	BUDGET	TIMING	RESPONSIBLE
1. Achieve high levels of visitor engagement.	a. Park Master plan to identify short, medium + long-term priority infrastructure projects to enhance the Park.	HIGH	Within role	6 months	GM
	b. Identify funding opportunities to support priority infrastructure projects.	HIGH	Within role	12 months	GM
	c. Assess the animal collection with view to introducing species to generate interest for new + repeat visitors.	MEDIUM	\$3,000	18 months	GM/HK
	d. Develop membership and sponsorship programs which enable visitors + the community to demonstrate their support for the Park.	HIGH	Within role	12 months	CE
2. Experience development	a. Develop an experience plan to ensure Park activities provide opportunities for visitors to experience nature up-close.	MEDIUM	Within role	12 months	GM/HK
	b. Develop KFP's online experience through the website and social media channels.	HIGH	\$10,000	9 months	GM/M
	c. Create a calendar of events to generate interest for visitors + provide a reason to return.	HIGH	\$4,500/event	12 months	GM/CE/M
	d. Create open + continuous dialogue with visitors to track customer satisfaction.	MEDIUM	Within role	12 months	CE

Appendix H - Master plan consultation survey



KYABRAM FAUNA PARK SURVEY

How often do you visit Kyabram Fauna Park?

☐ Monthly

☐ Three or four times a year

☐ Annually

☐ Never

☐ Other _____

If you answered 'Never' – Is there a reason you have never visited Kyabram Fauna Park?

What do you like about Kyabram Fauna Park as it is now?

☐ Scheduled animal interactions – e.g. animal feeding

☐ Seeing animals in their natural habitat

☐ The Transport through Time display and historic Hazelman Cottage

☐ The wetlands

☐ I am unfamiliar with the Kyabram Fauna Park

☐ Other _____

The draft masterplan outlines new exhibits, buildings and a changed layout. The plan will take 20 years to implement. What 3 improvements would you like to see made first?

☐ More animals

☐ Changes to the design of exhibitions

☐ Better quality walkways

☐ A new function centre

☐ Exotic animals (non-native)

☐ Splashpark

☐ Nature play area for kids

☐ Camping/Glamping

☐ More carparking

☐ Farm animals and petting zoo

☐ Upgraded signage

Kyabram Fauna Park is currently home to only Australian native animals. Are there other animals you would like to see at the park?

- ☐ African animals e.g. Zebras, cheetahs, African wild dogs etc
- ☐ South American animals e.g. Monkeys and Capybara
- ☐ Farm/petting zoo animals
- ☐ I prefer the park to be home to Australian animals only

Is there anything else you would like to tell us about the draft masterplan and the future of Kyabram Fauna Park?

If you would like to be on our mailing list to hear about future activities and events at the Park, please provide your name, email address and phone number.

First Name _____ Surname _____

Email _____

Phone _____ Mob _____

Returning your completed survey

Drop it to us in person	75 Lake Road, Kyabram 3620
Post	P.O. Box 519, Kyabram, Victoria 3619
Email	enquiries@kyabramfaunapark.com.au

Appendix I - Master plan project evaluation

PROJECT	DESCRIPTION							TOTAL SCORE
		Address immediate operational need	Revenue generation potential	Potential to attract new/repeat visitors	Potential to attract investment (public or private)	Enhance visitor experience	Community/Stakeholder support	
		2	2	2	2	1	2	
WEIGHTING		No = 0 Yes = 1	N/A = 0 Low = 1 Med = 2 High = 3	N/A = 0 Low = 1 Med = 2 High = 3	N/A = 0 Low = 1 Med = 2 High = 3	N/A = 0 Low = 1 Med = 2 High = 3	Negative = 0 Neutral = 1 Positive = 2	
Park infrastructure								
Car park upgrade - phase 1	Tree shaded parking John Pulley Reserve (98 vehicles)	0	0	0	0	1	0	1
Car park extension - phase 2	North parking area (110 vehicles)	0	0	0	0	1	1	3
Predator proof fence - 2.4m black mesh	Green garden zone, heritage and grey garden zone	1	0	0	2	2	2	12
Predator proof fence - 2.4m black mesh	Remainder of site	1	0	0	3	1	2	13
Neighbouring residential fencing - 2.4m colourbond	West side	1	0	0	2	3	0	9

Park utilities upgrades								
Electrical upgrade	Upgrade required to support growth in power usage.	1	1	0	1	1	2	11
Improve town water supply	Improve town water supply for both operations and irrigation (until wetland irrigation is operational).	1	0	2	1	2	2	13
Improve IT infrastructure	Finance system, POS, IT	1	1	0	0	1	1	7
Sewer upgrade	Current sewer system cannot support growth in visitation.	1	0	0	0	1	1	5
1. Green garden zone								
Entry + cafe upgrade	New entry with drop-off plaza surrounded with native vine arbour leads to a new ticketing booth.	0	3	3	2	3	2	20
New exhibits at entry	Provide first and last impression.	0	2	2	2	3	2	17
Nature play area	Nature discovery/play area	1	0	3	3	3	2	20

Water play area	Nature themed water play area	1	0	3	3	3	2	20
Education centre upgrade	Education centre refurbishment and new accessible entry ramp and deck. Upgraded exhibits with enhanced electronics and social media connections.	1	3	2	2	3	2	21
School group picnic shelter	Group picnic area outside Education Centre	0	0	1	1	2	2	10
Lake viewing area upgrade	Protective new headwall, outdoor boardwalk for events hire.	1	3	3	3	3	2	24
New toilet block	Situation inside entry	0	0	0	0	1	1	3
Administrative offices	Transform existing house into admin offices.	1	1	0	0	0	1	6
Bird Lake	Restore Bird Lake. Opportunity for mesh covering, floating pontoon, walkways and fish/eel/turtle feeding.	0	1	1	1	2	1	9
Koala encounter and upgrade koala exhibit	Expand koala photo encounter area.	1	2	2	2	3	2	19

2. Grey garden zone								
Heritage outpost	Introduce heritage orchard/vineyard, heritage domestic animal breeds and hay barn farm play area.	0	1	2	2	3	2	16
Tasmanian Devil Display	Walk through pedestrian mesh tunnel and pop-up viewing.	0	1	2	1	3	2	14
Gold mine	Tunnel under wombat exhibit with views up wombat tunnels to daylight	0	1	2	1	3	2	14
Bird encounter	Join existing walk-through aviary with other display aviaries and back-of-house holding and breeding areas for maximum impact	0	1	2	1	3	2	14
Reptile house	Refurbish and expand reptile house.	1	2	2	1	3	2	17
Night encounter	Recreate a walk through the local woodland at night using nocturnal immersion displays.	0	1	2	1	3	2	14
Fire circle	Mini amphitheatre for small group wildlife demonstrations.	0	1	1	1	2	2	11
Raptor encounter	Bird-of-prey training and enrichment sessions - open to public.	0	2	2	1	2	2	14

Dingo habitat	Large, elevated area with walk-thru pedestrian mesh tunnel and 'meet the dingo' encounters.	1	2	2	1	3	2	17
3. River trail								
4 x Flex exhibits	Exhibits used interchangeably - provide animals increased areas and opportunities for exploration - reduce grazing pressure.	0	1	2	3	2	2	17
River lodge	Venue for share, shelter, indoor "outback" events.	0	2	3	2	3	2	19
River barriers	Exhibit barriers sunken in water as part of integrated wetland water biotreatment system.	0	0	0	1	3	1	7
4. Seasonal lake landscape and ecosystems								
Lake View Event Centre and Restaurant	Develop on land to be reclaimed from evaporation lagoon on Lake Road. Connect to education centre by boardwalk.	0	3	3	3	3	2	22
Southern Parkland Expansion	Integrated wetland plan will provide areas for future outdoor recreation amongst extensive shorelines and marshes.	0	0	3	1	1	2	12

5. North service zone								
Admin office, animal health/wellness centre (visitor viewing), staff facilities and meeting/lunchroom.	Admin office, animal health/wellness centre (visitor viewing), staff facilities and meeting/lunchroom.	1	2	2	3	2	2	20
Staff parking, electric cart parking and recharging, station, food preparation, commissary, hay barn, materials storage.	Staff parking, electric cart parking and recharging, station, food preparation, commissary, hay barn, materials storage.	0	0	0	0	0	1	2
Maintenance shop and storage facilities.	Maintenance shop and storage facilities.	1	0	0	0	0	1	4
Equipment repair, charging and storage	Equipment repair, charging and storage	0	0	0	0	0	1	2
Horticulture, composting and recycle centre.	Horticulture, composting and recycle centre.	0	0	0	0	0	2	4
Off exhibit breeding facilities.	Off exhibit breeding facilities.	0	2	2	3	2	2	18
Animal quarantine	Separated from holding area	1	0	0	0	0	2	6
Koala browse plantation	Irrigated crops for koala feed	1	0	0	0	0	1	4

6. South service area								
Off-exhibit holding yards + exercise yards	Reduce grazing pressure in exhibit areas and animal training.	1	0	0	0	2	2	8
7. Safari camp								
Self-contained campers site	Host self-contained campers and provide park guided experience.	0	2	2	2	3	1	15
5-10 tented sites	Overlooking animal area - offer guided park experience.	0	2	2	2	3	1	15

Street Public Lighting



Council Policy Number	052
Date adopted	19 May 2020
Scheduled for review	May 2024

Purpose

To provide the basis for the determination of the level of street lighting in urban areas.

Policy Statement

Street lighting shall be provided, within the constraints of Council's budget to achieve the following minimum standards:

1. New Subdivisions and Developments

The standard of lighting must meet the requirements of the Australian Standard AS. 1158 Public Lighting Code in all new subdivisions and developments. All new public lighting must incorporate the use of low energy lighting.

Council is generally guided by the Infrastructure Design Manual which considers these requirements and should be consulted before submitting plans. Council requires that public lighting is provided on structures that are classed as "standard" power poles by Powercor. Non-standard power poles will not be considered. The final decision for the type and layout of lighting remains with Council as the inheritor of assets once completed.

2. Existing Highly Trafficked Urban Areas

The standard of lighting, meeting the requirements of the Australian Standard AS. 1158 Public Lighting Code, shall be provided in highly trafficked areas such as commercial shopping areas, adjacent to hospitals, public buildings and at major intersections in urban areas where it is practical to do and funding is available.

Although reasonable attempts will be made to replace non-standard poles and fittings with identical items, their supply or replacement may be limited, too expensive or not available at all. In such circumstances a standard pole and or fitting will be erected.

