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## AGENDA

### ORDINARY MEETING OF COUNCIL FOR WEDNESDAY 19 DECEMBER 2018 TO BE HELD AT CIVIC CENTRE, PUNT ROAD COBRAM COMMENCING AT 6:00PM

#### RECORDING

Consistent with section 72 of our Meeting Procedures Local Law, Council officers have been authorised to record the public session of this meeting using an audio recording device.

#### 1. CALLING TO ORDER – CEO

#### 2. PRAYER

Almighty God we humbly ask you to guide our deliberations for the welfare and benefit of the Moira Shire and its people whom we serve.

Amen

#### 3. ACKNOWLEDGEMENT OF COUNTRY

We, the Moira Shire Council, would like to acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

#### 4. APOLOGIES & REQUESTS FOR LEAVE OF ABSENCE

#### 5. DECLARATION UNDER ACTS, REGULATIONS, CODES OR LOCAL LAWS

#### 6. DECLARATION OF ANY INTEREST OR CONFLICT OF INTEREST

#### 7. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

**Recommendation:** “That the minutes of the Ordinary Council Meeting held on Wednesday, 28 November 2018, as prepared, be confirmed.”

#### 8. COUNCILLOR REPORTS

COUNCILLORS TO PROVIDE VERBAL REPORTS

#### 9. OFFICER REPORTS FOR DETERMINATION

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FILE NO: F18/345  
3. A CLEAN GREEN ENVIRONMENT

ITEM NO: 9.1.1

## NUMURKAH TYRE STOCKPILE UPDATE

### RECOMMENDATION

That Council note the report in relation to removal of the Numurkah tyre stockpile and authorise the CEO to seek recovery of Councils costs following removal of the stockpile.

#### 1. Executive Summary

A resolution to the long standing illegal tyre stockpile at Saxton Street Numurkah has finally been reached with the Victorian Environment Protection Authority (EPA) deciding to exercise its right of entry to remove the tyres. The Victorian State Government will be funding the clean-up.

The clean-up operation is expected to get underway in late December 2018 and take up to 10 weeks to complete. Works on site will be suspended over the Christmas / New Year break.

Council is owed substantial legal costs that have been awarded by VCAT and the Supreme Court but has previously resolved to not seek immediate recovery pending removal of the Stockpile.

#### 2. Background and Options

Council has, over many years, invested heavily in the legal process in an attempt to have the tyres removed by the owner of the site. Despite numerous court orders and a recent contempt of court finding very few tyres have left the site. Recently an unauthorized tyre shredding operation has commenced without planning or EPA approval.

Whilst the investment in the legal process did not deliver a result directly it did achieve an important element of punishment through a jail sentence to discourage other potential polluters. With that background and some advocacy to achieve funding from the Victorian Government the Council has been able to enter an agreement with the EPA that meshes together the EPA's statutory powers and the Councils local operational capacity.

Building on the EPA's experience with removing the Stawell tyre stockpile the Council has entered into a contract with Tyrecycle P/L to remove, transport and ethically recycle the estimated tyres located on the site.

#### 3. Financial Implications

The clean-up operation is being funded by the Victorian Government through the EPA with Council managing the contract payments to Tyrecycle pending reimbursement from the EPA. The financial implications for the Council are limited to staff time from existing operational budgets and short term cash flow impacts.

The overall funding agreement has some flexibility to cover any variability in the contract with Tyrecycle and other costs such as security and site remediation. Council is not exposed to a direct financial contribution provided it manages the associated costs within the agreement terms.

#### 4. Risk Management

The site has recently had a fire risk assessment undertaken by the CFA which categorized the risk as extreme and the consequences as catastrophic. The potential threat to the Numurkah community if a large scale fire occurred on the site was very real and would have directly impacted many businesses and residences including the likely need to evacuate premises.

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## NUMURKAH TYRE STOCKPILE UPDATE (cont'd)

The environmental impact of a large fire in terms of toxic smoke and run off would have proved very difficult to manage therefore removal of the tyres is the best solution to reducing the risk the site poses to surrounding properties and the environment.

A site risk and workplace safety management plan has been well documented and EPA and Council staff will be present on site throughout the clean-up. The owners of the site have indicated they will not oppose the removal of the tyres and will assist where they can.

### 5. Internal and External Consultation

Consultation has occurred with Councils legal team, senior executives within the EPA and Council staff. Councillors have been briefed at milestone points and the Member for Shepparton District has strongly advocated on Councils behalf to secure State funding. Consultation has also occurred with State agencies through an emergency planning workshop.

### 6. Regional Context

No specific regional context.

### 7. Council Plan Strategy

The clean-up operation aligns with Councils emergency management plan and council plan goals to partner with agencies to improve environmental outcomes and stakeholders trusting Council to act in their best interests.

### 8. Legislative / Policy Implications

Having the EPA use its powers to enter the site and remove the tyres provides a clear statutory basis for the clean-up and avoids Council relying on planning legislation as a trigger for intervention.

### 9. Environmental Impact

The removal of the tyres by a licensed tyre recycler ensures that the best environmental outcome is achieved. Some of the shredded material may well find its way back to Moira to be used in Council's road resealing program.

### 10. Conflict of Interest Considerations

There are no conflict of interest issues associated with the preparation of this report.

### 11. Conclusion

The Councils perseverance through legal process, a sound working relationship with the Victorian EPA, advocacy through the Member for Shepparton District to the Victorian Environment Minister combined with financial support from the Victorian Government has brought together the right combination to successfully remove a long standing environmental hazard that exposed the Numurkah community to substantial risk.

### Attachments

Nil

FILE NO: F18/486  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.1.2

## VARAPODIO AND MOLOCHIO EXCHANGE VISIT

### RECOMMENDATION

That Council:

1. Acknowledge the invitation from the Mayor of Varapodio and seek the participation of local school students and community members with a view to sending a delegation to Varapodio and Molochio in July 2019.
2. Approve meeting the costs of two official council delegates with additional delegates to meet their own costs.
3. Determine that the Mayor be the lead delegate with one other delegate for planning purposes.

#### 1. Executive Summary

In 2005 Council formalised a relationship with Varapodio (Calabria region in Italy).

In support of this relationship, approximately 15 delegates from Varapodio visited Australia in December 2015.

Moira Shire Council has been invited to be a part of a delegation to Varapodio and Molochio in July 2019.

It is recommended that Council continues to foster strong relations and arrange a delegation of students and council representatives.

#### 2. Background and Options

Since the formalising this relationship with Varapodio in 2005, delegations from Varapodio and Molochio have visited Moira Shire Council six times, most recently in December 2015, where a delegation of approximately 15 people attended.

Council representatives have visited Varapodio and Molochio on two occasions in 2011 and most recently in July 2014.

The 2014 delegation included the Mayor, community members, students from Cobram Secondary College, the Principle of Cobram Secondary College and a teacher.

#### 3. Financial Implications

An estimate of the travel and accommodation costs involved comes to approximately \$5400.00 per official council delegate which is able to be funded from within Councils operating budget.

Once dates and travel arrangements are confirmed local travel agents will be asked to provide quotes.

An additional allowance will need to be made to cover meals and delegation gifts.

#### 4. Risk Management

There are no risk management considerations associated with this report.

#### 5. Internal and External Consultation

Correspondence has been received from the official office of di Reggio Calabria inviting the Mayor and some students to send a delegation in 2019.

This report also forms part of the consultation process.

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.1.2

## **VARAPODIO AND MOLOCHIO EXCHANGE VISIT (cont'd)**

### **6. Regional Context**

Cobram has a strong cultural connection with the Italian community which formed a significant part of migration in the 1950s and beyond. Subsequent generations have strengthened the Italian influence on the Cobram and wider Moira community.

### **7. Council Plan Strategy**

A thriving local economy.

### **8. Legislative / Policy Implications**

Council resolved in March 2005 to establish a friendship / relationship with Varapodio Council in order to create links between schools, community, groups, individuals and local governments.

### **9. Environmental Impact**

There are no environmental sustainability implications associated with this report.

### **10. Conflict of Interest Considerations**

There are no conflict of interest considerations associated with this report.

### **11. Conclusion**

The Mayor should be the Councils lead delegate with one other official Council delegate responsible for operational and protocol aspects of the visit.

## **Attachments**

- 1 Invitation

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.1.2

**VARAPODIO AND MOLOCHIO EXCHANGE VISIT (cont'd)**

**ATTACHMENT No [1] - Invitation**



**COMUNE DI VARAPODIO**

Città Metropolitana di Reggio Calabria  
*UFFICIO DEL SINDACO*

TO THE ATTENTION OF MR LIBRO MUSTICA  
MAYOR OF MOIRA SHIRE

Subject: twinning Cobram / Varapodio

Following your letter of November, 23 2018, concerning "Institutional relations between the municipalities of Varapodio and Cobram" we inform you that we welcome the proposal to host the Australian delegation, for the next summer, with the aim of strengthening friendships between our communities. We also invite your lordship to include some students in the delegation, in order to strengthen the feeling of brotherhood that exists between our populations among young people. We are waiting to receive the details of the trip, to allow our operators to organize in the best way the reception.

Regarding the sentiment of citizens of Varapodio, we are told that they are enthusiastic about the twinning project that has been carried out by the respective administrations over the years. Today, more than ever, this project must be strengthened, also because the Australian delegation will be led by a son of this land, and for us, all of this is a source of pride and great satisfaction.

Varapodio (RC) li 27/11/2018

IL SINDACO  
D. ORLANDO FAZZOLARI

FILE NO: F13/503  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.1

## ASSEMBLIES OF COUNCIL

### RECOMMENDATION

That Council receive and note the Records of Assembly of Councillors.

#### 1. Executive Summary

This report details the Assembly of Councillors for November 2018 is prepared in accordance with the requirements of the Local Government Act (the Act) 1989 section 80A.

#### 2. Background and Options

This report fulfills Council's legislative obligation to report the matters considered and whether a conflict of interest disclosure was made by a Councillor at

- A meeting of an advisory committee where at least one Councillor is present; or
- A meeting, briefing or other activity where at least half of the Council and a member of Council staff are present; and
- Where the matters considered may be subject to a decision of Council or exercise of a function, duty or power of the Council that has been delegated to a person or committee.

Meeting	Present at meeting	Matters discussed	Declaration of Interest(s)
Community Safety Meeting 7 November 2018	Councillors: Kevin Bourke Marie Martin  Staff: Team Leader Community and Recreational Development, Lyn Cooper Team Leader Community Services Community Facilities and Recreation Officer, Dylan Robinson Business Support Officer, Natalie McDonald Senior Communications Officer, Fiona Blick	<ul style="list-style-type: none"> <li>• Crime Trends</li> <li>• L2P Program</li> <li>• Family Violence update</li> <li>• Road Safety update</li> <li>• Implementation Plan</li> <li>• Resilient Rural Forum</li> <li>• Health Symposium</li> </ul>	Nil

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4. A WELL RUN COUNCIL

ITEM NO: 9.2.1

**ASSEMBLIES OF COUNCIL (cont'd)**

Meeting	Present at meeting	Matters discussed	Declaration of Interest(s)
Council Briefing 14 November 2018	<p>Councillors: Libro Mustica Peter Lawless John Beitzel Kevin Bourke Wendy Buck Ed Cox Gary Cleveland Marie Martin Peter Mansfield</p> <p>Staff: Chief Executive Officer, Mark Henderson General Manager Community, Sally Rice General Manager Corporate, Simon Rennie Manager Governance and Communication, Linda Nieuwenhuizen Team Leader Community and Recreational Development, Lyn Cooper</p>	<ul style="list-style-type: none"> <li>• Draft Council Agenda review</li> <li>• Draft Aquatic Strategy</li> <li>• Yarrowonga Aerodrome community feedback</li> <li>• Updating s86 governance structure</li> <li>• Management Report</li> <li>• Cobram Soccer Pavilion</li> </ul>	Nil
Consultation with Yarrowonga Aerodrome Stakeholders 28 November 2018	<p>Councillors: Libro Mustica Peter Lawless John Beitzel Kevin Bourke Wendy Buck Ed Cox Gary Cleveland Marie Martin Peter Mansfield</p> <p>Staff: Chief Executive Officer, Mark Henderson General Manager Community, Sally Rice General Manager Corporate, Simon Rennie Manager Governance and Communication, Linda Nieuwenhuizen Manager Economic Development, Austin Ley Economic Development Officer, Frank Malcolm</p>	<ul style="list-style-type: none"> <li>• Future ownership and management options for the Yarrowonga Aerodrome</li> </ul>	Nil



FILE NO: F13/503  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.1

**ASSEMBLIES OF COUNCIL (cont'd)**

Meeting	Present at meeting	Matters discussed	Declaration of Interest(s)
Council Briefing 28 November 2018	<p>Councillors: Libro Mustica Peter Lawless John Beitzel Kevin Bourke Wendy Buck Ed Cox Gary Cleveland Marie Martin Peter Mansfield</p> <p>Staff: Chief Executive Officer, Mark Henderson General Manager Community, Sally Rice General Manager Corporate, Simon Rennie Manager Governance and Communication, Linda Nieuwenhuizen</p>	<ul style="list-style-type: none"> <li>Agenda review</li> </ul>	Nil

**3. Legislative / Policy Implications**

Inclusion of the records of Assembly of Councillors in the Council agenda, and incorporation into the Minutes ensures Council meets its statutory obligations under section 80A of the Local Government act 1989 (the Act).

**4. Environmental Implications**

There are no environmental implications with this report.

**5. Conflict of Interest Considerations**

There are no council officer conflict of interest issues to consider within this report.

**6. Conclusion**

The Assembly of Councillors records incorporated into this report are a true and accurate record of all assemblies of Councillors reported during November 2018.

**Attachments**

Nil

FILE NO: 123  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.2.2

## PROPOSED SALE OF YARRAWONGA AERODROME - COMMUNITY FEEDBACK AND NEXT STEPS

### RECOMMENDATION

That following consideration of the submissions received under Section 223 of the Local Government Act and informal discussions with stakeholders since then Council proceed with further community and stakeholder engagement with a view to determining the outcome of the section 223 process at the March 2019 Council meeting.

### 1. Executive Summary

This report seeks Council's approval to defer its decision on the proposal to sell the public land areas of the aerodrome until the first quarter of 2019 following further discussion with stakeholders and the community.

This recommendation reflects the feedback received by council as part of the recent statutory (S223) consultation process to explore community interest in the proposal to sell the public land areas of the Yarrowonga Aerodrome.

At the conclusion of the s223 consultation period (12 October 2018) 19 submissions were received and 3 people spoke in support of their submission at the 31 October Committee of Council meeting.

- There was limited community feedback on the proposal with only two submissions received from the community and both were in support of the sale of the aerodrome.
- The vast majority of the submissions (17) were from site owners directly associated with the aerodrome.
- In addition to submissions, stakeholders sought information and answers to a wide range of questions about the future ownership, operation and development of the aerodrome if it was sold. Council is unable to provide answers to many of these questions because the statutory process requires council to seek community feedback on whether it should even explore the proposal to sell the aerodrome before moving to the next stage of defining the form and nature of future ownership through an EOI or similar process.

The consultation process emphasised the need to engage with the community and stakeholders to seek their input on future operation, management, development and ownership options and to ensure adequate future protection of their existing rights. Council and aerodrome stakeholders have participated in further discussions since the conclusion of the statutory process.

### 2. Background

All submissions received by Council as part of the S223 consultation process are available from Council's website. The following provides a summary of the key themes from the submissions.

#### **Aerodrome funding, fees and grants**

More than half the submissions received were concerned that private ownership could result in aircraft landing and movement charges.

Council is the owner and manager of the Yarrowonga Aerodrome. In this role Council funds and provides a range of unique services that must meet a range of user, industry and public safety standards, for example maintenance of the runways and taxiways,

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2. A THRIVING LOCAL ECONOMY

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## PROPOSED SALE OF YARRAWONGA AERODROME - COMMUNITY FEEDBACK AND NEXT STEPS (cont'd)

access to refueling facilities as well as the overall site safety eg fencing, security and signage.

- Hangar owners' rates are not and cannot be exclusively quarantined as fees for service. Like all other ratepayers, the rates collected from hangar owners contribute to the provision of council services, programs and facilities across the entire shire.
- Council has signaled that charges may be necessary into the future to ensure the sustainable operation of the facility and consistent with the principle that public funds should be invested in services and assets that provide broad public benefit in preference to services and assets that benefit a limited group and/or private business. For this reason, ownership of the facility does not determine whether user charges can or should be charged.
- In response to concerns, council has confirmed that prior to 2010 Council received grant funding for lighting upgrades and the construction of taxiway Charlie, refueling area, terminal building and associated taxiways. Council has not received grant funding for operation, improvement of the site since then.

### Public benefit – emergency services

Many submissions referenced the aerodrome's broad public benefit to the Yarrawonga community with air ambulance, police and fire services using the facility.

- Council anticipates providing support to the aerodrome that is consistent with the public benefit it provides to the Yarrawonga and Moira communities. In exploring the future of the facility council will seek to further define this support to ensure future Council involvement is consistent with the principle that public funds should be invested in services and assets that provide broad public benefit in preference to services and assets that benefit a limited group and/or private business, does not create unreasonable legal and/or financial risks for Council and complies with rules of competitive neutrality that apply to local government.

### Future development plans

Yarrawonga Aerodrome is competing with equal or larger facilities at Albury, Wangaratta, Tocumwal, Shepparton, Corowa and Echuca. It is a competitive market and to operate successfully Yarrawonga needs to find a sustainable and affordable means of differentiating its services in this market.

Many submitters sought further clarification of council's development plans for the facility. A number also signaled the potential to grow tourist traffic as local golf and accommodation developments come online and to support to local agriculture and agri-exports. However several felt these opportunities were extremely limited because of the relatively close proximity to Melbourne.

- Council wants a sustainable and affordable aerodrome in the Moira Shire. Any proposal to sell, lease or introduce other options for the aerodrome is on the basis it continues to be an aerodrome – this is reinforced by the zoning which does not permit alternative uses or developments.
- Council has not prepared a development plan for the aerodrome but is aware of a number of safety obligations that would be triggered by expansion or renewal works. For this reason, Council's development plans are limited to identifying compliance and safety obligations for publicly owned aerodromes - these may not apply to a privately owned aerodrome or may not be required given the development plans of the future owner(s).

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.2.2

## PROPOSED SALE OF YARRAWONGA AERODROME - COMMUNITY FEEDBACK AND NEXT STEPS (cont'd)

### Site ownership, access and existing agreements

A number of submissions expressed concerns that any change of ownership would jeopardise existing site agreements and rights.

- Existing agreements are legal contracts between the site/hangar owner and the owner of the currently-public owned land areas. If ownership or management control of the publicly owned areas change the obligations of the agreements would transfer to the new owners, operators.

### Offers received by council

In seeking further detail about the future for the aerodrome, several submitters assumed council had received offers to buy and wanted to know the details of these offers.

- Council has fielded general inquiries from time to time but has never received a documented offer to buy however during the submission process several submitters indicated an interest in discussing this option should council proceed to sale. These are available on council's website with the submissions.
- The Local Government Act prescribes a two-step process for the sale of council owned land. The first step requires council to seek community feedback on the proposal to sell. If council determines it will proceed with the sale then a second and separate process occurs to identify potential offers/buyers. As part of the second step council is required to seek an independent valuation of the land.

### 3. Financial Implications

- Council's capacity to provide timely access to capital to support investment would be at the expense of other competing projects, many of which have equal or greater community benefit and may not have opportunity to attract private sector funding.
- Future Council support will be consistent with the principle that public funds should be invested in services and assets that provide broad public benefit in preference to services and assets that benefit a limited group and/or private business, does not create unreasonable legal and/or financial risks for Council and complies with rules of competitive neutrality that apply to local government.

### 4. Risk Management

The recent community feedback process failed to attract broad community interest, in contrast individuals with a direct interest in the aerodrome actively engaged. Their feedback indicates at least a portion of the existing users do not believe there is a valid case to support further development of the facility – and some suggested scaling back the status of the aerodrome to assist its long term sustainability. Further discussion with stakeholders to understand these ideas is important to ensuring the aerodrome's development is realistic and affordable for users and for ratepayers if the aerodrome is to remain in council ownership.

### 5. Conflict of Interest Considerations

There are no conflicts of interest for officers involved in the preparation of this report.

### 6. Conclusion

The consultation process emphasised the need to engage with the site holders and stakeholders to seek their input on future operation, management, development and ownership options and to ensure adequate protection of their existing rights into the future.

Council and aerodrome stakeholders have participated in further discussions since the conclusion of the statutory process and this report seeks opportunity to continue these discussions with the goal of providing a concluding report for council's consideration in

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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.2.2

**PROPOSED SALE OF YARRAWONGA AERODROME - COMMUNITY  
FEEDBACK AND NEXT STEPS (cont'd)**

March 2019. To conclude the existing consultation process and to provide certainty for users, site owners and the broader community it is recommended this process progress in the first quarter of 2019.

**Attachments**

Nil

FILE NO: F13/236  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.3

## YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE

### RECOMMENDATION

That Council:

1. adopts the Goulburn Murray Water Occupation Licence over the Lake Mulwala Foreshore Reserves, and
2. accepts the Appointment of Agent over the land leases held by Yarrawonga Yacht Club and Yarrawonga Rowing Club.

### 1. Executive Summary

Moira Shire Council currently maintains the Yarrawonga Foreshore and other river front reserves between Yarrawonga and Bundalong under a Maintenance Agreement from Goulburn Murray Water Corporation (GMW).

GMW wish to establish an additional Occupation Licence to more formally document Council's occupation and responsibilities as Licensee over the designated areas. Negotiations with GMW over the past year have produced the attached draft Occupation Licence for consideration.

While the proposed 20-year Occupation Licence doesn't materially change Council's current ground maintenance responsibilities, it does provide Council with:

- increased authority to approve and control events and use of the foreshore reserves, and
- responsibility to act as GMW's Agent to manage the newly created land leases for the Yarrawonga Yacht Club and Yarrawonga Rowing Club.

### 2. Background and Options

The Yarrawonga Foreshore is an icon park and its proper management and maintenance is important to the entire municipality and Yarrawonga in particular. Historically, the Moira Shire Council, and the former Yarrawonga Shire Councils maintained and assumed responsibility for maintenance and development of the foreshore area, even though all of the reserves are located on Crown Land which is vested in GMW for water storage purposes.

The proposed Licence is a non-exclusive use licence which effectively gives Council operational and maintenance control of the reserves

The new Occupation Licence will annex the current Maintenance Agreement so the scope of works and current maintenance responsibilities of Council remains largely unchanged, however, Council's appointment as GMW's agent over the Yacht Club and Rowing Club leases will have some minor operational and administrative impact for Council.

These land leases provide security of tenure over the occupied land for the Yacht Club and Rowing Club and also provides clarity that the Clubs are the building owners and responsible for maintenance and repair.

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ITEM NO: 9.2.3

## YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)

The proposed licence provides Council with an increased ability to approve activities and events with a duration of up to 1 year on the land. Uses of the land beyond 1 year must be referred to GMW for consent.

The management of jetties and moorings is not included in the proposed Licence and this function remains with GMW.

### 3. Financial Implications

Moira Shire Council currently allocates significant approved operational resources to maintain the Yarrowonga foreshore and other reserves which will remain largely unchanged.

### 4. Risk Management

Council's involvement in the maintenance of the Yarrowonga foreshore has numerous risks associated with it. Risks relating to physical activities are managed through the usual OH&S and plant management activities.

Other risks, such as compliance and financial risks are managed through the corporate risk management framework.

### 5. Internal and External Consultation

No formal consultation with the community has been conducted as the draft licence does not propose any significant change to the existing scope of works already conducted by Council.

GMW and Council met with representatives of the Yacht Club and the Rowing Club to develop the land leases now in place with both clubs.

Internal consultation with the Manager of Operations, the Superintendent Parks, Fleet and Building Maintenance and the Corporate Management Team has provided support for the proposed Licence.

### 6. Regional Context

The Yarrowonga Foreshore, in particular, is an important part of Moira's tourism offering which attracts many visitors and events from both within and outside the municipality.

### 7. Council Plan Strategy

Council's management and maintenance over the numerous foreshore reserves contributes to the achievement of Council's Plan strategies to be a great place to live, a thriving local economy and have a clean, green environment.

### 8. Legislative / Policy Implications

In addition to the licence conditions themselves, the operational activities Council is required to perform are subject to numerous legislative and procedural instruments such as:

- Moira Shire Council's own OH&S procedures
- Environment Protection Authority Act

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4. A WELL RUN COUNCIL

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## YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)

- WorkSafe
- New South Wales Roads and Maritime regulations
- Crown Land (Reserves) Act

### 9. Environmental Impact

The proposed Licence provides the opportunity for Council to continue to manage and maintain the foreshore reserves to ensure the best environmental outcomes for each of the reserves and the communities that use them.

Included in the schedule of works is tree management, weed control, waste management and other ground maintenance functions which are to be performed to such Council standards as will deliver the best environmental outcomes.

### 10. Conflict of Interest Considerations

There are no known officer conflicts of interest to declare.

### 11. Conclusion

The proposed Licence will satisfy GMW's requirements in regard to Council's tenure over the numerous reserves while not increasing Council's ground maintenance obligations. The proposed Licence gives Council greater autonomy and authority to approve and manage events which should increase the use and community benefit of the reserves, in particular the Yarrowonga Foreshore.

### Attachments

- 1 Occupation Licence
- 2 Appointment of Agent
- 3 Appendix B - Lake Mulwala Reserves Maintenance Agreement



FILE NO: F13/236  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.3

**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

**Occupation Licence**  
Section 132, Water Act 1989, (Vic)

**Foreshore and Approved Structures  
Public Recreational Purposes**

Goulburn-Murray Rural Water Corporation (the Corporation)

and

Moira Shire Council (the Licensee)

Property No: 1044419  
Licence Number: OO1  
GMW Doc Ref: #4265109  
GMW File Ref: 2015/1261/1

Alias: OO1 - DM#4265109v5:2002/1151/

FILE NO: F13/236  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.3

**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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**Schedule 1**

Executed as an Agreement on the \_\_\_\_\_ (date of signing)

Item 1	Licensor:	Goulburn-Murray Water Rural Water Corporation 40 Casey Street PO Box 3616 Tatura Vic 3616  Attention: Property Services Phone: 1800 013 357 Email: <a href="mailto:leasingandlicensing@gmwater.com.au">leasingandlicensing@gmwater.com.au</a>
Item 2	Licensee:	<b>MOIRA SHIRE COUNCIL</b> ABN: 20 358 141 700 44 Station St Cobram Victoria 3644  Attention: Bruce Berg von Lindhe Phone: (03) 5871 9228
Item 3	Commencement Date	1 January 2018
Item 4	Expiry date:	30 June 2038
Item 5	Licence Fee:	\$1.00 if and when demanded
Item 6	Approved Structures	Those approved structures as described in the Maintenance Agreement (Appendix B) and any other structures approved from time to time
Item 7	Licence Fee Adjustment	N/A
Item 8	Permitted Use:	Use the Licence Area and Approved Structure/s for the purpose of public recreational purposes (excluding camping) only and in accordance with the General and Special Conditions of this Licence.
Item 9	Licence Area:	All that area delineated in red and as described in Appendix A (the plan) including those reserves as described in the Maintenance Agreement (Appendix B)
Item 10	Licence Number	OO1
Item 11	Property Number	1044419
Item 12	Special Conditions	As set out in Schedule 2 of this Licence

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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Executed by the Corporation

**SIGNED FOR AND ON BEHALF** of  
**GOULBURN-MURRAY RURAL WATER**  
**CORPORATION** by an authorised officer  
in the presence of:

) .....  
Authorised Officer (Signature)

) .....  
Authorised Officer (Print Name)

.....  
Witness (signature)

.....  
Witness (print name)

Executed by the Licensee/s

**SIGNED BY THE LICENSEE/S**  
in the presence of:

) .....  
Licensee 1. (Signature)

) .....  
Licensee 1. (Print Name)

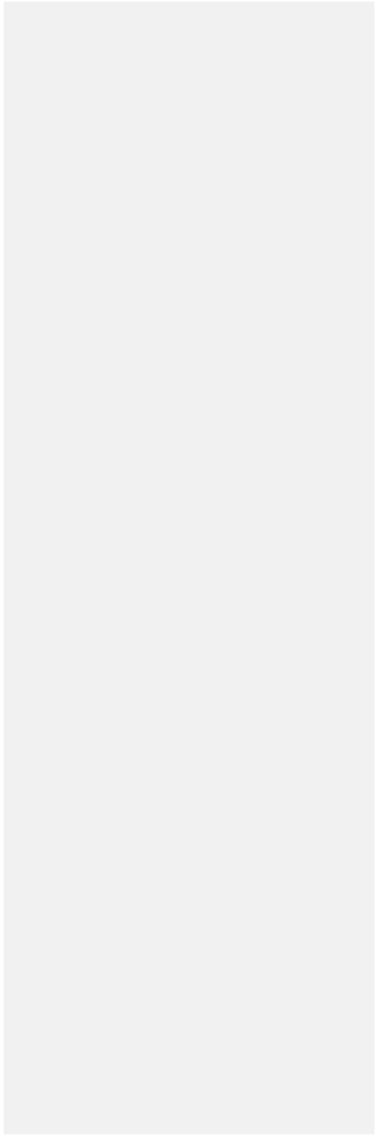
) .....  
Licensee 2. (Signature)

) .....  
Licensee 2. (Print Name)

.....  
Witness (signature)

.....  
Witness (print name)

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## YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)

### ATTACHMENT No [1] - Occupation Licence

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#### GENERAL CONDITIONS

##### 1. INTERPRETATION

###### 1.1 Definitions

The following words have the following meanings in this agreement, unless the context requires otherwise:

**Approved Structure** means any building or structure fixed or floating, approved by the Corporation to be affixed to the Land or located on the Land at any time during the Term, and includes ancillary works comprising or servicing any such Building or structure, or the Premises, whether above on or below the ground.

**Assets** means any Assets described in the Maintenance Agreement as varied from time to time

**By-law** means By-Law No. 1/2013 – Recreational Areas as amended from time to time and any by-law made pursuant to the Water Act 1989, (Vic).

**Capital Upgrades** means any upgrade to permanent structures undertaken by the Licensee which is part of a Capital Expenditure Program.

**Commercial Licence** means any activity carried on by a person, entity, or business which provides good or services for a profit or personal benefit.

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**Commencement Date** means the date set out in Item 3;

**Corporation** means Goulburn-Murray Rural Water Corporation, a statutory corporation established under the Water Act 1989, (Vic) and where the context requires the Authorities employees and agents.

**Event** means an organised event under Clause 19 of Model by-law No. 1/2013 and for the purpose of this Licence will have the same meaning as the Hire of Public Park or Reserve.

**Expiry Date** means the date set out in Item 4;

**GST Act** means A New Tax System (Goods and Services Tax) Act 1999 (Cth) (as amended from time to time);

**GST** has the same meaning given to that term in the GST Act;

**Item** means an item as specified in Schedule 1 to this Licence;

**Laws** mean all legislation, regulations, common law, regulatory codes, standards, industry requirements, by-laws, ordinances and other laws as amended from time to time;

**Licence** means this agreement issued pursuant to section 132 Water Act 1989, (Vic);

**Licence Fee** means an annual amount specified in Item 5, as varied in accordance with the provisions of this Licence, to be paid in advance by consecutive annual payments;

**Licence Fee Adjustment** means the date(s) (if any) and method of the Licence Fee adjustment set out in Item 7;

**Licensee** means the person as set out in Item 2 and includes the Licensee's successors and assigns and where it is consistent with the context includes the Licensee's employees, agents, invitees and persons the Licensee allows on the Premises.

**Licence Area** means the area as specified in Item 9 or any such area as identified by the Corporation at any time which may be referenced by GPS coordinates.

**Licensee's Property** means all property including Approved Structures owned, operated or Licenced by the Licensee or used in the Licence Area;

**Long Term Commercial Licence** means a Commercial Licence issued by the Licensee and the Licensor for a period of more than 12 months.

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## YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)

### ATTACHMENT No [1] - Occupation Licence

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**Maintenance Works** means any works required to maintain any Approved Structures and Licence Area in a condition acceptable to the Corporation during the Term of the Licence;

**Permitted Use** means the permitted use as set out in Item 8;

**Planning Permit** means a Planning Permit and its provisions, issued by NSW Maritime, Transport Safety Victoria or relevant Council to the Licensee for works on the Licence Area

**Recreational Area** means an area defined or identified by the Corporation as a recreational area from time to time.

**Seasonal Commercial Licence** means a commercial licence issued by the Licensor for a period of more than 7 days but does not exceed 12 months.

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**Special Conditions** means the conditions referred to in Schedule 2;

**Term** means the period of time from and including the Commencement Date to and including the Expiry Date, and where the context permits any period of over holding;

**Waterway** means the relevant waterway to which the Licence Area is abutting;

**Works Approval** means approval to construct works in a form approved by the Corporation and in conjunction with related authorities including NSW Maritime, Transport Safety Victoria, Council or similar.

#### 1.2 Interpretation

The following apply in the interpretation of this agreement, unless the context requires otherwise.

- (a) A reference to this agreement, this document or a similar term means either the agreement set out in this document or the document itself, as the context requires.
- (b) A reference to any Act, regulation, rule or similar instrument includes any consolidations, amendments or re-enactments of it, any replacements of it, and any regulation or other statutory instrument issued under it.
- (c) A reference to the singular includes the plural number and vice versa.
- (d) A reference to a gender includes a reference to each gender.
- (e) A reference to a party, means a person who is named as a party to this agreement.
- (f) Person includes a firm, corporation, body corporate, unincorporated association and a governmental authority.
- (g) A reference to a party or a person includes that party's or person's executors, legal personal representatives, successors, liquidators, administrators, trustees in bankruptcy and similar officers and, where permitted under this agreement, their substitutes and assigns.
- (h) An agreement on the part of, or in favour of, two or more persons binds or is for the benefit of them both jointly and severally.
- (i) Includes means includes but without limitation.
- (j) Where a word or expression has a defined meaning, its other grammatical forms have a corresponding meaning.
- (k) A reference to doing something includes an omission, statement, or undertaking (whether or not in writing) and includes executing a document.
- (l) A reference to a clause is a reference to a general condition or special condition to this agreement.
- (m) A reference to a schedule or annexure is a reference to a schedule or an annexure to this agreement.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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**1.3 Headings**

A heading is for reference only. It does not affect the meaning or interpretation of this agreement.

**2. GRANT OF LICENCE – NON EXCLUSIVE USE**

**2.1 Grant**

- (a) The Corporation grants and the Licensee accepts a licence to occupy the Licence Area for the Permitted Use only, in accordance with the terms and conditions (including any special conditions as set out in Schedule 2) set out in this Licence.
- (b) Without limiting sub-clause 2.1 (a) the Licensee acknowledges and agrees that:
  - (i) the Licence shall be personal to the Licensee and the rights created by the Licence shall rest in contract only;
  - (ii) the Licensee does not obtain any proprietary rights in or over the Licence Area and the legal right to possession and control of the Licence Area remains vested in the Corporation during the Term of this Licence; and
  - (iii) the Licence is not transferable unless approved in writing by the Corporation who may at its absolute discretion withhold any approval to transfer.

**3. DURATION OF THE LICENCE**

**3.1 Term**

This Licence commences on the Commencement Date, and unless terminated earlier under clause 20 or extended in accordance with clause 3.2, will end on the Expiry Date.

**3.2 Overholding**

If the Licensee continues to occupy the Licence Area, after the Expiry Date, or any extension or renewal of the Licence, with the consent of the Corporation, the Licence shall become a monthly Licence otherwise on the same terms and conditions as those contained in this Licence. The Corporation may in its absolute discretion and from time to time vary, by not less than 1 month notice, the Monthly Licence Fee payable during the period of holding over. The Monthly tenancy created pursuant to this clause may be terminated by not less than 30 days' Notice given by either Party to the other expiring on any day.

**4. PAYMENT OF LICENCE FEE**

**4.1** The Licensee will pay to the Corporation the Licence Fee, if and when demanded and without any deduction or right of set-off, on or before the Commencement Date and thereafter annually.

**5. REVIEW OF LICENCE FEE**

**5.1** The Corporation will review the Licence Fee at the Fee Adjustment Dates as set out in Item 7.

**6. RENEWAL OF LICENCE**

**6.1** In seeking a new licence the Licensee is required, no less than 2 months prior to the expiration of this Licence, submit an application for a new Licence which the Corporation, at its sole discretion, may issue subject to:

- (a) the compliance with licence conditions to the satisfaction of the Corporation;
- (b) an assessment by the Corporation of the Licence Fee; and
- (c) the satisfactory maintenance of any Licence Area.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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**7. ALTERATION TO APPROVED STRUCTURES OR ADDITIONAL WORKS**

**7.1 Obtain Consent for Works**

The Licensee must

- a) submit an application to undertake works and obtain the prior written consent of the Corporation before constructing anything near or on the Waterway or Licence Area or improving or altering anything of a Capital Nature or defined as a Capital Upgrade

**7.2 Licensee's Contractors**

The Licensee must use all reasonable endeavours to ensure that the Licensee's contractors undertaking works observe and comply with the Licensee's obligations under this Licence and works approval, including but not limited to holding contractors insurance.

**8. REMOVAL OF APPROVED STRUCTURES**

**8.1 Removal of Approved Structures**

If the Licensee:

- a) does not wish to retain a Licence then the Licensee must make application to cancel the licence, remove all Structures whether approved or not and reinstate the land at their cost or the Corporation may remove and dispose of Approved Structure/s at the Licensee's cost including any cost of reinstatement of the land.
- b) does not wish to retain an Approved Structure within the Licence Area, the Licensee must make application to vary the licence and obtain consent for works to remove the Approved Structure and reinstate the land at their cost.

**8.2 Reinstatement**

If the Licensee does not reinstate the land to the satisfaction of the Corporation, the Corporation will conduct the works and seek payment for the Licensee.

**9. VARIATION OF LICENCE**

- 9.1 This licence or part thereof may be varied by the Corporation giving 30 days written notice to the Licensee in the event that the land is required by the Corporation for its works or the implementation of environmental policies or any such requirement governed by law.

**10. OTHER EXPENSES**

**10.1 Costs and Duty**

The Licensee must pay the Corporation within 14 days of demand:

- a) The Corporation's reasonable costs, as agreed between the parties in advance, in considering the granting of any consent or approval under this Licence (regardless of whether the Corporation actually gives such consent or approval);
- b) The Corporation's reasonable costs (including charges on a solicitor-own client basis) incurred as a result of a breach of this Licence by the Licensee.

**11. GST**

**11.1 GST Exclusive**

The Licensee acknowledges that every payment due by the Licensee to the Corporation under this Licence is exclusive of GST. In addition to every payment due, the Licensee must pay to the Corporation on demand, any GST payable by the Corporation in respect to any payment due.

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**12. REPAIRS AND MAINTENANCE**

**12.1 Right to Inspect**

The Corporation, or a relevant authority, may from time to time enter the Licence Area and inspect Approved Structures and request the Licensee to carry out any Maintenance Works or repairs to an Approved Structure at the expense of the Licensee.

**12.2 Repairs and Maintenance**

The Licensee must:

- (a) maintain the Licence Area and Approved Structures in good repair and clean and free from rubbish,
- (b) give the Corporation prompt written notice of any material damage or pollution to the Licence Area or anything likely to be a risk to the Licence Area or any person in the Licence Area;
- (c) On written notice, upgrade, replace or repair the Licence Area and Approved Structures within a reasonable timeframe and to the reasonable satisfaction of the Corporation observe and comply with the provisions of any Planning Permits

**12.3 Failure to Repair and Maintain**

If the Licensee does not;

- (a) carry out any repairs, maintenance or other works required under this Licence and does not comply with a written notice from the Corporation, the Corporation may enter the Licence Area to carry out such repairs, maintenance and works at any reasonable time after giving the Licensee reasonable notice. The cost of all such repairs, maintenance and works must be paid by the Licensee to the Corporation on demand.
- (b) strictly comply with the terms and conditions of this Licence or if an Approved Structure becomes dangerous (for any reason whatsoever), the Corporation may remove and dispose of the structure at the Licensee's cost.

**12.4 Damaging the Licence Area**

The Licensee must not:

- (a) damage or pollute the Licence Area;
- (b) allow or permit persons, to damage or pollute the Licence Area; or
- (c) damage, destroy, or remove any native flora (live or dead), or any native fauna, or any built asset, natural feature or cultural heritage place (including creating new access trails) within the Licence Area without the Corporation's consent.

**13. INSURANCE**

**13.1 Public Liability**

- (a) The Council shall take out a public liability insurance policy to cover claims which may be made for the loss of or damage to any property or the death of or injury to any person arising from the Council's activities or obligations under this agreement or the failure to perform those activities or duties to the standard required by this agreement or reasonably required by the circumstances for a minimum sum of \$20,000,000 (or such other amount as GMW may notify the Licensee in writing, having regard to amounts insured against generally at the time of such notification). The council shall provide a certificate of currency of such insurance at the commencement of the term and annually thereafter upon request.

**13.2 Payment and Production of Policies**

The Licensee must:

- (a) pay all insurance premiums on or before the due date for payment; and

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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(b) if requested by the Corporation, provide the Corporation a certificate of currency for the insurance policy on or before the Commencement Date and on or before each anniversary of the Commencement Date.

**13.3 Not Invalidate Policies**

The Licensee must:

- (a) not do anything which may make any insurance effected by the Corporation or the Licensee invalid, capable of being cancelled or rendered ineffective, or which may increase any insurance premium effected by the Corporation; and
- (b) pay any increase in the insurance premium caused by the Licensee's act, default or use of the Licence Area.

**13.4 Requirements by Insurer**

The Licensee must comply with all reasonable requirements of the Corporation's insurer in connection with the Licence Area.

**14. RELEASE, INDEMNITY AND COMPENSATION**

**14.1 Release**

The Licensee uses and occupies the Licence Area at their own risk and releases the Corporation from all claims resulting from any damage, loss, death or injury in connection with the Licence Area except to the extent that is proportional to the Corporation's negligence.

**14.2 Indemnity**

The Licensee must indemnify and keep indemnified and hold harmless the Corporation against all claims resulting from any actions, demands, costs of whatever kind in relation to any damage, loss, death or injury in connection with the Licence Area and the use and occupation of the Licence Area by the Licensee, except to the extent that is proportional to such claims arising out of the Corporation's negligence.

**14.3 No Compensation**

The Corporation is not liable to the Licensee for any loss or damage incurred by the Licensee due to:

- (a) any damage to the Licence Area;
- (b) fluctuations in the level of the Waterway; and
- (c) any other matter in connection with the Licence Area including, but not limited to, the inability of the Licensee to use the Licence Area for the Permitted Use.

**15. PERMITTED USE**

**15.1 Permitted Use**

The Licensee must not use the Licence Area or any part of the Licence Area or permit any other person or persons to use the Licence Area for any other purpose other than for the Permitted Use.

**15.2 No Warranty**

The Licensee:

- (a) acknowledges that the Corporation does not represent that the Licence Area is suitable for the Permitted Use; and
- (b) must make its own enquiries as to the suitability of the Licence Area for the Permitted Use.

**15.3 Non-Potable Water**

Water supplied by Goulburn-Murray Water is not suitable for human consumption without first being properly treated.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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**16. WATER LEVEL OF LICENCE AREA**

**16.1 No Obligation to Maintain Water Level**

Nothing in this Licence shall impose, or be deemed to impose, any obligation or requirement on the Corporation to keep or maintain the water level of or near the Licence Area at any specified level or at any level which would allow or permit the Licensee to use the Licence Area or Approved Structures for the permitted use.

**16.2 Acknowledgement of Fluctuating Water Level**

The Licensee acknowledges that the level of water in the Waterway may at times be at such a level that the Licensee will be unable to operate or use the structure for the permitted use. The Licensee further acknowledges there is no obligation on either the Corporation or any other authority to notify the Licensee of rapidly rising/falling water levels, where such fluctuations may affect the ability of the Licensee to use the Licence Area or Approved Structure for the permitted use.

**17. OTHER OBLIGATIONS CONCERNING THE LICENCE AREA**

**17.1 Compliance with Laws and By-laws**

The Licensee must observe and comply with all laws, notices and permits and any other requirements (including the *Water Act 1989, (Vic)* and any regulations or by-laws made thereunder) of any authority in connection with the Licence Area and take all reasonable measures to control and supervise all persons, including the Licensees guests, on the Licence Area

**17.2 Compliance with Directions of Authorised Water Officers**

The Licensee and the Licensee's guests will obey all reasonable directions given by an Authorised Water Officer of the Corporation at the Licence Area.

**17.3 Licences and Permits**

The Licensee must maintain all licences and permits required for the Licensee's use of the Licence Area and obtain the prior written consent of the Corporation before varying any licence or permit or applying for any new licence or permit

**17.4 Public Use and Hiring of Reserves**

a) Subject to Clause 17.5, the Licensee will be responsible for the hire of any part of the licensed area for an Event.

**17.5 Restricting Access**

The Licensee

- a) cannot restrict public to have access to the foreshore unless otherwise approved by the Corporation
- b) may, as appropriate, restrict access to any Approved Structure.

**17.6 Services**

The Licensee must not connect any service to the Approved Structure without making application to the Corporation and receiving written approval and where approval has been granted then the Licensee must pay for all costs and services associated with or in connection to the Approved Structure.

**17.7 Dangerous Goods and Hazardous Materials**

The Licensee:

- (a) must not permit any dangerous goods or hazardous materials on the Licence Area.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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(b) must ensure all petrol storage and handling is carried out in accordance with the *Dangerous Goods (Storage and Handling) Regulations 2000 (Vic)* as amended from time to time;

**17.8 Fire Hazard**

The Licensee must do everything reasonable to minimise the risk of fire.

**17.9 Emergency Response Plan**

The Licensee must develop and maintain a simple emergency management plan for the site, if requested by the Corporation.

**18. NO DEALING WITH INTEREST IN THE LICENCE AREA**

18.1 The Licensee must not deal with any interest in the Licence Area including assigning this Licence, sub-licensing the Licence Area or granting to any person a licence or concession in respect of the Licence Area without obtaining the prior written approval from the Authority.

**19. LICENSEE'S OBLIGATIONS AT THE END OF THIS LICENCE**

19.1 At the end of this Licence and if required by the Corporation, the Licensee must cease occupation and remove the Licensee's Property from the Licence Area and remediate the site.

**20. THE CORPORATION'S CONSENT**

Where the Corporation is required to give its consent under this Licence, the Corporation may not unreasonably withhold its consent but may give its consent subject to such conditions as the Corporation may reasonably determine.

**21. TERMINATION OF THIS LICENCE**

21.1 This Licence may be terminated by the Corporation:

- (a) upon breach or non-observance by the Licensee of any of the terms or conditions of this Licence, if such breach or non-observance has not been remedied within 7 days of the Corporation giving written notice to the Licensee specifying the breach or non-observance; or
- (b) giving 28 days written notice to the Licensee in the event that the Licence Area is required for works; or
- (c) if the Licence Fee or any part of it is in arrears for more than 14 days after formal demand for payment has been made.

21.2 If the Licence is terminated in accordance with clause 21.1 the Licensee must cease occupation and remove the Licensee's Property from the Licence Area and remediate the Licence Area.

**22. OTHER**

**22.1 Notices**

Any notice required to be served under this Licence must be in writing and must be served by post, electronic transmission or hand delivered to:

- (a) the Licensee at its address set out in this Licence, the Licensee's registered office address, the Licensee's electronic address or the last known address of the Licensee; and
- (b) the Corporation at its address set out in this Licence or any other address notified in writing to the Licensee by the Corporation.

**22.2 Time of Service**

A notice or other communication is deemed served:

- (a) if served personally or left at the person's address, upon service;

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [1] - Occupation Licence**

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- (b) if posted, 2 business days after posted;
- (c) if served by electronic transmission, subject to the next sub-clause, at the time indicated on the transmission report produced by the sender indicating that the transmission has been sent in its entirety to the addressee; and
- (d) if received after 6.00 pm in the place of receipt or on a day which is not a business day, at 9.00 am on the next business day.

**22.3 Entire Understanding**

This Licence together with any Schedule or Annexure to it contains the entire understanding between the parties as to the subject matter of this Licence.

Except as otherwise provided in this sub-clause all previous negotiations, understandings, representations, warranties, explanations memoranda or commitments, expressed or implied, affecting this subject matter are superseded by this Licence and have no effect.

In the event of any inconsistent provisions between the Maintenance Agreement (Appendix B) and this Licence, the parties agree, the provisions of this Licence will take precedence.

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**22.4 Waiver**

If the Corporation accepts the Licence Fee or any other monies under this Licence (before or after the end of this Licence) or does not exercise or delays exercising any of the Corporation's rights under this Licence, it will not be a waiver of the breach of this Licence by the Licensee or of the Corporation's rights under this Licence.

Without limiting the above, a waiver is effective only if in writing and signed by or on behalf of the party to be bound and is effective to the extent that the party giving it expressly states in writing.

**22.5 Special Conditions**

This Licence is subject to the Special Conditions set out in Schedule 2. The Special Conditions override any inconsistent provisions in this Licence.

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**ATTACHMENT No [1] - Occupation Licence**

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**SCHEDULE 2 - SPECIAL CONDITIONS**

This Licence is subject to the following Special Conditions. The Special Conditions override any inconsistent provisions in this Licence.

**23. CLUB LEASES**

The parties agree that:

- a) part of the Licensed Area is occupied by existing Community Clubs as described in Appendix C (Club Lease Plans) and that the Corporation is delegated to issue Leases as Public Land Manager pursuant to S132 of the Water Act (1989) and;

the Corporation hereby appoints the Licensee as Agent in accordance with Appendix C (Appointment of Agent).

**24. Commercial Licences**

The parties agree that subject to clause 17.5:

- a) the Licensee may approve any application to carry on a commercial activity within the licensed area for a period of more than 7 days and less than 12 months (Seasonal Commercial Licence);
- b) if a Seasonal Commercial Licence continues in operation after the initial 12 month period it will be considered a Long Term Commercial Licence;
- c) any application to carry on a commercial activity for more than 12 months will be considered a Long Term Commercial Licence and must be approved the Licensor.

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**ATTACHMENT No [1] - Occupation Licence**

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APPENDIX A – LICENCE AREA PLAN

DRAFT

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**ATTACHMENT No [1] - Occupation Licence**

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APPENDIX B – MAINTENANCE AGREEMENT

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**ATTACHMENT No [1] - Occupation Licence**

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APPENDIX C – APPOINTMENT OF AGENT

DRAFT

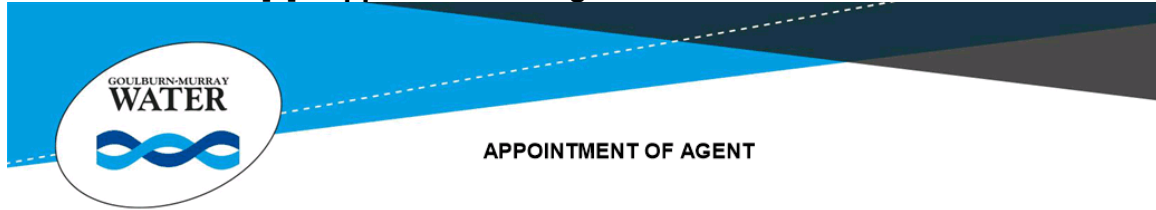
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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [2] - Appointment of Agent**



This appointment is made the \_\_\_\_\_ of \_\_\_\_\_ 2018

**GOULBURN-MURRAY RURAL WATER CORPORATION** (the Corporation)  
of 40 Casey Street, Tatura, Victoria, 3616 ABN: 46 761 336 846

**APPOINTS**

**MOIRA SHIRE COUNCIL** (the Council)  
of 44 Station Street, Cobram, Victoria, 3643 ABN:

**Community Club Leases: Lease management and administration**  
Yarrawonga Yacht Club Inc. and Yarrawonga Rowing Club Inc.

**LICENCE:**

- A. the Corporation and the Council have entered into an Occupation Licence No. OO1 on the 01/11/2017.
- B. The Corporation and the Council seek to ensure the public land known as the Yarrawonga Foreshore is managed in accordance with their roles as public land managers.
- C. The Corporation is required to finalise the signing and execution of the community club leases listed above.
- D. By appointing the Council as agent, the Corporation will transfer the administration and management of the Lease agreements above to the Council.

**APPOINTMENT:**

The Corporation appoints the Council as agent solely for the purposes of the administration and management of the above leases by:

- 1. Undertaking the role of Lessor in accordance with the Lease agreements in place between the parties and;
- 2. Managing the performance of the Lessee throughout the term.

The Corporation may terminate this Appointment by giving 28 days written notice to the Council.

Signed by an authorised officer  
**Goulburn Murray Rural Water Corporation**

Signed by an authorised officer  
**Moira Shire Council**

.....

.....

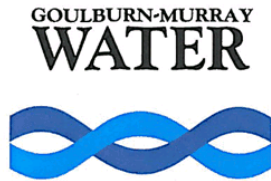
Our Ref: 4495152:2002/1151/1

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**



**LAKE MULWALA  
MAINTENANCE AGREEMENT  
BETWEEN  
GOULBURN-MURRAY RURAL WATER  
CORPORATION  
AND  
MOIRA SHIRE COUNCIL**

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

AGREEMENT dated the 24<sup>th</sup> day of November 2011

between

GOULBURN-MURRAY RURAL WATER CORPORATION ("G-MW") of 40 Casey Street, Tatura, 3616

and

MOIRA SHIRE COUNCIL ("the Council") of 44 Station Street, Cobram, 3643.

**PART 1 - RECITALS**

- A. G-MW owns and manages foreshore and lakebed land along the southern Victorian shoreline of Lake Mulwala, including a number of reserves and public areas on the Victorian side of the lake.
- B. The Council performs a variety of maintenance services within G-MW reserves which is managed as public land generally available to the public for recreational purposes.
- C. This Agreement between G-MW and the Council provides the terms and conditions for the provision of maintenance services to the specified reserves.
- D. Reserves on the land are called respectively:

1	Yarrawonga Foreshore Reserve
2A	River Road West
2B	River Road East
3	Yacht Club Precinct
4	Rowing Club Precinct
5	Chinaman's Island Reserve
6	Woodlands Park Reserve
7	Luton Drive Reserve
8	Other Urban Foreshore Areas A. Irvine Parade B. Woodlands North C. Woodlands South D. Bathumi E. Bundalong
9	Rural Foreshore Areas

"the Reserves" are within the municipal boundaries of the Council.

**PART 2 - AGREEMENT**

**1. Identification of the Reserves**

For the purposes of this Agreement the Reserves are those identified in 1D and their boundaries delineated by the continuous white lines surrounding an area of grey shading on the Plans of Reserves annexed to this Agreement in Appendix 2.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

**2. Term**

- a) Subject to subclause 2(c), this Agreement is for the term commencing on the \_\_\_1st\_\_\_ day of \_\_\_January\_\_\_ 2012 and ending on 30 June 2021.
- b) If the Council wishes to continue the arrangement for a further 10 years it shall give G-MW written notice of its desire to do so no later than six (6) months prior to the expiry of the initial term. G-MW shall, subject to subclause 2(c) enter into a further Agreement with the Council for a further 10 year period if the Council serves such a notice.
- c) Either party may during the term bring the Agreement to an end by giving the other a written notice stating that the party intends to end the agreement at the expiry of six (6) months from the date of service of the notice. At the expiry of that six (6) month period the agreement will then be at an end.

**3. Definition and Extent of the Work**

- a) "Work" means the activities specified in Appendix 1.
- b) The Work shall be performed at the frequency and standard specified in Appendix 1.

**4. Works on assets with Shared Responsibility**

- a) For all works identified within Appendix 1 as having a "Shared" responsibility, the parties shall negotiate in good faith and agree which party shall manage the work.
- b) The extent of the works shall be determined by agreement and each party shall equally share the costs of the works, management costs excluded.

**5. Right of Entry to the Reserves**

- a) The Council and its servants and agents may enter upon Reserves 1 to 9 of Part 1 D with the appropriate machinery and equipment at any time of its choosing to undertake the works permitted by this Agreement.
- b) G-MW must provide advice to Council if it wishes to conduct any works within Reserves 1 to 9 of Part 1D.

**6. Changes as a Result of Capital Works**

- a) If additional items of infrastructure are introduced or constructed on any of the Reserves or if the existing assets are improved to an extent that warrants a change to the works, Appendix 1 shall be amended to reflect the changes.
- b) Unless the responsibility for the item is shared as specified in Appendix 1, the party that performs the capital works shall be responsible for the item.
- c) The parties shall determine the Level of Service for any new asset item based upon the level of service for items of a like nature contained in the original Agreement.
- d) This Agreement does not require either party to install additional items of infrastructure or to improve existing items. It is acknowledged that the ability to fund capital or improvement works is subject to the availability of funds and the budget constraints of each party.
- e) The decision to install additional items of infrastructure or to improve existing items shall be by agreement between the parties.
- f) Either party may install or improve an item at its own expense provided agreement has been obtained from the other party.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

**7. Pollution Control**

The Council shall not do anything that results in the Reserves or surrounding waters becoming polluted or contaminated and shall not bring onto the Reserves anything which if spilled or released may cause pollution of the Reserves or surrounding waters, including, but not limited to, chemicals, pollutants, contaminants, waste or environmental hazards. The Council shall report any incident of which it becomes aware which it considers may have the tendency to result in pollution of the land or waters to G-MW and any other relevant authority without delay.

**8. Protection of the Environment**

In performing the work the Council:

- a) shall not without the prior approval of G-MW alter or carry out any works to alter the contour of the Reserves,
- b) shall minimise disturbance to habitat of indigenous native flora and fauna within any undeveloped areas of the Reserves,
- c) shall not remove, cut down or otherwise damage existing trees or shrubs without the approval of G-MW, which may not be unreasonably withheld, and
- d) shall not without the consent of G-MW remove any soil, gravel or stone from the Reserves.

**9. Cultural Heritage Protection**

To avoid disturbance of aboriginal cultural heritage items the Council shall not -

- a) carry out any earthworks to alter the contour of the Reserves, or
- b) perform any works which may impact upon Aboriginal cultural heritage items, without the prior permission and approval from Aboriginal Affairs Victoria and relevant Registered Aboriginal Parties.

**10. Indemnity**

- a) As owner and manager of the land G-MW agrees to indemnify and to keep indemnified the Council, its servants and agents, and each of them from and against all actions, costs, claims, charges, expenses, penalties, demands and damages whatsoever which may be brought or made or claimed against them, or any of them, arising from the negligent performance or purported performance of G-MW's obligations under this agreement and which are directly related to the negligent acts, errors or omission of G-MW. The indemnity given shall be reduced proportionally to the extent that any act of the Council, or employees or agents of the Council, contributed to the claim, loss or liability.
- b) The Council agrees to indemnify and to keep indemnified G-MW, its servants and agents, and each of them from and against all actions, costs, claims, charges, expenses, penalties, demands and damages whatsoever which may be brought or made or claimed against them, or any of them, arising from negligent performance or purported performance of the Council's obligations under this agreement and which are directly related to the negligent acts, errors or omission of the Council. The indemnity given shall be reduced proportionally to the extent that any act of G-MW, or employees or agents of G-MW, contributed to the claim, loss or liability.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

**11. Public Liability Insurance**

Before commencing the work the Council shall take out a public liability insurance policy to cover claims which may be made for the loss of or damage to any property or the death of or injury to any person arising from the Council's activities or obligations under this agreement or the failure to perform those activities or duties to the standard required by this agreement or reasonably required by the circumstances for a minimum sum of \$20,000,000 (or such other amount as G MW may notify the Licensee in writing, having regard to amounts insured against generally at the time of such notification). The Council shall provide a certificate of currency of such insurance at the commencement of the term and annually thereafter upon request.

**12. Mediation**

- a) If a dispute arises out of or in relation to this Agreement, or the breach, termination, validity or subject matter of it, the parties agree to negotiate at all times in good faith to settle the dispute.
- b) A party claiming that a dispute has arisen, shall give written notice to the other party specifying the nature of the dispute.
- c) On receipt of the notice specified in the preceding clause, the parties shall within seven (7) days of service of the notice seek to resolve the dispute.
- d) If the dispute is not resolved within seven (7) days or within such further period as the parties agree then the dispute is to be referred to a mediator to be chosen by the parties or if they cannot agree, on a mediator chosen by the President for the time being of the Law Institute of Victoria.
- e) The mediation shall be conducted in accordance with the directions of the mediator.
- f) Each party shall share equally the costs, if any, of the mediator but shall be wholly responsible for their own internal costs.
- g) Until the dispute is resolved the parties shall continue to perform their respective roles under this Agreement, unless a party has purported to terminate the agreement.

**13. Notices**

- a) Any notice required to be given under this agreement by a party will be deemed to be properly served on other party if sent by pre paid post to the addresses specified in this agreement or to any other address specified to the sender by notice from the other party.
- b) Any such notice may be signed on behalf of the party by any of its employees, servants, agents or officers or by its Legal Practitioners.

**14. Variation to the Agreement**

If either party wishes to vary this agreement, they must provide written details of the variation request to the other party.

**15. Public Use and Hiring of Reserves**

The Council shall be responsible for hiring of the reserves for public and private functions.



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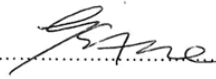
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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

Executed by the Parties

Signed for and on behalf of **MOIRA SHIRE COUNCIL** by  
the Chief Executive Officer.

Signed:  ..... Dated: 14.9.11 .....


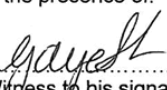
**Gary Arnold**  
Chief Executive Officer

  
Signed for and on behalf of the **GOULBURN-MURRAY RURAL  
WATER CORPORATION** by the Managing Director  
and duly appointed delegate of the Authority pursuant to S122B of the Water Act 1989

Signed:  ..... Dated: 24/11/11 .....

**Gavin Hanlon**  
Managing Director

in the presence of:

  
 ..... Dated: 24/11/11 .....

