

HEPBURN SHIRE COUNCIL

# Annual Report

## 2019/20



*Hepburn*  
SHIRE COUNCIL

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# Our Vision & Mission

*We aspire for all Council staff and the community to refer to Hepburn Shire Council as 'Our Council'.*



## OUR VALUES

At the commencement of the Council term, Councillors and the Executive team participated in a strategic planning workshop in order to develop a renewed vision for the organisation that would drive the development of the Council Plan and assist in fulfilling Council's obligations and the expectations of the community.

Council has set a vision that in many respects is simple however, will require a significant effort from the entire organisation as we seek to provide excellent service delivery for our community. We aspire for all Council staff and the community to refer to Hepburn Shire Council as 'Our Council'. This simple statement communicates a future state where a strong sense of pride in our organisation exists based on the excellent work we do for our community.

## OUR MISSION

Hepburn Shire Council will maintain, promote, protect and enhance the district's unique social, cultural, environmental and heritage characteristics. This will be achieved through effective, caring management and responsible governance. We will strive to gain maximum advantage for our community by protecting and enhancing our natural and built environment.

# Highlights of the year



# Quality Community Infrastructure

## Fixing Country Roads Program

**The Fixing Country Roads Program is the Victorian Government's commitment to improve the condition of local roads. \$100 million has been provided for grants to rural and regional councils to undertake local road projects beyond regular road maintenance.**

Council's application for Fixing Country Roads Program funding was successful with an announcement in May 2019 from Regional Roads Victoria that they were contributing around \$1.5 million to help deliver the following projects:

- Trentham Urban Road Upgrades
- Dairy Flat Road Heavy Vehicle Upgrade and Seal
- Back Glenlyon Road Reconstruction and Widening
- School Road Community Liveability
- Telegraph Road Reconstruction and Widening.

This program provides Council with the opportunity to help improve safety, connectivity, reliability and efficiency of local roads for our communities.



*This program provides Council with the opportunity to help improve safety, connectivity, reliability and efficiency of local roads for our communities.*

# Active & Engaged Communities

## Sport & Active Recreation Planning

**Masterplanning in the community sport and active recreation area provides a comprehensive long-term plan to further develop important sites into places that support formal sport activities and can be enjoyed by the whole community.**

During 2019/20, some significant progress was made in formalising masterplans for the Doug Lindsay Recreation Reserve and Trentham Sportsground, along with the development of a Playspace Strategy. These were adopted at the September 2020 Council meeting and included community feedback gained through community consultation activities.

## Doug Lindsay Recreation Reserve Masterplan

**The masterplan for the Doug Lindsay Recreation Reserve sets out a vision for the future development of this important recreation asset in Creswick. Key masterplan outcomes include:**

- Definition of vehicle and pedestrian access, entries and car-parking areas
- Improvements to the use of the reserve for passive recreation opportunities such as walking, running, cycling
- Introduction of play experiences within the reserve
- Improvements to sports oval drainage
- Sustainability initiatives such as potable water substitution (irrigation), revegetation and tree planting for habitat, shade and carbon capture
- Location of new sports facilities (such as the second bowling green, change rooms, cricket nets) with allowance for future facilities to be located on-site
- Improvements to clubroom / change-room facilities / multi-purpose facility to support several sport and non-sport uses
- Improvements to the appearance and landscaping of the reserve

The key priority projects resulting from the adoption of the Masterplan to be undertaken during the 2020/21 Financial Year include:

- Planning and design to improve sportsground drainage and provision of water harvesting options
- Design and delivery of Stage One Car Parking and Traffic Management implementation
- Provision of a central circuit shared pathway, landscaping, security lighting and increased CCTV installations within the reserve. This project has been successfully nominated to be undertaken through the Australia Government's Local Roads and Community Infrastructure Funding Program

## Trentham Sportsground Masterplan

*The existing main sports pavilion and public amenities at the Trentham Sportsground were identified as inadequate to support the future growth and development of the tenant sports clubs.*

The masterplan will provide the basis for staging future development opportunities, informing future budget considerations and external funding opportunities.

Key masterplan outcomes include:

- Provision of improved pavilion facilities and sports infrastructure
- Enhancement of entry and traffic movement within the site
- Provision of improved walking connection between key facilities within the site
- Landscaping and significant tree management

The Trentham Sportsground Pavilion Redevelopment Project was endorsed at the September 2020 Ordinary Council Meeting to progress the design to a delivery ready design package.

We would like to thank all stakeholders and community members involved in the planning process which has resulted in exciting opportunities for the future development of the Trentham Sportsground Pavilion and a comprehensive plan for both community sports and active recreation opportunities.



## Hepburn Shire Playspace Strategy 2020 – 2030, Play is for Everyone

**The 'Play is for Everyone' Strategy will guide Council in achieving its vision of having a network of engaging, inclusive and sustainable playspaces (including playgrounds, skate, scoot and BMX facilities, outdoor fitness spaces, water play and dog parks) reflective of our people and places. This Strategy is a 10-year plan for Council, guiding the development, management and use of our playspaces.**

It is estimated that Council will invest more than \$5 million on playspaces across the Shire over the next 10 years, through funding that comes from Council and external funding submissions.

Playspaces are hugely important facilities for the whole community, bringing people together and encouraging health and wellbeing.

The strategy will be reviewed annually to include new opportunities, feedback on progress and other factors needing consideration.

We take this opportunity thank all stakeholders and community members involved in the development of the Strategy which has resulted in exciting opportunities for the future development of playspaces through the Shire over the next 10 years.

Council will kick off the implementation of priority Strategy outcomes during 2020/21 with planned projects such as a review of Creswick's Magic Pudding Playground Masterplan, installation of a sign for the Daylesford Community Park Skate Facility and the provision of outdoor fitness equipment in Clunes and Trentham with part funding received through the Australia Government's Local Roads and Community Infrastructure Funding Program.

The Strategy is available to view on Council's website at [www.hepburn.vic.gov.au/plans-strategies/](http://www.hepburn.vic.gov.au/plans-strategies/) and hard copies are available for people without internet access. Call 5348 2306 for more information.



*Download  
now from the  
Hepburn website  
or call 5348 2306*

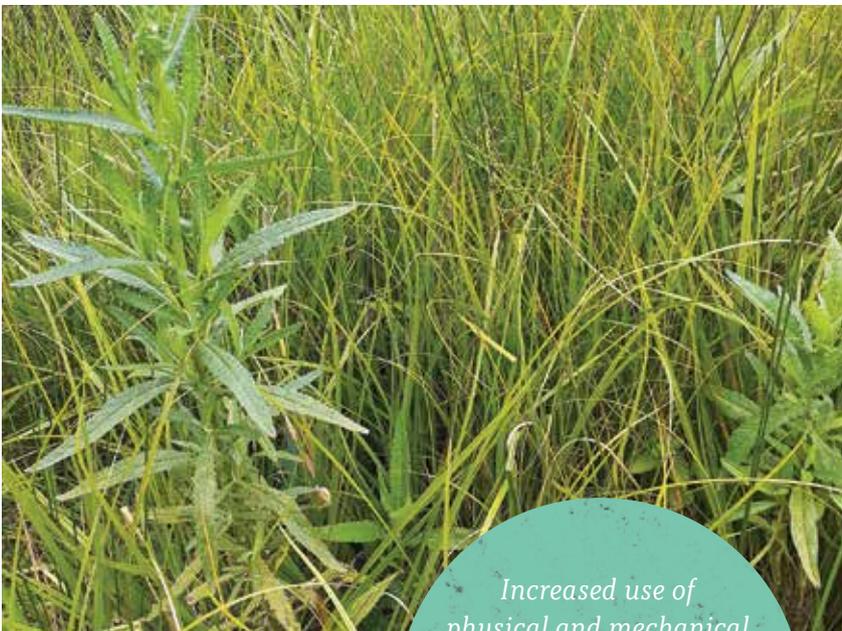
# Sustainable Environment

## Weed Minimisation

*As per recommendations of a Spray Minimisation report developed in August 2019, strategic weed management planning has commenced that recognises weed management as a long-term activity with planning, implementation and monitoring stages.*

Best practice and integrated weed management approaches are being increasingly applied that aim to minimise the use of herbicide within Hepburn Shire while achieving appropriate levels of weed control. This is evident in the fostering of natural regeneration and following willow removal at Jubilee Lake and the planning for staged revegetation to reduce weed invasiveness at sites including Spring Creek Hepburn and Lake Daylesford.

Increased use of physical and mechanical reduction methods on woody weeds has been a feature of roadside and reserve weed management in 2019/20 at sites including Trentham and Springhill roadsides. This treatment substantially increases efficiency and reduces volume of follow-up herbicide treatments. Additional spray contractors with high level environmental skills have been added to the Shire's contractor panel – improving the Shire's ability to conduct works that respond to vegetation quality.



*Increased use of physical and mechanical reduction methods on woody weeds has been a feature of roadside and reserve weed management in 2019/20*

# Vibrant Economy

## Hub for Premium Produce

*The Hub for Premium Produce is a new \$720,000, three-year program focused on connecting and actively working with the premium produce enterprises (PPE) in the Hepburn Shire and surrounding region.*

The program aims to help producers navigate processes and unlock opportunities as well as build the ongoing capacity and skills of the sector to collectively grow and thrive.

This program will provide a clear point of contact between industry, government, and private sector interests. The program itself will be developed and delivered in collaboration with the local industry.

The specific details of the proposed program will be developed with the input of a PPE Industry reference group. This program seeks to:

- Mitigate the existing problems and barriers impacting the Hepburn PPE sector

- Improve coordination both within the PPE sector and between the PPE sector and local government
- Increase resilience for the agricultural food sector more broadly
- Improve the strength of Hepburn Shire and the Central Highlands Region
- Test a greater level of innovation within the PPE sector.

The program will comprise a range of components to directly assist the industry, including:

- Navigating through regulatory processes
- Collecting, collating and disseminating information
- Analysing data, information, and reaching agreed solutions
- Facilitating industry networking opportunities
- Advocating on behalf of industry to government



# High Performing Organisation

## Our Way of Working

*As an organisation we continue to review the way we work. This is particularly important as we transition into the Hepburn Hub at The Rex in 2020/21 and we redesign Our Way of Working (Our WOW).*

Responding to the COVID-19 pandemic has also resulted in several changes, with the majority of our office-based staff working

from home since March 2020. Upgrades to both software and hardware during 2019/20 is assisting in the electronic delivery of services, less use of paper and increased efficiencies for customers. We have implemented software changes to improve how the organisation operates, including new Virtual Desktop Infrastructure, review of core systems, rollout of Office 365 and review of bottlenecks within the organisation. We are also currently implementing new Human Resource and Customer Request systems.

The Hepburn Hub at The Rex will deliver a consolidated work location for the majority of Council staff and access to significantly

improved facilities. The new working environment will allow Council staff to work more collaboratively and be agile through hot-desking. It will also create greater efficiency in Council service delivery for the community, benefiting ratepayers across the Shire. The consolidation of Council staff from different locations into one central location will deliver greater efficiency and a reduction in operating costs.

Council's customer services will be accessible as a shopfront on Vincent Street in Daylesford. This new convenient location will make it easier for the community to access Council's services without the need to walk or drive to another location. With Council staff located centrally at the same location we can provide a one-stop shop for customer enquiries.

In addition to accommodating Council staff, the Hepburn Hub will transform the iconic Rex building into a valuable community asset. It will include an upgraded library with a larger collection and more space to draw people to the building. The inclusion of a digital co-working area to support business, accessible public toilets and community theatre will make this a true community space.



# *The Year in Review*



# Message from the Mayor



*I acknowledge the hard work of Council & its staff throughout the year in its service to ratepayers, residents & visitors of Hepburn Shire.*

**On behalf of my fellow Councillors I am very pleased to present the Hepburn Shire Council Annual Report for 2019/20. This is my first term as a Councillor, having won the by-election in Coliban Ward in April 2019. I was then fortunate enough to be elected to the position of Mayor in November 2019, making me Mayor for the majority of this financial year.**

As a Councillor and Mayor, you get the opportunity to meet and speak with many residents from this wonderful Shire. Local government is by its nature 'local' and the closest level of government to the community. We provide important services to our community, including roads, footpaths, parks and open spaces, waste management, community development, sport and active recreation, and services for young people, seniors and those with a disability.

This financial year, although we faced some significant challenges, we continued to deliver these services. The COVID-19 pandemic placed significant pressure on the organisation, and we were forced to adapt some services to ensure continuity for our community. The majority of our workforce moved to working remotely. We enacted Emergency Management provisions and carried out an enormous amount

of work to support the community and business through the pandemic. This includes rates relief for those struggling to pay, dissemination of important information, grants and much more. We are also helping support our Shire's recovery from COVID-19 by establishing business and community taskforces that will work closely with Council.

I acknowledge the hard work of Council and its staff throughout the year in its service to ratepayers, residents and visitors of Hepburn Shire.

The Annual Report highlights the important work that we do to support our residents, businesses and visitors, and our performance over the past year.

**Cr Licia Kokocinski  
Mayor**



# Message from the CEO



*The 2019/2020 financial year has had its challenges, including the ever-present threat of bushfires & the social & economic impact of the COVID-19 pandemic.*

**I am pleased to present Council's Annual Report 2019/20. The Annual Report provides a detailed insight into Council's operations and illustrates how it is performing against the Council Plan, Budget and Local Government Performance Reporting Indicators.**

The 2019/2020 financial year has had its challenges, including the ever-present threat of bushfires and the social and economic impact of the COVID-19 pandemic. While dealing with the impact of the pandemic, Council has continued to deliver its core services to the community. On the advice of the State Government, we moved all our indoor workforce to remote working (working from home) and implemented significant changes to our operating procedures in Aged and Disability Services and our outdoor work crews. This was a massive undertaking from a cultural and technological perspective. It has

highlighted how adaptive and agile our organisation can be, and it will hold us in good stead as we move to our Way of Working (or Our WOW) at the Hepburn Hub at The Rex.

We continue to work on our systems and processes to drive improved delivery of services and capital works. We have started to see a decrease in our carry forward capital works due to the creation of a Major Projects team and improved project management processes.

This year we have undertaken some significant projects such as the Review of Local Law No2 and the update of the Hepburn Shire Planning Scheme. Both projects have seen significant interest and input from the community. Moving forward we will need to look at how we engage and consult with the community. Hepburn Shire is a diverse community and ensuring that everyone can have input and be heard will be vitally important going forward.

We are an organisation of dedicated staff working hard to deliver on our commitments. We deliver over 100 services on behalf of our communities – large and small. The vision of 'Our Council' drives our commitment to responsibly manage our finances, while ensuring we are providing those services the community needs and wants. Engaging with the community on decision making has been a challenge this financial year, and we look forward to improving this over the coming year as we embark on a new Council term and the development of a Community Engagement Strategy.

I look forward to leading the organisation over the coming year and providing future reports on performance.

**Evan King**  
CEO

# Challenges

*Councils exist to deliver important services to their communities. We are entrusted with a range of decision-making powers so we can govern in the best interests of the Hepburn Shire community.*

Governance, service delivery, asset renewal and financial management are at the core of what we do – often with limited resources, revenue and grant funding. Councils face challenges, just like any other organisation. These might be financial, regulatory, technological or the impact of an emergency. Following are some of the biggest challenges we faced over the 2019/20.