3. Existing Other Urban Areas

- A minimum standard equivalent to one 125 watt mercury vapour light (or low energy equivalent) is to be provided at each intersection, and the light shall be at a distance of no greater than 10 metres from the edge of the traffic lane in the side (minor) street.
- The maximum distance between street lights is to be 130 metres with midblock lights being a minimum standard equivalent to 80 watt mercury vapour light (or low energy equivalent).
- The maximum distance between the end of a court bowl to a streetlight is to be 30 metres.

4. High Risk Areas

Where the low level of street lighting may present a particular risk to pedestrians or vehicular traffic, additional lighting may be installed. This may occur in areas such as laneways and walkways between buildings.

Exclusions

Nil

Human Rights

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

Definitions

Nil

Related Legislation

Nil

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Four years

Responsible officer

Asset Manager

Administrative Updates

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

Approval History

Adopted	12 November 1998	Minute Book Reference No 3133 (Item 10.4)
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	14 October 2003	Minute Book Reference No 7100 (item 12.1)
Revised	14 September 2004	Minute Book Reference No 7941 (item 12.2)
Revised	13 September 2005	Minute Book Reference No 9008 (item 12.1)
Revised	12 October 2006	Minute Book Reference No 10251 (item 9.1)
Revised	16 October 2007	Minute Book Reference No 11542 (item 9.1)
Revised	21 October 2008	Minute Book Reference No 12868 (item 9.5)
Revised	18 August 2009	Minute Book Reference No 14208 (Item 9.1)
Revised	21 September 2010	Minute Book Reference No 16407 (Item 12.6)
Revised	18 October 2011	Minute Book Reference No 18261 (item 13.3)
Revised	19 August 2014	Minute Book Reference No 878 (Item 6.1)
Revised	20 March 2018	Minute Book Reference No 486 (Item 7.1)
Revised	19 May 2020	Minute Book Reference No 2059 (Item 9.4)

Chief Executive Officer:

Date:

Road Closures

Council Policy Number	069
Date adopted	19 May 2020
Scheduled for review	May 2024



Council Policy

Council Policy

Council Policy

Council Policy

Purpose

To provide guidance when Council resolves to discontinue a non-government or a government road.

Policy Statement

Council has the power under Schedule 10, Section 3 of the *Local Government Act 1989* to discontinue a road providing that the provisions of the *Local Government Act 1989*, *Transfer of Land Act 1958*, *Road Management Act 2004* and the *Planning and Environment Act 1987* are adhered to.

In the event the road closed is not a government road, and the resultant land is to be sold then the sale of the road will be in accordance with the following.

The purchaser of the land will pay:

- Cost of the valuation
- All legal fees incurred by both parties in the transaction
- All Land Surveyor or Title Office costs
- Council's other costs involved in closing the roadway or selling the property, including staff time and disbursements

The sale of the resultant freehold land will be consistent with Councils Asset Rationalisation Policy.

Community groups or not for profit organisations may apply to Council to waive all or part of the administration costs incurred by Council in closing the road. Council staff will present this request to Council for their consideration as part of the discontinuance process.

Council will advertise the commencement of the discontinuance process in line with the requirements of the *Local Government Act 1989*. Any submissions made in relation to the process and in relation to the sale of the land will be considered by Council.

Council cannot sell a government road that is discontinued. A discontinued government road will be transferred back to the Crown for their use or disposal. Council will request feedback from the Department of Environment, Land Water and Planning to determine if there may be any impediment prior to commencing the formal discontinuance process. Council agreeing to start the discontinuance process does not commit the Crown to sell or leasing the land to the applicant.

In the event that the road to be closed is a government road, then the discontinuance process will commence subject to the following agreements:

- Any costs associated with determining if there is any impediment to commencing the discontinuance process be borne by the party requesting the road discontinuance
- All legal fees incurred by both parties in the transaction will be borne by the party requesting the road discontinuance
- Council's other costs involved in discontinuing the roadway, including staff time and disbursements

The process of discontinuance is not quick and depending on the outcome of public consultation can take up to two years. Applicants need to be aware of the possible timeframe when making an application.

Exclusions

Nil

Human Rights

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

Definitions

Discontinued road	A road reserve which is permanently closed and available for sale.
Government road	A road reserve that is managed and maintained by Council on behalf of the Crown. A road reserve that is owned by the Crown which may be opened under Section 407 of the <i>Lands Act 1958</i> .
Non-Government road	A road that is created by the development of land under the <i>Subdivision Act 1988</i> .

Related Legislation

Lands Act 1958

Local Government Act 1989

Local Government Act 2020

Planning & Environment Act 1987

Transfer of Land Act 1958

Road Management Act 2004

Subdivision Act 1988

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Four years

Responsible officer

Assets Manager

Administrative Updates

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

Approval History

Adopted	26 June 2001	Minute Book Reference No 5346 (Item 10.6)
Revised	13 August 2002	Minute Book Reference No 6305 (Item 12.1)
Revised	14 September 2004	Minute Book Reference No 7941 (item 12.2)
Revised	16 October 2007	Minute Book Reference No 11542 (Item 9.1)
Revised	18 August 2009	Minute Book Reference No 14208 (Item 9.1)
Revised	21 September 2010	Minute Book Reference No 16407 (Item 12.6)
Revised	18 August 2015	Minute Book Reference No 905 (Item 6.2)
Revised	30 January 2018	Minute Book Reference No 29 (Item 6.2)
Revised	19 May 2020	Minute Book Reference No 2059 (Item 9.4)

Chief Executive Officer:

Date:

Private Assets in Road Reserves

Council Policy Number	132
Date adopted	19 May 2020
Scheduled for review	May 2023



Purpose

To define the criteria and requirements under which private assets will be permitted into the road reserve.

Policy Statement

Council is responsible for the provision and maintenance of local roads infrastructure.

All roads have a defined road reserve which is owned or managed by Council under the *Local Government Act 1989* and the *Road Management Act 2004*. Under section 34 of the *Road Management Act 2004* Council is compelled to manage the use of roads having regard to the principle that:

"the primary purpose of a road is to be used by members of the public and that other uses are to be managed in a manner which minimises any adverse effect on the safe and efficient operation of the road."

Council must minimise, as far as is reasonably practicable, adverse impacts on the provision of utility services. As the road authority, Council co-ordinates the installation of infrastructure.

It is acknowledged that the use of the road must be considered alongside other factors such as economic benefit and social need. This Policy intends to provide a framework to enable such needs to be balanced with the protection of the primary purpose of the road.

Infrastructure within road reserves includes, but is not limited to, the road itself (including formation and sub-grade), pavement, seal, shoulders, guideposts, table drains or side cuts, culverts and regulatory or discretionary road signage.

Some statutory service providers have rights and obligations outlined in various Acts to install infrastructure in road reserves without permission of the road authority. Private individuals and privately owned syndicates / cooperatives do not enjoy this right.

Maintenance obligations are imposed on all owners of infrastructure in a road reserve through the *Road Management Act 2004* and other Acts including such things as inspection requirements, documentation, processes for undertaking works and safety regulations. The vast majority of owners of infrastructure within road reserves are statutory service providers. Such bodies have a legislative framework within which they operate and access to appropriate levels of insurance coverage should legal proceedings be undertaken against them.

Framework

Applications to install private assets in road reserves may be submitted by single landowners or a syndicate / cooperative of landowners. Council will apply the same principles to either ownership model.

1. Legal Framework

A legal agreement under either Section 121 of the *Road Management Act 2004* or Section 173 of the *Planning and Environment Act 1987* will be required to be entered into by each and every beneficiary landowner prior to approval of works in road reserves. The provision of private assets is usually for the benefit of the proponent and it is appropriate that obligations should be transferred to the benefitting entity or person to ensure integrity of the management framework.

The agreement will require:

- Inspection requirements: For assets installed within collector road reserves, inspections will be required every six weeks and for assets installed within access road reserves inspections will be required every 18 weeks. The applicant will need to document the inspections to the satisfaction

of the responsible road authority. At the time of a permit being issued the road designation will be identified to the applicant.

- b. Maintenance requirements: includes the execution of all works of any description which are required to keep the road and installed infrastructure in the state of utility determined in accordance with the *Road Management Act* 2004 or any other Act deemed applicable.
- c. Public liability insurance of \$10,000,000 and noting Council's interests (or such increased amount as may be periodically advised in writing by Council) to be held and kept current by the benefitting landowner all at the benefitting landowner's cost. Failure to demonstrate ongoing insurance can lead to a requirement to have the asset removed at owner's expense.
- d. Renewal and reinstatement of the road infrastructure/road reserve in the event of failure to meet the agreement conditions or should Council determine the infrastructure is no longer required

Syndicate/cooperative ownership models shall require all participating landowners to enter into individual agreements with Council. The syndicate/cooperative shall be responsible for ensuring all beneficiaries agree to enter into Council's offered agreement prior to their application and at their own cost.

2. Design Considerations

Council will require any assets within road reserves to be installed "fence to fence" between adjoining property boundaries and running perpendicular across roads. This limits the impact of construction on the road reserve while allowing reasonable access to the requesting individual or group. In circumstances where it is clearly demonstrated that it is not possible to construct the new asset perpendicularly across the road reserve, a maximum offset of 2 metres, from the perpendicular, will be accepted. This offset must be clearly marked on site by the use of marker posts located on each fence line.

Required technical specifications regarding design, annual maintenance, depth, materials and location requirements will be outlined to the applicant by Council's Road Services Coordinator.

Assets will be required to be installed underground.

Sharing of Council's existing or future infrastructure which compromises its intended purpose (such as culverts) will not be allowed.

Applications to install assets running longitudinally within road reserves will only be approved in exceptional circumstances. Should such a circumstance exist, and an application is received to install a privately owned asset longitudinally in a road reserve, permission would only be granted after the acceptance of the following conditions, including but not limited to:

- a. The availability of the corridor within the road reserve between the road reserve fence-line and the commencement of Council's road drainage infrastructure. This is the only location where Council will consent to such privately owned assets being installed.
- b. Only the portion of the pipeline affected by the exceptional circumstance will be considered for inclusion in the road reserve;
- c. Applicant enters into a licence at their own cost for use of the part of the road reserve required for installation of the infrastructure.
- d. An annual licence fee will be applied on the basis of the user pays principle and will be determined annually in Council's budget.
- e. Council will, at its discretion, be able to terminate the licence with a minimum of one months' notice, with no compensation available to the licensee / lessee;
- f. Should Council provide notice under e) the licensee will be required to remove the infrastructure and reinstate the reserve to Council's satisfaction, at their own cost.