Witness to his signature:

  
Name of Witness

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

**APPENDIX 1**

**ASSET DESCRIPTIONS AND LEVELS OF SERVICE**

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

LAKE MULWALA PUBLIC FORESHORE AREAS - ASSETS DESCRIPTION AND LEVELS OF SERVICE

APPENDIX 1

RESERVE/PUBLIC AREA	DESCRIPTION OF ASSETS	RESPONSIBILITY	LEVEL OF SERVICE
Yarrowonga Main Foreshore Reserve	High public use and high public profile		
Mowing and ground maintenance	Extensive public lawn areas	Moira	Moira to determine extent and frequency of mowing required
Paths, tracks & paths	Gravel pedestrian footpaths	Moira	Maintained to a safe condition and in accordance with current relevant standards
Mooring infrastructure	Informal temporary mooring points (suspended rubber tyres) and boat fenders. Commercial operator mooring points (bollards) excluded	G-MW	Maintained to a safe condition and in accordance with current relevant standards
Rubbish management	Multiple public rubbish bins	Moira	Reserve maintained in clean & tidy condition, rubbish bins regularly emptied. Moira to determine extent and frequency of service required
Public toilets	Public toilet facilities	Moira	Moira to determine extent and frequency of service required
Stormwater infrastructure	Power and wastewater to public infrastructure. All urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points	Moira	Moira to maintain to ensure adequate performance of stormwater system
Trees	Numerous mature trees, both native and non-native, in parkland reserve areas (defined as areas >3m from lake edge)	Moira	Abolist inspection every 3 years. Tree hazard reduction (tree removal/pruning) as recommended by abolist report. Emergency works done as required (e.g. following storm events). Priority focus on high public use areas, lower priority elsewhere
Signage (water based activity)	Public information/public warning signs relating to water based activities, excluding swimming pool signage. (Note: NSW Maritime is primarily responsible for boating safety warning signage.)	G-MW	Public signage maintained to meet all relevant standards
Signage (swimming pool)	Public information/public warning signs relating to the swimming pool	Moira	Public signage maintained to meet all relevant standards
Signage (land)	Public information/public warning signs for land based activities, plus warning signage for users of the assets maintained by Council	Moira	Public signage maintained to meet all relevant standards
Retaining walls (other than reclaimed area)	Concrete retaining wall frontage fronting reserve land by Moira Shire in 2002	Moira	Maintained in a safe condition and to meet all current relevant standards
Retaining walls (other than reclaimed area)	Pre-existing concrete retaining wall frontage in other foreshore areas	Shared	Maintained in a safe condition and to meet all current relevant standards
Other infrastructure	Public infrastructure including public skate park, lake swimming pool, water slide and water themed play infrastructure, barbecues, park benches, seating, play equipment, bollards, fencing, ladders, etc	Moira	Public infrastructure maintained in a safe condition to meet all relevant standards at all times
Public safety risk assessment	Joint assessment & report on public safety risks on all public areas & infrastructure	Shared	Joint G-MW/Moira inspection prior to summer every 3 years
A & B, River Road Public Foreshore Area (East & West)	Long thin, elongate public foreshore area between the lake edge and River Road. Moderate to high public use depending on seasonal conditions		
Moving and ground maintenance	Grassed public areas	Moira	Moira to determine extent and frequency of mowing required
Paths, tracks & paths	Unsealed gravel public walking track	Moira	Maintained in a safe condition and to meet all current relevant standards
Public boat ramps	Concrete public boat ramps at Bank Street Boat Ramp, River Road Boat Ramp. Originally constructed by unknown parties, ownership uncertain. G-MW to assume responsibility for management, on the understanding there is no obligation to provide public access at all times (e.g. should a ramp become unsafe). Also understood that should Moira wish to undertake significant capital upgrades of ramps & associated infrastructure in future, then Moira will assume responsibility for those ramps.	G-MW	Ramps to be maintained in a safe condition to meet relevant standards.
Car & trailer parking	Sealed and unsealed car and trailer parking facilities at boat ramps, up to leading edge of ramp.	Moira	Moira to determine extent and frequency of maintenance
Rubbish management	Public rubbish bins	Moira	Areas maintained in clean & tidy condition, rubbish bins regularly emptied. Moira to determine extent and frequency of service required
Utilities	Power and water/wastewater to community infrastructure	Moira	Maintenance of power and water infrastructure to public amenity facilities on foreshore. Moira to determine extent and frequency of service required
Stormwater infrastructure	Multiple private jetties and associated infrastructure. Urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points.	G-MW	Maintained in a safe condition and to meet all current relevant standards
Trees (foreshore)	Predominantly willows along the foreshore (areas <3m from lake edge). Many ageing and in poor condition.	G-MW	Moira to inspect and maintain regularly to ensure adequate performance of stormwater system.
Trees (other areas)	Numerous mature trees, both native and non-native, in parkland reserve area (areas >3m from lake edge).	Moira	Abolist inspection every 3 years. Tree hazard reduction (tree removal/pruning) undertaken as recommended by abolist report. Priority focus on high public use areas, lower priority elsewhere
Signage (water based activity)	Public information/public warning signs relating to water based activities. (Note: NSW Maritime is primarily responsible for boating safety warning signage.)	G-MW	Public signage maintained to meet all relevant standards
Signage (land)	Public information/public warning signs for land based activities.	Moira	Public signage maintained to meet all relevant standards
Erosion prevention structures, primarily rock rip rap, as well as areas with no erosion protection.		G-MW	Publicly accessible areas maintained in a safe condition and where needed and practicable to stabilise foreshore against erosion.

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

Other infrastructure (public)	Public park furniture, timber fencing.	Mora	Maintained in a safe condition and to meet all current relevant standards.
Other infrastructure (private)	Multiple items of privately licensed infrastructure associated with private jetties.	G-MW	Maintained in safe condition to meet all current relevant standards. G-MW to continue progressive removal of unlicensed or inappropriate private infrastructure from public foreshore land.
Public safety risk assessment	Joint assessment & report on public safety risks on all public areas & infrastructure.	Shared	Joint G-MW/Moira inspection prior to summer every 3 years.
<b>Yacht Club Area</b>			
<i>Moderate use/high public profile area with community based Yacht Club facilities on site. Foreshore Master Plan suggested possibility of redevelopment, including a new Aquatic Recreation Facility &amp; possible commercial development.</i>			
Moving and ground maintenance (roads, tracks & paths)	Grassed public areas. Existing footable path. Public parking areas adjacent to Yacht Club.	Mora	Mora to determine extent and frequency of mowing required.
Waste management	Public rubbish bins. Public toilet near Yacht Club building on Warr Street.	Mora	Mora to determine extent and frequency of maintenance required. Areas maintained in clean & tidy condition, rubbish bins regularly emptied. Mora to determine extent and frequency of service required.
Utilities (public)	Power and water/wastewater to public infrastructure. To be managed under licensing agreement between G-MW and Yacht Club.	Mora	Mora to determine extent and frequency of service required.
Utilities (Club)	All urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points.	G-MW/Yacht Club	Mora to determine extent and frequency of service required.
Stormwater infrastructure		Mora	Mora will monitor and regularly maintain to ensure adequate performance of stormwater system.
Trees (foreshore)	Native and non-native trees along foreshore (defined as areas <3m from lake edge).	G-MW	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) undertaken as recommended by abortist report. Emergency works done as required (e.g. following storm events). Priority focus on high public use areas, lower priority elsewhere. Seek to preserve non-invasive willows where possible, new willows will not be planted by G-MW.
Trees (other areas)	Numerous mature trees, both native and non-native, in parkland reserve areas (defined as areas >3m from lake edge).	Mora	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) as recommended by abortist report. Emergency works done as required (e.g. following storm events). Priority focus on high public use areas, lower priority elsewhere.
Signage (water based activity)	Public information/public warning signs relating to water based activities. (Note NSW Maritime is primarily responsible for boating safety warning signage.)	G-MW	Public signage maintained to meet all relevant standards. Clarify mooring limit signs on point.
Signage (land)	Public information/public warning signs for land based activities.	Mora	Public signage maintained to meet all relevant standards.
Retaining walls (public areas)	Concrete and timber retaining walls forming public areas, generally in poor condition.	Shared	Maintain retaining wall in high use public areas maintained in a safe condition to meet all relevant standards at all times.
Retaining walls (constructed by Yacht Club)	Relatively new (<5 years) timber retaining walls and mooring tie off points constructed by the Yarrawonga Yacht Club. To be managed under licensing agreement between G-MW and Yacht Club.	G-MW/Yacht Club	Maintained in a safe condition and to meet all current relevant standards.
Other public infrastructure	Public infrastructure, including parked furniture, fencing, bollards, playground.	Mora	Infrastructure maintained in a safe condition to meet all relevant standards at all times.
Yacht Club infrastructure	Yacht Club clubhouses, storage facilities, disabled access kiosk, vessel launching ramp and associated infrastructure, underground stormwater system, electric power supply to Club. To be managed under separate licensing agreement between G-MW and Yacht Club.	G-MW/Yacht Club	Infrastructure maintained in a safe condition to meet all relevant standards at all times.
Public safety risk assessment	Joint assessment & report on public safety risks on all public areas & infrastructure.	Shared	Joint G-MW/Moira inspection prior to summer every 3 years.
<b>Rowing Club Area</b>			
<i>Moderate use/high public profile area with community based Rowing Club facilities on site. Foreshore Master Plan suggested possibility of redevelopment with relocation of the Rowing Club and establishment of a new public boat ramp.</i>			
Moving and ground maintenance (roads, tracks & paths)	Grassed public areas. Existing unsealed access road (Bois Road link) and informal parking areas.	Mora	Mora to determine extent and frequency of mowing required.
Waste management	Public rubbish bins.	Mora	Mora to determine extent and frequency of maintenance. Areas maintained in clean & tidy condition, rubbish bins regularly emptied. Mora to determine extent and frequency of service required.
Utilities (public)	Power and water/wastewater to public infrastructure. To be managed under separate licensing agreement between G-MW and Rowing Club.	Mora	Mora to determine extent and frequency of service required.
Utilities (Club)	All urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points.	G-MW/Rowing Club	G-MW to determine extent and frequency of service required.
Stormwater infrastructure		Mora	Mora will monitor and regularly maintain to ensure adequate performance of stormwater system.
Trees (foreshore)	Native and non-native trees along foreshore (defined as areas <3m from lake edge).	G-MW	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) undertaken as recommended by abortist report. Emergency works done as required (e.g. following storm events). Priority focus on high public use areas, lower priority elsewhere. Seek to preserve non-invasive willows where possible, new willows will not be planted by G-MW.
Trees (other areas)	Mature trees, both native and non-native, in parkland reserve areas (defined as areas >3m from lake edge).	Mora	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) as recommended by abortist report. Emergency works done as required (e.g. following storm events). Priority focus on high public use areas, lower priority elsewhere.
Signage (water based activity)	Public information/public warning signs relating to water based activities. (Note NSW Maritime is primarily responsible for boating safety warning signage.)	G-MW	Public signage maintained to meet all relevant standards.
Signage (land)	Public information/public warning signs for land based activities.	Mora	Public signage maintained to meet all relevant standards.

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ITEM NO: 9.2.3

**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

1. Other public infrastructure	Concrete and timber retaining walls forming public areas, generally in poor condition	Shared	Maintain retaining wall in public areas maintained in a safe condition to meet all relevant standards at all times
2. Rowing Club infrastructure	Public infrastructure including parkland furniture, fencing, bollards	G-MW/Rowing Club	Infrastructure maintained in a safe condition to meet all relevant standards at all times
3. Public safety risk assessment	Joint assessment & report on public safety risks on all public areas & infrastructure	Shared	Joint G-MW/Moira inspection prior to summer every 3 years
4. Chinnaman's Island Area	Moderate to high public access. Managed by Eastern Foreshore Committee of Management under delegation from Moira Shire		
5. Mowing and ground maintenance	Grassed public areas	Moira/CoM	Frequency determined by Moira Shire/CoM
6. Paths, tracks & paths	Gravel public path and loop trail	Moira/CoM	Maintained in a safe condition and to meet all current relevant standards
7. Waste management	Multiple rubbish bins	Moira	Areas maintained in clean & tidy condition, rubbish bins regularly emptied. Moira to determine extent and frequency of service required
8. Stormwater infrastructure	All urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points	Moira	Moira to maintain regularly to ensure adequate performance of stormwater system
9. Trees (foreshore)	Native and non-native trees along foreshore (areas <3m from lake edge)	G-MW	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) undertaken as recommended by abolish report. Priority focus on high public use areas, lower priority elsewhere. Emergency works done as required (e.g. following storm events). Seek to preserve non-invasive willows where possible, new willows will not be planted by G-MW.
10. Trees (other areas)	Numerous mature trees, predominantly native in reserve area (areas >3m from lake edge)	Moira	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) as recommended by abolish report. Emergency works done as required (e.g. following storm events). Priority focus on high public use areas, lower priority elsewhere
11. Signage (water based activity)	Public information/public warning signs relating to water based activities. (Note: NSW Maritime is primarily responsible for boating safety warning signage)	G-MW	Public signage maintained to meet all relevant standards
12. Signage (land)	Public information/public warning signs for land based activities	Moira	Stable lake edge, where practicable managed to minimise impact on environmental values of Chinnaman's Island precinct
13. Erosion works and structures	No erosion protection works and structures	Moira/CoM	Moira/CoM responsibility
14. Other public infrastructure	Gazebos and park furniture, drinking water fountains, bollards, entry gate, fencing	Moira/CoM	Joint G-MW/Moira inspection prior to summer every 3 years
15. Public safety risk assessment	Joint assessment & report on public safety risks on all public areas & infrastructure	Shared	
<b>5. Woodlands Park, Public Reserve</b>			
Moderate to high public use depending on seasonal conditions			
16. Mowing and ground maintenance	Grassed public areas	Moira	Moira to determine extent and frequency of mowing required
17. Paths, tracks & paths	Unsealed roads/tracks and informal parking areas	Moira	Maintained in a safe condition and to meet all current relevant standards
18. Public safety risk assessment	Timber jetty near boat ramp will not be managed as a public jetty by Moira. G-MW to manage as private infrastructure (licence) or remove	G-MW	Maintained in a safe condition and to meet all current relevant standards
19. Public boat ramps	Concrete public boat ramp. Originally constructed by unknown parties, ownership uncertain. G-MW to assume responsibility for management, on the understanding there is no obligation to provide public access at all times (e.g. ramp become unsafe).	G-MW	Ramps to be maintained in a safe condition to meet relevant standards
20. Car & trailer parking	Sealed and unsealed car and trailer parking facilities at boat ramps, up to leading edge of ramp	Moira	Moira to determine extent and frequency of maintenance
21. Waste management	Public rubbish bins	Moira	Areas maintained in clean & tidy condition, rubbish bins regularly emptied. Moira to determine extent and frequency of service required
22. Utilities	Power and water/wastewater to community infrastructure	Moira	Maintenance of power and water infrastructure to public amenity facilities on foreshore. Moira to determine extent and frequency of service required
23. Stormwater infrastructure	Urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points	Moira	Moira to inspect and maintain regularly to ensure adequate performance of stormwater system
24. Trees (foreshore)	Predominantly willows along the foreshore (areas <3m from lake edge). Many ageing and in poor condition	G-MW	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) undertaken as recommended by abolish report. Priority focus on high public use areas, lower priority elsewhere. Emergency works done as required (e.g. following storm events). Seek to preserve non-invasive willows where possible, new willows will not be planted by G-MW.
25. Trees (other areas)	Several mature trees, both native and non-native. In parkland reserve area (areas >3m from lake edge)	Moira	Abolish inspection every 3 years. Tree hazard reduction (tree removal/pruning) as recommended by abolish report. Emergency works done as required (e.g. following storm events). Priority focus on high public use areas, lower priority elsewhere
26. Signage (water based activity)	Public information/public warning signs relating to water based activities. (Note: NSW Maritime is primarily responsible for boating safety warning signage)	G-MW	Public signage maintained to meet all relevant standards
27. Signage (land)	Public information/public warning signs for land based activities	Moira	Public signage maintained to meet all relevant standards
28. Erosion works and structures	Various hard and soft engineered erosion prevention structures, including concrete, timber and geotextile structure, as well as areas with no erosion protection	G-MW	Publicly accessible areas maintained in a safe condition and to stabilise foreshore against erosion
29. Other infrastructure	Public park furniture, timber fencing	Moira	Maintained in a safe condition and to meet all current relevant standards
30. Public safety risk assessment	Joint assessment & report on public safety risks on all public areas & infrastructure	Shared	Joint G-MW/Moira inspection prior to summer every 3 years

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

Location	Public Safety Risk Assessment	Public Safety Risks	Public Safety Risks on all public areas & infrastructure.	Joint assessment & report on public safety risks	Shared	Inspection prior to summer every 3 years
Luton Drive Public Reserve	Undeveloped, low use public reserve area					
Mowing and ground maintenance	Grazed public areas.					
Stormwater infrastructure	All urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points.					
Rees (foreshore)	Predominantly willows along the foreshore (areas <3m from lake edge) Many ageing and in poor condition.					
Rees (other areas)	Numerous mature trees, both native and non-native, in parkland reserve area (areas >3m from lake edge).					
Lake edge	No erosion protection works and structures.					
Public safety risk assessment	Joint assessment & report on public safety risks on all public areas & infrastructure.					
Other Urban Foreshore Areas - Includes: 1) Other Urban Foreshore Areas between the (A) Irvine Parade between Weir and Bridge crossings. 2) Woodlands North, (C) Woodlands South. 3) Bathuni, (E) Bundling urban foreshore areas.	Publicly accessible urban foreshore areas linking public access points & reserves. Minimal public facilities at present. Low visitor numbers, moderate use by foreshore residents.					
Mowing and ground maintenance	Extensive grassland areas along foreshore.					
roads, tracks & paths	Gravel public path near Junction, Bundalong.					
Public boat ramps	Concrete public boat ramps including Campbellfield Drive Ramp, Woodlands (Stevenson Court) Ramp, Junction (Rasley Street) Ramp Bundalong, Pike Street Ramp Bundalong. Originally constructed by unknown parties, ownership uncertain. G-MW to assume responsibility for management, on the understanding there is no obligation to provide public access at all times (e.g should a ramp become unsafe). Moira do not consider ramp at Lewingtons Road a public ramp, ramp to be removed, licensed or managed separately.					
car & trailer parking	Sealed and unsealed car and trailer parking facilities at boat ramps, up to leading edge of ramp.					
Toilets	Public toilet near Junction (Rasley Street) Boat Ramp.					
Stormwater infrastructure	Multiple private jetties and associated infrastructure.					
Waste management	All urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points.					
Trees	Rubbish bins & waste skips Junction and Pike Street boat ramps.					
weed management	Numerous mature trees, predominantly willows at Woodlands and Bathuni, natives (Redgums) at Bundalong.					
grange (foreshore/water)	Noxious and environmental weeds.					
grange (land)	Public information/public warning signs relating to water based activities (Note: NSW Maritime is primarily responsible for boating safety warning signage.)					
relating walls & lake edge	No public infrastructure. Multiple privately constructed retaining walls, mostly timber and concrete. Geotextile bags installed at some boat ramps for erosion control & to minimise impacts on boats using ramps.					
Other infrastructure (public)	BBCs, picnic tables and pine fencing at Junction Boat Ramp.					
Other infrastructure (private)	Multiple privately constructed jetties of infrastructure.					
Public safety risk assessment	Assessment & report on public safety risks.					

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

9. Rural Foreshore Areas - Includes undeveloped foreshore public land in non-bath areas		Limited accessibility and low visitor numbers at present. No public facilities at present though potential for establishment of foreshore paths and other public infrastructure in future.	
Swing and ground maintenance	Grass areas along foreshore	GMW	Generally not required. Minimal slashing considered in some areas if needed for fire protection in consultation with CFA & Municipal Fire Officer.
Concrete public boat ramp at Major's Creek	Concrete public boat ramp at Major's Creek. Originally constructed by unknown parties, ownership uncertain. GMW to assume responsibility for management, on the understanding there is no obligation to provide public access at all times (e.g. should a ramp become unsafe). Also understood that should Moira wish to undertake significant capital upgrades of ramps & associated infrastructure in future, then Moira will assume responsibility for those ramps.	GMW	Ramps to be maintained in a safe condition to meet relevant standards. Moira to determine extent and frequency of maintenance.
Sealed and unsealed access road, car and trailer parking facilities, up to leading edge of ramp	Sealed and unsealed access road, car and trailer parking facilities, up to leading edge of ramp. Timber public jetty at Major's Creek boat ramp. Original ownership unknown, GMW will assume responsibility. Also a number of private jetties and associated infrastructure.	Moira	Moira to determine extent and frequency of service required.
Public jetties & mooring infrastructure	Waste skips at Major's Creek boat ramp.	GMW	Maintained in a safe condition to meet all current relevant standards. Moira to determine extent and frequency of service required.
Stormwater infrastructure	All urban stormwater infrastructure including surface and underground pipes, gutters, culverts and discharge points.	Moira	Moira to inspect and maintain regularly to ensure adequate performance of stormwater system. Formal arborist assessments not required unless significant increase in public accessibility & associated risk, inspection and tree hazard reduction (tree removal/pruning) only undertaken on as-needs basis (e.g. after extreme storm events).
Trees	Mix of native and exotic lake edge trees of variable quality.	GMW	Public signage maintained to meet all relevant standards.
Vegetation management	Noxious and environmental weeds.	GMW	Publicly accessible areas maintained in a safe condition and where needed to stabilise foreshore against erosion.
Signage (foreshore/water)	Public information/public warning signs relating to water based activities. (Note NSW Maritime is primarily responsible for boating safety warning signage.)	GMW	
Signage (land)	Public information/public warning signs for land based activities	Moira	
Retaining walls & lake edge	Geotextile bags installed at Major's Creek boat ramp. Minimal other constructed infrastructure (public or private)	GMW	

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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**

**APPENDIX 2**

**PLANS OF RESERVES**

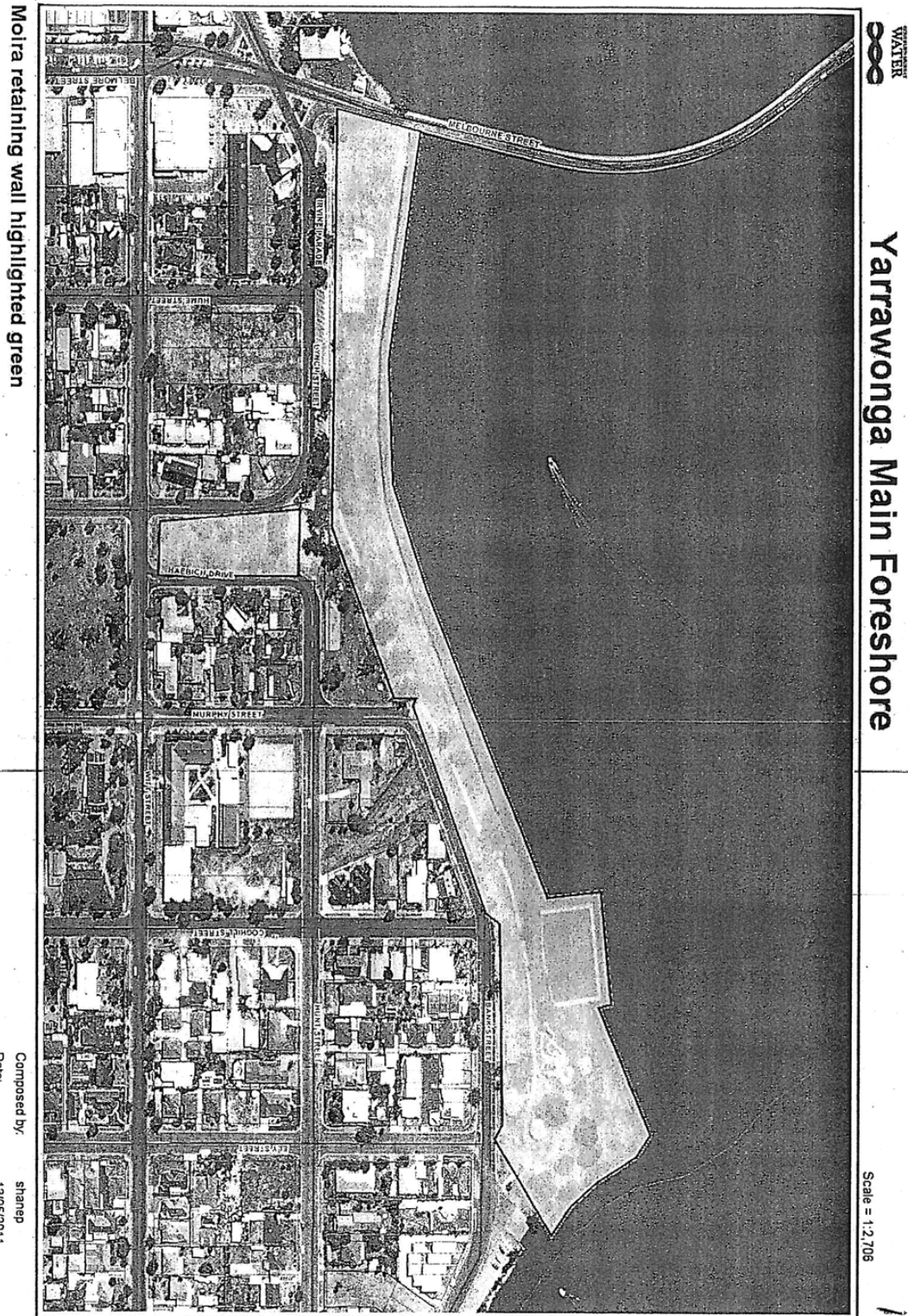


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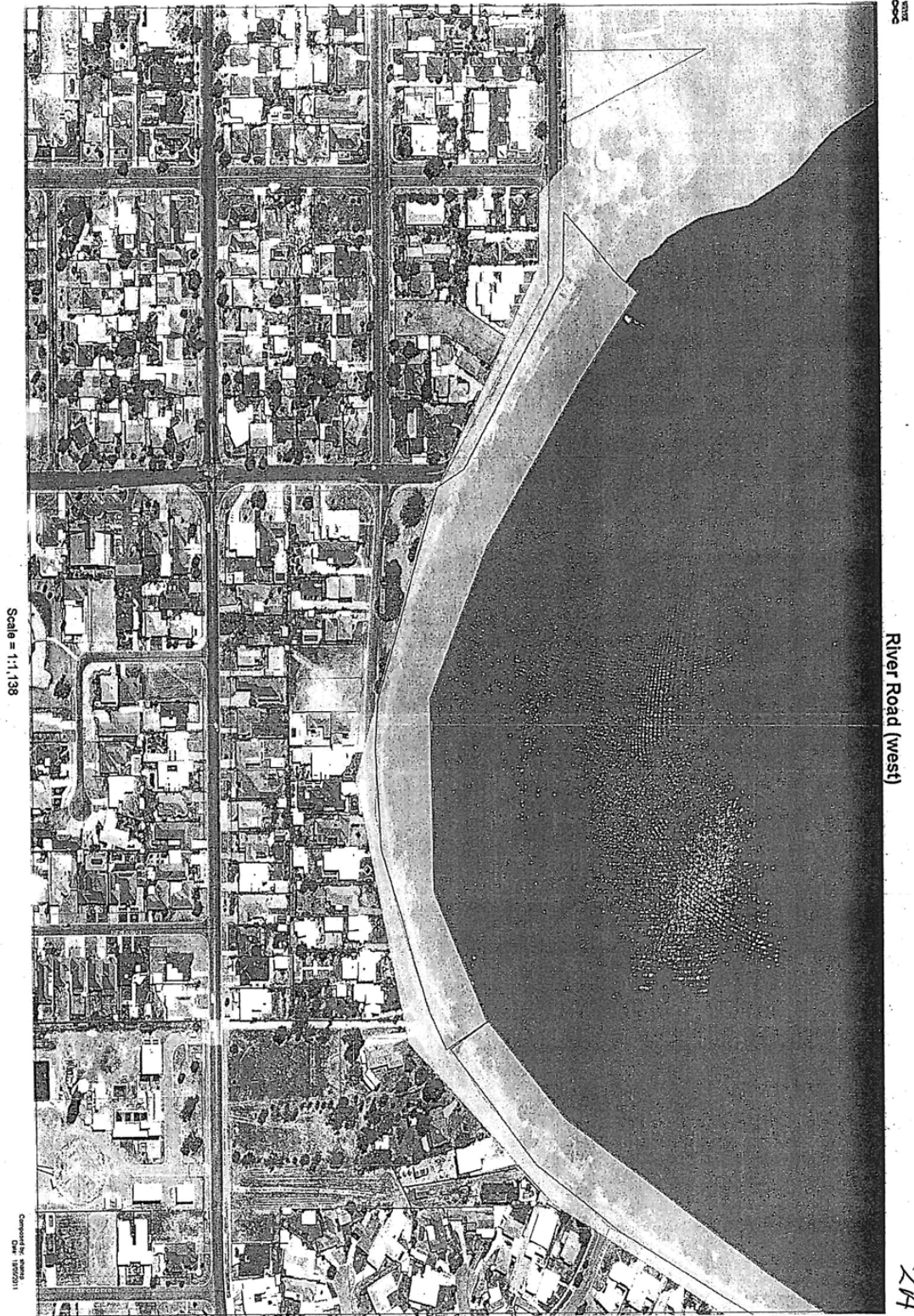


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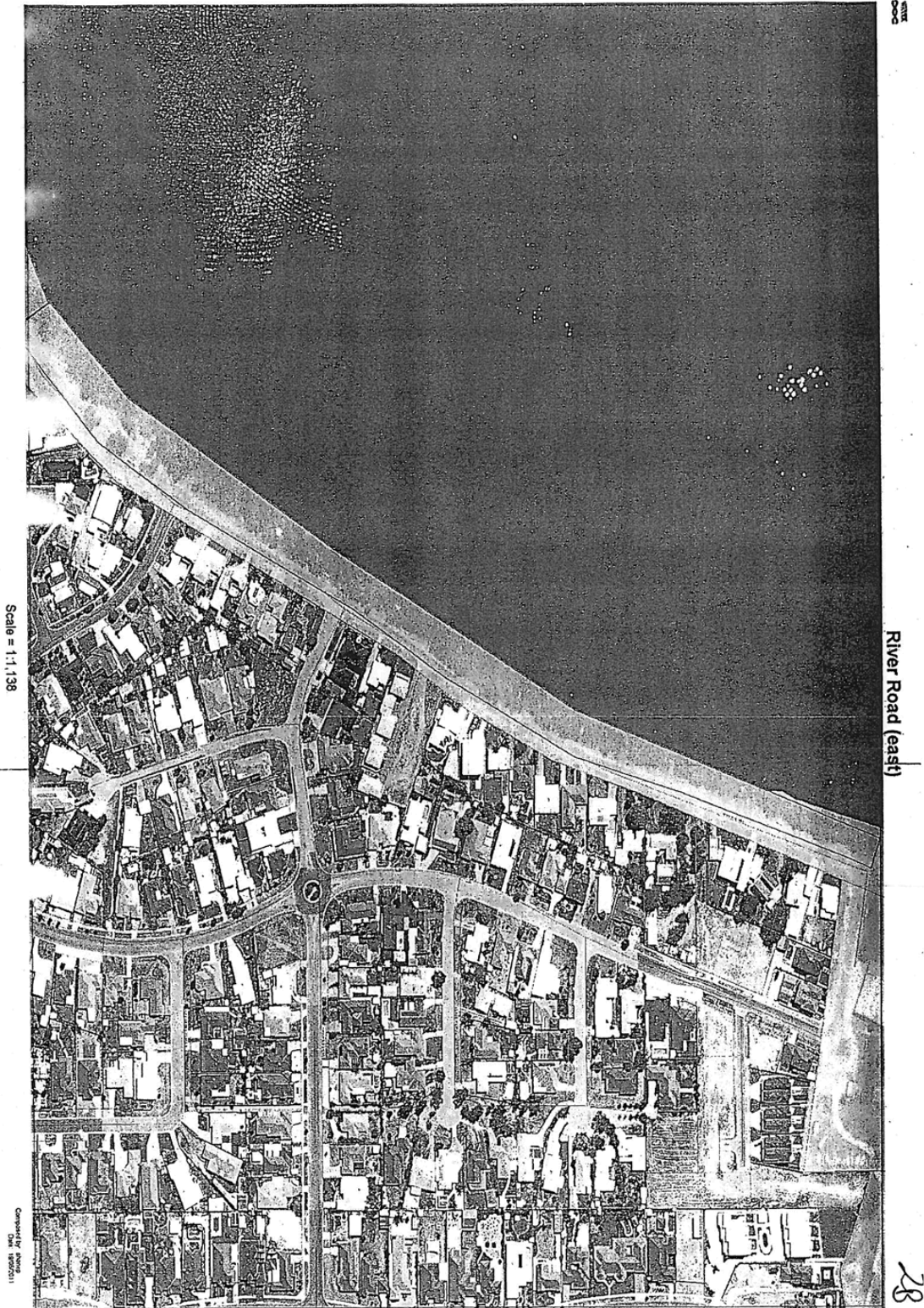


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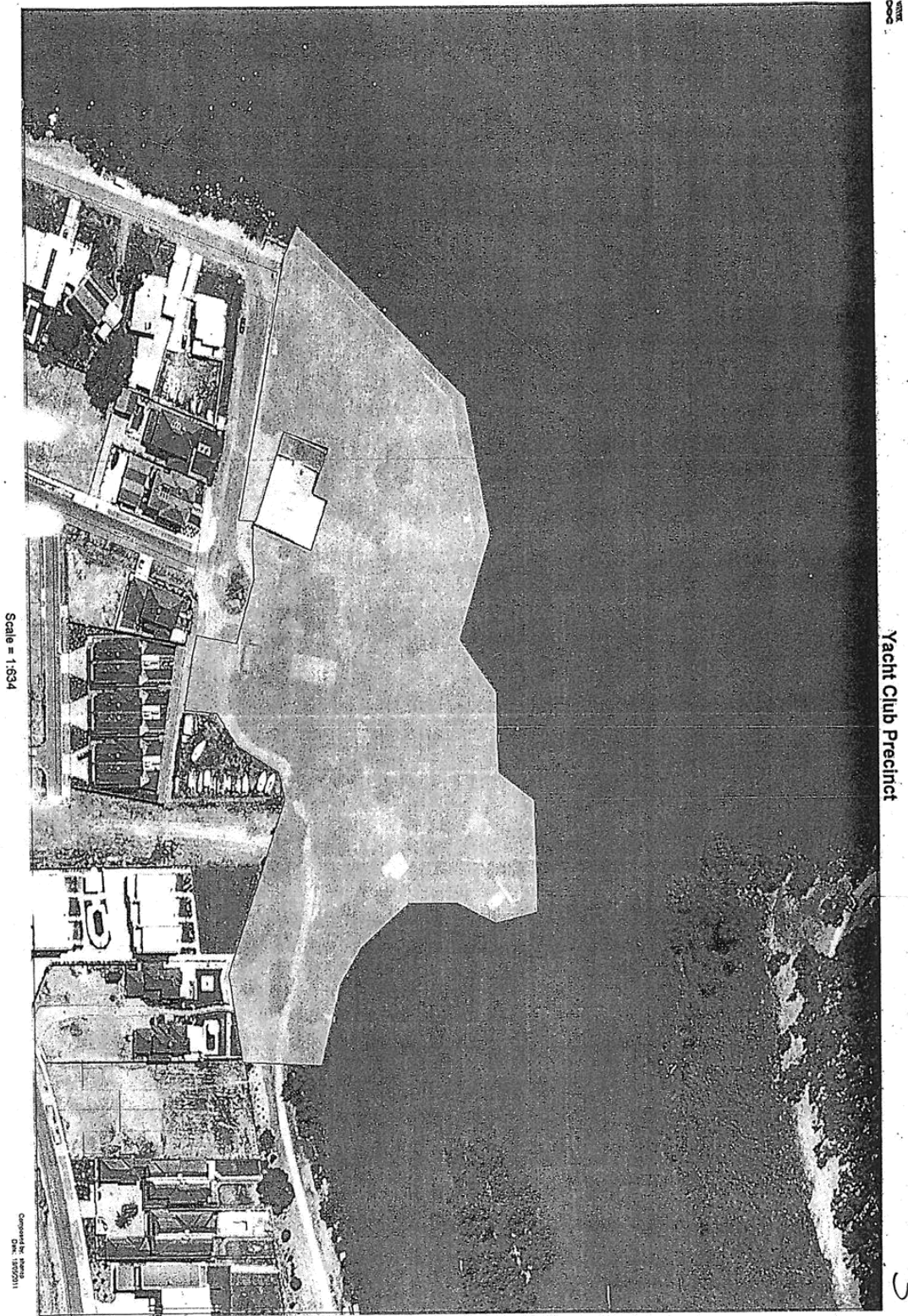


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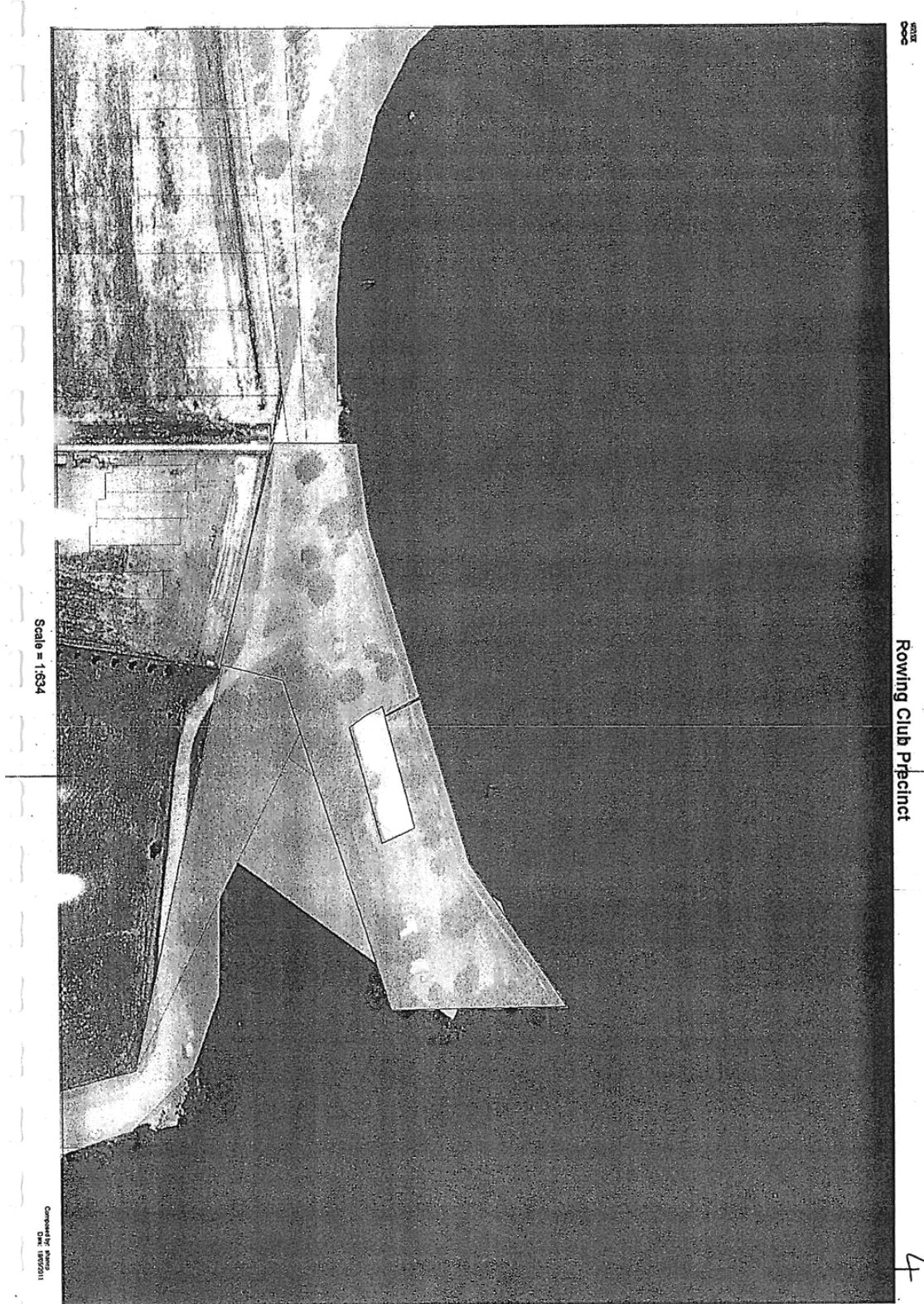


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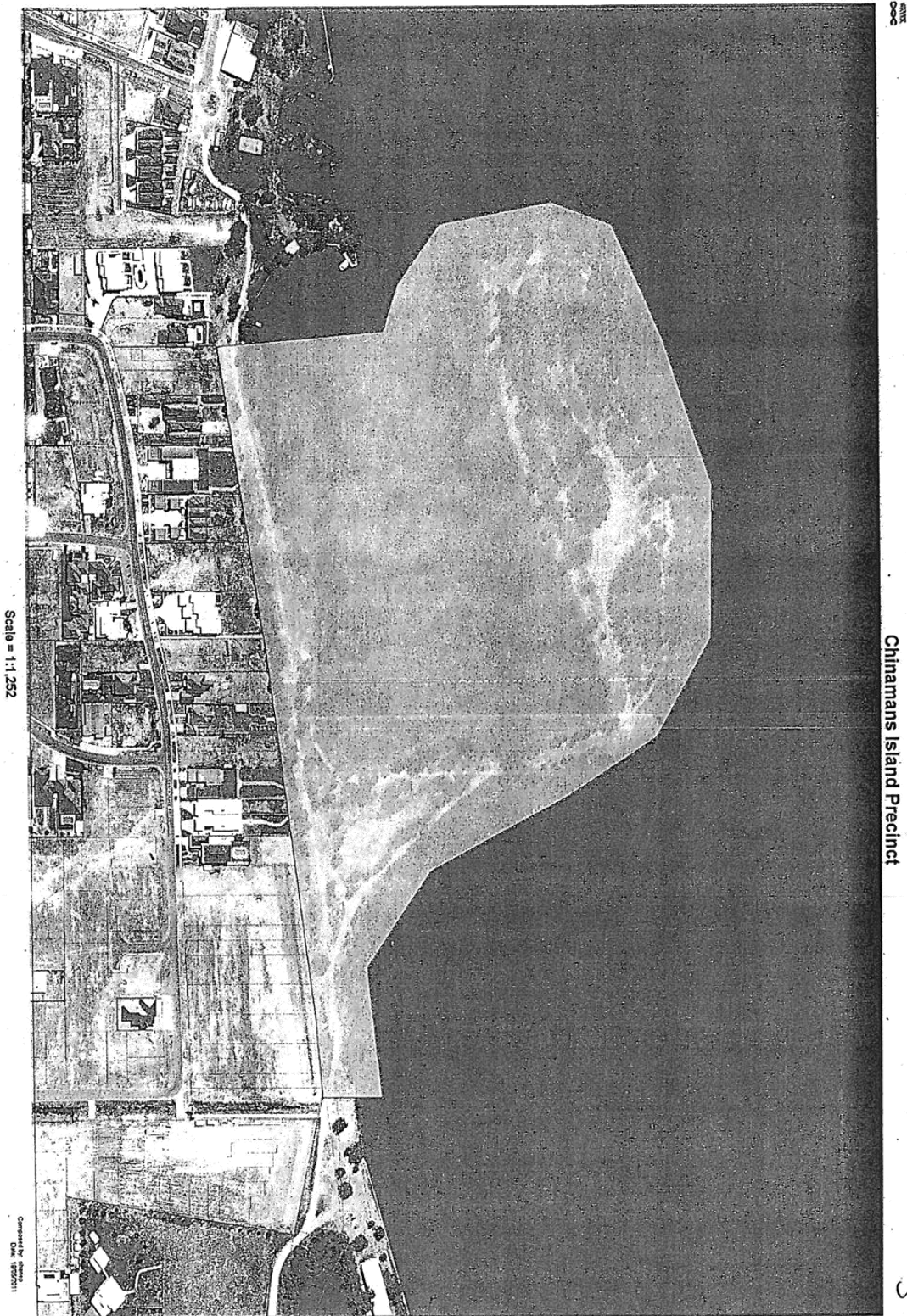


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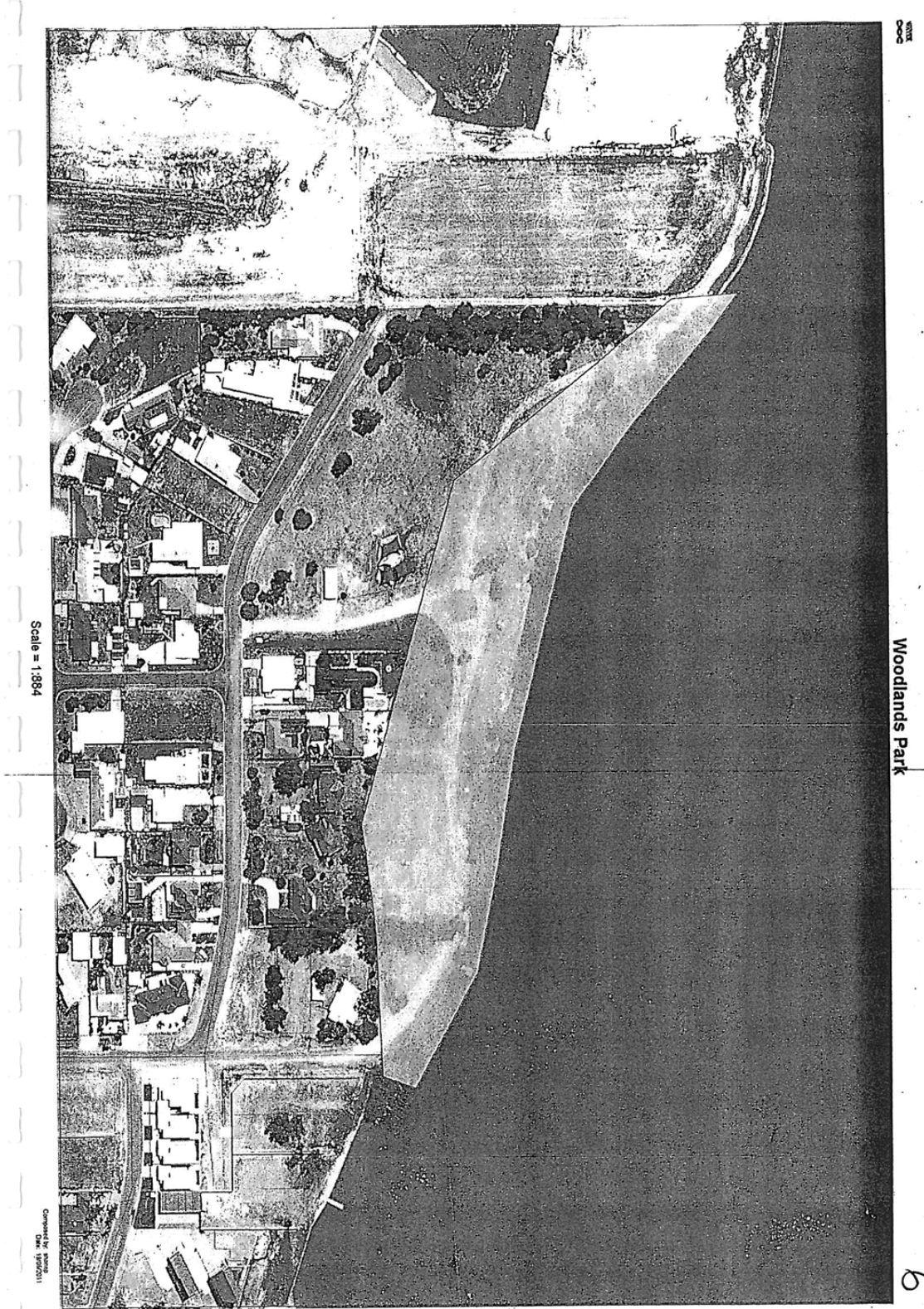


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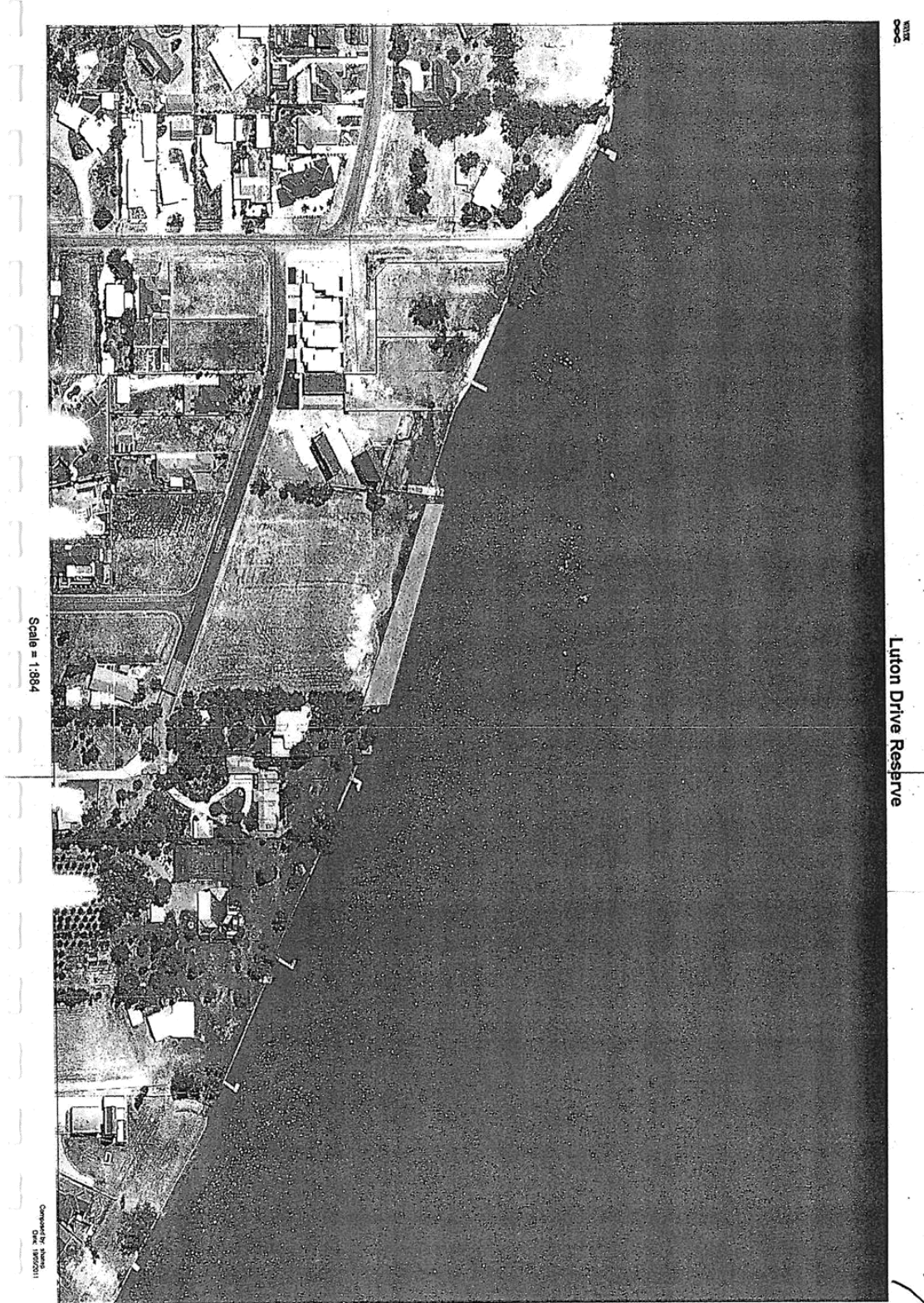


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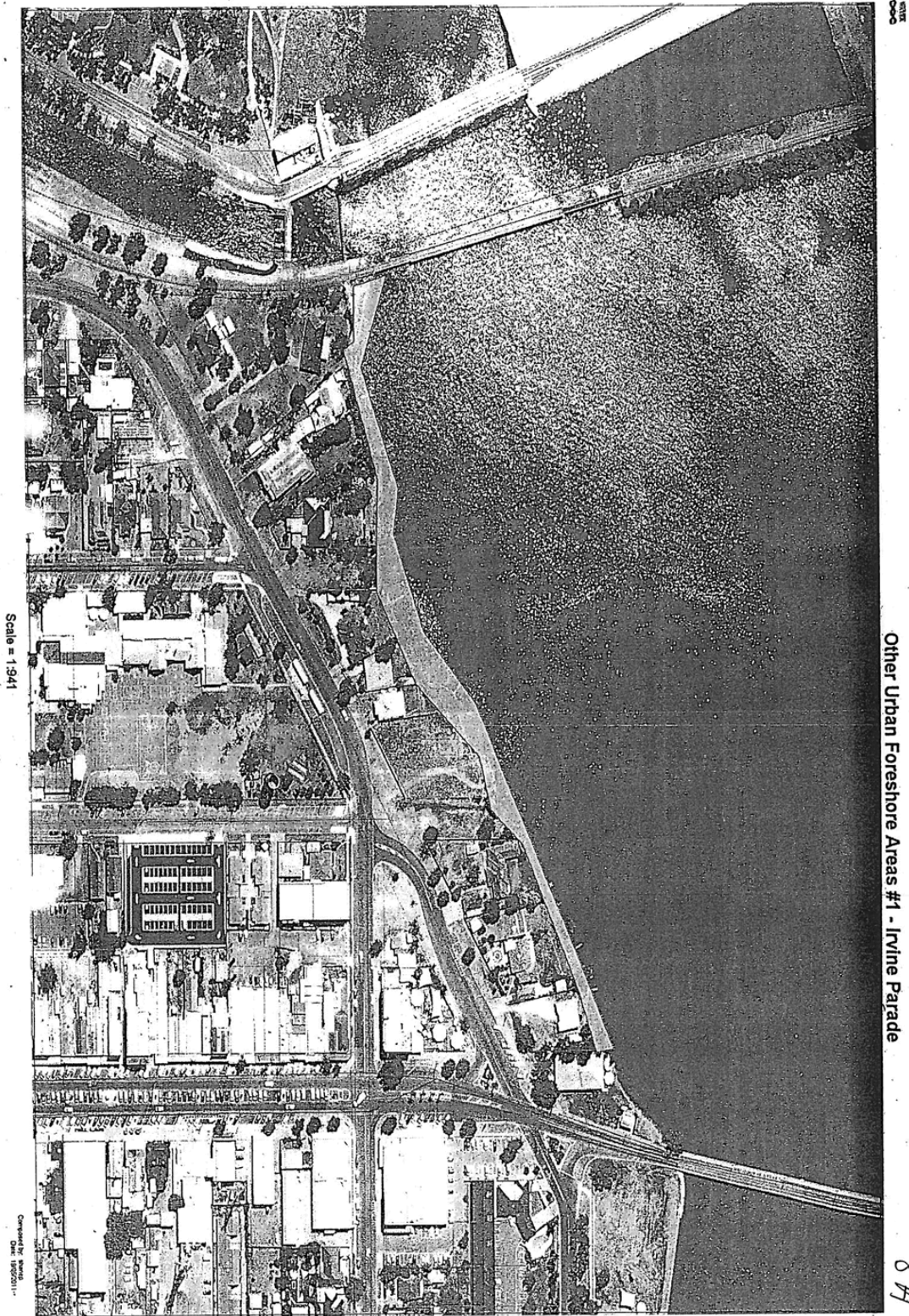


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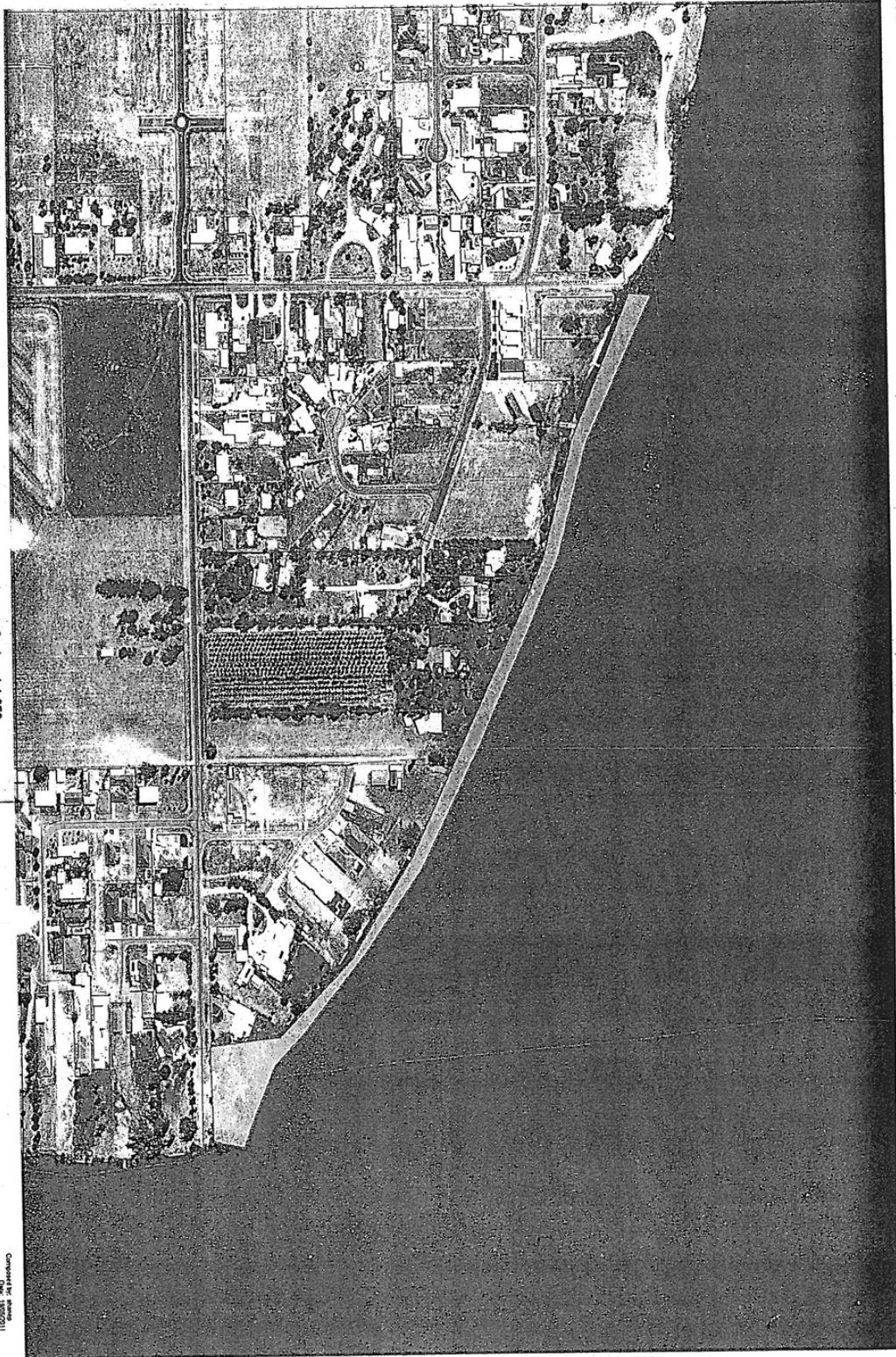


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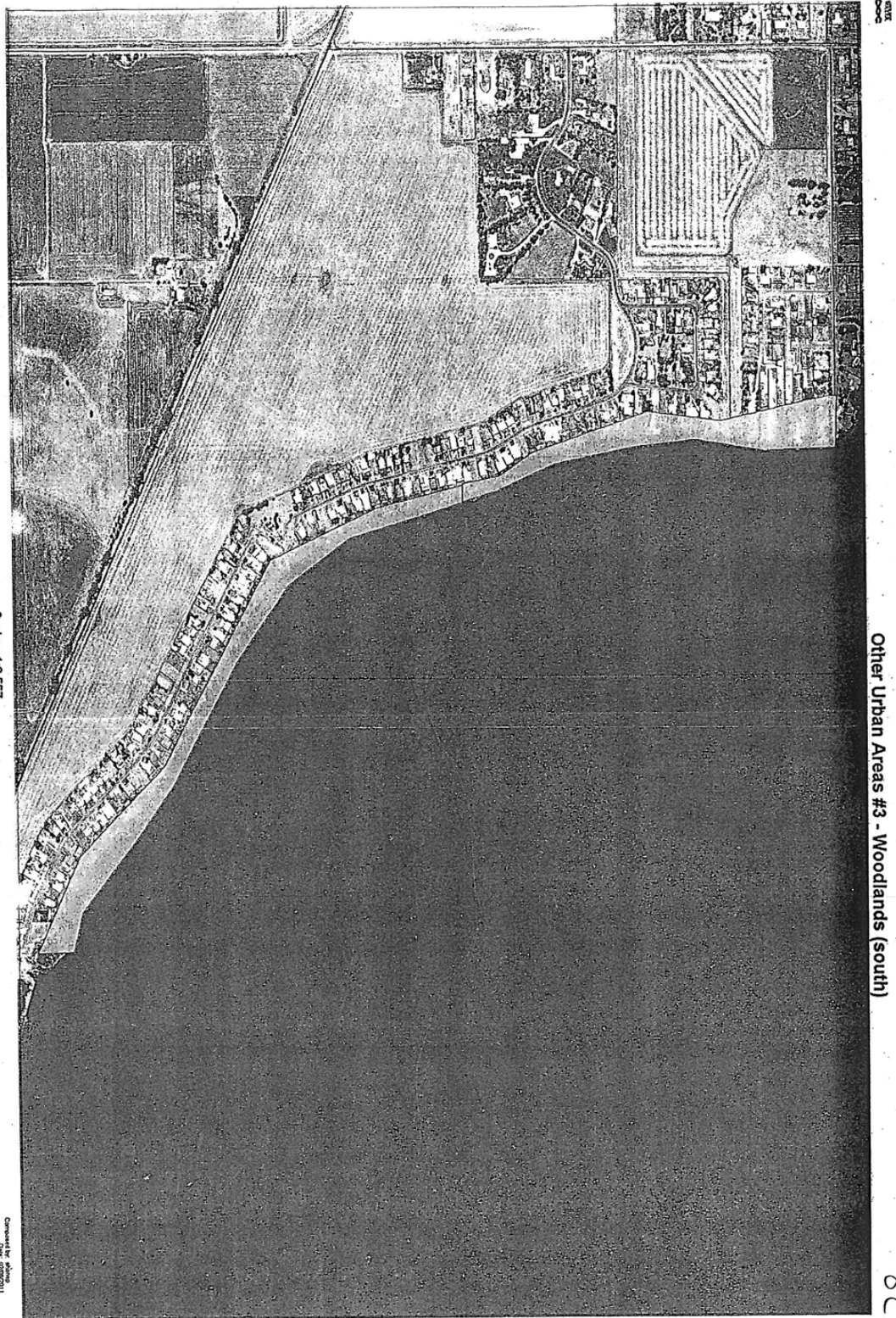


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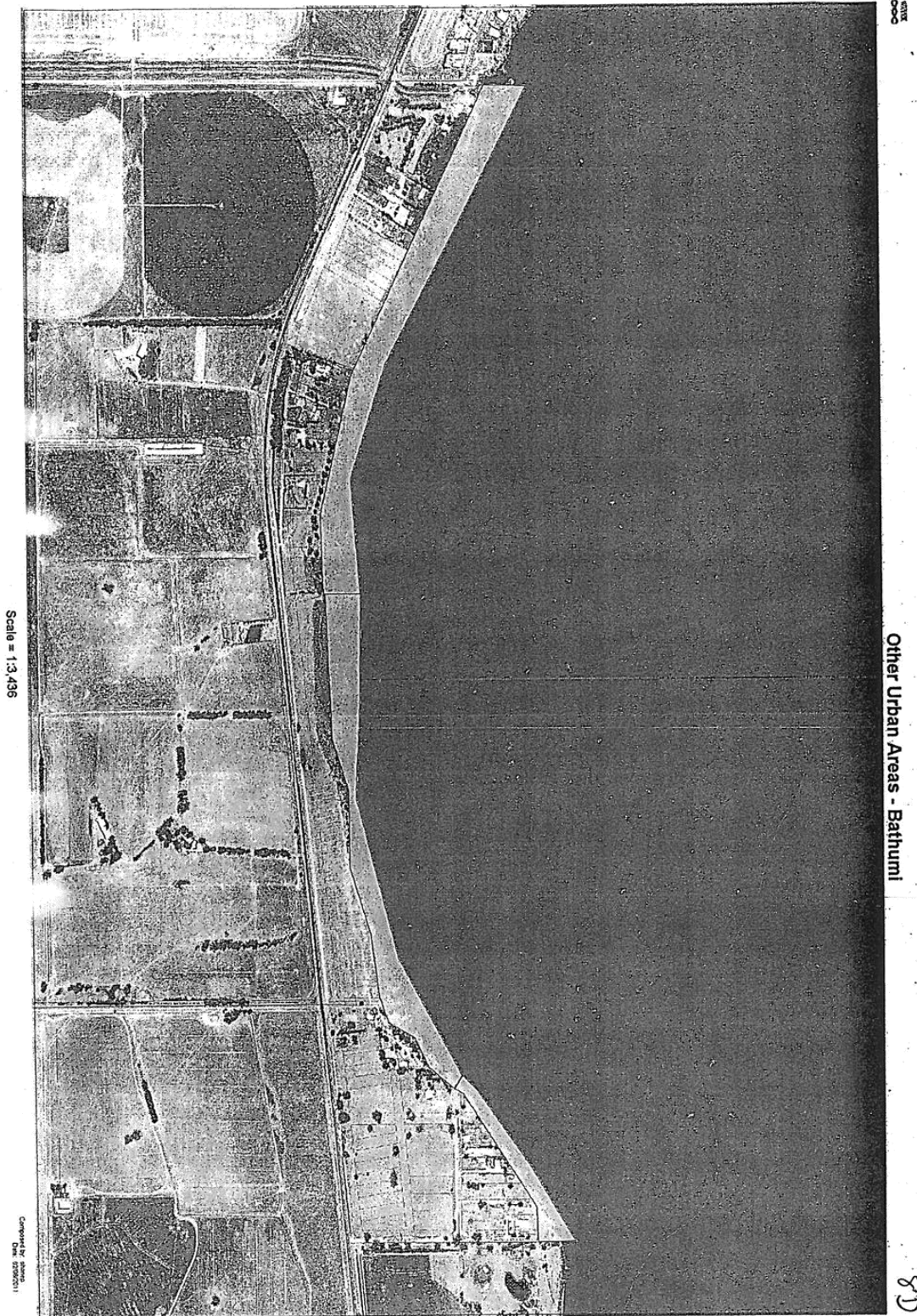


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**YARRAWONGA FORESHORE - GMW OCCUPATION LICENCE (cont'd)**

**ATTACHMENT No [3] - Appendix B - Lake Mulwala Reserves Maintenance Agreement**



Urban Areas - Bundalong

Composed by: shanep  
Date: 01/09/2011

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4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

## QUARTERLY BUDGET REVIEW - DECEMBER 2018

### **RECOMMENDATION**

1. That Council notes the projections for the 2018/19 financial year contained in the December 2018 Quarterly Budget Review.
2. That Council notes the Environment Upgrade Agreements quarterly performance report.