## COVID-19

The global impact of COVID-19 is being felt across the community, business, health organisations and government. It has also been extremely challenging for councils. We are helping residents in various ways, from maintaining current services to adapting services to work in the current environment.

Council plays a key role in supporting our community during emergencies affecting the Shire, and this COVID-19 pandemic is no different. Our focus for the foreseeable future is to ensure that we have the best chance of avoiding the severe impacts of COVID-19 and that we continue to support the community by providing essential services.

## BUILDING TRUST

To build trust in our decision-making we need to be accountable and transparent in the way we present information. This is an ongoing challenge for most councils – getting information out in the communities affected by our decision-making. While we believe we are acting with transparency in our decision-making, dissatisfied residents can share their disapproval of our decisions at the click of a mouse. Although satisfied residents can do the same, bad news tends to travel faster than good, so the community is more likely to read about negative stories.

We are getting better at communicating the great work we do with the community and this will help to rebuild trust within our communities. We are building a presence on social media networks to tell our stories in real time, more effectively connecting us with our residents/ratepayers and building the profile of Our Council.

## LOCAL LAW & PLANNING SCHEME REVIEW

The review of Local Law No. 2 and the update of the Hepburn Shire Planning Scheme were significant and challenging projects undertaken over the 2019/20 financial year. Both projects generated significant public interest and feedback from the community – often conflicting between different interest groups. It is important to ensure that all in the community can provide input into important projects such as these, particular where they have the potential to become divisive.

Community engagement activities were undertaken to inform the community of the scope and impact of these projects, however, it was felt by some that Council did not engage enough with special interest groups.

# Our Council



# Hepburn Shire Snapshot

## 2016 CENSUS INFORMATION

*Source: Australian Bureau of Statistics Census Data 2016*

**Total Population** 15,330

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**Male** 48.2%

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**Female** 51.8%

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**Median Age** 50

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**Average children per family (with children)** 1.8

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**Families** 3,962

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**Average children per family (all families)** 0.6

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**Median weekly household income** \$996

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**Private dwellings** 8,666

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**Average people per dwelling** 2.2

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**Median monthly mortgage repayments** \$1,300

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**Average motor vehicles per dwelling** 2.2

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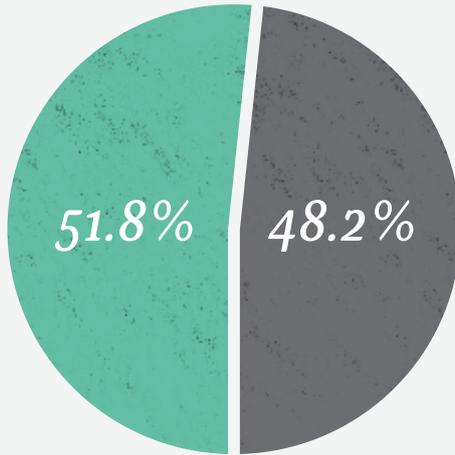
**Median weekly rent** \$235

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15,330

TOTAL POPULATION



51.8% FEMALES  
48.2% MALES



\$996

MEDIAN WEEKLY HOUSEHOLD INCOME



50

MEDIAN AGE



8,666

PRIVATE DWELLINGS



3,962

FAMILIES



0.6

AVERAGE CHILDREN PER FAMILY (WITH CHILDREN)



\$235

MEDIAN WEEKLY RENT



2.2

AVERAGE PEOPLE PER DWELLING



2.2

AVERAGE MOTOR VEHICLES PER DWELLING



\$1,300

MEDIAN MONTHLY MORTGAGE REPAYMENTS

## OUR COUNCIL

# Councillors



### BIRCH WARD

**Cr Kate Redwood AM**  
**Deputy Mayor**  
**0428 285 673**  
**kredwood@hepburn.vic.gov.au**

*BA, BSW Hons. and  
MBA studies Melbourne  
Business School*

Cr Redwood was elected to Hepburn Shire Council in 2012. She was Deputy Mayor in 2014 and 2019 and Mayor in 2015.

Cr Redwood has represented Council on a range of committees including the Hepburn Shire Audit and Risk Committee from 2012 to 2016. She has chaired the Hepburn Shire International Women's Day Committee since 2012 and has represented Council on the Grampians Region Waste Resource Recycling and Recovery Forum in 2019. Cr Redwood is also a Director on the Hepburn Health Services Board and has chaired its Audit and Risk Committee and currently chairs the Fundraising Committee. She was appointed as Deputy Chair of the Central

Highlands Rural Health Board and chair of its Community Advisory Committee and Fundraising Committee. She is a member of the Committee of Management for Daylesford Neighbourhood Centre and of the Cornish Hill Committee of Management.

Cr Redwood has previously served two terms as a Councillor for the City of Melbourne. She has held board positions with Melbourne Health (9 years), State Trustees Limited (9 years), Walter and Eliza Medical Research Institute (4 years) Orygen Youth Mental Health (4 years). She has held a range of senior management positions in health and community services organisations.

In 2013 Cr Redwood was awarded an Order of Australia, AM, for services to the Victorian community and a Centenary Medal in 2001 for services to local government and the community.



### BIRCH WARD

**Cr Fiona Robson**  
**0428 322 454**  
**frobson@hepburn.vic.gov.au**

Cr Fiona Robson has expertise in community development, strategic planning and project management. She has worked in a large multinational corporation, small business, not-for-profits, education, health and local government, as well as volunteering with a variety of community initiatives.

Cr Robson has co-owned and co-operated a successful local small business and is married with two school-aged children.

Cr Robson has a Bachelor of Science (Melbourne), a Graduate Certificate in International & Community Development (Deakin), is an Internationally Certified Project Manager (Project Management Institute) and has commenced a Graduate Diploma in Communication (Deakin).



### CAMERON WARD

**Cr Neil Newitt**  
**5321 6423 / 0400 906 599**  
**nnewitt@hepburn.vic.gov.au**

Cr Neil Newitt and his family decided to move permanently to Clunes in 2006 after many years as weekend visitors. Cr Newitt is a professional photographer and runs a gallery in Fraser Street, Clunes, and recently opened a wine bar in the expanded business.

Cr Newitt has thirty years' experience as a professional photographer working in newspapers in Queensland and Victoria, including regional and metropolitan mastheads. Cr Newitt was a Senior Photographer and Pictorial Editor with The Age until 2005. Currently, Cr Newitt is a contributor to national media magazines. Since moving to Clunes, Cr Newitt has been involved with many community, tourism and economic development committees.



## COLIBAN WARD

**Cr Licia Kokocinski**  
**Mayor**  
**0447 446 412**  
**lkokocinski@hepburn.vic.gov.au**

*Bachelor of Arts (Honours)  
in Political Science &  
Masters Degree in Public  
Policy and Management*

Cr Licia Kokocinski has lived in Trentham since 1999, living with her family and establishing a farmlet in Fern Hill, then moving to the Trentham township in 2019. Cr Kokocinski was a Victorian State Labor Member of Parliament in the Legislative Council from 1988-1996, serving on a number of joint Parliamentary committees, Secretary to Shadow Cabinet and holding a number of Labor Party Policy Committee positions. Her political and community activities were predominantly in the fields of local government, ageing, disability, multicultural affairs and education. Cr Kokocinski was elected to the Coliban ward during the year following the retirement of Cr Sebastian Klein.



## CRESWICK WARD

**Cr Don Henderson**  
**5345 2638 / 0427 559 684**  
**dhenderson@hepburn.vic.gov.au**

Cr Don Henderson was first elected to Council in 2008. He is a qualified carpenter and joiner. Cr Henderson also had a long career in the building and construction industry as a tradesperson, safety and industrial relations consultant, former Secretary Building Workers Industrial Union and advisor for Australian Workers' Union (AWU). Cr Henderson was a founding Director of Tripstop group of companies.



## CRESWICK WARD

**Cr Greg May**  
**0409 251 743**  
**gmay@hepburn.vic.gov.au**

Cr Greg May worked for many years in the telecommunications sector but in recent years has been an organic farmer producing vegetables and wine. He has a keen interest in sport and recreation throughout the Shire and enjoys involvement with local sporting clubs and community groups. Cr May has been the Chair of the Hepburn White Ribbon Committee (HWRC) since 2016. The HWRC was established in 2016 to join the International White Ribbon Day (WRD) campaign to eliminate violence against women in our society. HWRC works with all sectors of the community to create social awareness and cultural change around the issue of violence against women. Cr May lead the recruitment of Hepburn Shire White Ribbon Day Ambassadors - men who are considered to be exemplary role models and inspiring and motivational leaders in our community.



## HOLCOMBE WARD

**Cr John Cottrell**  
**0429 094 023**  
**jcottrell@hepburn.vic.gov.au**

Cr John Cottrell is retired and lives in Glenlyon. He is a member of Council's Audit and Risk Advisory Committee; Chairman Disability Access Advisory Committee; Municipal Association Victoria (MAV) Representative and member MAV Professional Development Reference Group. He is Chairman External Compliance Committee Powerwrap Limited, a researcher in corporate governance and extensions in ethics and evolving capitalism, a member of the international peer review panel journal of Corporate Governance. He holds an MSc (Strategic Foresight) from Swinburne University of Technology, is a graduate of the Australian Institute of Company Directors and Fellow Governance Institute Australia.

# *Our People*



# Organisational Structure

*Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan.*

Two Directors and the CEO form the Executive Team and lead the organisation. Details of the CEO and Directors responsibilities is set out below.



## EVAN KING

**Chief Executive Officer (CEO)**

Office of the CEO:

- Communications
- People & Culture
- Occupational Health & Safety



## BRUCE LUCAS

**Director Infrastructure & Development Services**

Areas of Responsibility:

- Major Projects
- Emergency Management
- Operations – Works, Parks and Open Space and Engineering
- Planning and Building
- Community Safety
- Facilities and Fleet
- Environment and Waste



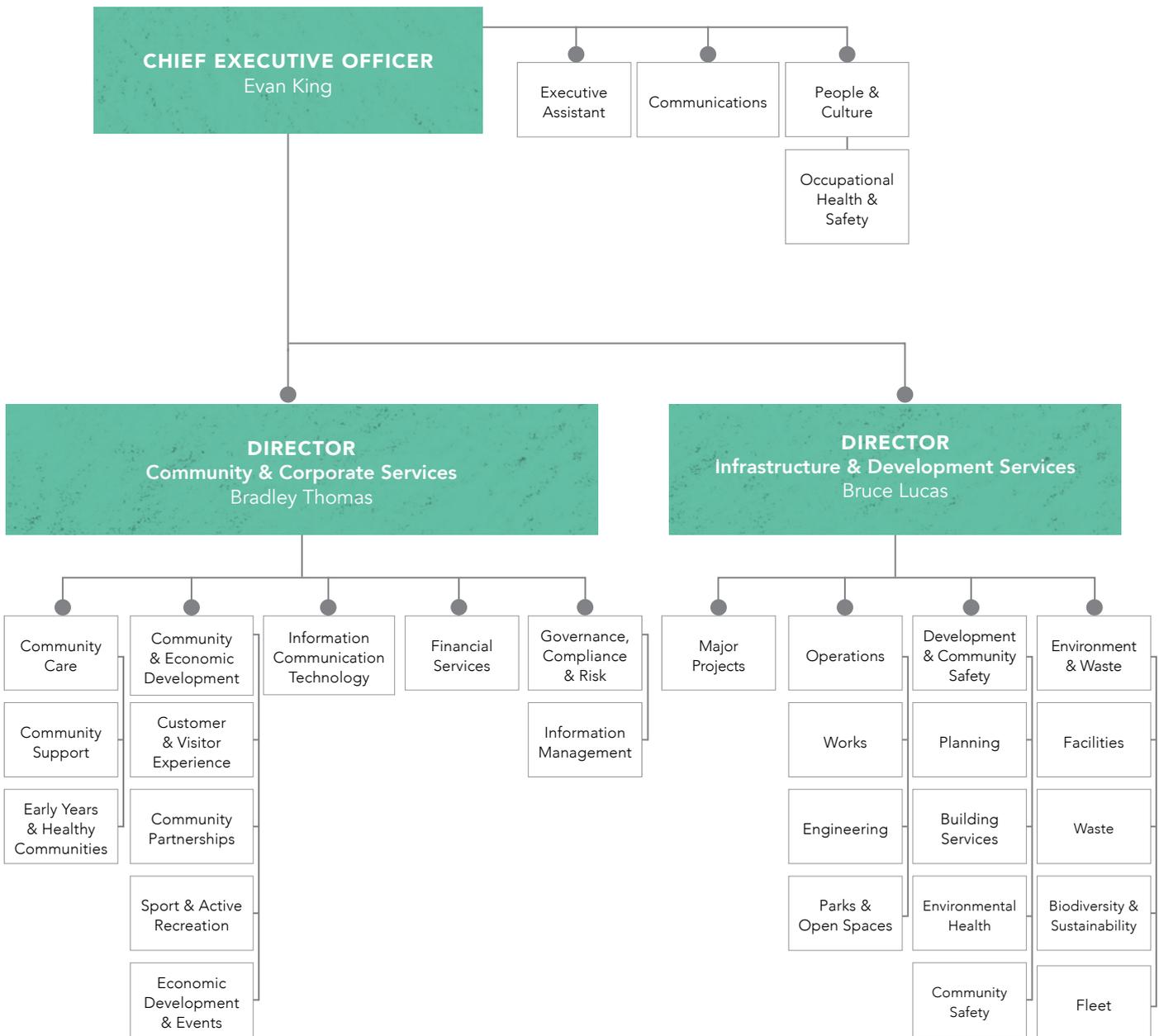
## BRADLEY THOMAS

**Director Community & Corporate Services**

Areas of Responsibility:

- Governance, Compliance & Risk
- Information Management
- Customer and Visitor Experience
- Community Partnerships
- Sport & Active Recreation
- Economic Development & Events
- Community Support
- Early Years & Healthy Communities
- ICT
- Financial Services