3. Construction Considerations

Requirements for construction will be outlined in detail during the application process and will be controlled through the issuing of a Works within Road Reserves Permit.

4. Existing Longitudinal Assets identified for decommissioning by the Water Authority

Council may be approached by private landowners or syndicates to purchase existing longitudinal assets within the road reserve owned by the Water Authority and identified for decommissioning. In these instances, Council will require (in order of preference):

- a. That the Water Authority decommissions the asset and reinstates the road reserve to its original condition. Council will then accept an application to install an underground privately owned longitudinal asset to be assessed in accordance with the framework already outlined within this policy; or
- b. The landowner to enter into an arrangement where the Water Authority maintains ownership of the asset that is in the road reserve; or

The above options are dependent upon an understanding as to the impact of the water asset on the safety and function of the road (current and future proposed) and/or Water Authority and Department of Sustainability and Environment consent. Council will work through all the above alternatives to seek to facilitate an appropriate outcome in these specialised instances.

5. Ongoing Obligations

Council requires owners to annually provide:

- a. Copies of inspection records
- b. List of beneficiaries (if syndicate / cooperative); and
- c. Certificate of Currency of Public Liability insurance.

Appropriate management frameworks are crucial within road reserves given the risk associated to communities and Council should incidents / accidents occur.

Council will rigorously and proactively ensure that private water assets within road reserves are compliant with the principles contained within this policy and will impose penalties under Section 63 of the *Road Management Act 2004* should it be required.

Exclusions

Exclusions are available for letterboxes which are not placed in such a way as to be an unreasonable obstruction or road safety risk or are part of a building permit.

Human Rights

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

Definitions

Syndicate / cooperative	An association owned, controlled and used by its members to undertake a duty or transact specific business. Council will require the syndicate / cooperative to be a registered legal entity with the Australian Securities and Investment Commission (ASIC).
Exceptional circumstances	the existence of a physical obstacle (buildings, natural structures including waterways, rock formations, culturally sensitive land, land with significant native vegetation) that prevents access and an alternative route is not available; or where all reasonable attempts have been unsuccessful in obtaining the necessary consent of a non-beneficiary landowner, and a reasonable alternate route within private land is not available. The determination of exceptional circumstance will be at the sole discretion of the General Manager Infrastructure Services, with support provided by the Governance Manager. This assessment is required to be balanced with the requirement of Council to protect the road reserve as outlined in s.4d of the Road Management Act 2004.
Section 173 Agreement	is a legal contract allowed under s.221 of <i>Road Management Act 2004</i> and s.173 of <i>Planning and Environment Act 1987</i> that outlines rights and obligations and is attached to title of private land.
Road reserves	means all of the area of land that is within the boundaries of a road.

Statutory service providers	authorities empowered under an Act with providing utility services such as power, gas, water and telecommunication infrastructure.
Responsible road authority	means the road authority which has operational functions as determined in accordance with s.37 of the <i>Road Management Act</i> 2004. For the purposes of this policy the responsible road authority is Council.
User Pays Principle	when users pay the full costs of the goods or services they consume. It is premised on a principle that those who do not use a service should not be obligated to pay for it. Such a principle is most effective when the beneficiary aligns exactly with the user.
Asset	a physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months.
Asset Owner	for the purposes of this Policy the asset owner should be read as an Infrastructure Manager as per the <i>Road Management Act</i> 2004.
Works within Road Reserves permit	evidences the final approvals for work that, once received, allows works within the road reserve to commence.

Related Legislation

Road Management Act 2009

Local Government Act 1989

Local Government Act 2020

Planning and Environment Act 1987

Related Policies, Procedures and Strategies

Nil

Attachments

Nil

Review Period

Three years

Responsible officer

Asset Manager

Administrative Updates

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

Approval History

Adopted	18 October 2011	Minute Book Reference No 18278 (item 13.10)
Revised	18 September 2012	Minute Book Reference No 1265 (Item 4.26)
Revised	19 August 2014	Minute Book Reference No 885 (Item 6.4)
Revised	18 August 2015	Minute Book Reference No 905 (Item 6.2)
Revised	13 September 2016	Minute Book Reference No 830 (Item 6.8)
Revised	20 March 2018	Minute Book Reference No 486 (Item 7.1)
Revised	19 May 2020	Minute Book Reference No 2059 (Item 9.4)

Chief Executive Officer:

Date:

TEMPORARY ROAD AND STREET CLOSURE

COUNCIL POLICY NUMBER 036
Date Adopted 20 March 2018
Scheduled for review November 2018



PURPOSE

To provide Council with a mechanism to control and regulate temporary street and road closures in the Shire of Campaspe, acknowledging interpreting and linking legislation already in place.

POLICY STATEMENT

1. Council may approve temporary road closure for community events, tourism, emergency training or exercises, road maintenance, maintenance of Council infrastructure, maintenance of non-Council infrastructure, repairs by any authority to ensure public safety and any other circumstances (Emergency situations will be exempt from this Policy).
2. Council will consider granting approval for temporary road closure only when written application or application on the prescribed form is made to Council or its Officers. Applications must be submitted a minimum of three weeks prior to the proposed closure.
3. Council agrees that no charge will be applicable for the following events for any 'not for profit' organisations.

Annual:

Kyabram Bush Market
Massive Murray Paddle
Echuca Southern 80 Ski Race
Riverboats Music Festival
Anzac Day
Echuca Clean Up Australia Day
Melbourne Cup Eve Carnival
Rushworth Easter Heritage Festival

Per Event:

Echuca Car Races
Echuca Fire Brigade Events
Echuca Bike Races

Special Events:

Community Events
Charity Events
Anzac Day Celebrations
Tongala Light Horse Reunion

4. All requests for the reimbursement of fees, other than those listed above, shall be presented to Council for decision.

EXCLUSIONS

Nil

HUMAN RIGHTS

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

DEFINITIONS

Streets and Roads	includes a street, right of way, any land reserved or proclaimed as a street or road under the Crown Land (Reserves) Act 1978 or the Land Act 1958, a passage, a cul de sac, by-pass, bridge or ford, footpath, bicycle path or nature strip and any culvert or kerbing or other land or works forming part of the road.
Permit Holder	person or organisation to which a permit has been issued.
Annual Events	any event in which the same section of road has been temporarily closed for three consecutive annual events for the sole purpose of the applicant holding that event.

RELATED LEGISLATION

Nil

ATTACHMENTS

Nil

REVIEW PERIOD

One year

RESPONSIBLE OFFICER

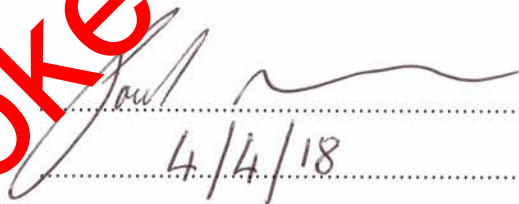
Asset Manager

APPROVAL HISTORY

Adopted	5 June 1996	Minute Book Reference No	1087 (Item 10.3)
Revised	10 September 1998	Minute Book Reference No	3038 (Item 13.1)
Revised	8 July 1999	Minute Book Reference No	3737 (Item 12.1)
Revised	12 September 2000	Minute Book Reference No	4658 (Item 12.1)
Revised	11 September 2001	Minute Book Reference No	5565 (Item 12.2)
Revised	13 August 2002	Minute Book Reference No	6305 (Item 12.1)
Revised	8 July 2003	Minute Book Reference No	6861 (item 10.11)
Revised	21 October 2008	Minute Book Reference No	12868 (item 9.5)
Revised	18 October 2011	Minute Book Reference No	18261 (item 13.3)
Revised	19 August 2014	Minute Book Reference No	878 (Item 6.1)
Revised	20 March 2018	Minute Book Reference No	486 (Item 7.1)

Acting
Chief Executive Officer

Dated


4/4/18

Chief Executive Officer Employment and Remuneration

Council Policy Number	175
Date adopted	19 May 2020
Scheduled for review	May 2024



Purpose

To provide direction and guidance on the management of the life cycle of the Chief Executive Officer's employment including recruitment, performance and end of contract processes.

To provide Terms of Reference for a CEO Employment and Remuneration Advisory Committee.

Policy Statement

The Council is responsible for the appointment of the Chief Executive Officer (CEO), determining (with the CEO) the CEO's Performance Plan assessing the CEO's performance against that plan and determining the CEO's contract conditions including remuneration.

This policy has been developed to support the requirements of the *Local Government Act 2020* relating to CEO employment and remuneration.

Council will carry out its functions relating to the appointment, remuneration and performance appraisal of the CEO in accordance with the following best practice principles:

- Decision-making principles that are fair, transparent and applied consistently;
- Decision-making criteria that are relevant, objective and available to the person subject to the decision;
- Decisions and actions that are conducive to ongoing good governance;
- Documentation that is clear and comprehensive to render decisions capable of effective review;
- Employment decisions that are based on the proper assessment of an individual's work-related qualities, abilities and potential against the genuine requirements of the role; and
- Decisions to appoint a new employee are based on merit.

The responsibility for assisting Council with its obligations regarding CEO employment, performance and remuneration will be delivered through the CEO Employment and Remuneration Committee.

1. Establishment of the CEO Employment and Remuneration Committee

1.1 Purpose

Council shall establish a committee to be known as the CEO Employment and Remuneration Committee (the Committee).

The role of the Committee is to recommend to Council:

- 1.1.1. A Position Description for the CEO, the appointment of a recruitment consultant and undertake the recruitment process leading to the recommendation to Council of a preferred candidate for the CEO position and a recommended remuneration package;
- 1.1.2. Employment contract conditions (including any agreed modifications to the Position Description) and determining the CEO's initial Performance Plan,
- 1.1.3. After assessing the CEO's performance against that plan, annual remuneration increases and a course of action when the CEO's contract is nearing its end.

1.2 Membership

Membership of the Committee will comprise the following:

- The Mayor, who will be the Chairperson
- Three (3) Councillors.
- An independent member with extensive executive human resources experience.

1.3 Recruitment, Duties, Term and Remuneration of the Independent Member

The independent member will be appointed by Council following a public process seeking Expressions of Interest from suitably qualified and experienced candidates to fill the position of independent member of the committee. The independent member will have:

- Human resource qualifications and demonstrated management skills, senior business experience (including Local Government) and/or an employment law background;
- Demonstrated ability in relation to executive level performance appraisal, professional development and remuneration;
- Significant experience working with Executives and Board Members in a similar professional advisory role.

The Independent member will be appointed for a term of three years.