### **1. Executive Summary**

#### **Income Statement**

There has been an increase in the forecast budget from a deficit of \$0.87 million in the Approved September 2018 forecast to a deficit of \$1.03 million in the December 2018 forecast. Every effort is made to seek funding or identify savings to meet new expenditures; the movement in the Income statement are discussed in the financial implications in item 3.1.

#### **Balance Sheet**

The Balance Sheet of Moira Shire continues to remain strong.

#### **Cash Flow Statement**

The cash position of Moira Shire continues to remain strong.

#### **Capital Expenditure**

The capital works forecast for December 2018 is \$19.34 million this is a reduction of \$0.24 million on the Approved September 2018 forecast \$19.57 million. This is mainly due to new funded capital works projects and a reassessment of ability to complete existing works program within the current financial year.

#### **Financial Performance indicators**

All Financial performance indicators remain within an acceptable range.

### **2. Background and Options**

The quarterly budget review mandated under Section 138 of the Local Government Act 1989.

The Act requires that at least every three months the Chief Executive Officer must ensure a statement comparing the budgeted revenue and expenditure for the financial year with actual revenue and expenditure to date presented to the Council.

### **3. Financial Implications**

#### **3.1 Summary of changes to projected operating result for the 2018/19 financial year**

The deficit for the December 2018 forecast expected to be \$1,029,139 – an increase of \$160,195 compared to the Approved September 2018 forecast deficit of \$868,944.

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4. A WELL RUN COUNCIL

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**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

<b>Approved September 2018 Forecast vs Proposed Forecast December 2018</b>	<b>(Favourable) / Unfavourable \$</b>
<b>Deficit – September Forecast 2018</b>	<b>868,944</b>
Rates	(50,000)
Operating Grants	(127,712)
Numukah Tyre Stockpile Removal Grant	(1,500,000)
Capital Grants	(206,547)
Capital Contributions	400,360
User Charges	159,332
Statutory Fees and Fines	(96,000)
Other Operating Income	(139,781)
Employee Costs	(256,110)
Materials & Consumables	131,623
Contract Services	348,030
Numukah Tyre Stockpile Removal Contractors and Materials	1,500,000
Other Operating Expenditure	(3,000)
<b>Proposed December 2018 Forecast Deficit</b>	<b>1,029,139</b>

The major reasons for the increase in the deficit are as follows:

- a) **Rates** – Increase in supplementary rate assessment income for new developments at Silverwoods Yarrowonga and in Campbell Road Cobram.
- b) **Operating Grants** – New operating grants received for the Free from Violence (community) program and Yarrowonga Framework Plan (VPS).
- c) **Numurkah Tyre Stockpile Removal Grant** – New operating grant received from EPA Victoria for the removal of the stockpile of tyres in Numurkah, which is offset by contractor expenses.
- d) **Capital Grants** – New capital grants received for Apex Reserve Cobram, Stewarts Road (3) Bridges, Eileen Taylor Kindergarten, Lake Rowan Road, Forge Pump Lane and E Waste Storage Facilities. These new grants offset by 50% reduction in grant for The Point; transferred to the 2019/20 financial year in line with the Commonwealth funding agreement and Yarrowonga Boat Ramp grant where a successful grant has yet to be secured.
- e) **Capital Contributions** – Delay in commencing the Humberstone Street Nathalia special scheme and Yarrowonga Boat Ramp project, offset by additional community contribution for Eileen Taylor Kindergarten.
- f) **User Charges** – Loss of user fee income from Cobram Landfill mostly as result of loss of commercial users to private landfill at Patho (near Echuca).
- g) **Statutory Fees and Fines** – Additional planning and building statutory fee income earned.



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**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

- h) **Other Operating Income** – Income derived from the recognition of profit on sale of land formerly at Cobram Saleyards.
- i) **Employee Costs** – Savings on Workers Compensation insurance premium and savings derived from delays in backfilling roles during the first half of the financial year.
- j) **Materials and Services** – Increased roads maintenance costs offset by savings in other categories.
- k) **Contract Services** –and additional contractor costs to support the transition of the Environmental Health function to an outside provider. Savings expected to flow beginning in the next financial year.
- l) **Numurkah Tyre Stockpile Removal Contractors and Materials** – Project costs for the removal of tyres from the Numurkah site which is offset by the EPA Grant.

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**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

**3.2 Income Statement**

Income Statement	Adopted Budget 2018/19	YTD Actuals 2018/19	Approved Forecast Sep 2018	Proposed Forecast Dec 2018	Approved September 2018 Forecast vs Proposed Forecast December 2018
<b>Income</b>					
Rates	(36,390,877)	(36,410,086)	(36,380,535)	(36,430,535)	(50,000)
Operating Grants	(6,094,427)	(5,176,025)	(7,008,740)	(7,136,452)	(127,712)
Numukah Tyre Stockpile Removal Grant	-	-	-	(1,500,000)	(1,500,000)
Capital Grants	(6,610,753)	(2,601,516)	(7,132,753)	(7,339,300)	(206,547)
Capital Contributions	(3,349,760)	(160,000)	(937,760)	(537,400)	400,360
Operating Contributions	(53,200)	(48,020)	(62,350)	(62,350)	-
Contributions - non-monetary (Donated assets)	(200,000)	-	(200,000)	(200,000)	-
Reimbursements and Subsidies	(60,949)	(59,362)	(96,715)	(96,715)	-
User Charges	(2,389,831)	(847,588)	(2,389,831)	(2,230,499)	159,332
Statutory Fees and Fines	(1,244,500)	(612,841)	(1,244,500)	(1,340,500)	(96,000)
Interest	(450,000)	(78,661)	(450,000)	(450,000)	-
Other Revenues	(620,394)	(135,285)	(620,394)	(620,394)	-
Net Gain on Land Held for Resale	(13,000)	(545,603)	(13,000)	(122,902)	(109,902)
Net Gain on Disposal of Property, Plant & Equipment	(51,900)	(281,861)	(51,900)	(81,779)	(29,879)
<b>Income Total</b>	<b>(57,529,591)</b>	<b>(46,956,848)</b>	<b>(56,588,478)</b>	<b>(58,148,826)</b>	<b>(1,560,348)</b>
<b>Expenditure</b>					
Employee Costs	22,035,221	7,880,583	22,016,492	21,760,382	(256,110)
Materials & Services	15,673,657	6,354,940	16,231,564	16,363,187	131,623
Contract Services	5,987,861	1,568,410	6,152,598	6,500,628	348,030
Numukah Tyre Stockpile Removal Contractors and Materials	-	-	-	1,500,000	1,500,000
Utilities	1,045,366	485,218	1,075,866	1,074,866	(1,000)
Bad and Doubtful Debts	10,000	395	10,000	10,000	-
Depreciation	10,632,000	4,430,000	10,632,000	10,632,000	-
Other Expenses	582,908	147,231	594,908	592,908	(2,000)
Interest on Borrowings	233,994	103,441	233,994	233,994	-
Interest on Unwinding of Discount of Provisions	300,000	-	300,000	300,000	-
Written Down Value of Infrastructure Replaced	200,000	-	200,000	200,000	-
Share of Net Loss of Associated Entity	10,000	-	10,000	10,000	-
<b>Expenditure Total</b>	<b>56,711,007</b>	<b>20,970,218</b>	<b>57,457,422</b>	<b>59,177,965</b>	<b>1,720,543</b>
<b>Operating Result</b>	<b>(818,584)</b>	<b>(25,986,631)</b>	<b>868,944</b>	<b>1,029,139</b>	<b>160,195</b>

FILE NO: F16/701  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

**3.3 Balance Sheet**

	<b>Adopted Budget 2018/19</b>	<b>Approved Forecast Sep 2018</b>	<b>Proposed Forecast Dec 2018</b>	<b>Approved September 2018 Forecast vs Proposed Forecast December 2018</b>
<b>Balance Sheet</b>				
Current Assets	27,498,000	35,634,448	35,712,242	77,794
Non-Current Assets	580,009,000	580,009,000	579,771,011	(237,989)
<b>Total Assets</b>	<b>607,507,000</b>	<b>615,643,448</b>	<b>615,483,253</b>	<b>(160,195)</b>
Current Liabilities	10,717,000	10,717,000	10,717,000	-
Non-current Liabilities	14,302,000	14,302,000	14,302,000	-
<b>Total Liabilities</b>	<b>25,019,000</b>	<b>25,019,000</b>	<b>25,019,000</b>	<b>-</b>
<b>Net Assets</b>	<b>582,488,000</b>	<b>590,624,448</b>	<b>590,464,253</b>	<b>(160,195)</b>
Equity	582,489,000	590,624,448	585,059,253	(160,195)

**3.4 Statement of Cash Flow**

	<b>Adopted Budget 2018/19</b>	<b>Approved Forecast Sep 2018</b>	<b>Proposed Forecast Dec 2018</b>	<b>Approved September 2018 Forecast vs Proposed Forecast December 2018</b>
<b>Statement of Cash Flow</b>				
Net cash flows provided by operating activities	11,439,000	15,156,472	14,938,897	217,575
Net cash flow used on investing activities	(20,670,000)	(19,137,024)	(18,759,254)	(377,770)
Net cash flows provided by financing activities	(1,356,000)	(1,356,000)	(1,356,000)	-
<b>Net change in cash held</b>	<b>(10,587,000)</b>	<b>(5,336,552)</b>	<b>(5,176,357)</b>	<b>(160,195)</b>
Cash at the beginning of the year	32,225,000	35,191,000	35,191,000	-
<b>Cash at the end of the year</b>	<b>21,638,000</b>	<b>29,854,448</b>	<b>30,014,643</b>	<b>(160,195)</b>

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4. A WELL RUN COUNCIL

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**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

**3.5 Capital**

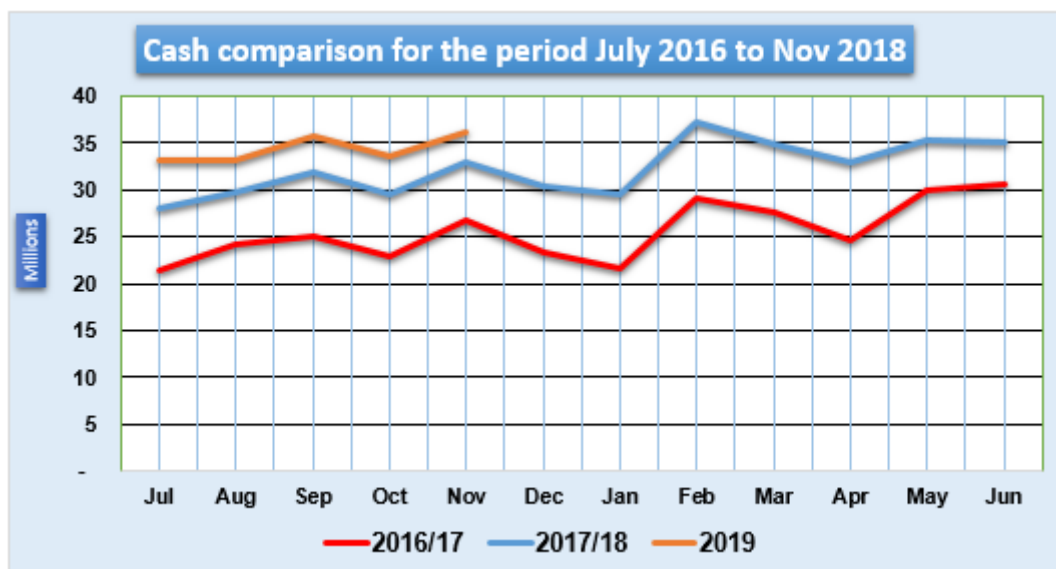
	Adopted Budget 2018/19	YTD Actuals 2018/19	Approved Forecast Sep 2018	Proposed Forecast Dec 2018	Approved September 2018 Forecast vs Proposed Forecast December 2018
<b>Capital</b>					
Total capital income	(10,289,413)	(2,186,838)	(8,399,413)	(8,235,479)	163,934
Total capital expenditure	21,106,725	5,541,262	19,573,749	19,335,760	(237,989)
<b>Grand Total</b>	<b>10,817,312</b>	<b>3,354,424</b>	<b>11,174,336</b>	<b>11,100,281</b>	<b>(74,055)</b>

Total Capital Expenditure including commitments outstanding is \$10,981,053.

The capital works forecast reduction of \$237,989 on the Approved September 2018 program, is driven by anticipated delays in capital works projects at The Point Yarrowonga, Humberstone Street Nathalia and Cobram Piazza and Federation Park, deferred cost of Cobram Landfill commercial waste facility and postponement of the Yarrowonga Boat Ramp project pending a successful grant application.

Capital works projects funded from successful grant applications partly offset the reduction in the above capital works. New funding from successful grant for: E Waste storage facilities at Cobram Landfill and Yarrowonga, Nathalia and Numurkah Transfer Stations; Apex Reserve Cobram; Eileen Taylor Kindergarten Cobram and Forges Pump Lane Yarrowonga. New capital expenditure required for Katunga Recreation Reserve electrical safety works and increased costs of the Stewarts Road (3) Bridges project.

**3.6 Cash Balance**



The balance of Cash and cash equivalents at 30 June 2019 proposed to be \$29.93 million.

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4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

**3.7 Financial Performance Measures**

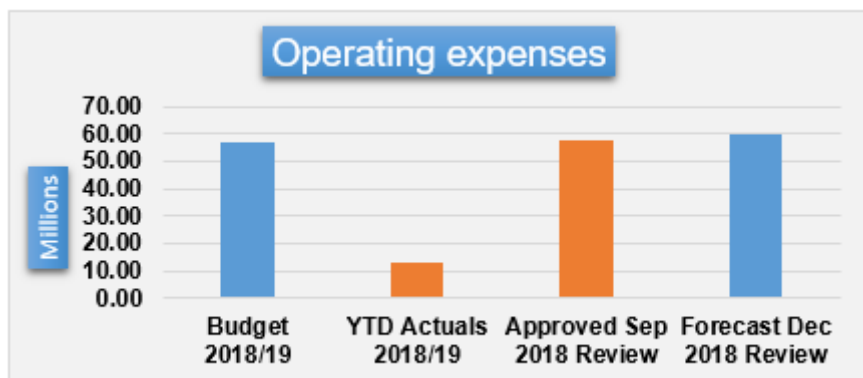
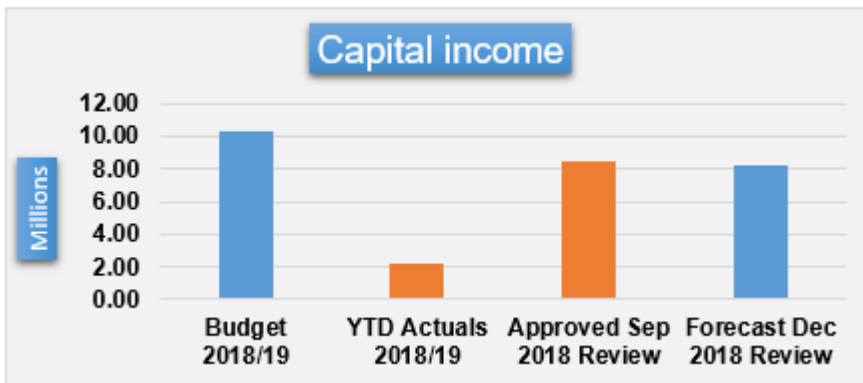
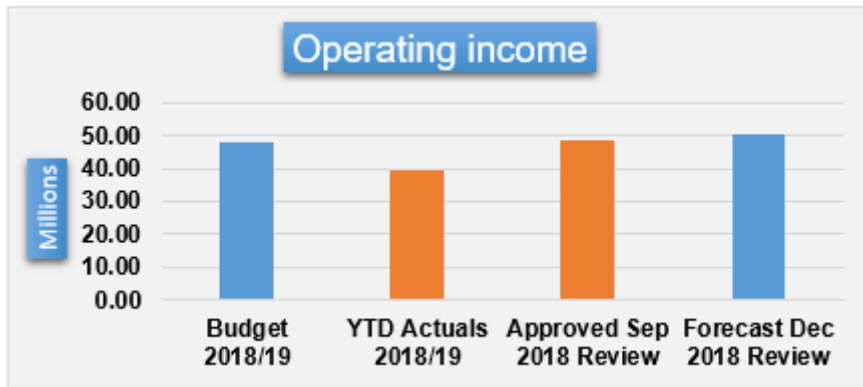
	Dimension/indicator/measure	Band / Range	Results 2016	Results 2017	Results 2018	Budget 2018/19	Sep 2018 Review	Dec 2018 Review
	<b>Efficiency</b>							
	<b>Revenue level</b>							
E1	Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$700 to \$2,000	\$1,824	\$1,853	\$1,856	\$1,889	\$1,876	\$1,872
	<b>Expenditure level</b>							
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,000 to \$5,000	\$2,880	\$2,976	\$2,963	\$3,258	\$3,298	\$3,412
	<b>Workforce turnover</b>							
E3	Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	5% to 20%	10.10%	9.11%	9.75%	9.00%	9.00%	9.00%
	<b>Liquidity</b>							
	<b>Working capital</b>							
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	225% to 350%	334.10%	399.38%	444.74%	256.58%	332.50%	333.23%
	<b>Unrestricted cash</b>							
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	110% to 250%	252.29%	318.30%	360.82%	177.75%	253.68%	252.10%
	<b>Obligations</b>							
	<b>Asset renewal</b>							
O1	Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	75% to 100%	67.24%	89.95%	77.59%	83.62%	83.62%	83.62%
	<b>Loans and borrowings</b>							
O2	Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0% to 20%	16.83%	13.54%	10.07%	6.75%	6.75%	6.74%
O3	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0% to 5%	4.46%	3.98%	3.82%	3.09%	3.10%	3.09%
	<b>Indebtedness</b>							
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	25% to 40%	40.23%	37.29%	33.41%	34.70%	34.67%	34.57%
	<b>Operating position</b>							
	<b>Adjusted underlying result</b>							
OP1	Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	0% to 3%	0.20%	14.30%	11.34%	-6.68%	-5.20%	-4.58%
	<b>Stability</b>							
	<b>Rates concentration</b>							
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	40% to 70%	66.26%	56.22%	60.70%	67.98%	66.00%	63.47%
	<b>Rates effort</b>							
S2	Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.40% to 0.70%	0.66%	0.63%	0.64%	0.61%	0.60%	0.60%

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4. A WELL RUN COUNCIL

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**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

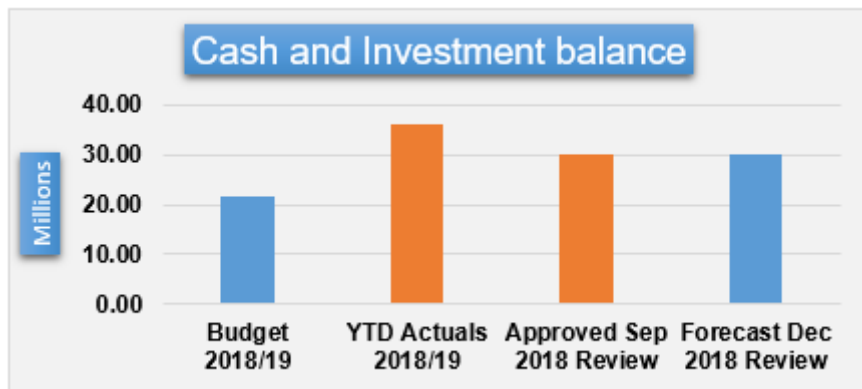
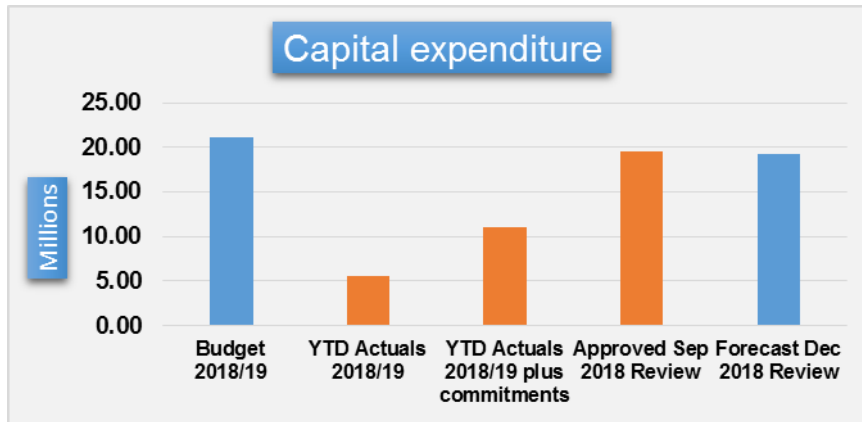
**3.8 Financial Indicators**



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4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**



**4. Risk Management**

It is appropriate to examine the risks as they may impact on Council's the financial position. The areas identified highlight the potential impacts on Council.

**Capital Works**

Council's capital works need to be managed prudently to strengthen Council's financial position and ensure Council meets all the low risk financial sustainability indicators as specified by the Victorian Auditor-General's Office.

**Grant Income**

Council has a significant level of government grants. These grants underpin several capital works projects and operating programs, all of which are of importance to the Moira community. Capital grants for 2018/19, total \$7.34 million and operating grants \$8.64 million (this excludes the \$5.39 million of 2018/19 Financial Assistance Grant received in 2017/18).

**5. Environmental Upgrade Agreement (EUAs) - Quarterly Performance Reporting**

This report provides an update on the Environmental Upgrade Agreements involving Council, as required by Section 181G of the Local Government Act.

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## QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)

EUAs provide a mechanism to assist business located within Moira Shire to fund works that improve the energy, water or environmental efficiency or sustainability of a building on their rateable land.

Under a EUA, councils administer the recovery of the EUA charges and transfer the funds to the funding body. Council does not provide funding or assume financial risk.

Councils are required to report quarterly on the performance of EUAs involving council.

Reporting requirement	Status as at 30 November 2018
a) Each environmental upgrade agreement entered into in the last quarter, and the rateable land to which the agreement relates	No new agreements were entered into during the reporting period
b) Each environmental upgrade charge approved in respect of the agreements referred to in paragraph (a), and the value of the charges	No new agreements were entered into during the reporting period
c) The total number of environmental upgrade charges in operation in the last quarter;	2
d) The total value of all environmental upgrade charge payments that have fallen due and have not been paid;	Nil
e) The total value of all environmental upgrade charge payments that are yet to fall due.	\$5,852,725

### 6. Internal and External Consultation

The following members of staff consulted:

- Corporate Management Team
- All Managers
- Finance Coordinator
- Financial Accountant

The Council's December 2018 budget review provided for public viewing in accordance with Council's open and transparent governance policy.

### 7. Regional Context

There are no regional issues to consider within this report.

### 8. Council Plan Strategy

A well run Council.

### 9. Legislative / Policy Implications

This report complies with Sections 138 and 181G of the Local Government Act 1989, and Council's Budget and Financial Reporting policy.

### 10. Environmental Impact

Council's sound financial position continues to allow Council to implement and maintain its environmental projects.



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4. A WELL RUN COUNCIL

ITEM NO: 9.2.4

**QUARTERLY BUDGET REVIEW - DECEMBER 2018 (cont'd)**

**11. Conflict of Interest Considerations**

There are no officer conflicts of interest issues to consider within this report.

**12. Conclusion**

The projected cash position is \$29.93 million as at 30 June 2019.

An operating deficit of \$1.03 million forecast as at 30 June 2019.

A total capital works program of \$23.90 million with a 2018/19 capital budget of \$19.34 million.

Council continues to manage its position and continues to seek additional revenue streams and monitor expenditure.

**Attachments**

Nil

FILE NO: C010/16  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.5

## C010/19 - PROVISION OF DEBT COLLECTION SERVICES

### RECOMMENDATION

That Council:

1. Award contract C010/19 – Debt Collection Services as per the Schedule of Rates to Midstate CreditCollect Pty Ltd.
2. Authorise the Chief Executive Officer to sign and seal the contract documents and approve contract extensions within the provisions of the contract.

### 1. Executive Summary

Moira Shire Council invited submissions from suitably qualified organisations or individuals for the provision of debt collection services in relation to overdue rates, charges and general debtors.

After consideration of the submissions, the evaluation panel recommends that contract C010/19 – Provision of Debt Collection be awarded to Midstate CreditCollect Pty Ltd as per the Schedule of Rates.

### 2. Background and Options

The services must be effective in securing early and full recovery where possible of outstanding Council rates and charges. The provision of the services by the Contractor should reduce the Council's collection costs while increasing the effectiveness and improving the overall results of Council in debt recovery.

Council currently has approximately 17,460 rateable properties and rate revenue of \$36.26M.

Council currently collects its rates and charges by four instalments due 30 September, 30 November, 28 February and 31 May.

#### Contract Details

The contract is for an initial term of 2 years and shall commence on the date noted on the Formal Instrument of Agreement or date agreed between Council and the Contractor.

Upon mutual agreement the Contract can be extended in single periods of twelve months to a maximum contract period of four years (2+1+1).

#### Date of Public Notice

Paper	Date
The Age	10 November 2018
Cobram Courier	14 November 2018
Numurkah Leader	14 November 2018
Yarrawonga Chronicle	14 November 2018

Submissions closed 4pm Wednesday 5 December 2018.

FILE NO: C010/16  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.5

## C010/19 - PROVISION OF DEBT COLLECTION SERVICES (cont'd)

### Receipt of Tenders

A total of seven submissions were received from the following organisations:

1. Midstate CreditCollect Pty Ltd
2. Illion Australia Pty Ltd
3. Kemps Petersons Pty Limited
4. ML&C Collections Pty Ltd
5. ARL Collect Pty Ltd
6. Recoveries & Reconstruction (Aust) Pty Ltd
7. Target Collections Australia Pty Ltd

### Supervision

Superintendent – General Manager Corporate  
Superintendent Representative – Revenue Officer

### Panel Membership

The submissions were independently evaluated in TenderSearch by the following positions:

- General Manager Corporate
- Revenue Officer
- Business Improvement Coordinator

The evaluation was moderated by the Procurement Coordinator.

### Non-conforming tenders

No submissions were considered to be non-conforming.

### Tender Evaluation

Each tender was evaluated separately utilising our electronic tendering system, TenderSearch.

The criteria and weightings from the original evaluation were utilised and are detailed in the following table:

Evaluation Criteria	Evaluation Weighting
Price	30%
Track Record	30%
Management of Schedules	10%
Skills and Resources	10%
Contribution to Local Economy	10%
Compliance with Specification	10%

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

### 3. Financial Implications

This is a Schedule of Rates contract for the collection of overdue Council rates and charges.

FILE NO: C010/16  
4. A WELL RUN COUNCIL

ITEM NO: 9.2.5

## **C010/19 - PROVISION OF DEBT COLLECTION SERVICES (cont'd)**

The tenderers schedule of rates was applied to the average annual number of accounts referred, complaints issued and judgements entered. The moderated price accounts for approximately 65% of the cost to Council per annum. T

Submissions varied between \$109,552.00 and \$119,152.00.

The cost of the services provided under this contract is within the current financial year's approved budget.

Future budgets will be set in accordance with the annual budget process.

### **4. Risk Management**

The services required under contract minimise Council's rate debt percentage.

### **5. Internal and External Consultation**

The public tender was advertised on Council's TenderSearch website, The Age and the local papers.

The specification was approved by the responsible officer, Procurement Coordinator, Revenue Officer and General Manager Corporate.

### **6. Regional Context**

The services under C010/19 – Provision of Debt Collection Services assist in securing early and full recovery where possible of outstanding rates and charges within the Moira municipality.

### **7. Council Plan Strategy**

The Council Plan addresses the need for a well-run Council by implementing a transparent, engaging and accountable governance structure for current and future generations. The processes undertaken to award the contract meet the legislative and policy requirements relating to procurement and tendering.

### **8. Legislative / Policy Implications**

The tender process was undertaken in accordance with the requirements of the section 186 of the Local Government Act and Council's adopted Procurement Policy.

### **9. Environmental Impact**

There are no environmental impacts associated with this contract.

### **10. Conflict of Interest Considerations**

There was no conflict of interest declared for this tender evaluation process.

### **11. Conclusion**

After consideration of the submissions, the evaluation panel recommends that contract C010/19 – Provision of Debt Collection Services be awarded to Midstate CreditCollect Pty Ltd as per the Schedule of Rates.

## **Attachments**

- 1 Appendix A - Evaluation Summary (Confidential) - *printed in separate document*

FILE NO: 1  
3. A CLEAN GREEN ENVIRONMENT

ITEM NO: 9.3.1

## SIGNING UP TO THE VICTORIAN GOVERNMENTS TAKE2 CLIMATE ACTION PROGRAM

### RECOMMENDATION

That Council support the decision to sign up to the Victorian Governments TAKE2 pledge *“working together, we pledge to play our part and take action on climate change for Victoria, our country and our planet”*

#### 1. Executive Summary

TAKE2 is the Victorian Government’s collective climate change initiative. It supports Victorian individuals, business, government, educational and community organizations to take meaningful action to reduce climate change.

Recognized as a leader within regional Victoria, Moira Shire Council has already committed to zero net emissions by 2050 (Environment Sustainability Strategy (ESS) 2017-2021). This report recommends that Council reinforce this commitment and sign up to TAKE2 thereby pledging to “work together to play our part and take action on climate change for Victoria, our country and our planet”.

#### 2. Background and Options

TAKE2 is the Victorian Government’s collective climate change initiative. It supports Victorian individuals, business, government, educational and community organizations to take meaningful action to reduce climate change.

In June 2016, the State Government committed to fight climate change, setting an ambitious target for Victoria to reach net zero emissions by 2050. This target has been enshrined in legislation. To help achieve this goal, Sustainability Victoria is delivering the TAKE2 initiative - a world-leading climate change pledge program.

TAKE2 is encouraging and supporting all Victorian individuals and organizations to voluntarily commit to tackling climate change. The goal is to help keep the temperature rise under two degrees.

Moira Shire Council is already a leader in environmental sustainability amongst regional councils within Victoria. This is evidenced by its commitment to reduce emissions by 35% below 2008-09 levels by 2021 (Emissions Reduction Plan 2018-2021) and achieve net zero emissions by 2050 (ESS 2017-2021). In recognition of this, it is recommended that Moira Shire Council sign up to the Take2 climate change initiative.

#### How does TAKE2 work?

It starts by making the TAKE2 pledge, which is a promise to take action on climate change.

Using lists of tailored actions, individuals, businesses, schools or governments select what they will do or have done to reduce climate change. Free advice and information is also provided along the way, including an action plan. Examples of actions that are aligned to the ESS and ERP and which Council may commit to include:

- Set a science based emissions reduction target (*ERP*);

FILE NO: 1  
3. A CLEAN GREEN ENVIRONMENT

ITEM NO: 9.3.1

## **SIGNING UP TO THE VICTORIAN GOVERNMENTS TAKE2 CLIMATE ACTION PROGRAM (cont'd)**

- Change street lighting to LED (*ESS & ERP*);
- Set a renewable energy target for Council (*ESS & ERP*);
- Install solar photovoltaic on buildings that can support it (*ESS & ERP*);
- Buy low emissions vehicles for Council's passenger fleet (*ESS & ERP*);
- Introduce a kerbside organic waste collection program (*ESS*);
- In regional areas, investigate how climate change could impact agriculture and sustainable land use (*ESS*);
- Establish an environmental upgrade agreement or rates payback mechanism for commercial buildings (*ESS*).

### **3. Financial Implications**

Signing up to the TAKE2 pledge does not directly increase costs to Council. Many projects included in the TAKE2 action plan are already being pursued as part of delivering outcomes for the ESS or ERP. Also, many of these projects improve energy and fuel efficiency, therefore saving money.

### **4. Risk Management**

By pledging to TAKE2 Council will outline a number of actions to reduce corporate emissions, therefore assisting the Victorian Government in minimizing the financial, environmental and social risks of climate change.

### **5. Internal and External Consultation**

Internal consultation has occurred between the Environmental Services Team, the General Manager of Community and CMT. External consultation has occurred between Council, the GBGA and Sustainability Victoria.

### **6. Regional Context**

Those who have taken the pledge within the region include 26 individuals from Moira Shire, the Goulburn Broken Greenhouse Alliance (GBGA), whom Moira is a member of, and Indigo and Benalla Shire Councils. There have been 12,500 pledges so far including 46 of the 79 Victorian Councils.

### **7. Council Plan Strategy**

Signing up to TAKE2 supports the *Moira Shire Council Plan 2017-2021* goal 'Our Council operations will be environmentally sustainable and demonstrate best practice' (*A clean green environment*).

### **8. Legislative / Policy Implications**

The TAKE2 pledge will commit Council to 'play our part and take action on climate change' by achieving net zero emissions by 2050. This commitment is already documented in Councils ESS 2017-2021.

FILE NO: 1  
3. A CLEAN GREEN ENVIRONMENT

ITEM NO: 9.3.1

**SIGNING UP TO THE VICTORIAN GOVERNMENTS TAKE2 CLIMATE ACTION PROGRAM (cont'd)**

**9. Environmental Impact**

By committing to the TAKE2 pledge Council will be positively impacting the environment by undertaking projects that contribute toward net zero emissions by 2050.

**10. Conflict of Interest Considerations**

There are no conflict of interest considerations associated with this report.

**11. Conclusion**

The Victorian Government has developed the TAKE2 program to encourage individuals, government, business and other organizations to help reduce the effects of climate change on our communities.

To continue to demonstrate this commitment and leadership in relation to Climate Change it is recommended that Council support the decision to sign up to Sustainability Victoria's TAKE2 program.

**Attachments**

Nil

FILE NO: F16/438  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.2

## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027

### RECOMMENDATION

That Council:

1. note the draft Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 and,
2. approve the draft strategic review be placed on public display for feedback until 28 February 2018.

### 1. Executive Summary

Moira Shire Council has undertaken to develop a Draft Aquatic Facilities Strategic Review (the Review). This Review is to capture not only current service provision but to also consider asset condition, access and participation trends to determine future directions in provision of aquatic facilities and services in the Shire. This information will inform the development of a Moira Shire Aquatics Facility Strategy.

The Review provides a clear assessment of the current condition of aquatic facilities across the Shire. It sets out a short, mid and long term approach over nine years to assess and review facilities and a framework for decision making in relation to future capital investment in aquatic facilities.

The Review further gives community members clear direction on how they can influence the viability of, and future investment in, aquatic facilities through increasing their attendance and community involvement.

This reports seeks Council approval to make the draft strategic review available for public feedback until 28 February 2019. Council will consider the community feedback prior to adopting this as Council's Aquatic Facilities Strategy.

### 2. Background and Options

Moira Shire Council owns seven aquatic facilities including an indoor pool, five outdoor pools and a waterslide/splash park. Council currently invests around \$800,000 per annum to support these facilities. These facilities are located in the townships of Cobram, Nathalia, Numurkah, Yarrawonga and Strathmerton. With the exception of the Yarrawonga Splash Park which was constructed in 2010, these facilities were constructed between 1960 to 1991.

The Review aligns closely with a number of key strategic documents namely the Moira Shire 2013 – 2017 Council Plan and the Moira Shire Recreation Strategy 2016 – 2026.

One of the three strategic goals in the Council plan refers to 'Improving Moira's Liveability'. The provision of public swimming pools has traditionally been a strong contributor to this goal. 'Rebalancing Council's Asset Mix' is one of five *Enabling Objectives* in the plan and requires any future development of community infrastructure to contribute to long term sustainability. Shared use facilities and prioritising renewal of required assets over that of developing new assets are amongst the key drivers of this objective.

In June 2016, Council adopted its 2016 - 2026 Recreation Strategy which identified swimming and public pools as one of six key priority areas. Through the community engagement process of the Recreation Strategy, young people highlighted swimming as a popular activity whilst families identified a number of opportunities they felt could be



FILE NO: F16/438  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.2

## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

explored to enhance the operation and visitation at pools. Significantly, there was also strong interest in the development and construction of an Indoor Aquatic (and Recreation) facility in Yarrawonga.

The Recreation Strategy recommended an aquatic strategy be developed to provide clear direction linking Council's overall strategic priorities (Council Plan and Recreation Strategy) to participation, asset management and future provision of funding for these facilities. Council was successful in receiving \$30,000 towards developing an Aquatic Facilities Strategy from Victorian Government's 2017/2018 Community Sports Infrastructure Fund.

The attached Draft Aquatic Facility Strategic Review 2018-2027 guides the provision of Moira Shire Council's Aquatic Facilities now and into the future. It includes a plan to drive specific actions/projects and allows for practical, time framed and measurable implementation of actions.

The Review provides for a short (years 1 – 3), medium (years 4 – 6), and long (years 7 – 9) term approach to consider the viability of existing facilities and a framework in which major renewal or new facilities can be considered into the future.

### 3. Financial Implications

The Review will guide decision making on future capital works in relation to Council's existing aquatic facilities. It also outlines a framework that can be used to assess any future expansion of existing facilities or development of new infrastructure.

Through-out this period routine capital and operational maintenance expenditure will continue so that current standards and service provision are maintained.

### 4. Risk Management

The Review offers members of the community the opportunity to influence the future of the existing aquatic facilities by providing clear direction on how Council will make decisions about future capital works related to aquatic facilities, and how community members can directly influence those decisions by improving attendance or increasing community involvement at their pool. This transparency and collaboration with the community will reduce the risk to reputation for Council when making decisions related to aquatic facilities.

### 5. Internal and External Consultation

The development of the Review was overseen by a project steering group comprising the Manager Community Development, Grants Officer, Sports and Recreation Victoria representative and the consultant from AS & R Solutions.

Extensive consultation took place in the development of the Review and included surveys and interviews with community members, school staff and students, facility users, YMCA staff, the aquatics industry including other Councils and facilities and key Moira Shire staff that work across the aquatics area.

A total of 686 people completed surveys providing insights into how they like to recreate in summer, if and how often they use pools, what they think of the Moira pools including things they like and things that could be improved and ideas that might encourage them to use these facilities more often.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### 6. Regional Context

The Review details a unified approach to the provision of aquatic facilities across Moira Shire. In determining access to aquatic facilities this review takes into account local and regional facilities available within a 40 kilometre radius of Shire residents including Echuca, Barooga, Shepparton, Benalla and Wangaratta.

### 7. Council Plan Strategy

The development of the Draft Aquatic Facilities Strategic Review aligns closely with the Moira Shire 2013 – 2017 Council Plan– Strategy 1: A Great Place to Live. It contributes to two major goals under this strategy:

- Recreation, sport, art and cultural facilities and programs will respond to cultural diversity and community needs.
- Our plans, strategies and services will match and evolve with the needs of our communities.

### 8. Legislative / Policy Implications

The development of the Aquatic Facilities Strategic Review delivers on goals set out in the Moira Shire Recreation Strategy 2016 – 2026. Its development progresses Recommendation 4: *A seasonal pool strategy be developed to provide clear objectives and direction linked to asset management, cost of future provision and use.*

### 9. Environmental Impact

Environmental considerations are taken into account in managing Councils aquatic facilities.

### 10. Conflict of Interest Considerations

No officer conflicts of interest were identified in the preparation of this report.

### 11. Conclusion

The Draft Aquatic Facilities Strategic Review aims to provide initial guidance in relation to the provision of aquatic facilities in Moira Shire now and into the future and inform the development of the Moira hire Aquatics Strategy.

This includes a plan to drive specific actions/projects in collaboration with community members to improve the assessment rating of each facility and allows for practical, time framed and measurable implementation over the nine-year life of the strategic review.

The strategic review provides a transparent framework to guide investment decisions in the provision of aquatic facilities across Moira Shire into the future, through its adoption as the Moira Shire Aquatic Strategy following the proposed current round of public consultation and potential modification.

It is expected that the proposed community consultation process until 28 February 2019 will allow the community to review and provide feedback on the draft Strategic Review. The feedback will be considered by Council prior to adopting the final document.

### Attachments

- 1 Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
2018-2027 DRAFT

# MOIRA SHIRE COUNCIL AQUATIC FACILITIES STRATEGIC REVIEW 2018 - 2027

## DRAFT



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
2018-2027 DRAFT**

## ACKNOWLEDGEMENTS

The Moira Shire Council Aquatic Strategy Project Team acknowledges the input and support from a range of Council staff and representatives from external agencies and organisations. The Project Team acknowledges the invaluable contribution by members of the community in completing surveys and speaking with staff and consultants throughout the consultation period.

## DISCLAIMER

This document has been developed by the Moira Shire Council. Information contained in this document is based on available information at the time of production. All figures, tables and diagrams are indicative only and should be referred to as such. This is a strategic document which deals with technical matters in a summary way only. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

## EXECUTIVE SUMMARY

Council owns and manages seasonal pools in Cobram, Nathalia, Numurkah, Strathmerton and Yarrawonga as well as a splash park, slide and kiosk on the Yarrawonga Foreshore and an Indoor Aquatic facility in Numurkah.

Annually Council invests over \$800,000 in the provision of these facilities and services.

Through the development of the Recreation Strategy, the following vision for the delivery of sport and recreation services to residents of Moira Shire has been developed:

'Moira will be a Shire where its people are happy, healthy and safe through provision of quality and accessible recreation opportunities that meet the needs of the community now and into the future.'

This strategy aims to provide guidance in relation to the provision of Moira Shire Council's Aquatic Facilities now and into the future. This strategy will include a plan to drive specific actions/projects and allow for practical, time framed and measurable implementation.

The Strategy is intended to have a life span of 9 years, at which point the entire document will be completely reviewed.

### Corporate Planning Framework

The Moira Shire Aquatic Strategy has been developed in consideration of Council's broader planning framework including:

- Council Plan 2017-2021
- Strategic Resource Plan 2017-2021
- Recreation Strategy 2016-2026
- Municipal Wellbeing for All Ages Strategy 2017-2021
- Asset Management Plan 2009
- Community Plans

A full description of relevant strategies within this framework is detailed in Appendix 1.

### Consultation and Community Engagement

Extensive consultation took place in the development of this strategy and included surveys and interviews with community members, schools staff and students, facility users, YMCA staff, the aquatics industry including other Council's and facilities and key Moira Shire staff that work across the aquatics area. All up 686 people completed surveys providing insights into how they like to recreate in summer, if and how often they use pools, what they think of the Moira pools and things they like and don't like and ideas that might encourage them to use them more often.

Even though there is strong evidence that the way people recreate in summer is changing across all age groups, with more people saying they like to stay inside with the air conditioning on and use technology or access their own or friends or families backyard pools, community pools are still highly valued with 95% of the community survey respondents stating that Council pools should receive a similar amount of funding to other services. 34% of those think it should receive more.



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The pools continue to serve a strong function in socialising and supporting family activity with nearly half the young people indicating they have made new friends at the pool and around 90% of survey respondents attending with family and/or friends.

While the respondents are generally happy with the service provided and see the entry fees as representing value for money, they do see the facilities as becoming older and tired and starting to not reflect current expectations. This covers areas such as shade provision, the condition of the toilets and change facilities and the types of aquatic spaces and programming offered.

Many of the respondents travel to neighbouring areas to visit regional facilities such as Aquamoves in Shepparton, the Benalla Aquatic Centre and Sporties Health and Fitness in Barooga and participate in programs such as swimming lessons, swimming carnivals and exercise classes.

Things they would like to see that would encourage them to either use pools or use them more often include things like more access through a longer season or more opening hours, heated water and ultimately indoor facilities, more splash park type play spaces, including slides and diving and more shade.

### Benchmarking

Benchmarking plays an important role in this strategy providing the framework for the Key Result Areas and scoring that then inform direction and decision making.

Two key platforms have been used to inform benchmarking.

The 'Know Your Council' Program is implemented by the Victorian State Government and provides an opportunity to access consistent information in regard to the performance of local councils across Victoria.

The University of South Australia Centre for Environment and recreation Management (CERM) has provided a Performance Indicators report using data provided directly by industry for many years. The research and reporting is highly regarded and participated in by many facilities across Australia.

The seasonal outdoor pools with the exception of Strathmerton were benchmarked via a combination of the 'Know Your Council' and CERM information. The CERM information was drawn from a sample of facilities with catchment populations of less than 10,000 people.

The Strathmerton pool was benchmarked using the 'Know Your Council' information using the Buloke, Indigo and Strathbogie Shires for comparison. This provided a comparison with data provided for 16 seasonal outdoor pools with an average population of 1,375 comparing more closely with Strathmerton's population of 1,052.

The Numurkah Indoor Aquatic Centre used a combination of CERM and 'Know Your Council' data.

Further explanation of the benchmarking framework, including specific benchmarks for facilities where required is provided in the Benchmarking section detailed within the report.

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#### Key Performance Areas

The following key performance areas have been identified to support the review and development of direction and recommendations.

Weightings have been applied to each indicator based on its importance in relation to Council's strategic direction and operational capacity as well as its ability to be influenced through operational changes and appropriate investment in the short to medium term.

**1. Cost per visit**

Calculated by dividing the operating subsidy by the number of visits, this provides a dollar figure that it costs Council each time a community member visits a pool. This is weighted at 40% and therefore the most critical overall indicator. This is based on it being the combination both of visitation and use as well as overall cost to Council to provide the service.

**2. Operational Subsidy**

The cost to Council to provide the facility and services, calculated by subtracting the income from the cost. This is rated at 20% and reflects the importance of delivering any Council service in a long term sustainable manner.

**3. Attendance**

The number of recorded visits to the facility throughout the pool season. This is weighted at 20% and reflects the value placed on use of a Council service as a critical factor in its viability.

**4. Community Involvement**

The level of involvement by the community in the operations of the pool, including having a specific 'pool committee or group', organising events and activities, fundraising for pool projects and/or contributing to operational aspects such as running the kiosk or providing voluntary lifeguards. This is weighted just below cost per visit, operational subsidy and attendance at 15% and highlights the importance of community having a level of ownership and/or involvement in the provision of the service, especially where it is under utilised or has high operational costs.

- 5. Asset Fit for Purpose** – calculated by the project team based on a combination of condition audits, Royal Life Saving Society Pool Safety Scores, industry expertise and experience and interpretation of attendance data, cost to provide and community feedback received informally and through surveying. This is weighted at 5% and this is primarily due to it being the indicator that likely takes the most time and planning to implement change or requires the highest level of financial investment.



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**Pool Assessment Rating**

This rating is an overall assessment of each pools performance against the Key Performance Indicators. The rating is a combination of a variety of factors and aims to demonstrate the current status of each pool.

Rating	Description
90 - 100	Excellent
80 - 89	Very Good
70 - 79	Good
60 - 69	Acceptable
50 - 59	Improvement Required - possible closure
40 - 49	Significant Improvement Required - possible closure
20 - 39	Not Acceptable - possible closure
0 - 19	Closure





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Performance Against Key Performance Areas

Information relating to the criteria and scoring of each facility is detailed in the Strategy that includes an action plan to support improvements in results.

With the exception of the Yarrowonga Outdoor Pool, all facilities are in a position whereby their initial short-term focus must be operational improvement.

*Table 1.0 Summary Performance against Key Performance Areas*

PERFORMANCE	Weighting	Cobram	Nathalia	Numurkah	Numurkah Aquatic	Strathmerton	Yarrowonga	Yarrowonga Foreshore
COST PER VISIT	40%	32.8	31.2	25.2	14.4	5.2	40	39.2
OPERATIONAL SUBSIDY	20%	18	17	11.4	8.8	4	18	20
ATTENDANCE	20%	4	4	4	6.6	5.6	8.6	4.2
COMMUNITY INVOLVEMENT	15%	3	3	4.5	0	3	7.5	0
FIT FOR PURPOSE	5%	2	2	2	2	2	2	2
<b>TOTAL</b>	100%	59.8	57.2	47.1	31.8	19.8	76.1	65.4
ASSESSMENT RATING		Improvement Required - possible closure	Improvement Required - possible closure	Significant Improvement required - possible closure	Not Acceptable - possible closure	Not Acceptable-Possible Closure	Good	Acceptable

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#### Performance Improvement Framework

A performance improvement framework to address performance against key performance areas has been identified specifically for each pool. The table below provides an example of the types of areas of focus and actions that Council, the pool managers and community could undertake to drive operational changes at their pool in order to ensure they deliver an overall operating result in the 'Good' level or better.

ID	Focus Area	Indicative Actions	
1	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships, additional family fun days and encouraging use by more groups.	All Pools
2	Cost Per Visit	Gain greater understanding of operating models of facilities with comparable populations that are performing closer to benchmarks or best practice and implement changes as a matter of priority.	Strathmerton Only
3	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.	All Pools
4	Operational Subsidy	Undertake ongoing research with industry and target those facilities performing at benchmark rates or better to inform and support operating direction.	Numurkah Aquatic Only
5	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.	All Pools
6	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.	All Pools
7	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.	All Pools
8	Community Involvement	Investigate the opportunity to form a 'friends of' type group to encourage more community involvement in the operation of the pool.	All Pools
9	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.	All Pools
10	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.	All Pools
11	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.	All Pools
12	Fit for Purpose	Stage 2 – Pending the pool reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and water play areas and ensure that the plan considers other swimming opportunities including access to other facilities.	All Pools
13	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and water play activity that reflect communities reasonable expectation in the context of broader access and provision.	All Pools

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#### Performance Improvement Staging

This report recommends that Council continue to invest in the provision of the existing facilities, however there are clear actions to be achieved and key focus areas to be worked on to ensure improvement and continued investment in aquatic facilities. These include efforts to increase visitation, increase community involvement, conduct more community events and activities, maintain and renew infrastructure, effectively manage operations and undertake suitable review, reporting and strategic planning. Specific actions will be identified in action plans to be developed with the local community at each facility identifying how the improvements will be addressed at each facility.

##### Stage 1: Short Term (Years 1 – 3)

This stage has a focus on operational improvement with the major target of 100% of facilities performing at 'Acceptable' level or better. The achievement of this target will require a combination of increases in community involvement, increases in visitation and a reduction in operational cost. During this stage the aquatic facilities will continue to be maintained at their current levels until such time as their future is determined.

Action Plans will be developed in partnership with Council, the recreation facility contract manager and the local community. The plans will detail what the pool manager, council and the community needs to do to raise the assessment rating of the pool. The action plan and the key performance areas of the aquatic facility will be reviewed annually. If this returns an assessment rating below 'acceptable' the future of the facility will be reviewed with regards to any potential closure. This will also prevent progression to Stage 2.

##### Stage 2: Mid Term (Years 4 – 6)

If Stage 1 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities. This stage will focus on a review of services and the potential to consider and plan for capital improvement including undertaking upgrades and/or significant capital improvements to existing facilities.

Considerations about capital investment will take into account available funding, competing local priorities and providing best value to council and community. Subject to improvements generated and other competing local needs council may work with the community to prioritise capital investment.

##### Stage 3: Final Term (Years 7 – 9)

If Stage 2 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities. This stage will involve undertaking significant capital development to better meet the future needs of the community and cater to the demands of increased usage.

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#### INTRODUCTION

Moira Shire Council owns seven aquatic facilities including an indoor pool, five outdoor pools and a waterslide/splash park and currently invests around \$800,000 per annum to support these facilities. These facilities are located in the townships of Cobram, Nathalia, Numurkah, Yarrawonga and Strathmerton. With the exception of the Yarrawonga Splash Park which was constructed in 2010, these facilities were constructed over the period from 1960 to 1991. The project aligns closely with a number of key strategic documents namely the Moira Shire 2017 – 2021 Council Plan and the Moira Shire Recreation Strategy 2016 – 2026.

Operational management of the facilities has been undertaken by the YMCA under a contract arrangement for the last 7 years and this arrangement will continue for at least the next 3 years. The YMCA are responsible for the day to day management of facilities including cleaning and minor maintenance, supervision and staffing, compliance, programming, marketing and promotion.

One of the four strategic goals in the Council plan refers to 'A Great Place to Live'. The provision of public swimming pools has traditionally been a strong contributor to this goal. 'A Well Run Council' requires any future development of community infrastructure to contribute to long term sustainability. Shared use facilities and prioritising renewal of required assets over that of developing new assets are amongst the key drivers of this objective.

In June 2016, Council adopted its 2016 - 2026 Recreation Strategy which identified swimming and public pools as one of six key priority areas. Through the community engagement process of the Recreation Strategy, young people highlighted swimming as a popular activity whilst families identified a number of opportunities they felt could be explored to enhance the operation and visitation at pools.

The Recreation Strategy recommends an Aquatic strategy be developed to provide clear direction linking Council's overall strategic priorities (Council Plan and Recreation Strategy) to participation, asset management and future provision of funding for these facilities.

#### Vision

Through the development of the Recreation Strategy, the following vision for the delivery of sport and recreation services to residents of Moira Shire has been developed:

"Moira will be a Shire where its people are happy, healthy and safe through provision of quality and accessible recreation opportunities that meet the needs of the community now and into the future."

#### Objective

The key objective of the review and strategy is to provide guidance in relation to the provision of Moira Shire Council's Aquatic Facilities now and into the future. This strategy will include a plan to drive specific actions/projects and allow for practical, time framed and measurable implementation.

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**Scope**

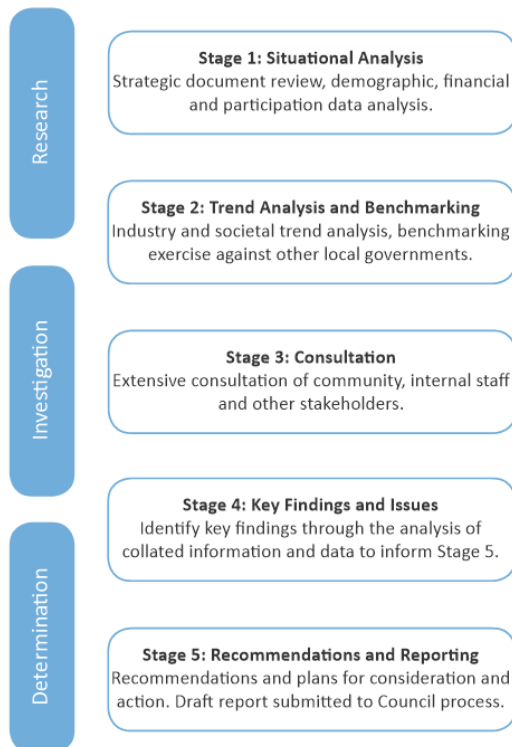
The scope of the Strategy is:

- The Council-owned aquatic facilities located at Cobram, Strathmerton, Yarrawonga, Nathalia and Numurkah.
- The regional context, including consideration of other facilities in adjoining localities or provided by other groups or organisations.

**Methodology**

The Strategy was developed through the following approach:

Figure 1: Project Methodology



**Research and Strategic Planning**

There has been a significant amount of research and strategic planning undertaken by industry, Moira Shire Council and the State and Federal governments that provide advice and guidance into the planning for aquatic facilities and services that are provided by Council.

27 reports, strategies and plans have been reviewed and provided guidance into the development of this strategy. Full details are provided in Appendix 1 – Literature Review.

Amongst the key learnings from the review are that:

The Moira Shire Council has a strong commitment to providing facilities and services that improve liveability, encourage social interaction and opportunities for people to play and be physically active. The Council does however face challenges in providing these as it has inherently higher costs than average by virtue of such factors as population distribution, geography, age profile and climate.

Adding to the challenge is that the communities capacity to pay, linked to things such as discretionary and family income, tourism and shopping expenditure ranks 65th out of the 79 Victorian Council's and is the second lowest of the eight large rural shires with which Moira is officially grouped for comparison purposes.

The provision of public swimming pools are a contributor to the overall health and wellbeing of people through encouraging them to engage socially, be physically active and are often the place where the lifelong skills of swimming have been learnt.

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#### Consultation and Community Engagement

Broad consultation took place in the development of this strategy and that is detailed in appendix 5. The consultation included survey's and interviews with community, schools, facility users, the YMCA who were the contract managers at the time of compilation, the aquatics industry including other Councils and facilities and key Moira Shire staff that work across the aquatics area.

686 people completed surveys providing insights into how they like to recreate in summer, if and how often they use pools, what they think of the Moira pools and things they like and don't like and ideas that might encourage them to use them more often.

Some key learnings are that:

Even though there is strong evidence that the way people recreate in summer is changing across all age groups, with more people saying they like to stay inside with the air conditioning on and use technology or access their own or friend's or family's backyard pools, community pools are still highly valued with 95% of the community survey respondents stating that Council pools should receive a similar amount of funding to other services. 34% of those think it should receive more.

Schools are, and intend to continue to use, local pools and see them as an important part of the child's learning and the social fabric of the school community through school swimming sports and fun days. The current inclusion of swimming as part of the Victorian curriculum supports this view.

While over half the respondents to the survey live within 5kms of a pool, over 80% still drive to the pool, young people however while also being driven also walk or ride to the local pool in much higher numbers.

The pools continue to serve a strong function in socialising and supporting family activity with nearly half the young people indicating they have made new friends at the pool and around 90% of survey respondents attending with family and/or friends.

While the respondents are generally happy with the service provided and see the entry fees as representing value for money, they do see the facilities as becoming older and tired and starting to not reflect current expectations. This covers areas such as shade provision, the condition of the toilets and change facilities and the types of aquatic spaces and programming offered.

Many of the respondents travel to neighbouring areas to visit regional facilities such as Aquamoves in Shepparton, the Benalla Aquatic Centre and Sporties Health and Fitness in Barooga and participate in programs such as swimming lessons, swimming carnivals and exercise classes.

Things they would like to see that would encourage them to either use pools or use them more often include things like more access through a longer season or more opening hours, heated water and ultimately indoor facilities, more splash park type play spaces, including slides and diving and more shade.

#### Societal and Industry Trends

A number of trends both in the provision of swimming pools and aquatic facilities and the way people are recreating in summer have been identified and documented in appendix 3 – Trend Analysis.

Some of the key learnings include:

#### Societal Trends

- Obesity continues to be a major public health issue and inactivity is a key contributing factor.
- People are living longer and many regional and rural communities have ageing populations.
- Over the last two generations the provision of in-home climate control through air conditioning coupled with technology changes such as pay tv, the internet and video games have made it much more comfortable to stay inside on hot days.

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#### Industry Trends

- The provision of backyard pools continues to grow and this is reflected in Moira Shire where it is estimated that over 1,000 pools have been constructed since 2001 (it was estimated in 2016 that almost 10% of homes across the municipality have backyard pools). While this impacts on the owners of the pools there is also evidence that friends and family also use these pools and it likely impacts on demand for public facilities.
- The often-ageing rectangular swimming pool with a toddler's pool and change rooms are becoming less attractive as communities experience indoor, heated pools with leisure water and spaces that have interactive play areas, high levels of programming and fresh new facilities.