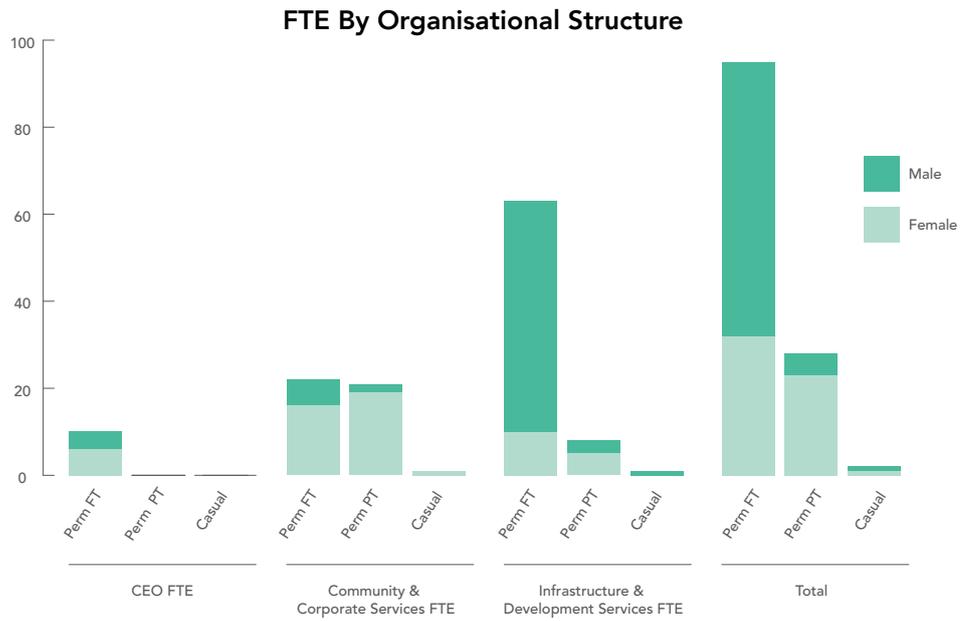
# Organisational Structure



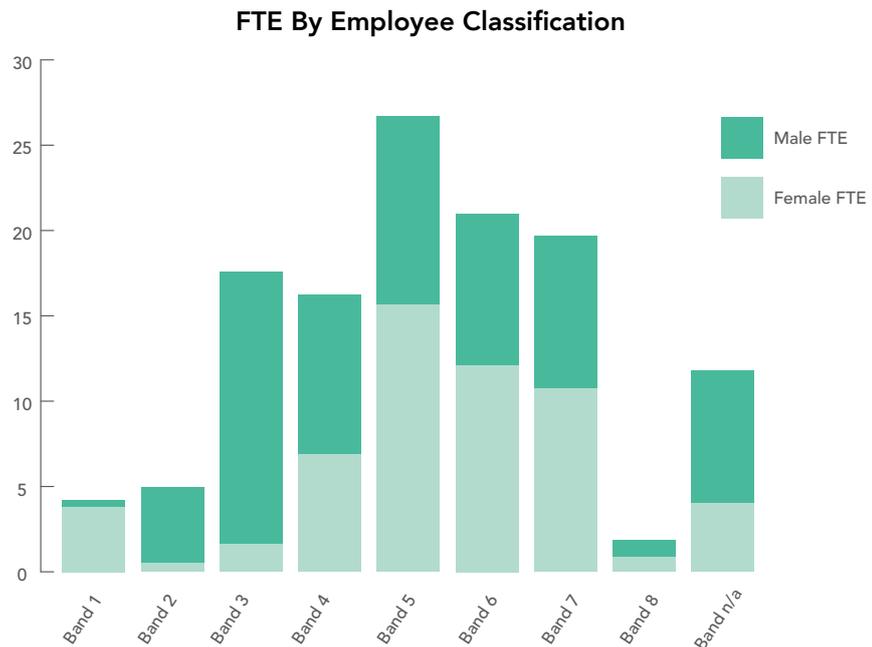
OUR PEOPLE

# Council Employees

A summary of the number of full time equivalent (FTE) Council employees by organisation structure, employment type and gender is set out below:



A summary of the number of full time equivalent (FTE) employees categorised by employment classification and gender is set out below:



# Employment at Hepburn Shire Council

*A significant amount of recruitment has been undertaken to compliment the realignment of the organisational structure over the 2018/19 and 2019/20 years. This new structure has created a much better alignment of our services to the community and will significantly improve the delivery of services to the community in future years.*

## Learning & Professional Development

Council offers study assistance for employees undertaking relevant undergraduate or postgraduate studies and provides ongoing work-related training sessions.

This year three employees received assistance to undertake further studies. The corporate learning program supports a broad range of employee development needs. This development is aligned with strategic priorities, as well as in response to needs identified through the Performance Excellence Program (PEP) discussions and in support of the Occupational Health and Safety initiatives.

Council provides online learning via the Hepburn Shire Council Learning Hub which provides employees with the opportunity to undertake a selection of online courses to meet Council's compliance training requirements. This online learning has supported the education of employees in the introduction of Council's upgraded Respectful Behaviours Policy, Code of Conduct and Acceptable Use (ICT) Policy. The Learning Hub is actively used in the orientation of new employees.

## Induction Program

Our induction program for all new employees has continued to provide an overview of our service areas and key responsibilities.

New employees have a site-specific induction and orientation and within their first three months join a group of other new starters in a comprehensive induction program, provided by each department Coordinator. This program offers an understanding of Council's Corporate policies, procedures, business processes and the services offered by all departments. The orientation also includes some training of our corporate systems. The new employees also meet the CEO and other members of the Executive Team.

## Performance Excellence Program (PEP Talks)

The annual employee performance appraisal and development program called the Performance Excellence Program (PEP Talk) continued this year. This program is a point-in-time review during November/December each year, with a mid-year review undertaken in May/June. This focus provides a direct line of sight between the employee's individual performance and development plan, and their team's Business Plan and Council Plan objectives.

The PEP Talk program concentrates on achievements, challenges, opportunities and behaviours. The aim is to facilitate a conversation between supervisors and employees to gain meaningful information that can improve performance and workplace behaviours and to identify training needs. In most areas of the organisation, the PEP process is conducted with online forms which complement the performance conversation between an employee and their supervisor.

## Equal Opportunity Employment

Council is committed to Equal Opportunity and diversity in its workplace and providing a workplace for employees that is free of all forms of discrimination, bullying and harassment. Our aim is to promote fairness and equity in our organisation where the rights of individuals are upheld, and employees are treated with respect, fairness, equity and dignity. The Equal Opportunity program includes a regular review of its policies. The Respectful Behaviours Policy and the Employee Code of Conduct were reviewed and adopted in 2019 and employee training provided through the Hepburn Shire Council Learning Hub.

## Preventing Violence Against Women

Violence against women and children is a serious social justice issue. Hepburn Shire Council condemns not only abuse itself but also societal attitudes that normalise it, tolerate it or create an atmosphere to perpetuate it.

Women and children are at greater risk of experiencing violence due to individual and societal attitudes, beliefs and norms that condone violence. Gender inequality and discrimination have also been demonstrated to simultaneously contribute to domestic violence against women and children. This vulnerability extends to groups within the council's borders including; rural and remote communities, LGBTIQ, older woman, people with disabilities, migrants and indigenous people. Hepburn Shire Council pledges to work with community groups, organisations and minority representatives to address this crucial issue. The Hepburn Shire Council Prevention of Violence Against Women and Children Leadership Statement was adopted by Council in June 2020.

## Occupational Health & Safety

Council is committed to maintaining a safe and healthy workplace for all employees, contractors, volunteers, visitors and Councillors, and recognises that it is an integral part of our organisation.

This commitment is documented in the Occupational Health & Safety policy, which can be found displayed on noticeboards in our workplaces and on our website.

Hepburn Shire Council is a member of the Municipal Association of Victoria (MAV) WorkCare self-insurance scheme which covers 31 Victorian councils. The Scheme's workers compensation and return to work programs are administered by Jardine Lloyd Thompson Pty Ltd (JLT).

All MAV WorkCare Council scheme members are working through a coordinated three-year occupational health & safety improvement plan, with significant focus on strengthening the organisation's safety management system and practical safety applications at the workplace.

During this year Hepburn Shire Council has focused on updating OHS policies, encouraged the reporting of safety incidents, near misses and hazards and the improvement of risk assessments before commencing work tasks. The focus for 2020 has been on maintaining employee safety in the pandemic environment while continuing to provide services to the community. MAV WorkCare has advised Council that they will continue to assess our progress against the National Assessment Tool (NAT) as we undertake to manage continuous improvement in the area of OHS.

## Employee Wellbeing

There have been several employee healthy living and health monitoring activities during 2019/20 which have been well attended. Employees have responded well to their new way of working, transitioning to working from home, which for some has also required them to balance remote learning for their children into their daily routines. This has challenged work/life balance but strategies to support employees during this transition have been implemented and adopted. Further programs to support healthy living and health monitoring will continue in 2020/21.

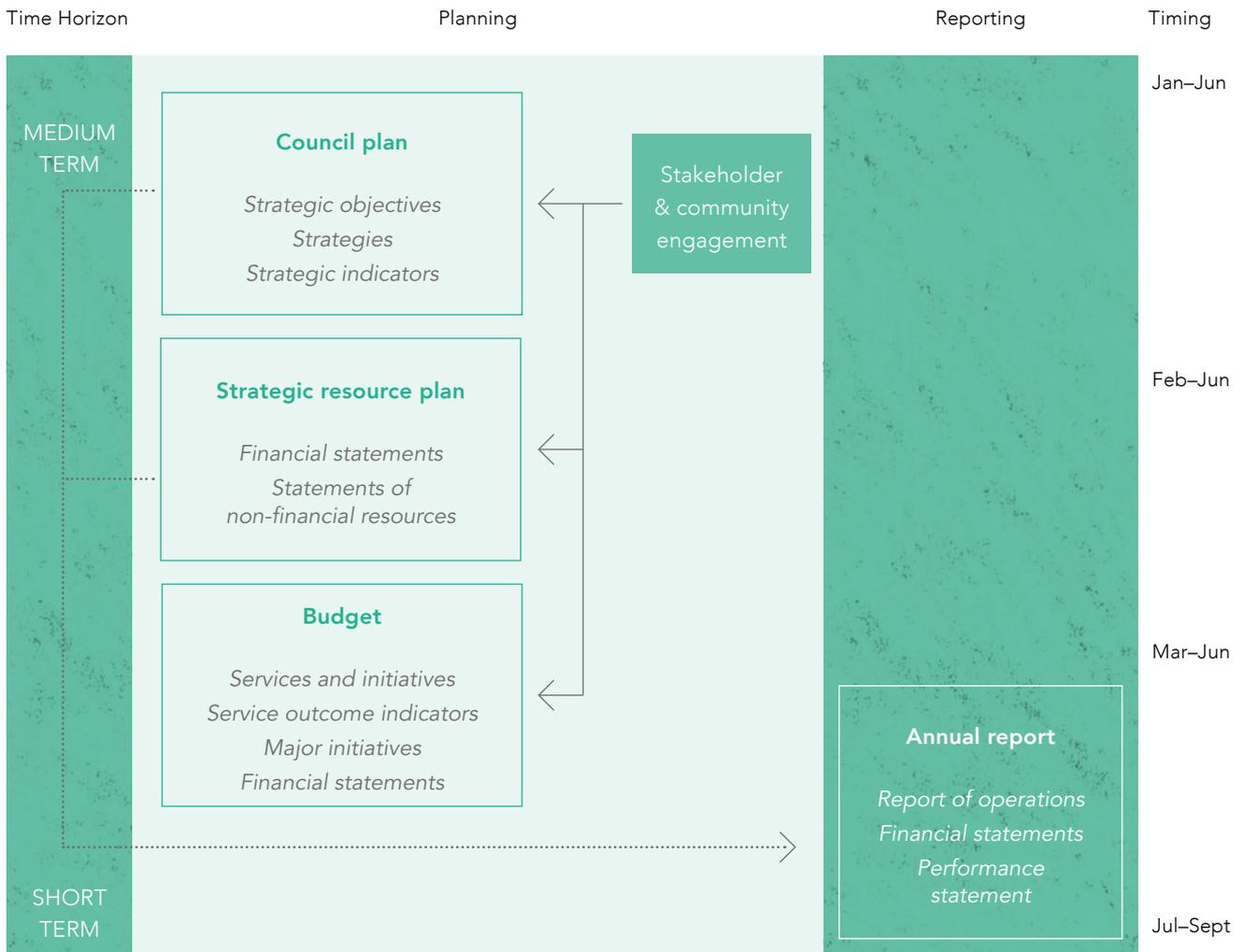
# *Performance*



# Planning & Accountability

The diagram below depicts the planning and accountability framework that applies to local government in Victoria.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election.



# Council Plan

*The Council Plan 2017/21 includes strategic objectives, strategies for achieving these over the four-year period, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.*



The following are the five strategic objectives as detailed in the Council Plan:



Quality  
Community  
Infrastructure



Active & Engaged  
Community



Sustainable  
Environment



Vibrant  
Economy



High  
Performing  
Organisation

Council's performance for the 2019/20 year has been reported against each key strategic objective to demonstrate how we performed against the Council Plan 2017/21.



## PERFORMANCE

# Quality Community Infrastructure

1. Responsibly manage our assets portfolio including roads and transport infrastructure, buildings, recreation and sporting facilities and public toilets by inspecting and monitoring maintenance and renewal needs. This is achieved through planning for and implementing asset renewal and upgrade programs or new facilities that meet community expectations such as hubs, streetscapes, roads and building assets.

Number	Action	Result
1.1	Continue to invest in our assets at a level greater than depreciation by delivering the annual asset renewal capital works programs.	In progress and ongoing. In 2019/20 the ratio was 84.3%. When renewal and upgrade are included that ratio increases to 123%.
1.2	Implement a program of road safety and amenity improvements, including sealing and widening roads, on priority Council managed roads and advocate to VicRoads for improvements on arterial roads.	In progress and ongoing. In 2019/20, \$4.41 million was spent on capital works for roads. Council continues to advocate to Regional Roads (formally VicRoads) and the Commonwealth Government for increased funding.
1.3	Implement a roadside drainage maintenance and upgrade program to improve quality of roads, reduce future maintenance costs and improve efficiency of roadside drainage to minimise risk of flooding.	In progress and ongoing. Capital works of drainage assets of \$193,000 and maintenance works of \$688,000 were undertaken in 2019/20.
1.4	Continue to implement streetscape works in Creswick, Clunes, Trentham, Hepburn Springs, Glenlyon and Daylesford in line with adopted strategies and protect their historic significance.	In progress and ongoing. \$312,000 has been allocated in the budget and \$130,000 of works have been completed for Trentham, with the remaining \$182,000 to be undertaken in 2020/21. Minor works at other locations were carried out.
1.5	Implement a Building Management Plan to improve access, maintenance and renewal planning for our buildings and structures.	In progress and ongoing. A building condition assessment has been completed to better inform maintenance and renewal programs. The Asset Management Plan will be rewritten (along with a number of other Asset Management Plans) in 2020/21 as a requirement of the Local Government Act 2020.

Number	Action	Result
1.6	Invest in the renewal, restoration and activation of our Town Halls and Civic Buildings throughout the Shire.	<p>In progress and ongoing.</p> <p>A significant budget allocation has been made for Daylesford. Other funding includes works at the Creswick Town Hall and Trentham Hub.</p> <p>A contract was entered into by Council in June 2020 for \$545,000 for Stage A works of the Clunes Town Hall and Court House Remedial works.</p>
1.7	Complete a program of Essential Safety Measure (ESM) improvements in council buildings to ensure compliance with the Building Regulations.	<p>In progress and ongoing.</p> <p>ESM works continue to be undertaken, funded in part by a \$20,000 allocation in 2019/20.</p>
1.8	Implement the Hepburn Hub at The Rex and Daylesford Town Hall to deliver improved community spaces including theatre, swimming pool, library, meeting rooms and council services.	<p>In progress.</p> <p>We are currently finalising plans with the architect and public tender. A contract was awarded at the September 2020 Council Meeting for the construction.</p>
1.9	Design and build the Trentham Community Hub incorporating enhanced library, meeting rooms, seniors and visitor information services.	<p>In progress.</p> <p>The Project Plan for the Trentham Community Hub was adopted along with the appointment of a Project Advisory Group. An architect was appointed, and draft concept plans have been developed for community consultation.</p>
1.10	Upgrade and renew public toilets to achieve consistent quality Shire wide and improve the level of servicing across the Shire that matches demand.	<p>In progress.</p> <p>This project has been delayed, however, funding remains committed, with an additional \$199,000 allocated in the 2020/21 budget. Officers are currently reviewing all toilet facility upgrades throughout the Shire with the aim of generating a holistic approach to delivery. Designs require finalisation, in consultation with relevant stakeholders.</p>
1.11	Implement priority actions from current and newly developed Recreation Facility Master Plans.	<p>In progress and ongoing.</p> <p>Various works have been undertaken throughout the year, including the development of masterplans for both Doug Lindsay Recreation Reserve and Trentham Sportsground. Concept plans for the Trentham Sportsground Pavilion have been drafted and a funding application for construction of updated changerooms for the Hepburn Recreation Reserve was successful.</p>
1.12	Deliver walking and cycling priority projects, including asset renewal works and expansion of footpaths and multi-use trails.	<p>In progress and ongoing.</p> <p>\$351,000 was spent during the financial year on walking and cycling priority projects, including the start of Stage 1 of the Coomoora to Daylesford trail (\$130,000 in 2019/20). \$362,000 is committed for the finalisation of Stage 1 and 2.</p>

2. Provide great community Parks and Open Spaces by greening our streets, managing tree safety and improving our town entrances, sporting ovals, botanic gardens and passive recreation spaces.