At the conclusion of the three-year term, the member will be eligible to apply to be reappointed at the discretion of Council for a second three-year term.

A maximum of two 3 year terms may be served.

Duties of the independent member are to actively participate in the Committee's six monthly review of the CEO's performance against the agreed annual performance plan.

Independent member remuneration will be based on a sitting fee per meeting, in line with Victorian Government guidelines for like committees and will be paid within 30 days of attendance at the meeting.

Travel costs will be reimbursed in accordance with ATO allowances.

1.4 Meetings

The committee will meet twice per year.

A quorum will consist of the Chairperson plus two (2) other members.

A quorum must be reached in order to transact business.

1.5 Role

The Committee's role is to assist and advise the Council on matters including:

- Appointment of a recruitment consultant to advise the Committee throughout the recruitment and appointment process of a new CEO.
- Recruitment of the CEO or a person to act as the CEO, while awaiting the appointment of the CEO.
- CEO remuneration and other contractual conditions of employment.
- An on boarding program for the new CEO.
- CEO contract finalisation.
- An agreed Performance Plan with and for the CEO.
- Monitoring the CEO's performance against the requirements of the position, and the agreed performance plan, at six (6) monthly intervals.

1.6 Administrative support

Secretarial and logistical support for the committee will be provided by the Office of the CEO.

The Human Resources Manager will provide (on request) information, advice and arrange training for committee members.

2. Process

This policy sets out Council's directions to the Committee for the conduct of its functions.

2.1 Process for the Recruitment of the CEO

Independent Professional Advice

In accordance with Council's procurement policy and with the assistance of the Human Resources Manager, seek and appoint a nationally recognised recruitment consultant to:

- manage and assist in the process of selecting suitable candidates and managing interviews for the position of CEO.
- provide advice on remuneration.
- provide advice on contract conditions.
- provide advice on a performance plan for the probation period.

A track record of successful CEO appointments should be the main criteria for appointment of the recruitment consultant.

2.2 Recruitment and appointment process

Undertake preparation work

In conjunction with the consultant, the Committee will develop and agree upon:

- The key factors that the Consultant should consider when preparing a list of candidates to be recommended for the Committee to interview.
- Remuneration and other employment conditions based on industry benchmarks, any statement of wages policy issued by the Government of Victoria and any Determination that is in effect under Section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019.
- Remuneration arrangements that should be sufficient to attract, retain and motivate senior executives of the quality required, while not paying more than is necessary for this purpose.

Arrangements will include:

- Contract of employment for up to five years.
- Total remuneration package (includes salary, cost to employer of motor vehicle, superannuation and other employment benefits, all to include associated fringe benefits tax).
- A probationary period of six (6) months.
- Assessment for annual remuneration increases based on performance and prevailing industry standards.
- Termination of contract provisions; by the Council or CEO.
- Key accountabilities of the role; succinct statements about the most important things upon which the CEO will have to focus.
- Selection criteria based on the key accountabilities.
- A search and selection process and timeframe including:
 - Candidate application material including an information package comprising a position description, a model contract, information about the area, the Council Plan and an annual report.
 - A candidate identification strategy including advertisements in at least one leading recruitment website, the Council website, social media and relevant newspapers for an appropriate period of time.

- Methods of applicant evaluation.
- An executive psychological profiling tool used/endorsed by the Government of Victoria.
- Public relations activities.

2.3 The Committee will seek Council approval of preparatory work once completed.

Then, in conjunction with the consultant:

- Oversee the development of the candidate pool by the consultant, providing feedback on the quality of candidates being identified.
- Review the consultant's report on the candidate pool and make decisions regarding which candidates should be carried forward to interviews by the committee.
- The committee will interview the leading five to eight candidates identified by the consultant and select/refer the final 3 candidates for short list interviews with the full Council.
- Once the preferred candidate is determined by the full Council, with the support of the consultant, negotiate the terms of employment within the general framework and policies of the Council.
- Ensure, through the consultant, that all candidates are updated on the outcome of the process.
- Develop and recommend to the Council an *on boarding* program for the new CEO.

2.4 CEO Performance Review and Planning Process

The Council is responsible for determining the CEO's Performance Plan (with the CEO), assessing the CEO's performance against that plan and determining the annual remuneration package for the CEO.

But following the CEO's appointment, the Committee's role is to:

- prepare a draft annual performance plan (with the CEO) for Council's consideration,
- seek advice on remuneration benchmarks from a nationally recognised recruitment consultant while taking into account any legislative requirements,
- seek advice (if required) on facilitation and criteria for performance plan and review from a nationally recognised recruitment consultant,
- conduct the performance review of the CEO and make recommendations to Council on matters including whether:
 - the CEO meets the performance plan criteria.
 - to vary performance plan criteria, remuneration, or other terms and conditions of the contract.

The Committee will:

- Ensure that the CEO is consulted and advised of the process.
- In consultation with the CEO, identify and agree the performance plan goals and activities that the CEO should work towards achieving over a 12-month period.
- Ensure that the CEO submits a Performance Plan report and is given the opportunity to present his/her self-assessment to the Council.
- Ensure all Councillors are invited to provide comments of appraisal of the CEO's performance to the Committee.
- Attend to the collection and collation of Councillor feedback in relation to the CEO's performance as measured against the performance plan approved by Council.
- Review the CEO's remuneration package as a component of the annual review in accordance with contract conditions.
- Provide feedback to the CEO about their performance and proposed outcome of the remuneration review.
- Report to Council seeking decisions on outcomes of the review process in relation to:
 - the CEO's achievement of the Performance Criteria;
 - any proposed variation in remuneration;

- agree in relation to the setting of the performance plan for the measurement of the CEO's performance for the next 12-month period;
- agree with the CEO on a personal and professional development plan for the next 12-month period;
- whether any options of the CEO's contract should be exercised in accordance with the contract.

2.5 End of Contract

The Committee will be responsible for advising the Council on its options when various end of contract clauses come into effect.

The Committee may seek independent professional advice, if required, to ensure that it is meeting its obligations relating to contract expiry.

Exclusions

Nil

Human Rights

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

Definitions

The Act	<i>Local Government Act 2020</i>
CEO	Chief Executive Officer
Contract	Chief Executive Officer Employment Contract
Council	Campaspe Shire Council
Councillor	Mayor or Councillor as defined by the Act
Independent member	Suitably qualified and experienced HR professional who is not a Councillor or Officer of a Council and is a voting member of the Committee
Recruitment Consultant	Nationally recognised consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles
Remuneration	Salary and salary equivalents

Related Legislation

Local Government Act 1989 and Local Government Act 2020

Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019.

Related Policies, Procedures and Strategies

Council Policy 126 - Procurement

Attachments

Nil

Review Period

Four years

Responsible officer

Human Resources Manager

Administrative Updates

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

Approval History

Adopted 19 May 2020

Minute Book Reference No 2062 (Item 9.5)

Chief Executive Officer

Date

Council Policy

Council Policy

Council Policy

Council Policy

2019-20 Councillor Expenses - 1 July 2019 - 31 March 2020

Attachment 10.3

Councillor	Travel	Mobile phone & iPads	Training & Professional Development	Conferences & Forums	Reimbursement of Expenses	Total
Cr Daniel Mackrell	\$ 49	\$ 295	\$ 1,590	\$ -	\$ -	\$ 1,934
Cr Kristen Munro	\$ -	\$ 356	\$ -	\$ -	\$ -	\$ 356
Cr Vicki Neele	\$ 3,173	\$ 356	\$ -	\$ -	\$ -	\$ 3,530
Cr Neil Pankhurst	\$ 990	\$ 105	\$ 70	\$ -	\$ -	\$ 1,166
Cr Leanne Pentreath	\$ -	\$ 106	\$ -	\$ -	\$ -	\$ 106
Cr Annie Vickers	\$ 529	\$ 250	\$ 528	\$ 61	\$ -	\$ 1,368
Cr Adrian Weston	\$ 12,450	\$ 356	\$ -	\$ 1,704	\$ -	\$ 15,665
Cr Leigh Wilson	\$ 3,718	\$ 105	\$ 543	\$ 253	\$ -	\$ 4,618
Cr John Zobec	\$ 3,750	\$ 251	\$ -	\$ -	\$ -	\$ 4,001
Total	\$ 24,659	\$ 2,182	\$ 2,730	\$ 2,017	\$ -	\$ 32,743
						grand total

Note: The Mayor and Councillors are entitled to an annual allowance as set out in Section 74 of the Local Government Act 1989. The annual allowances are reviewed and determined by Council following the general Council election and are then reviewed annually by the Minister for Local Government. Effective from 1 December 2019 the annual allowance for the Mayor of Campaspe Shire Council is \$81,204 and for all other Councillors is \$26,245. The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 percent) is payable in addition to these amounts.

March 2019/20 End of Month (Quarter 3) Council Plan Initiatives Update Report

Attachment 10.5

Strategic Priority Area:		Strong and Engaged Communities		
Desired Outcome:		Services, Programs and advocacy enable improved health, wellbeing and safety of our community		
Strategy	Major Initiative	Responsible Department	Quarter 3 Status	Comment for Council
Build strong, healthy and vibrant communities through innovation and implementing best practice in service delivery for our diverse community	We will complete the development of an Aquatic and Leisure Strategy to establish a service vision, objectives and desired outcomes	Recreation	In Progress	Officers continued to work with the consultant "Otium" to develop options aligning with previous Council resolution for aquatics and leisure services across the Shire.
	We will partner with emergency service authorities to support the Rochester community capacity building around the need to prepare and what can be done to minimise the impact of an incident (fire or flood).	Corporate Strategy	In Progress	A survey of Rochester residents has been completed to understand the communities current knowledge and awareness of flooding in Rochester. VicSES and NCCMA have identified locations for local flood height markers and community flood education signs. Local flood level information will be improved with increased data being made available via Flood Eye reports linking property inundation and floor levels back to the local gauge. Primary school information sessions are being planned by VicSES for early 2020.
	We will work towards the develop of plans for landscaping beautification works at the Warren Street and Murray Valley Highway roundabout.	Public Environments	In Progress	Meetings between Regional Roads Victoria and Council for the development of plans for the roundabout have commenced. Council will not take possession of the site until the bridge works are fully completed.
	We will implement Year 1 actions of the Social Media Plan.	Communications	In Progress	17 actions identified in plan. Some well underway, some not started. All Year One actions to be completed by 30 June 2020.
Enable residents to be active and engaged in their community and support participation in artistic, cultural, sporting, and leisure opportunities	We will finalise detailed design of the Echuca Arts Precinct incorporating the Foundry Arts Space workshop and gardens.	Community Engagement	Not Started	Council resolved not to proceed with this project until an Arts and Culture Strategy has been completed. The project cannot be commenced within the time frame originally identified. A consultant has been appointed to facilitate an Arts and Culture strategy. Covid-19 restrictions have impacted the proposed project including community engagement activities. A revised program is being developed.