#### Asset Condition Assessments

A detailed assessment of each facility has been undertaken by an independent expert to provide advice and direction relating to the condition of the pools and facilities and guidance in relation to future investment requirements primarily to maintain the existing assets.

Detailed in Appendix 6 Asset Condition Assessments, the report recommends Council invest up to \$5m into the aquatic facilities over the next 5 years.

#### Social Profile and Population Changes

A comprehensive examination of the social profile and population of Moira Shire Council is detailed in Appendix 2, however the following summary extracted from the Moira Shire Council Recreation Strategy 2016-2026 provides an understanding of population make up both now and in the future for the Moira Shire.

(Based on 2011 Census figures)

#### Social Profile

With an average age of 44 years, Moira Shire residents are relatively older compared to State and National averages (both 37 years) and the community is ageing.

"As a population ages, demand for passive and informal recreation activities increases. Access to playing fields and formal sport opportunities may not be as important, with older people generally seeking walking, cycling and other low impact physical activities (Moira Shire Council Recreation Strategy 2016-2026 p10)."

Despite the ageing population, just over a quarter (25.8%) of the community is aged under 20 years. A younger population is more likely to seek both structured and unstructured recreation and physical activity pursuits, such as competitive and social sporting competitions and quality walking/cycling paths. The significant proportion of people in these age cohorts will place pressure on Council to improve and maintain their sporting facilities, parks and playgrounds and provide affordable physical activity programs.

Programs that cater for young children and teenagers will also need to be developed, particularly over the school holidays, to keep young people active and entertained.

Moira Shire still prides itself as being a great destination to live with many lifestyle benefits for families. Approximately 69.5% of the households in the community are 'family household', of which 52% have children.

The average household has a lower weekly income (\$828) than the State average (\$1,216). This, combined with the high proportion of residents aged over 65 years, means any type of activity needs to be affordable to all to ensure equality and encourage lifestyles opportunities.

#### Population Growth

Moira Shire is relatively self-contained in regard to employment, with approximately 80% of working residents doing so within the Shire. Subsequently, future population changes will be closely linked with employment increases or decreases.

Other sources contributing to population growth evident across the Shire are 'tree changers', employment growth in services, consolidation of agricultural industries and attraction of families to the area.



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The projected annual growth rate over the next 10 years is 1.39%, with over 6,900 additional residents expected by 2026.

As a result of the overall projected growth of the Shire, it is expected that the proportion of people looking for flexible recreation will increase.

**Benchmarking**

Comparing the performance of the Moira facilities against other similar facilities provides a sound approach to assessing their performance both overall and in a number of key areas and is commonly used by the aquatics industry to support management directions.

Following is the benchmarking framework applied in the development of the strategy:

*All Outdoor Pools with the exception of Strathmerton Outdoor Pool*

The 'Know Your Council' Program is implemented by the Victorian State Government and provides an opportunity to access consistent information in regard to the performance of local councils across Victoria.

Aquatic Facilities is a specifically reported on area with all Victorian Council's required to submit annual reporting.

- The Benchmark for **cost per visit** is based on the 'Know Your Council' benchmark for similar Councils.
- The Benchmark for the **operational subsidy** is based on the University of South Australia Centre for Environment and Recreation Management recreation facilities benchmarking program median performance for facilities with catchment population of less than 10,000 people.
- The annual income and expenditure is based on figures provided by the YMCA in management reporting, including the allocation of management fees and the application of an allowance for maintenance and support by Council which is based on

actual maintenance expenditure in 2016/17 across all facilities of \$80,000 and an estimated \$87,000 in wages, which is then distributed evenly across all pools across the last 5 years for indicative purposes.

- The Benchmark for the **attendance** is based on the University of South Australia Centre for Environment and Recreation Management recreation facilities benchmarking program median performance for facilities with catchment population of less than 10,000 people.
- **Community Involvement** is based on the level of involvement of community in the direction, operation and support of the local facility. This can include things such as having a pool committee that actually manages the pool or holds fundraisers to assist with programming or upgrades, people volunteering or holding committee events and activities at the pools.
- **The Fit for Purpose** score was determined via the staff workshop with the score being a combination of asset condition, interpretation of community consultation outcomes, staff experience and expertise and industry trends.

Indicator	Benchmark
Cost per Visit	\$16.25
Operational Subsidy	\$116,981
Attendance	23,196

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*Strathmerton Pool*

- The Benchmark for **cost per visit, operating subsidy and attendance** is based on the 'Know Your Council' benchmark for similar Councils using the Buloke, Indigo and Strathbogie Shires for comparison. This provided a comparison with data provided for 16 seasonal outdoor pools with an average population of 1,375 comparing more closely with Strathmerton's population of 1,052.
- The annual income and expenditure is based on figures provided by the YMCA in management reporting, including the allocation of management fees and the application of an allowance for maintenance and support by Council which is based on actual maintenance expenditure in 2016/17 across all facilities of \$80,000 and an estimated \$87,000 in wages, which is then distributed evenly across all pools across the last 5 years for indicative purposes.

Indicator	Benchmark
Cost per Visit	\$11.66
Operational Subsidy	\$43,177
Attendance	3,703

*Numurkah Indoor Aquatic Centre*

The size of the Numurkah centre and its facilities and catchment are reasonably unique and make benchmarking challenging.

To arrive at Benchmarks for operational Key Performance Areas an approach using a combination of information, data and experience.

The University South Australia Centre for Environment and Recreation Management (CERM) facility Performance Indicators Program has a benchmark for indoor pools with a sample from 108 facilities. The 2014-16 Medians for Key Performance Areas are as follows:

- Operating Cost \$273,537
- Annual Visits 338,220
- Cost per Visit \$0.81

The challenging part of this is that the median catchment population within 5kms is 53,000, more than 10 times the Numurkah catchment.

The CERM data also reported the number of visits per head of population to indoor pools as 8.8.

Further study of facilities with a catchment population of less than 10,000 tended to show quite different figures with operational subsidies often being in excess of \$350,000 and visits less than 150,000.

Using information from the 'Know Your Council' website it had an average cost per visit for indoor facilities for similar Councils to Moira Shire as \$6.99. This was based on comparing with Council's such as Ararat and Benalla with closer catchment populations around those facilities.

Based on a combination of this information the following benchmarks were arrived at:

- Cost per Visit**, the 'Know Your Council' for similar facilities average of \$6.99
- Operating Subsidy**, being the Annual visits multiplied by the 'Know Your Council' average cost of \$6.99 equalling \$275,389.
- Annual Visits**, the CERM benchmark multiplied by the Numurkah population of 4,477 equalling 39,397

Indicator	Benchmark
Cost per Visit	\$6.99
Operational Subsidy	\$275,389
Attendance	39,397

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#### Key Performance Areas

The following key performance areas have been identified to support the review and development of direction and recommendations. Weightings have been applied to each indicator based on its importance in relation to Council's strategic direction and operational capacity as well as its ability to be influenced through operational changes and appropriate investment in the short to medium term.

1. Cost per visit

Calculated by dividing the operating subsidy by the number of visits, this provides a dollar figure that it costs Council each time a community member visits a pool.

2. Operational Subsidy

The cost to Council to provide the facility and services, calculated by subtracting the income from the cost.

3. Attendance

The number of recorded visits to the facility throughout the pool season.

4. Community Involvement

The level of involvement by the community in the operations of the pool, including having a specific 'pool committee or group', organising events and activities, fundraising for pool projects and/or contributing to operational aspects such as running the kiosk or providing voluntary lifeguards.

5. Asset Fit for Purpose – calculated by the

project team based on a combination of condition audits, Royal Life Saving Society Pool Safety Scores, industry expertise and experience and interpretation of attendance data, cost to provide and community feedback received informally and through surveying.

#### Scoring for Cost Per Visit, Operating Subsidy and Attendances

Score	Rating	Guidance
90 – 100	Excellent	Best practice of benchmarked facilities, or very close to - Minimal improvement possible.
70 – 90	Very Good	Within close proximity to best practice of benchmarked facilities - Some improvement possible.
40 – 70	Good	Above the average of benchmarked facilities (higher end of scale), or within close proximity to the average – above or below (lower end of the scale) - Numerous opportunities for improvement.
20 – 40	Marginal	Below the average of benchmarked facilities (higher end of scale), or well below the average (lower end of the scale) - A wide range of areas requiring improvement.
0 – 20	Not Acceptable	Lowest rating of benchmarked facilities, or very close to - Significant improvement required, or a level of performance so low that it is unable to be rectified.

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*Descriptions for Community Involvement*

Potential types of community involvement include but are not limited to:

- Committee managing all aspects of pool operations, with Council providing only a financial contribution.
- Pool Advisory Group or subgroup of Town Planning Committee assisting Council in operating the pools.
- Pool Advisory Group or subgroup of Town Planning Committee advising Council on community requirements and/or improvements.
- Organisation of events and/or activities by groups or individuals.
- Management of the kiosk by groups or individuals (either voluntary or for-profit).
- Voluntary lifeguards, as groups or individuals
- Pool identified as a Town Planning Committee priority project.
- Fundraising efforts for pool projects by groups or individuals.
- Working bees or assistance with maintenance/cleaning tasks by groups or individuals.

Score	Rating	Guidance
90 – 100	Excellent	Either committee management of the pool, or all other types of community involvement - Minimal improvement possible.
70 – 90	Very Good	Most types of community involvement - Some improvement possible.
40 – 70	Good	Various types of community involvement - Numerous opportunities for improvement.
20 – 40	Marginal	Some minor level of community involvement - A wide range of areas requiring improvement.
0 – 20	Not Acceptable	No community involvement - Significant improvement required, or a level of performance so low that it is unable to be rectified.

*Descriptions for Asset Fit for Purpose*

Score	Rating	Guidance
90 – 100	Excellent	Centre is able to accommodate activity associated with an aquatic centre with a suite of additional services such as child minding and food & beverage.
70 – 90	Very Good	Centre is able to accommodate activity associated with an aquatic centre with some additional services.
40 – 70	Good	Centre is able to accommodate activity associated with an aquatic centre with no additional services.
20 – 40	Marginal	Centre is able to accommodate some, but not all activity associated with an aquatic centre.
0 – 20	Not Acceptable	Centre is not able to accommodate base levels of service.

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*Weighting*

The weighting of the criteria is based primarily on a balance between Council's capacity to fund the service at various levels, the actual use of the service and the ability to make changes within indicator areas and then the possible impact on the overall performance of a facility.



Indicator	Weighting	Comment
Cost Per Visit	40%	This is rated the highest as it is the combination of cost of the provision of a service linked to how well its used. The cost per visit is effectively influenced by the operational subsidy and attendance indicators either individually or together.
Operational Subsidy	20%	The operational subsidy indicator reflects how the facility is performing financially compared to benchmarks and is important and weighted high due to its influence on the sustainability of the service. There are a number of ways for Council and the community to influence this indicator, through growing revenue through visitation, sponsorships or programming for example or reducing costs through operating hours, use of volunteers and energy and water management.
Attendance	20%	The use of the service is highly weighted. The Council and community have capacity to influence this through promotion, programming, seasonal and daily availability.
Community Involvement	15%	The level of community involvement reflects the value community places on the service, especially where it may be under performing in other areas. Facilities with low attendance and/or high operating costs that also have little community involvement may be a reflection of the relevance of that facility to that community. Communities can influence this score through volunteering, fundraising or working directly with Council in supporting the management and use.
Asset Fit for Purpose	5%	While still considered extremely important, asset fit for purpose is rated at 5% due to the likely time and cost associated with making any significant changes.

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#### Pool Assessment Rating

This rating is an overall assessment of each pool's performance against the Key Performance Indicators.

The rating is a combination of a variety of factors and aims to demonstrate the current status of each pool.

Rating	Description
90 - 100	Excellent
80 - 89	Very Good
70 - 79	Good
60 - 69	Acceptable
50 - 59	Improvement Required - possible closure
40 - 49	Significant Improvement Required - possible closure
20 - 39	Not Acceptable - possible closure

#### Strategy Life Span and Review Periods

The Strategy is intended to have a life span of 9 years, at which point the entire document will be completely reviewed.

The Performance Improvement Framework section will be reviewed every 3 years for necessary changes reflecting current operational status and Council or community priorities.

Council will conduct an annual assessment of all items in the Performance Improvement Framework section to track progress and to be accountable to the commitments made to the Moira Shire Council community.

#### Strategy Staged Approach

The life span and review periods of the Strategy provide 3 key stages. Each stage has a particular outcome based on successful achievement of targets, focus areas and key performance indicators at each pool. If these items are not achieved progression to the next stage may not occur, or may only occur at certain facilities. In this case, review of community need and facility viability will be undertaken.

##### Stage 1: Operational improvement

- Continue to improve operations and collaboration with community to achieve increased participation and quality facilities and service.

##### Stage 2: Capital Improvement

- Undertake upgrades and/or significant capital improvements to existing facilities.

##### Stage 3: Capital development

- Undertake significant capital development of a facility or facilities to better meet the future needs of the community and to cater to the demands of increased usage.



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#### Performance Improvement Framework

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements at the

Yarrowonga Foreshore pool both from an asset development and programming perspective to achieve the target assessment rating of 'Good'

ID	Focus Area	Indicative Actions
YF1	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships or new programming.
YF2	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
YF3	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.
YF4	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
YF5	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
YF6	Community Involvement	Investigate the opportunity to form a 'friends of' type group to encourage community involvement in the operation of the facility.
YF7	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
YF8	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
YF9	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.
YF10	Fit for Purpose	Stage 2 – Pending facility reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and waterplay areas and ensure that the plan considers other swimming opportunities including access to other facilities.
YF11	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and waterplay activity that reflect communities reasonable expectation in the context of broader access and provision.

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#### Performance Improvement Staging

This report recommends that Council continue to invest in the provision of the existing facilities, however there are clear actions to be achieved and key focus areas to be worked on to ensure improvement and continued investment in aquatic facilities. These include efforts to increase visitation, increase community involvement, conduct more community events and activities, maintain and renew infrastructure, effectively manage operations and undertake suitable review, reporting and strategic planning. Specific actions will be identified in action plans to be developed with the local community at each facility identifying how the improvements will be addressed at each facility.

#### Stage 1: Short Term (Years 1 – 3)

This stage has a focus on operational improvement with the major target of 100% of facilities performing at 'Acceptable' level or better. The achievement of this target will require a combination of increases in community involvement, increases in visitation and a reduction in operational cost. During this stage the aquatic facilities will continue to be maintained at their current levels until such time as their future is determined.

Action Plans will be developed in partnership with Council, the recreation facility contract manager and the local community. The plans will detail what the pool manager, council and the community needs to do to raise the assessment rating of the pool. The action plan and the key performance areas of the aquatic facility will be reviewed annually. If this returns an assessment rating below 'acceptable' the future of the facility will be reviewed with regards to any potential closure. This will also prevent progression to Stage 2.

#### Stage 2: Mid Term (Years 4 – 6)

If Stage 1 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities. This stage will focus on a review of services and the potential

to consider and plan for capital improvement including undertaking upgrades and/or significant capital improvements to existing facilities.

Considerations about capital investment will take into account available funding, competing local priorities and providing best value to council and community. Subject to improvements generated and other competing local needs council may work with the community to prioritise capital investment.

#### Stage 3: Final Term (Years 7 – 9)

If Stage 2 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities. This stage will involve undertaking significant capital development to better meet the future needs of the community and cater to the demands of increased usage.



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#### SUMMARY OF KEY ISSUES AND STRATEGIC DIRECTION

##### Strategic Direction and Levels of Service

##### Level of Service

Council's 'Recreation Strategy 2016 – 2026' defines 'Levels of Service' for the provision of aquatic facilities including the establishment of the following hierarchy to assist in defining the types of facilities available to the community of Moira Shire:

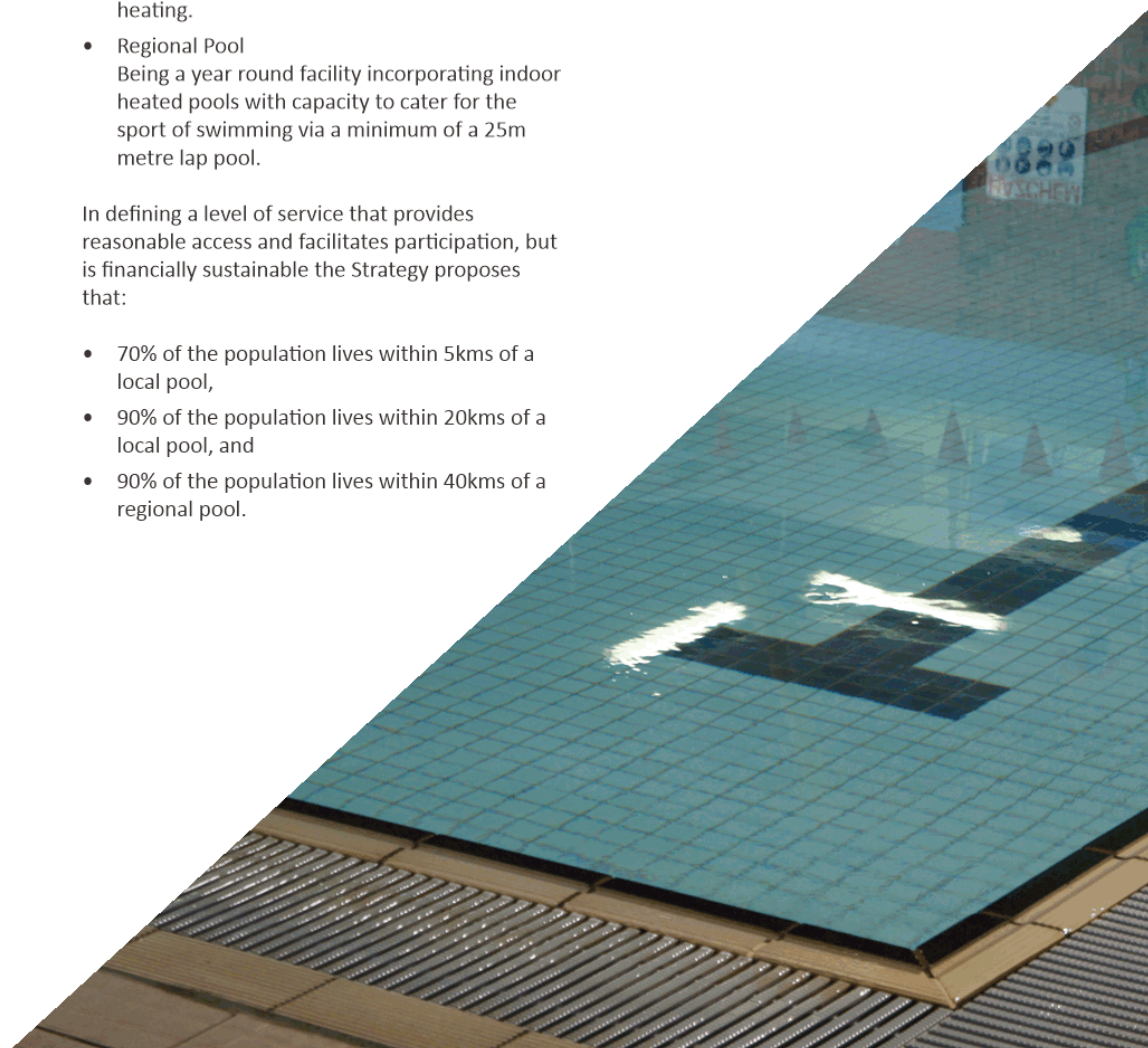
- Local Pool  
A seasonal outdoor pool with or without heating.
- Regional Pool  
Being a year round facility incorporating indoor heated pools with capacity to cater for the sport of swimming via a minimum of a 25m metre lap pool.

In defining a level of service that provides reasonable access and facilitates participation, but is financially sustainable the Strategy proposes that:

- 70% of the population lives within 5kms of a local pool,
- 90% of the population lives within 20kms of a local pool, and
- 90% of the population lives within 40kms of a regional pool.

This allows for the highest density of population to be able to reasonably walk or ride a bike to a local pool, with those in outlying areas likely to have to drive to any destination. Ideally this drive would be in the vicinity of 15 to 20 minutes to a local pool and the majority being able to drive to a regional pool in around 30 minutes.

Further to this, Council's Asset Management Plan (2009) includes an individual asset management plan specifically for swimming pools and refers to Moira Shires commitment to providing pools for use by residents in towns with populations greater than 2,000 or within 40km of every house in the shire.



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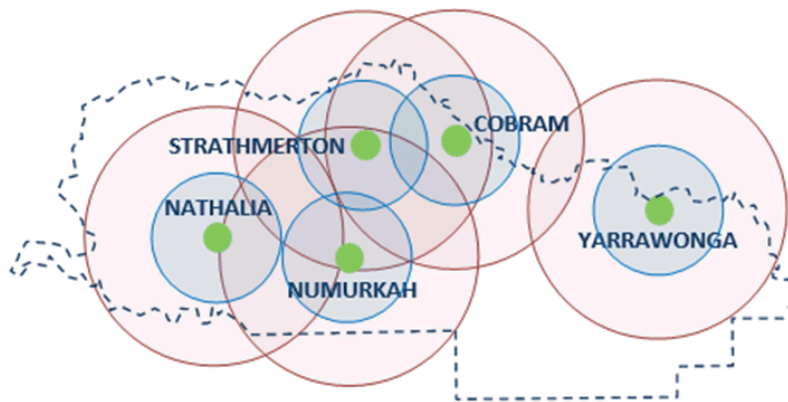
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*Provision of Local Pools*

The majority of residents within the townships of Cobram, Nathalia, Numurkah, Strathmerton and Yarrowonga live within 5kms of their town centres, therefore based on population data it is estimated that approximately 75% of Moira Shire residents live within 5km of a Council owned aquatic facility (Source: Census, 2016).

Figure 2. Below shows the locations of the facilities owned by Council within the municipality and provides an indication of the proportion of Moira Shire residents within a 10km or 20km proximity of an aquatic facility. It is estimated that approximately 97% of the shire catchment reside within 20km of an aquatic facility.

*Figure 2: Proximity to Aquatic Facilities within 20kms*



The communities not within a 20km zone make up around 3% of the total population and include Almonds, Barmah, Boweya North, Lake Rowan, Lower Moira, Peechelba, St James, Waggarandall, Yabba North, Yabba South, Youanmite, Youarang and Yundool (Source: Census, 2016).

Figure 3. Shows that 100% of Moira Shire residents are within 40km of an aquatic facility; meeting a key commitment outlined in Council's 'Public Swimming Pools Asset Management Plan'. All Moira Shire aquatic facilities have been categorised as servicing a 'district' area, based on their geographic location within the municipality and the population catchment within 20-25km of each facility being greater than 5,000 people.

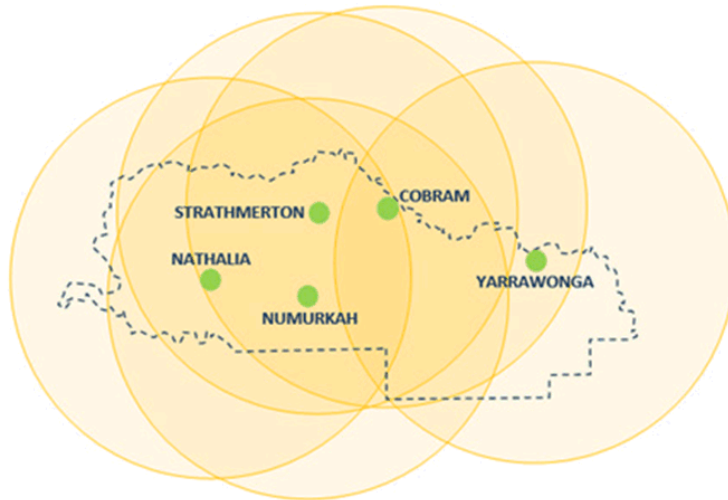
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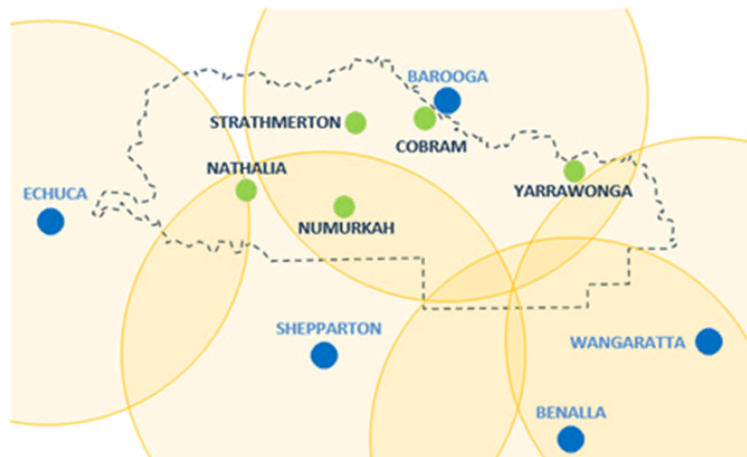
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Figure 3: Proximity of Aquatic Facilities within 40kms



*Access to Regional Aquatic Facilities*

Figure 4: Proximity of Regional Facilities within 40kms



Regional pools are located in Barooga, Benalla, Echuca, Shepparton and Wangaratta. It is estimated that approximately 98% of Moira Shire residents live within 40kms of a regional pool. Although these facilities are further away than a Moira Shire aquatic facility for some residents, they offer year round access to indoor aquatics. Additional aquatic facilities within neighbouring

municipalities include the Kyabram Outdoor Pool and Merrigum Seasonal Pool.

Feedback in the consultation is that all of these are utilised by Moira Shire residents.

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#### Regional and Complimentary Facilities

Aquatic facilities and programs are not only provided in the Moira Shire Council area nor only by Council within the municipality. In planning for and providing direction relating to the provision of these services in a sustainable manner understanding what else is provided for or being planned ensures the best application of resources.

A detailed outline of complimentary and neighbouring facilities is detailed in Appendix 7, however some examples include:

The Lake (including the pool's in both Yarrawonga and Mulwala) in Yarrawonga that has Aquazone in the summer as well as the water play area at the Yarrawonga Holiday Park and the Yarrawonga Adventure Playground and Splash Park project to be built in Mulwala that has secured \$1.2m in initial funding.

In Cobram there is the Thompson's Beach and the RACV Cobram Resort and pool facility while the Barooga Adventure Park project that has commenced construction has plans for a children's natural water play area.

#### Community Interest

The following have been identified in consultation, local planning or are referred to in other strategic or master plans.

#### Yarrawonga Indoor Pool Development

Sections of the Yarrawonga community have continued to work towards the provision of an indoor pool in Yarrawonga. This supported the Multi-Purpose Aquatic and Recreation Facility Feasibility Study (2007) that informed Council's direction that the current population of Yarrawonga was not at a stage that development of such a facility would not come with significant ongoing financial risk to Council in managing its ongoing operation.

The report stated in a review of successful centres, a key attribute was the capacity to draw 80% of users from large, highly populated catchment areas

(normally within 5-10km radius of the facility) and in all options linked to the development of an indoor pool under financial outcomes noted it would be 'highly likely to require significant on-going operational contribution from Council.'

Council's position stated in the Recreation Strategy is that "Based on the current provision and access to aquatic facilities including regional facilities in neighbouring municipalities, the estimated annual operating cost of a new facility within current population levels and in the context of the Council Plan and Sustainable Capacity Report, without significant population growth it is not considered feasible for Council to build and operate a regional facility at this time."

While there are examples of facilities that operate efficiently, the more common is that facilities in areas with populations under 10,000 are likely to have annual operating subsidies in excess of \$300,000 per annum and in some cases in excess of \$500,000.

With Yarrawonga's population reported at 7,930 in the 2016 census it is likely any development would be at risk, as stated in the 2007 report of requiring ongoing significant operational subsidy and supports Council's current direction of continuing to work with the Yarrawonga community of selecting a suitable site and on-going planning to support the provision of a facility when the population grows to a level that lowers the financial risk.

#### Tungamah Community Plan 2018 – 2023

The Tungamah Community Plan 2018-2023 has identified the provision of a splash park in the town as a desirable facility to be considered in future planning.



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#### COBRAM SWIMMING POOL



The Cobram Outdoor Swimming Pool is located centrally within the township, close to the showgrounds and primary school. The outdoor pools including kiosk/plant room building with unroofed change rooms were constructed in 1960. In 2010 the change rooms were roofed and a beach entry was installed to the toddler's pool. Whilst the pools and site have good presentation and generally safe conditions for pool patrons, the buildings are old and basic with no provisions for accessible sanitary/shower facilities or accessible access into the pool.

The facility opens from December to March and hours of operation are:

- 3.30pm – 7.00pm on weekdays during school terms.
- 1.00pm – 7.00pm on weekends.
- 1.00pm – 7.00pm in school holidays.

- On days forecast over 38 degrees Celsius, the pool can remain open until 8.00pm.
- On days forecast under 25 degrees Celsius the pool may remain closed.

The facilities include:

- 50.8m x 15.3m fibreglass lined concrete pool with solar heating.
- 15.3 x 9.2m painted and tiled concrete learners pool with solar heating.
- 9.5m octagonal painted and tiled concrete toddler pool with solar heating.
- Kiosk, change rooms, BBQ, playground and shaded seating.

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Key Performance Areas

Cost Per Visit

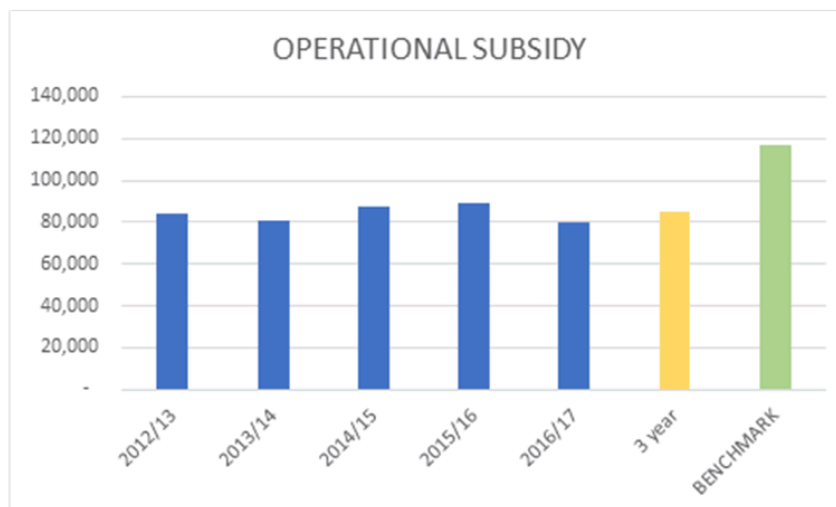


	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
COST PER VISIT	\$13.34	\$13.65	\$12.70	\$10.89	\$10.49	\$11.36	\$16.25
KPA Rating	60	60	75	85	85	82	

Cobram pool has performed quite well compared to the benchmark for Cost per Visit, generally being below the benchmark and in the 2015/16

and 2016/17 well below. This has resulted in Key Performance Area (KPA) Ratings of 85 for these years which is in the 'very good' area.

Operational Subsidy



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

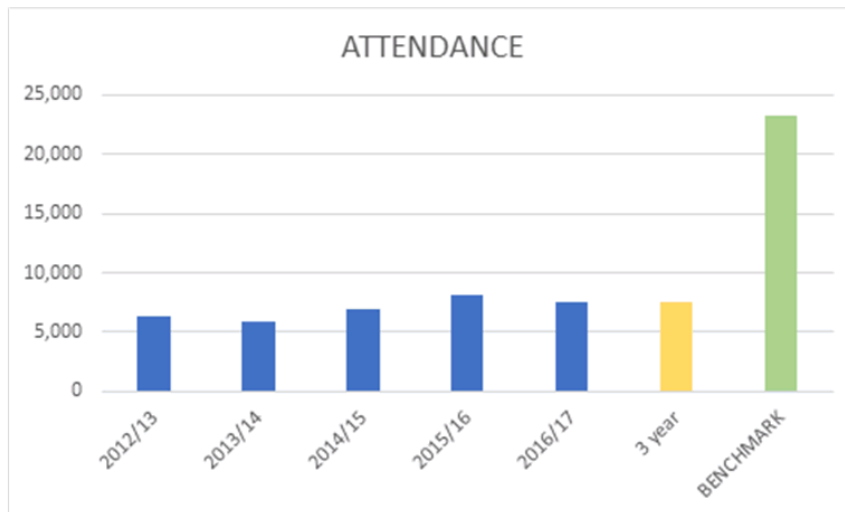
**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
OPERATIONAL SUBSIDY	84,278	80,798	87,425	88,951	79,594	85,323	116,981
KPA Rating	90	90	90	90	90	90	

Cobram pool has performed quite well compared to the benchmark for Operational Subsidy, generally being below the benchmark and in the

2015/16 and 2016/17 well below. This has resulted in Key Performance Area (KPA) Ratings of 90 for these years which is in the 'excellent' area.

**Attendance**



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
ATTENDANCE	6,317	5,918	6,886	8,168	7,588	7,547	23,196
KPA Rating	20	20	20	20	20	20	

Cobram pool has performed quite poorly compared to the benchmark for attendance, generally being below the benchmark and in the 2015/16 and 2016/17 at less than 30% of the

benchmark attendances well below. This has resulted in Key Performance Area (KPA) Ratings of 20 for these years which is in the 'marginal' range.



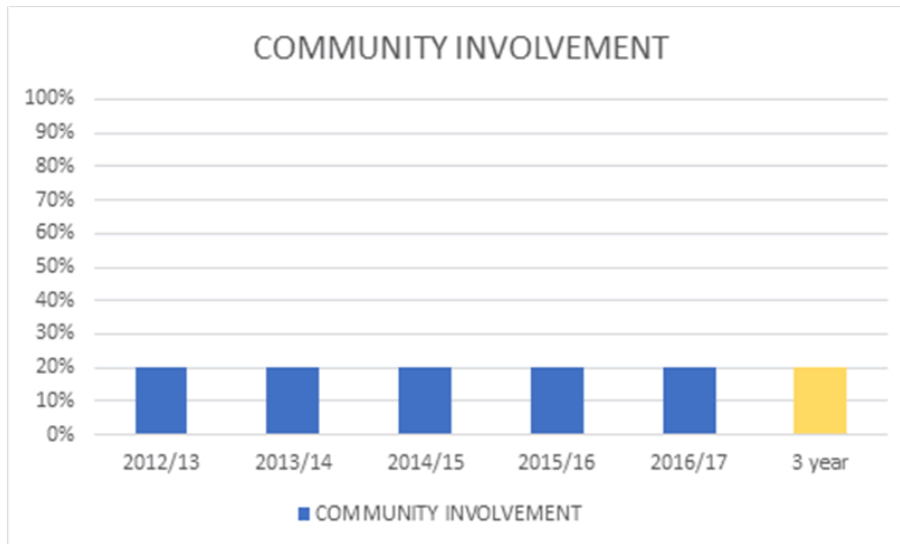
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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

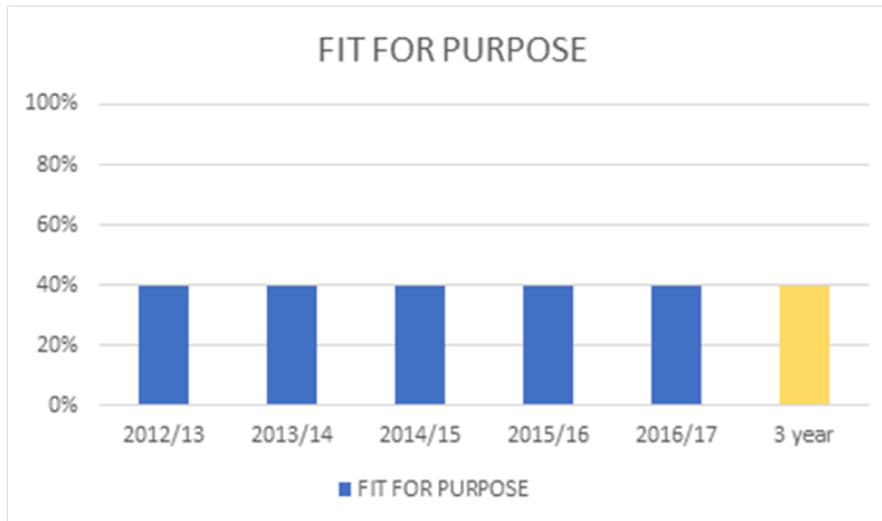
Community Involvement



With the exception of support of the swimming club there is little evidence of community involvement in the operation of the Cobram

Pool which has resulted in ratings of 20 which is at the lowest end of marginal bordering on not acceptable.

Fit for Purpose



The Cobram Pool has scored at 40 which is at the higher end of marginal based on its capacity

to meet the standards of a local swimming pool facility.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
2018-2027 DRAFT**

Overall Facility Performance

PERFORMANCE	Weighting	3-year Ave		2016/17	
		Performance	Total Score	Performance	Total Score
COST PER VISIT	40%	82	32.8	82	32.8
OPERATIONAL SUBSIDY	20%	90	18	90	18
ATTENDANCE	20%	20	4	20	4
COMMUNITY INVOLVEMENT	15%	20	3	20	3
FIT FOR PURPOSE	5%	40	2	40	2
TOTAL	100%		59.8		59.8
<b>POOL ASSESSMENT RATING</b>		<b>Improvement Required</b>		<b>Improvement Required</b>	

At an overall pool assessment rating of 59.8, Cobram Pool currently rates as improvement required – possible closure, however is very close

to the target minimum score of 60. Assessment of areas for improvement and action plan to be implemented in collaboration with the community.



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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Asset Condition and Management

Facility upgrades include:

- Fibreglass lining of the main pool 15 to 20 years ago.
- Upgrade of sodium hypo tank and dosing pump within the past two years.
- The minor pools were last repainted in 2016.

standards (Access to Premises, Design for Access and Mobility), the Building Code of Australia and Royal Life Saving Society Australia (RLSSA) 'Guidelines for Safe Pool Operations'. The assessment outlined issues, non-compliant items and areas for improvement.

A condition and compliance assessment was conducted in February 2017 by Dennis Hunt and Associates, rating the facility against accessibility

The summary of estimated strategic maintenance, capital and compliance costs for the Cobram Outdoor Swimming Pool for the following five year period was:

Component	Total Preliminary Cost Estimates
Maintenance	\$176,900
Capital Upgrades	\$270,500
Disabled Access & Facilities Recommendations	\$28,350
BCA Recommendations	\$200
RLSSA Guidelines Recommendations	\$2,600
<b>Total (Five-Years)</b>	<b>\$478,550</b>

The capital projects within the above estimate include:

Project	Cost Estimate
Consideration to replace original solid brick kiosk/plant room building - poor condition and design.	\$150,000
Minor pools have poor circulation and dosing levels - consideration to installing separate pool plant for minor pools (subject to testing existing turnover rates).	\$60,000
Consideration to moving to calcium hypochlorite dosing including new dosing in lieu of retaining sodium hypo chlorination.	\$57,000
Install ceiling to swimming club room if required.	\$3,500

The accessibility assessment highlighted that the change rooms are large and basic with no provision of family/accessible sanitary/shower facilities to the accessible code AS14298.1-4.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Performance Improvement Framework

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements at the

Cobram pool both from an asset development and programming perspective to achieve the target assessment rating of 'good'.

ID	Focus Area	Indicative Actions
C01	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships, additional family fun days and encouraging use by more groups.
C02	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
C03	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.
C04	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
C05	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
C06	Community Involvement	Investigate the opportunity to form a 'friends of' type group to encourage community involvement in the operation of the pool.
C07	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
C08	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
C09	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.
C10	Fit for Purpose	Stage 2 – Pending Cobram Pool reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and water play areas and ensure that the plan considers other swimming opportunities including access to other facilities.
C11	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and water play activity that reflect communities reasonable expectation in the context of broader access and provision.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### NATHALIA SWIMMING POOL



The Nathalia Outdoor Swimming Pool is located in the sporting precinct, near to the caravan park and the Broken Creek. The outdoor pools including buildings were constructed in 1968, with the roofing of the male and female change rooms installed in 2010. The pool has good presentation with generally safe conditions for pool patrons, however the plant room and change rooms are old and basic. The pool has no supplementary heating.

The facility opens from December to March and hours of operation are:

- 6.00am – 8.00am Monday and Friday mornings.
- 3.30pm – 7.00pm on weekdays during school terms.
- 1.00pm – 7.00pm on weekends.

- 1.00pm – 7.00pm in school holidays.
- On days forecast over 38 degrees Celsius, the pool can remain open until 8.00pm.
- On days forecast under 25 degrees Celsius the pool may remain closed.

The facilities include:

- 50.0m x 15.4m painted concrete main pool.
- 12.3m x 9.4m painted concrete toddler pool.
- Kiosk, change rooms, BBQ, playground and shaded seating.



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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Key Performance Areas

Cost Per Visit

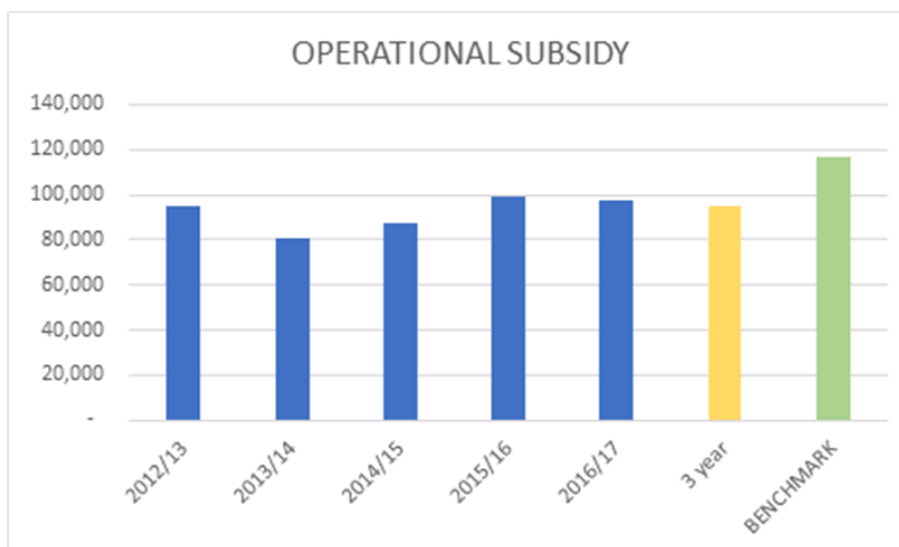


	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
COST PER VISIT	\$12.52	\$10.19	\$11.36	\$11.37	\$12.63	\$11.79	\$16.25
KPA Rating	75	85	80	80	75	78	

Nathalia pool has performed quite well compared to the benchmark for Cost per Visit, generally being well below the benchmark. This has resulted

in Key Performance Area (KPA) Ratings of 78 for these years which is in the 'very good' area.

Operational Subsidy



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

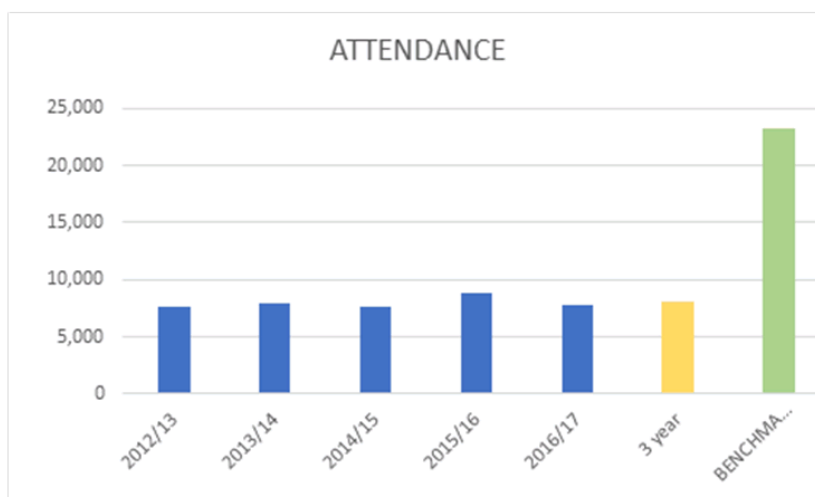
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	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
OPERATIONAL SUBSIDY	95,008	80,712	87,225	99,623	97,202	94,683	116,981
KPA Rating	85	90	90	80	80	85	

Nathalia pool has performed quite well compared to the benchmark for Operational Subsidy, generally being below the benchmark. For the

3-year average 2014/15 to 2016/17 this has resulted in Key Performance Area (KPA) Ratings of 85 which is in the 'very good' area.

**Attendance**



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
ATTENDANCE	7,590	7,923	7,675	8,764	7,698	8,046	23,196
KPA Rating	20	20	20	20	20	20	

Nathalia pool has performed quite poorly compared to the benchmark for attendance, generally being below the benchmark and in the 2015/16 and 2016/17 at less than 30% of the

benchmark attendances well below. This has resulted in Key Performance Area (KPA) Ratings of 15 for these years which is in the 'not acceptable' range.



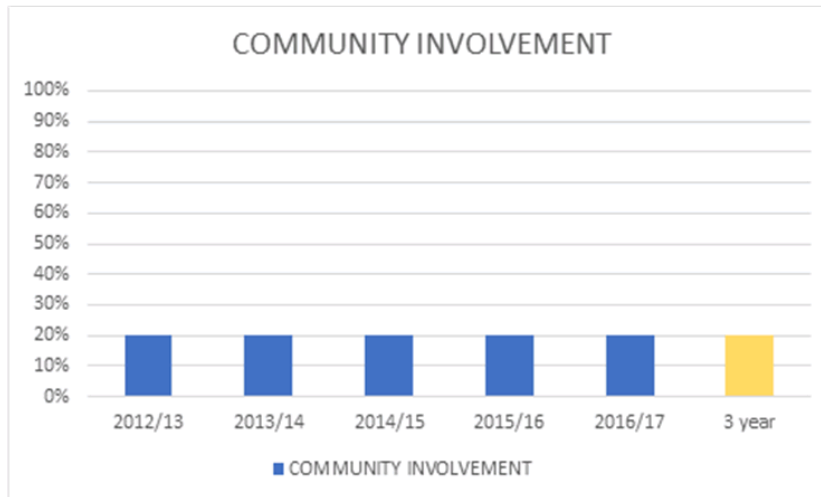
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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

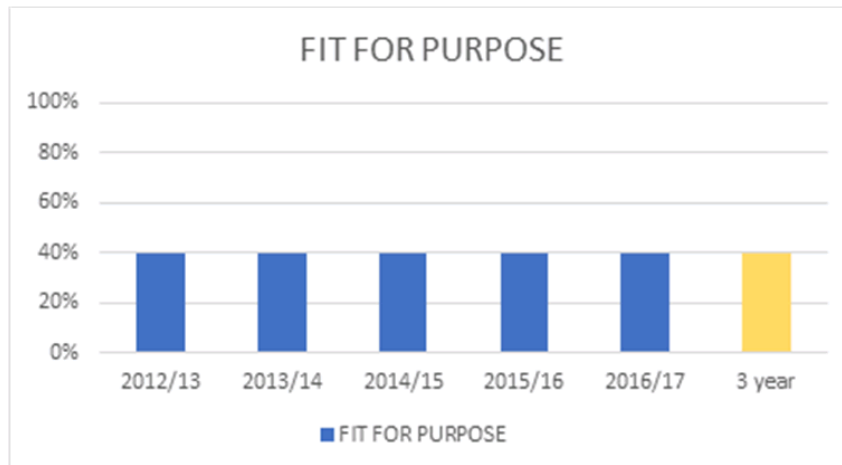
Community Involvement



With the exception of support for early morning swimming being driven by the Nathalia community there is little evidence of community involvement

in the operation of the Nathalia Pool which has resulted in ratings of 20 which is at the lowest end of marginal bordering on not acceptable.

Fit for Purpose



The Nathalia Pool has scored at 40 which is at the higher end of marginal based on its capacity to meet the standards of a local swimming pool facility.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

Overall Facility Performance

PERFORMANCE	Weighting	3-year Ave		2016/17	
		Performance	Total Score	Performance	Total Score
COST PER VISIT	40%	78	31.2	75	30
OPERATIONAL SUBSIDY	20%	85	17	80	16
ATTENDANCE	20%	20	4	20	4
COMMUNITY INVOLVEMENT	15%	20	3	20	3
FIT FOR PURPOSE	5%	40	2	40	2
TOTAL	100%		57.2		55
<b>POOL ASSESSMENT RATING</b>		<b>Improvement Required</b>		<b>Improvement Required</b>	

At an overall pool assessment rating of 56.2, Nathalia Pool currently rates as improvement required – possible closure, however is close to

the target minimum score of 60. Assessment of areas for improvement and action plan to be implemented in collaboration with the community.



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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Asset Condition and Management

Facility upgrades include:

- The pools were last repainted in 2015 with expansion joint repairs in 2012.
- Cast iron pool pipes were epoxy relined in 2016.
- Upgrade of sodium hypo tank in 2015 and dosing pump in 2015 .

and Mobility), the Building Code of Australia and Royal Life Saving Society Australia 'Guidelines for Safe Pool Operations'. The assessment outlined issues, non-compliant items and areas for improvement.

A condition and compliance assessment was conducted in February 2017 by Dennis Hunt and Associates, rating the facility against accessibility standards (Access to Premises, Design for Access

The summary of estimated strategic maintenance, capital and compliance costs for the Nathalia Outdoor Swimming Pool for the following five-year period was:

Component	Total Preliminary Cost Estimates
Maintenance	\$291,300
Capital Upgrades	\$49,500
Disabled Access & Facilities Recommendations	\$43,650
BCA Recommendations	\$1,200
RLSSA Guidelines Recommendations	\$1,900
Total (Five-Years)	\$387,550

The capital projects within the above estimate include:

Project	Cost Estimate
Consideration to installing separate pump, filter, dosing and controls for minor pool (subject to testing existing turnover rates).	\$35,000
Tile shower floor and walls to male and female change rooms.	\$9,500
Upgrade seating to female change room.	\$3,000
Upgrade seating to male change room.	\$2,000

The accessibility assessment highlighted that the Change rooms are basic and with no provision of family/accessible sanitary/shower facilities to the accessible code AS14298.1-4.

There is only a removable stair and ladders for access into the pool water. There is no ramp or hoist access into the pool water for people with a disability.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
2018-2027 DRAFT**

**Performance Improvement Framework**

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements at the

Nathalia pool both from an asset development and programming perspective to achieve the target assessment rating of 'good'.

ID	Focus Area	Indicative Actions
NA01	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships, additional family fun days and encouraging use by more groups.
NA02	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
NA03	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.
NA04	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
NA05	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
NA06	Community Involvement	Investigate the opportunity to form a 'friends of' type group to encourage community involvement in the operation of the pool.
NA07	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
NA08	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
NA09	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.
NA10	Fit for Purpose	Stage 2 – Pending Nathalia Pool reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and water play areas and ensure that the plan considers other swimming opportunities including access to other facilities.
NA11	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and water play activity that reflect communities reasonable expectation in the context of broader access and provision.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### NUMURKAH OUTDOOR SWIMMING POOL



The Numurkah Outdoor Swimming Pool is located adjacent to the Broken Creek and within several hundred metres of the Numurkah Aquatic and Fitness Centre. The outdoor pools including buildings were constructed in 1968, with no extensions or additions to the facility since. The pool has good presentation with generally safe conditions for pool patrons, however the change rooms are old, basic and with minor roofing to seating.

The facility opens from December to March and hours of operation are:

- 6.00am – 8.30am on Tuesday and Thursday mornings.
- 3.30pm – 7.00pm on weekdays during school terms.
- 1.00pm – 7.00pm on weekends.

- 1.00pm – 7.00pm in school holidays.
- On days forecast over 38 degrees Celsius, the pool can remain open until 8.00pm.
- On days forecast under 25 degrees Celsius the pool may remain closed.

The aquatic facilities include:

- 50.0m x 19.2m fibreglass lined concrete main pool.
- 20.2m x 12.4m painted and tiled concrete learners pool.
- 12.4m x 12.2m painted concrete learners pool.
- Kiosk, change rooms, BBQ, playground and shaded seating.



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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Key Performance Areas

Cost Per Visit

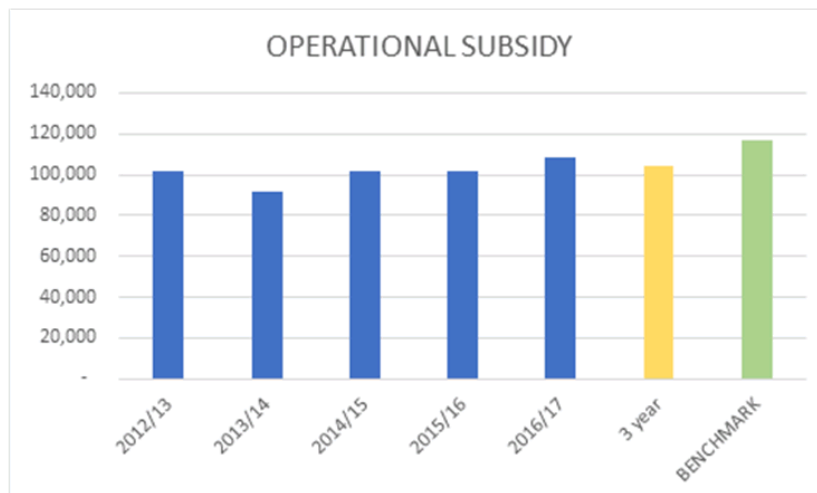


	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
COST PER VISIT	\$9.07	\$10.77	\$12.49	\$13.05	\$14.10	\$13.21	\$16.25
KPA Rating	90	85	75	60	55	63	

Numurkah Outdoor pool has performed reasonably well compared to the benchmark for Cost per Visit, however the cost has had an upward trend over the last 5 years and in 2016/17

was close to the Benchmark. The 3 years average Key Performance Area (KPA) Ratings of 63 in the 'good' area.

Operational Subsidy



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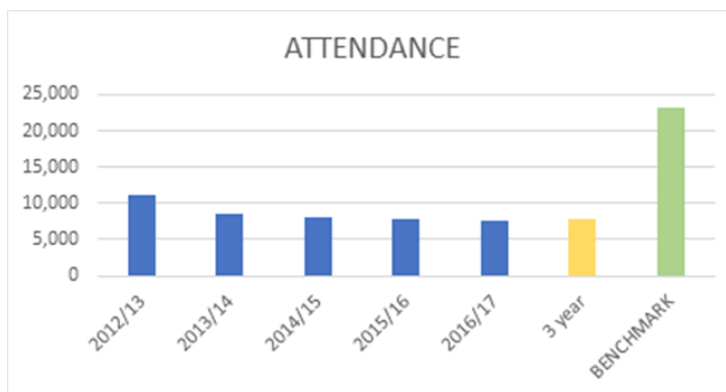
**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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2018-2027 DRAFT**

	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
OPERATIONAL SUBSIDY	101,682	92,029	102,131	101,551	108,606	104,096	116,981
KPA Rating	60	75	60	60	50	57	

Numurkah Outdoor pool has performed just under the benchmark for Operational Subsidy. The 3 year average Key Performance Area (KPA) Ratings of 57 for these years which is in the 'good' area.

**Attendance**



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
ATTENDANCE	11,214	8,451	8,179	7,783	7,704	7,889	23,196
KPA Rating	25	20	20	20	20	20	

Numurkah Outdoor pool has performed quite poorly compared to the benchmark for attendance, generally being below the benchmark and in the 2015/16 and 2016/17 at less than 30%

of the benchmark attendances well below. This has resulted in Key Performance Area (KPA) Ratings of 20 for these years which is in the 'marginal' range.



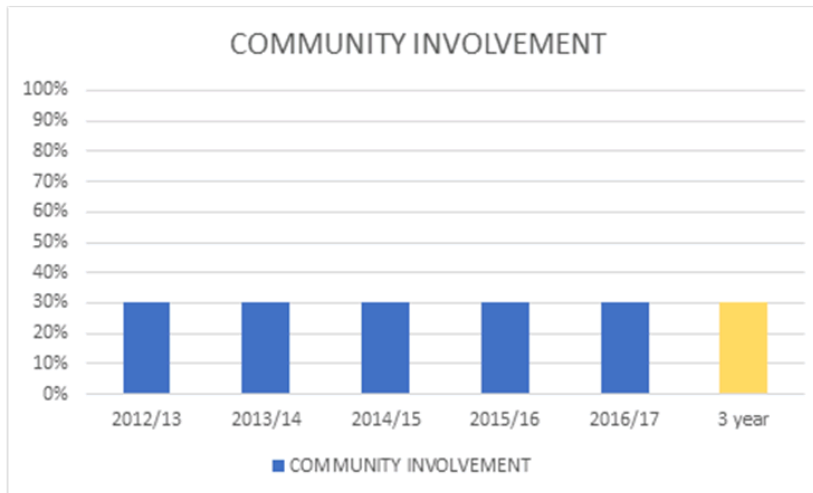
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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
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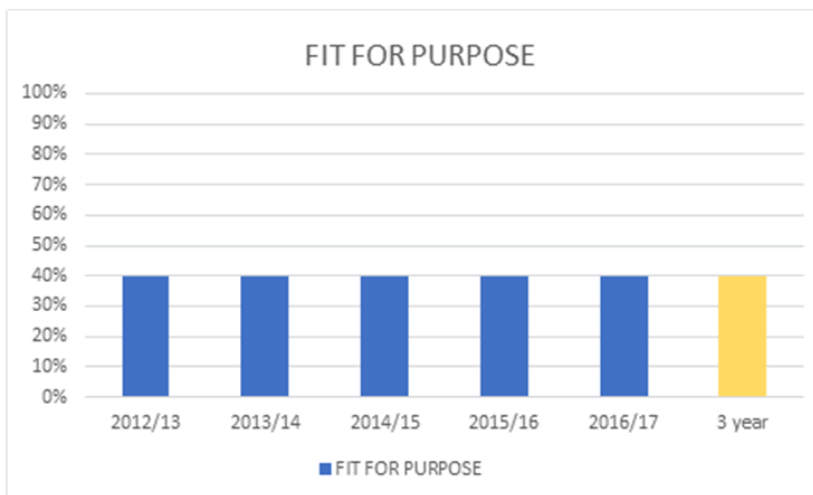
Community Involvement



With the exception of support for earlier opening hours being driven by community and the presence of a swimming club, there is little evidence of community involvement in the

operation of the Numurkah Outdoor Pool which has resulted in ratings of 30 which is in the 'marginal' area.

Fit for Purpose



The Numurkah Outdoor Pool has scored at 40 which is at the higher end of marginal based on its capacity to meet the standards of a local swimming pool facility.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

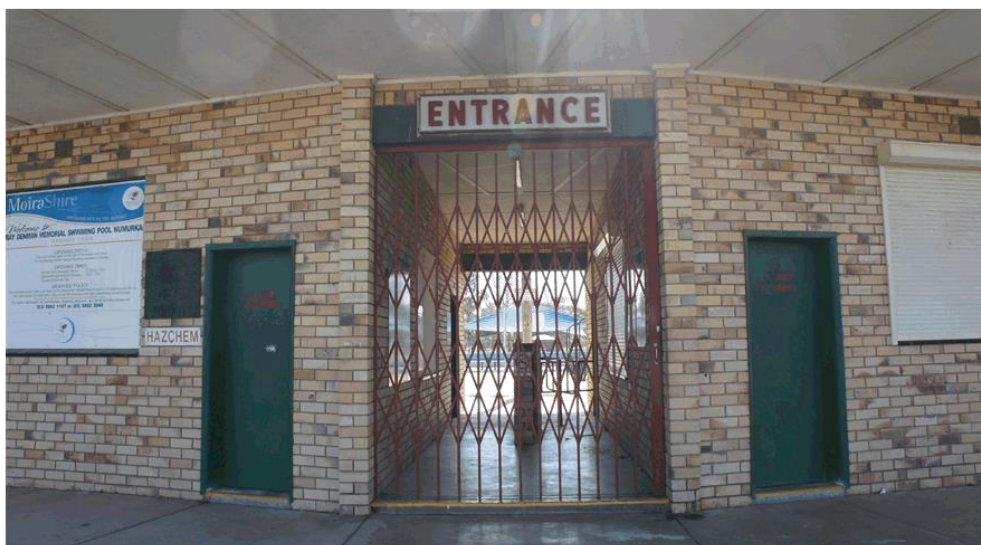
**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
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Overall Facility Performance

PERFORMANCE	Weighting	3-year Ave		2016/17	
		Performance	Total Score	Performance	Total Score
COST PER VISIT	40%	63	25.2	55	22
OPERATIONAL SUBSIDY	20%	57	11.4	50	10
ATTENDANCE	20%	20	4	20	4
COMMUNITY INVOLVEMENT	15%	30	4.5	30	4.5
FIT FOR PURPOSE	5%	40	2	40	2
TOTAL	100%		47.1		42.5
<b>POOL ASSESSMENT RATING</b>		<b>Significant Improvement Required</b>		<b>Significant Improvement Required</b>	

At an overall pool assessment rating of 47.1, the Numurkah Outdoor Pool currently rates as significant improvement required – possible

closure. Assessment of areas for improvement and action plan to be implemented in collaboration with the community.



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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Asset Condition and Management

Facility upgrades include:

- Fibreglass lining of the main pool 15 to 20 years ago. Able Leak Detection identified that the fibreglass was lifting to the floor of the main pool in 2013. Some repairs have been completed more recently to repair cracks in the material.
- The balance tank within the plant room was lined in 2013.
- Replacement of pool pump motor in 2014.
- Upgrade of the sodium hypo tank in 2010 and dosing pump in 2015.
- The minor pools were last repainted in 2016 with expansion joint repairs in 2013.

A condition and compliance assessment was conducted in February 2017 by Dennis Hunt and Associates, rating the facility against accessibility standards (Access to Premises, Design for Access and Mobility), the Building Code of Australia and Royal Life Saving Society Australia 'Guidelines for Safe Pool Operations'. The assessment outlined issues, non-compliant items and areas for improvement.