Number	Action	Result
2.1	Develop a program of improvement works and maintenance programs for reserves, botanic gardens and other recreation reserves.	In progress and ongoing. Officers have implemented a new organisational structure in the Parks and Open Space department to better utilise the team for maintenance and improvement works in reserves throughout the Shire, and have increased resources.
2.2	Implement improvements in accordance with agreed programs and masterplans to reserves, botanic gardens and other recreation reserves.	In progress and ongoing. \$85,000 was allocated for the completion of the Wombat Hill Botanic Garden entry as identified in the Wombat Hill Botanic Garden Masterplan.
2.3	Improve tree management including risk mitigation works and a proactive program of tree maintenance to improve longevity, safety, amenity and canopy coverage.	In progress and ongoing. Completed various tree risk mitigation audits and tree works across the Shire. In March 2020, Council appointed a consultant to assist with the development of a Tree Management Plan and 5-year Street Tree Strategy.
2.4	Implement an annual street tree planting program to improve township amenity and street tree canopy coverage.	In progress and ongoing. Street tree plantings were carried out in various locations. In March 2020, Council appointed a consultant to assist with the development of a Tree Management Plan and five-year Street Tree Strategy.

## Major Budget Initiatives

Major Initiative	Result
Annual asset renewal program including road reconstruction, buildings, fleet and equipment, road reseal, gravel road resheet, bridges, playgrounds and footpaths	Completed and ongoing. Annual capital works program equated to \$9.39 million of works completed, including \$6.45 million of infrastructure works.
Capital investment in sealed road network (\$2.53M, grant funding of \$2.01M)	Completed and ongoing. The majority of road related projects were completed during 2019/20, with \$4.41 million expenditure. \$3.19 million in government funding was received.

## Strategic Indicators

Strategic Activity	Performance Measure	Result
Assets	Completion of capital works program (% by number)	38% completed by number (51 of 136 projects). 49.6% completed by expenditure. <i>Note: this includes multi-year projects, Carry Forward projects and projects that are dependent of external grant funds.</i>
Assets	Road, bridge, building and footpath assets below intervention level (%)	Data not available

## Service Performance Indicator Results

### Roads

Roads		Results				Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	
<b>Satisfaction of use</b>						
R1	Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x 100</i>	41.44	46.88	34.96	41.94	Customer request numbers are consistent with the long-term average, following a reduction in 2018/19.
<b>Condition</b>						
R2	Sealed local roads maintained to condition standards <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100</i>	98.60%	98.61%	99.64%	99.47%	No material change - Hepburn Shires roads remain in good condition.
<b>Service Cost</b>						
R3	Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$45.68	\$51.15	\$57.62	\$51.92	Reduction year-on-year but consistent with long term average
R4	Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$5.18	\$5.61	\$6.62	\$6.80	Costs consistent with prior years.
<b>Satisfaction</b>						
R5	Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	37.00	46.00	50.00	44.00	A general decline in all satisfaction ratings, not consistent with overall road condition. Satisfaction ratings are also often influenced by the condition of arterial roads in the Shire, which are the responsibility of Regional Roads Victoria.

## Service Performance Indicator Results

### Waste Collection

Waste Collection		Results				Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	
<b>Satisfaction of use</b>						
WC1	Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	160.1	144.4	117.2	94.46	A reduction of 19.4% in the number of requests as Council Officers work with our contractor to continue to improve the service delivered to the community.
<b>Service Standard</b>						
WC2	Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	19.49	9.15	4.06	4.58	A continued focus by Council and the contractor to deliver a quality service to the community has resulted in the maintenance of low numbers of bins missed.
<b>Service Cost</b>						
WC3	Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$96.71	\$99.44	\$98.85	\$111.64	The increase in costs are related to the increase in the costs to landfill, and the closure of the waste consolidation site. State wide increases to waste related costs have been incurred, especially as a result of the recent recycling crisis.
WC4	Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$66.57	\$76.38	\$61.67	\$71.43	The increase in costs are related to the increase in the costs to landfill, and the closure of the waste consolidation site. Statewide increases to waste related costs have been incurred, especially as a result of the recent recycling crisis.
<b>Waste Conversion</b>						
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	42.95%	42.50%	37.08%	37.81%	Materially the same levels as previous financial year. The confusion around the recycling industry state-wide, may have had some impact.



## PERFORMANCE

# Active & Engaged Communities

3. Support the strength and resilience of the community through delivering actions in areas such as Youth, Libraries, Early Years, Community Planning, Art and Culture, Events and Community Grants. Monitor emerging social issues impacting the community and demonstrate leadership in advocating to government and other agencies to support the community.

Number	Action	Result
3.1	Implement Youth Strategy actions focusing on youth engagement, activating spaces and events.	In progress and ongoing. Various project and activities were delivered during the year, including school holidays activities, skate park clinics, after school programs and activities, quick response youth grants and the FReeZa program. Development of a new Youth Strategy began in late 2019/20 and will be completed in 2020/21.
3.2	Support the development of a Shire-wide Youth Trainee Scheme and establish a Social Enterprise to support young people to develop careers in the Shire.	In progress. Development of a Shire-wide Youth Trainee Scheme is scheduled for review in 2020/21. The Hepburn Hub design previously include a social enterprise café with a focus on youth, however, due to requirements of other grant funding the decision was to remove the café from the design and construction.
3.3	Review Community Planning Strategy and Policy and implement actions to support communities to deliver their priorities.	Completed A review of the Community Planning Strategy was undertaken, and a number of changes were adopted in October 2019. All 11 Community Plans will be reviewed with two existing Community Plans to be reviewed annually and one new Community Plan to be developed per year.
3.4	Continue to provide community grants to support community projects, events and initiatives.	Completed and ongoing. Council delivered a community grants program during 2019/20 and has budgeted to continue this in 2019/20.
3.5	Deliver a broad range of library programs to involve a cross-section of the community to improve literacy and access to information.	Completed and ongoing. Council has continued to manage four Libraries throughout the Shire – Clunes, Creswick, Daylesford and Trentham.

Number	Action	Result
3.6	Support the development and delivery of early years services including kindergartens, pre-schools and child-care to meet demand.	In progress and ongoing. Council continues to support the service providers. Trentham Kindergarten is currently undergoing a significant renewal project with the construction of an Integrated Childcare Facility to open in late 2020. Council has commenced planning for the introduction of three-year old kindergarten in the Shire in 2021.
3.7	Develop and commit to a statement of intent for supporting White Ribbon, raising awareness for and reducing instances of domestic violence.	Completed and ongoing. Council operates a Hepburn Shire White Ribbon Committee. The goal of the Committee is ending violence against women in all its forms. Various activities have been undertaken during the year, including Council's adoption of a Leadership Statement for the Prevention of Violence Against Women and Children.
3.8	Implement a program of delivering Communities of Respect and Equality training for Council staff.	Completed and ongoing. Council continues delivering the Women's Health Grampians Act@Work program within the organisation, which addresses four important environments that influence a respectful and equitable workplace - leadership and commitment, organisational culture, corporate policies and procedures, programs and services.
3.9	Implement Reconciliation Action Plan (RAP) actions.	Completed and ongoing. Several actions from the RAP have been delivered, including organising events to recognise and celebrate National Reconciliation Week, endorsement of a Dja Dja Wurrung Artist for public art at the Hepburn Hub at The Rex, and progressing the Jim Crow Creek renaming project.
3.10	Develop and implement a Cultural Strategy to set the future direction for art, culture and museums, in order to nurture and expand cultural experiences in the Shire.	In progress. Council has funded the development of an Arts and Culture Strategy in the 2020/21 budget.

4. Improve community amenity and accessibility in all public places, through effective local laws review and enforcement, implementation of Access and Inclusion Plan actions and monitoring property owner's compliance with the planning scheme and heritage requirements.

Number	Action	Result
4.1	Review and update Local Law #2 – Community Amenity.	Completed. Following a significant community engagement process, Council adopted a revised Local Law #2 in February 2020.
4.2	Review and update the Domestic Animal Management Plan with better provisions for animal owner responsibilities.	Completed. The Domestic Animal Management Plan was adopted by Council in November 2017. The plan will be reviewed every four years.
4.3	Implement Hepburn Shire Disability Access and Inclusion Plan (DAIP) actions.	In progress and ongoing. Actions from the DAIP continue to be implemented, including facilitating Disability Advisory Committee meetings.
4.4	Implement revised car parking inspection schedules to increase compliance with parking restrictions Shire-wide.	In progress and ongoing. Inspection process and schedules are ongoing across the Shire, including key locations such as markets.
4.5	Implement revised inspection programs for footpaths and street obstructions in town centres.	Not started. Inspection process and schedules are ongoing.
4.6	Implement and updated Planning Scheme compliance process for heritage listed streetscapes and buildings.	In progress and ongoing. Reviewing the current Planning Scheme is well underway. During the year, Council prepared and exhibited an amendment to the scheme. At the September Council meeting that amendment, including submissions, was referred to the Minister for Planning to consider.

5. Take action to encourage improved health and wellbeing of residents and to reduce the risks associated with obesity and poor nutrition. This includes the provision, development and promotion of passive and active recreation facilities and options, and working with clubs and other agencies on planning for future developments and encouraging increased activity.

Number	Action	Result
5.1	Develop plans and seek funding to construct priority projects from the Recreation Master Plans and the Walking and Cycling Strategy, and develop new Master Plans to guide future investment.	In progress and ongoing. Masterplans at Doug Lindsay Recreation Reserve, Glenlyon Recreation Reserve and Trentham Sportsground were progressed during the year. Government funding to complete significant works at the Hepburn Recreation Reserve was received, and advocacy for government funding to assist future works at reserves continues.
5.2	Continue to activate existing swimming pools and strengthen their role as a community resource, including responding to recommendations from the Creswick swimming facility review.	In progress and ongoing. Council made casual swimming pool entry free for the 2019/20 season, and this generated a significant increase in use. There were 25,164 visits in 2019/20 compared to 8,019 and 8,188 in the previous season. Council was also been successful in receiving government funding and have budgeted to complete a Shire-wide 10+ year aquatic strategy in 2020/21.
5.3	Activate recreation facilities in conjunction with clubs and committees of management, while clearly understanding each other's roles.	In progress. Council has funded a Recreation Management Model project, which although delayed, is expected to be completed in 2020/21. The project objective is to identify and clearly define the roles and responsibilities of Council, local clubs, community groups and committees of management at our recreation facilities when it comes to maintenance, development and community.
5.4	Promote the range of recreation options available in the Shire to increase participation in active recreation and reduce the risks associated with obesity.	In progress and ongoing. Council partnered with state sporting associations, key community organisations and clubs to implement social and modified programs and to promote existing activities. Council have funded an ongoing Sport and Active Recreation Projects Officer who will work closely with Clubs. Council has also participated in Health Futures Australia's Prevention Lab to identify opportunities to reduce obesity in the region.
5.5	Promote the opportunities for female participation in sport and recreation in partnership with community groups.	In progress and ongoing. Council adopted the Shire's first Active Women and Girls Strategy in May 2019, which aims to promote a healthy lifestyle, reduce social isolation and increase female participation in structured and unstructured physical activity. Implementation of the strategy will continue throughout 2020/21.
5.6	Deliver Maternal & Child Health (MCH) services that are accessible and encourage uptake by all.	In progress and ongoing. The service has been contracted to Hepburn Health Service, with 79% (increase from 77%) of children attending at least one MCH service during the year.

Number	Action	Result
5.7	Facilitate the delivery of immunisations to protect the community from preventable diseases.	In progress and ongoing. Immunisation services continue to be encouraged and delivered.
5.8	Implement improvements to our program of registrations, inspections and complaints management for food and health premises to reduce the risks to the community.	In progress and ongoing. The percentage of food safety assessments slightly decreased due to higher demand in other areas of Environmental Health, including a higher number of both wastewater permit applications and nuisance complaints. Additional resources for the team have been planned for 2020/21 to ensure that food safety assessments can be undertaken.
5.9	Implement the Hepburn Shire Council Domestic Wastewater Management Plan.	In progress. A number of action items within the plan have been completed.

6. Work with the federal and state governments during the 2019 transition of Aged Care Services to support to community to continue to receive high quality Aged & Disability services into the future. Deliver all Council services efficiently, while achieving high quality.

Number	Action	Result
6.1	Deliver in-home and centre-based aged care services, according to program targets.	In progress and ongoing. Services continue to be delivered (although below current targets) as several programs have been amended to reflect changes by State and Commonwealth funding, and COVID-19 restrictions.
6.2	Confirm the future delivery model for in-home and centre-based aged care services to our community.	In progress and ongoing. Council engaged the services of a contractor to assist officers complete a high-level overview of the proposed reforms and how our Aged and Disability service fits with the proposed changes. Given the current uncertainty around delivery and government funding, no changes have been made and delivery remains the same.

## Major Budget Initiatives

Major Initiative	Result
Increased maintenance of Aquatic facilities (\$97,000)	Council awarded an aquatic maintenance contract, a significant investment by Council of \$97,000, to improve the maintenance of the pools, resulting in a reduction of operational closures due to reactive maintenance (zero hours in 2019-20 compared to 258 hours in 2018-19).
Constructions and Refurbishment of Skate Park at Daylesford, including carparking and landscaping (\$463,000, net \$223,000)	The Daylesford Skate Park was constructed, and delivered within budget and ahead of schedule.
State and Federal Governments will continue to part fund the Home and Community Care and Commonwealth Home Support Program to deliver quality programs in aged and disability services	Services continue to be delivered (although below current targets) as several programs have been amended to reflect changes by State and Commonwealth funding, and COVID restrictions.