Strategic Priority Area:		Resilient Economy		
Desired Outcome:		Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development		
Strategy	Major Initiative	Responsible Department	Quarter 3 Status	Comment for Council
Facilitate and enable local enterprise, support existing businesses and develop stronger business networks	We will renew the animal pen soft flooring within the Echuca and District Livestock Exchange.	Commercial Operations	Completed	A contractor was engaged to remove 2000 cubic meters of soft flooring and approximately 1000 cubic meters of new woodchip material has been procured and installed for new flooring in all pens. Works for the soft flooring is now complete.
Support and develop Campaspe's tourism opportunities	We will engage with all commercial steam boat operators to support all passengers embarking and disembarking from the wharf structure.	River Services	In Progress	Utilising the opportunity of the temporary closure of Riverboat Dock to trial joint usage of the wharf.
	We will start the implementation of the Echuca Holiday Park Masterplan with design and construction of improved landscaping and front entrance.	Commercial Operations	In Progress	Project scope reviewed and expanded to include all design works for the Master Plan. Tender documentation and specification was developed and tender advertised. Tender has closed and the evaluation panel is in the process of selecting a preferred Consultant to undertake all design works for the EHP Master Plan.

Strategic Priority Area:		Healthy Environment		
Desired Outcome:		A healthier environment for current and future generations		
Strategy	Major Initiative	Responsible Department	Quarter 3 Status	Comment for Council
Strategically plan for future growth areas and existing communities while respecting our natural, built, social and economic environments	We will work collaboratively with the Victorian Planning Authority to finalise the Echuca West Precinct Structure Plan and subsequent supporting reports and functional designs.	Planning	In Progress	A draft Precinct Structure Plan and Development Contributions Plan is nearing completion for Mid 2020. All work is now being managed by the Victorian Planning Authority with a working agreement with Council.
	We will start the preparation of a planning scheme amendment to implement the recommendations of the Campaspe Planning Scheme Review.	Planning	In Progress	Council is working with Department of Environment Land Water Planning to exhibit a scheme amendment. The amendment will implement the scheme review, make administrative corrections and introduce the scheme migration as part of SMART planning. The draft scheme has been provided and we are presently seeking feedback from the Councillors.
Promote resource minimisation and recovery through innovative environmental practice	We will implement the 2019-20 community education program for Food Organics and Garden Organics (FOGO) in line with the Waste Strategy and FOGO implementation plan.	Public Environments	In Progress	Food and Garden Organics Community Education Program is in progress with delivery tracking in accordance with action plan
	We will complete facility upgrades at the Echuca and Mount Scobie Environment Centres and Gunbower Waste Transfer Station.	Public Environments	In Progress	E-Waste sheds are complete at Echuca, Lockington and Gunbower sites. Tenders for road works at Echuca and Mt Scobie have been awarded with works to commence at Echuca on 14 April. Final design works for Gunbower rehabilitation works have been received and the works will go out to tender soon.

Strategic Priority Area:		Responsible Management		
Desired Outcome:		Strong leadership, advocacy and good governance		
Strategy	Major Initiative	Responsible Department	Quarter 3 Status	Comment for Council
Enable the delivery of services, facilities and programs to the community through sound corporate governance and fiscal responsibility	We will develop and implement a Data Security Plan in line with the Victorian Protective Data Security Framework.	Governance	Not Started	This is a collaborative project that will take some time to complete. Legal advice is that the legislative reporting will only relate to activities as a committee of management on crown land not local government activities.
	We will engage with and review current Section 86 committees to affirm future operational models under the new proposed Local Government Act.	Governance	In Progress	The Local Government Act 2020 has received royal assent and the sections relating to committees become enacted in September 2020. Now that the timeframes are known communication will commence with Section 86 committees advising of potential changes. An internal working group has been established to identify future options for all committees.
Foster an organisational culture that promotes staff development, recognises achievements and celebrates successes	We will implement phase two of the Staff Health and Wellbeing Plan.	Human Resources	In Progress	Progress of some of the activities has been suspended due to COVID-19 restrictions on social distancing. Other plans such as healthy snack packs have been progressed. Resilience sessions are still being planned for June/July 2020.

Strategic Priority Area:		Balanced Services and Infrastructure		
Desired Outcome:		Services and assets meet current and future community need		
Strategy	Major Initiative	Responsible Department	Quarter 3 Status	Comment for Council
Manage and maintain assets to optimise their lifecycle considering social, economic and environmental sustainability	We will replace and upgrade barriers on three bridges.	Assets	In Progress	Two of the three are expected to be complete this year. Moira Shire do not rate Yambuna as high as Campaspe do because of their particular portfolio of bridges. Presuming steel cast and bridge construction firms remain available for work because of COVID-19 the remaining two bridges can be delivered this year.
	We will start the planned two year renewal of the Groves Weir Bridge at Rushworth to meet current standards and increase the load limit.	Assets	Needs Attention	In line with Council resolution staff have commissioned a second bridge consultant to determine the bridge condition. Once the relevant inspections are completed a report will be presented to Council. In the meantime no more work will be undertaken on the project which will delay delivery. The nature of the project is based on the outcome of the inspections and Council decisions. Staff have followed up with GMW as to their position on restricting roads with their load limited structures. A response has yet to be received from GMW.
	We will renew and upgrade six kilometres of Wanalta Corop Road, Corop.	Assets	In Progress	Tender process has completed and a report requesting award of the contract is going to Council in April 2020.
Plan and advocate for services and infrastructure to meet community need	We will continue to advocate for improved rail services on the Echuca-Rochester-Bendigo rail line and alignment to timetabling with regional bus services.	Corporate Strategy	In Progress	<p>Council at its meeting in February 2020 authorised the Mayor to write to the Minister for Transport Infrastructure and Chief Executive Officer of VicTrack raising concern at the inequity of VicTrack's land disposal process for rural and regional communities and to seek the transfer of land surplus to VicTracks future rail needs to Department Environment, Land Water and Planning for potential community management.</p> <p>In addition submit a motion of advocacy at the next MAV State Council meeting in relation to the same.</p>
Maximise access and usage of assets through innovative design and partnership initiatives	We will work with three local communities to seek to transition council-owned local facilities into community ownership.	Community Engagement	In Progress	<p>Covid-19 restrictions have limited Council's capacity to progress negotiations with community groups on asset transition.</p> <p>A range of community organisations are in consultation with Council regarding the potential to transition facilities to community ownership.</p> <p>Koyuga Hall and Rec Reserve, Future ownership is currently being considered by the local community group. Community Plan Implementation Funds (\$15K approx) have funded the development of a business plan for the community group. However with the Covid-19 restrictions in place it remains unlikely that an agreement to transition the facility to community ownership will be completed in this financial year.</p> <p>Nanneella Recreation Reserve, Recent discussions with the community group indicate that the transition is unlikely to proceed.</p> <p>Kyvalley Community Park, Council have received a formal offer from the Kyvalley Swimming Club to transition the Kyvalley community park space. It is anticipated that this proposal could be considered by Council later this financial year.</p>
	We will partner with State government to upgrade infrastructure at Echuca's Crossenvale Park and develop programs that support the activation of the park.	Recreation	In Progress	The installation of infrastructure at the site has progressed with the playground, seating and softfall anticipated to be installed by the end of April. Subject to availability of contractors and materials due to impacts from the Covid-19.
	We will, in conjunction with the funding by Court Services Victoria, make changes to the Echuca Civic Centre which will allow consolidation of all Echuca based council staff into one office facility.	Assets	Not Started	No further work has been done with Court Services Victoria. The project is currently on hold till agreement between both parties is reached. Until the agreement has been made refurbishment of the Old Infrastructure Services Department within Echuca Civic Centre have commenced and expected to be completed by the end of June.

Attachment 10.6

Campaspe Shire Council

INCOME STATEMENT

For the period ended 31 March 2020

	Notes	Actuals 9 mths ended	Budget 9 mths ended	Actuals 9 mths ended	Variances		Budget
		31 Mar 2020 \$'000	31 Mar 2020 \$'000	31 Mar 2019 \$'000	Actual v Bgt \$'000	%	Full Year 2019/20 \$'000
Revenue							
Rates income	Note 1	43,862	43,590	42,042	273	0.6%	43,590
Grants commission		4,454	4,443	4,346	11	0.3%	11,848
Other recurrent grants	Note 2	2,787	2,753	2,823	34	1.2%	3,883
Non-recurrent grants	Note 3	4,444	2,839	2,684	1,605	56.5%	3,598
User fees	Note 4	13,670	13,429	12,984	241	1.8%	17,582
Interest	Note 5	1,258	858	1,163	400	46.6%	1,328
Total revenue		70,476	67,912	66,041	2,564	3.8%	81,829
Expenses							
Employee benefits	Note 6	22,796	23,892	22,138	1,096	4.6%	32,438
Materials and services	Note 7	18,317	20,251	16,620	1,934	9.5%	26,094
Depreciation and amortisation	Note 8	13,441	14,256	13,638	815	5.7%	19,008
Finance costs	Note 9	133	189	186	56	29.9%	252
Total expenses		54,687	58,589	52,582	3,901	6.7%	77,792
Net gain (loss) on disposal of plant and equipment	Note 10	350	(84)	104	435	(516.1%)	(756)
Surplus (deficit) for the year		16,139	9,239	13,563	6,900	74.7%	3,281

Note 1 - Increase in rate income raised is due to supplementary rates being brought into the system between the budget being set and the rates being raised for 2019/20.

Note 2 - The variance is due to the timing of receipt of the Grant income compared to when it was budgeted to be received. The exact timing is difficult to predict when setting the budget, it will balance out over the year.

Note 3 - A favourable variance is the result of Council being required to auspice the Murray Darling Basin grant funding that was received for Rochester, \$270k has been received to date, this grant was not budgeted.

The Roadside weeds grant, \$75, was not budgeted due to uncertainty around the continuity of this program, the grant will be offset by and equal expenses as the funds are fully expended in the year received.

A grant has been received for Innovative Regional Asset Management as part of the State Government F.A.S.T grant program, \$67.5, this was not part of the budget.

Grant for Echuca Moama flood study, \$200k, has been received that was not budgeted.