The summary of estimated strategic maintenance, capital and compliance costs for the Numurkah Outdoor Swimming Pool for the following five year period was:

Component	Total Preliminary Cost Estimates
Maintenance	\$247,400
Capital Upgrades	\$629,000
Disabled Access & Facilities Recommendations	\$33,950
BCA Recommendations	\$6,700
RLSSA Guidelines Recommendations	\$5,500
<b>Total (Five-Years)</b>	<b>\$922,550</b>

The capital projects within the above estimate include:

Project	Cost Estimate
Consideration to installing commercial grade vinyl liner to main pool subject to leakage tests.	\$360,000
Structural integrity tests prior to installing vinyl liner.	\$24,000
Miscellaneous contingency repairs prior to installing vinyl liner.	\$15,000
Consideration to roofing change rooms including steel frames	\$85,000
Supply & install 150mm dia ABS pipe & risers in the existing supply line channels to Main Pool.	\$75,000
Consideration to installing separate pump, filter, dosing & controls for the minor pools (subject to testing existing turnover rates).	\$65,000
Install hydrostatic valve to main pool if required to reduce risk of hydrostatic pressure whilst pool is empty.	\$2,500
Install bench and shelving to first aid room.	\$2,500

The accessibility assessment highlighted that the change rooms are basic without full roof and with no provision of family/accessible sanitary/shower

facilities to the accessible code AS14298.1-4. There is no ramp or hoist access into the pool water for people with a disability.

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1. A GREAT PLACE TO LIVE

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Performance Improvement Framework

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements at the

Numurkah pool both from an asset development and programming perspective to achieve the target assessment rating of 'good'.

ID	Focus Area	Indicative Actions
NU01	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships, additional family fun days and encouraging use by more groups.
NU02	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
NU03	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.
NU04	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
NU05	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
NU06	Community Involvement	Investigate the opportunity to form a 'friends of' type group to encourage community involvement in the operation of the pool.
NU07	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
NU08	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
NU09	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.
NU10	Fit for Purpose	Stage 2 – Pending the pool reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and water play areas and ensure that the plan considers other swimming opportunities including access to other facilities.
NU11	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and water play activity that reflect communities reasonable expectation in the context of broader access and provision.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### NUMURKAH INDOOR AQUATIC CENTRE



The Numurkah Aquatic and Fitness Centre is located in the sporting precinct to the south of the Broken Creek. The original fitness centre incorporating three squash courts, dry change rooms/toilets and upper level gymnasium was constructed in 1983 adjoining an old tennis clubroom. A small indoor swimming pool with spa, sauna and wet change rooms were added in 1993, providing year round opportunities to access an aquatic programs and services. The facility provides good accessible aquatic facilities, however the gym facilities are somewhat congested. The centre offers a variety of aquatic activities including aqua aerobics, squad swimming, YMCA AquaSafe swimming and water safety lessons and casual swimming.

The hours of operation are:

- 6.00am – 12.00pm and 3.00pm – 8.00pm on weekdays.
- 9.00am – 1.00pm on Saturdays.
- 9.00am – 12.00pm on Sundays.

The facilities include:

- 12.7m x 8.2m fully tiled indoor concrete swimming pool with gas and solar heating and accessible hoist.
- Wet area change rooms.
- Gender specific accessible change cubicles
- Plant room.
- A small above floor fibreglass heated spa.
- Equipped health club/gymnasium and spin/boxing area to the first floor.
- Reception, offices and gym assessment room to the ground floor.



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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Key Performance Areas

Cost Per Visit



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
COST PER VISIT	7.80	11.41	10.25	9.69	10.64	10.19	6.99
KPA Rating	50	30	35	38	35	36	

Numurkah Indoor Aquatic Centre has generally performed below the benchmark for Cost per Visit, this has resulted in Key Performance Area

(KPA) Ratings of 36 for these years which is in the 'marginal' area but requiring improvement.

Operational Subsidy



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

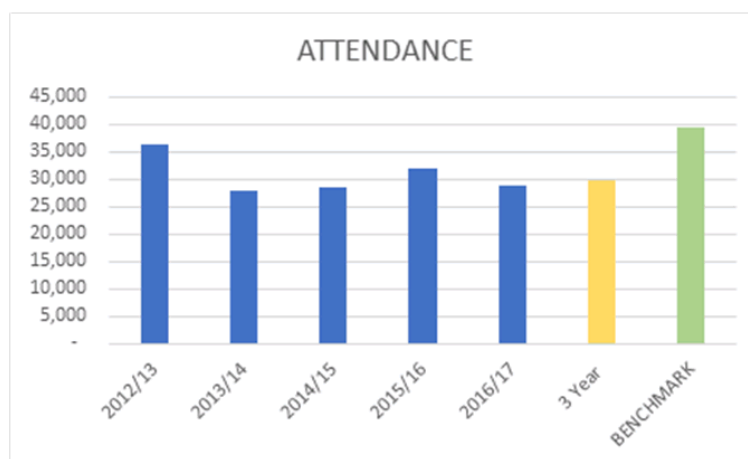
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	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
OPERATIONAL SUBSIDY	283,957	319,276	292,736	310,902	308,402	304,013	275,389
KPA Rating	50	40	49	41	41	44	

The Numurkah Indoor Aquatic Centre has at around or just under the benchmark for Operational Subsidy. This has resulted in Key

Performance Area (KPA) Ratings of 44 for these years which is in the lower area of the 'good' rating.

**Attendance**



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
ATTENDANCE	36,401	27,983	28,552	32,090	28,979	29,874	39,397
KPA Rating	48	30	31	36	31	33	

The Numurkah Indoor Aquatic Centre has tended to operate at around 75% of the benchmark for attendance. This has resulted in Key Performance

Area (KPA) Ratings of 33 for these years which is in the 'marginal' range but around the middle and requiring ongoing improvement.



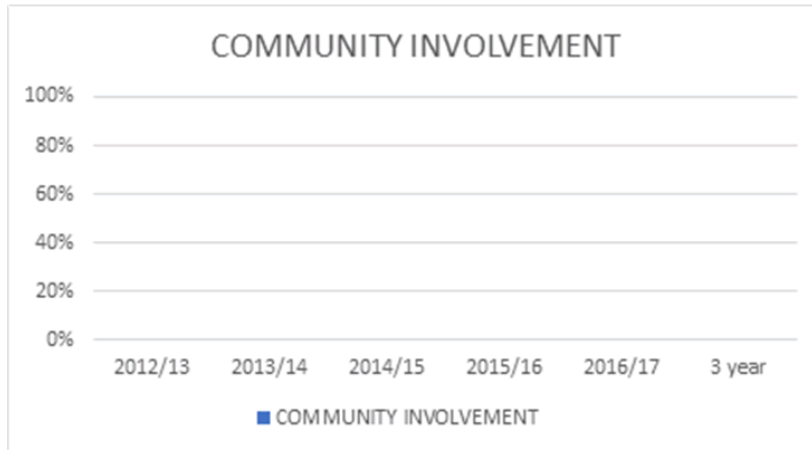
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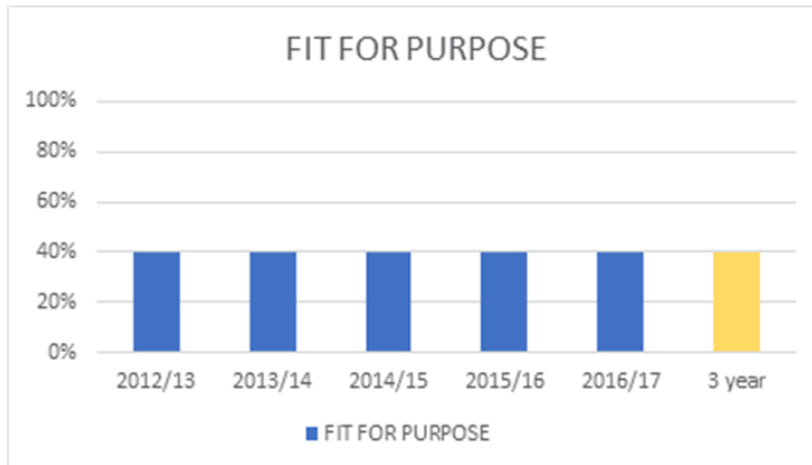
Community Involvement



There is no evidence of community involvement in the operation of the Numurkah Indoor Aquatic

Centre, which has informed its rating of 0 which is in the not acceptable area.

Fit for Purpose



The Fit for Purpose score was determined via the staff workshop with the score being a combination of asset condition, interpretation of community consultation outcomes, staff experience and expertise and industry trends.

The Numurkah Indoor Aquatic Centre has scored at 40 which is at the higher end of marginal based on its capacity to meet the standards of a local swimming pool facility.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

Overall Facility Performance

PERFORMANCE	Weighting	3-year Ave		2016/17	
		Performance	Total Score	Performance	Total Score
COST PER VISIT	40%	36	14.4	35	14
OPERATIONAL SUBSIDY	20%	44	8.8	41	8.2
ATTENDANCE	20%	33	6.6	31	6.2
COMMUNITY INVOLVEMENT	15%	0	0	0	0
FIT FOR PURPOSE	5%	40	2	40	2
TOTAL	100%		31.8		30.4
<b>POOL ASSESSMENT RATING</b>		<b>Not Acceptable</b>		<b>Not Acceptable</b>	

At an overall pool assessment rating of 31.8 the Numurkah Indoor Aquatic Centre currently rates as not acceptable – possible closure. Assessment

of areas for improvement and action plan to be implemented in collaboration with the community.



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

**Asset Condition and Management**

Facility upgrades include:

- Upgrade of circulation pool pumps in 2012.
- Sodium hypo dosing pump upgraded in 2011 and the acid dosing pump added in 2006.
- Upgrade of gas pool and spa boilers in 2013 to the north enclosure with direct heat (no heat exchangers).
- Solar controller was upgraded in 2015.

standards (Access to Premises, Design for Access and Mobility), the Building Code of Australia and Royal Life Saving Society Australia 'Guidelines for Safe Pool Operations'.

The assessment outlined issues, non-compliant items and areas for improvement.

A condition and compliance assessment was conducted in February 2017 by Dennis Hunt and Associates, rating the facility against accessibility

The summary of estimated strategic maintenance, capital and compliance costs for the Numurkah Aquatic and Fitness Centre for the following five year period was:

Component	Total Preliminary Cost Estimates
Maintenance	\$332,000
Disabled Access & Facilities recommendations	\$123,550
BCA recommendations	\$14,600
RLSSA Guidelines recommendations	\$1,200
Total (Five-Years)	\$1,875,850

The capital projects within the above estimate include:

Project	Cost Estimate
Install roof mounted evaporative cooler to viewing/boxing area.	\$4,500

The accessibility assessment highlighted that the interior and exterior stairs do not comply with the accessible code AS1428.1-4.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Performance Improvement Framework

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements at the

Numurkah Indoor Aquatic Centre both from an asset development and programming perspective to achieve the target assessment rating of 'good'.

ID	Focus Area	Indicative Actions
NI01	Operational Subsidy	Undertake ongoing research with industry and target those facilities performing at benchmark rates or better to inform and support operating direction.
NI02	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships, and encouraging use by more groups.
NI03	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
NI04	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the facility.
NI05	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
NI06	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
NI07	Community Involvement	Investigate the opportunity to form a 'friends of' type group or community advisory to encourage community involvement in the operation of the facility.
NI08	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
NI09	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
NI10	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities.
NI11	Fit for Purpose	Stage 2 – Pending the pool reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and water play areas and ensure that the plan considers other swimming opportunities including access to other facilities.
NI12	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support activity that reflect communities reasonable expectation in the context of broader access and provision.



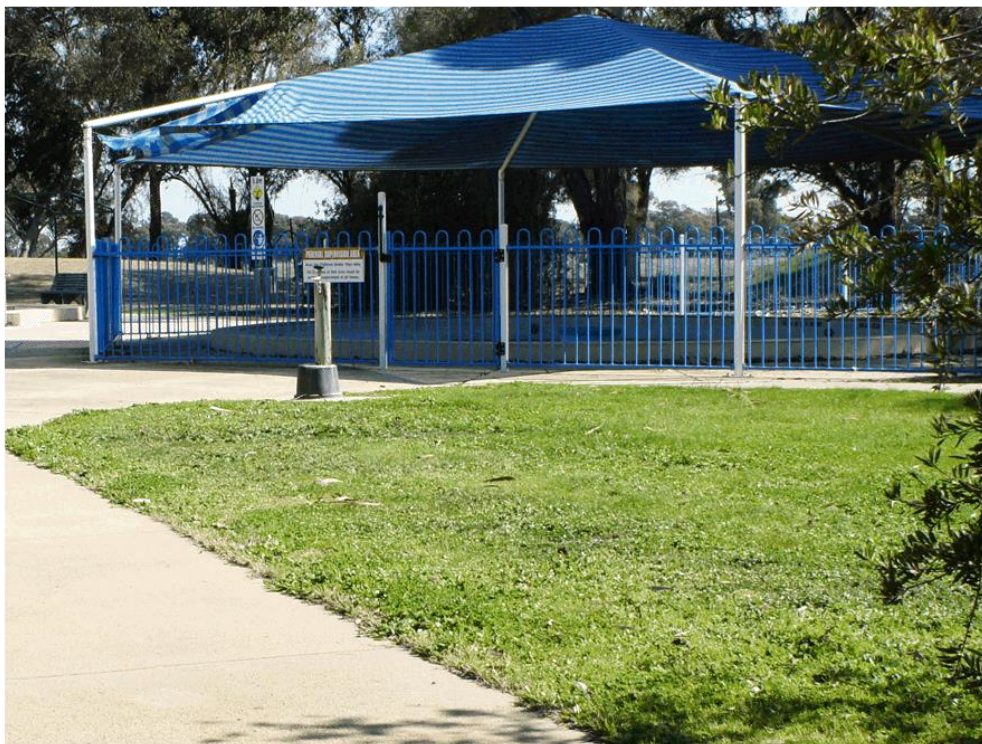
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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### STRATHMERTON SWIMMING POOL



The Strathmerton Outdoor Swimming Pool is located in Findlay Street adjacent to the primary school. The outdoor pools, change rooms and office/plant room buildings were constructed in 1978. Whilst the free form and toddler pools provide good outdoor aquatic conditions for pool patrons with good presentation, the change rooms are old and basic and the plant room is very small.

The facility opens from December to March and hours of operation are:

- 3.30pm – 7.00pm on weekdays during school terms.
- 1.00pm – 7.00pm on weekends and public holidays.
- 1.00pm – 7.00pm in school holidays.

- On days forecast over 38 degrees Celsius, the pool can remain open until 8.00pm.
- On days forecast under 25 degrees Celsius the pool may remain closed.

The facilities include:

- 25.0m x 17.0m free-form painted concrete main pool.
- 12.0m octagonal painted concrete toddler pool.
- Change rooms and shaded seating.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

Key Performance Areas

Cost Per Visit



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
COST PER VISIT	34.36	30.05	39.67	26.54	26.93	31.05	\$11.66
KPA Rating	10	10	10	15	15	13	

Strathmerton pool has performed well below the benchmark for Cost per Visit. This has resulted in Key Performance Area (KPA) Ratings of 13 for these years which is in the 'not acceptable' area.

Operational Subsidy



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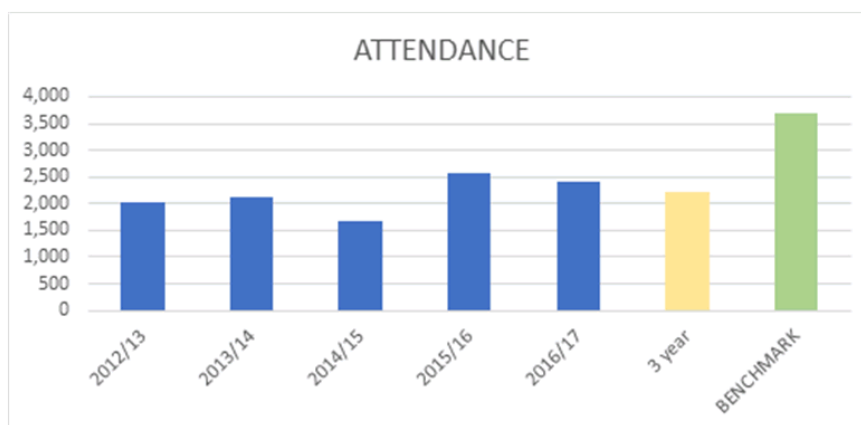
**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
OPERATIONAL SUBSIDY	69,929	63,436	66,730	68,400	64,648	66,593	43,177
KPA Rating	20	20	20	20	20	20	

Strathmerton pool has performed well below the benchmark for Operational Subsidy. This has resulted in Key Performance Area (KPA) Ratings of 20 for these years which is in the 'marginal' area.

**Attendance**



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
ATTENDANCE	2,035	2,111	1,682	2,577	2,401	2,220	3,703
KPA Rating	30	30	25	30	30	28	

Strathmerton pool has performed below the benchmark for attendance. This has resulted in Key Performance Area (KPA) Ratings of 28 for these years which is in the 'marginal' range primarily due to the small benchmark target for pools with limited catchments.



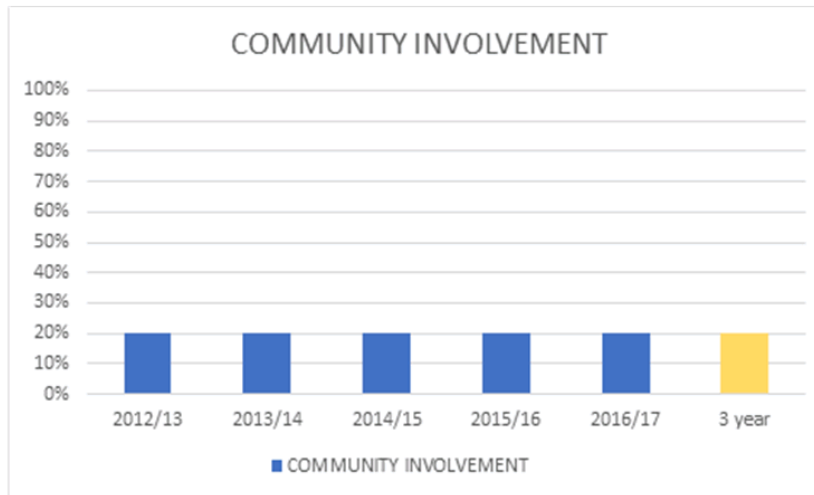
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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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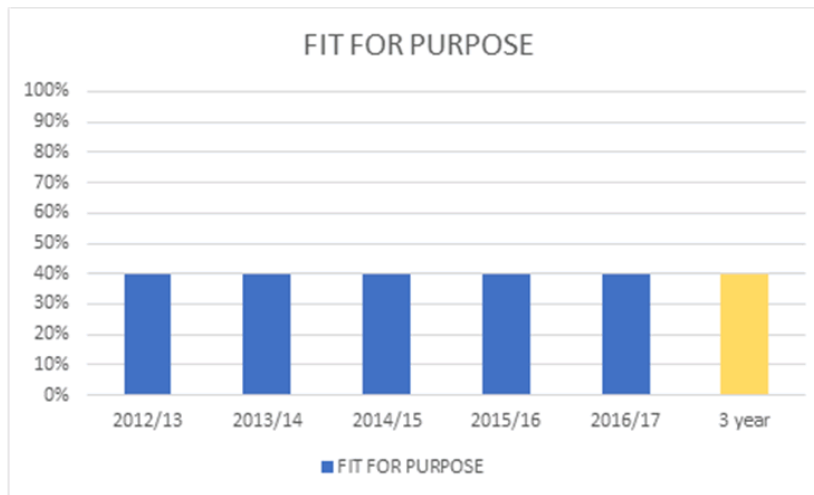
Community Involvement



Provision of community driven and supported swimming lessons occurs at the Strathmerton Pool which has resulted in ratings of 20 as there is no

evidence of community involvement outside this activity.

Fit for Purpose



The Strathmerton Pool has scored at 40 which is at the higher end of marginal based on its capacity to meet the standards of a local swimming pool facility.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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**Overall Facility Performance**

PERFORMANCE	Weighting	3-year Ave		2016/17	
		Performance	Total Score	Performance	Total Score
COST PER VISIT	40%	13	5.2	15	6
OPERATIONAL SUBSIDY	20%	20	4	20	4
ATTENDANCE	20%	28	5.6	30	6
COMMUNITY INVOLVEMENT	15%	20	3	20	3
FIT FOR PURPOSE	5%	40	2	40	2
TOTAL	100%		19.8		21
<b>POOL ASSESSMENT RATING</b>		<b>Closure</b>		<b>Possible Closure</b>	

At an overall pool assessment rating of 19.8, Strathmerton Pool currently rates as Closure. Assessment of areas for improvement and action

plan to be implemented in collaboration with the community.



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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Asset Condition and Management

Facility upgrades include:

- The pools were last repainted and expansion joints repaired in 2009.
- Upgraded sodium hypo tank in 2010 and dosing pump in 2014.
- Circulation pump was replaced in 2006.

standards (Access to Premises, Design for Access and Mobility), the Building Code of Australia and Royal Life Saving Society Australia 'Guidelines for Safe Pool Operations'.

The assessment outlined issues, non-compliant items and areas for improvement.

A condition and compliance assessment was conducted in February 2017 by Dennis Hunt and Associates, rating the facility against accessibility

The summary of estimated strategic maintenance, capital and compliance costs for the Strathmerton Outdoor Swimming Pool for the following five year period was:

Component	Total Preliminary Cost Estimates
Maintenance	\$179,600
Capital Upgrades	\$180,000
Disabled Access & Facilities Recommendations	\$37,800
BCA Recommendations	\$700
RLSSA Guidelines Recommendations	\$500
<b>Total (Five-Years)</b>	<b>\$398,600</b>

The capital projects within the above estimate include:

Project	Cost Estimate
Consideration to replacing building with new steel framed/steel clad building with separate chemical storage, filter enclosure and office/kiosk with view of pools	\$180,000

The accessibility assessment highlighted that the change rooms are basic and with no provision of family/accessible sanitary/shower facilities to the accessible code AS14298.1-4. There is no ramp or hoist access into the pool water for people with a disability.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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**Performance Improvement Framework**

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements

at the Strathmerton pool both from an asset development and programming perspective to achieve the target assessment rating of 'good'.

ID	Focus Area	Indicative Actions
S01	Cost Per Visit	Gain greater understanding of operating models of facilities with comparable populations that are performing closer to benchmarks or best practice and implement changes as a matter of priority.
S02	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships, additional family fun days and encouraging use by more groups.
S03	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
S04	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.
S05	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
S06	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
S07	Community Involvement	Investigate the opportunity to form a 'friends of' type group to encourage community involvement in the operation of the pool.
S08	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
S09	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
S10	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.
S11	Fit for Purpose	Stage 2 – Pending Strathmerton Pool reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and water play areas and ensure that the plan considers other swimming opportunities including access to other facilities.
S12	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and waterplay activity that reflect communities reasonable expectation in the context of broader access and provision.

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#### YARRAWONGA OUTDOOR POOL



The Yarrowonga Outdoor Swimming Pool is adjacent to the sports precinct and Yarrowonga Holiday Park. The area is bordered by the Murray River and Lake Mulwala to the northeast and northwest, and the Yarrowonga Main Channel to the east and southeast. The outdoor pools including buildings were constructed in 1991. There have been no extensions or additions to the facility. The pool and change room/kiosk building has good presentation with generally safe conditions for pool patrons. The swim clubrooms are in average condition.

The facility opens from December to March and hours of operation are:

- 6.00am – 8.00am on Monday, Wednesday and Friday mornings.

- 3.30pm – 7.00pm on weekdays during school terms.
- 1.00pm – 7.00pm on weekends and public holidays.
- 11.30am – 7.00pm School Holidays.
- On days forecast over 38 degrees Celsius, the pool can remain open until 8.00pm.
- On days forecast under 25 degrees Celsius the pool may remain closed.

The facilities include:

- 50.0m x 21.0m painted concrete main pool.
- 12.9m x 11.9m painted concrete toddler pool.
- Change rooms, kiosk, BBQ, playground and shaded seating.



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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Key Performance Areas

Cost Per Visit



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
COST PER VISIT	4.31	7.72	6.45	4.23	4.76	5.15	\$16.25
KPA Rating	100	95	95	100	100	100	

Yarrowonga Outdoor pool has performed quite well compared to the benchmark for Cost per Visit, generally being well below the benchmark

and operating at industry best practice. This has resulted in Key Performance Area (KPA) Ratings of 100 for these years which is in the 'excellent' area.

Operational Subsidy



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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

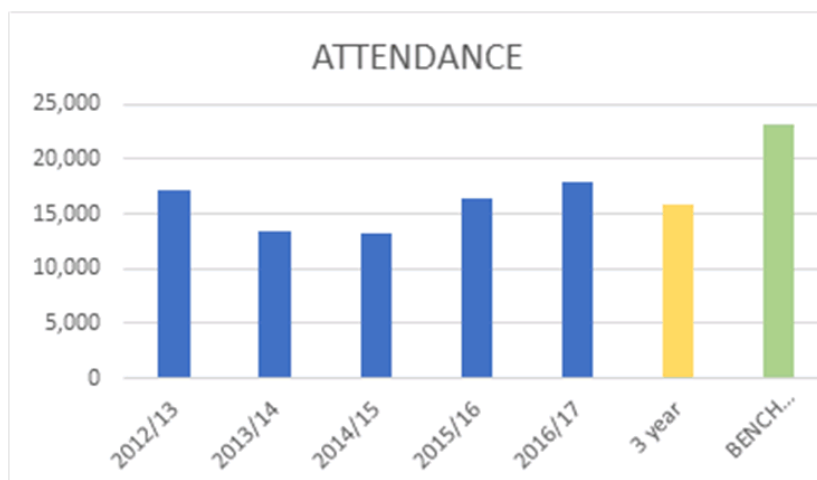
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	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
OPERATIONAL SUBSIDY	74,193	103,128	85,828	69,262	85,224	80,105	116,981
KPA Rating	95	65	85	100	85	90	

Yarrowonga Outdoor pool has performed quite well compared to the benchmark for Operational Subsidy, generally being below the benchmark and

in the 2015/16 and 2016/17 well below. This has resulted in Key Performance Area (KPA) Ratings of 90 for these years which is in the 'excellent' area.

**Attendance**



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
ATTENDANCE	17,217	13,367	13,308	16,363	17,900	15,857	23,196
KPA Rating	45	40	40	44	45	43	

Yarrowonga Outdoor pool has performed a little less than the average compared to the benchmark for attendance. This has resulted in Key

Performance Area (KPA) Ratings of 43 for these years which is in the lower end of the 'good' range.



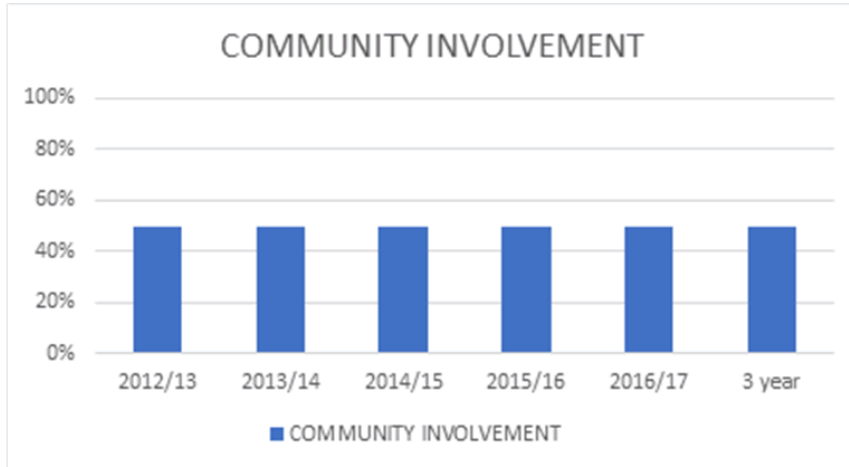
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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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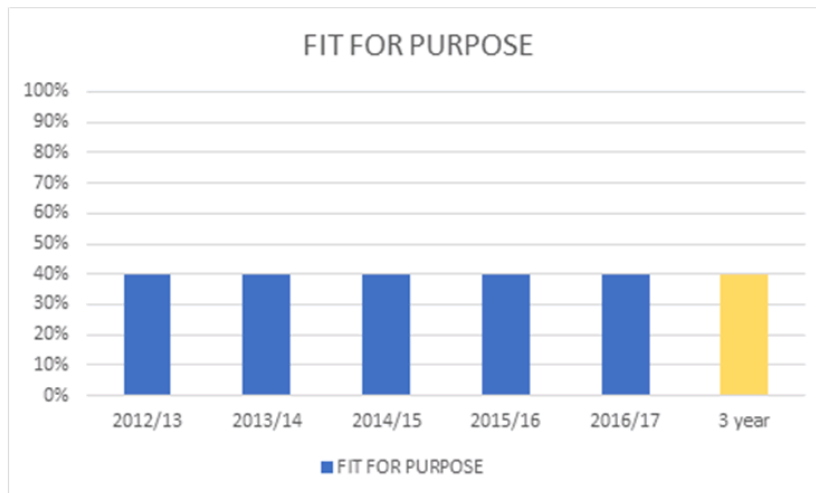
Community Involvement



The presence of an active swimming club that has contributed to the facility through the construction of club rooms as well as being a strong contributor to programming and attendances along with the

communities support of early opening hours have resulted in the Key Performance Area (KPA) rating of 50% which is in the 'good' range.

Fit for Purpose



The Yarrawonga Pool has scored at 40 which is at the higher end of marginal based on its capacity to meet the standards of a local swimming pool facility.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

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Overall Facility Performance

PERFORMANCE	Weighting	3-year Ave		2016/17	
		Performance	Total Score	Performance	Total Score
COST PER VISIT	40%	100	40	100	40
OPERATIONAL SUBSIDY	20%	90	18	85	17
ATTENDANCE	20%	43	8.6	45	9
COMMUNITY INVOLVEMENT	15%	50	7.5	50	7.5
FIT FOR PURPOSE	5%	40	2	40	2
TOTAL	100%		76.1		75.5
<b>POOL ASSESSMENT RATING</b>		<b>Good</b>		<b>Good</b>	

At an overall pool assessment rating of 76.1, Yarrowonga Outdoor Pool currently rates as 'Good'. This is due to the mix of low operating cost and reasonable attendances with some

community involvement. Assessment of areas for improvement and action plan to be implemented in collaboration with the community.



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1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.2

**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
2018-2027 DRAFT**

**Asset Condition and Management**

Facility upgrades include:

- Upgrade of sodium hypo tank and dosing pumps within the past seven years.
- The pools were last repainted in 2015 with expansion joint repairs in 2012.
- Filters were relined and sand media replacement in 2015.
- Problem sections of the main and toddler pool pipe work (cast iron and PVC) were epoxy lined in 2016.

A condition and compliance assessment was conducted in February 2017 by Dennis Hunt and Associates, rating the facility against accessibility standards (Access to Premises, Design for Access and Mobility), the Building Code of Australia and Royal Life Saving Society Australia 'Guidelines for Safe Pool Operations.'

The assessment outlined issues, non-compliant items and areas for improvement.

The summary of estimated strategic maintenance, capital and compliance costs for the Yarrowonga Outdoor Swimming Pool for the following five-year period was:

Component	Total Preliminary Cost Estimates
Maintenance	\$178,550
Capital Upgrades	\$0
Disabled Access & Facilities Recommendations	\$12,300
BCA Recommendations	\$400
RLSSA Guidelines Recommendations	\$9,000
<b>Total (Five-Years)</b>	<b>\$200,250</b>

There were no identified capital projects within for the Yarrowonga Outdoor Swimming Pool.

The accessibility assessment highlighted that Unisex family/accessible sanitary/shower facilities are provided along with an accessible person's ramp into the main pool, however the entrance ramp from the car park does not comply with the accessibility standard AS1428.

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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
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**Performance Improvement Framework**

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements at the Yarrowonga Outdoor pool both from an asset

development and programming perspective to maintain or improve on the current target assessment rating of 'good'.

ID	Focus Area	Indicative Actions
YO01	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships, additional family fun days and encouraging use by more groups.
YO02	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
YO03	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.
YO04	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
YO05	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
YO06	Community Involvement	Investigate the opportunity to form a 'friends of' type group or community advisory to encourage more community involvement in the operation of the pool.
YO07	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
YO08	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
YO09	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.
YO10	Fit for Purpose	Stage 2 – Pending the pool maintaining the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and water play areas and ensure that the plan considers other swimming opportunities including access to other facilities.
YO11	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and water play activity that reflect communities reasonable expectation in the context of broader access and provision.

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**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
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**YARRAWONGA FORESHORE  
WATERSLIDE SPLASH PARK AND  
KIOSK**



The Yarrowonga Foreshore Waterslide, Splash Park and Kiosk (Yarrowonga Foreshore) is located in Bank Street within the Yarrowonga Foreshore precinct on picturesque Lake Mulwala, adjacent to the Lake Mulwala Swimming Pool. The original waterslide was constructed in 1982 with the slide plant sited in an enclosure within an adjoining park toilet block. The splash park, plant and kiosk were added in 2010. The slide and splash park provide excellent facilities for the users and are generally in good condition. The large kiosk, which incorporates servery windows, cool room, office/store and toilet, is in excellent condition.

The facility opens from December to March, with the splash park staying open until Easter.

Hours of operation for the kiosk and waterslide are:

- 12.00pm – 5.00pm on weekends in December and February.
- 11.00am – 6.00pm in school holidays (slides open at 12.00pm).

- 12.00noon to 5.00pm on public holidays.
- On days forecast over 38 degrees Celsius, the waterslide can remain open until at least 7.00pm.

The splash park operates on a motion sensor. The aquatic facilities include:

- 45m long fibreglass waterslide, access stair and supervisor tower.
- 7m diameter rubber surfaced zero-depth splash park.
- Kiosk, BBQ's, playgrounds, shaded seating and public toilets.



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Key Performance Areas

Cost Per Visit



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
COST PER VISIT	7.60	6.46	5.61	6.47	3.69	5.26	\$16.25
KPA Rating	90	95	98	95	100	98	

Yarrowonga Foreshore pool has performed quite well compared to the benchmark for Cost per Visit, being well below the benchmark and around

industry best practice. This has resulted in Key Performance Area (KPA) Ratings of 98 for these years which is in the 'excellent' area.

Operational Subsidy



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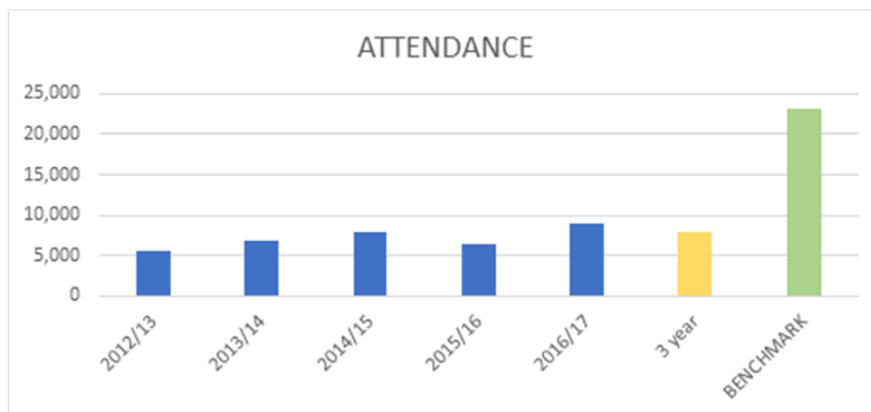
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	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
OPERATIONAL SUBSIDY	42,811	43,826	44,552	41,202	33,356	39,703	116,981
KPA Rating	100	100	100	100	100	100	

The Yarrawonga Foreshore pool has performed quite well compared to the benchmark for Operational Subsidy, generally being well below the benchmark and usually at best practice,

acknowledging it is quite a different facility to the other pools. This has resulted in Key Performance Area (KPA) Ratings of 100 which is in the 'excellent' area.

**Attendance**



	2012/13	2013/14	2014/15	2015/16	2016/17	3 year	BENCHMARK
ATTENDANCE	5,632	6,781	7,939	6,366	9,048	7,784	23,196
KPA Rating	20	20	18	20	25	21	

Yarrawonga Foreshore has performed quite poorly compared to the benchmark for attendance, generally being below the benchmark, however the facility did enjoy some growth in attendances

in the 2016/17 season. This has resulted in Key Performance Area (KPA) Ratings of 21 which is just inside the 'marginal' range.



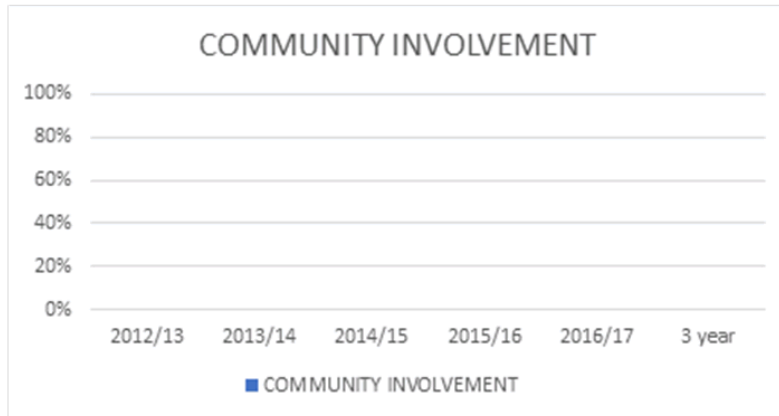
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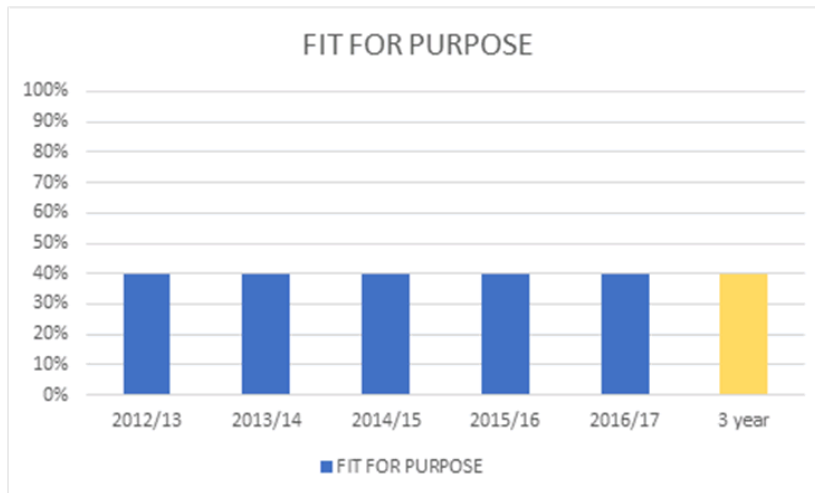
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Community Involvement



There is no evidence of any community involvement in the operation of the Yarrawonga Foreshore Pool which has resulted in ratings of 0 which is in the 'not acceptable' range.

Fit for Purpose



The Yarrawonga Foreshore scored at 40 which is at the higher end of marginal based on its capacity to meet the standards of a local swimming pool facility.

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Overall Facility Performance

PERFORMANCE	Weighting	3-year Ave		2016/17	
		Performance	Total Score	Performance	Total Score
COST PER VISIT	40%	98	39.2	100	40
OPERATIONAL SUBSIDY	20%	100	20	100	20
ATTENDANCE	20%	21	4.2	25	5
COMMUNITY INVOLVEMENT	15%	0	0	0	0
FIT FOR PURPOSE	5%	40	2	40	2
TOTAL	100%		65.4		67
<b>POOL ASSESSMENT RATING</b>		<b>Acceptable</b>		<b>Acceptable</b>	

At an overall pool assessment rating of 65.4, Yarrowonga Foreshore currently rates as acceptable of 60. Assessment of areas for

improvement and action plan to be implemented in collaboration with the community.



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#### Asset Condition and Management

Facility upgrades include:

- Painting of the waterslide flume in 2014 (which is recommended to be gel-coated not painted).
- Splash park filter pump upgraded in 2015 and filter sand replaced in 2013.
- Installation of mesh under the slide stair to prevent out of hours access to the slide tower.

Safe Pool Operations'.

The assessment outlined issues, non-compliant items and areas for improvement.

A condition and compliance assessment was conducted in February 2017 by Dennis Hunt and Associates, rating the facility against accessibility standards (Access to Premises, Design for Access and Mobility), the Building Code of Australia and Royal Life Saving Society Australia 'Guidelines for

The summary of estimated strategic maintenance, capital and compliance costs for the Yarrawonga Foreshore for the following five-year period was:

Component	Total Preliminary Cost Estimates
Maintenance	\$105,200
Capital Upgrades	\$370,000
Disabled Access & Facilities Recommendations	\$1,200
BCA Recommendations	\$450
RLSSA Guidelines Recommendations	\$100
<b>Total (Five-Years)</b>	<b>\$476,950</b>

The capital projects within the above estimate include:

Project	Cost Estimate
Consideration to expanding splash park. Expand splash park and relocate plant from under slide and install backwash tank	\$370,000

The accessibility assessment highlighted that the facility achieves compliance aside from the need to replace knobs to interior kiosk, toilet & office doors with levers.

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#### Performance Improvement Framework

The following Framework provides some direction for consideration by the Council and community to support the ongoing improvements at the

Yarrowonga Foreshore pool both from an asset development and programming perspective to achieve the target assessment rating of 'good'

ID	Focus Area	Indicative Actions
YF1	Cost Per Visit	Investigate possible program opportunities that will grow income through new or broader revenue streams such as sponsorships or new programming.
YF2	Operational Subsidy	Investigate opportunities to work with partners including the aquatics industry and neighbouring council's to implement innovative solutions to cost sharing or reduction through group purchasing, promotion or shared resources.
YF3	Attendance	Council and community to continue to focus on using cost effective methods such as social media to promote the pool in summer.
YF4	Attendance	Council and community to work in partnership to continue to investigate opportunities to extend the season and daily hours, being mindful of ensuring it does not impact on cost.
YF5	Attendance	Continue to work with schools to maximise access and opportunities to build on their current use.
YF6	Community Involvement	Investigate the opportunity to form a 'friends of' type group to encourage community involvement in the operation of the facility.
YF7	Community Involvement	Ensure ongoing engagement of community and promotion of Key Performance Areas and Targets to facilitate awareness and opportunities to participate.
YF8	Community Involvement	Continue to educate community about the cost of providing aquatic facilities, the changes to the way people are recreating in summer and the relationship with alternate swimming opportunities including those provided in neighbouring municipalities or privately.
YF9	Fit for Purpose	Stage 1 – Continue to invest in maintenance and reasonable capital to continue to provide safe and accessible facilities. Consider provision of additional shade and cost-effective equipment to enhance play and recreational swimming.
YF10	Fit for Purpose	Stage 2 – Pending facility reaching the target 'good' rating, undertake a master plan of the pool to facilitate future medium-term upgrades addressing key issues such as the change-rooms, accessibility, shade and waterplay areas and ensure that the plan considers other swimming opportunities including access to other facilities.
YF11	Fit for Purpose	Stage 3 - Council plan for medium to long term investment in facilities that support swimming and waterplay activity that reflect communities reasonable expectation in the context of broader access and provision.

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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Performance Improvement Staging

This report recommends that Council continue to invest in the provision of the existing facilities, however there are clear actions to be achieved and key focus areas to be worked on to ensure improvement and continued investment in aquatic facilities. These include efforts to increase visitation, increase community involvement, conduct more community events and activities, maintain and renew infrastructure, effectively manage operations and undertake suitable review, reporting and strategic planning. Specific actions will be identified in action plans to be developed with the local community at each facility identifying how the improvements will be addressed at each facility.

#### Stage 1: Short Term (Years 1 – 3)

This stage has a focus on operational improvement with the major target of 100% of facilities performing at 'Acceptable' level or better. The achievement of this target will require a combination of increases in community involvement, increases in visitation and a reduction in operational cost. During this stage the aquatic facilities will continue to be maintained at their current levels until such time as their future is determined.

Action Plans will be developed in partnership with Council, the recreation facility contract manager and the local community. The plans will detail what the pool manager, council and the community needs to do to raise the assessment rating of the pool. The action plan and the key performance areas of the aquatic facility will be reviewed annually. If this returns an assessment rating below 'acceptable' the future of the facility will be reviewed with regards to any potential closure. This will also prevent progression to Stage 2.

#### Stage 2: Mid Term (Years 4 – 6)

If Stage 1 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities. This stage will focus on a review of services and the potential

to consider and plan for capital improvement including undertaking upgrades and/or significant capital improvements to existing facilities.

Considerations about capital investment will take into account available funding, competing local priorities and providing best value to council and community. Subject to improvements generated and other competing local needs council may work with the community to prioritise capital investment.

#### Stage 3: Final Term (Years 7 – 9)

If Stage 2 Key Performance Indicators do not improve and the major target is not achieved, progression to this stage may not occur, or may only occur at certain facilities. This stage will involve undertaking significant capital development to better meet the future needs of the community and cater to the demands of increased usage.



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## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

## APPENDIX 1

### LITERATURE REVIEW

#### LOCAL

##### Council Plan 2017-2021

The Council Plan 2017-2021 is the document that will guide the Moira Shire Council's direction and activities during this Council's term of office. It provides the framework to support Council decisions on budget allocation and service delivery. The community play a major role in developing the vision and priorities for the Council Plan 2017-2021. Through an extensive engagement process involving both councillors and staff, many community members were able to have their say for the future of Moira.

Vision - Working together to be a vibrant and prosperous rural community.

The Plan identifies four key strategies for focus throughout 2017-2021. They are listed as follows along with the Strategic Actions related to the provision of aquatic facilities throughout the Shire:

##### Strategy 1: A great place to live

- Continuing to maintain and provide facilities and services that our community values and need.
- Implementing the Recreation Strategy to support active lifestyles through passive and organised sport and recreational services and infrastructure.
- Delivering appropriate programs and services to prevent disease and support healthy, safe and secure environments.
- Developing and implementing our Municipal Health and Wellbeing Action Plan.
- Developing and implementing a needs based asset management plan.

##### Strategy 2: A thriving local economy

- Reviewing our tourism marketing, servicing and delivery arrangements.
- Developing our Tourism Strategy with input from key agencies including Parks Victoria, Goulburn-Murray Water (GMW), tourism

organisations and indigenous groups.

- Implementing the Tourism Strategy that builds on our parks, beaches, foreshores and wetlands and engages our tourism sector across all seasons.
- Understanding workforce needs and encourage opportunity through access, inclusion and training.

##### Strategy 3: A clean and green environment

- Implementing best practice operations and programs across Council.

##### Strategy 4: A well run Council

- Continuously innovating and improving our customer service delivery and accountability.
- Developing a longer-term vision for the Shire.
- Identifying capital funding needs and developing business cases that match Council's investment priorities.
- Reviewing and rationalising assets and services to identify gaps, overlap and surplus.

##### Strategic Resource Plan 2017-2021

The Strategic Resource Plan (SRP) forms part of the Council Plan. The SRP is the key medium term financial plan produced by Council on a rolling basis that summarises the resourcing forecasts for at least four years. In preparing the SRP Council must take into account all other plans and strategies in regards to services and initiatives which commit financial and non-financial resources over the four-year period. Components of the SRP that have a significant link to the provision of aquatic facilities include:

- User fees and charges
  - Fees and charges that Council has discretion over have been increased by an average 3% per annum over the life of the SRP. Fees and charges of \$2.9 million have been provided for in 2017/18.
- Labour and on-costs
  - Increases in labour and on-costs are composed of two elements. The elements are enterprise agreement increments and movements within bandings and end of band payments as part of the annual performance review process.

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- Capital Grants
  - Capital grants have been forecast conservatively in future years. Funds raised above or below the forecast amount will directly impact on the level of capital expenditure achievable.
- Capital expenditure
  - Capital expenditure amounts for new assets, local roads, buildings and information technology (renewal), and the like and have been directly budgeted for during the next 4-years. These funds may be available for capital renewal (priority), capital upgrade or expansion.

#### The Sustainable Capacity Report – 2014

In 2014 Council commissioned the Sustainable Capacity Report to gain a greater understanding of Moira Shire Council's financial position and performance. The report reveals that the Moira Shire Council has inherently higher costs than average by virtue of such factors as population distribution, geography, age profile and climate. The report also suggests that the communities capacity to pay, linked to things such as discretionary and family income, tourism and shopping expenditure ranks 65th out of the 79 Victorian Council's and is the second lowest of the eight large rural shires with which Moira is officially grouped for comparison purposes.

Based on this combination, the report found that Moira Shire is significantly handicapped by the way it is made up and carries relative and distinct disadvantage relating to its capacity to be sustainable. The conclusion drawn from the report is that Moira Shire is costing its ratepayers less than it should for a Council, but also that it has very little room to move.

#### Municipal Wellbeing for All Ages Strategy 2017-2021

The Strategy aims to provide Council and the community with a clear and strategic planning approach that integrates planning for health and wellbeing across all stages of life.

#### Focus Area 1: Active and Healthy Lifestyle

Goal: Moira residents will have access to the

resources and support required to live an active and healthy lifestyle.

Council objectives include to providing infrastructure, events and activities to increase incidental exercise, develop local options to support families or young children, implement actions from the Recreation Strategy to increase participation opportunities, and ensure accessibility, inclusion and age-friendliness are considered in all decision making.

#### Focus Area 2: Safe and Connected Communities

Goal: Moira Shire will be a safe place to live.

Individuals will feel safe in their community and be connected to those around them.

Council objectives include ensuring new developments and refurbishments of public facilities and areas are safe, inclusive and accessible for everyone, and develop and implement social connection opportunities to foster a socially inclusive community.

#### Focus Area 3: A Thriving Economy

Goal: Moira's economy will continue to diversify and grow to attract new investment and generate employment opportunities.

The Council objective related to this Strategy is to continue to develop and promote Moira as a tourism destination.

#### Focus Area 4: Environmental Sustainability

Goal: Moira's community will work together for an environmentally sustainable future.

The Council objective related to this Strategy is to strive to be a leader in environmental sustainability decision making and activities.

#### Recreation Strategy 2016 – 2026

The Recreation Strategy provides an analysis of the number of recreation facilities throughout the Shire and surrounding municipalities and also assesses current and future needs in accordance with demand. Council has identified 35 recommendations to inform the direction of the delivery of sport and recreation in the municipality for the next 10 years.

From these recommendations, six key priority areas were identified. Priority Area 4: Swimming

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and Public Pools highlighted 'Recommendation 4' as follows. This related to the key issue of 'the availability, use and cost to provide seasonal swimming pools'.

- A seasonal pool strategy be developed to provide clear objectives and direction linked to asset management, cost of future provision and use.

Within the 35 recommendations, two further Swimming and Public Pools key issues and recommendations/actions were identified:

Key Issue:

- The Multi-Purpose Aquatic and Recreation Facility Feasibility Study – 2007 recommends supporting of further investigation into the development of a regional facility in Yarrowonga. It estimates the annual operational cost of the provision of such a facility recommended in townships with a population ranging from 5,000 to 15,000 people could be between \$200,000 and \$400,000.

Recommendation/Action (High Priority – 1-3 years)

- Based on the current provision and access to aquatic facilities including regional facilities in neighbouring municipalities, the estimated annual operating cost of a new facility within current population levels and in the context of the council Plan and Sustainable Capacity Report, without significant population growth it is not considered feasible for Council to build and operate a regional facility at this time.

Key Issue:

- The visitation and cost per visit to Strathmerton pool is significantly different to the other pools that have much higher population catchments.

Recommendation/Action (Medium Priority – 3-5 years)

- Should the sustainability of providing the current levels of pools become an issue for Council further investigation of the impact of the closure of the Strathmerton pool and the impact on the overall level of service targets should be considered.

#### Positive Ageing Strategy 2008 – 2013

The Strategy outlines that Moira Shire Council will need a "whole of council" approach to meet the challenges of the impact of an ageing population. At the same time the Shire must address these matters hand in hand with its role in strategically influencing and guiding the liveability and sustainability of the Shire. The Positive Ageing Strategy builds upon the five pillars outlined in the Council Plan and outlines the consultation process and recommendations for ensuring suitable outcomes for the community.

The survey results indicated that respondents requested activities such as swimming to be accessible (including provision of transport), that swimming programs should be age-specific, 'come-and-try' days or activities to provide opportunities for people aged over 50 to participate in physical activities, and expressed a desire for the provision of a heated indoor pool and/or hydrotherapy pool within the shire.

The key recommendations relating to the provision of aquatic facilities and services in Moira Shire were:

- Council to continue to explore options with prospective partners or private enterprises regarding the feasibility of establishing an indoor heated pool facility for Yarrowonga.
- Promotion of 'Come and Try' days for all types of sport and activities.

#### Visitor Service Strategy 2017 – 2019

This Strategy will play a major role in ensuring that Moira Shire adapts to consumer trends and continue to deliver best practice visitor services in an efficient manner reaching more visitors.

The key recommendation relating to the provision of aquatic facilities and services is to 'deliver a friends and relatives campaign'. Council will partner with the local newspapers and tourism businesses to deliver an 'It's Your Country' campaign to empower local residents to be tourism ambassadors for their own region.

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#### Recreational Vehicle (RV) Friendly Strategy 2016

The Strategy provides an overview of the RV industry and a range of considerations for Council to assess in the aim of becoming a Recreational Vehicle (RV) Friendly Shire and seeking to proactively encourage greater visitation and economic impact from this niche tourism market. The Strategy outlines key actions to achieve this vision.

#### Business and Innovation Strategy 2014 – 2017

Moira Shire Council is committed to the economic wellbeing of businesses and communities within the municipality. The ultimate goal is to achieve lasting economic development across the Shire with the enhancement of economic prosperity, employment, standard of living and quality of life. This should result in increased population, rate base and services and facilities.

Moira Shire has a key economic development focus area of the supply and development of quality infrastructure including the 'enabler' for the local economy of 'excellent sporting and recreational reserves, swimming pools and parks and gardens'.

#### Disability Access and Inclusion Plan 2017 – 2021

The Goal of the Disability Access and Inclusion Plan is to make Moira Shire a more accessible and inclusive community for all, by supporting and advocating for people with a disability to participate in their local communities. Outlines the priorities of Council to improve access to the built environment, social connections and communication processes.

This Plan includes the following themes and associated actions related to the provision of aquatic facilities and services:

##### Theme 1: Creating accessible places and spaces

1.3.1 - Review existing Council owned and managed buildings and develop a program to meet universal design principals

1.3.2 - Promote universal design principals to new developments, public buildings and facilities

##### Theme 2: Encouraging leadership and opportunities

2.1.1 - All new strategies and plans demonstrate consideration and/or implication on access and inclusion

##### Theme 3: Developing participation and inclusion

3.3.1 - Promote participation of persons with a disability in all activities, events and festivals, including planning and advertising

##### Theme 4: Fostering respect and celebrating diversity

4.1.1 - Advocate and allow for a more inclusive community, increasing the social, economic and health outcomes of people with a disability and the wider community

#### Asset Management Plan (2009)

The purpose of the Asset Management Plan (AMP) is to establish the processes for operations, maintenance, renewal, refurbishment and upgrade of assets under the management of the Moira Shire Council based on meeting a level of service.

##### Levels of Service

The 'level of service' is the defined service quality for a particular activity or service area against which service performance can be measured. They provide the basis for the life cycle management strategies and works programme identified within the AMP.

Two types of service levels:

- Operations based levels of service relate to the technical and maintenance standards and the outputs the customer receives.
- Community based levels of service relate to the function of the service provided and how the customer receives the service.

The level of service takes into account:

- Community views and values.
- Industry standards.
- The need to provide facilities that are safe for all users.
- Ability of Council to fund maintenance activities.



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#### Work Category Definitions

- Operations.
- Asset operation has no effect on asset condition but is necessary to keep the asset appropriately utilised.
- Routine Maintenance.
- Maintenance is the day to day work required to keep assets operating at required service levels, including both planned (proactive) and unplanned (reactive) maintenance.
- Renewals.
- The renewal and rehabilitation of existing assets to their original size and capacity, or the replacement or reconstruction of the entire component of the asset.
- New Works.
- Projects (including land purchase) for the extension or upgrading of assets required to cater for growth or additional levels of service.

The Asset Management Plan includes an individual asset plan specifically for Swimming Pools. The plan highlights that Condition Assessments are conducted every 3 years, with the data used to develop the annual maintenance works program (defects) and capital works program (renewals/new works). Moira Shire is committed to ensuring the existing pools are maintained as a safe facility for the public to use, in accordance with the risk management procedures.

The Plan also makes specific reference to Moira Shire Council's commitment to providing public swimming pools for the use by residents throughout the Shire. These are located at:

- Towns with populations >2,000.
- Within 40km of every house within the Shire.

#### Risk Management Policy 2016

The Policy documents Council's commitment to understand, manage and mitigate the potential risks that Council is exposed to for all works, and services provided by Moira Shire Council, and all aspects of Council's involvement. Council is committed to the practices of effective risk management to provide outcomes including a more confident and rigorous basis for decision-making and planning, better identification of opportunities and threats, proactive management,

the effective allocation and use of resources.

#### Performance Reporting Policy 2016

The Policy provides a framework that will guide Council in the monitoring and reporting of corporate performance, ensuring compliance with legislative requirements, continuous improvement and providing stakeholders with information that is relevant, timely, accessible and transparent. The Policy outlines the various reporting undertaken by Council for both legislative requirements and internal reporting including the Local Government Performance Reporting Framework, Council Plan and Annual Plan reporting, Financial, Management, Performance and Risk reporting.

#### Investment and Cash Management Policy 2011

The Policy outlines Moira Shire Council's investment and cash management objectives, approach, policy and guidelines regarding the investment of surplus cash funds, with the objective to maximise earnings within approved risk guidelines and ensure the security of funds.

#### Community Plans

Moira Shire has developed Community Plans for Strathmerton, Tungamah and Katamatite. The Plans give the respective communities greater ownership of the plans that affect their areas and empowers local people to play an active role in what happens in the town in which they live. The community's participation, desire to contribute and their local knowledge as a community member plays a significant role in decision making, implementing actions and ultimately achieving a great future.

The Plans aim to ensure that residents have a shared vision, view and understanding of their town's priorities and to develop priorities that are focused on sustainable outcomes that are implementable.

#### Strathmerton Community Plan 2017 – 2022

The Plan identifies key goals for the Community and Economy. Although the pool isn't specifically mentioned within the Plan, 'measures of success'

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relating to the provision of aquatic facilities and services include:

- Increased number of activities/events in Strathmerton .
- Updated facilities meeting the needs of the community.
- Increased tourists and tourism activities/ facilities.
- Improved services.

#### *Tungamah Community Plan 2018 – 2023*

The Plan identifies key goals for 'Community and Recreation', 'Tourism and Economy', 'Infrastructure and Development' and 'Heritage and Environment'. 'Priorities' relating to the provision of aquatic facilities and services include:

- More sporting options.
- Splash Park/Playground equipment.
- Improve tourism and tourism facilities and activities.
- Encourage more people to live here.

#### *Katamatite Community Plan 2017 – 2022*

The Plan identifies key goals for 'Community and Social', 'Tourism, Economy and Industry', 'Infrastructure and Development' and 'Environment'. The survey responses included a small number of submissions (4) for a swimming pool in town, however neither this or provision of any other aquatic facilities and services were listed as a town priority.

#### *Multi-Purpose Aquatic and Recreation Facility Feasibility Study (2007)*

The demand for this study was driven through the Yarrowonga Mulwala Development Incorporated (YMDI) completing extensive community consultation including public meetings to gauge the level of support for the establishment of an indoor heated pool at Yarrowonga. The study had two defined stages: 1) assessment of the most appropriate location within the Shire for the development of any proposed aquatic and recreation facilities, and 2) prepare a business plan that considers the feasibility and viability

of the proposed aquatic and recreation facility.

The study considered demographic data, consultation, trends, benchmarks and demand. The outcome of the study was to provide three key recommendations as follows, noting that if the preferred recommendation couldn't be achieved it was recommended to adopt the next one:

1. In the short term Council observe and support community access to private developments as they are progressed.
2. Council upgrade/expand an existing aquatic facility to include the majority of key components outlined in the findings.

Council develop a new multi-purpose aquatic and recreation facility to include all key components outlined in the findings.

Further to these recommendations the report also stated in a review of successful centres, a key attribute was the capacity to draw 80% of users from large, highly populated catchment areas (normally within 5-10km radius of the facility) and in all options linked to the development of an indoor pool under financial outcomes noted it would be 'highly likely to require significant on-going operational contribution from Council'.

## STATE

### *Guidelines for Safe Pool Operation (GSPO)*

The Guidelines for Safe Pool Operation (GSPO) is an example of a venue-based risk management tool provided as a voluntary guide for operators which assists an operator in satisfying their legislative duties and providing a high standard of care for visitors to their centre. Operators of aquatic facilities are charged with a responsibility for public and occupational health and safety and they must work within a diverse web of standards, state legislation and industry best practice. Although the GSPO is published by Royal Life Saving, it represents the collective opinion of the aquatics industry and a range of expert personnel across Australia through its development process.



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#### Aquatics and Recreation Victoria 'Guidelines for Outdoor Seasonal Pools' (2016)

The purpose of these guidelines is to provide industry advice for local government, leisure planners, designers, architects and facility managers surrounding options for operation, retrofitting, refurbishing or re-building outdoor seasonal pools. The guidelines provide a range of considerations in assessing the performance and status of a seasonal pool, and planning for its future.

#### Aquatics and Recreation Victoria Research (2013 – 2014)

Research supported by Aquatics and Recreation Victoria and Sport & Recreation Victoria and conducted by Victoria University and the University of South Australia provides an insight into the economic and health benefits of the aquatic and recreation industry. The reports are:

- Community Benefits of Victorian Aquatic and Recreation Centres (2014).
- Summary: 'Economic and Health Benefits Project – Community Aquatic and Recreation Centres' (May 2014).
- Personal benefits for Australian public aquatic & recreation centre customers (2013).

#### NATIONAL

##### Australian Water Safety Strategy 2016 – 2020

The Strategy continues the Australian Water Safety Council's (AWSC) goal of reducing fatal drowning by 50% by the year 2020. It outlines priority areas in which Australian peak water safety bodies Royal Life Saving, Surf Life Saving and AUSTSWIM, AWSC Members and Federal, State/Territory and Local Governments must work together to prevent drowning.

Goals related to the provision of aquatic facilities in Moira Shire are:

1. Reduce drowning deaths in children aged 0-14.
2. Reduce drowning deaths in young people aged 15-24.

3. Reduce drowning deaths in males aged 25-64.
4. Reduce drowning deaths in people aged 65+.
5. Reduce drowning deaths at inland waterways.
7. Reduce drowning deaths by strengthening the aquatic industry.
10. Reduce drowning deaths in high-risk populations.

Key goals and their associated objectives are:

##### Goal 5: Reduce drowning deaths at inland waterways

- Develop, implement and evaluate community-focused drowning prevention plans in known inland water way drowning black spots.
- Increase access to safety programs for people living in rural and remote areas.
- Address infrastructure and human resource needs in rural and remote areas to ensure adequate coverage of aquatic instructors and safety risk management.