## Strategic Indicators

Strategic Activity	Performance Measure	Result
Youth	Total attendance at Council run youth events	2,189 people (reduction from 2,593 in 2018/19 as a number of events were cancelled due to COVID-19).
Pools	Utilisation of swimming pools	1.59 (up from 0.73) (Number of visits to aquatic facilities / Municipal population)
Community Development	Total value of community projects funded by Council grants	\$650,292
Libraries	Active library members	3,063
Maternal and Child Health	Participation in the MCH service	78.99%
Aged & Disability Services	Hours of home care services delivered	15,645

## Service Performance Indicator Results

### Aquatic Facilities

Aquatic Facilities		Results				Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	
<b>Service Standard</b>						
AF2	Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	1.2	1.2	2.6	1.2	All pools were inspected and tested throughout the season. Greater water quality issues were experienced in 2018/2019 thus increased testing was conducted in that year.
<b>Utilisation</b>						
AF6	Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	.91	1.01	0.73	1.59	There was a significant increase in the number of visits to the aquatic centres during the 2019/20 year and this was due to the fact that Council made the decision to have free entry for the entire season.
<b>Service cost</b>						
AF7	Cost of aquatic facilities <i>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</i>	New in 2020	New in 2020	New in 2020	\$15.95	A reduction in the cost per visit reflects the fact that there has been no charge for entry to the aquatic facilities in 2019/20, which resulted in significantly more visits.  <i>Note: From 2020, this indicator replaced two previous indicators: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'.</i>

## Service Performance Indicator Results

### Library Facilities

Library facilities		Results				Material Variations / Comments
Service/Indicator/Measure		2017	2018	2019	2020	
<b>Utilisation</b>						
LB1	Physical library collection usage <i>[Number of physical library collection item loans / Number of physical library collection items]</i>	5.19	4.56	4.45	3.61	Libraries were closed for just over two months of the financial year as a result of COVID-19 and only reopened in June with a reduced click and collect service. This has significantly impacted the usage as the community has been unable to browse the collection.  <i>Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.</i>
<b>Resource Standard</b>						
LB2	Recently purchased library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	80.4%	75.4%	66.9%	73.18%	There has been a collection update happening throughout the 2019/20 year and this has seen an increase in the items purchased.
<b>Participation</b>						
LB4	Active library borrowers in municipality <i>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</i>	21.11%	20.59%	19.49%	18.08%	COVID-19 has impacted the number of active borrowers due to the library services being significantly impacted since March 2020.
<b>Service cost</b>						
LB5	Cost of library service per population <i>[Direct cost of the library service / Population]</i>	\$45.11	\$45.71	\$46.99	\$44.80	The cost of delivering the library service to the community has decreased slightly as a result of the service closures throughout the COVID-19 pandemic, as opening hours were reduced.  <i>Note: Indicator is replacing previous 'Cost of library service' indicator which measured based on number of visits.</i>

## Service Performance Indicator Results

# Maternal and Child Health (MCH)

MATERNAL AND CHILD HEALTH		Results				
Service/Indicator/Measure		2017	2018	2019	2020	Material Variations / Comments
<b>Service Standard</b>						
MC2	Infant enrolments in the MCH service <i>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</i>	100.83%	101.00%	100.77%	100.89%	A high level of enrolments in the MCH program continue.
<b>Service Cost</b>						
MC3	Cost of the MCH service <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$71.26	\$74.46	\$69.33	\$86.46	The increase in the cost per hour is related to the decrease in the number of hours delivered this year. This was impacted due to COVID-19 from April to June 2020, and restrictions in the way the service was able to be delivered to ensure the safety of clients.
<b>Participation</b>						
MC4	Participation in the MCH service <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	82.27%	81.69%	77.16%	78.99%	There has been a slight increase in the number of children attending the MCH services in comparison to the number of children enrolled in 2019/20. There is no specific reason for the slight increase.
MC5	Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i>	83.87%	83.33%	88.24%	76.84%	There has been an increase in 2019/20 of the number of children identified as aboriginal and not all of those children have attended the MCH service. The small number of aboriginal children can impact the % result.
<b>Satisfaction</b>						
MC6	Participation in 4-week Key Age and Stage visit <i>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</i>	New in 2020	New in 2020	New in 2020	96.43%	There has been a good response to the number of visits for the four week key age visit.



## PERFORMANCE

# Sustainable Environment

7. Minimise waste to landfill and implement additional options for recycling. Demonstrate leadership and support the community to reduce waste creation.

Number	Action	Result
7.1	Identify and extract more value-added recycling streams out of waste at Council's transfer stations to reduce waste to landfill.	In progress and ongoing. Council is trialling a different measure to recycle and reuse material including a collaborative procurement process to respond to State Government kerbside reforms, finalisation of biodigester trial project and a local glass trial.
7.2	Implement new ways to effectively reuse green waste at transfer stations through new markets or new technologies.	In progress and ongoing. Development of new Waste Strategy has begun with the new strategy to be launched late in 2020/21
7.3	Meet requirements for closed landfills, including monitoring and responding to increased obligations through legislative changes.	In progress and ongoing. Council is continuing to monitor, manage and report on closed landfills in the Shire.
7.4	Develop a policy that includes controls on sale or use of disposable plastic items and bags on Council owned and managed land.	Not started. Council has received initial input from the community on a single-use plastics policy. A broader engagement process will be carried out, prior to finalising the policy.

8. Respond to climate change through the reduction of energy use, emissions and other resource use, and helping the community to adapt to the impacts of increased floods and fires. Undertake fire and flood risk reduction works across Council managed facilities and roads, in collaboration with other agencies and landowners to reduce fire risk to our communities.

Number	Action	Result
8.1	Implement Towards Zero Emissions Roadmap Action Plan including renewable energy generation and reducing Council's consumption.	In progress and ongoing. Council continues to address its carbon footprint through numerous actions including lighting, appliance and efficiency upgrades and transitioning to electric vehicles.
8.2	Support the community to develop and implement a 100% Community Renewable Stationary Energy Plan.	In progress and ongoing. Council worked with community groups throughout 2018/19 to develop the Zero Net Emission Transition (Z-NET) Hepburn Shire project, which is a plan to reach zero net emissions in the Hepburn Shire by 2030. Council will continue to work with the community over the coming years to continue the implementation of this plan.
8.3	Implement water efficiency and water saving measures at recreation ovals, gardens and buildings, and support the community to progress the Trentham water security project.	In progress and ongoing. Council has partnered with Central Highlands Water on two projects (Newlyn Oval Alternative Water Suppliers and the Daylesford Integrated Water Management Plan). These projects have been on hold due to COVID-19, but will recommence early in 2020/21.
8.4	Develop and implement vegetation management plans on Council managed land and advocate to other public-land managers to reduce fire risk on their land.	In progress. Council has reviewed and updated the Vegetation Management Plan for Hepburn Mineral Springs and continue to implement works detailed in the plan. Further plans continue to be developed for Daylesford Transfer Station, Lake Daylesford and Calembeen Park, with funding allocated in 2019/20 and carried-forward for delivery in 2020/21.
8.5	Understand flood-risks and prioritise works, including waterways obstruction removal, maintenance of flood mitigation infrastructure and advocate for community-supported protection measures.	In progress and ongoing. Annual inspections of priority areas have been undertaken, including in the townships of Creswick, Trentham and Clunes. Priority works have been completed.

8. Take proactive steps to protect, maintain and enhance biodiversity, including rare/endangered species and wildlife corridors, and reduction of weeds on Council land while minimising herbicide use. Partner with other stakeholders to achieve greater weed management outcomes Shire-wide.

Number	Action	Result
9.1	Implement the Hepburn Shire Biodiversity Strategy Action Plan.	In progress and ongoing. The Hepburn Shire Biodiversity Strategy has been adopted and actions contained within the Strategy are being implemented, including planning for the survey of roadside vegetation.
9.2	Implement actions to increase Council's control and management of noxious weeds on reserves and roadsides under Council's management.	In progress. Council has an annual weed management program where we partner with local Landcare groups and State Government agencies, such as the Victorian Gorse Taskforce, to maximise weed eradication efforts. This program has increased in recent years with additional Council funding and some State Government grant funds.

## Major Budget Initiatives

Major Initiative	Result
Major road and heritage street lighting upgrades (\$90,000)	Council has been partnering with Regional Roads Victoria. The project has been delayed with funding carry forward to be delivered in 2020/21.
Expanding the waste to energy project to full scale, pending the outcome of the pilot project	Completion of trial has occurred, with final reports being developed prior to a decision about proceeding to the full scale.

## Strategic Indicators

Strategic Activity	Performance Measure	Result
Waste	Waste diverted from landfill (%)	39%, up from 37%
Waste	Waste to landfill (tonnes)	4,893
Sustainability	Total scope 1 and 2 greenhouse gas emissions (t CO <sub>2</sub> -e)	1,400 t CO <sub>2</sub> -e
Sustainability	Total potable water consumption (kL)	113,872kL
Emergency Management	MEMP Audit Result - % of conformance	100% conformance



## PERFORMANCE

# Vibrant Economy

10. Contribute to the strength of the economy through the ongoing development of key regional attractions and events that enable marketing of our region, attraction of visitors, business opportunities and underpin a strong community.

Number	Action	Result
10.1	Implement the Economic Development Strategy Action Plan, including Visitor Servicing 2020, Agricultural Sector Development Plan and Doing Business with Council, Towards Zero Hepburn, Working with Business Groups.	In progress and ongoing. Visitor Servicing 2020 was adopted providing an innovative approach to visitor servicing. A Business Mentoring Program was also undertaken.
10.2	Develop, build and promote iconic walking and cycling trails, including the Creswick Trails and Daylesford Macedon Rail Trail.	In progress. The project is progressing well with the Trail Development Plan being awarded. Planning and consultation for cultural heritage assessment, historic heritage assessment, flora and fauna assessment and bushfire management statement are all awarded and underway.
10.3	Review Council's Events Strategy and implement actions to continue to support events and enhance economic development.	Completed. Council adopted the Hepburn Shire Event Strategy 2020-2025 at the June 2020 Council Meeting.
10.4	Enhance and promote visitor information services including physical Visitor Information Centres (VICs) and websites to improve the visitor experience.	In progress and ongoing. The use of social media has increased, Instagram in particular and new/evolving displays are in place within the VICs to enhance the visitor experience.

11. Implement progressive planning scheme updates and strategic land use changes to support the economy, address social issues such as availability of housing and appropriate land zoning for development.

Number	Action	Result
11.1	Review the Hepburn Planning Scheme and Municipal Strategic Statement in order to balance future growth with the preservation of our heritage and the environment.	In progress. Review of the current Planning Scheme is well underway. During the year Council prepared and exhibited an amendment to the scheme. At the September Council meeting that amendment, including submissions, were referred to the Minister for Planning to consider.
11.2	Implement the strategic planning program, including the review of existing zones and overlays.	In progress and ongoing. Review of the current Planning Scheme is well underway. During the year Council prepared and exhibited an amendment to the scheme. At the September Council meeting that amendment, including submissions, were referred to the Minister for Planning to consider, including a strategic planning program.
11.3	Implement recommendations of the Rural Land Use study.	Not started. Rural Land Use will be assessed after the current project of the review of the Planning Scheme.
11.4	Incorporate a Drainage Contribution Scheme into the Hepburn Planning Scheme.	In progress. Review of the current Planning Scheme is currently underway, with contractors appointed to assist, with the work to be completed late 2020. Drainage Contribution Scheme will be a consideration in the Planning Scheme Review and form part of the strategic planning program.

## Major Budget Initiatives

Major Initiative	Result
Continuation of the construction of the Creswick Mountain Bike Trails (\$981,000)	Project construction did not commence as expected. The project is nearing the end of the detailed design phase. Completion of this phase will see agreement from land managers, the Project Control Group on the trail alignment and background reports to submit a planning permit.
Support the region's small-scale producers to increase their economic potential through Hepburn Hub for Premium Produce (\$236,000, net \$30,000)	Project has commenced and has a duration of three-years. Council has employed an Artisan Agriculture Facilitation Specialist who is leading the project, appointed a Project Advisory Group and conducted a number of interviews and workshops.

## Strategic Indicators

Strategic Activity	Performance Measure	Result
Economic Development - Visitations	Number of visits to physical and online (virtual) Visitor Information Centres	120,405 visits (down from 140,377 visits in prior financial years, as VIC were closed for the majority of quarter 4 due to COVID-19 restrictions)



## PERFORMANCE

# High Performing Organisation

12. Enhance our processes and systems to deliver excellent customer service. To achieve this, we will focus on internal collaboration and new ways of working, combined with a continued focus on effective and timely communications, engagement and consultation. We will focus on achieving higher customer satisfaction through making it easier to work with Council and by closing the loop on requests received from our community and other customers.

Number	Action	Result
12.1	Implement a revised Performance Reporting System to enable real time reporting and feedback on Council Plan, Budget and Business Plan projects.	Completed in 2017/18.
12.2	Develop and roll-out online systems of forms and payments that is underpinned by a customer-centric process.	In progress and ongoing. Councils corporate website underwent a redesign in 2018/19 and online forms are being released.
12.3	Roll-out the Frequently Asked Questions database on our website for the public to access.	In progress. Council's corporate website underwent a redesign in 2018/19 and the possibility functionality to allow the FAQs is being investigated.
12.4	Improve communications to the public by implementing new online social media platforms to complement Facebook page and website communications.	Completed. Council utilises the social media channels of LinkedIn and YouTube, while our Facebook pages continue to grow. The corporate Council Facebook page has over 3,750 likes.
12.5	Provide staff training to deliver increased customer communication when responding to requests and while processing transactions.	In progress and ongoing. Covered through internal processes such as special briefings, ongoing training, increased social media activity and website improvements.
12.6	Set improvement targets for timeframes for responding to customer enquiries and requests.	Not started. A customer service charter is planned to be developed in the next financial year. Monthly customer request reports are tabled at Council meetings.

13. Deliver sustainable financial management, supported by effective long-term financial planning (10 years), cost savings and efficient purchasing, and developing additional income streams beyond rates revenue.

Number	Action	Result
13.1	Implement a revised Performance Reporting System to enable real time reporting and feedback on Council Plan, Budget and Business Plan projects.	In progress. To be reviewed in 2020/21 as part implementation of the new Local Government Act 2020.
13.2	Deliver annual efficiency and cost saving actions, and contribute savings to the debt management reserve.	In progress and ongoing. Council has contributed \$200,000 to the debt management reserve in 2019/20, which now has a balance of \$1,592,000.
13.3	Lease available commercial spaces resulting from the Hepburn Hub in order to increase rental income.	In progress. Project expected for completion in 2020/21. Council has been successful in obtaining State Government funding to assist in the creation of a co-working space within the Hepburn Hub.
13.4	Conduct a detailed review of user-pays fees, including benchmarking similar councils and neighbours and, where appropriate, adjust fees to better reflect cost of delivering the service.	Not started. To occur in 2021/22.

14. Develop our staff to enhance their work experience and enable them to deliver great outcomes to our community. Through a focus on their careers and developing new skills, we will build a positive culture and develop new leaders of the future.

Number	Action	Result
14.1	Deliver the Leadership Development Program for Managers, Coordinators and Emerging Leaders to develop our staff and build a high-performing culture.	In progress and ongoing. Staff, including Managers, Coordinators and Emerging Leaders, continue to undertake various individual and corporate training throughout the year.
14.2	Review and update the Performance Excellence Program (PEP) to better support our staff to set objectives and to measure performance.	In progress and ongoing. Some team leaders have had training in this area. This is an ongoing activity.
14.3	Recruit and develop trainees, graduates and apprentices to help young people build careers locally.	In progress and ongoing. In 2019/20, Council implemented a new Junior Lifeguard Program. The program allowed seven young people within the Shire to have paid employment, gain qualifications and develop self-confidence and leadership qualities.
14.4	Undertake Staff Satisfaction Surveys to measure key value drivers and to identify areas for improvement.	In progress and ongoing. Pulse Surveys were conducted twice throughout the year to assess employee engagement. This will be an ongoing six-monthly survey for staff.