Roads to Recovery grant has been claimed earlier than budgeted \$1,098 million.

This is being offset by Council no longer auspicings the L2P grant, \$57K, this is now paid direct to the organisation that provides the service, this change occurred after the budget had been finalised.

Campaspe Shire Council

INCOME STATEMENT

For the period ended 31 March 2020

Note 4 - The impact of service closures due to COVID 19 has impacted some revenue streams in this quarter eroding the favourable results that had been occurring over prior periods. The current favourable variance is due to a rent adjustment for a council property that has been raised, this has not been paid to date.

Note 5 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling. Due to the closure of a number of Councils services impacted by COVID 19 revenue will decrease, this will require investment funds to be recalled for cashflow purposes. This will impact future interest income.

Note 6 - A number of vacancies across the organisation have resulted in a saving in employee expenses.

Note 7 - Timing of receipt and payment of Waste contractor invoices, \$163k.

Timing of tree maintenance works are difficult to predict when setting the budget, the full program will be completed by years end, \$186k.

Plant and fleet maintenance and fuel costs under budget by \$276k, there may be permanent savings on fuel cost dependent on what occurs in the world oil market but the maintenance side will balance out over the year.

Maintenance across roads, drainage and kerb and channel is less than budget year to date, \$309k, it is expected that this will be on track by year end.

The expenses that relate to various services closed due to COVID19 are down inline with income.

Note 8 - Assets that have become fully depreciated at year end have reduced the depreciation expense, a number of these assets will be in the backlog of work in progress to be capitalised. Once capitalised, these assets will commence depreciating and impact on the depreciation expense and the current favourable variance is likely to reverse.

Note 9 - Continuing interest rate reductions are impacting favourably on variable rate loans.

Note 10 - \$300k unbudgeted sale of lots in Henderson Rd and Finlay Rd Tongala. Sales of industrial land have not been finalised as expected when the budget was set.

Campaspe Shire Council
BALANCE SHEET
As at 31 March 2020

		Actuals	Budget	Actuals	Variances		Full Year Budget
		As at	As at	As at			As at
		31 Mar 2020	31 Mar 2020	31 Mar 2019	Actual v Bgt		30 Jun 2020
Note		\$'000	\$'000	\$'000	\$'000	%	\$'000
Current assets							
Cash and cash equivalents	Note 1	10,562	10,999	10,568	(437)	(4.0%)	12,999
Trade and other receivables		11,611	11,518	10,888	92	0.8%	2,918
Inventories		864	751	918	113	15.0%	751
Other financial assets	Note 2	50,004	43,000	41,000	7,004	16.3%	33,000
Other assets	Note 3	1	586	1	(585)	(99.8%)	1,586
Total current assets		73,042	66,854	63,375	6,188	9.3%	51,253
Non-current assets							
Non-current assets classified as held for sale		1,033	1,022	1,022	11	1.1%	1,022
Investment property	Note 4	8,619	11,798	11,798	(3,179)	(26.9%)	11,798
Other financial assets	Note 2	15,000	14,000	13,500	1,000	7.1%	6,593
Property, infrastructure, plant and equipment	Note 5	592,372	602,008	585,072	(9,636)	(1.6%)	612,008
Intangible assets	Note 6	2,952	2,362	2,952	590	25.0%	2,362
Total non-current assets		619,976	631,190	614,344	(11,214)	(1.8%)	633,783
Total assets		693,018	698,044	677,719	(5,026)	(0.7%)	685,036
Current liabilities							
Trade and other payables	Note 7	3,253	4,712	594	1,460	31.0%	4,712
Interest-bearing loans and borrowings	Note 8	258	1,364	315	1,106	81.1%	1,364
Provisions		8,737	8,702	8,991	(35)	(0.4%)	7,302
Trust funds and deposits	Note 9	1,223	2,104	1,172	881	41.9%	0
Total current liabilities		13,471	16,882	11,072	3,411	20.2%	13,378
Non-current liabilities							
Interest-bearing loans and borrowings non current	Note 9	4,395	6,831	5,409	2,436	35.7%	6,831
Provisions non current	Note 10	540	1,223	758	683	55.9%	2,623
Trust funds and deposits non current		21	20	20	(1)	(5.0%)	2,124
Total non-current liabilities		4,956	8,074	6,187	3,117	38.6%	11,578
Total liabilities		18,427	24,956	17,258	6,529	26.2%	24,956
Net assets		674,591	673,088	660,459	1,502	0.2%	660,080
Equity							
Accumulated surplus		404,657	403,024	350,395	1,632	0.4%	350,016
Reserves		269,934	270,064	310,064	(130)	(0.0%)	310,064
Total equity		674,591	673,088	660,459	1,502	0.2%	660,080

Campaspe Shire Council
BALANCE SHEET
As at 31 March 2020

Note 1 - It is difficult to budget the exact cash position when setting the budget as the timing of invoice payment is not known and excess funds are invested, this is not considered when setting the budget.

Note 2 - A greater amount of funds have been available to invest due to capital works not being completed in the year budgeted.

Note 3 - Actuals only include prepayments, budget takes into account an allowance for accrued revenue, this has not been required as all income relevant to the quarter was entered into the ledger prior to the month being closed.

Note 4 - A number of properties that had been classified as investment properties have been removed from this class as they are now used for community purposes.

Note 5 - Carryover of 2018/19 capital works program projects impact this result, if the full program had been delivered then the actual value of property, infrastructure, plant and equipment would be greater, this is assumed when setting the budget.

Note 6 - Revaluation of the water rights for the 2018/19 financial year have resulted in an increase in the value of these assets.

Note 7 - Timely payment of invoices as they are received ensures that the balance in trade payables is less than budget. The budget is calculated on a percentage of the total materials and services budget.

Note 8 - Borrowings that were budgeted to occur in the 2018/19 budget (\$1.8 mill) and accounted for in the 2019/20 budget were not taken up as the funds were not required at the time due to project delays.

Note 9 - This receipt of bonds is difficult to predict and as a result the budget is set using what the balance is at the time, a number of bonds have been repaid this year.

Note 10 - A number of long term employees have resigned and newer employees have moved into the current provision category resulting in a reduction of the non-current provision. Employees with large annual leave balances are being actively managed to reduce the balance, this resulted in a reduction of provision required.

Campaspe Shire Council

CASH FLOW STATEMENT

For the period ended 31 March 2020

		Actuals	Budget	Actual	Variances		Full Year Budget
		9 mths ended	9 mths ended	9 mths ended			As at
		31 Mar 2020	31 Mar 2020	31 Mar 2019			30 Jun 2020
	Notes	\$'000	\$'000	\$'000	Actual v Bgt	%	\$'000
Cash flows from operating activities							
Rates and charges	Note 1	37,319	37,263	36,660	56	0.2%	43,515
User fees and fines (inclusive of GST)	Note 2	17,402	17,102	12,451	300	1.8%	17,506
Grants	Note 3	11,685	12,531	9,853	(846)	(6.8%)	19,329
Interest received	Note 4	1,258	882	1,163	376	42.7%	1,176
Net GST (payment)/refund	Note 5	509	0	890	509	0.0%	-
Proceeds/(repayment) of trusts and deposits	Note 6	(900)	0	0	(900)	0.0%	-
Payments to suppliers (inclusive of GST)	Note 7	(22,789)	(22,501)	(21,936)	(288)	(1.3%)	(26,002)
Payments to employees	Note 8	(22,712)	(24,330)	(22,315)	1,618	(6.7%)	(32,438)
Net cash inflow (outflow) from operating activities		21,773	20,947	16,766	826	(3.9%)	23,086
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	Note 9	(13,080)	(25,341)	(7,665)	12,261	48.4%	(33,275)
Purchase of financial assets	Note 10	(30,105)	(21,000)	(26,000)	(9,105)	(43.4%)	5,000
Proceeds from sale of financial assets	Note 10	21,000	22,000	16,092	(1,000)	4.5%	-
Proceeds from sale of property, infrastructure, plant and equipment	Note 11	350	438	414	(88)	20.0%	876
Net cash inflow (outflow) from investing activities		(21,833)	(23,903)	(17,159)	2,070	8.7%	(27,399)
Cash flows from financing activities							
Repayment of borrowings		(821)	(761)	(792)	(60)	(7.8%)	(1,014)
Proceeds from borrowings		0	0	0	0	0.0%	3,800
Finance costs		(133)	(63)	(186)	(70)	(110.3%)	(252)
Net cash inflow (outflow) from financing activities		(953)	(824)	(979)	(129)	(15.7%)	2,534
Net increase (decrease) in cash and cash equivalents		(1,014)	(3,780)	(1,372)	2,766	73.2%	(1,780)
Cash and cash equivalents at the beginning of the year		11,575	14,779	11,941	(3,204)	(21.7%)	14,779
Cash and cash equivalents at the end of the period		10,561	10,999	10,568	(438)	(4.0%)	12,999

Note 1 - Receipt of rates and charges revenue is tracking to expected targets.

Note 2 - GST is not considered when setting the budget but needs to be taken into account for cash flow purposes, the variance in user fees is offset by net GST.

Note 3 - The timing of receipt of operational grants for services is difficult to predict when setting the budget as these are tied to service delivery and when other levels of Government schedule the payments.

Note 4 - A number of investments are still earning reasonable interest rates as they were taken out prior to rates falling. Due to the closure of a number of Councils services impacted by COVID 19 revenue will decrease, this will require investment funds to be recalled for cash flow purposes. This will impact future interest income.

Note 5 - GST is not considered when setting the budget.

Note 6 - The cash flow from the receipt or refund of bonds is not considered when setting the budget.

Note 7 - GST is not considered when setting the budget but needs to be taken into account for cash flow purposes, the variance in materials and services is offset by net GST.

Note 8 - A small number of vacancies have resulted in less cash being required for employee expenses.

Campaspe Shire Council

CASH FLOW STATEMENT

For the period ended 31 March 2020

Note 9 - Expected cash spend on capital works has not been realised year to date, this will likely change as the year progresses and many contracts start to reach milestone payment points.

Note 10 - The movement in the investment portfolio is difficult to predict when setting the budget as this is driven by cash flow requirements at any given time.

Note 11 - Budget only considered the sale of industrial land not other land and building sales, the actual income is from the sale of the Golden Cow site.