##### Goal 7: Reduce Drowning Deaths by Strengthening the Aquatic Industry

- Implement programs that improve management standards and practices and that minimise risk in aquatic recreational environments.
- Research and advocate for the role and contribution that safe, effectively managed venues make to drowning prevention and healthy communities in Australia.
- Support national accreditation structures to ensure high-quality education, training and professional development of qualified swimming and water safety teachers, lifeguards and lifesavers.
- Strengthen the skills, standards and recognition of paid and volunteer drowning prevention workforce.

##### Economic Benefits of Australia's Public Aquatic Facilities (2017)

Undertaken by Royal Life Saving Society Australia, this study aims to estimate the economic benefits of an individual aquatic facility visit by measuring the links between an increase in physical activity from an average pool visit and reduced risk of

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mortality, morbidity and health care expenditure, as well as reduced absenteeism. This figure can then be used to calculate the additional value created by individual pools or the aquatic facility sector as a whole, based on estimated annual attendance.

The results of the study found that:

- Public aquatic facilities enable Australians to engage in more than 130 million hours of vigorous exercise each year.
- Based on the methods outlined above, we find that the average pool visit generates benefits of \$26.39 in improved health outcomes and consequent reductions in health spending and absenteeism.
- These benefits from public aquatic facilities are additional to the revenue they generate and to their many intangible benefits including a sense of community, social capital, access to water safety education and patron enjoyment.

#### [Drowning Deaths in Australian Rivers, Creeks and Streams: A 10 Year Analysis \(2014\)](#)

Undertaken by the Royal Life Saving Society, this report details the number of drowning deaths in Australian rivers, creeks and streams across the last 10 financial years and the circumstances around those deaths.

Royal Life Saving research key findings:

- 735 people have drowned in Australian rivers, creeks and streams between 1st July 2002 and 30th June 2012.
- Men account for 80% of all drowning deaths in rivers across the decade.
- New South Wales recorded the highest number of drowning deaths with 246 drowning deaths, followed by Queensland with 219 and Victoria with 98 river drowning deaths.
- Falls into water accounted for 20% of river drowning deaths, followed by accidents involving non-aquatic transport (18%), swimming and recreating (15%) and accidents involving watercraft (14%). Activity was unknown in 18% of river drowning deaths.
- 17% of all river drowning deaths took place in remote or very remote areas of Australia.
- 17% of all river drowning deaths were known

to be flood related.

- Aboriginal and Torres Strait Islanders drown in rivers at a rate that is 4.5 times that of the non-Indigenous population.

It was noted that rivers account for more drownings than beaches or swimming pools. Drowning in rivers is largely a local issue, with almost three quarters (74%) of people who drowned in rivers doing so within 100 kilometres of their home postcode. The number 1 River Drowning Black Spot was identified as the Murray River.

#### [Royal Life Saving National Drowning Report 2017](#)

This annual report provides data on drowning deaths throughout the country. Key findings include:

- 291 people drowned in Australian waterways (increase on 282 in 2016 and 266 in 2015).
- 23% of drownings occurred in a river/creek/stream.
- 74% of people who drowned were male.
- 25% of drownings occurred during swimming/recreating, 16% from falls into water and 13% during boating activities.
- New South Wales (NSW) recorded the highest number of drowning deaths with 93 (32%). This was followed by Queensland (QLD) with 73 (25%) drowning deaths, Victoria (VIC) with 45 (15%).
- 39% of drowning occurred in summer.

#### [The Past and Future of Local Swimming Pools \(2009\)](#)

This journal article by Ian McShane, which appeared in the Journal of Australian Studies, examines both recent policy to rationalise the provision of local public swimming pools, and the controversy that some closure or redevelopment plans have generated. Focusing on Victoria, the article analyses the cultural and political history of municipal pools, challenging a current policy narrative of local authority failure by highlighting earlier civic and higher government initiatives for pool building.

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## APPENDIX 2

### SOCIAL PROFILE AND POPULATION CHANGES

Moira Shire is located in the Hume region of Victoria and stretches across 4,045 square kilometres from Bundalong in the east to Barmah in the west. The northern boundary is defined by the Murray River and the south-west, southern and southeast regions share boundaries with the municipalities of Campaspe, Greater Shepparton, Benalla, Wangaratta and Indigo. Moira is centrally located to the regional cities of Shepparton, Wangaratta and Albury-Wodonga.

Moira Shire has an array of aquatic environments including the rivers Murray, Ovens and Goulburn, Lake Mulwala and Broken Creek. Situated just two-and-a-half hours drive from Melbourne, the Shire has four major centres; Cobram, Nathalia, Numurkah and Yarrawonga, and 22 smaller communities: Barmah, Bearii, Bundalong, Burramine, Invergordon, Kaarimba, Katamatite, Katunga, Koonoomoo, Kotupna, Lake Rowan, Peechelba, Picola, St James, Strathmerton, Tungamah, Waaia, Wilby, Wunghnu, Yabba North, Yalca and Yarroweyah. Significant agriculture, retail, tourism and manufacturing sectors contribute to the municipality's growth.

The region boasts a variety of opportunities to participate in golf, water sports, art, fine food and wine and the natural environment. Like many regional areas, traditional sports including Australian Rules Football, netball, cricket, soccer, basketball, tennis, golf and bowls are popular in Moira Shire. Recreational activities and other sports including water sports, fishing, walking, cycling, running, athletics, gym and group fitness, badminton, triathlon and swimming are also enjoyed regularly by many members of the community. The Moira Shire region provides a wide range of sport and recreation facilities to meet the physical activity needs of the community. Council prioritises the provision of quality sport and recreation facilities, including sporting precincts, indoor stadiums, recreation reserves and aquatic facilities.

The climate encourages outdoor activities with sunshine during all seasons, validated by the Moira Shire region being affectionately known as Sun Country on the Murray. Historical weather statistics state that Moira Shire averages 74 days above 30°C, 25 days over 35°C and 4 days over 40°C.

The total number of people that were usually resident in Moira on Census night in 2016 was 29,108 people, an increase of 3.5% from the 28,124 people that were usually resident on Census night 2011.

Key population statistics are:

- 49.8% are male and 50.2% are female.
- Aboriginal and / or Torres Strait Islander people make up 1.7% of the population.
- 81.7% of people were born in Australia, which is considerably higher than the State and National result. England (2.1%), New Zealand (1.4%), Italy (0.8%) and India (0.6%) are the highest rating non-Australian countries of birth.
- Most Moira Shire residents (87.9%) speak only English at home, with Italian, Arabic and Punjabi the most common non-English languages.
- The median age of Moira's population is 47 years, which is higher than the State and National medians of 37 and 38 years, respectively.
- Children aged 0 - 14 years make up 17.7% of the population and people aged 65 years and over make up 25.0% of the population.



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**Total Population/Age Profiles**

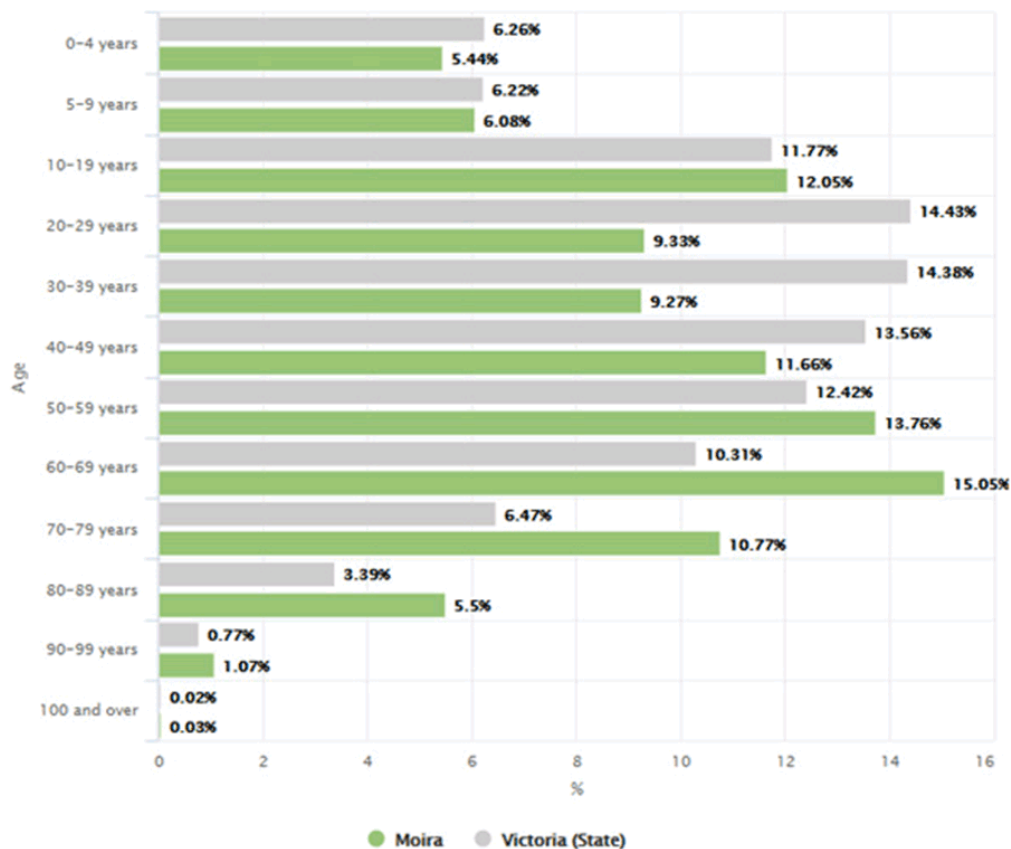
The highest age cohort in Moira Shire was the 60 to 69 years (15.1%), followed by the 50 to 59 years (13.7%). This differs to Regional Victorian averages where the 20 to 29 years (14.4%) and 30 – 39 years (14.4%) are the highest percentages. The most significant differences for Moira Shire when compared with the Regional Victorian average is:

- There are a lower proportion of 20 to 49 years in Moira Shire.

- There are a higher proportion of 50 to 89 years in Moira Shire.

Further, it is worth noting that Moira Shire has lower percentages than the Regional Victorian average for cohorts 0 to 9 years, but a higher percentage for 10 to 19 years. This suggests an overall older parental population than the Regional Victorian average, including a lower percentage of young families and children.

**Figure 5.0: Total Population/Age Profiles**



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Compared to the Moira Shire data, the following statistics for each of the towns with an aquatic facility are worth noting:

- Cobram experiences higher rates of 50 to 59 years (1.8%), 70 to 79 years (1.3%) and 80 to 89 years (1.0%). Cobram experiences lower rates of 30 to 39 years (1.0%).
- Nathalia experiences higher rates for 10 to 19 years (1.5%) and 90 to 99 years (1.1%).
- Numurkah experiences higher rates for 20 to 29 years (1.1%) and 80 to 89 years (1.1%).
- Strathmerton experiences higher rates for 0 to 4 years (2.2%), 5 to 9 years (2.1%), 10 to 19 years (4.2%), 30 to 39 years (3.1%), 40 to 49 years (2.0%), 50 to 59 years (1.6%). Strathmerton experiences lower rates for 60 to 69 years (3.6%), 70 to 79 years (5.5%), 80 to 89 years (4.5%) and 90 to 99 years (1.0%).
- Yarrawonga experiences higher rates for 70 to 79 years (2.9%) and 80 to 89 years (1.5%). Yarrawonga experiences lower rates for 10 to 19 years (1.6%), 20 to 29 years (1.1%) and 50 to 59 years (2.0%).

This data suggests that Strathmerton may have a greater interest in aquatic facilities by families and children than other areas (proportionate to the overall population). Cobram and Yarrawonga may have a greater interest in lap swimming due to a higher percentage of retiree-aged community members, however only Yarrawonga offers early morning opening hours which may suggest that demand does exist.

#### Population Projection

In 2011, it was projected that the population of Moira Shire would increase from 28,124 to 37,360 by 2026 – an increase of 32.8%. In 2016, the actual population was 29,108 people; an increase of 3.5% from the 28,124 people that were usually resident on Census night 2011. The average growth rate over the past five years is 0.7%, therefore if this was to continue, the Moira Shire population would be closer to 31,200 in 2026 – significantly less than 37,360 as predicated in 2011. However as a high tourist destination, a place offering genuine lifestyle benefits and expansion underway with new estate releases and projects such as the Sebel Point Resort in Yarrawonga, there is potential

for Moira Shire to experience greater growth than that of the past five years.

The data presented in Table 2.0 from the 2013 Economic Profile outlines the population projections for each major town or area from 2011 Census data. The four major towns were all expected to experience significant increases, led resoundingly by Yarrawonga (73.7%) and followed by Numurkah (28.0%), Cobram (24.5%) and Nathalia (18.9%).

NOTE: Unfortunately the 2016 Census Data doesn't provide a revised population projection for Moira Shire.

Table 2.0: 2011 Population Projection Data

Town/Area	2011 Population	2026 Forecast	Change 2011-2026	% Change 2011-2026
Moira Shire	28,435	37,360	8,925	31.3
Central Rural	4,211	5,632	1,421	33.7
Cobram	5,928	7,379	1,451	24.5
Nathalia - Rural West	3,327	3,956	629	18.9
Numurkah	4,618	5,913	1,295	28.0
Rural East	2,996	2,989	-7	-0.2
Yarrawonga	6,613	11,491	4,878	73.7

#### Household Types

Moira Shire experiences a higher number of 'one person' (1.8%) and 'two persons' (7.5%) households than the Victoria Average. Moira Shire experience a lower number of 'three persons' (3.0%) and 'four persons' (6.6%) households than the Victorian Average.

#### Household Income

Moira Shire had a higher percentage than the Victorian Average of households earning income between \$1 to \$90,999, with the most significant variance in the \$33,800 to \$41,599 range (3.2%). Moira Shire had a lower percentage of households earning income between \$104,000 to \$155,999. It



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is acknowledged that an outdoor pool membership or day entry can be considered an affordable activity for a family (when compared to other options), however the affordability of outdoor pools will be a major factor in determining ongoing usage, in particular for low socioeconomic families within the community who don't have access to a private pool and may not have household air conditioning.

#### Vehicle Ownership

Moira Shire has a higher percentage of the population who own three, four or more motor vehicles. However 24.8% of the population has no vehicle or only one vehicle in the household. This may be all that the household requires, however alternatively it may create barriers to accessing facilities and services.

#### SEIFA Index of Disadvantage

The 'Socio-Economic Index for Areas' (SEIFA) Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. The lower the score received by the Local Government Area (LGA), the higher the level of disadvantage experienced in that area. The SEIFA Index rates Moira Shire as 15 out of 80 local government areas with SEIFA scores in Victoria. This means that there are 14 local government areas that are more disadvantaged than Moira Shire. Municipalities bordering Moira Shire rated as follows: Greater Shepparton (13), Benalla (16), Campaspe (23), Wangaratta (30) and Indigo (53).

#### Participation in Sport and Physical Recreation

The Australian Bureau of Statistics 'Participation in Sport and Physical Recreation 2013-14' results indicated that the highest participation rate in sport and physical recreation was reported by people aged 15-17 years (74%). Participation generally decreased with age, with persons aged 65 years and over having the lowest participation rate (47%). Male and female participation rates were similar, except in the 25-34 age group where

participation rates were higher for males (67%) than females (61%).

The 'Participation in Sport and Physical Recreation 2011-12' report stated that approximately 65% of Victorian males and females participated in sport and physical recreation at least once during the 12 months prior to interview in 2011-12. Approximately 7.5% of males and females in Australia participated in swimming/diving. This placed swimming/diving as the third most popular activity for females and sixth for males. Within the total numbers of participation in swimming/diving, it's estimated that approximately 10.4% participate in 'organised only', 87.3% participate in 'non-organised only' and 2.3% participate in both 'organised and non-organised'.

The Australian Sports Commission's 'Participation in Exercise, Recreation and Sport 2010' estimates that approximately 85.1% of Victorian males and 81.7% of Victorian females aged 15 years and over participated in organised and/or non-organised physical activity. This is slightly higher than the national estimates for both males (83.4%) and females (81.1%). Approximately 12.6% of males participated in swimming, rating it as the fifth most popular activity. An estimated 14.4% of females participated in swimming, rating it as the third most popular activity. Nationally, swimming rated third (13%) in 'total participation' behind walking (35.9%) and aerobics/fitness (23.5%). In 'regular participation', swimming rated fifth behind walking, aerobics/fitness, running and cycling. Participation in swimming decreased by approximately 6% between 2001 - 2010.

Moira Shire's Recreation Strategy 2016 - 2026 reports that around 80% of the community are participating in some form of sport or recreation activity and there are over 150 active sport and recreation groups, using in excess of 120 parks, reserves, pools and sporting and recreation facilities. Netball, tennis, AFL, basketball, golf and cricket are the highest level of participation sports. Recreational activities that are most popular include gym, group fitness and personal training, walking, swimming, cycling, running, fishing and playing in the park.

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## APPENDIX 3

### TREND ANALYSIS

Between 1950 and 1980 Victorian councils built around two hundred swimming pools. Responding to long-standing views on swimming as a natural Australian pastime, desires for community-building, and an urgent need for recreation facilities in new post-war suburbia, this was one of the most vigorous examples of social infrastructure provision in Australia (McShane, I. 2009).

Four decades on, not only has the perception of aquatic facilities changed for many Local Governments, the aquatic industry and society have experienced dramatic changes in trends and developments. The following sections provide an overview of such changes which are impacting on the use of Council aquatic facilities.

### INDUSTRY TRENDS

#### Aquatic and Recreation Centres

The linkage of traditional gyms and pools has developed over time whereby the co-location of these services in 'Aquatic and Recreation Centres' (ARCs) has become commonplace. There are numerous operational and managerial advantages to this model, including potentially significant financial benefits. Predominantly the major aquatic provision will include an indoor heated pool and indoor program pool, whilst some will also include outdoor aquatic facilities. A key limitation with ARC's in providing for large or geographically spread communities is that they are centrally located in highly populated areas which can create transport difficulties for outlying communities. Further, those facilities with only an indoor pool will not be able to cater to those people who desire the 'outdoor swimming' experience.

#### Multiuse or Shared Facilities and Provision of Services

The sport and recreation industry has seen a strong shift over the past few decades towards multiuse and co-located facilities. ARCs are a

perfect example of multiple types of facilities, programs and services in one central location and providing for broad segments of the community. Indoor sports stadiums are a suitable facility to be co-located with an ARC, or even in their own right are often multiuse facilities. Community hubs that co-locate educational programs, health and children's services, community groups, meeting rooms and other complimentary services have become a logical and effective initiative within many communities. Factors driving the shift towards co-location of facilities and services have included but are not limited to a greater ability to secure funding for multiuse facilities, limited land or space in central locations, the need to ensure high usage of facilities, co-location of resources to manage more facilities or services, the ability to increase financial performance and the provision of enhanced and/or more convenient service to the community.

Significant development of aquatics facilities needs to consider providing benefit to the broader community through varied-depth pools, in particular Learn to Swim and Older Adults, versus a focus on elite swimming and hosting large-scale events with a constant depth pool. This is largely dependent on the feasibility of a constant depth pool to provide a substantial economic benefit to the community, and the ability to provide other multiuse spaces for to cater to the local needs of programming and community use.

Booking arrangements with organisations, agencies or educational institutions can be advantageous to confirm ongoing use of facilities, however this must be balanced with ensuring that the required use by general public and other programming is met.

#### Visitation to Aquatic Facilities / Seasonal Pools

Moira Shire is not the only Local Government to experience a fluctuation in visitation to seasonal pools. This trend has been experienced across many areas of regional Victoria where Local Governments have had to either continue to operate pools with decreasing attendances and/or increasing operational subsidies, or make the difficult decision to close pools with minimal usage. Whilst a variety of factors contribute to

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people's desire to use seasonal pools including the quality of the facility, service provision and the weather, the section on 'Societal Trends' will also shed some light on the impacts to visitation.

#### The Emergence of Splash Parks and Water Play Features

A growing number of Local Governments have been installing indoor and/or outdoor splash parks, spray pads or water playgrounds to provide aquatic experiences for their community either in addition to traditional pools, or as a substitute. Splash parks, such as the one at the Yarrowonga Foreshore, offer a range of benefits including the following:

##### Innovative Community Enhancement

- Splash park areas provide a unique way of bringing vitality and excitement to their communities.
- Healthy Play and Connecting Families
- Splash parks are an ideal venue for children and families to develop and maintain active bodies and minds. Interactivity in these settings help develop overall physical, mental and social health.
- Inherently Safe.
- As zero-depth aquatic facilities, splash parks offer a safe aquatic environment without the need for lifeguards. Further, construction usually includes soft rubber compound surfaces to protect people who might trip or fall and are free of any sharp or protruding equipment.
- Environmentally Sustainable Play.
- Splash parks offer several conservation options that make them a viable and socially responsible amenity. Recirculation systems and capture and repurposing systems offer advanced technology for water management, and serve as superior water conservation options than traditional drain-away systems.

##### Modest Investment for High Value

- While a splash park cannot replace a full service pool, it is an affordable way to add a water amenity for a relatively small investment and low ongoing maintenance and operational costs. Splash parks are often offered free

to the community when located in parks or community areas.

(Source: <http://www.landscapeonline.com>, 2015)

#### Equipment Risk

Seasonal pools were often associated with waterslides and diving boards, however this has changed throughout Victorian communities over time. Once a waterslide or diving board has reached the end of its useful life and is deemed non-compliant to today's standards, risk assessments and the financial cost of installing new equipment can discourage Council's from renewing such equipment. However Council's need to consider the community desire for such equipment, the potential to increase visitation through its provision and how compliant equipment and suitable risk management procedures can ensure that exciting equipment can be available for patrons to enjoy.

#### Environmental Sustainability

Local Governments are increasingly accepting a social and corporate responsibility to decrease energy consumption and reduce greenhouse gas emissions. As such, facilities such as seasonal pools which are predominately aging infrastructure built with limited or no consideration of energy efficiency are coming under scrutiny for their use of resources. Whilst a high level of consumption of electricity, gas and water are unlikely to be the sole reason for a Council to decommission a seasonal pool, it may well contribute to such a decision along with other key factors such as visitation, maintenance costs, capital improvements required and changing community needs, particularly when an alternate option is to construct a new facility which performs better in all of these key considerations.



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#### SOCIETAL TRENDS

Participation in Physical Activity and Sedentary Behaviour.

The World Health Organisation attributes the trend toward physical inactivity to be due in part to insufficient participation in physical activity during leisure time, (recognised globally as participating in less than 30 minutes of moderate intensity physical activity on most days of the week), and to an increase in sedentary behaviour as part of the activities undertaken at work and at home.

The Australian Health Survey 2011-12 indicated that:

- Only one-third of children, and one in ten young people undertook the recommended 60 minutes of physical activity every day.
- Fewer than one in three children and young people (5-17 year olds) met the “no more than 2 hours of screen-based entertainment” every day.
- 60% of Australian adults did less than the recommended 30 minutes of moderate intensity physical activity per day.
- Nearly 70% of Australian adults (i.e. almost 12 million adults) are either sedentary or have low levels of physical activity.

(<http://www.health.gov.au>, 2015)

Modern lifestyles have resulted in a trend of increasing uptake of non-organised physical activities. Participation in these activities has grown by 8% across Australia since 2001 (from 63% to 71%). Despite this trend of increasing participation in non-organised physical activities, overall participation in organised activities has remained fairly steady (approximately 40% of the population) for the last 10 years.  
(<http://www.recsport.sa.gov.au>, 2015)

According to the Bureau of Statistics, over the 12 months prior to April 2012 in Australia, 1.7 million or 60 per cent of children aged 5 to 14 years participated in at least one sport outside of school hours that had been organised by a school, club or association. Participation amongst boys (949,000) exceeded that of girls (727,000), both overall and within each age group category. Children aged 9

to 11 years were most likely to participate in sport (66 per cent). The three most popular organised sports for boys in 2011 to 2012 were soccer (22 per cent of total), swimming and Australian rules football. For girls, swimming/diving (19 per cent of total) and netball were predominant.  
(<http://www.betterhealth.vic.gov.au>, 2015)

There are a range of factors that contribute to both participation in physical activity and sedentary behaviour. However it is evident that Australian communities have experienced a trend towards lower levels of participation in physical activity, higher levels of childhood obesity and higher levels of sedentary behaviour. With that said, it is evident that the importance of physical activity and healthy eating is widely known and promoted by a range of all levels of government, agencies, businesses, schools, clubs and community groups that aims to ensure that Australians have the information on opportunities to lead active and healthy lives. In the context of aquatic facilities, this behaviour change could be attributed to some people choosing not to participate in aquatic activities. Conversely, the increase in participation in non-organised physical activity, particularly in warmer months, is a positive for aquatic facilities.

#### Backyard Pools

One of the key societal shifts that the aquatic sector considers in the changing use of community pools is the growth in the provision of backyard pools. The personal desire to own a backyard swimming pool and the ability and availability to install this home lifestyle feature has seen the number in Moira Shire increase considerably since the 1960's.

Since 2001 Moira Shire Council has approved 984 planning permits to build private pools in homes. Through an assessment of planning permits in Moira Shire between 2013 to 2017, the number of pool installations has increased each year (as Shown in Table 3.0). Whilst numbers of pool approvals for Numurkah, Nathalia and Strathmerton have fluctuated from year to year, Yarrawonga and Cobram have generally increased each year, with each only having one year in five with a decline.

Whilst there is evidence to suggest that people

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with backyard swimming pools still derive benefit and enjoyment from visiting public swimming pools for the elements that a private pool cannot provide, the significant increase in backyard swimming pools across the Shire has impacted on the attendance rates of public swimming pools. Every additional pool that is constructed in a backyard is one less family likely to attend a Council pool, or do so at a heavily reduced frequency. With almost 10% of homes across the municipality having private pools built in the last 15 years, and assuming family and friends would visit and swim in those, it may be estimated up to half of the population may have access to a backyard pool in some capacity and this does not include those with pools built pre 2001.

Table 3.0 also demonstrates the compounding impact of the construction of backyard swimming pools between 2013-2017. Estimates are that the additional number of pools in each town have provided an average of approximately 10.9% of the townships households with access to a private pool. Yarrawonga (17.7%) is estimated as the most impacted town, followed by Strathmerton (9%),

Nathalia (7.5%), Cobram (7%) and Numurkah (6.4%). This snapshot highlights that even just in the past four years backyard pool installations have provided a reasonable proportion of the population with the ability to choose to use these or attend a Moira Shire outdoor pool. It should be noted that a limitation of this analysis is that it doesn't account for the fact that some of the population may have already had access to a private pool before the new ones were constructed.

Regardless of the number of backyard pools built and the number of households that may have access to one, it must be remembered that the overall population is growing annually and the provision of public facilities and services supports accessibility to those that may not have capacity to own or access to private pools.

**Table 3.0: Backyard Swimming Pools – Approvals 2013 – 2017 and Estimated Impact**

YEAR	Yarrawonga	Numurkah	Cobram	Nathalia	Strathmerton	Other	TOTALS
2013	16	8	8	0	0	10	42
2014	31	5	9	2	3	15	65
2015	25	7	9	5	2	17	65
2016	31	4	13	2	3	17	70
2017	45	5	9	6	1	17	83
<b>TOTALS</b>	<b>148</b>	<b>29</b>	<b>48</b>	<b>15</b>	<b>9</b>	<b>76</b>	<b>325</b>
Catchment Households	3,346	1,955	2,738	796	400	N/A	9,235
Family/Friends Multiplier (x4)	592	126	192	60	36	N/A	1,006
Estimated Impact - % of Households	<b>17.7%</b>	<b>6.4%</b>	<b>7%</b>	<b>7.5%</b>	<b>9%</b>	<b>N/A</b>	<b>10.9%</b>



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#### Household Climate Control

The percentage of residents in Moira Shire who have household climate control has no doubt increased as affordability has improved, new houses are built with these features and rental properties require climate control to increase market value and provide comfort for tenants. A survey undertaken as part of the Greater Shepparton Seasonal Pools Consultation (2014/2015) found that 94% of 273 respondents had air conditioning in their home.

A recurring theme through the consultation undertaken as part of this strategy has been that in summer while people still like to swim, many highlighted staying inside in air conditioning, watching movies inside and using technology inside as how they prefer to spend their time on hot days.

#### Technology

The preference for people to remain indoors on hot days is particularly more appealing with the wide range of technology that is now available. Compared to past generations where a television or radio were the only forms of home entertainment, households are now spoiled for choice with a wide array of technology including but not limited to home entertainment systems, 'SMART' or 3D televisions and increased channels, gaming consoles, the Internet, DVDs, pay TV, streaming services for television shows, movies and music, smart phones and applications, iPads (or similar) and laptops/personal computers. The mix of climate control and entertainment has seen Australian society trying to balance physical and social activities with 'screen time'. The increase in sedentary behaviour amongst children and families has been largely contributed to an increase in 'screen time' during 'leisure' hours each day and on weekends.

#### Learn To Swim

Since the 1990's, 'learn to swim' (LTS) programs have increased in prominence and popularity across Victoria. Focussed on helping all Australian's to learn to swim for safety and enjoyment, these programs have provided positive experiences as

well as a life skill for survival. Aquatic facilities like Numurkah Aquatic and Fitness Centre view LTS programs as critical for community safety, with a positive by-product being that they also provide a significant revenue stream. Promotion of and participation in LTS programs, and significant awareness of the 'Kids Alive (do the five)' and other water safety initiatives, have had an invaluable impact on the behaviour of our communities. These programs have not only provided the skills to swim and survive and be safe by the water, but have ensured that people are comfortable in and around water and encouraged participation in swimming and water play. This has positive implications for the use of aquatic facilities with increased confidence for parents knowing that children have developed valuable skills.

#### Swimming in Schools

The Swimming in Schools initiative is designed to increase opportunities for students to learn how to swim, and ensure they develop lifelong skills in swimming and water safety to reduce their risk of drowning and injury. Swimming and water safety programs in schools incorporate both in-water practical components and in-class theory components.

Additional funding to Victorian government primary schools towards the cost of swimming and water safety programs will be distributed through the Student Resource Package in 2017, 2018 and 2019. The funding will assist up to 60,000 students per year to achieve their Victorian Water Safety Certificate, a base level of swimming and water safety competency, before leaving primary school. The Certificate is awarded when a student can swim 50m continuously, answer water safety based questions and perform simple rescues.

#### Boutique Swim Schools

Many communities and suburbs have a boutique style swim schools which focuses on intimate class sizes in a small pool. An example of these is Jump Swim School who provide lessons all year round and have now franchised out to over 61 swim schools in Australia and New Zealand, and one each in Singapore and Brazil.

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With people continually using boutique style facilities for their fitness goals and recreation activities, boutique swim schools and child facilities are going to be a main focus for people to maintain a specialised service. With very limited 'learn to swim' programs offered in Moira Shire (and broadly in regional Victoria), there is certainly opportunities for companies or individuals to establish small aquatic facilities to fill the gap.

#### Sunsmart

The Sunsmart campaign was first funded in Victoria in 1988 and has had a major influence on the behaviour of people participating in outdoor activities. Many people will continue to enjoy the same activities as they've always done with an increased awareness of ultraviolet radiation (UV), and do so by adopting one or more of the well promoted measures to protect against UV damage. However there is no doubt that in addition to the other factors previously outlined that make staying indoors on a hot day more appealing, awareness of the dangers of exposure to UV has also contributed to the behaviour of our communities in participating in outdoor activities, such as swimming at a local seasonal pool in the hot afternoon sun.

#### Ageing Population

As is widely acknowledged, Australian communities will experience an ageing population over coming decades. This will have an impact

on the desire of older community members to access pools with suitable physical access and an appropriate temperature for participating in swimming, aquatic exercise and rehabilitation.

#### Stranger Danger

Due to an increased awareness of 'stranger danger' over the past few decades, many parents are reluctant to allow children to travel to and from school or places of recreation (like the local swimming pool) with the same freedom that earlier generations experienced. Terrible incidences of child assault or abduction in Australian communities have increased parents awareness of 'stranger danger' and in turn their reluctance to let children travel alone or unsupervised, or to travel at all; preferring that children stay within the household or street. Our children, and anyone for that matter, should be able to travel safely in any community without a fear of strangers, however unfortunately that is the society we currently live in.

In the context of aquatic facilities, these societal trends provide a range of factors that are impacting on the behaviour of our communities, and in particular the decision to participate in swimming and water play at our facilities.

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#### APPENDIX 4

##### MANAGEMENT MODELS

The majority of the following information was sourced from the Clarence Valley Aquatic Strategy produced by the Clarence Valley Council and Strategic Leisure Group.

##### Contract Management

Contract management offers council an opportunity to retain direct management of the facility, but divest itself of the specialist responsibilities for any aspects of the venue that council would choose to transfer.

In short, contract management is a hybrid version of direct council management and management by lease, but tailored to suit council's immediate short to medium term management needs.

Under contract management, council effectively retains the bulk of responsibility for the facility, as described in the direct council management model. These can include:

- Setting of pay-as-you-enter fees and charges with a view to ensuring equitable access.
- Cyclical/ planned building maintenance with a view to protecting council's investment.
- Asset maintenance with a view to protecting council's investment.
- Capital improvements.
- Purchase and supply of equipment or goods and services.
- Other aspects pertaining to public safety e.g. training in defined areas such as emergency procedures, evacuations, etc; and
- Public liability and infrastructure insurance with a view to protecting council's investment.

Council chooses the aspects of day-to-day operation in which it seeks to remain involved, the main feature being that council retains the right to direct the contractor as, and when necessary. Under a contract management scenario, council may transfer responsibility for any or all of the following components to the contractor:

- Site supervision and general administration

- Pool plant operations
- Lifeguarding
- Cleaning and minor maintenance
- Security
- Food and beverage
- Health and fitness
- Swim programs
- Other programs and activities
- Wellness services
- Program delivery and coaching.

##### Management by Lease

A lease generally transfers responsibility for the care, control and management of a venue to an independent entity set up specifically to manage the aquatic facility in return for an agreed lease fee, which may involve payment by the lessee to council or by council to the lessee, depending on the potential commercial viability of the facility concerned. The balance for council is that typically there is an aim to maximise community benefit from the operation of the pools by widening access and increasing participation, expanding programs and delivering facility enhancements. However, there is often a motivation to also minimise council subsidy of the operation of the pools by seeking commercial rental and/ or capital investment offers.

A lease is structured to reflect council's facility management requirements and can be structured to give short, medium or long-term tenure to the lessee. If well documented, the agreement will clearly specify the lessee's responsibilities and the areas in which council will retain control. Areas council's may wish to retain control of include:

- Setting of fees and charges with a view to ensuring ongoing equitable community access
- Cyclical/ planned building maintenance with a view to protecting council's investment
- Capital improvements
- Purchase and supply of bulk chemicals and energy supply
- Aspects of occupational health and safety requirements
- Public safety (training in areas such as emergency procedures, evacuations, etc); and infrastructure insurances.



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In addition, a lease may also specifically nominate the degree of tenure, and rights and responsibilities, to be afforded to third parties (e.g. food and beverage outlets and/ or a health and fitness centre).

Under the lease, council removes itself from the day-to-day operations of the facility, in favour of a single point of contact and relationship with the designated representative of the leasing entity. This normally simplifies the council's involvement by divesting the majority of normal day to day operational responsibilities directly to the lessee.

#### In-House or Direct Council Management

Under the direct council management option, council directly oversees the full management and operation of the facility including staffing, operating, maintaining the facilities and all capital works. This model provides Council with complete control over the operations of the facility. Council accepts the complete risk for the operations of the facility including financial, safety and asset maintenance.

#### Community Management Arrangements

A community committee can be appointed to manage a local pool based if negotiated between the Council and the community, or on land owner's arrangements on which the pool is located. In the regional context, the Murchison Pool within the Greater Shepparton City Council is run by a committee of dedicated volunteers who ensure that the facility is provided for the community every summer. The committee manage all aspects of the pool's operations including staff, maintenance and water quality and cleaning. Greater Shepparton City Council provides a \$20,000 annual contribution to the operations of the pool, and a \$50,000 annual contribution to the ongoing planning and capital improvement of the facility. Whilst the Murchison model provides a completely community managed facility, there are valuable learning's on how elements of pool operations could be managed by the community for the benefit of both council and patrons.



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Table 4.0: Advantages and Disadvantages of Management Model

Model	Advantages	Disadvantages
Contract Management	<ul style="list-style-type: none"> <li>A greater degree of flexibility in day-to-day management/ decision-making on the part of the contractor will enable a pro-active response to changing market conditions, particularly in terms of the range of programs on offer, and/ or their pricing. This should also apply to response times for on- site matters such as minor maintenance.</li> <li>Council retains a high level of understanding and control of the day-to-day operation and most particularly, retains control of programming made available to the community and quality and pricing of programs and services.</li> <li>The contractor delivers staff, programs and services specific to its operational responsibilities for a set fee, which will include the contractor's profit margin. Council can determine to retain all revenues and if well-managed and operated, these revenues can, over time, offset the initial contract fee, particularly if the programs become established and attendances increase.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to secure suitable specific contract managers from the marketplace.</li> <li>Council may contract out those facility elements that provide the better commercial return and be left with those requiring greatest subsidisation.</li> <li>The risk of fluctuations in net operating costs rests with council; and</li> <li>Council's line management needs to have a clear understanding of the venue's objectives and a capacity to manage the contractor accordingly.</li> </ul>
Management by Lease	<ul style="list-style-type: none"> <li>Responsibility for all staff matters including salary and human resourcing rest with the lessee.</li> <li>Access to more flexible award arrangements, potentially resulting in reduced labour costs.</li> <li>The risk of fluctuations in net costs is transferred to the lessee.</li> <li>Annual net operating cost are defined and stabilised as a pre- determined budget amount.</li> <li>Industry specific expertise as a result of facility management generally being the lessees core business.</li> <li>Opportunities for operational economies of scale savings where a lessee operates two or more facilities.</li> <li>Reduced corporate overhead costs experienced by government operated facilities.</li> <li>A greater degree of flexibility in day-to-day management/ decision-making is extended to the lessee; and</li> <li>Council is able to selectively determine the aspects of facility management it wishes to retain (e.g. major asset maintenance).</li> </ul>	<ul style="list-style-type: none"> <li>Availability of service providers in the marketplace. Council may discover that well-qualified venue managers are scarce, and that a tender process yields disappointing results in terms of applicants and/ or leasing fees.</li> <li>Council becomes once-removed from the centre and loses its understanding and control of the day-to-day operation and more particularly, loses control of the programming, recruitment and selection standard of staff hired to deliver the programs, aspects of quality control and pricing of the programs and services.</li> <li>Community health and social outcomes may be diminished as the lessee concentrates on servicing those programs that generate the greatest commercial return.</li> <li>The requirement for staff to set-up and oversee lease contract conditions can also be a significant „hidden cost“ to council and should be considered part of a total lease cost.</li> <li>Non-contemporary ageing facilities can be used as an argument by lessees to seek increased subsidisation and/ or compensation.</li> <li>Operators may seek to charge a premium at facilities where the financial/ participation trends are indicating declining performance.</li> </ul>



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Direct Council Management	<ul style="list-style-type: none"> <li>• Council has ‘hands on’ control in ‘real time’ of the operations and asset maintenance of its facility.</li> <li>• Operational costs can be defrayed or minimised by using council’s existing operations (payroll, insurances, accounting procedures, asset and building services).</li> <li>• Flexible and responsive management systems which can be linked directly to council policies.</li> <li>• Provides an initial understanding of the facility’s management and operational requirements thereby building a database of performance information to assist in determining any future management system requirements; and</li> <li>• Council has an accurate picture of the performance and potential of the venue and is able to work closely with residents and user groups in regard to future operational and development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Council is seen as the operator and this can impact positively and negatively on the community’s perception of the facility.</li> <li>• Council is not seen as being ‘arm’s length’ from the operational issues and community demands.</li> <li>• Council may not consider venue management to be its ‘core business’.</li> <li>• Generally higher staffing costs under local government awards and higher associated indirect costs.</li> <li>• Council’s processes and procedures may not be conducive to the timing associated with ‘commercially driven decision’ making.</li> <li>• All of the operational risk rests with council.</li> <li>• Council is responsible for all operating costs and any unforeseen deficits.</li> <li>• The facility may be required to absorb costs required by council that are not typical to the operation of a leisure facility.</li> <li>• Potential for exposure to industrial relations issues; and</li> <li>• Council retains responsibility for all staff matters including human resource management, wages and recruitment.</li> </ul>
Community Management Arrangements	<ul style="list-style-type: none"> <li>• Council is seen as not involved in the pool operations therefore responsibility for all matters rest with the committee.</li> <li>• Reduced corporate overhead costs experienced by government operated facilities.</li> <li>• Based on the \$50,000 annual capital works contribution, council is not responsible for any planning, development or capital upgrades.</li> <li>• Greater flexibility in day-to-day management/ decision-making as this is the responsibility of the committee.</li> <li>• Community attendance is strong as the facility is run by local people who encourage more visits through social connections and personalised service.</li> <li>• There is an ability to develop a community feel that contributes to the social fabric of the town through activity and fun in a welcoming environment, which is difficult for council to create in direct managed facilities</li> <li>• The risk of fluctuations in net costs is addressed by the committee.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a heavy reliance placed on the committee to operate the facility and if the committee were unable to gather appropriate resources, council would likely be approached by the community to keep the pool operational.</li> <li>• Council may be asked to increase its annual contribution if the operational cost of the facility increases.</li> <li>• Council may be required to contribute to or prioritise the community managed facility for capital funding ahead of council facilities if works are desperately required, and/or if the committee don’t have the financial resources to provide upgrades for the community.</li> <li>• Overall, although the management arrangement is „hands off“ for council other than an annual contribution, there is a risk associated with the model being completely reliant on the good will of a few dedicated community members. Where this is no longer possible, the community will look to council to maintain the pool operations which could deliver an asset in need of significant investment.</li> </ul>

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## APPENDIX 5

### CONSULTATION

#### Community Survey

A community survey was undertaken over the 2017/18 summer pool season. It was promoted through local media, social media, Council's various promotional channels and distributed to a range of key locations including the pools themselves. A total of 471 surveys were completed.

The surveys sought to gain an understanding of the communities use, profile of users, satisfaction with the facilities, where and how regularly they used the pools and how they got there, how important they are to them and how they compare with other Council services.

Key outcomes include:

- The community survey was primarily completed by females (82%) over the age of 20 (88%), with the highest grouping being between 20 and 40 years of age (49%).
- The respondent's use of facilities largely reflects the population of each with Cobram having 18%, Nathalia 22%, Numurkah 17%, Yarrowonga 39% and Strathmerton 4%.
- 70% had used a council pool in the last 12 months.
- 70% of users are satisfied to very satisfied with the pools and 88% would recommend them to others.
- 80% believe the current entry fee/membership represents value for money.
- Around 20% of users attend less than 5 times a year and over half (55%) attend more than 10 times.
- 75% live within 10kms of the pool they use (54% within 5kms) and 11% more than 20kms
- 82% of users drive to the pool and 13% walk with 2% riding.
- 90% of users attend with family, friends or others.
- While 52% of people prefer to use the pools at the times they are currently open almost

the same number would prefer to use them outside of those times with 30% suggesting in the mornings and 16% after 6pm.

- Main activity undertaken is recreational swimming (60%), followed by lap swimming (19%) and swimming lessons (12%).
- 20% of the respondents have a backyard pool however 55% have visited a family member or friends backyard pool in the last 12 months.
- 68% of respondents said they stay inside (often with the air conditioning on) on hot days, while 32% said they visit other waterways such as rivers or lakes if not using a pool.
- 95% of respondents think Council funding of pools should be of a similar level as other Council services. 34% of those think it should receive more.
- The things that people enjoy most include that they are safe, the social aspects, opportunity to exercise, the water temperature, shade and location.
- Suggestions to make the pools more attractive include being more available (both a longer season and longer hours), more shade, being indoors, having more activities, warmer water and upgraded change/toilet facilities.
- The aspects the respondents liked least included the condition of change/toilet facilities, lack of shade, access and availability and that the facilities felt generally outdated.
- Particular reasons respondents preferred not to use the public pools included lack of access/availability, that they have their own or swim at friends pools, too cold, outdoors and cost.
- Suggested improvements that would encourage respondents to use Council pools included more/better access, heated water, general upgrading of facilities, more activities, shade, provision of splash-parks and facilities being indoors.

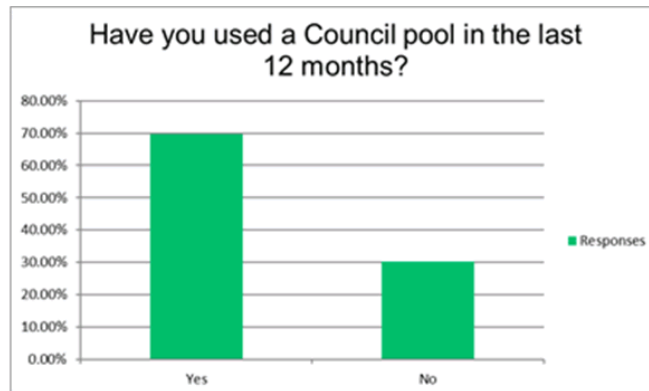
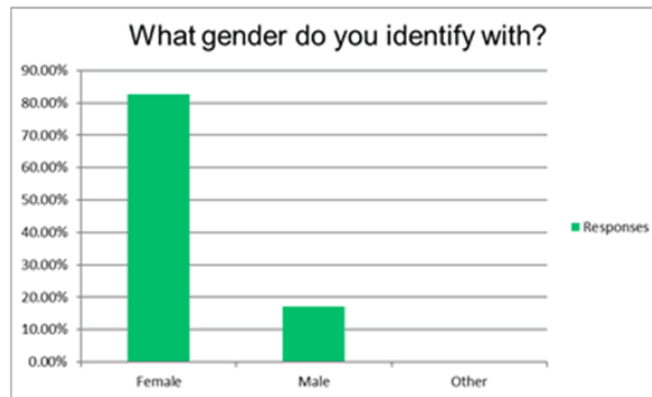
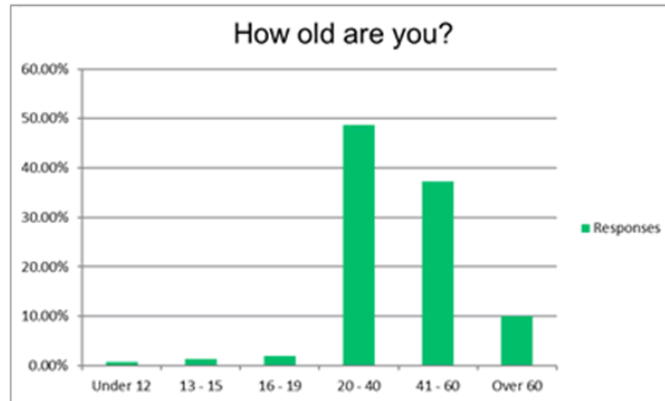
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Responses to each specific area:

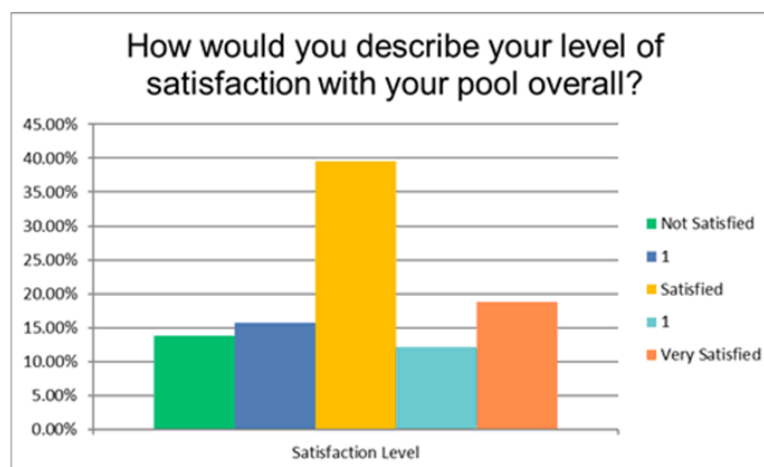
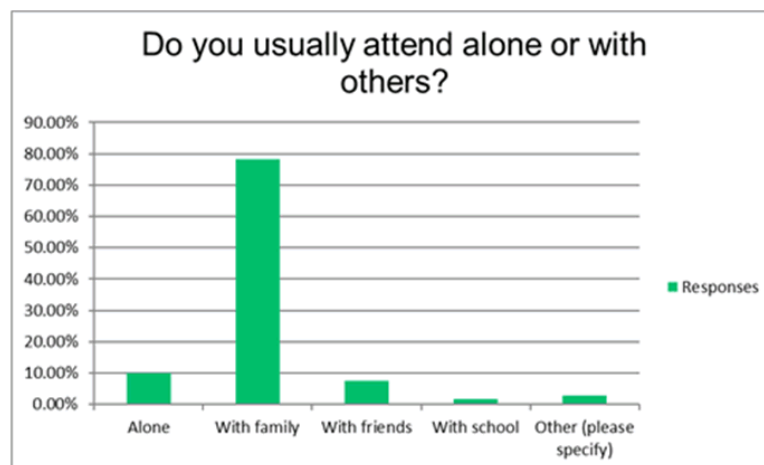
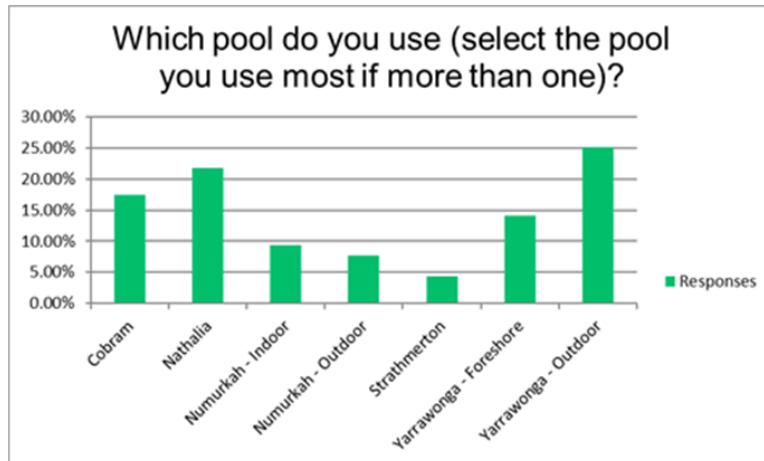


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**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT**

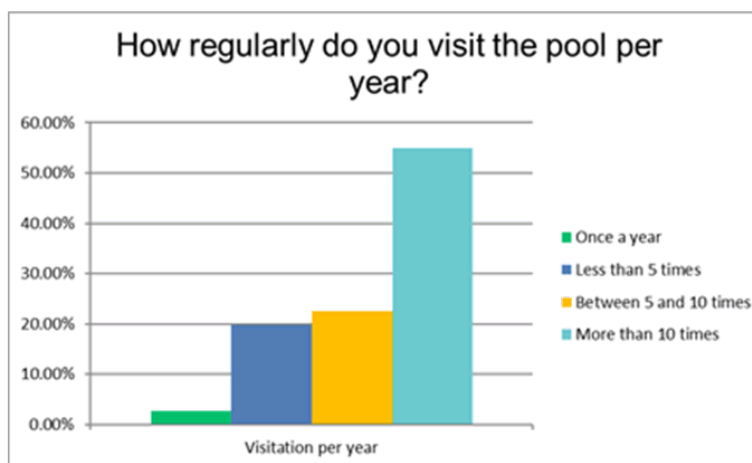
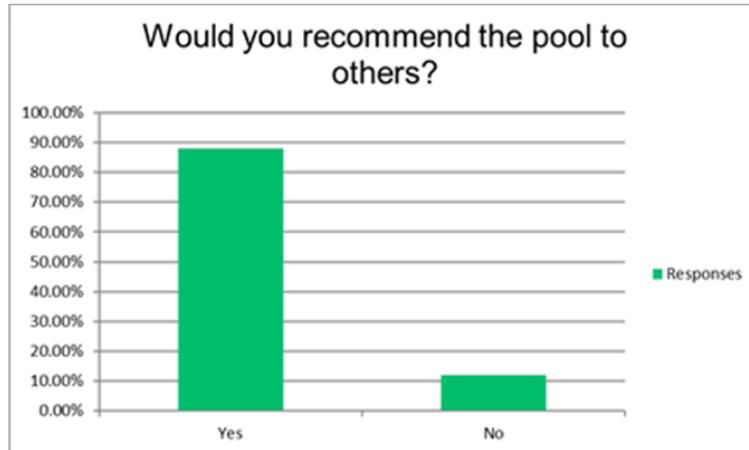


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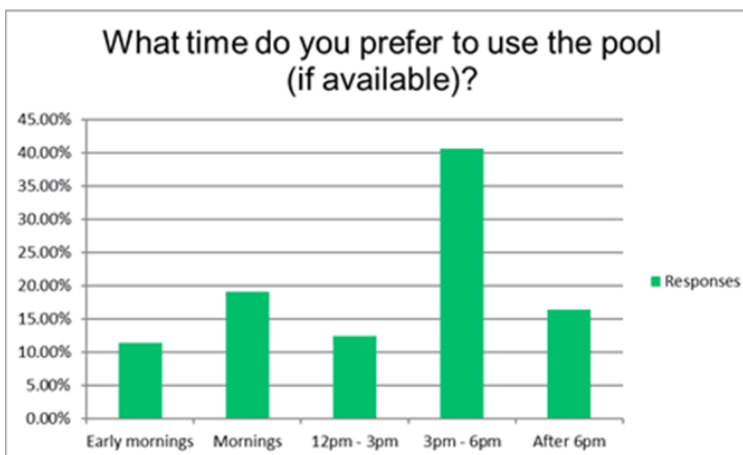
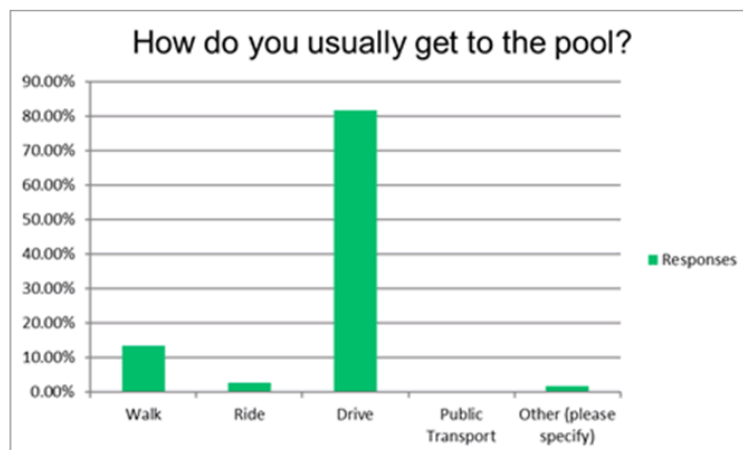
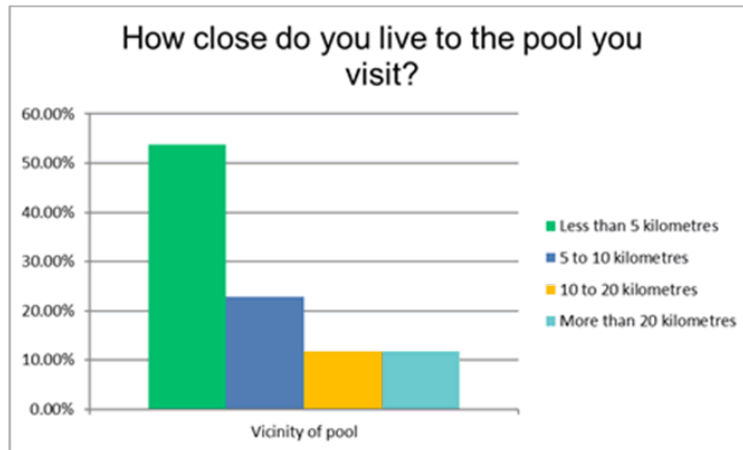


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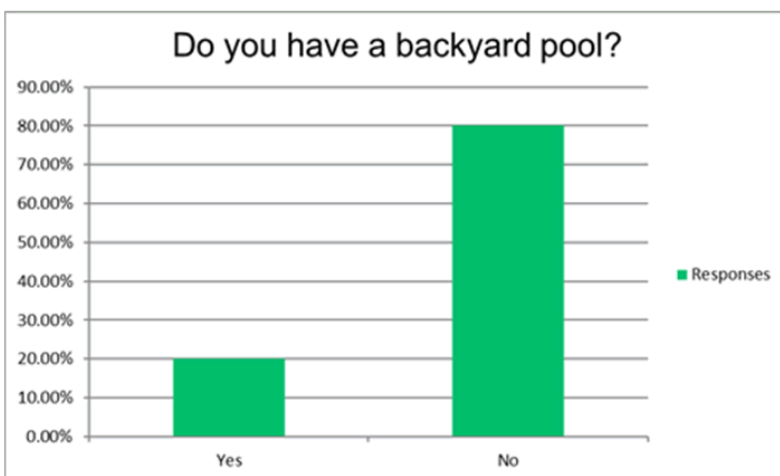
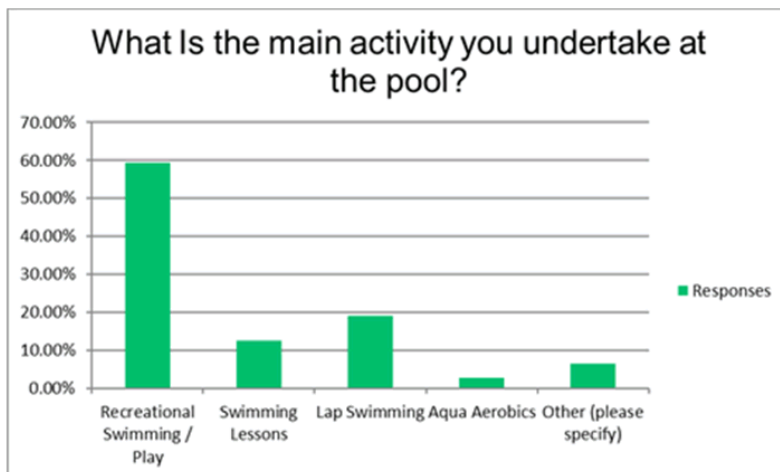
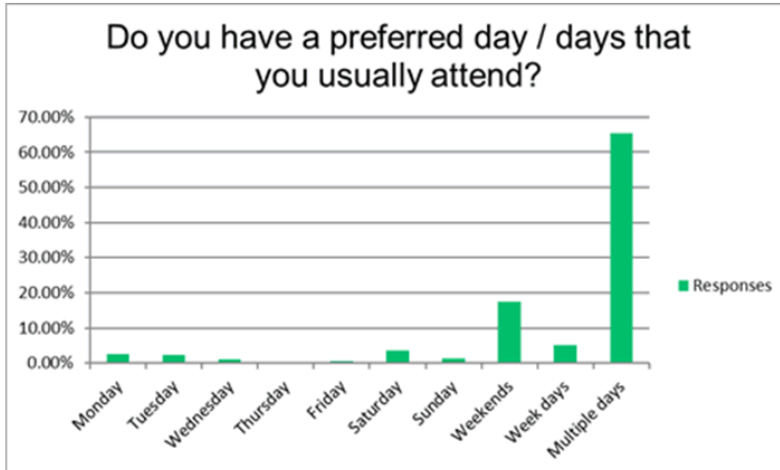


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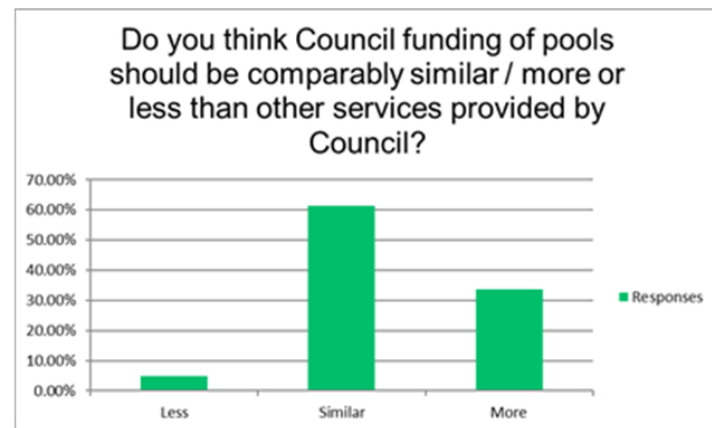
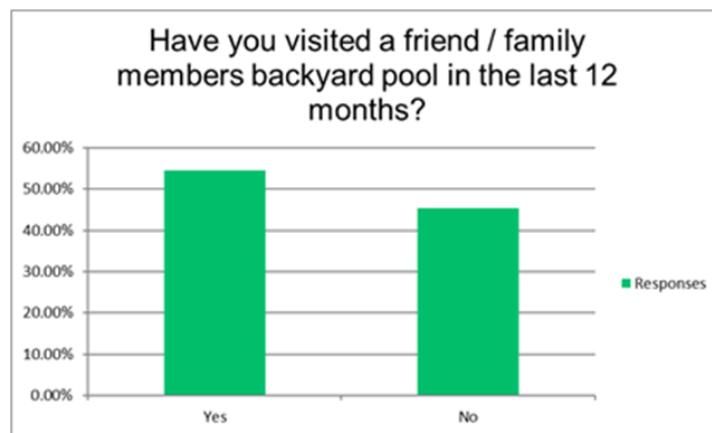


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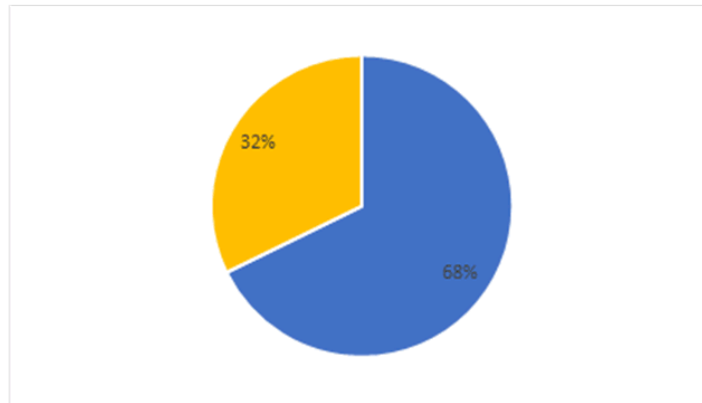
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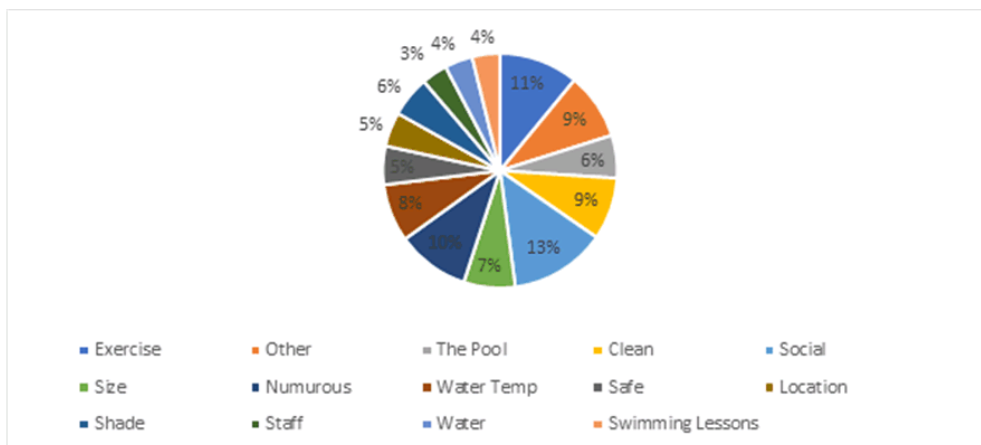
If you don't use a pool on a hot day do you swim in a river/lake or stay inside



Around 32% swim at the river or lake while 68% stay inside.