15. Make Occupational, Health, Safety and Wellbeing an embedded part of our culture and the number one focus every day. We will continuously improve our systems and actions to make sure people go home safe and well every day.

Number	Action	Result
15.1	Implement updated Occupational Health and Safety procedures to better manage the risks to staff, Councillors, volunteers, contractors and the public.	In progress and ongoing. Various procedures were reviewed and/or implemented during the year.
15.2	Implement a program of training for staff and volunteers to implement the updated Occupational Health and Safety management system.	In progress and ongoing. Training programs delivered included new Employee Induction, Manual Handling, Emergency Management, OHS Awareness (Leadership Team), and various online modules
15.3	Deliver a program of internal checking for Occupational Health and Safety, including clarification of roles and responsibilities for Occupational Health and Safety.	In progress and ongoing. The Municipal Association of Victoria Workcare OHS Improvement Program Progress Verification continues to assess the OHS Management System and suggested changes for continuous improvement.

16. Deliver good governance and integrity in all our actions, and take steps to improve organisational efficiency including regular process improvements.

Number	Action	Result
16.1	Deliver a regular program of staff and Councillor governance training, including providing external development opportunities.	In progress and ongoing. Various governance opportunities are explored through the MAV. Significant training is planned as part of Council's induction program following Council elections in October 2020.
16.2	Implement IT Strategy actions to improve the speed, ease of use and security of Council's information, which enables better customer service delivery.	In progress and ongoing. Council has implemented several initiatives to improve security and provide improvements to the network speed and reliability. The entire workforce now can work in remote locations, including office-based roles.
16.3	Deliver an annual program of internal and external audits in conjunction with the Audit and Risk Advisory Committee.	In progress and ongoing. Several internal audits have been conducted in accordance with the adopted internal audit plan.
16.4	Update the special committee guidelines and deliver training to community members on committees to support them deliver their roles.	Not started. The role of special committees is being reviewed in line with the Local Government Act review. Community Asset Committees were endorsed by Council in August 2020, and in the lead up and subsequent training of committee members will occur.
16.5	Review the process for following up infringements and implement a refined process that enables more efficient follow-up and better collection of revenues.	Complete. The process has been reviewed. The handling and follow-up of infringements are being managed through the Finance Department.

## Major Budget Initiatives

Major Initiative	Result
Purchase of hardware, software and accessories as part of the ICT capital and renewal budget (\$278,000)	Completed. Various purchases occurred to continue to improve the security, usability and functionality of key software systems.

## Strategic Indicators

Strategic Activity	Performance Measure	Result
Governance	Making decisions in the interests of the community	38 of 100
Communications	Community Consultation & Engagement	41 of 100
Customer Service	Average time to close all external customer requests - average days	22.85 days
Food Safety	Food safety assessments completed for class 1 and 2 premises	74%
Animal Management	Time taken to respond to animal management requests	1.58 days
Statutory Planning	Median time taken to decide planning applications	53 days
Statutory Planning	Planning applications decided within 60 days	61%

## Service Performance Indicator Results

### Governance

GOVERNANCE						
Service/Indicator/Measure	2017	2018	2019	2020	Material Variations / Comments	
<b>Transparency</b>						
G1	Council decisions made at meetings closed to the public <i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors ] x100</i>	10.76%	10.38%	9.35%	3.03%	There was a decline in the percentage of Council decisions made in closed council meetings during the period. Council are working towards being a more open and transparent tier of government and make decisions in open meetings, apart from where there is commercial in confidence information or information that may prejudice Council or any other person.
<b>Consultation and Engagement</b>						
G2	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	47.00	50.00	51.00	41.00	Contentious issues may have impacted the result of the independent community satisfaction survey. Council will undertake community consultation as part of the development of a new Community Engagement Policy, which is required to be in place by 31 March 2021 per the new Local Government Act 2020.
<b>Attendance</b>						
G3	Councillor attendance at council meetings <i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</i>	96.19%	90.48%	84.76%	96.94%	An increase to Councillor attendance at meetings is evident.

## GOVERNANCE

Service/Indicator/Measure	2017	2018	2019	2020	Material Variations / Comments	
<b>Service cost</b>						
G4	Cost of elected representation <i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>	\$33,956	\$38,289	\$37,149	\$37,815	Only a minor increase in the cost of elected officials for 2019/20 (1.8%), which is in line with reasonable cost increases.
<b>Satisfaction</b>						
G5	Satisfaction with council decisions <i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>	45.00	49.00	52.00	38.00	During the reporting period, Council was reviewing Local Law No 2, there was some community objection to changes of Local Law No 2 and this has impacted the indicator.

## Service Performance Indicator Results Animal Management

ANIMAL MANAGEMENT		Results				
Service/Indicator/Measure	2017	2018	2019	2020	Material Variations / Comments	
<b>Timeliness</b>						
AM1	Time taken to action animal management requests. <i>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]</i>	2.52	2.99	2.26	1.58	There were a 140 less animal management requests in 2019/20, and therefore the response to these requests could be managed more quickly. It is difficult to ascertain the reason for the drop in requests, but the impact of people working from home due to COVID-19 is expected to have had contributed.
<b>Service Standard</b>						
AM2	Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x100</i>	30.36%	11.59%	20.00%	83.33%	Council performance improved during the year reflecting increased success in reuniting animals with their owners.
AM5	Animals rehomed <i>[Number of animals rehomed / Number of animals collected] x100</i>	New in 2020	New in 2020	New in 2020	55.56%	Council performance improved during the year reflecting increased success in reuniting animals with their owners. <i>Note: New indicator for 2019/20 financial year.</i>

## Service Performance Indicator Results Animal Management (Continued)

ANIMAL MANAGEMENT		Results				Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020		
<b>Service Cost</b>						
AM6	Cost of animal management service per population <i>[Direct cost of the animal management service / Population]</i>	\$12.21	\$12.82	\$9.11	\$8.29	<p>There has been a reduction in the cost of animal services per population. There has been no significant change to the service delivery of animal management services, however, as the number of requests have reduced, costs (such as overtime) have been able to be minimised.</p> <p><i>Note: Indicator is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals.</i></p> <p><i>Note: Indicator is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals.</i></p>
<b>Health and Safety</b>						
AM4	Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	New in 2020	New in 2020	New in 2020	0%	<p>There were no prosecutions in 2019/20.</p> <p><i>Note: Indicator is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion.</i></p>

## Service Performance Indicator Results

### Food Safety

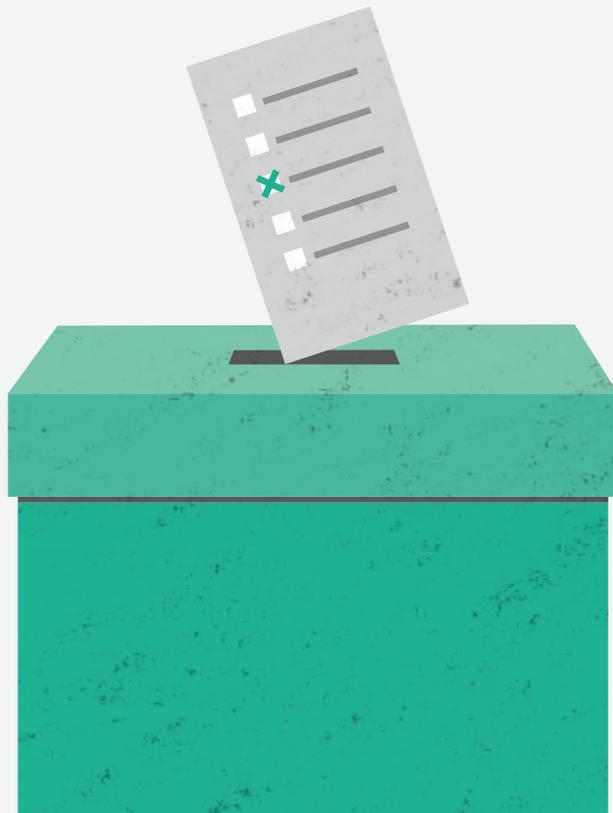
FOOD SAFETY		Results				Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020		
<b>Timeliness</b>						
FS1	Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	1.20	2.83	3.00	1.50	There has been a reduction in the number of complaints received, and as a result officers have been able to prioritise and respond to the more efficiently.
<b>Service Standard</b>						
FS2	Food safety assessments <i>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</i>	79.79%	89.64%	92.11%	74.30%	As a result of COVID-19, Environment Health Officers have provided key resources to the response and ensuring the safety of the community. Additional resources for the team have been planned for 2020/21 to ensure that food safety assessments can be undertaken.
<b>Service Cost</b>						
FS3	Cost of food safety service <i>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</i>	\$376.78	\$435.70	\$439.11	\$449.60	A minimal (2.4%) increase in the cost of food safety for 2019-20, which is in line with standard cost increases.
<b>Health and Safety</b>						
FS4	Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	60%	100%	75%	100%	100 % of major non-compliances were followed up during 2019/20.

## Service Performance Indicator Results

# Statutory Planning

STATUTORY PLANNING		Results				Material Variations / Comments
Service/Indicator/Measure	2017	2018	2019	2020		
<b>Timeliness</b>						
SP1	Time taken to decide planning applications <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	39	41	84	53	There has been a significant decrease in the median processing time. Council initiated a project in 2019/20 to review the delivery method of planning services to reduce processing times and significantly increased planning resources.
<b>Service Standard</b>						
SP2	Planning applications decided within required time frames <i>[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100</i>	81.46%	76.92%	57.35%	60.99%	Council initiated a project in 2019/20 to review the delivery method of planning services to reduce processing times and significantly increased planning resources. This will improve the number of applications decided within the required time frames in future years.
<b>Service Cost</b>						
SP3	Cost of statutory planning service <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$1,685	\$1,774	\$1,643	\$1,662	Increase in the resource numbers has resulted in a minor increase in the cost per planning service.
<b>Decision Making</b>						
SP4	Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	100%	33%	50%	0%	1 decision was set aside at VCAT during the year.

# *Governance, Management & Other Information*



# Governance

*Hepburn Shire Council is constituted under the Local Government Act Local Government Act 2020 to provide leadership for the good governance of the municipal district and the local community.*

It is an interesting time for local government in Victoria with the Local Government Act 2020 receiving Royal Assent on 24 March 2020 to repeal and replace the Local Government Act 1989. This is a progressive and staged implementation, with various parts of the 2020 Act coming into force at different times, with transitional arrangements from one to the other.

The new Local Government Act 2020 is the most ambitious reform to the local government sector in over 30 years. The Act is a principle-based legislation and aims to improve local government democracy, accountability and service delivery for all Victorians. The Local Government Act 2020 will be proclaimed in four stages:

- Stage 1 - 6 April 2020
- Stage 2 - 1 May 2020
- Stage 3 - 24 October 2020
- Stage 4 - 1 July 2021

And the first phase of reforms was proclaimed on 6 April 2020. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that we meet the community's needs. The community has many opportunities to provide input into Council's decision-making processes, including community consultation sessions and public forums (such as ward meetings and public participation provisions within each ordinary meeting of Council).

Council's formal decision-making processes are conducted through Council meetings and Special Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

## Council Meetings

**Council conducts Ordinary Meetings on the third Tuesday of each month, and Special Meetings as required. These meetings are open to the public and usually held at the Daylesford Senior Citizens Centre.**

Since May 2020, COVID-19 Government directed restrictions have meant that these meetings have been held virtually via video conference so, the business of Council can continue to be transacted.

The COVID-19 Omnibus (Emergency Measures) Act 2020 was passed into Law on 23 April 2020 and came into effect on 1 May 2020 which allowed for Council to hold ordinary and special council meetings virtually. The Minister's Good Practice Guideline MGPG-1: Virtual Meetings governs the conduct of meetings. In line with these guidelines, meetings have been live streamed to Council's Facebook account, to maintain the accessibility of these meeting to the public and are archived on Council's website for review.

Councillors are also briefed on relevant issues during informal Confidential Councillor Briefing sessions throughout the month and for much of 2020 this was done virtually

In August 2020, Council adopted its Governance Rules to promote a robust and transparent approach to the conduct of meetings and associated meeting procedure of Council Meetings. The adoption of Council's Governance Rules was a requirement for all local government agencies to prepare under section 60 of the Local Government Act 2020, which received Royal Assent on 24 March 2020.

Council meetings also provide the opportunity for community members to submit questions to the Council, or ask to address Council regarding an item.

For the 2019/2020 year, Council held the following meetings:

- 10 ordinary council meetings (The April 2020 Meeting was cancelled due to COVID-19 restrictions and no Ordinary Meeting was held in January)
- Four special council meetings

The following table provides a summary of Councillor attendance at council meetings and special council meetings for the 2019/2020 financial year.

Councillors	Council Meeting	Special Council Meeting	Total
Cr John Cottrell	10	4	14
Cr Don Henderson	10	4	14
Cr Licia Kokocinski	10	4	14
Cr Greg May	9	4	13
Cr Neil Newitt	10	3	13
Cr Kate Redwood AM	9	4	13
Cr Fiona Robson	10	4	14

## Special Committees

Special Committee	Purpose
Creswick Museum Special Committee	To administer, manage and control the historic Creswick Museum building and collection of artworks and artefacts.
Dean Recreation Reserve and Tennis Courts Special Committee	To manage, control, operate and maintain the Dean Recreation Reserve and Tennis Courts.
Drummond Hall Special Committee	To manage, control, operate and maintain the Drummond Hall premises.
Glenlyon Recreation Reserve Special Committee	To administer, maintain and control the Glenlyon Recreation Reserve.
Lee Medlyn Home of Bottles Special Committee	To administer, manage and control the property of the Clunes Historic Medlyn Complex, the Lee Medlyn Bottle collection, the Eberhard Factory and other collectables and displays contained in the facility.
Lyonville Hall Special Committee	To manage, control, operate and maintain the Lyonville Hall.

## Advisory Committees

Council has a number of Advisory Committees.  
The purpose of these committees:

Advisory Committee	Purpose
International Women's Day Heather Mutimer Women's Honour Roll Organising Committee	Provide advice to Council on the International Women's Day (IWD) Women's Honour Roll nomination process, and organise the Heather Mutimer Women's Honour Roll event.
Mineral Springs Reserves Advisory Committee	Provide advice to assist Council plan for, prioritise and implement maintenance works and major projects across all Mineral Springs Reserves within the given parameters and funding opportunities.
Public Art Panel Committee	Provide advice to assist Council to make decisions about public art projects and acquisitions.
Audit & Risk Advisory Committee	Oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.
Reconciliation Action Plan (RAP) Advisory Committee	<p>The Committee is comprised of non-indigenous and Aboriginal and Torres Strait Islander participants and its functions include:</p> <ul style="list-style-type: none"> <li>• To represent Aboriginal and Torres Strait Islander community and provide input on the interests, needs and experiences identified by the Aboriginal and Torres Strait Islander community.</li> <li>• To provide feedback on the methodology and research processes involved in developing each RAP stage (Reflect, Innovate, Stretch and Elevate).</li> <li>• To support and assist with research and community engagement activities.</li> <li>• To represent their respective organisations, sectors or groups.</li> <li>• To communicate feedback on the RAP development between organisations, the community and Council.</li> <li>• To promote a shared knowledge and understanding of the Shire's commitment to reconciliation.</li> <li>• To discuss issues and concerns and recommend ways forward.</li> <li>• To provide advice and comment on the RAP framework and priorities identified by Council for the Plan.</li> </ul>
Disability Advisory Committee (DAC)	<p>The DAC will collaborate with Council to ensure that there is a proactive, two-way conversation and advice about how to effectively implement the actions in the Disability Access and Inclusion Plan and address other access issues as they arise.</p> <p>The DAC will also act as Council's disability representatives in the community to seek broader views on access issues and develop proactive solutions to effectively address access issues as they arise.</p>
Hepburn White Ribbon Committee	The Hepburn White Ribbon Committee (HWRC) was established in 2016 to join the International White Ribbon Day (WRD) campaign to eliminate violence against women in our society. HWRC works with all sectors of the community to create social awareness and cultural change around the issue of violence against women.