Campaspe Shire Council
STATEMENT OF CAPITAL WORKS
For the period ended 31 March 2020

Capital Works Areas	Notes	Actuals	Budget	Variances		Full Year Budget
		9 mths ended 31 Mar 2020 \$'000	9 mths ended 31 Mar 2020 \$'000	Actual v Bgt \$'000 %		As at 30 Jun 2020 \$'000
Infrastructure						
Aerodromes	Note 1	17	300	(283)	(94.3)	241
Bridges	Note 2	1,080	1,721	(641)	(37.2)	2,967
Drainage	Note 3	1,616	3,628	(2,012)	(55.5)	3,403
Footpaths and Cycleways	Note 4	432	376	56	14.9	1,045
Off street car parks		-	-	-		487
Other Infrastructure	Note 5	3,324	4,308	(984)	(22.8)	1,195
Parks, Open Space and Streetscapes	Note 6	32	150	(118)	(78.7)	262
Recreational, Leisure and Community Facilities	Note 7	766	1,368	(602)	(44.0)	813
Roads	Note 8	6,126	10,485	(4,359)	(41.6)	13,097
Waste Management	Note 9	391	802	(411)	(51.2)	282
Total Infrastructure		13,784	23,138	(9,354)		23,792
Equipment and other						
Heritage Plant and Equipment	Note 10	48	184	(136)	(73.9)	325
Library Books		112	102	10	9.8	145
Plant, Machinery and Equipment	Note 11	802	1,922	(1,120)	(58.3)	1,937
Total Equipment and other		962	2,208	(1,246)		2,407
Property						
Buildings	Note 12	298	335	(37)	(11.0)	2,916
Building improvements	Note 13	552	619	(67)	(10.8)	-
Fixtures Fittings and Furniture	Note 14	6	2	4	200.0	-
Land		48	30	18	60.0	-
Land Improvements	Note 13	85	316	(231)	(73.1)	250
Total Roads, Drains and Bridges		989	1,302	(313)		3,166
Total Capital Works		15,735	26,648	(10,913)		29,366

Note 1 - Budgeted projects have been put on hold pending the development of the concept plan for the area.

Note 2 - Further public consultation has been required for Rushworth Groves Weir bridge renewal which has delayed the project and there have been delays with bridge projects that will be delivered over multi years.

Note 3 - McEwan Road Basin works commenced in early November but finalisation works with landowners regarding easements has delayed the project slightly, Ash Street and the McKenzie Road projects has been delayed due to consultation with effected bodies requiring a revision to the scope of the project but will commence in the last quarter of the year.

Campaspe Shire Council
STATEMENT OF CAPITAL WORKS
For the period ended 31 March 2020

Note 4 - Annual footpath renewals works are on schedule to be completed in the 2019/20 financial year due to better planning undertaken in the latter part of 2018/19.

Note 5 - Delays in obtaining the appropriate approvals have impacted the commencement of work on Murray Esplanade Retaining wall, these works are now due to commence in the last quarter of the year. Extension works on the Echuca Council offices have been cancelled.

Note 6 - Commencement of work on the renewal of irrigation systems across parks and gardens in the shire has been delayed due to further investigations taking place regarding the use of mains water or bore water. These works have now commenced. The demolition of the Kow Swamp toilets is currently subject to final approvals.

Note 7 - Delays in a number of projects commencing have impacted this result, these include the Lockington Recreation Reserve storage facility and Breen Avenue walking cycling trail.

Note 8 - The Toolleen Axedale project has been cancelled due to not securing grant funding at this time. Wanalta Corop road has been delayed due to the scope being revised and agreement now being reached with the funding body. Rushworth streetscape has been delayed due to Goulburn Murray Water's requirements regarding the clearance distances required for water mains necessitating the scope and design to be revised.

Note 9 - There have been delays in acquiring the appropriate permits before works could commence.

Note 10 - Problems with the compliance of the slip has delayed works on the PS Pevensey, when the slip is compliant these works will commence.

Note 11 - There have been delays in replacing some plant items due to availability of supply.

Note 12 - The Basketball Stadium solar installation is ongoing and works on the Rushworth Hall will commence in the last quarter of the financial year.

Note 13 - Works at the Animal Shelter are on track to be completed in the last quarter of the financial year.

Note 14 - Echuca Holiday Park shade sail renewal will be completed in the last quarter of the financial year.

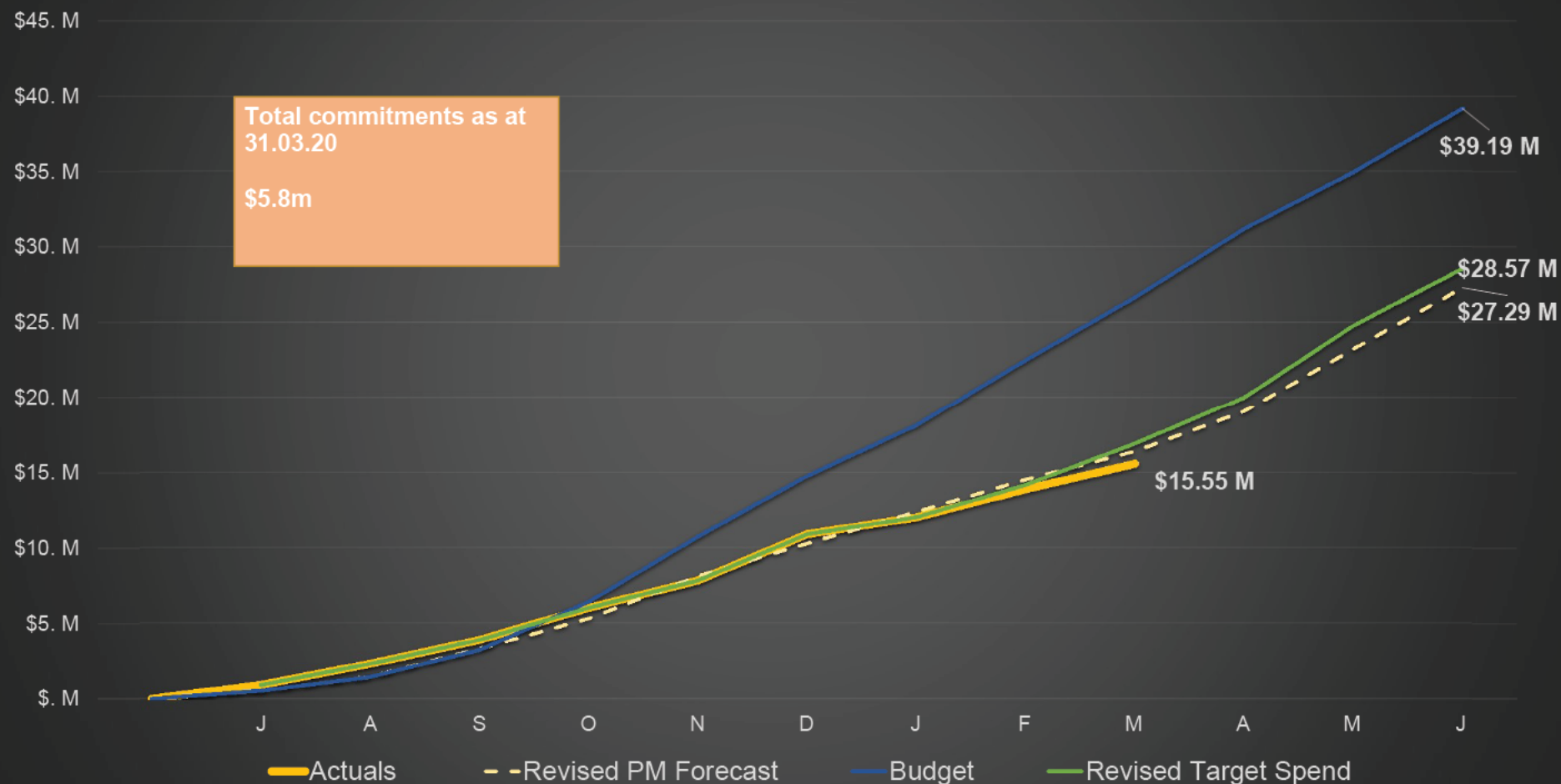
Note 15 - Design consultants have been engaged to do the design for the Aquatic reserve/Onion Patch, this will allow a business case to be written to support applications for funding, this project will have savings of \$200k.