Many responses included 'stay inside with the air conditioner on' while some said they go to indoor pools if they can to stay in shade.

What are the Aspects of the pool that you enjoy most



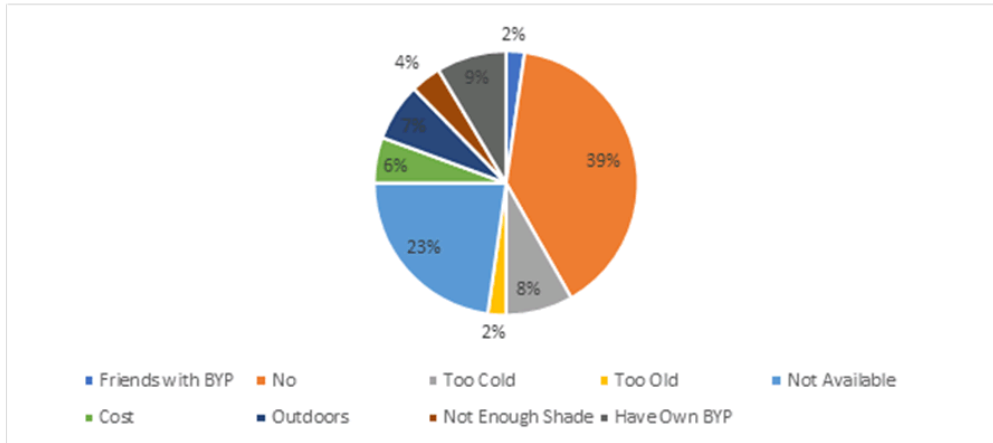
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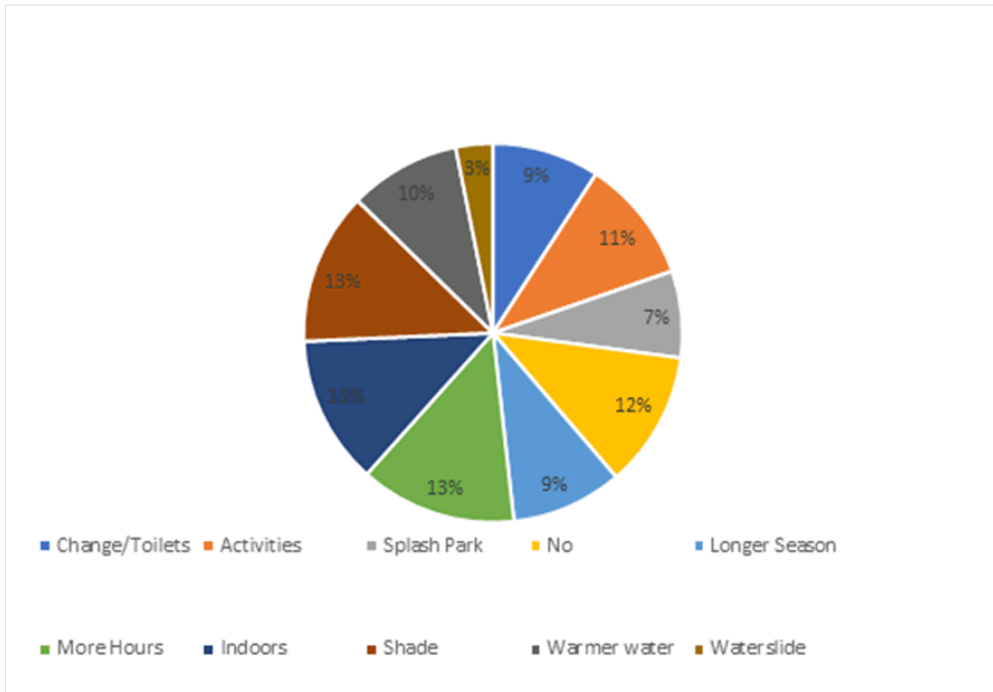
Is there a particular reason that you prefer not to use the local pool



Top 3 Reasons

No reason – 39%, Not Available – 23%, have own or swim at family/friends pool 11%

Do you have any Suggested Improvements that would make the pools more attractive



Key Issue

Generally a pretty even split

Longer season and more hours 22%, Indoors 13%, Shade 13%,

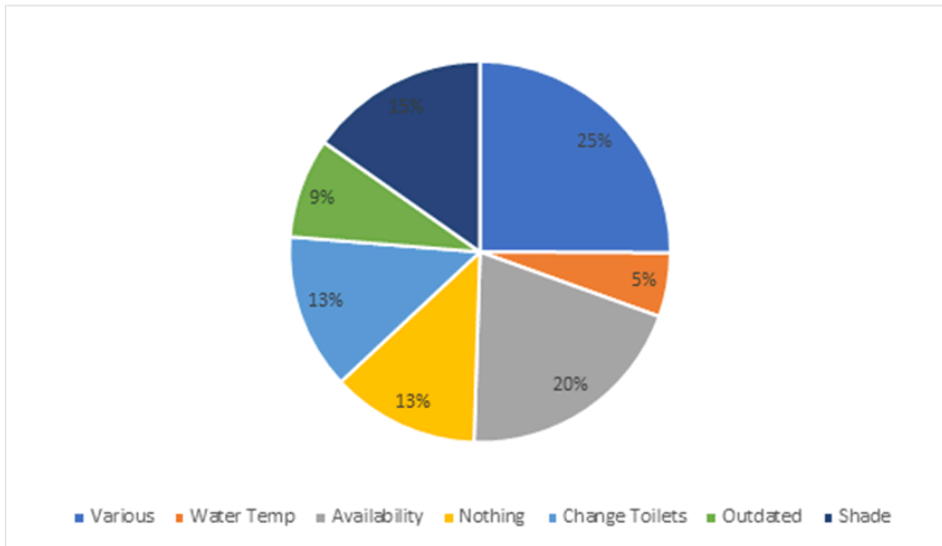
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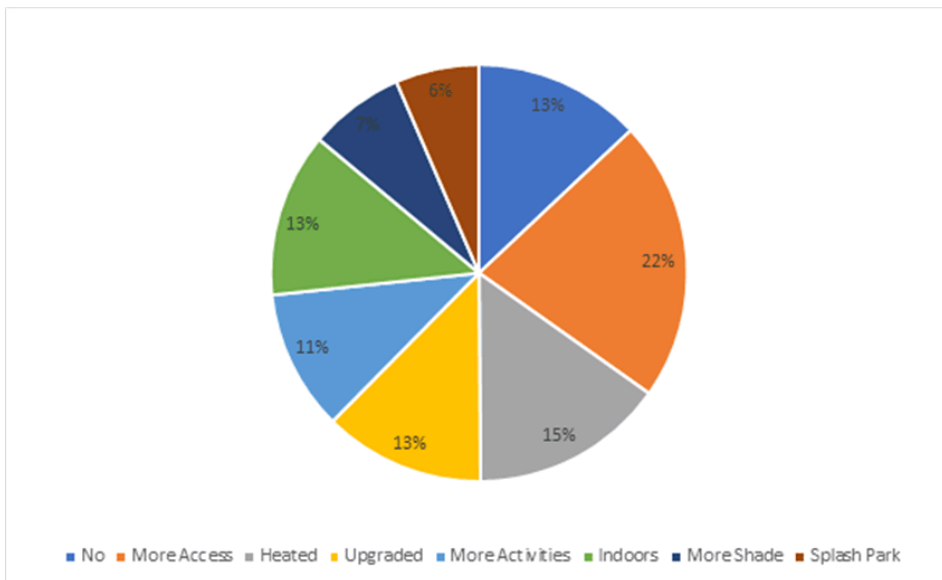
What are the aspects that you enjoy least



Key Issues

Availability – both length of season and opening hours (20%), shade (15%) change-rooms/toilets (which added with Outdated adds more) (13% or 22% both)

Would there be changes that would encourage you to use the local pool



Key Issues

More access (22%), then a relatively even split between heating (15%), general upgrades (13%), more activities (11%), being indoors (13%).

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**SCHOOLS – STAFF**

All schools in the Moira Shire were invited to participate in a staff survey to understand the requirements and use of pools from local school's perspective. 7 schools, St Josephs PS Cobram, St Josephs PS Numurkah, Nathalia Primary School, Katunga South PS, Numurkah Secondary College, Yarrowonga College P12 and Cobram Secondary College participated.

All of the schools that responded use pools in the Moira Shire Council and this use is spread across all of the facilities.

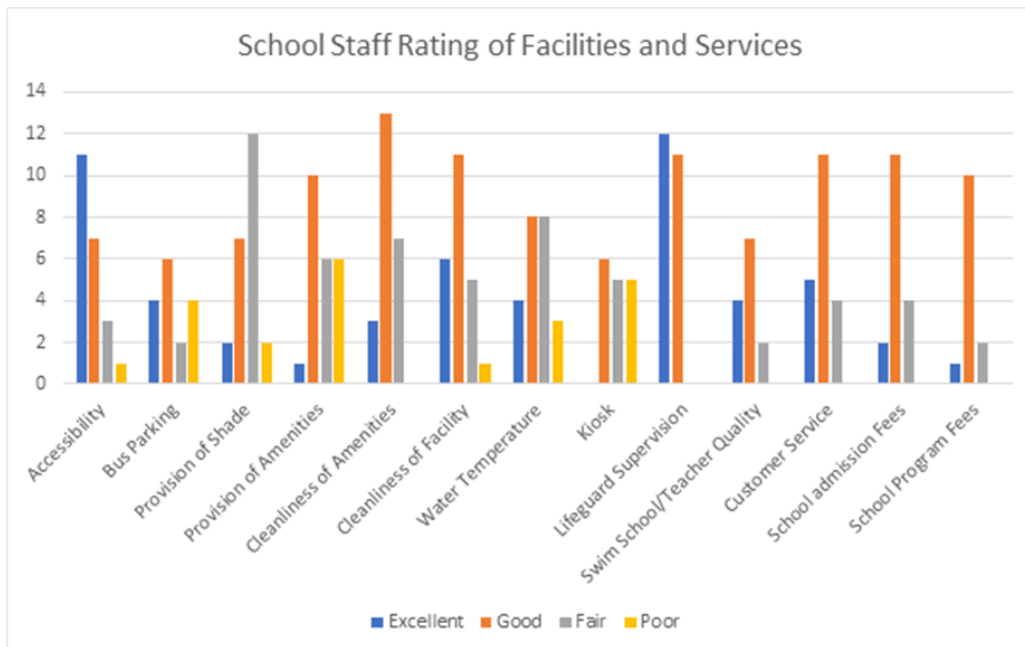
The schools use the pool on multiple occasions, with use ranging from lessons to school swimming sports and celebration days.

100% of the schools consider the pools to be important facilities for the municipality to support student learning and engagement. When asked about what they think the future needs in relation

to pools specifically for school programs over the next 5 years, they indicated they will all have ongoing needs for continued use as a minimum reflecting current programming including swimming lessons, especially with the current Victorian Government position relating to classes as part of the curriculum, swimming sports and celebrations. Growth in population was highlighted in some areas.

A number of the schools use facilities outside the Moira Shire including the Wangaratta Aquatic Centre, Aquamoves in Shepparton, the Wodonga Aquatic Centre and Sporties Health and Fitness Centre in Barooga.

When asked what improvements they feel need to be made with regard to the operation, management and facility development that would support more use by the school the top responses included general improvement and upgrade of facilities, providing indoor facilities and more shade.





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#### SCHOOLS – STUDENTS

##### Class Based

3 Schools did class based surveys with students.

##### *Numurkah Secondary College*

Numurkah Secondary College did a class survey of 36 year 9 students.

The top 6 things they like to do on a hot day included:

- Swim
- Relax
- Sit under air conditioning
- Play video games

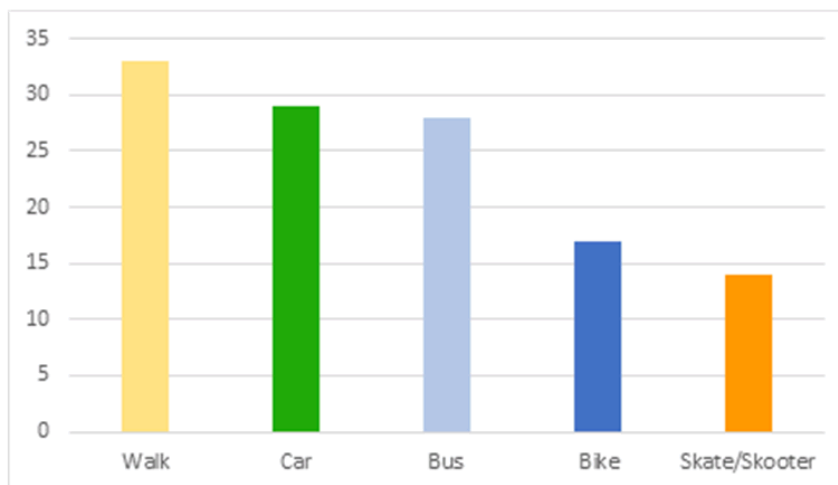
- Watch TV/Movies
- Play Sport

Almost 100% of the students had used a local pool, with most using the Numurkah outdoor pool and the indoor centre, with a number also using the Yarrawonga Foreshore, Yarrawonga Outdoor Pool, Nathalia Outdoor Pool, Cobram Pool and Strathmerton Pool.

35 of the 36 children had visited the pool in the last 1-2 years with family or friends in addition to going with the school.

11 of 36 children, almost one third said that they had made new friends at the pool.

The chart below highlights how the children get to the pool:



The things the children enjoyed included relaxing, the water, being cool (water), clean pool and the deep end.

Things they don't like were other people and lack of cleanliness (and perception of getting infections).

The students swim at a number of facilities other than the local pool and these included Aquamoves in Shepparton, the river, the beach, a pool at their

own or friends or families house and channels, dams and creeks.

Only 4 of the 36 children said they don't like to go swimming.

When asked what they'd like to see at their local pool, things that would make them swim more, their answers included a waterfall, canteen, slides, diving boards, water park, more shade and a dog pool.

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#### *Strathmerton Primary School*

23 students from grade 5 and 6 at Strathmerton Primary School did a class survey.

The top 6 things they like to do on a hot day included:

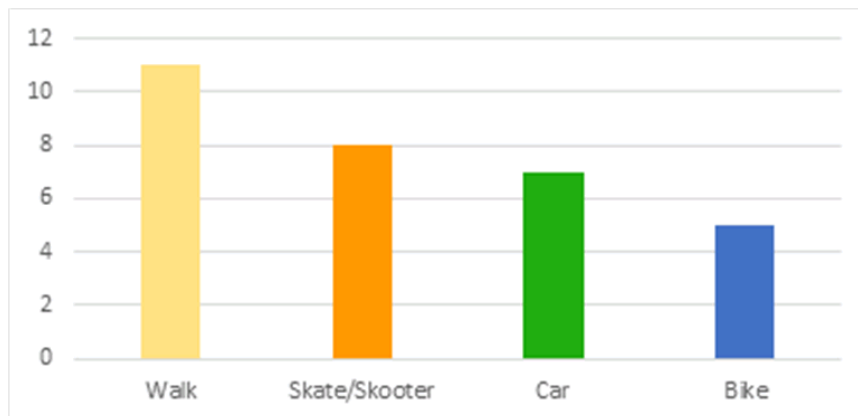
- Sit inside and relax
- Play games on technology
- Go swimming
- Go to the river
- Go fishing
- Water skiing

100% of the students had used the local pool at Strathmerton with a number of them also visiting the Yarrowonga Foreshore, Numurkah outdoor pool and the indoor centre and Cobram Pool.

5 of the 23 children had visited the pool in the last 1-2 years with family or friends in addition to going with the school.

12 of 23 children, almost half said that they had made new friends at the pool.

The chart below highlights how the children get to the pool:



The things the children enjoyed included fun with friends and family, learning to swim, inflatables and slides, cooling off and relaxing and lifeguards.

Things they don't like were other eyes getting sore, lifeguards getting angry, no diving boards, opening hours not long enough and cleanliness of pools and surrounds.

The students swim at a number of facilities other than the local pool and these included Aquamoves in Shepparton, the river, the beach, a pool at their own or friends or families house.

When asked what they'd like to see at their local pool, things that would make them swim more, their answers included water slide, a diving board, more opening hours, more inflatables, a tarzan rope, ball games being allowed, pool parties, bring a friend for free day, better canteen.

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#### *St Joseph's PS Numurkah*

39 students from grade 3 and 4 at St Joseph's PS Numurkah did a class survey.

The top 6 things they like to do on a hot day included:

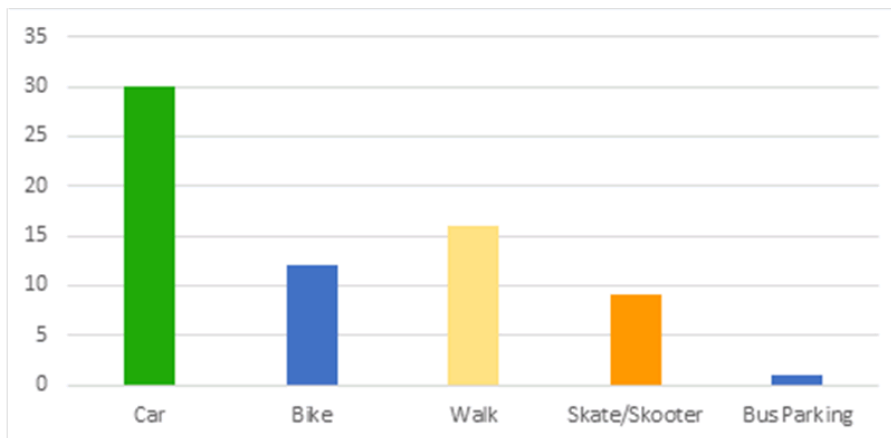
- Go for a swim
- Find shade
- Play with a sprinkler
- Bowling or movies with air conditioning
- Having ice-cream
- Going to the beach or river

100% of the students had used the local pool at Numurkah with a number of them also visiting the indoor pool, Yarrawonga Foreshore and outdoor pool and the Nathalia, Cobram and Strathmerton pools.

34 of the 39 children had visited the pool in the last 1-2 years with family or friends in addition to going with the school.

12 of 23 children, almost half said that they had made new friends at the pool.

The chart below highlights how the children get to the pool:



The things the children enjoyed included deep end, family time, its big, the slide and its heated.

Things they don't like were small toilets, dirty change rooms, not enough toilets, too crowded, insects and no roof.

The students swim at a number of facilities other than the local pool and these included Aquamoves

in Shepparton, the river, the beach, a pool at their own or friends or families house.

When asked what they'd like to see at their local pool, things that would make them swim more, their answers included splash park, waterfall, tarzan rope, spinning ball to sit inside, slides, diving board, ball pit.

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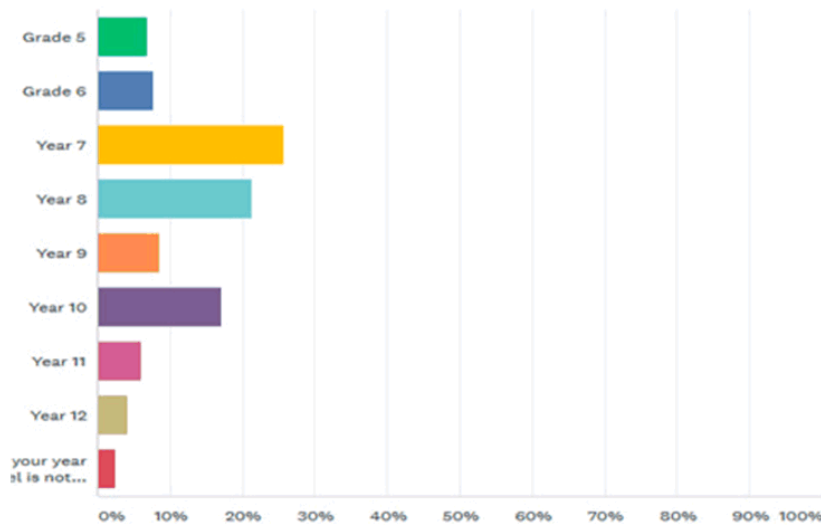
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Online Student Survey

117 young people participated in an online survey.

Year Level of respondents



The things respondents enjoy doing most on a hot day

Pool Vollyball Relax Bike Air Aqua Zone Ski Ride Swim Lunch  
Eat Ice Cream River Friends Water Slides Inside  
Sleep Drink Street Play

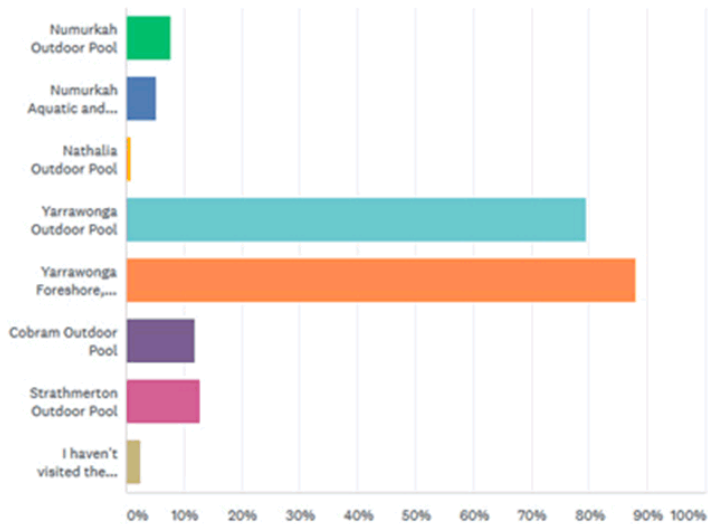
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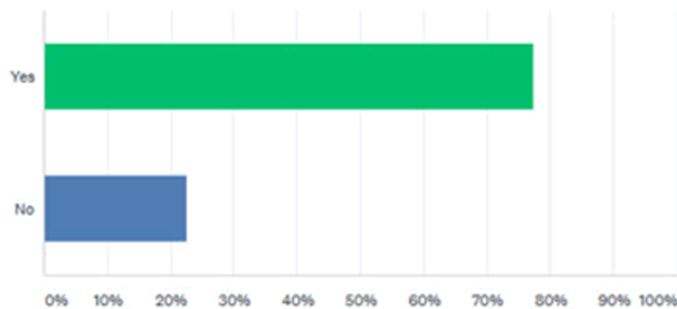
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Which local swimming pool/s have you visited? You can select more than one answer



Have you visited the local swimming pool in the last 1-2 years with family or friends (not including going to the pool with your school)?



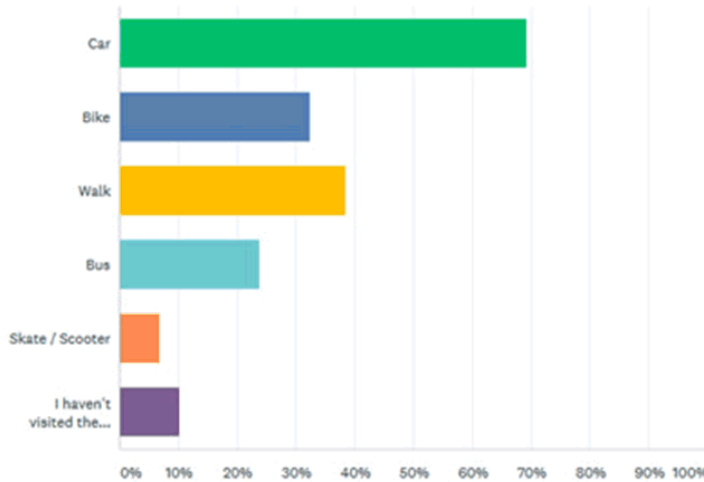
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How do you travel to the local swimming pool? You can select more than one answer



What do you like about the pools that you have visited

Laps Food Big Cleanliness and Sizes Lots Toys Clean Inflatable  
Friends Refreshing Swim Space Water Great Bonding Fun  
Activities Life Guards They're Clear

What don't you like about the pools you have visited

Toilets Shade Year Round Packed Cold Busy Swimming  
Open Earlier on the Weekends Dirty Floor is sometimes Slippery  
Pool Life Gaurds Life Guards Grass Water Boring Clean  
Flips Crowded Rules Indoor



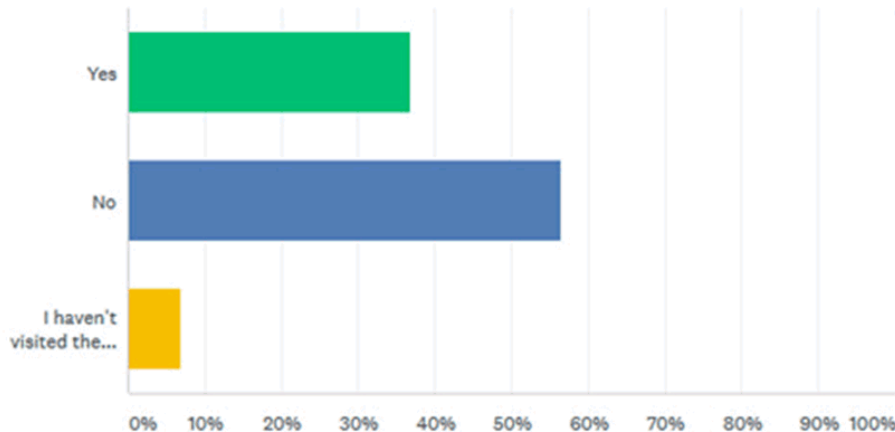
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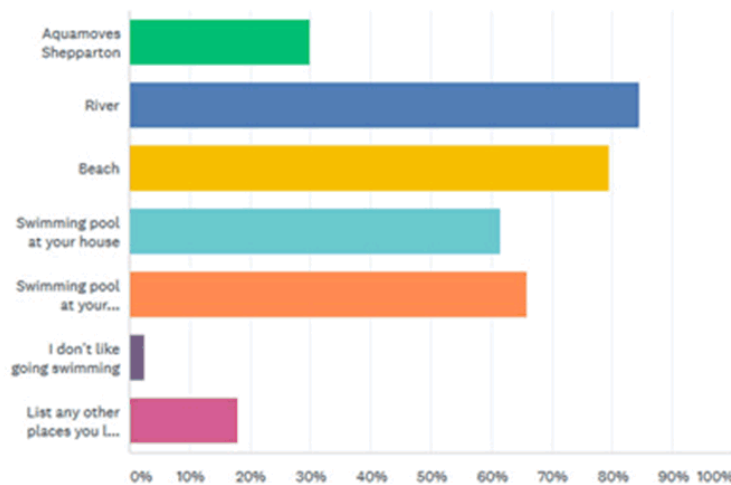
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Have you made new friends at the swimming pool?



Where else do you like to go swimming? You can select more than one option



What ideas do you have that would make you visit local pools more often

Food Summer Bigger House Advertisement Open Earlier on Weekends  
Inflatable Cleaner Toilets Activities Think  
Water Slide Local Pool Winter Fun Zip Line  
Diving Board Cheaper Events Lake Equipment Facilities  
Basketball

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## APPENDIX 6

### ASSET CONDITION ASSESSMENTS

#### Capital Works Investment

Moira Shire has invested a total of \$265,664 into capital works projects across all aquatic facilities in the past 5 years. Yarrawonga Outdoor

(\$85,584), Numurkah Outdoor (\$75,007) and Nathalia Outdoor (\$70,085) have been the major beneficiaries making up 87% of the total spend.

Table 5.0: Moira Shire Capital Spend 2012/13 – 2016/17

Facility	Capital Works Spend - 2012/13 - 2016/17
Cobram Outdoor	\$13,754
Nathalia Outdoor	\$70,085
Numurkah AFC	\$9,757
Numurkah Outdoor	\$75,007
Strathmerton Outdoor	\$11,477
Yarrawonga Foreshore	\$0
Yarrawonga Outdoor	\$85,584
<b>Total</b>	<b>\$265,664</b>

In 2017 facility asset condition audits were undertaken by an independent industry expert and provided the following capital improvement estimates for each facility for the following five year period.

Major proposed works include an expansion of the gym at Numurkah AFC, replacing the kiosk/plant building at Cobram, installing a vinyl liner of the main pool and expansion of the splash park at Yarrawonga Foreshore.

Table 6.0: Future Capital Upgrades

Facility	Capital Works
Cobram Outdoor	\$270,500
Nathalia Outdoor	\$49,500
Numurkah AFC	\$1,404,500
Numurkah Outdoor	\$629,000
Strathmerton Outdoor	\$180,000
Yarrawonga Foreshore	\$370,000
Yarrawonga Outdoor	\$0
<b>Total</b>	<b>\$2,903,500</b>

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**Operational Maintenance and Compliance Works**

In addition to capital works, the 2017 audits provided the following maintenance and compliance estimates for each facility for the following five year period. The majority of the identified works were for maintenance with a total of \$1,510,000 proposed across all facilities. The total amount proposed for investment is \$1,836,800. Numurkah AFC was proposed for the highest investment (\$471,350) while other facilities had a relatively even disbursement (average of \$251,700). Yarrawonga Foreshore was proposed for an investment of \$106,950.

**Table 7.0: Future Operational Maintenance and Compliance Works**

Facility	Maintenance	Accessibility	Building Code	RLSSA Guidelines	Totals
Cobram Outdoor	\$176,900	\$28,350	\$200	\$2,600	\$208,050
Nathalia Outdoor	\$291,300	\$43,650	\$1,200	\$1,900	\$338,050
Numurkah AFC	\$332,000	\$123,550	\$14,600	\$1,200	\$471,350
Numurkah Outdoor	\$247,400	\$33,950	\$6,700	\$5,500	\$293,550
Strathmerton Outdoor	\$179,600	\$37,800	\$700	\$500	\$218,600
Yarrawonga Foreshore	\$105,200	\$1,200	\$450	\$100	\$106,950
Yarrawonga Outdoor	\$178,550	\$12,300	\$400	\$9,000	\$200,250
<b>Total</b>	<b>\$1,510,950</b>	<b>\$280,800</b>	<b>\$24,250</b>	<b>\$20,800</b>	<b>\$1,836,800</b>

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#### APPENDIX 7

##### COMPLIMENTARY AND NEIGHBOURING FACILITIES

The natural environment and climate within Moira Shire encourages water-based leisure pursuits from locals and visitors alike. The rivers Murray, Ovens and Goulburn, Lake Mulwala and Broken Creek are available for people to participate in activities including but not limited to fishing, boating, watersports (waterskiing, wakeboarding, knee boarding, inflatables, etc.) and casual swimming (including rope swings, jumping, etc.).

Further to the activities that can be undertaken in rivers and lakes, the following are other aquatic facilities or activities in Moira Shire:

##### Existing

###### *The Lake Mulwala Pool*

A 50m x 35m rectangle of water with an elevated concrete platform running from the riverbank into the lake surrounding the designated area. There is variable depth and lake bed floor, with ladders to assist people in and out of the water. There are no lifeguards on duty.

###### *Aquazone at Lake Mulwala*

Since 2016, the Yarrawonga Foreshore has also offered an innovative alternative activity called 'Aquazone at Lake Mulwala'. Running from mid-November to mid-April, 'Aquazone' offers a variety of inflatable platforms on the water that people can climb, run, slide and jump their way across. People undergo a brief induction and wear life jackets, and there are lifeguards on duty. The activity duration is 50 minutes, with sessions running every hour. The location and setup encourages longer stays with deck chairs provided alongside other existing amenities including the skate park, BBQs and the Yarrawonga Foreshore precinct.

###### *The Yarrawonga Holiday Park*

Provides an example of an accommodation venue

providing a destination attraction with their recently completed their feature splash park. The impressive facility includes 4 waterslides, a beach entry pool that has 8 junior water play items on the outside, a huge tipping bucket and 28 water play activities on the stairs and walkways to the waterslide. Many other accommodation venues within Moira Shire offer resort-style aquatic facilities and/or water play activities for their patrons to enjoy, which will also include the new Sebel Point Resort. The quality and convenience of these accommodation facilities may limit the amount of people visiting Council aquatic facilities.

###### *Thompson's Beach*

Located near the bridge at the north-eastern edge of Cobram, is known as Victoria's largest inland beach. It has picnic and barbecue facilities, a kiosk, boat ramps, toilets and a playground. Murray Waters Boat and Bike Hire operate from the beach (Source: Parks Victoria).

###### *The RACV Cobram Resort*

Provides visitors with an indoor 25m pool and spa, large outdoor resort-style pool, toddler pool and splash park. The facilities are only available to paying guests.

###### *Murray Valley Resort Yarrawonga*

Facilities include an indoor heated 22m x 5m pool, spa and sauna as well as two outdoor pools and a range of other complimentary facilities including exercise room, squash and racquet ball court. These facilities can be accessed by the local community and visitors via an annual fee. The Resort currently provides a space to a local learn to swim school with around 100 enrolments over the winter period.

###### *Neighbouring Municipalities*

Regional pools are located in Barooga, Benalla, Echuca, Shepparton and Wangaratta.

Additional aquatic facilities within neighbouring municipalities include the Kyabram Outdoor Pool and Merrigum Seasonal Pool.

FILE NO: F16/438  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.2

## AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)

### ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review 2018-2027 DRAFT

#### Proposed

The following are well into planning, have adopted plans or secured funding to commence.

#### *The Yarrawonga/Mulwala Adventure Playground and Splash Park project*

A significant community-driven initiative that has secured \$1.2m for the playground component which is intended to commence in 2018. Funds have not yet been sourced for the splash park component however it is proposed that the facility will be located in Purtle Park on Melbourne Street, Mulwala, adjacent to the lake. The concept plans envisage that the splash park will consist of a tipping bucket and 6 small fixed structures on a concrete base. The cost estimate is in vicinity of \$500,000 and the park will be free for the community and accessible for all abilities. The project is dependent on funding and therefore there are no timelines in place for its construction.

#### *Barooga Adventure Park*

Work is now proceeding on the Stage 1 re-development of Collie Park, Barooga and includes the installation a flying fox, birds nest swing and the first module of an adventure style climbing equipment. The Council has also applied for the funds to complete stage 2 which will include the purchase and installation of additional climbing and slide modules and also mini trampolines. The remaining stages include a natural water play (splash zone) for younger children, shelters and toilet facilities.

#### *Corowa Splash Park Project*

Although not located in Moira Shire, a proposed splash park project in Corowa may service Moira residents located in the north east once complete. The community driven project is still in the very early stages however the proposal is to lease some river front land from Council and build a water park that will initially include 2 watersides and a splash pad. The project is dependent on funding and therefore there are no timelines in place for its construction.

#### *Corowa Swimming Pool Re-Development*

The Federation Council have undertaken a feasibility report on the re-development of the Corowa Swimming Pool and at time of writing, a range of options being considered as part of the re-development are reported to include indoor 25m, outdoor 25m, 50m and program and learn to swim pools.



FILE NO: F16/438  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.2

**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
2018-2027 DRAFT**



FILE NO: F16/438  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.2

**AQUATIC FACILITIES STRATEGIC REVIEW 2018-2027 (cont'd)**

**ATTACHMENT No [1] - Moira Shire Council Aquatic Facilities Strategic Review  
2018-2027 DRAFT**



FILE NO: F13/152  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.3

**ANNUAL REVIEW OF ACHIEVEMENTS FOR THE MUNICIPAL WELLBEING  
FOR ALL AGES STRATEGY 2017 - 2021**

**RECOMMENDATION**

That Council endorse the annual review of achievements for the Municipal Wellbeing for All Ages Strategy 2017 – 2021.

**1. Executive Summary**

Moira Shire Council adopted the Municipal Wellbeing for All Ages Strategy 2017 – 2021 in November 2017. In accordance with the Victorian Public Health and Wellbeing Act 2008 Victorian Councils are required to review their plan's annually.

Since its adoption there has been a variety of work undertaken to implement actions from the strategy. This report will highlight the achievements and current work in regard to the actions from the following themes and goals:

- **Active and Healthy Lifestyle**  
Moira residents will have access to the resources and support required to live an active and healthy lifestyle.
- **Safe and Connected Communities**  
Moira Shire will be a safe place to live. Individuals will feel safe in their community and connected to those around them
- **A Thriving Economy**  
Moira's economy will continue to diversify and grow to attract new investment and generate employment opportunities
- **Environmental Sustainability**  
Moira's community will work together for an environmentally sustainable future.

**2. Background and Options**

Throughout 2018 the following has been implemented within each area of the strategy:

Active and Healthy Lifestyle:

- Aquatic Strategy development underway
- Introduced Smoke Free Workplace internally from July 2018 and offered QUIT support programs to staff
- School and infant immunization sessions remain on track and are meeting or exceeding targets; Moira immunization rates for quarter ending 30/9/18 are as follows:

- 12-15 months 93.3% fully immunised (State 94.8%) (Australia 94.2%)
- 24-27 months 97% fully immunised (State 91.9%) (Australia 91.4%)
- 60-63 months 97% fully immunised (State 95.7%) (Australia 94.8%)

(Data from Australian Immunisation Register Coverage Report)

Moira immunization rates (Aboriginal Indicator):

- 12-15 months 94% fully immunised (State 94.5%) (Australia 93%)
- 24-27 months 97% fully immunised (State 92.5%) (Australia 88.5%)
- 60-63 months 100% fully immunised (State 95.3%) (Australia 96.2 %)

Data from Australian Immunisation Register Coverage Report

FILE NO: F13/152  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.3

**ANNUAL REVIEW OF ACHIEVEMENTS FOR THE MUNICIPAL WELLBEING  
FOR ALL AGES STRATEGY 2017 - 2021 (cont'd)**

- The percentage of Aboriginal children enrolled in the Moira Maternal and Child Health service for year ending 30/6/18 is 93.6%, this is above the expected level of 85% (data from Local Government Reporting Framework)
- Active April campaign was developed in partnership with local community health centres across the Shire with over 80 activities held right across the Shire.
- Continue to work in partnership with local health services and partners to improve health outcomes for families and children across the Shire.
- Announced as successful partners in the RESPOND project to partner with Deakin University and other agencies in the Goulburn Region. This will expand on the pilot program that developed the "More4Moira" project in Numurkah and see it delivered in Cobram, Nathalia and Yarrawonga in 2019 and 2020.

Safe and Connected Communities

- Successful application to the Free from Violence funding stream – this will allow Council to employ a project officer for 12 months to focus on gender equity and risk prevention
- Community Safety Committee meet regularly and achieved actions in collaboration with partners, this includes the establishment of the Family Violence Sub-Committee
- Supported a number of organizations, including Headspace, GM LLEN and Cobram Secondary College, to seek funding for additional mental health services in the Shire
- Delivered "What Do I Say, What Do I Do" session in Cobram in partnership with Cobram District Health Services and Stand By – Support After Suicide
- E-Safety sessions delivered by the Office of the eSafety Commissioner were held in Numurkah and Yarrawonga in July 2018
- Delivered MY PASSPORT harm minimization program to all Year 9 students in secondary colleges in Cobram, Nathalia, Numurkah and Yarrawonga.
- Continued to roll out the community planning program across the shire
- Delivered new pedestrian crossing and footpath in Blake St Nathalia
- Working with Yarrawonga P-12 college to improve traffic management at the site, Council has completed angle parking works.
- Funding received and works commenced to complete the walking trail between Yarrawonga Foreshore and Silverwoods estate.

A Thriving Economy

- Met with local training providers to discuss industry needs and opportunities for training, including free courses
- Worked with peak bodies to increase gas supply in Numurkah and increase priority of telecommunication upgrades in Katunga
- Great Victorian Bike Ride visited Moira in December 2018

Environmental Sustainability

- Installed 77kw solar unit for Cobram Service Centre saving 100 CO2-e per year
- Paper usage reduced with online options for rates notices and contracts
- 28% of schools within Moira have been involved in various environmental sustainability activities.
- Council now manage the electricity accounts for all buildings occupied by YMCA

FILE NO: F13/152  
1. A GREAT PLACE TO LIVE

ITEM NO: 9.3.3

## ANNUAL REVIEW OF ACHIEVEMENTS FOR THE MUNICIPAL WELLBEING FOR ALL AGES STRATEGY 2017 - 2021 (cont'd)

### 3. Financial Implications

The development and implementation of the strategy is supported with an annual budget allocation of \$15,000.00. Other departmental budgets also contribute to specific objectives and actions within the strategy.

### 4. Risk Management

The development, adoption and review of the strategy addresses requirements of the Victorian Public Health Act 2008, therefore mitigating the risk of being non-compliant with the Act

### 5. Internal and External Consultation

As the strategy is a whole of Council document input is regularly sought from a range of departments, including Economic Development, Community Development, Organizational Development, Environment Sustainability and Operations.

Through the Moira Health Promotion collaborative ideas and actions are discussed and implemented as appropriate.

### 6. Regional Context

All Councils within the Goulburn Valley Primary Care Partnership (GVPCP) are implementing complimentary work, particularly in the mental health and gender equity space. Wherever possible and practical opportunities are examined to consider resource sharing and combined advocacy.

### 7. Council Plan Strategy

The Municipal Wellbeing for All Ages Strategy delivers on many strategic objectives within the Council Plan. However, within the strategic objective of "A Great Place to Live", there is a specific action in regard to the wellbeing strategy.

### 8. Legislative / Policy Implications

The Victorian Public Health and Wellbeing Act 2008 requires that all Council's develop a document that addresses health and wellbeing matters every four years. It is also a recommendation of this Act that the document be consistent with the Council Plan and the Municipal Strategic Statement. It is also a requirement of the Act that the document be reviewed annually.

### 9. Environmental Impact

The strategy and its actions are reflective of environmental sustainability considerations and consistent with the Environment Sustainability Strategy.

### 10. Conflict of Interest Considerations

There is no conflict of interest in relation to this report.

### 11. Conclusion

This report outlines the high level actions and work that has been implemented to support the themes and goals of the Municipal Wellbeing for All Ages Strategy during 2018.

### Attachments

Nil

FILE NO:  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.4

## DRY SEASONS PREPAREDNESS ACTION PLAN

### RECOMMENDATION

That Council note the attached Dry Seasons Preparedness Action Plan.

#### 1. Executive Summary

Moira Shire Council recognizes the impact of the ongoing dry conditions across the Shire. The community are feeling the effect from a social, environmental and economic perspective.

In times of stress, the community often look to their local Council as a source of support and information. As a result of this the Moira Shire Dry Seasons Preparedness Action Plan (attached) has been developed to inform, document and monitor the work undertaken by Council to support our community. This is a working document that will be updated as work is undertaken, programs are implemented, as new information comes to hand or as conditions change.

This report aims to inform Council and the community of the planning and advocacy work that is underway and work that has been implemented to date.

#### 2. Background and Options

Minimal rainfall across the region has had a large impact on the community and region. Moira Shire Council resolved that work be undertaken to be prepared in the event that conditions do not change and the dry seasons continue. The attached action plan has been developed to address current needs within the community and prepare for emerging needs.

Common feedback from the farming and business community is that they are often unsure where to reach out for help. The attached "Looking After Our Rural Mates Fact Sheet" provides Moira residents and businesses information regarding what support, including financial, technical and personal is available locally. This document is designed to be a quick reference guide to assist community members to know who to call and where they can find support.

#### 3. Financial Implications

Preparing this Action Plan and Fact Sheet is being managed within existing operational budgets.

#### 4. Risk Management

Moira Shire Council is committed to identifying and minimizing risk wherever possible across the community. The Dry Seasons Preparedness Action Plan aims to identify potential risks to the community and put actions in place to mitigate these.

#### 5. Internal and External Consultation

The Dry Seasons Preparedness Action Plan has been developed in consultation with internal and external stakeholders. External stakeholders included local Community Health services, Community and Neighbourhood houses, State and Federal government support program and Rural Financial Counselling Services.



FILE NO:  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.4

## DRY SEASONS PREPAREDNESS ACTION PLAN (cont'd)

### 6. Regional Context

The reduced rainfalls during Autumn, Winter and Spring has impacted the region significantly. The fruit, dairy and cropping industries are all experiencing challenges as a result of the ongoing dry conditions.

### 7. Council Plan Strategy

The development of the Dry Seasons Preparedness Action Plan is related to all strategies within the Council plan. The document aims to address the social, environmental and economic impacts of the ongoing dry conditions.

### 8. Legislative / Policy Implications

None identified.

### 9. Environmental Impact

The environmental impact of ongoing dry conditions is significant across the Shire.

### 10. Conflict of Interest Considerations

There is no conflict of considerations in relation to this report.

### 11. Conclusion

Moira Shire Council will continue to closely monitor the impact of dry conditions on our community and businesses. The Moira Shire Dry Seasons Preparedness Action Plan will be updated as work is undertaken, programs implemented, as new information comes to hand or as conditions change.

## Attachments

- 1 Looking After Our Rural Mates
- 2 Dry Seasons Preparedness Action Plan

FILE NO:  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.4

**DRY SEASONS PREPAREDNESS ACTION PLAN (cont'd)**

**ATTACHMENT No [1] - Looking After Our Rural Mates**

# LOOKING AFTER OUR RURAL MATES



## Dry Seasons Support

### LOCAL SUPPORT

#### *Community Health Services*

The four Community Health Services have a range of counselling and psychological support services available. Please call them directly for appointments or further information.

Cobram Community Health	5871 0900
Numurkah Community Health	5862 0560
Nathalia Community Health	5866 9444
Yarrawonga Community Health	5743 8500

Support is also available at Goulburn Valley Health  
Phone: 5832 2200

#### *Community Houses*

The Community Houses across the shire have a variety of support services available including access to Medicare, Centrelink, community lunches and referral services.

Cobram Community House	5872 2224
Nathalia Community House	5866 2449
Numurkah Community House	5862 2249
Yarrawonga Neighbourhood House	5744 3911

#### *Emergency Relief*

Emergency relief is available through Cobram Support Information Service and Nathalia Community House. This includes food hampers, fuel vouchers and other assistance.

Cobram Support Information Service	
Phone:	5871 1085
Nathalia Community House	
Phone:	5866 2449

#### *Moirá FoodShare*

Moirá FoodShare supports farmers, single parent families, people who are out of work or individuals and families just finding the going tough from time to time, within the community and surrounding rural areas.

Phone:	5742 1111
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### FINANCIAL SUPPORT

The Federal and State Governments have a range of financial support options available.

#### *Rural Financial Counselling Service*

Free financial counsellors for farmers and small related businesses who are in or at risk of financial hardship. Counsellors can also help applicants apply for the Farm Household Allowance.

Phone: 1300 834 775  
Website: <http://www.agriculture.gov.au/ag-farm-food/drought/assistance/rural-financial-counselling-service>

#### *Farm Household Allowance*

An income support payment for eligible farmers and their families experiencing financial hardship

Phone: 132 316  
Website: <https://www.humanservices.gov.au/>

#### *Farmer Assistance Hotline*

Information on current support available to farmers and rural communities.

Phone: 132 316

#### *Farm Debt Mediation*

This scheme makes it compulsory for banks and other creditors to offer mediation to farmers before commencing debt recovery proceedings on farm mortgages.

Phone: 136 186  
Agriculture Victoria Information Line  
Email: [farm.debt@ecodev.vic.gov.au](mailto:farm.debt@ecodev.vic.gov.au)

Moirá Shire Council  
ABN: 20 538 141 700  
Post: PO Box 578, Cobram, Vic 3643  
DX: 37801, Cobram

Cobram Administration Centre:  
44 Station Street, Cobram  
Yarrawonga Service Centre:  
100 Belmore Street, Yarrawonga

Phone: 03 5871 9222  
Fax: 03 5872 1567  
NRS: 133 677

Email: [info@moira.vic.gov.au](mailto:info@moira.vic.gov.au)  
[moira.vic.gov.au](http://moira.vic.gov.au)



FILE NO:  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.4

**DRY SEASONS PREPAREDNESS ACTION PLAN (cont'd)**

**ATTACHMENT No [1] - Looking After Our Rural Mates**

**PERSONAL SUPPORT**

*National Centre for Farmer Health*

The NCFH provides ongoing leadership to improve the health, wellbeing and safety of farm men and women, farm workers, their families and communities across Victoria.

Funded programs include:

- Agrisafe Drought Service
- Health and Lifestyle assessments
- Community presentations
- Interactive workshops
- Service Co-ordinator

Phone: 5551 8533

Website: <https://www.farmerhealth.org.au/>

*Look Over the Farm Gate Program*

Look Over the Farm Gate will deliver health and wellbeing support for farmers and communities through community awareness and social and emotional wellbeing workshops and events.

Phone: 1300 882 833

Website: <https://lookoverthefarmgate.org.au/>

*MensLine*

MensLine Australia is a 24/7 service for men with relationship and family concerns.

Phone: 1300 789 978

*Kids Help Line*

Kids Help Line is a 24/7 counselling service for people aged 5-25.

Phone: 1800 551 800



**TECHNICAL SUPPORT**

*On-Farm Drought Infrastructure Support Grants*

Grants of up to \$5,000 are available. Eligible farm businesses are required to provide at least dollar for dollar matching funding co-contribution.

The grants will assist farm businesses implement on-farm infrastructure that improves drought management and preparedness.

Phone: 1800 260 427

Rural Finance

Website: [www.ruralfinance.com.au](http://www.ruralfinance.com.au)

*Technical and decision-making support for farm businesses*

Additional services to be delivered by Agriculture Victoria and associated industry partners that will provide increased technical support to assist farm businesses manage dry seasonal conditions.

Phone: 136 186

Agriculture Victoria Line

Website:

<http://agriculture.vic.gov.au/agriculture/farm-management/farmer-workshops>

Or

<http://agriculture.vic.gov.au/agriculture/farm-management/drought/dry-seasons-support>



Moira Shire Council  
ABN: 20 538 141 700  
Post: PO Box 578, Cobram, Vic 3643  
DX: 37801, Cobram

Cobram Administration Centre:  
44 Station Street, Cobram  
Yarrowonga Service Centre:  
100 Belmore Street, Yarrowonga

Phone: 03 5871 9222  
Fax: 03 5872 1567  
NRS: 133 677

Email: [info@moira.vic.gov.au](mailto:info@moira.vic.gov.au)  
[moira.vic.gov.au](http://moira.vic.gov.au)



FILE NO:  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.4

**DRY SEASONS PREPAREDNESS ACTION PLAN (cont'd)**

**ATTACHMENT No [2] - Dry Seasons Preparedness Action Plan**



**MOIRA SHIRE DRY SEASONS PREPAREDNESS ACTION PLAN**

Objective	Action	Details	Who	Status
Ensure service providers and community are aware of the support available regionally	Develop brochure outlining local and government support available	Brochure to outline financial, social and community support. Will be available at local services, customer service points and online.	MSC and local partners	Draft developed, awaiting Formatting. 31/10/18 Complete, distributed internally and to external partners and via social media and Council website 14/11/18
Invite Rural Financial Counselling Service to promote their services in the Moira Community.	Invite Rural Financial Counselling Service to promote their services in the Moira Community.	As events are planned throughout 2019 ensure local RFCS staff are included in pre-planning	MSC Staff	Ongoing
Ensure MSC Staff are aware of financial hardship policy for rate payments	Email revenue and customer service team leaders to ensure all staff are aware of the procedure in the event a customer requests to access the assistance outlined in the policy	Community Services Team Leader to send email	Community Services Team Leader	Complete 26/10/18
Ensure service providers and agencies remain connected regarding support and updated information	Develop web based communication forum such as a Yammer network for Council staff and service providers.	MSC to develop Yammer network and invite appropriate service providers and agencies	MSC IT Team with support from Community Services	Request with IT manager 26/10/18

FILE NO:  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.3.4

**DRY SEASONS PREPAREDNESS ACTION PLAN (cont'd)**

**ATTACHMENT No [2] - Dry Seasons Preparedness Action Plan**



Objective	Action	Details	Who	Status
Advocate to relevant Government agencies	Call on the Victorian and Commonwealth Environmental Water Ministers to fast track the release significant environmental water onto the market so that farmers can make preparations before it's too late.	Letter sent to the Minister requesting consideration of Council's resolution at the meeting held on 22 August 2018	Letters sent to Victorian Water Minister and Federal Water Minister	Complete, letters sent Victorian Water Minister – D18/57066 Federal Water Minister – D18/57064

- 2 -  
C:\Users\kfitzgerald\Desktop\Dry Season Preparedness action plan - October 2018.doc

FILE NO: C005/19  
4. A WELL RUN COUNCIL

ITEM NO: 9.3.5

## C005/19 - PROVISION OF ENVIRONMENTAL HEALTH SERVICES

### RECOMMENDATION

That Council:

1. Award contract C005/19 – Provision of Environmental Health Services to Kernow Environmental Services Pty Ltd.
2. Authorise the Chief Executive Officer to sign and seal the contract documents and approve contract extensions within the provisions of the contract.

### 1. Executive Summary

Moira Shire Council invited submissions from suitably qualified organisations or individuals for the provision of Environmental Health Services.

The prime objective of the Contract is the provision of a professional, customer focused, service that aims to protect the health of the community through minimising public health risks.

After consideration of the submissions, the evaluation panel recommends that contract C005/19 – Provision of Environmental Health Services be awarded to Kernow Environmental Services Pty Ltd as per the annual lump sum.

### 2. Background and Options

The contract provides for environmental health services within the Municipality including:

- food surveillance;
- infectious diseases control;
- health and enforcement information provision;
- environmental (public health) protection including, but not limited to, complaint investigation and resolution;
- business registration and compliance; and
- domestic waste management.

The objective of Council's Environmental Health Service is to promote and protect the health and wellbeing of Moira Shire residents, and visitors to Moira Shire through:

- ensuring Councils environmental and public health statutory services are delivered competently within stipulated timelines and targets;
- identifying, responding to, and managing environmental threats to public health; and
- developing and implementing health promotion strategies and programs.

### Contract Details

The contract is for an initial term of 5 years and shall commence on a near future date to be agreed between Council and the Contractor.

Upon mutual agreement the Contract can be extended in periods of 2 years to a maximum contract period of 9 years (5+2+2).



FILE NO: C005/19  
4. A WELL RUN COUNCIL

ITEM NO: 9.3.5

**C005/19 - PROVISION OF ENVIRONMENTAL HEALTH SERVICES (cont'd)**

**Date of Public Notice**

Paper	Date
Border Mail	27 October 2018
The Age	27 October 2018
Shepparton News	30 October 2018
Cobram Courier	31 October 2018
Numurkah Leader	31 October 2018
Yarrawonga Chronicle	31 October 2018

The tender closed 4pm Wednesday 21 November 2018.

**Receipt of Tenders**

There was a total of 11 registered suppliers, however, only one submission was received; this submission was from Kernow Environmental Services Pty Ltd.

**Supervision**

Superintendent – Manager Community Development  
Superintendent Representative – To be determined

**Panel Membership**

The submissions were independently evaluated in TenderSearch by the following positions:

- Manager Commercial Services
- Manager Community Development
- Development Compliance Officer

The evaluation was moderated by the Procurement Coordinator.

**Non-conforming tenders**

The submission was not considered non-conforming.

**Tender Evaluation**

The tender submission was evaluated utilising our electronic tendering system, TenderSearch.

The criteria and weightings utilised in the evaluation are detailed in the following table:

Evaluation Criteria	Evaluation Weighting
Price	30%
Track Record	20%
Management of Schedules	15%
Skills and Resources	15%
Contribution to Local Economy	10%
Compliance with Specification	10%

FILE NO: C005/19  
4. A WELL RUN COUNCIL

ITEM NO: 9.3.5

**C005/19 - PROVISION OF ENVIRONMENTAL HEALTH SERVICES (cont'd)**

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

**3. Financial Implications**

This is a lump sum contract for the provision of environment health services within Moira Shire.

The cost of the services provided under this contract can be covered within the 2018/19 approved operational budget and is below the anticipated cost articulated in the business case that supported the proposal to outsource the program. Future operational budgets will be set in accordance with the agreed contract rates.

**4. Risk Management**

The prime objective of the Contract is the provision of a professional, customer focused, service that aims to protect the health of the community through minimising public health risks.

To minimise the risks associated with the works, the contractor must prepare and submit a risk assessment prior to commencing works and provide regular reports to Council on the status of the corrective actions.

**5. Internal and External Consultation**

The public tender was advertised on Council's TenderSearch website, The Age, Shepparton News, Border Mail and the local papers.

The specification was approved by the responsible officer, Procurement Coordinator, Manager Community Development and General Manager Community.

**6. Council Plan Strategy**

The Council Plan addresses the need for a well-run Council by implementing a transparent, engaging and accountable governance structure for current and future generations. The processes undertaken to award the contract meet the legislative and policy requirements relating to procurement and tendering.

**7. Legislative / Policy Implications**

The tender process was undertaken in accordance with the requirements of the section 186 of the Local Government Act and Council's adopted Procurement Policy.

**8. Environmental Impact**

The prime objective of the contract is to protect the health of the community through minimising public health risks, through:

- ensuring Councils environmental and public health statutory services are delivered;
- identifying, responding to, and managing environmental threats to public health; and
- developing and implementing health promotion strategies and programs.

**9. Conflict of Interest Considerations**

There was no conflict of interest declared for this tender evaluation process.

**10. Conclusion**

After consideration of the submissions, the evaluation panel recommends that contract

FILE NO: C005/19  
4. A WELL RUN COUNCIL

ITEM NO: 9.3.5

**C005/19 - PROVISION OF ENVIRONMENTAL HEALTH SERVICES (cont'd)**

C005/19 – Provision of Environmental Health Services be awarded to Kernow Environmental Services Pty Ltd as per the annual lump sum.

**Attachments**

- 1 APPENDIX A - Evaluation Summary (Confidential) - *printed in separate document*

FILE NO: C001/18  
4. A WELL RUN COUNCIL

ITEM NO: 9.3.6

## C001/18 - LANDFILL WASTE AND RECYCLABLES COLLECTION

### RECOMMENDATION

That Council:

1. Award contract C001/18 –Landfill Waste and Recyclables Collection to D S Kendall Waste Services Pty Ltd.
2. Authorise the Chief Executive Officer to sign and seal the contract documents.

### 1. Executive Summary

Moira Shire Council and Berrigan Shire Council invited submissions from suitably qualified organisations or individuals for the kerbside collection and disposal of domestic waste and recyclables from town and rural areas within Moira and Berrigan municipalities.

After consideration of the submissions, the evaluation panel recommends that contract C001/18 – Landfill Waste and Recyclables Collection be awarded to D S Kendall Waste Services Pty Ltd as per the Schedule of Rates.

### 2. Background and Options

Moira Shire Council and Berrigan Shire Council undertook a joint public tender for the waste and recycling collection services with the intention of entering into separate contracts with the successful tenderer.

Currently waste and recycling is collected throughout Moira Shire Council on Monday, Wednesday, Thursday and Friday. There are currently around 26,600 bins collected of which 50% are recycling bins.

Moira Shire Council's primary landfill facility is located at Pye Road, Cobram. In addition to the landfill, Council also operates nine transfer stations throughout the shire.

The works under the Contract provides for the following services:

- Kerbside collection of waste and recyclables
- Transfer station landfill service
- Transfer station bulk recyclables service
- Public recyclables bin service
- Special event litter bin service
- Special event recyclables service

The services are provided to residential and commercial tenements located on defined collection routes as directed by Council's Superintendent

A working group was formed to assist in the joint tender process and consisted of the following members:

- General Manager Community (Moira Shire Council)
- Coordinator Waste Management Services (Moira Shire Council)
- Team Leader Waste Management Services (Moira Shire Council)
- Administration Support Officer Safety and Amenity (Moira Shire Council)
- Manager Commercial Services (Moira Shire Council)
- Procurement Coordinator (Moira Shire Council)
- Executive Officer (Goulburn Valley Waste and Resource Recovery Group)

FILE NO: C001/18  
4. A WELL RUN COUNCIL

ITEM NO: 9.3.6

### **C001/18 - LANDFILL WASTE AND RECYCLABLES COLLECTION (cont'd)**

- Environmental Engineer (Berrigan Shire Council)
- Engineering Services Manager (Berrigan Shire Council)

#### **Contract Details**

The contract term is for five years and seven months and shall commence 2 May 2019. There is no provision for extension.

#### **Date of Public Notice**

<b>Paper</b>	<b>Date</b>
Border Mail	8 September 2018
The Age	8 September 2018
The Herald Sun	8 September 2018
Shepparton News	11 September 2018
Cobram Courier	12 September 2018
Numurkah Leader	12 September 2018
Yarrawonga Chronicle	12 September 2018

Submissions closed Friday 26 October 2018.

#### **Receipt of Tenders**

A total of three submissions were received from the following organisations:

1. J.J Richards & Sons Pty Ltd
2. Cleanaway Pty Ltd
3. D S Kendall Waste Services Pty Ltd

#### **Supervision**

Superintendent – General Manager Community

Superintendent Representative – Coordinator Waste Management Services

#### **Panel Membership**

The submissions were independently evaluated in TenderSearch by the following positions:

- General Manager Community (Moirra Shire Council)
- Coordinator Waste Management Services (Moirra Shire Council)
- Executive Officer (Goulburn Valley Waste and Resource Recovery Group)
- Environmental Engineer (Berrigan Shire Council)
- Engineering Services Manager (Berrigan Shire Council)

The evaluation was moderated by the Procurement Coordinator (Moirra Shire Council).

#### **Non-conforming tenders**

No submissions were considered to be non-conforming.

#### **Tender Evaluation**

Each tender was evaluated separately utilising Council's electronic tendering system, TenderSearch.