## Code of Conduct

**The Local Government Act 1989 required Council to develop and approve a Councillor Code of Conduct within 12 months after each general election.**

On 07 February 2017, Council adopted a revised Councillor Code of Conduct which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's stakeholders
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately

In addition to setting out the Councillor Conduct Principles, the code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- Roles and relationships
- Dispute resolution procedures

## Conflict of Interest

**Councillors are elected by the residents and ratepayers to act in the best interests of the community.**

This is a position of trust that requires Councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings.

While the procedures vary depending on the particular role and circumstances, in general, they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from exercising their public duty. A register is maintained to record disclosed conflicts of interest. During 2019/2020, 13 conflicts of interest were declared at Council meetings.

## Councillor Allowances

*In accordance with Section 74 of the Local Government Act 1989, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.*

The Victorian Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of the municipality. Hepburn Shire Council is recognised as a category 1 council.

Councils are required to review allowance levels by 30 June in the year following a general election and the allowance level determined remains in effect for the full term of the Council.

For the period 1 July 2019 to 30 November 2019, the Councillor annual allowance for a category 1 council (as defined by the Local Government Act 1989) was fixed

at \$21,049 per annum and the allowance for the Mayor was \$62,884 per annum. The Minister for Local Government approved an annual adjustment factor increase of 2.0% effective from 01 December 2019 pursuant to section 73B(4) of the Local Government Act 1989 .

The annual allowances were adjusted for the period 1 December 2019 to 30 June 2020 at \$22,960 per annum for the Councillor allowance and \$68,594 per annum for the Mayoral allowance. An amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 per cent) is payable in addition to these amounts.

The following table contains a summary of the allowances paid to each Councillor during the year.

Councillors	Councillor Allowance	Total expenditure by Councillor
Councillor Expenses & Resources Guidelines Reference		
Cr Kate Redwood AM	\$22,769.15	\$22,769.15
Cr Greg May	\$22,769.15	\$22,769.15
Cr Neil Newitt	\$22,769.15	\$22,769.15
Cr Licia Kokocinski	\$51,333.83	\$51,333.83
Cr Fiona Robson	\$22,769.15	\$22,769.15
Cr Don Henderson	\$39,460.51	\$39,460.51
Cr John Cottrell	\$22,769.15	\$22,769.15
<b>TOTAL</b>	<b>\$204,640.09</b>	<b>\$204,640.09</b>

## Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council. The details of the expenses for the 2018/19 year are set out in the following table.

Councillor	Conferences & Functions	Travel	Communication	Carer Expenses	Total expenditure by Councillor
Councillor Expenses & Resources Guidelines Reference	2.1	2.2 & 2.3	2.4, 2.5 & 2.6	2.7	
Cr Kate Redwood AM	\$250.00	\$0.00	\$507.90	\$0.00	\$757.90
Cr Greg May	\$0.00	\$754.65	\$296.00	\$0.00	\$1,050.65
Cr Neil Newitt	\$90.00	\$1,745.85	\$1,646.90	\$0.00	\$3,482.75
Cr Licia Kokocinski	\$665.45	\$8,186.87	\$635.51	\$0.00	\$9,487.83
Cr Fiona Robson	\$614.09	\$3,300.00	\$414.28	\$0.00	\$4,328.37
Cr Don Henderson	\$90.00	\$4,840.04	\$1,376.06	\$0.00	\$6,306.10
Cr John Cottrell	\$490.00	\$2,710.49	\$765.68	\$0.00	\$3,966.17
<b>Total Expenditure by cost category</b>	<b>\$2,199.54</b>	<b>\$21,537.90</b>	<b>\$5,642.33</b>	<b>\$0.00</b>	<b>\$29,379.77</b>

Note: Travel - Cost is inclusive of Mayoral vehicle allocation

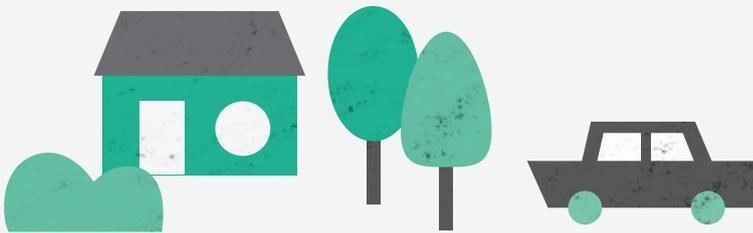
# Management

*Council has implemented several statutory and better practice items to strengthen its management framework.*

Having strong governance and management frameworks leads to better decision making by Council.

The Local Government Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.



## Audit and Risk Committee

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.

### Independent Members:

- Ms Carol Pagnon
- Mr Robert Taylor
- Ms Rachelle Tippett
- Mr Trevor Shard

### Councillor Members:

- Cr Licia Kokocinski (November 2019 onwards)
- Don Henderson (up until September 2019)
- Cr John Cottrell

## Attendance at Committee Meeting:

1 July 2019 – 30 June 2020

Attendee	Meeting
Carol Pagnon	4 of 5
Robert Taylor	5 of 5
Rachelle Tippett	4 of 5
Trevor Shard	5 of 5
Cr Licia Kokocinski (appointed to Committee November 2019)	4 of 4
Cr John Cottrell	4 of 4
Cr Don Henderson (left Committee November 2019)	1 of 1

At these meetings the committee considers the following agenda items:

- Review of key risks and controls
- Summary of monthly finance reports
- Summary of monthly management reports
- Mid-year budget review
- Annual budget review
- Review of councillor expenses
- Internal audit reports issued
- External audit reports and management letters
- Review of compliance obligations
- Progress on internal and external audit recommendations
- Policy and procedure review
- Hepburn Hub Project Update
- Trentham Hub Project Update
- Creswick Trails Project Update

## Internal Audit Reviews

**Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place. Internal audits are resourced by an external provider. A risk based three-year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas.**

The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes and management input. The Internal Audit Plan is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit and Risk Advisory Committee meeting to report on the status of the Internal Audit Plan, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible manager and tracked in Council's performance management system.

### Internal Audit reviews conducted in 2019/20:

- HLB Mann Judd  
Privacy Management (incl. Victorian Data Privacy Security Standards – VDPSS as better practice)
- HLB Mann Judd  
Project Management (with specific focus on Hepburn Hub - Rex Project)
- HLB Mann Judd  
Workforce Planning and Development – Gap Analysis
- HLB Mann Judd  
Follow up / Outstanding Actions IA Recommendations

## Risk Management

In July 2013, Council adopted its Risk Management Strategic Framework and Policy in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines

### The Risk Management Framework and Policy addresses items such as:

- Risk management culture and branding
- Communication and training
- Best practice in risk management
- Development and implementation of action plans for all high and urgent rated risks
- Responsibilities of and to internal and external stakeholders
- Risk registers and risk management software implementation
- The Council planning cycle, budget cycle and annual audit cycle
- A performance measurement system to determine the effectiveness of the framework

The Risk Management Strategic Framework and Policy is due to be updated in early 2021.

## Major Contracts

List of contracts entered into by Council during 2019/2020 valued at \$150,000 for goods or services or \$200,000 for works or more of a kind specified in section 186(5) (a) and (c) of the Local Government Act 1989.

Contract Name	Title of Contract	Term of Contract	Value of Contract
HEPBU.RFT2019.042	Supply & Delivery of Two (2) CCF Class 5 Backhoe Loaders	Project delivery	\$350,000.00
HEPBU.RFT2019.072	Drummond Hall Refurbishment	Project delivery	\$141,355.00
HEPBU.RFT2019.093	Panel Selection for Asphalt Suppliers	2 years with 2 x 1 year options to extend	Schedule of Rates
HEPBU.RFT2019.095	Reconstruction of Telegraph Road, Newlyn North	Project delivery	\$362,301.59
HEPBU.RFT2019.101	Footpath Expansion and Renewal in Hepburn Shire 2019/20	Project delivery	\$131,683.00
HEPBU.RFT2019.103	Scheduled & Unscheduled Tree Removal & Maintenance within Hepburn Shire	2 years with 1 x 1 year options to extend	Schedule of Rates
HEPBU.RFT2019.114	Construction of Child Care facility in Trentham	Project delivery	\$566,709.00
HEPBU.RFT2019.119 A	Dry Hire of Equipment, Plant and Vehicles	3 years with 2 x 1 year options to extend	Schedule of Rates
HEPBU.RFT2019.133	Hepburn Shire Aquatics Maintenance Contract	3 years	Schedule of Rates
HEPBU.RFT2019.138	Road Upgrades in Trentham	Project delivery	\$308,997.84

Contract Name	Title of Contract	Term of Contract	Value of Contract
HEPBU.RFT2019.146	School Road Community Liveability Project Clunes Victoria	Project delivery	\$294,515.20
HEPBU.RFT2019.156	Trentham Community Hub Design	Project delivery	\$187,290.00
HEPBU.RFT2019.165	Dairy Flat Road, Musk Upgrade	Project delivery	\$582,912.88
HEPBU.RFT2019.169	Supply and Delivery of Personal Protection Equipment (PPE) in Hepburn Shire	2 years with 2 x 1 year options to extend	Schedule of Rates
HEPBU.RFT2019.175	Trentham Streetscape Upgrades	Project delivery	\$263,000.00
HEPBU.RFT2019.179	Reconstruction of Back Glenlyon Road, Coomoora	Project delivery	\$478,801.60
HEPBU.RFT2020.012	Reconstruction of Old Ballarat Road, Daylesford	Project delivery	\$597,336.95
HEPBU.RFT2020.042	Wet Hire of Equipment, Plant and Minor Works	3 years with 2 x 1 year options to extend	Schedule of Rates
HEPBU.RFT2020.056	Clunes Town Hall and Court House Remedial Works – Stage A	Project delivery	\$544,327.98

# Governance & Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
1 Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	20/10/2015 Policy is currently out of date and will be reviewed including community consultation as part of the development of a new Community Engagement Policy, as required by the new Local Government Act 2020.
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	18/04/2017
3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	21/07/2020
4 Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and the other resources required)	21/07/2020
5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Date of operation: <ul style="list-style-type: none"> <li>• Bridges 31/05/2010</li> <li>• Buildings 31/07/2010</li> <li>• Open Space 31/05/2011</li> <li>• Roads 31/07/2010</li> </ul>
6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	21/06/2016
7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	16/07/2013 Council currently has a Risk Management Policy. The policy was developed in 2013 and was due to be reviewed in 2017. This has not been reviewed to date. Council are currently resourcing the organisation with risk specialists to support the implementation of a risk management framework and revision of risk management policies and procedures.

8	Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	19/08/2014 Council have a Fraud Prevention Policy that was developed in August 2014 and was due for review in 2018. This will be a focus for the organisation to revise and update. Council still operate within this current policy, albeit overdue for review.	✓
9	Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	6/09/2018	✓
10	Procurement policy (policy under section 186A of the Local Government Act 1989 outlining matters, practices and procedures that will apply to all purchases of goods, services and works)	17/10/2019 Council have a Procurement Policy pursuant to section 186A of the 1989 Act. This was revised in 2019 and will be revised in 2021 again in line with the 2020 Act implementation.	✓
11	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	16/11/2017	✓
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	25/05/2017	✓
13	Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	16/07/2013 Council have a strategic risk management framework, but this is currently under review with the intention of this revision to be undertaken late 2020 and into 2021.	✓
14	Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	18/08/1998 Council have a functioning and established ARAC which meets quarterly and out of session when required to do all the things required under its obligations under the local government act 1989 (prior to 01 September 2020) and its Charter and workplan.	✓

15	Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	19/12/2018 Council have an internal audit function and its internal auditors are HLB Mann Judd.	✓
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	1/07/2019	✓
17	Council Plan reporting (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Adopted Annual Plan - 16/7/2019 Quarter 1 Review - 19/11/2019 Quarter 2 Review - 18/02/2020 Quarter 3 Review - 19/05/2020 Quarter 4 Review - 18/08/2020	✓
18	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Annual Report - 17/9/2019 Quarter 1 - 19/11/2019 Quarter 2 - 18/2/2020 Quarter 3 - 19/5/2020	✓
19	Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	17/09/2019 19/11/2019 18/02/2020 19/05/2020	✓
20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	17/09/2019 24/02/2020	✓
21	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	17/09/2019	✓
22	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	07/02/2017 Council currently have a current Councillor Code of Conduct. The next review of the Code of Conduct will be undertaken due to legislative requirements by 24 February 2020.	✓

23	Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	19/11/2019	✓
Council last reviewed its delegations in November 2019. In line with the 2020 Act requirements, officers are preparing the instruments of delegation as required under the 2020 Act for adoption and execution prior to the 01 September 2020.			
24	Meeting procedures (a local law governing the conduct of meetings of council and special committees)	18/11/2014	✓
*Meeting procedure component of Local Law Replaced by Governance Rules and Election Period Policy on 25 August 2020		Council are currently developing Governance Rules that will govern the meeting procedure of Council and delegated committees of Council. The Local Law will stay in effect but essentially only govern the regulation of the common seal and the conduct of meetings, and the governance rules takes precedence with respect to meeting procedure. The governance rules will be adopted by Council no later than 1 September 2020.	

I certify that this information presents fairly the status of Council's governance and management arrangements.