2019/20 Capital Works Program - March 2020

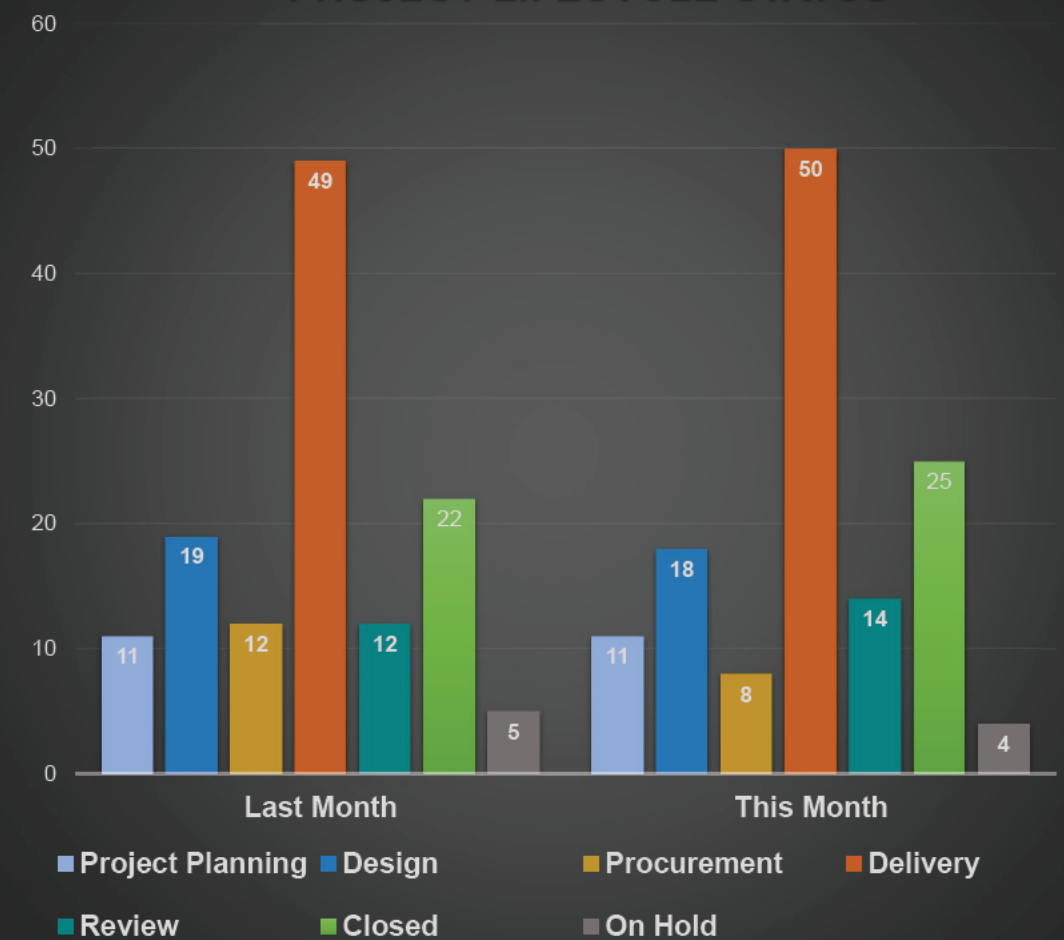
Attachment 10.7

Asset Class	Annual budget	Spend as at 31/03/20	% spend to budget	Comments (Variance against budget)
Aerodromes	\$300,165	\$16,686	6%	No aerodrome works to be commenced until completion of aerodrome design. Design completion May 2020.
Bridges	\$4,548,876	\$1,053,912	23%	Groves Weir and McEvoy bridge project delays.
Building improvements	\$755,300	\$551,541	73%	
Buildings	\$444,000	\$291,168	66%	Kyabram Plaza Theatre Roof works have commenced. Basketball Stadium Solar install planned for April.
Computers & Telecommunications	\$77,000	\$0	0%	
Drainage	\$4,762,686	\$1,581,741	33%	Ash St and McKenzie Rd projects subject to delays. McEwen Rd Basins works commenced early November.
Footpaths & Cycleways	\$525,944	\$425,657	81%	
Fixtures Fittings & Furniture	\$1,716	\$5,685	331%	Echuca Holiday Park Shade Sail Renewal obtained additional funding to complete works.
Heritage Plant & Equipment	\$184,000	\$48,284	26%	Marine vessel works will not commence until April, if slip compliant. Significant risk of not being delivered.
Library Books	\$145,000	\$104,350	72%	
Land	\$30,000	\$48,280	161%	
Land Improvements	\$485,911	\$85,489	18%	Aquatic Reserve business case and design underway.
Other Infrastructure	\$6,525,888	\$3,276,006	50%	Riverfront expected completion date April. Murray Esplanade retaining wall works currently out to tender.
Parks, Open Space & Streetscapes	\$150,000	\$31,971	21%	Shire irrigation underway. Kow Swamp Demolition under community consultation.
Plant, Machinery & Equipment	\$2,585,938	\$802,098	31%	Delays in ordering major plant.
Recreational, Leisure & Community	\$2,073,474	\$765,286	37%	Breen Avenue walking/cycle trail delayed.
Roads	\$14,763,136	\$6,073,318	41%	Tooleen Axedale cancelled, delays to Rushworth Streetscape and Wanalta Corop projects
Waste Management	\$829,341	\$390,969	47%	Permit delays in E- Waste Compliance project (Rushworth)
Total	\$39,188,375	\$15,552,441	40%	
<i>*Does not include contingency</i>				

PROGRAM SPEND BY MONTH



PROJECT LIFECYCLE STATUS





At Risk Projects - March 2020

PROJECTS TO CARRY OVER TO 20/21 FINANCIAL YEAR				
Project No	Project Name	Sponsor	Comment	Total Forecast Unspent 19/20
PR-100481	Anstruther St Footbridge	Richard Conway	Project will carry over to 20/21 with design allocation only.	\$ 429,680
PR-100272	Wanalta-Corop Road Rehabilitation	Richard Conway	Project tender has been evaluated. Preferred contractor identified. Council report is completed and will go to April 21 st meeting. Construction to start asap after awarded. Must spend "funding 1.5 million" by June 30th.	\$ 667,663
PR-100321	Rushworth Murchison Road Open Drain Renewal	Richard Conway	Final preliminary designs have been received. Pending final approval from GV Water to relocate a sewer service prior to proceeding to Public Tender.	\$ 319,333
PR-100120	Echuca Ash Street / High Street Drainage Upgrade	Richard Conway	Construction for sluice valve installation started 19/3/2020 and is expected to take 4 weeks. Stage 2 of construction (Detention Basin) has been deferred to 2020/21 with a separate request for funding. Design of this basin is underway. DEWLP request has been actioned and consultation is ongoing with Echuca Bowls Club and DEWLP. Working towards tendering for construction at the start of the 2021 FY.	\$ 420,450
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 21	Richard Conway	Multi year project. A number of possible options will be presented to Council in April. Dependent on Council resolution, this project will carry over with design being completed in 20/21.	\$ 52,170
PR-100062	Rochester Ramsay Street Open Drain	Richard Conway	Tender evaluation underway for stage 1/2. Stage 3 out for tender.	\$ 347,639
PR-100095	Echuca McKenzie Road Outfall Construction	Richard Conway	New planning application has been approved with conditions. Tender issued 28/3/2020. Construction cost is likely going to exceed budget. Potential source of funding is Ash Street 19/20 which will be requested through EMG.	\$ 328,846
PR-100324	Major Plant Replacement Program	Brendan Kneebone	Annual plant replacement - grader and tipper lead times means c\$800k will carry over to 20/21	\$ 927,900
PR-100330	Echuca Holiday Park Front Entrance and Landscape Upgrade	Janine Caiolfa	Design tenders have been received, currently under review.	\$ 440,844
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	Richard Conway	Bridge testing undertaken, survey of piers completed to confirm if settlement has occurred. Awaiting completion of a Level 3 report. Bridge Management plan and renewal scope can then be confirmed. Two year program, works to commence in 20/21	\$ 316,280
PR-100290	Gunbower Watson Bridge Renewal 2019 - 2021	Richard Conway	Structural assessment report complete, concrete core test and contractor repair estimates required. Scope and project plan to be finalised based on final test and estimate. Two year project, construction planned for 20/21	\$ 193,040
PR-100165	Rushworth Streetscape Renewal 2017 - 2020	Richard Conway	Project requires redesign surround GVW watermain and design to be reworked for clarity.	\$ 1,294,642
PR-100085	Kyabram Breen Avenue Walking Cycle Trail	Kerrie Hawkes	Project on hold and will not be delivered this FY. EMG report pending.	\$ 538,003
PR-100113	EWMAC Internal Building Renewal	Kerrie Hawkes	Design works are currently underway and architectural designs completed, engineering, mechanical and electrical design still to be completed - Tender issue designs were schedule to be completed first week in March, consultant has fallen behind although has now been directed to complete the works asap	\$ 64,915
PR-100172	Murray Esplanade Retaining Wall	Richard Conway	Tenders being evaluated. Works expected to commence in April and continue through to August.	\$ 736,349
PR-100388	Pevensy Emergency Slipping and Planking	Keith Oberin	Slipway Certification has indicated significant risk and OHS concerns. This has been conveyed to both Council and EMG by the PM advising them that in the current state of the Moama slipway he would not slip any of Councils vessels due to the risk. This is placing this project and Echuca Marine Vessels projects in jeopardy.	\$ 181,448
PR-100309	Rushworth Groves Bridge Replacement 2019	Richard Conway	Level 3 report RFQ awarded and inspection undertaken, results of Level 3 inspection due shortly.	\$ 945,355
PR-100281	Shire Bridge Barrier Renewal	Richard Conway	Released for tender design, specifications, estimates and schedules received 2 April 2020 for 3 x priority Barrier projects - Review of these documents underway. Awaiting preliminary design for 2 x border bridges. Draft Tender documentation commenced. Works expected to extend into 2020/21 financial year	\$ 463,000
PR-100345	Echuca Marine Vessels	Keith Oberin	Slipway Certification has indicated significant risk and OHS concerns. This has been conveyed to both Council and EMG. Crownlands NSW has also been advised of the situation. Council has had ongoing dialogue with Crown NSW and made an offer to assist with slipway safety by the contractor which wins the Slipway Tender. PM has been tasked to look for an alternative for slipping PS Adelaide. Pental Island has been approached and PM has received a quotation. This would add substantial coordination requirements to the project but may allow the vessel to maintain its CoO. Awaiting outcomes from slipway tenders. This is placing this project and Pevensy Emergency Slipping and Planking projects in jeopardy.	\$ 173,055
TOTAL				\$8,840,612

PROJECTS TO BE CANCELLED/AT RISK OF CANCELLATION					
Project No	Project Name	Sponsor	Comment	Cash available as at 30.03.20	Total Forecast Unspent 19/20
PR-100177	Echuca Council Offices Extension	Jason Deller	Extension on hold, relocation of staff being scoped and designed currently. Difficult to predict likely spend as complete scope is unknown. Project is funded through borrowings so no cash available.	\$ -	\$ 1,174,085
PR-100190	Toolleen, Toolleen Axedale Road Widening	Richard Conway	Council agreed project will be delayed until 20/21. Design and approvals to be completed this financial year. \$900k of budget is grant funded, remainder council cash. \$125k was allocated to Saleyards emergency works.	\$ 204,528	\$ 1,113,170
PR-100122	Echuca Francis St/Service St Roundabout	Richard Conway	Pending Coliban Water issue. Until resolved project cannot proceed. RC to present to EMG/Council for consideration. Unlikely to proceed.	\$ 156,109	\$ 161,687
PR-100093	Echuca Aerodrome Renewal Works	Richard Conway	On hold pending completion of Aerodrome Concept Plan - any future works in the Aerodrome will be scoped following completion of the concept plan.	\$ 48,546	\$ 48,546
PR-100323	Echuca Moama Arts Precinct Design	Sam Campi	Project cancelled pending completion of the Arts Strategy as per council resolution.	\$ 20,000	\$ 50,000
TOTAL				\$429,183	\$2,547,489

FORECAST SAVINGS	Cash available as at 30/03/20 (projects financially complete)	Total Forecast Savings 19/20
Total value of funds expected to be returned to reserves or unallocated cash from completed projects.	\$430,021	\$1,541,556

Original Budget Spend as at 1.07.19	\$39,188,375	Forecast Unspent Funds due to Carry Over Projects	\$8,840,612
Revised Total Budget (Contingency releases, budget increases , additional projects to program)	\$40,223,413	Forecast Unspent Funds due to Cancelled Projects	\$2,547,489
Revised Forecast Spend as at 11.03.20	\$27,293,756	Forecast Savings	\$1,541,556
VARIANCE	\$12,929,657	TOTAL PROJECTED VARIANCE - SPEND TO REVISED TOTAL BUDGET 19/20	\$12,929,657