FILE NO: C001/18  
4. A WELL RUN COUNCIL

ITEM NO: 9.3.6

**C001/18 - LANDFILL WASTE AND RECYCLABLES COLLECTION (cont'd)**

The criteria and weightings utilised are detailed in the following table:

Evaluation Criteria	Evaluation Weighting
Price	30%
Track Record	20%
Compliance with Specification	20%
Management of Schedules	10%
Skills and Resources	10%
Contribution to Local Economy	10%

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

**Probity Audit**

An independent probity audit was conducted on the tender process to verify compliance to the Local Government Act and the Victorian Government's Victorian Government Purchasing Board policies and guidelines.

The Probity Auditor did not identify any risks to the compliance of the tender process conducted.

For the full report, please refer to Appendix B – Independent Probity Advisory Report.

**3. Financial Implications**

This is a Schedule of Rates contract for the kerbside collection within the municipalities of Moira and Berrigan. The tenderers schedule of rates was applied to the 2017/18 number of flips (for both waste and recyclables) and bin replacements to estimate the annual cost of the service.

The cost of the services provided under this contract is within the 2018/19 approved budget and future operational budgets will be set in accordance with the agreed contract rates.

Please refer to refer to Appendix A – Evaluation Summary (Confidential) for further information.

**4. Risk Management**

To minimise the risks associated with the works under the contract, the following conditions are required to be delivered by the successful contractor:

- The contractor's environmental management plan is to contain the environmental risks arising from the performance of the kerbside collection service and the strategies in place for addressing the risks.
- The contractor must establish, implement and maintain a OH & S management system ensuring compliance with all duties of an employer under the *Occupational Health and Safety Act 2004*.
- The contractor must identify locations where the only means by which the kerbside collection service can be performed requires the collection vehicle reversing. A risk assessment must be undertaken and a safe work procedure put in place.



FILE NO: C001/18  
4. A WELL RUN COUNCIL

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## **C001/18 - LANDFILL WASTE AND RECYCLABLES COLLECTION (cont'd)**

- The contractor must prepare a quality management plan for the approval of the superintendent.
- All collection vehicles are to comply or exceed the Australian Design Rules (Euro 4) and the requirements of the Heavy Vehicle National law.

### **5. Internal and External Consultation**

The public tender was advertised on Council's TenderSearch website, The Age, The Herald Sun, Shepparton News, Border Mail and the local papers.

The specification was approved by all members of the working group.

A review and legal opinion of the tender document was sought from Russell Kennedy Lawyers and RSM Australia Pty Ltd provided independent probity audit services of Council's tender and evaluation process.

### **6. Regional Context**

The works under C001/18 – Landfill Waste and Recyclables Collection is one of the major services provided to the residents and commercial businesses.

### **7. Council Plan Strategy**

The Council Plan addresses the need for a well-run Council by implementing a transparent, engaging and accountable governance structure for current and future generations. The processes undertaken to award the contract meet the legislative and policy requirements relating to procurement and tendering.

### **8. Legislative / Policy Implications**

The tender process was undertaken in accordance with the requirements of the section 186 of the Local Government Act, Council's adopted Procurement Policy and the Victorian Government Purchasing Board policies and guidelines.

### **9. Environmental Impact**

Section 34 of the contract requires the contractor to prepare an environmental management plan and submit to the Superintendent for approval prior to the contract commencement date. The services are to be performed in accordance with the plan.

### **10. Conflict of Interest Considerations**

There was no conflict of interest declared for this tender evaluation process.

### **11. Conclusion**

After consideration of the submissions, the evaluation panel recommends that contract C001/18 – Landfill Waste and Recyclables Collection be awarded to D S Kendall Waste Services Pty Ltd as per the Schedule of Rates.

### **Attachments**

- 1 APPENDIX A - Evaluation Summary (Confidential) - *printed in separate document*
- 2 APPENDIX B - Final Probity Advisory Report (Confidential) - *printed in separate document*

FILE NO: C006/19  
4. A WELL RUN COUNCIL

ITEM NO: 9.4.1

## C006/19 - BRIDGE REPLACEMENT

### RECOMMENDATION

That Council:

1. Award contract C006/19 – Bridge Replacement as per the lump sums for:
  - PART A - Mahoneys Bridge replacement to Murray Valley Piling Pty Ltd
  - PART B - Wallala Bridge replacement to Haring Constructions Pty Ltd
2. Authorise the Chief Executive Officer to sign and seal the contracts.
3. Authorise the allocation of \$250,000 from Council's Reserves for funding of the roadworks for the bridge approaches

### 1. Executive Summary

Moira Shire Council invited submissions from suitably qualified organisations or individuals for the replacement of the Mahoneys and Wallala Bridges and associated roadworks on Stewarts Bridge Road, Lower Moira.

The package of works is separated into four parts and tenderers were able to make a submission for all or some of the parts. The parts are:

- A. Mahoneys Bridge replacement
- B. Wallala Bridge replacement
- C. Mahoneys Bridge approach roadworks
- D. Wallala Bridge approach roadworks

Council reserved the right to award the contracts for each part to a single contractor or multiple contractors.

Following evaluation of the submissions, presentations were requested with the top four scored tenderers.

After consideration of the tender submissions and subsequent presentations, the evaluation panel recommends that contract C006/19 – Bridge Replacement be awarded as per the lump sums to:

- PART A - Mahoneys Bridge replacement to Murray Valley Piling Pty Ltd
- 
- PART B - Wallala Bridge replacement to Haring Constructions Pty Ltd

Part C and D exceeds Council's budget and will not be awarded. Works will be completed in house.

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

### 2. Background and Options

The work under Part A – Replacement of Mahoneys Bridge and Part B – Replacement of Wallala Bridge will consist of:

- Establishing the site and arranging for traffic management, detours, permits etc.
- Removing the existing timber and concrete structure and disposing of waste off-site. Timber is to be salvaged to Moira Shire Council for community use.
- Supply and installation of pre-cast concrete piles (or suitable steel piles instead).
- Supply and installation of cast-in-situ concrete crossheads, abutments, bearings and retaining walls.

FILE NO: C006/19  
4. A WELL RUN COUNCIL

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### C006/19 - BRIDGE REPLACEMENT (cont'd)

- Supply and installation of steel or pre-cast concrete Super-T girders with a cast-in-situ deck.
- Supply and installation of 'low performance' bridge barrier rail.
- Cleaning up, demobilising and making good the site.

It is expected that the contractor will close the site for the construction of the bridge and shall maintain the existing bypass track adjacent to the site for the duration of the works.

#### Contract Details

The contracts are for a lump sum.

Both structures are to be completed by 30 September 2019. Timeframes were given in the tender documentation however, are subject to negotiation with the successful tenderers prior to the commencement of works.

#### Date of Public Notice

Paper	Date
Shepparton News	25 September 2018
Cobram Courier	26 September 2018
Numurkah Leader	26 September 2018
Yarrawonga Chronicle	26 September 2018
Border Mail	22 September 2018
The Age	22 September 2018

Tenders closed at 4pm Wednesday 17 October 2018.

#### Receipt of Tenders

A total of six submissions were received from the following organisations:

- Seven Creeks Excavations Pty Ltd – Tendered for parts C & D
- Astern Group Pty Ltd – Tendered for all parts
- Murray Constructions Pty Ltd – Tendered for parts A & B
- Murray Valley Piling Pty Ltd- Tendered for parts A & B
- North Vic Constructions Pty Ltd - Tendered for parts A & B
- Haring Constructions Pty Ltd – Part B Only

#### Supervision

Superintendent –Manager Construction and Assets

Superintendent Representative – Coordinator Design and Construction

#### Panel Membership

The submissions were independently evaluated in TenderSearch by the following positions:

- Coordinator Design and Construction
- Manager Construction and Assets
- Technical Experts of Rural Works Pty Ltd

The evaluation was moderated by the Procurement Coordinator.

FILE NO: C006/19  
4. A WELL RUN COUNCIL

ITEM NO: 9.4.1

**C006/19 - BRIDGE REPLACEMENT (cont'd)**

**Non-conforming tenders**

No submission was considered to be non-conforming, however, Part C and D exceeds Council's budget and will not be awarded. Works will be completed in house.

**Tender Evaluation**

Each tender was evaluated separately utilising our electronic tendering system, TenderSearch.

The criteria and weightings utilised are detailed in the following table:

Evaluation Criteria	Evaluation Weighting
Price	30%
Compliance with Specification	20%
Track Record	15%
Management of Schedules	15%
Skills and Resources	10%
Contribution to Local Economy	10%

Subsequent presentations were weighted out of 100%.

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

**3. Financial Implications**

This is the final two of three bridges to be constructed on Stewarts bridge road. The bridges are funded through the Victorian Government's 'Roads to Market Program', the Federal Government's 'Bridges to Recovery Program', Council funding and private contributions.

The price for both bridges are within the approved budget. However, additional funds are required to fund the roadworks for the approaches to both bridges. It is proposed that the additional funds be sourced from Council's Reserves.

The rate per square metre for the bridge deck is in line with estimates.

For more information, please refer to Appendix A – Evaluation Summary (Confidential).

**4. Risk Management**

To minimise the risks associated with the works under the contract, the following conditions are required to be met by the successful contractor:

- Within 14 days of notifying the successful contractor must supply the Superintendent:
  - A detailed Works Program
  - A contract specific Project Management Plan including quality management
  - An Environmental Management Plan
  - A Site Safety Plan
  - A testing and inspection plan incorporating all hold points as required by the contract

FILE NO: C006/19  
4. A WELL RUN COUNCIL

ITEM NO: 9.4.1

## **C006/19 - BRIDGE REPLACEMENT (cont'd)**

- Various Hold Points have been specified (Hold Points are points beyond which the work may not proceed without review by the Superintendent).
- Superintendent Representative will conduct regular site visits.
- All on-site personnel are required to undertake a Moira Shire Council site induction.
- A plant risk assessment is required for each item of heavy plant to be supplied, hired or expected to enter the work site.

### **5. Internal and External Consultation**

The tender was advertised on Council's TenderSearch website, The Age, Shepparton News, Border Mail and the local newspapers.

The specification was approved by the Coordinator Design and Construction, Manager Construction and Assets and General Manager Infrastructure.

### **6. Regional Context**

The reconstruction of the bridges will allow for an unlimited load limit improving freight transport along Stewarts Bridge Road and contributes to the repair, upgrades and replacement of Councils road network.

### **7. Council Plan Strategy**

The Council Plan addresses the need for a well-run Council by implementing a transparent, engaging and accountable governance structure for current and future generations. The processes undertaken to award the contract meet the legislative and policy requirements relating to procurement and tendering.

### **8. Legislative / Policy Implications**

The tender process was undertaken in accordance with the requirements of the section 186 of the Local Government Act and Council's adopted Procurement Policy.

### **9. Environmental Impact**

Section 2.7 of the specification stipulates the contractor's environmental responsibilities and will form part of the contract.

In addition, within 14 days of notifying the successful contractor must supply the Superintendent an Environmental Management Plan including any cultural heritage considerations.

### **10. Conflict of Interest Considerations**

There was no conflict of interest declared for this tender evaluation process.

### **11. Conclusion**

After consideration of the tender submissions and subsequent presentations, the evaluation panel recommends that contract C006/19 – Bridge Replacement and Approach Roadworks be awarded as per the lump sums to:

- PART A - Mahoneys Bridge replacement to Murray Valley Piling Pty Ltd
- PART B - Wallala Bridge replacement to Haring Constructions Pty Ltd

### **Attachments**

- 1 Appendix A - Evaluation Summary (Confidential) - *printed in separate document*

FILE NO: 5/2017/204  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.2

**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM**

**RECOMMENDATION**

That Council:

1. Note the receipt of 88 submissions to Amendment C88.
2. Refer all submissions to an Independent Planning Panel.
3. Request the Minister for Planning to appoint an Independent Planning Panel to consider all submissions.

**1. Executive Summary**

The purpose of Amendment C88 is to rezone the land at 2-6 Colgan Street from the Commercial 2 Zone to the Commercial 1 Zone. Specifically, the Amendment will result in the following changes to the Moira Planning Scheme:

- Rezone the land at 2-6 Colgan Street to the Commercial 1 Zone;
- Amend Planning Scheme Map No. 7.

Under the current Commercial 2 Zone a supermarket cannot exceed 1,800 square metres and because of this restriction, the proponent is seeking a rezoning to allow a 'full-line' supermarket. If the supermarket was limited to 1,800 square metres the rezoning would not be required and a planning permit application could be lodged for the use and the development.

The planning permit application seeks approval for:

- Buildings and works associated with the development of two supermarkets, associated shops and medical centre;
- Variation of an existing easement;
- Removal of native vegetation;
- Creation of an access to a road in a Road Zone Category 1.

**2. Background and Options**

Council resolved on 22 November 2017 to seek Ministerial authorisation to prepare Amendment C88 and place it on public exhibition. Amendment C88 was authorised on 27 September 2018, subject to the following conditions:

- The Explanatory Report must be updated to reflect changes to clause numbers by Amendment VC148 as necessary and to correct errors as discussed with Council Officers.
- The draft planning permit must be in the form prescribed by the Planning and Environment regulations 2015.
- The documentation must be lodged for exhibition using the established naming conventions as per DELWP Guidelines,
- Notice of the Amendment must be given to the Environmental Protection Authority.
- The amendment must be exhibited for a minimum period of six (6) weeks.

All authorisation conditions have been met.

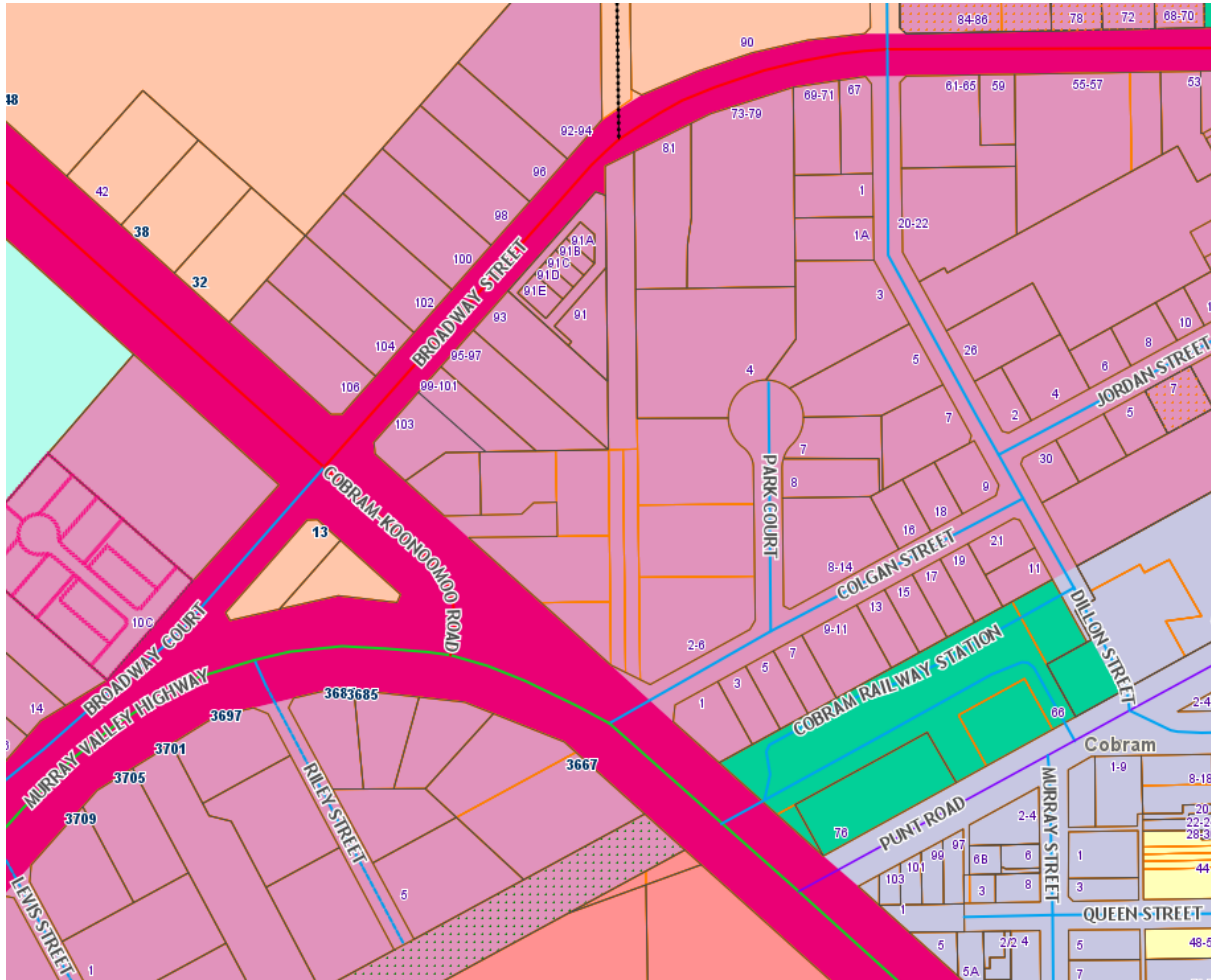
The location and details of the proposal is further detailed below:



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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.2

**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**



**Planning Permit Application Details**

Applicant: Ben Young of Tipalea Partners Pty Ltd  
Owners: H.S West Motors Pty Ltd  
Land Address: 2-6 Colgan Street, Cobram  
Title Details: 1-3 LP22274, Lots 2-5, LP58039, Lot 1 TP434807S, CA's 40D,  
40E & 40G Parish of Cobram  
Total Site Area: 3.013 hectares  
File No: 52017204  
Zone: Commercial 1 (if rezoning is approved)  
Overlays: Parking Overlay 2

The development proposed as part of the planning permit application will comprise the following key elements.

- An east-west oriented retail development/centre/mixed use development with a total floor area of 8,615 square metres, extending across the site from Park Court in the east to Cobram-Koonoomoo Road in the west.
- The 'full-line' supermarket located in the eastern end of the building is proposed to have a floor area of 3,800 square metres. The supermarket entry will be accessed via an internal east-west mall connecting to the main centre entry onto the south side of the building.

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2. A THRIVING LOCAL ECONOMY

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM (cont'd)**

- The second smaller supermarket will be located at the western end of the internal mall. The second supermarket will have a floor area of 1,700 square metres and the mini-major having 635 square metres.
- A medical centre is proposed in the western corner of the activity centre with frontage to Cobram-Koonoomoo Road. The medical centre will have a floor area of 320 square metres and is expected to accommodate up to six practitioners.
- Additional specialty retail tenancies are proposed to both sides of the east-west mall, comprising a total of 2,160 square metres. The specialty retail tenancies are expected to comprise a variety of uses including chemist, fresh produce, cafes and takeaway food premises.
- An internal amenities area is proposed on the north side of the activity centre, adjacent to the secondary entry point facing Broadway Street. In addition, two showers are to be provided within the 'amenities' area consistent with the bicycle parking and facilities provisions of the Planning Scheme.
- Vehicular access to the site is proposed via an entry only access point from Cobram-Koonoomoo Road (north of the Murray Valley Highway), a two-way access point via Park Court into the southern (main) car park, a two-way access point via Park Court at the northern end of the court bowl into the northern carpark and the loading areas, and an egress only access point exiting onto Broadway Street controlled by a boom gate (or similar).
- A total of 434 car parks are proposed. The majority of this car parking is to be located in the southern (main) car park area comprising 311 car spaces with a further 123 car spaces located in the northern car park, with access from Park Court and egress via Broadway Street.
- The proposed development will have five on-site loading bays. Four of these bays are located on the northern side of the building and serve the supermarkets, mini major and specialty shop uses. The fifth is located on the western side of the building and is intended for use by the medical centre.
- Convenient pedestrian access is proposed throughout the development. This includes a dedicated north-south pedestrian link from Colgan Street to the main entry, as well as east-west pedestrian access along the front (south) façade of the building.
- The proposed development will provide a total of 34 bicycle parking spaces on-site.

### **3. Financial Implications**

There are additional fees associated with a Planning Panel which are paid for by the proponent. Any representation on behalf of Council or expert evidence would need to be paid for Council.

There are also fees associated with the consideration of submissions, Council adopting the amendment or part of the amendment, submitting the amendment to the Minister for approval and giving notice of approval together with the Minister considering a request to approve an amendment and giving of notice of approval. These fees as met by the proponent.

### **4. Risk Management**

There are no known risks that are likely to arise from Council considering submissions to a Planning Scheme Amendment.

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2. A THRIVING LOCAL ECONOMY

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM (cont'd)**

**5. Internal and External Consultation**

As detailed above, the amendment was on public exhibition for a total of six weeks and was referred to the prescribed Ministered together with external authorities including Goulburn Valley Water, Powercor, VicRoads, Transport for Victoria, CFA and EPA and internal departments.

The combined amendment and permit application was advertised to all immediately adjoining land holders and placed on public exhibition for a period of six weeks from 25 October to 6 December. This exhibition included the plans and supporting documents being on both Council's and DELWP's website and two public notices within the Cobram Courier on 31 October and 14 November.

Whilst not a Statutory requirement, the applicant also undertook a number of consultation session that made the community aware of the proposal including:

- 11 Oct 2017 – Presentation to Councillors
- 22 Jan 2018 – Presentation to the Cobram Barooga Business & Tourism Committee
- Jan 2018 – Voting for Shopping Centre Logo
- 15 Feb 2018 – Community meeting
- May 2018 – Online survey with 700 completed surveys
- 3 Jul 2018 – Community meeting
- 19 Nov 2018 – Public Exhibition Kiosk in Punt Road

It is also noted that Win News also aired a story on their local news bulletin on 20 November. This story was also posted to on the Win News Facebook page and has been viewed approximately 11,000 times.

During the six-week exhibition period a total of 88 submissions were received with 84 generally in support of the proposal whilst 4 either raised concerns with the proposal or object to it in its entirety.

It is also noted that there was 1 submission received after the close of public exhibition which was generally in support of the proposal.

<b>Submission</b>	<b>Officer Response</b>
Opportunity to vote on the proposal	A vote on the proposal is outside the scope of the planning provisions and process. Furthermore, consultation has been conducted which allows submissions by those who wish to put forth their support, issues or concerns in which Council and an Independent Planning Panel will consider.
The proposal does not benefit the existing shops	It is considered commercial competition is not a viable concern to the proposal. It is considered this would be a submission that an Independent Planning Panel would consider.
The traffic along the Murray Valley Highway is already heavy	The Murray Valley Highway is within a Road Zone Category 1 and is able to accommodate any additional traffic generated. It is also noted that VicRoads

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM (cont'd)**

	have not raised concerns with this proposal.
There is no tourist information centre	The application proposes a rezoning and buildings and works, land uses are not being considered.
There are limited toilet facilities	Toilet facilities will be applied at the rate specified within the Building Regulations
This is an out-of-centre development separated from the existing town centre and will undermine the operation of existing businesses	This is a matter that should be considered by Planning Panels.
There is no policy support for the proposal or justification under the Moira Planning Scheme	As detailed within the various reports, it is considered that there is sufficient support however this a matter that is considered by Planning Panels.
The background retail strategy is inadequate	This is a matter that should be considered by Planning Panels.
There is sufficient Commercial 1 and Commercial 2 zoned land in Cobram for the development to occur – some businesses can relocate from the town centre to allow more appropriately suited retail uses in the town centre	This is a matter that should be considered by Planning Panels.
It is unlikely the development will obtain a major supermarket tenant	The end tenants are not a consideration for the Responsibility Authority.
Moira Shire Council should devote its time to promote and develop the existing Cobram CBD and its conduct has undermined the retailer and investor confidence in the Cobram CBD	Moira Shire Council aims to provide a thriving and sustainable economy and implement a number of measures to drive growth. It is considered supporting such a proposal would not detract or hinder growth or economic prosperity for the Cobram CBD.
The proposal would block views from the Murray Valley Highway and Koonoomoo Road to the businesses in Park Court	The view of Park Court businesses from Murray Valley Highway or Koonoomoo Road is not protected by any planning controls and it is unreasonable to expect any such protection.
The proponent should fully construct Park Court with gutters/curb and channeling	There are conditions on the draft Planning Permit requiring Park Court to be upgraded.
The proposal has the potential to undermine the retail dynamics and social fabric of the Cobram town centre	This is a matter that should be considered by Planning Panels.

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

It is considered that the concerns and issues raised above do not warrant any alterations or changes to the proposal or the draft permit conditions. There are a number of submissions that raise concerns about the lack of relevant policies and questioned the veracity of Council's economic studies/analysis on which the proposal is based upon and it is therefore recommended that an Independent Planning Panel review all submissions.

## **6. Regional Context**

There is no regional context associated with this planning scheme amendment to rezone a parcel of land.

## **7. Council Plan Strategy**

A relevant objective in the Council Plan for the Strategy "A thriving local economy" is as follows:

- We will support local businesses and attract new investment to generate employment opportunities

This proposal accords with the intent of the above strategy in the Council Plan.

## **8. Legislative / Policy Implications**

Under Section 96A of the Planning and Environment Act 1987, a planning authority is able to consider combining a Planning Scheme Amendment and a Planning Permit application in a single process. A draft Planning Permit with conditions is prepared and exhibited with the Planning Scheme Amendment.

The Minister becomes responsible for deciding whether a planning permit should be granted, with or without changes and subject to conditions.

The differences between the Commercial 1 and 2 zones, with respect to this proposal, are as follows:

- The Commercial 2 zone has a restriction on the size of a supermarket, having a maximum floor area of 1800m<sup>2</sup>
- The Commercial 1 zone does not have a restriction on the supermarket floor area.

It should be noted that a shop (inclusive of a supermarket) and Office (inclusive of Medical Centre) are Section 1 uses (no permit required) in a Commercial 1 zone and only requires a planning permit for the buildings and works.

Furthermore, in the Commercial 1 Zone there is exemption from the giving of Notice of an application and right of review at VCAT for proposals that only involve "buildings and works" as opposed to "use".

However, as this Planning Permit Application is combined with a Planning Scheme Amendment, public exhibition of the proposal must take place. As Council has received four submissions against the Amendment/Permit, it must be referred to an independent Planning Panel appointed by the Minister for Planning, unless Council abandons the Amendment.

## **9. Environmental Impact**

The proponent has provided an environmental site assessment report on the subject land and identified that it contains some degree of contamination. The report provides

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

recommendations to manage the contamination which has been adopted within the draft planning permit conditions.

There is native vegetation on the site containing 7 scattered trees. The proposal is to remove this vegetation and provide offsets as required on any planning permit that is issued.

The complex has been architecturally designed to address, amongst other things, climate and environmental matters.

#### **10. Conflict of Interest Considerations**

There is no officer conflict of interest issues associated with this report.

#### **11. Conclusion**

The Planning Scheme Amendment process has been undertaken in accordance with Councils resolution on 22 November 2017 together with the authorisation from DELWP. The proposal has been on exhibition for a total of six weeks with the 84 of the 88 submissions in support of the proposal.

It is recommended that Council resolved to refer all submissions, including the 4 opposing the proposal, to an Independent Planning Panel to Consider.

#### **Attachments**

- 1 Amendment C88 - Submissions against or requesting changes
- 2 Amendment C88 - Sample of submission in favour of the proposal



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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
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(cont'd)**

**ATTACHMENT No [1] - Amendment C88 - Submissions against or requesting  
changes**

D18/73705

Front page the Courier 7/11/18  
Cobram Village moving forward - 13 NOV 2018  
1800 followers on Face book.  
700 Completed the on line survey.  
That's an interesting number to consider  
investing \$40 Million on this project.  
Why arn't Rate payers in the Moira Shire  
all given an opportunity to vote on such  
a huge project.  
We have empty shops in Cobram, so why  
would spending \$40 Million on more shops  
benefit the existing shops.  
Traffic along the Murray Valley Highway  
is - heavy -  
No Tourist Information Center  
Limited toilet facilities.  
Milk tankers and delivery trucks that  
push road users to go over the speed  
limit - will that improve?  
So give all Rate payers a voice by  
legal voting

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2. A THRIVING LOCAL ECONOMY

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM (cont'd)**

**ATTACHMENT No [1] - Amendment C88 - Submissions against or requesting changes**

**From:** [Account](#)  
**To:** [RecordsWebmaster](#)  
**Subject:** Planning Scheme Amendment C88 & Planning Permit Application 5/2017/204  
**Date:** Thursday, 29 November 2018 10:38:29 AM

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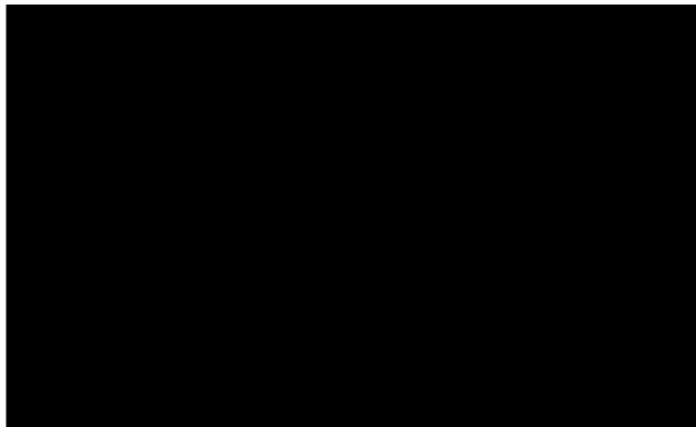
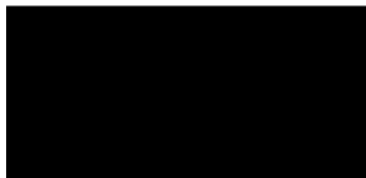
Hello,

I would like to raise our concerns regarding Planning Scheme Amendment C88 & Planning Permit Application 5/2017/204.

My business, [REDACTED] is located on Park Court and I raise the below concerns

- My business signage will be totally blocked by the new major supermarket. Being a small / medium business in our community our signage generates business from people seeing our signage from Cobram Koonoomoo Road, Murray Valley Highway and also Colgan Road. Our proposal to overcome this, would be for Tipalea Partners Pty Ltd to erect signage at the corner of Colgan Street & Park Court advertising our business, which would need to be approved by myself.
- Park Court is currently a narrow road with no gutters or curbs, and dirt at the end. We would expect the Tipalea Partners Pty Ltd, to make Park Court road fully with gutters and curbs due to the increase in trucks using the street to enter the shipping centre and loading bays.

Regards



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2. A THRIVING LOCAL ECONOMY

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM (cont'd)**

**ATTACHMENT No [1] - Amendment C88 - Submissions against or requesting changes**

[REDACTED]

20 November 2018

**By Email**  
Moirra Shire Council  
PO Box 578  
COBRAM VIC 3644

Email: [info@moira.vic.gov.au](mailto:info@moira.vic.gov.au)

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Dear Sir / Madam

Moirra Planning Scheme  
Amendment C88 and Planning Permit 5/2017/204  
2 - 6 Colgan Street, Cobram

**SUBMISSION AGAINST AMENDMENT AND PERMIT**

We act for the owner of the freehold of the [REDACTED] in Cobram, [REDACTED] (Client).

Our client strongly object to Amendment C88 (**Amendment**) and Planning Permit 5/2017/204 (**Permit**) for the reasons set out herein.

Our client has previously made submissions to Moirra Shire Council (**Council**) raising concerns about this proposal which appear to have been largely ignored.

We have undertaken a detailed review of reports that have been prepared which Council appears to consider provide the justification for this proposal. However it is clear that those reports provide no such justification, and do not provide any basis for the out-of-centre development now proposed.

From experience with other centres (eg Shepparton), this proposal has the potential to significantly undermine and 'hollow out' the retail operation of Cobram and create a duplicate retail area. In the meant time proposals of this type discourage existing business to maintain or increase investments.

To be clear, this is not about preventing competition within the supermarket and retail sector.

The concern is that by allowing a separate out-of-centre development, disconnected from the town centre, it will undermine the operation of existing businesses, leading to further

Doc ID 598279023/v1

[REDACTED]

FILE NO: 5/2017/204  
2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.2

**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [1] - Amendment C88 - Submissions against or requesting  
changes**

vacancies, loss of trade and ultimately a loss of benefit for the community which will no longer have a vibrant and active town centre. A loss of employment opportunity will also result.

If the proposed multi-supermarket-based retail centre is established it will have a number of specialty shops and commercial facilities. The design of the proposed centre includes 2,160 square metres for special retail tenancies (approximately 13 specialty stores). These are likely to include a bank, hot bread shop, fresh produce, chemist and could include a post office in addition to other national brand specialties. This is likely to lead to the relocation of some existing services and facilities which are currently in the town centre. This will undermine not only retail activity but also the viable operation of community services. The loss of trade and pedestrian activity will lead to a loss of vitality in the town centre and reduce the sense of community which is an important element in a country town like Cobram with little or no population growth.

A summary of the reasons previously advanced to Council on behalf of our client is as follows:

1. There is no policy support for such an outcome. On the contrary, there is explicit policy support for consolidating, maintaining and enhancing town centre developments around existing retail anchors.
2. There is no strategic justification in the Moira Planning Scheme to support this outcome. Rather, State Policy supports the creation of walkable and vibrant town centres and discourages out of centre development.
3. Council has placed great reliance on an inadequate background retail strategy. A proper retail demand and supply assessment should be undertaken and this document should then be placed on public exhibition.
4. The rezoning will result in the fragmentation of commercial activity in Cobram's town centre as it will allow a new centre, outside the retail and commercial core that is separated by a park and existing industrial and trade sale uses.
5. There is no Council adopted, 'Panel tested' or 'community tested' structure planning or adopted urban design framework or retail strategy in place to guide Council's decision making process. Rather, as noted above, Council is relying on an inadequate, untested background retail strategy and a Future Directions Paper that has only been placed on informal exhibition, not a formal, rigorous planning scheme amendment process.
6. In addition, there is sufficient Commercial 1 & 2 zoned land in the Cobram town centre for the development to occur in a manner that would support and enhance the existing town in accordance with planning policy in the Moira Planning Scheme.
7. The prospect of obtaining major supermarket tenants for this development are nil as both Aldi and Coles have advised in writing to local property owners/investors that they are not interested in establishing in Cobram.
8. Attempts have been made recently by local owners/investors to attract Aldi to already appropriately zoned land in Cobram. The response was that they are not interested and when they are, they will actually locate to Yarrawonga.

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(cont'd)**

**ATTACHMENT No [1] - Amendment C88 - Submissions against or requesting  
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9. The Shire of Moira should be devoting its resources and time to the promotion and development of the existing Cobram CBD and finding occupancies for the substantial amount of vacant Commercial 1 Zoned land existing.
10. The conduct of Council in this matter has only undermined the much needed retailer/investor confidence in the Cobram CBD.

In addition to our previous submissions listed above, we further note:

In support of reason 6 above, we note as an example, the large car dealership at 38/40-42 Punt Road, which could be relocated to the Murray Valley Highway with other like businesses to allow for a more appropriately suited retail use in the town centre. This relocation would be consistent with the Cobram Strategy Plan which recommends the following for the town centre (at page 56):

*Encourage the relocation of businesses such as car dealerships to less centralised areas in Cobram, such as adjacent to existing car dealerships on the Murray Valley Highway. It is further noted that the sites with frontage to Punt Road are more appropriate for higher order retail and commercial uses. Such uses would facilitate continuity of the "active shop front retail experience" along the northern side of Punt Road, east of the Safeway supermarket.*

The Cobram Strategy Plan correctly identifies that business/commercial premises that occupy large areas of floor space without "active" shop frontages, such as car dealerships, are not generally suited to a town centre location. These uses are often better located on the main approach into the town centre, such as the Murray Valley Highway and the land within the town centre would then be "available for more appropriate uses such as higher order shopping premises".

In support of reasons 7 and 8 above, we further note that the Cobram Strategy Plan identifies that there are currently vacant retail/business premises and allotments in the town centre (at page 55):

*Whilst there are some vacant retail/business premises and allotments in the town centre, including Main Street. The recommendations for streetscape improvements, pedestrian linkages, and traffic circulation as per the Cobram Urban Design Framework should facilitate the enhancement of the town centre and in doing so create new opportunities for these premises to become occupied.*

[Emphasis added]

Having regard to this, we submit that there are currently locations within the town centre that would provide for additional supermarkets, whether it be for the 1,700m<sup>2</sup> or 3,800m<sup>2</sup> proposed, or even both. If Coles or Aldi were genuinely interested in Cobram, they would have attempted to obtain one of those sites already.

Allowing this Amendment and Permit is entirely inconsistent with the consolidation of the town centre which has allowed for its success acknowledged in the Cobram Strategy Plan which provides (at page 46):

*The town centre contains a mix of retail outlets and other services such as commercial, professional, entertainment and health. It is relatively consolidated and whilst it is*

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PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [1] - Amendment C88 - Submissions against or requesting  
changes**

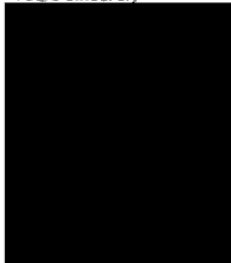
*acknowledged that the town centre should be able to accommodate growth, it is arguably its relative compactness that has been the major contributor to its success as a commercial centre. Comments received during the consultative sessions noted the need to maintain the consolidation of the town centre, with also the need to provide a central focal/gathering place.*

[Emphasis added]

We consider that in the absence of committed tenants, in fact with written advice that the key tenants are not interested, the proposal represents a speculative project, that is likely to be on-sold and will become a nuisance to the Shire causing wasted effort and undermining the existing centre for no good purpose.

We urge you to reject the Amendment and Permit and we encourage Council to concentrate its resources on a long term and sustainable role for the existing Cobram town centre and retail core.

Yours sincerely





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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.2

**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM (cont'd)**

**ATTACHMENT No [1] - Amendment C88 - Submissions against or requesting changes**

[REDACTED]

29 November, 2018

Mr Norman Kortum  
Senior Town Planner  
Moirā Shire Council  
PO Box 578  
Cobram VIC 3643

Mr Bruce Standish  
Regional Manager  
Department of Environment, Land,  
Water and Planning  
89 Sydney Rd  
Benalla VIC 3672

Dear Sirs

Moirā Planning Scheme  
Amendment C88  
Planning Permit 5/2017/204  
Land Affected 2-6 Colgan St, Cobram VIC 3643

I write on behalf of [REDACTED] in relation the above Amendment and Application for a Planning Permit (proposal).

I write to strongly object to the aforementioned Amendment and Application for a Planning Permit.

We have previously made submissions to the Shire of Moirā raising concerns about this proposal.

We have undertaken a detailed review of reports which have been prepared for the Shire which the Shire appears to consider provide the justification for this proposal.

It is clear that those reports provide no such justification and do not provide any basis for the out-of-centre development now proposed.

This proposal has the potential to significantly undermine the retail dynamics and social fabric of the Cobram town centre.

As a significant retailer in many diverse markets we understand the need for robust competition in a market place.

Our objection is not about preventing competition within the supermarket and retail sector.

Our objection is about the potential of ruining a historic rural town through poor planning process that allows an out-of-centre development that completely fragments the town and undermines the operation of existing retailers and the loss of social amenities and a vibrant town centre for local residents.

[REDACTED]

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One would question the need for further retail in Cobram given current level of store vacancies within the existing retail and service centre and if further retail was needed, appropriately zoned land already exists within the current planning framework.

In summary we would also suggest that:

There is no policy support for the proposal. On the contrary, there is explicit policy support for consolidating, maintaining and enhancing town centre developments around existing retail anchors;

There is no strategic justification in the Moira Planning Scheme to support this outcome. Rather, State Policy supports the creation of walkable and vibrant town centres and discourages out of centre development;

Council has placed great reliance on an inadequate background retail strategy. A proper retail demand and supply assessment should be undertaken and this document should be placed on public exhibition; and

The proposal will result in the fragmentation of commercial activity in Cobram's town centre as it will allow a new centre outside the retail core that is separated by a park and existing industrial and trade sale uses.

Again, we strongly object to this proposal.

I am willing to discuss this objection further with Council at any stage and we as a retailer that lives our values of "where the community benefits" believe strongly that Councillors should be putting significantly more effort into revitalising the town centre for residents and retailers and engendering policies of encouraging people and visitors back to Cobram rather than going forward with this poorly planned proposal.

Yours sincerely

A large black rectangular redaction box covering the signature area.

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
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(cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal**

Moira Shire Council  
44 Station Street  
Cobram Vic 3644



07/11/2018

Re: Cobram Village Shopping Centre

To Whom It May Concern,

We are writing to you to register our support for the Cobram Village Shopping Centre.

Many of our locals and also many from across the border travel to Shepparton to shop, due to a lack of variety of shops or some shopping options being unavailable in the town, such shopping trips to Shepparton or other larger shopping centres, usually ends with them also shopping for things they usually source locally "while they were there", which affects all our retailers in the town.

It can only be a positive for all retailers and the whole town if we can keep local shoppers in the town and also entice those who by pass Cobram to travel to Shepparton from the Berrigan Shire to shop in Cobram.

We also have no doubt that excellent and varied shopping options will also make the town far more attractive to visitors to our area and from that more opportunities for the town.

We do hope that the Moira Shire Council sees there are more positives than negatives in embracing change and growth within our beautiful town.

Kind Regards,

[Redacted signature]

[Redacted signature]

[Redacted text]


[Redacted text]

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
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(cont'd)**

ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal  
D18/73533

Moira Shire Council	
12 NOV 2018	
Folder No.	
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Dear Sir/Madam, 7.11.18 Vic  
We travel every  
Thursday to Shepp to do our grocery  
shopping at Coles - Aldi. Having been  
in Cobram for 5 1/2 yrs at the Oasis  
Village, a new shopping Complex would  
be just wonderful. We would  
certainly support it + also the medical  
centre "How great for Cobram".  
we lived in Seymour most of our life  
and the populations are much the  
same. Seymour has 4 supermarkets  
Aldi, Coles, IGA and Woolies so I'm  
quite sure it wouldn't harm Woolies  
& IGA here. We wish you all well  
and can't wait for it all to happen



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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM (cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the proposal**

17 November 2018

Moira Shire Council  
PO Box 578  
COBRAM VIC 3644

Dear Sir/Madam,

**Re: Planning Scheme Amendment C88 & Planning Permit Application 5/2017/204**

I would like to write put in a submission for the land affected by the Amendment at 2-6 Colgan Street, Cobram to be rezoned from Commercial 2 to Commercial Zone 1 for the application permit for a construction of two supermarkets, medical centre and retail premises, the variation of an easement, the removal of native vegetation and the creation of accesses to a Road Zone Category 1.

The applicant for the permit is Tipalea Partners Pty Ltd.

I am all for the development site as this will be beneficial to Cobram in the following:

- Jobs for the locals
- Job prospects for more people
- Competition is a great thing and gives people more choice where to do their shopping.
- Keeping business in Cobram and not having to travel to Shepparton/Albury or to surrounding towns to do shopping.
- People from surrounding areas, eg Berrigan and Finley will be able to travel to Cobram to do their shopping instead of travelling hours.
- We have 2 retirement villages who will be able to travel easier to the new complex and do their shopping instead of going out of town.
- If 4 businesses in town are looking at going into the shopping complex, then there is a need for a complex like this.
- The businesses going into the complex are businesses that we don't have already in town except for the 2 supermarkets. To have this would be a great choice especially over the holidays as you cannot get a carpark or move. The shelves are mostly empty. (This is consistent throughout the whole year).
- Better toilet facilities in the complex and not having to drive to the toilet block elsewhere because of the toilets where you currently shop are disgusting.

Please do not let a big business like Woolworths try to dictate what Cobram needs. If Cobram does not need a new supermarket, then why did Woolworths extend their shop. It proves that we are growing and do need more in this town. Woolworths are only concerned that their highest money-making store in Victoria will no longer be.

Thank you

[REDACTED]

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ITEM NO: 9.4.2

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PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal**

**Submission regarding proposed Cobram Village Shopping Complex.**

As a resident of Cobram and also a business owner within the area  
I would like to make the following comments regarding this proposal.

- As Cobram already has a reputation within the region as being a comprehensive shopping location, we may still lack major draw cards which are still attracting people to shop in other regional areas.
- If Cobram were to offer major retailers such as Coles, ALDI and Chemist Warehouse , I believe this would take Cobram to a new level.
- With this combination of new traders and competition within existing traders, there would be little reason to look further, particularly as this town can also offer so much in terms of hardware, farming, engineering, irrigation supplies and accommodation.
- With respect to the above mentioned, Cobram, with these facilities would attract clients from a vast area within Victoria and New South Wales.
- The proposed workforce, both during construction and ongoing retail will offer enormous financial benefits to Cobram, not withholding the benefits to local suppliers and trades during the construction period.
- It may well be envisaged that riding on the back of such a development, that more residents may well be attracted to the Cobram area which in return has an impact on the whole region's economic scenario.

This may well be a one off opportunity for Cobram to advance into the future and to further advance on the fantastic attributes this town already offers. Obviously there will be detractors to this proposed development but are they considering themselves or the future of this great town?



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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.2

**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
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(cont'd)**

ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the proposal



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2. A THRIVING LOCAL ECONOMY

ITEM NO: 9.4.2

**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the proposal

FILE NO: 5/2017/204  
2. A THRIVING LOCAL ECONOMY

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal**

**Jenna Baldwin**

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**From:**

[REDACTED]

**To:**

**Subject:**

[REDACTED]  
Thursday, 8 November 2018 7:39 PM

RecordsWebmaster

Submission re Cobram Village

**Re: Submission for the approval of proposed Cobram Village.**

I would like to submit my agreement and thoughts on the proposed Cobram Village.

I honestly believe that Cobram Village is much needed for Cobram.

It is called progress.

It will bring on much needed employment for local residents, during construction and long term.

What is planned will be of great benefit for Cobram and surrounding towns.

Cobram needs to grow to keep local and new residents in this town.

Residents will stay in Cobram instead of going elsewhere to spend their dollars.

Hopefully will free up such an congested area already heavily felt at the major supermarket, never a car parking spot to visit other businesses in the same vicinity.

Existing Cobram businesses have already secured their interest in filling shops at the Cobram Village.

If residents like to shop at IGA Supermarket, they still will. They already have a choice.

Economic growth for Cobram.

Cobram Village needs to be welcomed not condemned.

Thanking You

regards

[REDACTED]

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PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal**

[REDACTED]

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal**

[REDACTED]

**Sent:** Tuesday, 13 November 2018 2:16 PM  
**To:** RecordsWebmaster  
**Subject:** Cobram Village - Note of support

To Whom It May Concern;

I would like to take this opportunity to voice my support for the proposed Cobram Village project.

[REDACTED] I can speak of the potential positive impact to the local job market in an informed way; Cobram Village would help to provide more locals with ongoing and sustainable employment opportunities – the result of which has a profound and long-lasting effect on the lives of so many local families, let alone the local economic area of the Moira Shire.

I believe that this project can have a positive impact on the immediate area and be symbiotic to many existing complimentary businesses and services due to the potential influx of people into the local area.

I therefore put on record my full support of the Cobram Village project.

If you require any further information, please don't hesitate to make contact with me.

Regards,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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(cont'd)**

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PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal**

[REDACTED]

**Sent:** Thursday, 8 November 2018 5:38 PM  
**To:** RecordsWebmaster  
**Subject:** Cobram shopping centre

Hi I would love to express my huge support for the new shopping centre .  
As a young family who have been here 3 years we absolutely love cobram but it needs this .  
We have to go to shepparton for every birthday party the kids are invited too as there is nothing here for  
kids toys or if any of us need clothes off to shepparton we go or shoes off to shepparton we go !!  
It's so sad and I do my best to buy local and support local but if what we need isn't here then I cannot  
support .  
I understand some buisness may feel threatened but they should be changing with the times and offering  
what we want instead of what they would like to sell.  
Or perhaps landlords need to lower rents to help buisness make a profit to expand there stock range.  
Please let this shopping centre go ahead help Cobram

[REDACTED]

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**COMBINED PLANNING SCHEME AMENDMENT C88 AND PLANNING  
PERMIT APPLICATION 5/2017/204 FOR 2-6 COLGAN STREET, COBRAM  
(cont'd)**

**ATTACHMENT No [2] - Amendment C88 - Sample of submission in favour of the  
proposal**

[REDACTED]

**Sent:** Thursday, 8 November 2018 3:36 PM  
**To:** RecordsWebmaster  
**Subject:** Planning Permit Application 5/2017/204

Sent from my iPad

To the General Manager, Moira Council,

Re: Planning Scheme Amendment C88. Planning Permit Application 5/2017/204.

I write to you in support of the above Planning Permit for the proposed Cobram Village Shopping Centre. I believe the Shopping Centre would not only provide much needed employment in the area but also a greater variety in retail outlets.

In today's economic climate it is becoming quite expensive to travel long distances so having a shopping centre would alleviate the need to travel outside the Cobram area which I believe is quite common. Cobram needs more retail competition not less, it keeps consumer spending in the area.

[REDACTED]

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FILE NO: 1  
1. A GREAT PLACE TO LIVE

ITEM NO: 12.1

**PETITION - YARRAWONGA LIBRARY****RECOMMENDATION**

That Council:

- Continue to progress the development of a new library in Yarrawonga in line with the motion carried at the Ordinary Council meeting held on 27 June 2018;
- continue to engage with the community on the development of a new library within the Town Hall precinct; and
- inform the first mentioned signatory of the petition of Council's decision

**1. Executive Summary**

Council has been working towards improving the library facilities in Yarrawonga for many years. Space constraints at the current library site limit its capacity to provide contemporary library services.

On the 21 November 2016 Council resolved to "endorse the Yarrawonga Library Future Needs Analysis and Site Identification Report". This report identified the Yarrawonga Town Hall precinct as the preferred location for the future Yarrawonga Library. As a result of endorsing this report the development of the entire Town Hall precinct; including all existing buildings, was brought into focus.

In early 2018 three options for the redevelopment of the Town Hall precinct were presented to the community who were asked to provide comment and feedback. One of the options, Option A featured a new library on the South East corner of the Town Hall precinct. This option involves demolishing the Community Hall and old preschool to make way for the new library. Some onsite car parking was included as well as the creation of more green spaces. This option allows for the future renovation of the Town Hall.

The Yarrawonga Library Project Steering Committee (Steering Committee) considered the results of this consultation and supported proceeding with a new library as described in Option A. Having listened and heard the community's feedback the Steering Committee also resolved that "*recognizing that Option A includes the removal of the Community Hall and therefore the existing commercial kitchen the Yarrawonga Library Project Steering Committee recommends that commercial kitchen service be provided within the Town Hall precinct*".

At its 27 June 2018 meeting Council resolved item 9.3.2 by carrying the following motion:

1. note the results of the recently conducted community consultation; and
2. endorse the Yarrawonga Library Project Steering Committees recommendation to proceed with the development of a new library at the Yarrawonga Town Hall Precinct as described in Option A.

Following this decision three concept designs have been prepared. Each concepts shows a different siting of the library within the precinct. Council is currently seeking the community's feedback on these three concepts.

Throughout this year Council has received strong feedback from representatives of user groups of the Community Hall (and kitchen) and some members of the general public who are opposed to the demolition of the community hall. This feedback has recently been formalized and the following petition has been tabled before Council:

FILE NO: 1 1. A GREAT PLACE TO LIVE
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ITEM NO: 12.1
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**PETITION - YARRAWONGA LIBRARY (cont'd)**

*“This petition of ratepayers and residents of Moira Shire Council respectfully requests that Moira Shire Council rescind the part of the Resolution 9.3.2 passed by Council on June 27, 2018 which refers to the demolition of the Community Hall and would involve demolishing the Shire Hall Kitchen facilities. Council must ensure that the Shire Hall has ongoing kitchen and dining facilities and adequate storage for chairs, tables and stage stairs before demolishing storage shed”.* There are 312 signatures on this petition.

The Steering Committee and Council have heard the community's feedback. Consequently, undertakings have been made to ensure that the functionality currently available within the Town Hall precinct will continue, at the same, if not at improved levels once the library development has occurred.

However, the presence of the Community Hall on the site has a number of negative impacts. These include:

- restricting the possibilities for the future libraries design;
- limiting the potential of the library project to improve the overall precinct, in particular lifting the prominence and presence of the Town Hall on the streetscape;
- preventing connectivity of a new library to the Town Hall;
- minimizing the potential for people to interact with and use the Town Hall;
- continuing to have a congested site;
- minimizing the potential for onsite parking and/ or green space;
- retention of an outdated and substandard building asset that would require significant capital investment to be lifted to meet today's amenity and service level standards.

The Yarrawonga Library project has evolved into a unique and exciting opportunity for the Council and the community to work together to upgrade an important Civic precinct for the long term benefit of the community. This project aims to upgrade the Town Hall precinct to provide:

- high quality library services;
- an aesthetically and functionally appealing site that celebrates the Town Hall;
- new and improved green spaces; and
- modern catering facilities and function spaces.

Therefore, to avoid the Community Hall being an impediment to the development of the Yarrawonga Town Hall precinct, this report recommends that Council proceed with its resolution for item 9.3.2 made on 27 June 2018.

## **2. Background and Options**

Council has progressively been working towards building a new library in Yarrawonga. This process began a number of years ago with the establishment of the Yarrawonga Library Project Steering Committee.

In 2016 Council engaged Urban Enterprise who prepared the 'Future Needs Analysis and Site Identification' report. In this report Urban Enterprise assessed nine sites against multiple criteria. The assessment criteria used to assess potential locations were primarily sourced from the state Library of NSW report '*People Places – A guide to public library buildings*' 2012.

This report identified the Yarrawonga Town Hall, Community Hall and Former Kindergarten site ('the Town Hall precinct') as the preferred location for the future Yarrawonga Library. On the 21 November 2016 Council resolved to "endorse the

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**PETITION - YARRAWONGA LIBRARY (cont'd)**

Yarrowonga Library Future Needs Analysis and Site Identification Report". As a result of endorsing this report the development of the entire Town Hall precinct; including all existing building, was brought into focus.

In 2018 a number of options for a new library on the Town Hall precinct were presented to the public for a period of consultation and feedback. This occurred through an online survey. 215 people responded to this survey. Option A includes the demolition of the Community Hall and Old Kindergarten building to make way for the construction of a new library. Some onsite car parking would be available as well as the creation of a green space linking the library to Belmore street It also includes a second stage in which the Yarrowonga Town Hall is refurbished and the entire site is revitalized at some point in the future.

When asked whether a library should be located in the Town Hall Precinct 67% of respondents agreed. Priorities for the Precinct identified 'Retain and repair the Town Hall' (43%) and 'a new modern and larger library' (37%) as the most important aspects of the precincts development. After reviewing each option, 76% of respondents chose option A as their preferred option.

Access to parking and a commercial kitchen were matters of concern that were raised multiple times by the respondents. The community indicated that these are both key elements to the success of any future development of the Precinct.

The Yarrowonga Library Project Steering Committee considered the results of the survey and came to the unanimous decision to support the community feedback of accepting option A as the preferred option. In response to the community's feedback the Steering Committee specifically included in their recommendation that *"recognizing that Option A includes the removal of the Community Hall and therefore the existing commercial kitchen the Yarrowonga Library Project Steering Committee recommends that commercial kitchen service be provided within the Town Hall precinct"*.

On the 27 June 2018 Council resolved to endorse the Steering Committees recommendation and proceed with the development of a new library as described in Option A.

The community is currently being asked to consider and provide feedback on three concepts detailing how the new library may be accommodated on the Town Hall Precinct. Following this community feedback, as well as input from technical experts the concepts will be reviewed and amended. Further community consultation will occur at this point.

Community interest in this project has continued to build. Consultation has, and continues to occur at every decision making point. To facilitate the involvement of the community in this important Civic project a number of consultation avenues have been established and utilized, they include:

- establishment of the Yarrowonga Town Hall Precinct and Library Project Community Reference Group;
- establishment of the Steering Committee;
- surveys;
- visits to regional civic facilities;
- regular website and local media updates; and

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**PETITION - YARRAWONGA LIBRARY (cont'd)**

- school visits are currently underway to seek the opinion on the three concepts from some of Yarrawonga's younger residents.

Through this consultation it is very clear that a section of the community is strongly opposed to the demolition of the Community Hall which would include the commercial kitchen.

This feedback has recently been formalized through the presentation of the following petition, with 312 signatures, being presented to Council: *"This petition of ratepayers and residents of Moira Shire Council respectfully requests that Moira Shire Council rescind the part of the Resolution 9.3.2 passed by Council on June 27, 2018 which refers to the demolition of the Community Hall and would involve demolishing the Shire Hall Kitchen facilities. Council must ensure that the Shire Hall has ongoing kitchen and dining facilities and adequate storage for chairs, tables and stage stairs before demolishing storage shed"*.

**3. Financial Implications**

Budget resources for the planning, design and business aspects of a new library has occurred and allocations made in the current year's budget.

**4. Risk Management**

Extensive community consultation is occurring as part of the design and development of a new library in Yarrawonga.

Based on the feedback to date it is clear that the provision of functions currently available at the Town Hall Precinct are considered essential by the Community and must be accommodated in any new design. On this basis, all future instructions to the project consultants will include allowing for this existing functionality.

**5. Internal and External Consultation**

As mentioned above the community are being involved in providing feedback to this project on a regular basis and through a variety of avenues. The steering committee involves Executive members and staff of Goulburn Valley Regional Libraries (GVRL).

Council also has an internal Technical Advisory Committee and a Heritage Advisor. The expertise of these parties are called upon as required.

**6. Regional Context**

Moira and Strathbogie Shires together with Greater Shepparton City Council have established GVRL to provide library services on behalf of Council.

Future area growth projections have been used to inform the design and needs analysis of the Yarrawonga Library and planned redevelopment of the Town Hall Precinct.

**7. Council Plan Strategy**

This report and its recommendations is consistent with the goals within Moira Shire's Council Plan 2017-2021.

**8. Legislative / Policy Implications**

Local Law Meeting Procedure 2017. The request to rescind the June 2018 motion is one that is open to the Council however this would require a notice of rescission in accordance with the local law.

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**PETITION - YARRAWONGA LIBRARY (cont'd)****9. Environmental Impact**

The are no environmental impact considerations associated with this report.

**10. Conflict of Interest Considerations**

There are no conflict of interest considerations associated with this report.

**11. Conclusion**

Council has received strong feedback from representatives of user groups of the Community Hall (and kitchen) and some members of the general public who are opposed to the demolition of the community hall.

The Steering Committee and Council have heard this feedback. Consequently, undertakings have been made to ensure that the functionality currently available within the Town Hall precinct will continue, at the same, if not at improved levels once the library development has occurred

The Yarrawonga Library project has evolved into a unique and exciting opportunity for the Council and the community to work together to upgrade an important Civic precinct for the long term benefit of the community. This project aims to upgrade the Town Hall precinct to provide:

- high quality library services;
- an aesthetically and functionally appealing site that celebrates the Town Hall;
- new and improved green spaces; and
- modern catering facilities and function spaces.

Therefore, to avoid the Community Hall being an impediment to the development of the Yarrawonga Town Hall precinct, this report recommends that Council proceed with its resolution for item 9.3.2 made on 27 June 2018.

**Attachments**

Nil

FILE NO: VARIOUS

ITEM NO: 14

**URGENT GENERAL BUSINESS****Clause 60 of Council's "Meeting Procedures Local Law 2017 states:****60. Urgent general business**

- 1) Councillors must provide an outline of the matters to be considered before Council can accept the motion to consider urgent business. The outline must demonstrate how the matter meets the criteria for urgent business.
- 2) Urgent business can only be admitted by resolution of Council
- 3) Urgent business must not be admitted as urgent business unless
  - a) It relates to or arises out of a matter which has arisen since distribution of the agenda
  - b) Is manifestly urgent
  - c) Is material to the function of Council
  - d) Requires an urgent council resolution
  - e) Is otherwise determined by the CEO.
- 4) Only the mover of an urgency motion may speak to the motion before it is put.

FILE NO: VARIOUS

ITEM NO: 15

**QUESTIONS FROM THE PUBLIC GALLERY**

**Clause 61 of Council's "Meeting Procedures Local Law 2017 states:**

**61. Question Time**

The Council will hold a Public Question Time of up to 30 minutes duration at each Ordinary Meeting, to enable members of the public to receive answers to questions previously submitted for consideration, and if the submitted questions are dealt with in less than the 30 minute period, the Chair can invite questions from the floor.

- 1) At every ordinary meeting of the Council a maximum of 30 minutes may be allocated to enable members of the public to submit questions to Council.
- 2) The time allocated may be extended by unanimous resolution of Council.
- 3) Sub-clause (1) does not apply during any period when the Council has resolved to close a meeting in respect of a matter under section 89(2) of the Act.
- 4) To assist the accurate recording of minutes and addressing any questions that may require written response or follow up, the Chief Executive Officer may require questions to be submitted in writing.
- 5) No person may submit more than two (2) questions at any one (1) meeting.
- 6) The Chairperson or member of Council staff nominated by the Chairperson may read a question to those present.
- 7) No question must be so read unless:
  - a) the person asking the same is in the gallery at the time it is due to be read; and
  - b) the person asking the question reads the same when called upon by the Chairperson to do so.
  - c) A question may be disallowed by the Chairperson if it:
    - d) relates to a matter outside the duties, functions and powers of Council;
    - e) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
    - f) deals with a subject matter already answered;
    - g) is aimed at embarrassing a Councillor or a member of Council staff;
    - h) relates to personnel matters;
    - i) relates to the personal hardship of any resident or ratepayer;
    - j) relates to industrial matters;
    - k) relates to contractual matters;
    - l) relates to proposed developments;
    - m) relates to legal advice;
    - n) relates to matters affecting the security of Council property; or
    - o) relates to any other matter which Council considers would prejudice Council or any person.
- 8) The Chairperson may request a Councillor or member of Council staff to respond, if possible, to the question.
- 9) Councillor or member of Council staff may require a question to be put on notice until the next Ordinary meeting, at which time the question must be answered, or elect to submit a written answer to the person asking the question.
- 10) A Councillor or member of Council staff may advise Council that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or member of Council staff must state briefly the reason why the reply should be so given and, unless Council resolves to the contrary, the reply to such question must be so given.



FILE NO: VARIOUS

ITEM NO: 16

**MEETING ADJOURNMENT**

**RECOMMENDATION**

That the meeting be adjourned for 10 minutes.

**RECOMMENDATION**

That the meeting be resumed.

**RECOMMENDATION**

That pursuant to Sections 89(2) (a) of the Local Government Act, 1989, this meeting of Council be closed to members of the public in order for Council to discuss personnel and contractual matters which the Council considers would prejudice the Council or any person.

**RECOMMENDATION**

That pursuant to Section 89(2) of the Local Government Act 1989, Council resolve to continue in open session.

**RECOMMENDATION**

That the recommendations of the "Closed" Meeting of Council be adopted and the award of tenders disclosed in the open minutes.