**Evan King**

Chief Executive Officer



Dated: 25 November 2020

**Cr Licia Kokocinski**

Mayor

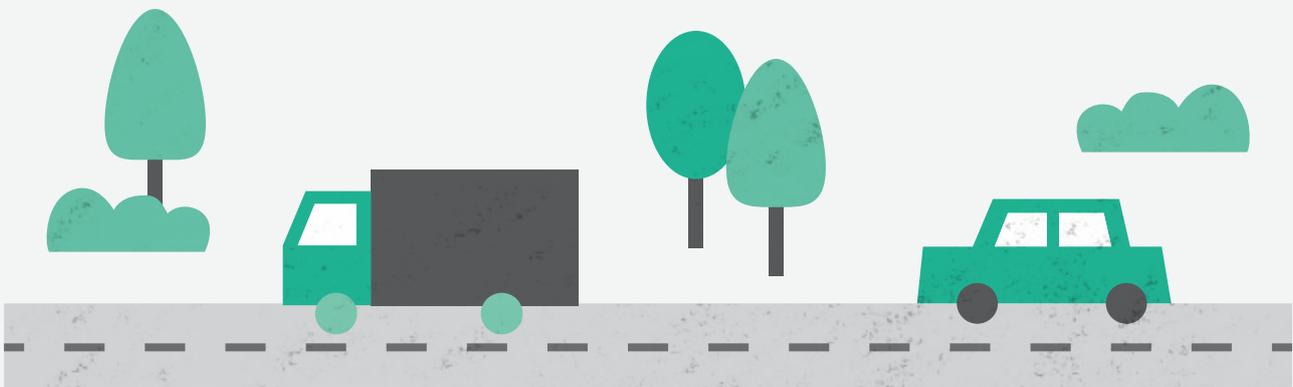


Dated: 25 November 2020

# The summary of the financial report

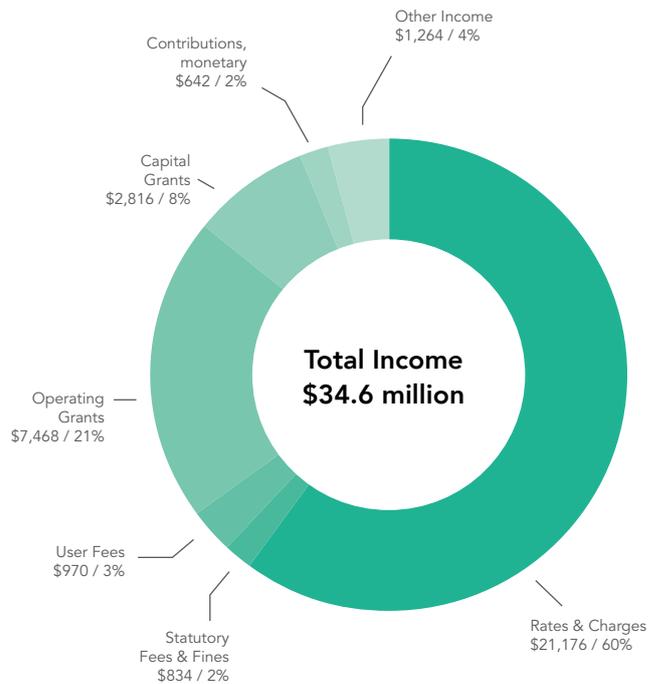
## Overview

- A surplus of \$1.9 million (2018/19; \$4.6 million) against an original budget of \$3.0 million.
- A net asset revaluation increment (non-cash) of \$24.2 million (2018/19; \$13.1 million)
- Revenue of \$34.6 million (2018/19; \$35.0 million) with 61% coming from rates and charges (2018/19; 59%)
- Operating expenditure of \$32.8 million (2018/19; \$30.4 million), with 43% attributable to employee costs (2018/19; 41%) and 33% attributable to materials and services (2018/19; 33%)
- \$295.0 million in capital assets (at written down value), providing community facilities, roads, bridges and other infrastructure (2018/19; \$270.0 million)
- Cash and other financial assets of \$20.3 million (2018/19; \$18.9 million), which after excluding external restrictions and internal allocations, provides revised cash and cash equivalents of \$1.3 million (2018/19; \$3.7 million)
- \$4.0 million in loans and borrowings (2018/19; \$4.4 million).



## Income

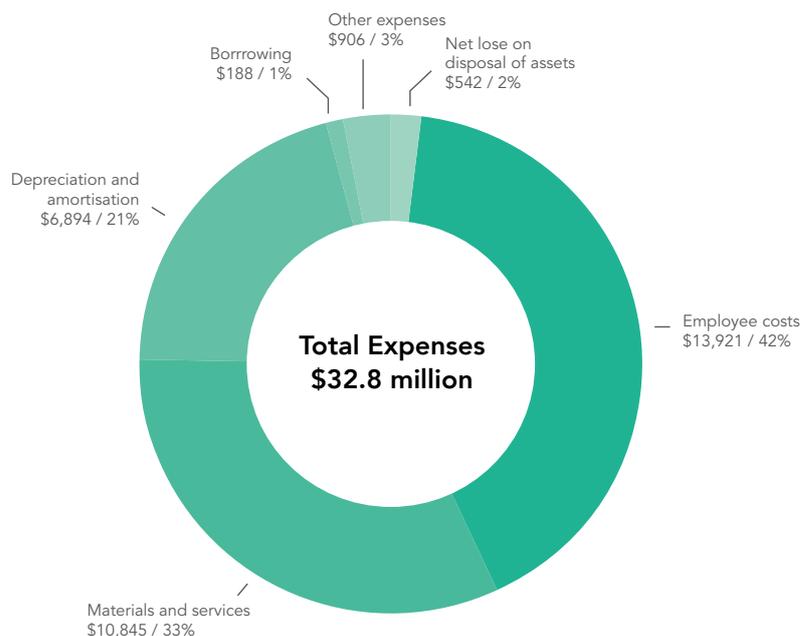
Total income for the financial year was \$34.6 million (2018/19; \$35.0 million). This included \$2.8 million of capital grants (2018/19; \$2.2 million)



## Expenses

Council incurred a total of \$32.8 million in expenditure in the 2019/20 financial year (2018/19; \$30.4 million)

As a service-based entity, Council's main costs are employee costs. Employee costs for 2019/20 were \$13.9 million or 43% of total expenses (2018/19; \$12.5 million or 41%). Materials and services for 2019/20 were \$10.8 million or 33% of total expenses (2018/19; \$10.1 million or 33%).



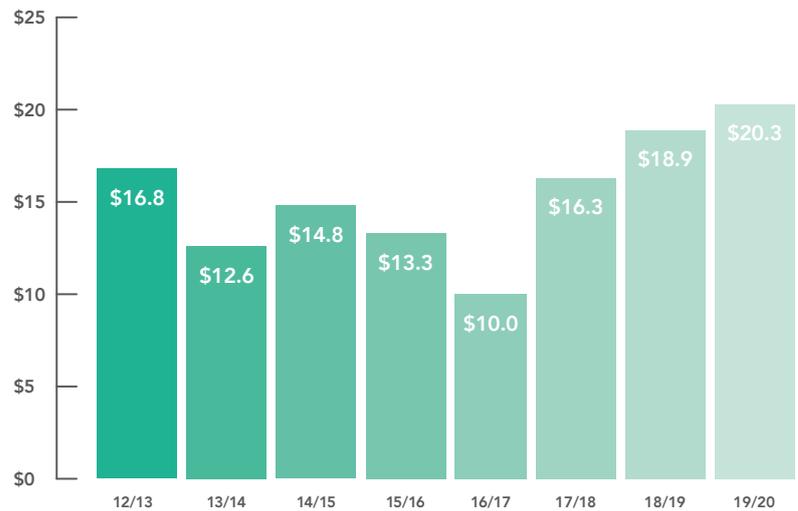
# Financial Strength

*Council's major assets comprise cash and property, infrastructure, plant and equipment. Detailed information is provided in Council's Financial Report and Performance Statement.*

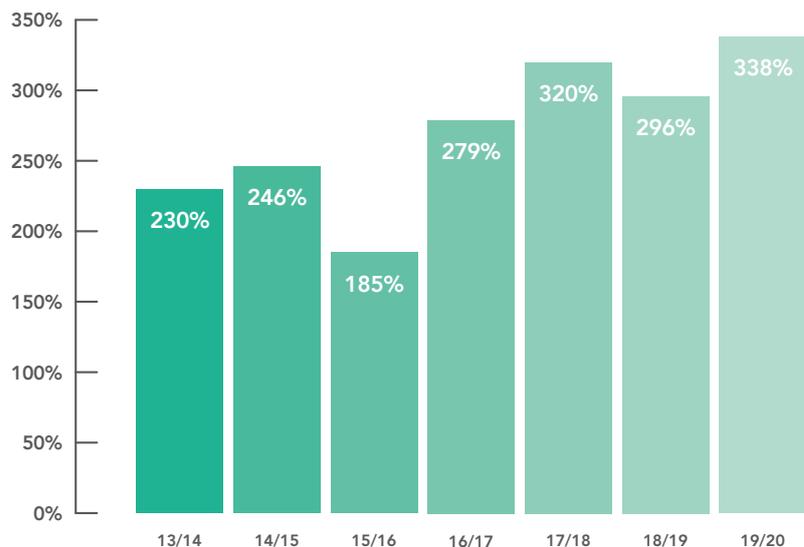
## Cash

Council's cash, cash equivalents and other financial assets increased \$1.4 million to \$20.3 million at 30 June 2020 (2018/19; \$18.9 million). Council's cash and cash equivalents are subject to external restrictions and internal allocations that limit the amounts available for discretionary use. External restrictions total \$2.3 million (2018/19; \$1.5 million) while intended internal allocations amount to \$16.7 million (2018/19; \$13.6 million). This provides Council with \$1.3 million (2018/19; \$3.7 million) available cash not subject to restrictions.

At 30 June 2020 Council's working capital ratio, which represents Council's current assets as a percentage of current liabilities, was 332% down from 381% at 30 June 2019. Council's ratio would have been 297% at the 30 June 2020 if the \$2.75 million of 2020/21 grants were not paid early by the Commonwealth Government.



Cash and Cash Equivalents (\$ millions)



Working Capital Ratios

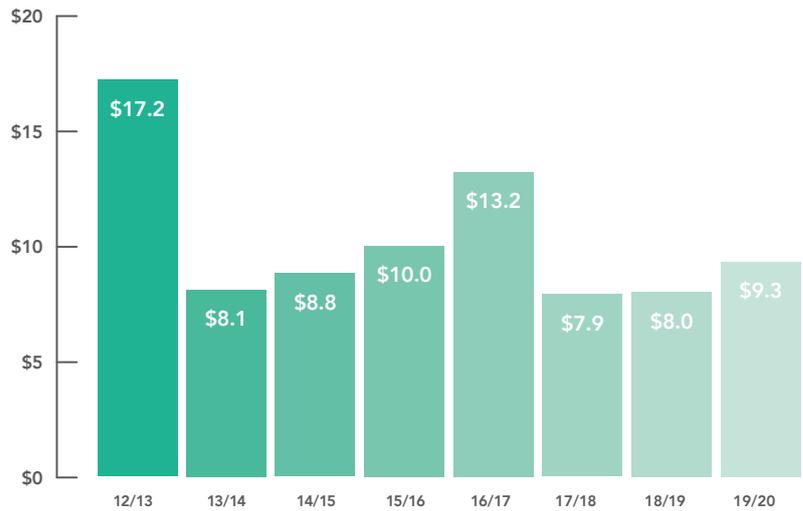
## Capital Works

Of the \$9.3 million capital expenditure (\$8.0 2018/19), 62% was spent on renewal of assets (2018/19, 78%). Renewal of assets as opposed to building new assets or upgrading assets is an important focus of Council as it works towards reducing the infrastructure gap.

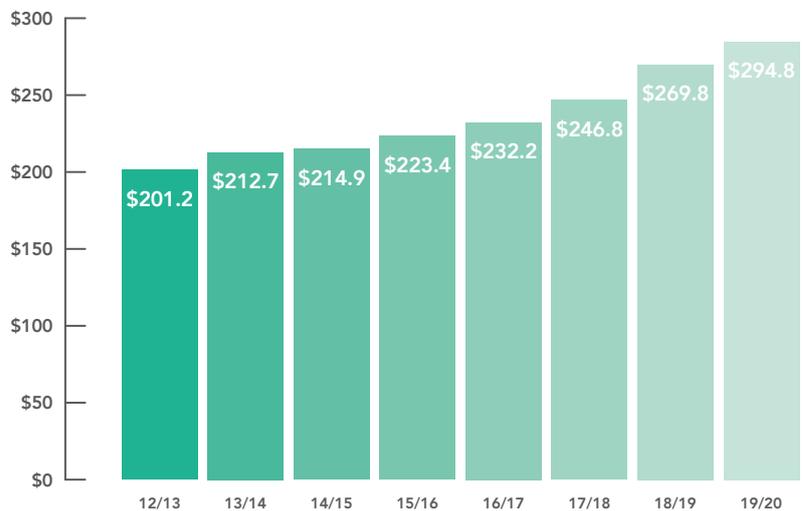
Council's capital assets provide community facilities, roads, bridges and other infrastructure that are important to the everyday functioning of our community. The written down value of these assets continues to increase over time.

## Liabilities

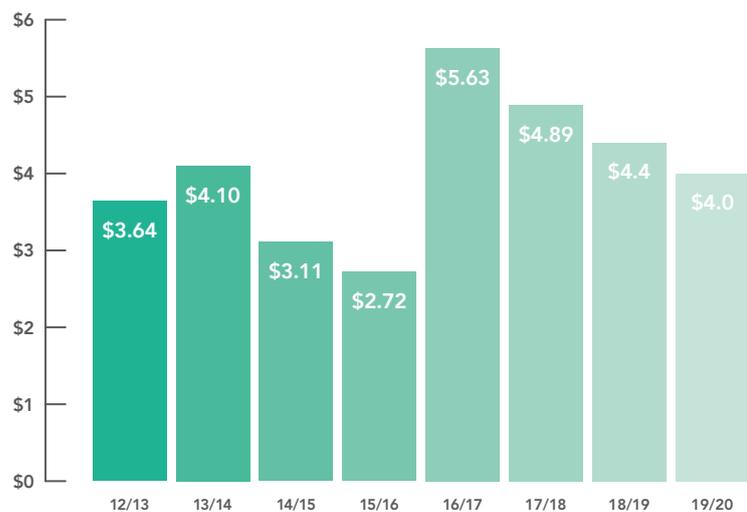
Council's liabilities comprise of loans, amounts owed to suppliers and amounts owed to employees for leave entitlements. The total balance of loan borrowings at the end of the 2019/20 financial year is \$4 million (2018/19; \$4.4 million).



Capital Works (\$ Millions)



Plant, Property & Equipment (\$ Millions)



Loan Liability (\$ Millions)

# Statutory Information

*The following information is provided in accordance with legislative and other requirements applying to Council appointments.*

*Our permanent employee turnover rate (resignations) for 2019/20 was 24.8%, which is higher than the previous year of 9.5%*

## Documents Available for Public Inspection

In accordance with Section 12 of the Local Government (General) Regulations 2015 the following is a list of the prescribed documents that are available for inspection on our website or copies of the documents can be obtained for the purposes of section 222 of the Local Government Act 1989 at Corner Duke and Albert Streets, Daylesford:

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of council staff in the previous 12 months
- Agendas for and minutes of ordinary and special meetings held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- Minutes of meetings of special committees held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public
- A register of delegations
- A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease; agreements to establish regional libraries
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the council as lessor or lessee.
- A register of authorised officers
- A list of donations and grants made by the council during the financial year.

# Hepburn

SHIRE COUNCIL

## Hepburn Shire Council

PO Box 21 Daylesford Victoria 3460

T: (03) 5348 2306

[Shire@hepburn.vic.gov.au](mailto:Shire@hepburn.vic.gov.au)

[www.hepburn.vic.gov.au](http://www.hepburn.vic.gov.au)

 [www.facebook.com/hepburncouncil](https://www.facebook.com/hepburncouncil)

## Council Offices

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### Daylesford

Corner Duke & Albert Streets,  
Daylesford

### Creswick

68 Albert Street,  
Creswick

### Clunes

The Warehouse - Clunes  
36 Fraser Street, Clunes